



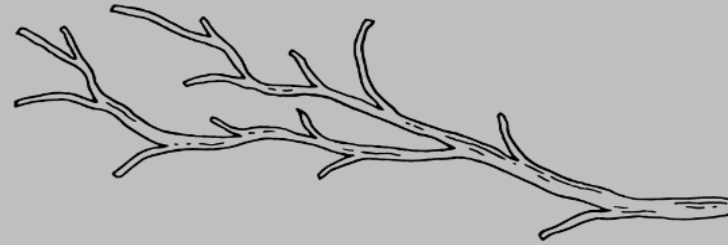
## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, 19 January, 2021 @ 0930

✓ Indicates Attachment

<b>1</b>	<b>ADOPTION</b>	
✓	1.1 Adoption of Open Agenda: 19 January, 2021	<i>Police Board</i>
	1.2 Delegations	
✓	1.3 Silver Branch Project Presentation	<i>Cst. Camille Oliveira</i>
<b>2</b>	<b>CONSENT AGENDA</b>	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: 26 November, 2020	
	2.2 Police Board Member Reports	
✓	2.3 Policy: OD100 – Charge Recommendations	
✓	2.4 Statistics	
✓	2.5 Correspondence	
	<ul style="list-style-type: none"> <li>• NWPOA Letter to Police Board</li> <li>• Response to City Council RE Call for Justice Report</li> <li>• Letter of Thanks to NWPB for CAPG Sponsorship</li> <li>• Message from ADM Butterworth-Carr</li> <li>• Capacity and Funding Gaps at JIBC</li> <li>• Police Chiefs and Police Board Letter from JIBC</li> <li>• Thank you Correspondence</li> <li>• BCAPB 2021 Notice of AGM and Call for Resolutions</li> </ul>	
<b>3</b>	<b>ONGOING BUSINESS</b>	
✓	3.1 City Council Resolution and 2021 Police Budget	<i>Chief Constable Jansen</i>
<b>4</b>	<b>NEW BUSINESS</b>	
	None	
	<b>NEXT MEETING</b>	
	<b>Date:</b> Tuesday, 16 February, 2021 at 0930	
	<b>Location:</b> ZOOM Video Conference	
	<b>ADJOURNMENT OF OPEN MEETING</b>	



# ***Silver Branch Project***

KEEPING NEW WESTMINSTER  
SENIORS SAFE



# ***Silver Branch Project***

KEEPING NEW WESTMINSTER  
SENIORS SAFE

**The Silver Branch Project is a police-initiated community outreach and prevention program for at-risk older adults with cognitive impairment and dementia issues.**

**(Project Overview)**

# GOALS AND OBJECTIVES:

## GOAL # 1

- The Silver Branch Project is designed to provide educational and practical strategies to front-line police officers who encounter older adults with cognitive impairment and dementia. (Tools in the tool box)

## GOAL # 2

- The Silver Branch Project will enable timely and consistent safety planning for Older Adults living with cognitive impairment and dementia who are reported missing/ wandered

## GOAL # 3

- Provide investigative assistance in High Risk Missing Person/ Wandering files involving Older Adults with Dementia or cognitive brain impairment. Hopefully reducing investigative time spent locating missing seniors who participate in the Silver Branch Program

## GOAL # 4

- The Silver Branch Project is designed to foster and increase police engagement/ outreach with Older Adults and other Vulnerable Persons with issues of cognitive impairment.

# PROGRESS REPORT

## **GOAL # 1**

**The Silver Branch Project is designed to provide educational and practical strategies to front-line police officers who encounter older adults with cognitive impairment and dementia.**

**COMPLETED: ROLL CALL TRAINING FOR ALL NRPD UNITS.**

# PROGRESS REPORT

## GOAL # 2

**The Silver Branch Project will enable timely and consistent safety planning for Older Adults living with cognitive impairment and dementia who are reported missing/ wandered.**

- **27 referrals to the Silver Branch Program.**
  - All have been contacted by the VPLO within 2-4 days of receiving the referral
  - Most resulting in the family seeking proper diagnosis and treatment from their doctor
  - 6 files with collaboration with Fraser Health have transitioned into long term community care placements, several on the waiting list for the appropriate placement.
  - 2 files involved collaboration with New West Mental Health Liaison and were instances of failure to thrive
  - 1 file involved safety planning for a special needs adult and a history of wandering (ESL)

# PROGRESS REPORT

## GOAL # 3

- **Provide investigative assistance in High Risk Missing Person/ Wandering files involving Older Adults with Dementia or cognitive brain impairment. Hopefully reducing investigative time spent locating missing seniors who participate in the Silver Branch Program**

# THE SILVER BRANCH PROJECT

## **GOAL # 4**

**The Silver Branch Project is designed to foster and increase police engagement/ outreach with Older Adults and other Vulnerable Persons with issues of cognitive impairment.**

- **Temporarily on hold due to Covid with many of the recreational facilities in New Westminster being closed or having limited programming**





***Silver  
Branch  
Project***

KEEPING NEW WESTMINSTER  
SENIORS SAFE

# ***Introduction***

The Silver Branch Project increases safety for senior residents living in New Westminster who have dementia or have been diagnosed with a cognitive impairment. Provided by the New Westminster Police Department, this program invites your family to meet with Constable Oliveira to assess safety risks for the senior in your life. Together you'll develop a practical plan that allows you to work with police in keeping your loved one safe.

# ***Benefits to you and your loved one***

Are you concerned about the safety of a senior in your life? Has your loved one started wandering? Has a family member been recently diagnosed with dementia? The Silver Branch Project can provide you with a plan and tools.

- Create a customized safety plan
- Get the most up to date information about your senior in the hands of police
- Learn about helpful tools including GPS smart technologies and door alarms
- Connect with additional resources and referrals

# ***Meet Constable Oliveira***



Constable Oliveira is the New Westminster Police Department's Vulnerable Persons Liaison Officer. She's worked in policing for 23 years and is passionate about empowering families with the safety knowledge they need to provide a safe environment for their loved ones.





# ***Silver Branch Project***

## ***Contact Us***

Constable Oliveira

604-525-5411

[coliveria@nwpolice.org](mailto:coliveria@nwpolice.org)

New Westminster Police Department

555 Columbia Street, V3L 1B2

New Westminster, BC

KEEPING NEW WESTMINSTER  
SENIORS SAFE

**New Westminster  
Police Department**

*We're here for you.*



## NEW WESTMINSTER MUNICIPAL POLICE BOARD

November 17, 2020 at 0930  
New Westminster Police Executive Boardroom

### MINUTES of Regular Meeting

<b>PRESENT:</b>	Mayor Jonathan Coté	Chair
	Ms. Christine Dacre	
	Mr. Karim Hachlaf	
	Mr. Sasha Ramnarine	
	Ms. Natalia Bryant	
<b>STAFF:</b>	Chief Constable D. Jansen	
	Deputy Chief Constable P. Hyland	
	Inspector T. Dudar	
	Inspector T. Matsumoto	
	Inspector C. Mullin	
	Inspector D. McDaniel	
	Ms. D. Dyer	Board Secretary

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#### 1. ADOPTION OF AGENDA

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

**THAT:** The New Westminster Police Board approve the November 17, 2020 Regular Agenda

**CARRIED**

#### 1.2 Delegations

None.

#### 2. CONSENT AGENDA

##### 2.1 Approval of Open Minutes: 20 October, 2020

##### 2.2 Police Board Member Reports

##### 2.3 Policy

##### 2.4 Statistics

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

**THAT:** Item 2.4 be removed from the Consent Agenda; and

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

**CARRIED**

**ITEMS REMOVED FROM THE CONSENT AGENDA**

**2.4 Statistics**

Mr. Ramnarine enquired into member protocol surrounding impaired driving during the Covid-19 pandemic, with a specific focus on road blocks. Chief Constable Jansen reported that road blocks are still taking place, with a policy for PPE use or physical distancing in place. Chief Constable Jansen further stated that the Winter CounterAttack will be rolled out shortly.

Ms. Bryant requested that a report be provided to the Board reflecting statistics that relate to any Quarantine Act matters. Chief Constable Jansen stated that this information is provided to the province on a weekly basis and would be readily available for the Board. This information will be provided at the next Board meeting in January.

Mr. Hachlaf noted the increase in both *Break and Enter* and *Possession of Weapons* occurrences. Inspector Mullin explained that the Break and Enter files are attributed to a few individuals. One individual in particular, Mr. Gustein, has been arrested and charged. The Forensic Identification team were able to match Mr. Gustein's prints to various scenes resulting in a search warrant for his residence, where a substantial amount of property was recovered. The courts are reluctant to remand individuals amidst the current Covid-19 pandemic. Unfortunately, Mr. Gustein was released but subsequently arrested again for further *Break and Enter* offences.

Inspector Mullin will prepare a report for the board concerning *Possession of Weapons* occurrences.

Received for information.

**3. ONGOING BUSINESS/ DISCUSSION**

**3.1 Governance: 2021 Budget**

Inspector Matsumoto presented the provisional 2021 budget to the Board.

Inspector Matsumoto noted that some of the enhancements include:

- A \$100,000 enhancement to ‘General Administration’ to facilitate the joint City Council and Police Board motion on public and employee engagement for the Diversity, Engagement, Inclusion and Anti-Racism (DEIAR) framework. Resources are required to carry out implementation of the framework.
- A 4.6% increase to ‘Contracted Services’, which is higher than initially anticipated, with E-Comm 911 being the largest driver of this increase.
- A \$44,000 enhancement fund for COVID-19 PPE costs (\$40,000) that Emergency Management BC will not cover.
- Naloxone costs (\$4,000) have been downloaded to all police departments by the Province.
- An enhancement under ‘Salaries and Benefits’ valued at \$180,007 (2021) for year one funding of a two-year temporary fulltime Sergeant position. The purpose of this enhancement is to provide HR backfill support for the DEIAR Framework under development.

Discussion ensued.

Ms. Dacre spoke of her concern for the challenges that all cities are currently facing with their budgets. Ms. Dacre supports the budget as presented and stated that the work on the DEIAR framework is very important work, however, shared some concerns in regards to the funding of the Sergeant position. Ms. Dacre suggested that some thought be given to an alternative plan, should the funding not be approved.

Mayor Cote echoed that 2021 will be a challenging budget year. Mayor Cote further noted that revenue sources have not yet recovered and anticipates that this will remain the case for some time. Mayor Cote voiced that he is very supportive of funding for the joint DEIAR work with city council, however, did raise some concerns for the cost of the Sergeants position. Mayor Cote recommended that further discussion be had concerning this particular expense.

### **MOVED AND SECONDED (Hachlaf/ Bryant)**

**THAT:** The 2021 provincial Operating Budget including enhancements be approved; and

**THAT:** The 2021 provincial Capital Budget including enhancements as presented be approved.

**CARRIED**

### **3.2 Calls for Justice**

Inspector McDaniel stated that the purpose of this report is to provide the New Westminster Police Board (the Board) with the New Westminster Police Department’s response to the recommendations 9.1 to 9.11 of the “Reclaiming Power and Place, the

Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls” (MMIWG) report.

In September 2016, the Canadian Government initiated the National Inquiry into MMIWG. On June 3, 2019, the final findings from the National Inquiry into MMIWG were released to the public. The extensive review found that there are 231 steps, or Calls for Justice, that are required by all levels of government to end violence against Indigenous women, girls, and 2SLGBTQQA (Two-Spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex, and asexual) people. The MMIWG Inquiry identified 28 Calls for Police Services, which are reviewed in the *NWPD Response to the Calls for Justice* report.

Inspector McDaniel stated that the report speaks to several areas, specifically;

- Recruiting Practices
- Commitment to Strengthen Community Relations
- Culturally Appropriate and Gender-Neutral Policy, Practices and Procedures
- Training – Increase Cultural Competence and Ensure Trauma Informed Practices
- Investigative Practices.

Chief Constable Jansen thanked Inspector McDaniel and stated that a response will be sent to City Council with a copy of the *NWPD Response to the Calls for Justice* report. Mayor Cote suggested that Inspector McDaniel may wish to present the report to City Council in due course.

Received for information.

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

##### **4.1 Draft Police Board Meeting Dates**

Chief Constable Jansen presented the Draft Police Board Meeting Dates for 2021.

The Board were invited to advise Ms. Dyer of any potential conflicts before the next Board meeting in January.

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

**THAT:** The proposed 2021 Police Board meeting dates be approved.

**CARRIED**

**ADJOURNMENT of Regular Meeting**

Mayor Jonathan Cote adjourned the meeting at 1025 hrs.

**Next meeting:**            January 19, 2021 at 0930 AM  
                                      Via Zoom Video Conference

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MAYOR JONATHAN COTE  
CHAIR

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D. DYER  
RECORDING SECRETARY

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# Charge Recommendations

**OD100**

Revised: November 2020

**OD100**

## Risk Assessment: Low

## POLICY

1. The New Westminster Police Department (NYPD) will review cases involving criminal investigations where:
  - a. the investigating Member recommends charges and this recommendation is not approved by a Supervisor or Crown Counsel,
  - b. the investigating Member, or any other police officer, recommends a stay of proceedings or charges not be recommended, notwithstanding there are reasonable grounds to believe that an offence has been committed, or
  - c. Crown Counsel declines to prosecute owing to alleged police mishandling.

## REASONS FOR POLICY

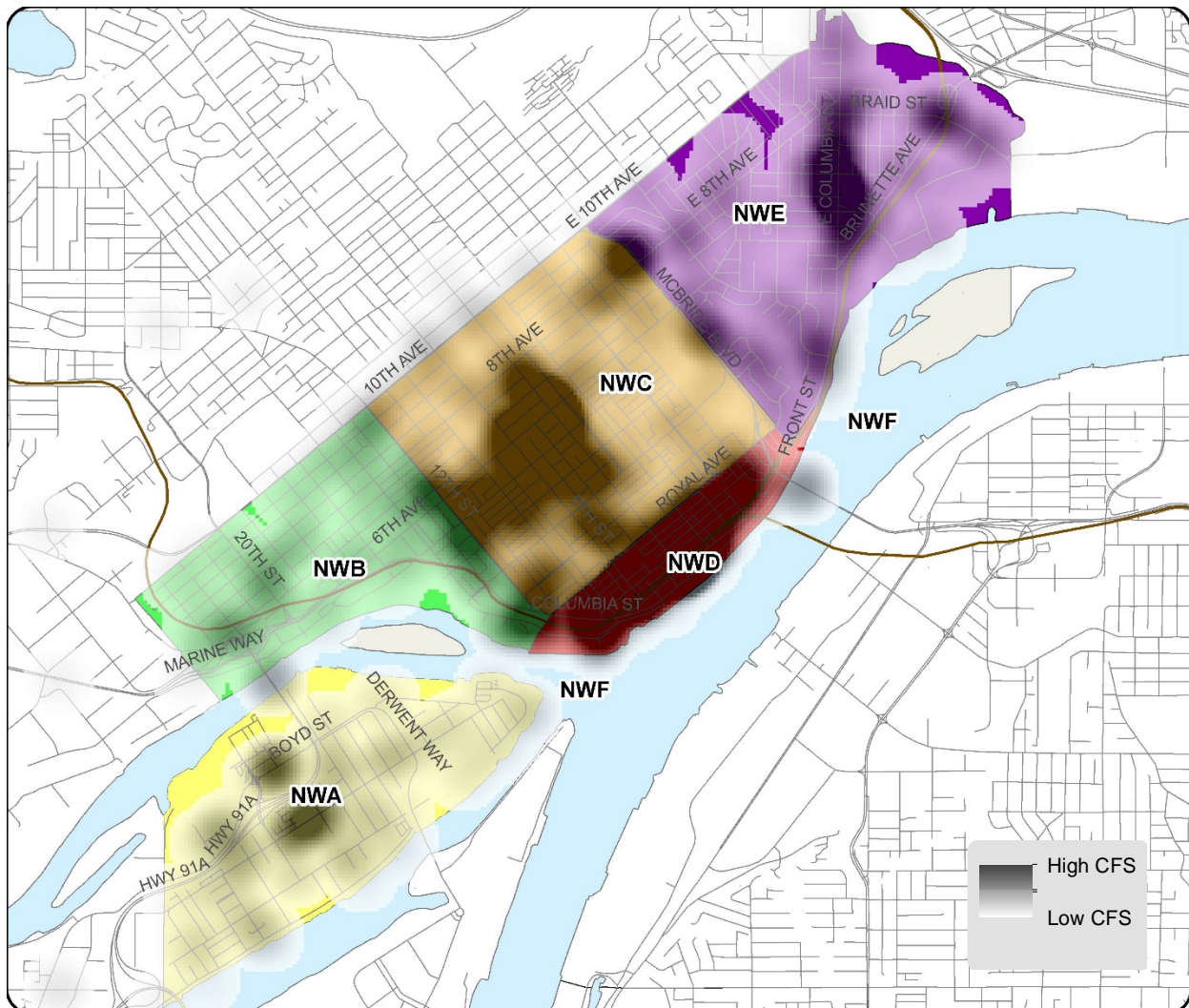
2. To ensure that investigations and the recommending of charges are conducted in a manner free from interference.
3. To ensure that the public interest is protected and the administration of justice is not brought into disrepute.

**Calls for Service**

	Oct	Nov	Nov avg range	YTD 2019	YTD 2020	YTD +/-	YTD % chg
Queensborough (NWA)	134	141	142-200	1830	1488	-342	-19%
West End (NWB)	175	130	162-189	1937	1869	-68	-4%
Mid-Uptown (NWC)	607	515	535-602	6646	6174	-472	-7%
Downtown (NWD)	358	356	311-378	4206	4238	32	1%
East End (NWE)	224	206	241-280	2795	2538	-257	-9%
Water (NWF)	1	0	0-1	3	4	1	-
Skytrain Stns (NWG)	31	28	13-35	284	306	22	8%
Spec. Locations (NWH)	132	104	130-145	1511	1318	-193	-13%
Other	34	19	25-33	286	263	-23	-8%
<b>Total Calls For Service</b>	<b>1696</b>	<b>1499</b>	<b>1605-1817</b>	<b>19498</b>	<b>18198</b>	<b>-1300</b>	<b>-7%</b>

Above normal range    Within normal range    Below normal range

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



## Monitored Occurrence Types

Persons Crimes	Nov 2020	Nov 2019	+/-	2020 YTD	2019 YTD	+/-	% change
All Persons Offences	63	82	-19	869	929	-60	-6%
Assault	32	41	-9	437	447	-10	-2%
Domestic Violence	34	54	-20	526	719	-193	-27%
Family Violence	25	35	-10	273	318	-45	-14%
Robbery	2	3	-1	28	29	-1	-3%
Sex Assaults	3	3	0	54	60	-6	-10%
Indecent Acts	2	1	1	29	25	4	16%
Other Sex Offences	1	4	-3	31	36	-5	-14%

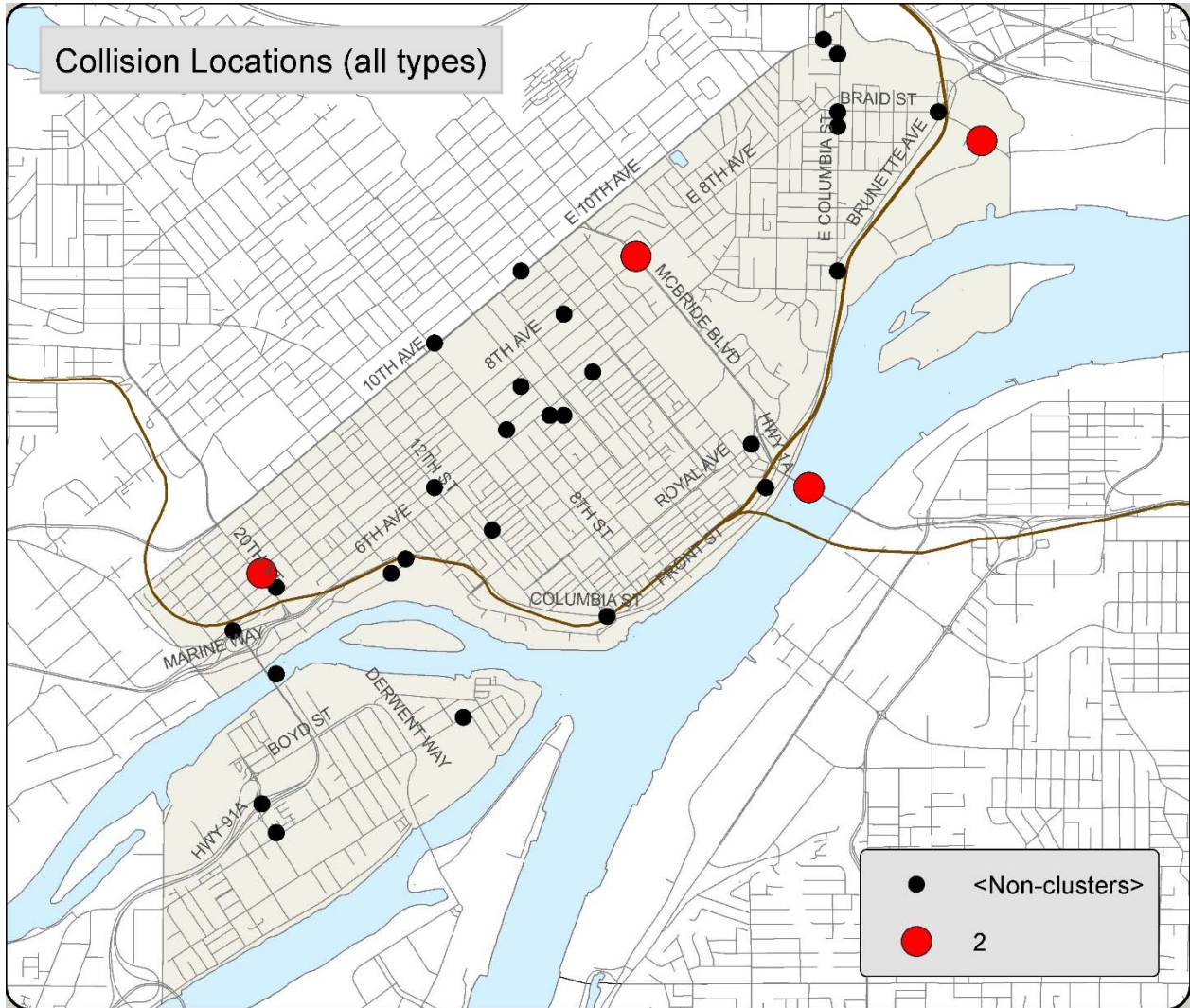
Property Crimes	Nov 2020	Nov 2019	+/-	2020 YTD	2019 YTD	+/-	% change
All Property Offences	260	282	-22	2850	3242	-392	-12%
Break and Enter – Total	22	39	-17	357	399	-42	-11%
Break and Enter – Business	15	24	-9	174	207	-33	-16%
Break and Enter – Residence	3	7	-4	86	108	-22	-20%
Break and Enter – Other	4	7	-3	95	82	13	16%
Theft of Vehicle	17	20	-3	149	216	-67	-31%
Recovered Stolen Vehicle	3	5	-2	38	78	-40	-51%
Theft From Vehicle	71	73	-2	846	804	42	5%

Drug Offences	Nov 2020	Nov 2019	+/-	2020 YTD	2019 YTD	+/-	% change
Drug Possession (all)	0	3	-3	12	46	-34	-74%
Trafficking (all)	1	4	-3	10	37	-27	-73%

Other Crimes	Nov 2020	Nov 2019	+/-	2020 YTD	2019 YTD	+/-	% change
Possession of Firearms	1	3	-2	26	28	-2	-7%
Possession of Weapons	5	7	-2	65	61	4	7%
Hate Motivated Crime	0	0	0	3	2	1	-

Other Non-Criminal	Nov 2020	Nov 2019	+/-	2020 YTD	2019 YTD	+/-	% change
Missing Persons	12	9	3	127	109	18	17%
Missing Persons – High Risk	6	8	-2	66	153	-87	-57%
Mental Health related (study flag B)	74	52	22	575	770	-195	-25%
Mental Health related (s. 28 arrests)	21	33	-12	320	337	-17	-5%
Disturbed Person/Att. Suicide	45	63	-18	634	784	-150	-19%
Sudden Deaths	6	4	2	115	71	44	62%
Domestic Dispute – No Assault	27	37	-10	442	462	-20	-4%

Traffic/Driving	Nov 2020	Nov 2019	+/-	2020 YTD	2019 YTD	+/-	% change
Collision - Non-fatal Injury	1	11	-10	80	118	-38	-32%
Collision - Damage under \$10,000	29	35	-6	295	310	n/a	n/a
Collision - Damage over \$10,000	6	11	-5	54	57	n/a	n/a
Impaired Driving	7	11	-4	48	111	-63	-57%
IRP	22	15	7	131	264	-133	-50%



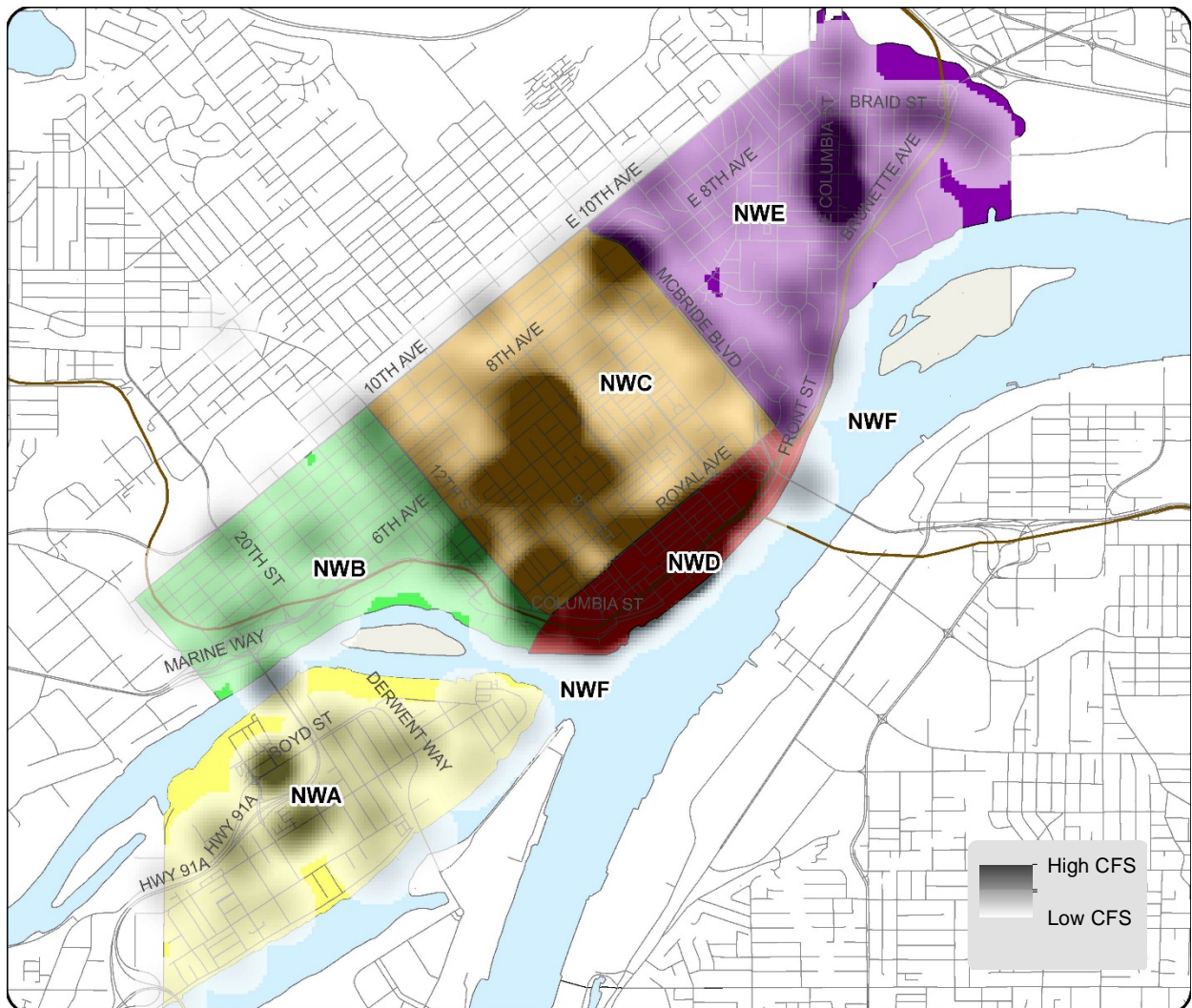
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## Calls for Service

	Nov	Dec	Dec avg range	YTD 2019	YTD 2020	YTD +/-	YTD % chg
Queensborough (NWA)	141	128	129-190	1957	1616	-341	-17%
West End (NWB)	130	123	135-194	2136	1992	-144	-7%
Mid-Uptown (NWC)	515	518	502-585	7148	6692	-456	-6%
Downtown (NWD)	356	372	332-372	4563	4610	47	1%
East End (NWE)	206	206	204-284	3013	2744	-269	-9%
Water (NWF)	0	0	0	3	4	1	-
Skytrain Stns (NWG)	28	31	20-28	304	337	33	11%
Spec. Locations (NWH)	104	94	118-161	1669	1412	-257	-15%
Other	19	26	20-27	311	289	-22	-7%
<b>Total Calls For Service</b>	<b>1499</b>	<b>1498</b>	<b>1612-1689</b>	<b>21104</b>	<b>19696</b>	<b>-1408</b>	<b>-7%</b>

Above normal range    Within normal range    Below normal range

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



## Monitored Occurrence Types

Persons Crimes	Dec 2020	Dec 2019	+/-	2020 YTD	2019 YTD	+/-	% change
All Persons Offences	85	71	14	954	1000	-46	-5%
Assault	43	36	7	480	483	-3	-1%
Domestic Violence	49	55	-6	575	774	-199	-26%
Family Violence	20	26	-6	293	344	-51	-15%
Robbery	2	3	-1	30	32	-2	-6%
Sex Assaults	12	1	11	66	61	5	8%
Indecent Acts	1	2	-1	30	27	3	11%
Other Sex Offences	6	2	4	37	38	-1	-3%

Property Crimes	Dec 2020	Dec 2019	+/-	2020 YTD	2019 YTD	+/-	% change
All Property Offences	262	227	35	3112	3469	-357	-10%
Break and Enter – Total	26	26	0	383	425	-42	-10%
Break and Enter – Business	15	22	-7	189	229	-40	-17%
Break and Enter – Residence	6	9	-3	92	117	-25	-21%
Break and Enter – Other	5	5	0	100	87	13	15%
Theft of Vehicle	16	7	9	165	223	-58	-26%
Recovered Stolen Vehicle	4	0	4	42	78	-36	-46%
Theft From Vehicle	79	70	9	925	874	51	6%

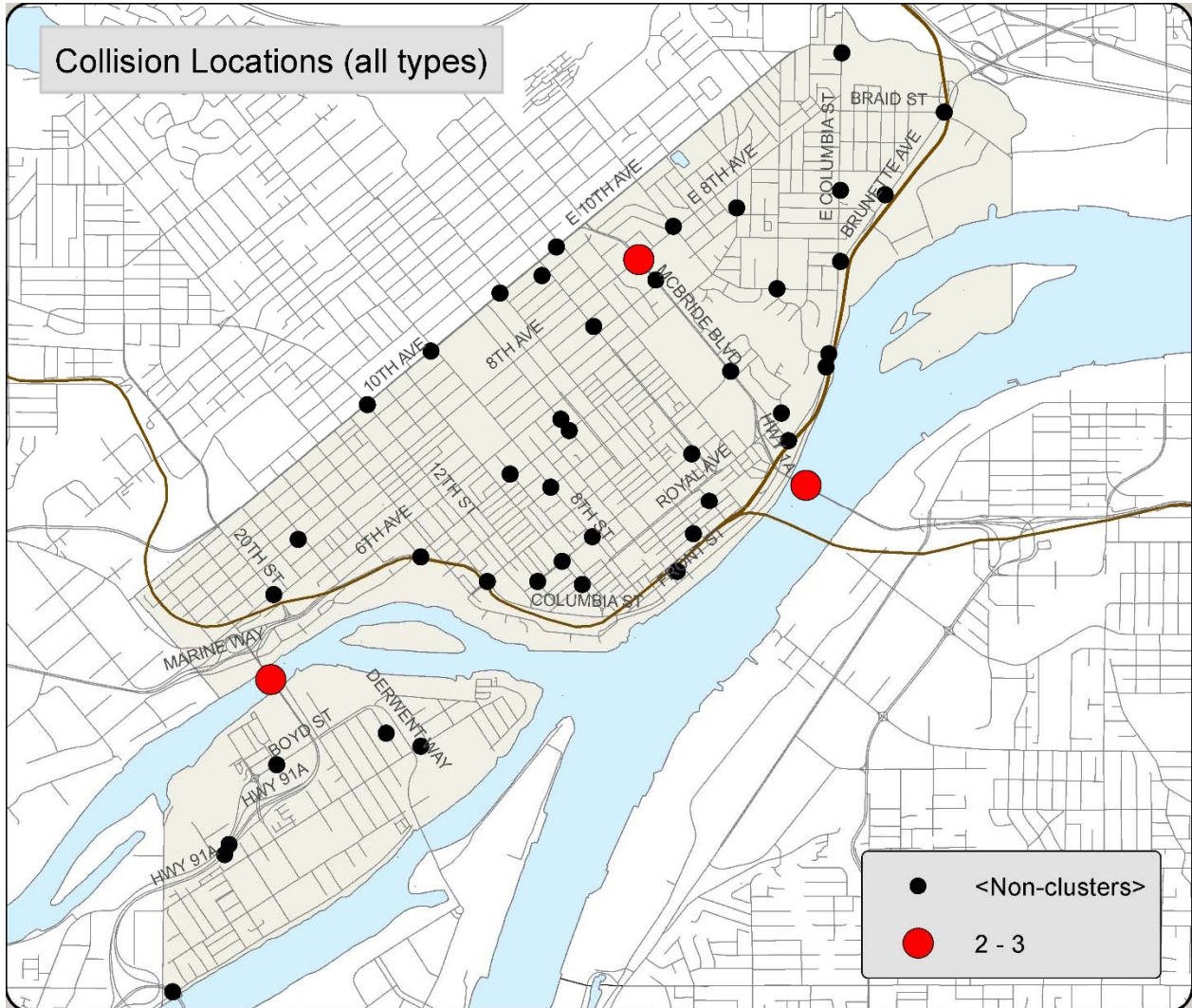
Drug Offences	Dec 2020	Dec 2019	+/-	2020 YTD	2019 YTD	+/-	% change
Drug Possession (all)	1	3	-2	13	49	-36	-73%
Trafficking (all)	2	3	-1	12	40	-28	-70%

Other Crimes	Dec 2020	Dec 2019	+/-	2020 YTD	2019 YTD	+/-	% change
Possession of Firearms	0	3	-3	26	31	-5	-16%
Possession of Weapons	5	2	3	70	63	7	11%
Hate Motivated Crime	0	1	-1	3	3	0	-

Other Non-Criminal	Dec 2020	Dec 2019	+/-	2020 YTD	2019 YTD	+/-	% change
Missing Persons	8	9	-1	135	118	17	14%
Missing Persons – High Risk	6	12	-6	72	165	-93	-56%
Mental Health related (study flag B)	58	57	1	633	827	-194	-23%
Mental Health related (s. 28 arrests)	29	40	-11	349	377	-28	-7%
Disturbed Person/Att. Suicide	50	74	-24	684	858	-174	-20%
Sudden Deaths	10	6	4	125	77	48	62%
Domestic Dispute – No Assault	32	42	-10	474	504	-30	-6%

### Traffic/Driving

	Dec 2020	Dec 2019	+/-	2020 YTD	2019 YTD	+/-	% change
Collision - Non-fatal Injury	7	10	-3	87	128	-41	-32%
Collision - Damage under \$10,000	40	37	3	335	347	n/a	n/a
Collision - Damage over \$10,000	5	7	-2	59	64	n/a	n/a
Impaired Driving	4	6	-2	52	117	-65	-56%
IRP	20	11	9	151	275	-124	-45%



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

<b>2020</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>TOTAL</b>
<b>Quarantine Act - GO's (all)</b>	0	3	1	0	2	1	0	<b>7</b>
<b>Quarantine Act - Charges Laid</b>	0	0	0	0	0	3	0	<b>3</b>
<b>Quarantine Act - VT's Issued</b>	0	0	0	0	2	0	0	<b>2</b>
<b>COVID-19 Related Measures Act - GO's (all)</b>	0	0	0	1	2	20	12	<b>35</b>
<b>COVID-19 Related Measures Act - VT's Issued</b>	0	0	0	0	0	0	2	<b>2</b>
<b>GO's with Study Flag "CV"</b>	0	5	3	2	4	12	6	<b>32</b>

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

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





## *New Westminister Police Officers Association*

*#190-720 6th St  
New Westminister, B.C. V3L-3C5*

*\*Member of the British Columbia Police Association  
& The Canadian Police Association*

To the Members of the New Westminister Police Board,

I am currently a serving member of the New Westminister Police Department, and, as an Executive Board Member of our Police Officers Association, I write this on behalf of the members of the NWPD. We are the officers that you see in uniform driving through your neighbourhood, patrolling, responding to calls, interacting with the public, and doing our best to make a positive difference every day. Many of us live in or have loved ones in this city; many of us grew up here, and some raise our kids here; all of us call New Westminister their place of work, but it is also our home too.

In the spirit of best serving the city that we cherish, we recently published a tweet, which has garnered a lot of negative attention. While we had intended to bring notice to what we believe is an important issue, we fear that the tone of our message may have distracted from its point, and we would like to clarify our concerns.

We understand that the current policing model is under review, and we want to emphasize that we do not fear change. Police are not meant to be a catch-all answer to every challenge that our community faces.

We have been called to help the people of New Westminister on their worst days and in their worst moments. We have listened to victims of domestic abuse and sexual assaults relive the horrific moments of violence directed at them, describing their fear and helplessness. We have heard many New Westminister residents share their feelings and sadness as they recount their own lived experiences of systemic racism and colonial violence. We recognize that as police officers we are not always the best professionals to bear witness to the pain and distress of others. Yet, for many hours of the day, the responsibility has become ours as the supports systems have not been put in place to replace that role. Until they are, if we are to be defunded, what is the plan? We are concerned as we know that in the interim we will still be called upon to do the same work to help our vulnerable residents, but now with less resources, training, and funding.

We are concerned that some members of City Council are attempting to institute change by freezing the budget for 2021, possibly without understanding the implications of such a decision. Voting for a zero-percent increase in police funding is, effectively, a cut to the budget, as the police department's fixed expenses increase each year due to the

## ***NEW WESTMINSTER POLICE OFFICERS ASSOCIATION***

increased costs associated with inflation and contractual obligations. That means that the department will be forced to trim expenses from the budget, which could result in the NWPD not being able to meet the community's stated needs.

Shifting funding from police towards alternative options for community support makes sense when those options have been put in place. But until they are, what plan is there to support people with mental health concerns? What will replace the work we are doing to aid the residents we assist every day? Who can help those that need support for "non-police" related issues when they have seemingly nowhere else to turn? Cutting our resources with no plan in place has us worried for the most vulnerable in our community.

We believed that we have had a voice at the table when it comes to working together to reimagining a new model of policing for our community. The members of the NWPD have always taken pride in being leaders in policing, and we strive to be that example for other policing agencies.

But in the midst of these efforts, a motion was put forward to effectively cut our budget that we feel goes against the spirit of mutual respect and collaboration. That, we feel, was unexpectedly one sided and significantly impacts our ability to work together when the message to our members, intentional or not, is that their voice does not matter.

The impact of the Covid Pandemic and Opioid Crisis has exhausted front line staff everywhere and impacted staff wellness. Our officers put their lives at risk day to day to help protect residents and visitors of New Westminster and we are concerned that in the midst of a seemingly unplanned defund we will see some of our members leaving for neighbouring police agencies. We have seen more of our members struggling with PTSD and mental health concerns, which will only be amplified with increased workload.

However, in the midst of it all, we will continue to be there for the resident of New Westminster.

We will stand up for the most vulnerable.

We will support those in their darkest days.

We will treat all people with dignity and respect.

We will continue to do our job honourably and with integrity.

Sincerely,

The Members of the New Westminster Police Department



## RESPONSE TO CITY COUNCIL RE CALLS FOR JUSTICE REPORT

# New Westminister Police Department

**David Jansen**  
Chief Constable

New Westminister City Council  
511 Royal Avenue  
New Westminister, BC  
V3L 1H9

26 November 2020

Dear Council,

By way of follow up to the attached letter of July 10, 2019, The New Westminister Police Board met on November 17, 2020, and approved the following report in response to Calls for Justice.

The final report can be accessed via the following link:

<https://www.nwpolice.org/blog/2020/11/25/nwpd-response-to-the-calls-for-justice-listening-and-learning-through-respect-and-understanding/>

Alternatively, the report can be found through the New Westminister Police Department website by navigating to the 'Media' heading and selecting 'Inside NRPD' from the drop down menu.

Should you have any further questions, please do not hesitate to contact me.

Regards,

A handwritten signature in black ink that reads "David Jansen".

Dave Jansen  
Chief Constable.



**Jonathan X. Coté**  
Mayor



July 10, 2019

New Westminster Police Board  
c/o Office of the Chief Constable  
New Westminster Police Department  
555 Columbia Street  
New Westminster, BC V3L 1B2

Dear Members of the Police Board,

**Re: Response to Reclaiming Power and Place, the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls**

The Council of the City of New Westminster is actively engaged in a reconciliation process. This resulted in the passing of the following motion at a meeting on July 8, 2019:

*WHEREAS Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls was released on June 3, 2019; and*

*WHEREAS the report is comprised of the truths of 2,380 family members and includes 231 calls to justice; and*

*WHEREAS the report states that “the violence the National Inquiry heard about amounts to a race-based genocide of Indigenous Peoples, including First Nations, Inuit and Métis, which especially targets women, girls, and 2SLGBTQQIA people”*

*THEREFORE BE IT RESOLVED*

*THAT the City of New Westminster affirm the report’s findings that the actions of governments have constituted genocide; and*

*THAT the City of New Westminster formally call upon the New Westminster Police Board to respond to the Calls to Justice, specifically 9.1 through 9.11, and request that they champion and lead the establishment of a regional police task force to address the Calls to Justice; and*

*THAT the City of New Westminster formally call upon the Prime Minister and the Member of Parliament for New Westminster to respond to the Calls to Justice that require action on the part of the federal government of Canada; and*

*THAT the City of New Westminster formally call upon Premier of British Columbia and the New Westminster Members of the Legislative Assembly to respond to the Calls to Justice that require action on the part of the provincial government; and*

*THAT the City of New Westminster formally call upon New Westminster School Board to respond to the Calls to Justice that refer to public education, specifically 11.1 through 11.2; and*

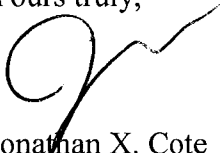
*THAT the New Westminster Restorative Justice Committee be called upon to provide recommendations to Council and/or the provincial court system to inform a local approach to the Calls to Justice that refer to the court system; and*

*THAT the Calls to Justice be incorporated into the City's reconciliation work.*

The Council while advocating that everyone should read *The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*, in the motion calls the Police Board's attention to sections 9.1 through 9.11 which can be found as an attachment to this letter.

The City of New Westminster joins with the authors of the report in calling on the New Westminster Police Board to respond to these Calls for Justice.

Yours truly,



Jonathan X. Cote  
Mayor

Office of the Mayor

Corporation of the City of New Westminster

511 Royal Avenue, New Westminster, BC • Canada V3L 1H9 T (604) 527 4522 F (604) 527 4594

[www.newwestcity.ca](http://www.newwestcity.ca)



**SENT ELECTRONICALLY**

December 4, 2020

New Westminster Police Board  
555 Columbia St  
New Westminster, BC V3L 1B2

Dear New Westminster Police Board,

The Canadian Association of Police Governance wishes to thank you for supporting the CAPG 2020 Virtual Conference "*Prioritizing Wellness Through Governance*", held October 30<sup>th</sup> and November 2<sup>nd</sup>. With your sponsorship, support and participation, we were able to put on an exceptional all virtual event with key guest speakers, leading presentations and important panel discussions, many engaging sessions, networking opportunities, the screening of a moving film, and much more. Over 400 people attended this event.

Your 2020 sponsorship funds were used to:

- Obtain our virtual technology rights and support staff
- Fund the increase in staffing needed to co-ordinate various communications, marketing and registration pieces
- Provide your organization recognition on our website, program, eblasts and at the virtual event
- Allow access to the virtual AGM on October 31, 2020 for all members at no cost

As you are aware, there have been a lot of challenges in 2020. From quickly needing to rethink how we could offer an educative and quality program to our delegates during a global pandemic to the increasing societal demand for change in policing in Canada. We hope the conference exceeded your expectations and that we can count on your sponsorship in the future. If there is any way we can increase the value proposition for you, please let us know.

On behalf of the CAPG board of directors and all of our members, I extend our warmest gratitude for your generous support and reassure you that CAPG will work diligently to be a significant and credible stakeholder in all discussions related to community safety and police governance at the national level.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Micki Ruth', is written in a cursive style.

Micki Ruth, President  
Canadian Association of Police Governance

MESSAGE FROM ADM BUTTERWORTH-CARR



December 16, 2020

Dear colleagues,

I am writing to advise you that after thoughtful consideration, I have made the difficult but necessary decision to leave the Provincial Government, and my role as Assistant Deputy Minister and Director of Police Services, early in the New Year to focus on personal matters and spend time with my family.

At this time, I wish to express my sincere gratitude to you and your organization for the strong relationships you have helped build with the Policing and Security Branch, and for your ongoing willingness to collaborate on the many complex issues facing policing in BC.

Even in the face of the global COVID-19 pandemic, I know this work will continue to advance and great progress will be made to modernize policing and public safety, particularly through the BC Special Committee on Reforming the *Police Act*.

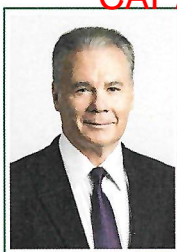
Over the next few weeks, plans for the transition to a new ADM and Director of Police Services will be confirmed, and this information will be shared with you as soon as it is available.

I wish you and your organization all the best for the future.

Take care,

A handwritten signature in cursive script, appearing to read "Brenda Butterworth-Carr".

Brenda Butterworth-Carr; Tr'injà shär njit dintläť  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch



# CHAIR OF THE POLICE BOARD

FROM THE DESK OF MAYOR GEORGE V. HARVIE

December 7, 2020

\* VIA E-MAIL: [PSSG.Minister@gov.bc.ca](mailto:PSSG.Minister@gov.bc.ca)

The Honourable Mike Farnworth, MLA  
Minister of Public Safety and Solicitor General (PSSG)  
PO Box 9010 Stn Prov Gov  
Victoria, BC V8W 9E2

Dear Minister Farnworth:

**RE: Capacity and Funding Gaps at the JIBC**

As you are aware, the Justice Institute of British Columbia (JIBC) provides police recruit training to all municipal police departments in British Columbia. The JIBC, located in New Westminster, provides training in policing, firefighting, probation, driver education, corrections, paramedicine, security, sheriffs and a variety of other areas of study. Demands for improvement, training and development are consistently increasing in all disciplines, including police recruit training at the JIBC Police Academy.

On September 18, 2020, the Honorable Mike Farnworth, Minister of Public Safety and Solicitor General, contacted all Mayors of Cities with municipal Police Boards and outlined policing priorities, goals and objectives for policing and law enforcement across British Columbia. This written communication outlined a number of priorities for the municipal Police Boards and accordingly, police departments, to assess and further strengthen relationships and public trust. One of the ten key priority items was for Police Boards to remain engaged with the JIBC to ensure recruiting needs are being met and appropriately budgeted for. The Delta Police Department (DPD) is working with a committee representing different agencies, to identify and address gaps within the JIBC curriculum and operations. However, this does not meet the DPD's current or future needs and lacks urgency as the challenges relating to recruit training are time sensitive.







# CHAIR OF THE POLICE BOARD

FROM THE DESK OF MAYOR GEORGE V. HARVIE

The Police Academy has not seen a provincial grant increase for ten years and this has resulted in elimination of positions and decrease in secondments to keep the budget stable. Additionally, the Police Academy has been operating at a \$700,000 to \$800,000/yearly deficit over the past two years. The 2019 deficit was balanced with \$800,000 in special funding. For 2020, however, there is no special funding forthcoming and a deficit is being projected.

These challenges are being compounded by the COVID-19 restrictions which led to reduced seat availability and modified instruction plans for 2020. The JIBC was not able to meet the needs of the DPD with sufficient recruit training in 2020. With the development of the Surrey Police Service (SPS), the Delta Police Board has growing concerns about the JIBC's ability to meet the training needs of municipal police departments under the current funding model and structure.

In 2021 and into the foreseeable future, there will be an unprecedented demand for police training in British Columbia. The SPS will begin to recruit and enroll a large number of recruits for training at the JIBC. This will require additional funding and resources. As the JIBC is already operating at deficits and shortages of resources, the Delta Police Board is concerned that these costs will be applied to all municipal police departments. The Delta Police Board believes a strategic plan in collaboration with all stakeholders is required immediately to avoid a policing resources and funding crisis in British Columbia.

The DPD and Delta Police Board are committed to working collaboratively with our policing partners and stakeholders in seeking solutions to these ongoing training challenges.

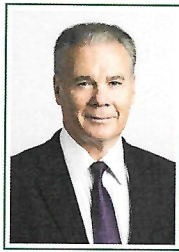
Regards,

A handwritten signature in blue ink that reads "George V. Harvie". The signature is written in a cursive style and is underlined with a blue line.

Mayor George V. Harvie,  
Chair, Delta Police Board

cc: Delta Police Board  
Chief Constable Neil Dubord  
Ms. Brenda Butterworth-Carr, Assistant Deputy Minister & Director Policing and Security





# CHAIR OF THE POLICE BOARD

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FROM THE DESK OF MAYOR GEORGE V. HARVIE

Branch, PSSG

Ms. Anne Kang, Assistant Deputy Minister, Ministry of Advanced Education, Skills and Training

Dr. Michel Tarko, CEO and President, JIBC





PRESIDENT'S  
OFFICE

*Date: November 25, 2020*

*To: British Columbia Association of Police Boards, and  
British Columbia Association of Municipal Chiefs of Police*

*Re: JIBC Police Academy Recruit Training Program*

Dear Police Board members and Police Chiefs,

I am writing further to my letter dated March 5, 2020 regarding consultation with BCAPB and BCAMCP on future police recruit tuition increases.

Specifically, we anticipate that any changes to tuition fees will not take effect until January of 2022. JIBC expects to start discussions in early 2021 once the results of a comprehensive financial analysis currently underway have been received and reviewed by Policing and Security Branch and the Ministry of Advanced Education, Skills and Training.

In addition, we will be requiring an annual 3-year projection of recruit training from police departments followed up by a confirmation of requirements in advance of each intake in order to better manage department training requirements. This confirmation will represent a financial commitment for departments. Should a department's actual recruit numbers fall below their commitment, the departments themselves must pay the tuition amount unless JIBC is able to fill the seat(s) from another police agency. Please note we are working to optimize class sizes to meet department needs and we continue to value the in-kind contributions that departments are able to provide to the JIBC Police Academy.

JIBC is committed to providing high quality police recruit training and we appreciate your support in meeting this shared goal. I would be pleased to attend a future meeting of your respective Associations in order to respond to any questions as this process continues to evolve.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Michel Tarko".

Dr. Michel Tarko  
CEO and President

cc. Ms. Brenda Butterworth-Carr, Assistant Deputy Minister and Director of Policing and Security Branch, PSSG  
Mr. Kevin Brewster, Assistant Deputy Minister, Ministry of Advanced Education, Skills and Training,  
Ms. Sandra Sajko, Executive Director and Deputy Director, Police Services, PSB, PSSG  
Mr. Mike Proud, Vice President, Finance and Operations, JIBC  
Ms. Colleen Vaughan, Vice President Academic, JIBC  
Jina Lee, Deputy Chief Financial Officer, JIBC

# THANK YOU CORRESPONDENCE

**Daisy DYER**

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**Subject:** FW: Thank you - a comment

**From:**

**Sent:** December-04-20 11:27 PM

**To:** Public Info Address Mailbox <[inf@NWPolice.org](mailto:inf@NWPolice.org)>; Public Info Address Mailbox <[inf@NWPolice.org](mailto:inf@NWPolice.org)>

**Subject:** Thank you - a comment

Hello, I just want to comment on the exemplary professionalism of one of your female officers featured in [this video](https://youtu.be/SD8qFtXHT3g): <https://youtu.be/SD8qFtXHT3g>

She wore the identifying number: NRPD 342

I am a big fan of Rebel News, and I just wanted to say I think that your officers, particularly 342, handled the situation with grace and represented the department very well. This is the kind of friendly Canadian policing that we love and respect.

Regards,

# BCAPB 2021 NOTICE OF AGM AND CALL FOR RESOLUTIONS



## **BCAPB Notice of Annual General Meeting**

Saturday, March 6, 2021

Virtual AGM, 10:30 am

In accordance with the BC Association of Police Boards constitution and by-laws, notice is hereby given of the ANNUAL GENERAL MEETING. The Annual General Meeting is scheduled for Saturday, March 6, 2021, at 10:30 am. This will be a virtual AGM.

Attached is a call for resolutions along with information regarding submissions of resolutions for your consideration. Timelines are tight on the preparation of resolutions so we encourage Boards to circulate this item to all their Board members so that it can be on their January agenda. It requires immediate action.

Thank you and if you have any questions please contact me at 604-808-3809 or Veronica Bandet, Administrative Assistant at 250-216-1205.

Sincerely,

Leah Zille  
President, BCAPB

Attachments

## **CALL FOR RESOLUTIONS**

### **BRITISH COLUMBIA ASSOCIATION OF POLICE BOARDS ANNUAL CONFERENCE AND MEETING**

An important part of each Annual Meeting of the BCAPB is the consideration of Resolutions forwarded by member boards.

To ensure adequate time for review, the BCAPB Board of Directors has set a deadline of February 5, 2021 for all Resolutions to be forwarded to the BCAPB.

Following review by the Resolutions Committee, resolutions will be distributed to members in advance of the General Meeting.

Voting on the Resolutions will take place virtually at our AGM, scheduled for Saturday, March 6, 2021.

Please refer to the BCAPB Resolutions Guidelines for assistance in drafting proposed resolutions.

***This is your chance to ensure your voice is heard!***

Please forward your resolution(s) to Veronica Bandet at [bcapbs@gmail.com](mailto:bcapbs@gmail.com)

# Resolutions

## What is a Resolution?

A resolution is a formal way of stating an intended or desired action/direction/position by a group.

## Guidelines for Resolution Writing

1. Choose a topic that is important, relevant and deserving of an official BCAPB position.
2. Identify your Board as the author of a resolution.
3. WHEREAS clauses are factual clauses to support your resolution; they should be concise and to the point. Resolutions that have a page or more of WHEREAS clauses only serve to make the reader less amenable to your idea if he or she has to sort through multiple WHEREAS clauses in order to determine your point. The entire resolution should be no longer than one page.
4. RESOLVED clauses state your proposed policy change or position. Internal resolutions should be directed to the BCAPB (resolved that the BCAPB); external resolutions should be directed to the appropriate level of government or Minister/Ministry. Internal and external intents may not exist within the same RESOLVED clause, rather, separate resolved clauses are necessary if you want the BCAPB to take an action separate from the government. RESOLVED clauses should be only one sentence in length and must be able to stand alone as they are the only part of the resolution that will be debated or considered.

Other helpful tips: If possible have financial implications information in your resolution. Factual information to support your resolution should be available or included as an attachment to your resolution.

## Format for a Resolution

- The TITLE identifies the topic/problem or issue or its proposed solution.
- The AUTHOR names the Police Board putting forward the resolution.
- The PREAMBLE is used for factual information that is necessary to support the RESOLVED section. Each PREAMBLE clause should be written as a separate paragraph, beginning with the word Whereas. The first word should begin with a capital letter. The PREAMBLE, regardless of its length and number of paragraphs, should never contain a period. Each paragraph should close with a semi-colon. The next to the last paragraph should close with a semi-colon, after which a connecting phrase such as Therefore or Therefore Be It or Now Therefore, Be It is added.
- The RESOLVED section indicates what action is proposed. There may be more than one Resolved clauses, each stated separately. The word RESOLVED is printed in capital letters, followed by a comma and the word THAT. Each resolved clause must be a separate paragraph and may be ended with a period or a semi-colon and in the case of the next to the last clause, be followed by the word AND,.
- If factual information is available it should be included as an attachment.
- Estimated cost of implementation if available should also be included.

## Resolution Strategies

Here are some hints to help you get your resolution passed:

1. Be concise. The delegates will get copies of all resolutions and this means a lot of reading. If your resolution is too wordy, it will not get the attention it deserves. Try and limit your resolution to five "whereas" clauses: choose the strongest five facts and use the others in discussion and debate. Resolutions should not be longer than one page.
2. Be realistic. The resolved statements should include specific actions that are realistic and implementable. Resource availability (both human and financial) will affect the implementability of resolutions.
3. Be positive. A positive approach always works better than a negative one. Write positive statements, and address the issue positively when you are speaking to it.
4. Be knowledgeable. Know the facts about all parts of your resolution. Be aware of other resolutions that have been passed on your issue and be sure to state in your resolution why reaffirmation of the same stand is timely.
5. Gather support and assistance. Try to involve other members in supporting your resolution. Share your facts and ask others to speak pro to your resolution. This will not only help you get your resolution passed, it will also encourage other members to get involved.
6. Use your time on the floor wisely, time is limited. As the author, you will have an opportunity to speak to the resolution first. Remember that the delegates have a copy, so don't read it to them. Instead, take this opportunity to state some of the facts that might not be included in the "whereas" clauses.
7. Be available. Make sure you are available to the Delegates to answer questions. Be on time for all meetings.

Have your documentation handy. Make sure you have at least two copies of your documentation with you – questions may be asked that need further clarification.





# New Westminster Police Department

## REPORT

**To:** Mayor Cote and the New Westminster Police Board      **Date:** January 19, 2021

**From:** Chief Constable David Jansen  
New Westminster Police Department

**Subject:** **2021 Provisional Budget – Background and Board Approval**

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### **RECOMMENDATION**

That the Board respectfully decline the request of the New Westminster City Council for a 0% increase in the NWPDs 2021 budget.

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### **BACKGROUND**

Discussions with the New Westminster Police Board (the Board) regarding the 2021 budget commenced in June of 2020, with a brief report on anticipated cost increases and the driver behind these. The 2021 provisional budget was presented to the Board at the September board meeting with subsequent amendments brought forward in both October and November, and final approval provided November 17, 2020. In addition to the provisional budget presentation, the Board was also provided with information and discussion on the relevant sections of the *Police Act*<sup>1</sup> and the impact of the *Act* on budget timelines and responsibilities.

#### **Impact of the *Police Act* on the Budget Process:**

Section 26(2) provides a legal obligation on the Board to provide an adequate level of policing in the municipality of New Westminster. Specifically, the *Act* identifies the following broad categories of public safety for which the Board is responsible:

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<sup>1</sup> *Police Act*, RSBC 1996, c 367.

1. Enforce, in the municipality, municipal bylaws, the criminal law and the laws of British Columbia;
2. Generally maintain law and order in the municipality; and
3. Prevent crime.

Section 26(3) sets out that all civilian staff and sworn police officers of the New Westminster Police Department (NWPD) must be:

1. Employees of the municipal police board;
2. Provided with accommodation, equipment and supplies the municipal police board considers necessary for his or her duties and functions; and
3. Paid the remuneration the police board determines.

As section 26 imposes a duty on the Board to ensure that a proper level of policing occurs in New Westminster, they must also have the ability, through the budgeting process, to discharge that duty. Thus any provisional budget that is put forward by the Board, subject to s. 27(3), must be included by Council into the City's budget and Council must pay any expenditure within the Board's budget.

Section 27 sets out what is essentially a dispute mechanism process wherein a city council does not agree with the provisional budget set forth by the board. Subsection (3) reads that a board or council may apply to the director (of Police Services) to:

1. Determine whether an item amount should be included in the budget; and
2. Report the director's findings to the municipal police board, the council and the minister.

Section 27 identifies the budget cycle whereas the provisional budget must be approved by the Board by November 30 of each year, and the provisional budget then becomes the operating budget by March 1 of the year to which the provisional budget relates. Effectively, this provides a three month window in which the NWPD provisional budget may be amended before it is locked on March 1 of next year.

#### Details of the 2021 Provisional Budget:

On November 17, 2020, the Board was presented with the 2021 provisional operating budget. The budget discussion focused on three main topics:

- (1) Contractual Increases
- (2) Revenue Offsets
- (3) New Enhancements

The contractual increases were placed in the following categories:

- a) Employee (CUPE and NWPOA) Contract Raises

- b) Employee Benefit Loading
- c) Employer Health Tax Increases
- d) Step Increases (NWPOA)
- e) Operational Services Third-Party Costs (i.e. E-COMM, RCMP, Provincial Policing Units)
- f) Contracted Custodial Services (Commissionaires)

Some of the contractual increases have been offset through increases in revenues:

- a) Third-party cost recovery (from government)
- b) Grants from government (ticket fine revenue sharing)

After applying the offsets, the net increase to the provisional operating budget *without* enhancements is \$596,900 (2.25% increase over the 2020 operating budget).

The requested enhancements are as follows:

- a) \$180,000 (actual cost in 2021 \$166,400) – Two-year temporary fulltime Sergeant position to work with the DEIAR initiative;
- b) \$100,000 – added to the “Studies and Consultants” budget for the DEIAR initiative;
- c) \$40,000 – for PPE costs. This funding was provided to the City by way of a grant, and not to the Police Department directly;
- d) \$4,000 – for Naloxone purchases downloaded by the province

The Board considered each enhancement and carried a motion to approve items (a), (b), (c) and (d). The total approved enhancements increased the budget by \$310,400, therefore the net increase *with* enhancements to the 2021 provisional operating budget was \$907,300 (3.7% increase).

## **BUDGET PROCESS**

After the Board approved the NWPD 2021 provisional budget, it was forwarded to the City of New Westminster for inclusion in the City’s 2021 budget process.

The City of New Westminster budget process was approved by Council in February 2020. At that time, Council directed City Staff to build the 2021 budget based on a framework to advance Climate Action, the City’s Seven Bold Steps and Council’s Strategic Priorities. Public engagement commenced in September 2020 with a budget survey (See *Attachment ‘A’*). In October 2020, Council directed that three special budget workshops be held to allow Council to review and deliberate on the proposed capital and operating budgets. This direction was designed to implement a best practice where the budget would be completed by December of each year.

Based on this framework, Council and Staff, including Police, worked together on the proposed 2021 capital budget and operating budget.

On November 16, 2020, the City hosted the first workshop which focused on the capital budget, of which police department matters were relatively small in comparison to the larger capital projects that the city takes on each year.

The capital related workshop was followed by a workshop on November 23, 2020, that focused on the 2021 operating budget.

Prior to the workshop on November 23, 2020, Chief Constable Jansen worked with his colleagues within the City to tailor any enhancement requests as not to unduly burden the taxpayers. To aid in this process, \$90,000 from the requested \$180,000 for staff to work on the Diversity, Equity, Inclusion, and Anti-Racism (DEIAR) framework program was removed from the enhancement request.

The NWPD provisional budget, along with all City department operational budgets, were then submitted to City Council on November 23 for discussion. One particular outcome of this meeting was a survey of Council to see the level of support for the various city enhancements. The results of the survey concerning NWPD enhancements, showed that there was unanimous support for the funding related to PPE and Naloxone, as well as majority support for the \$90,000 enhancement for the DEIAR work. The majority, however, did not support the \$100,000 for engagement to support the police board motion on police reform. In light of this, it was decided in conversation with the City engagement manager that the NWPD would remove the \$100,000 requested and look to support this work through current funding and with some funding support from the City's engagement budget.

Therefore, the final budget request submitted by the NWPD was for the following:

1. A 2.25 percent (\$596,900) net increase for anticipated contractual increases, third party contract increases, and step increases;
2. A \$90,000 temporary funding request to support a staff position to work on the DEIAR framework;
3. \$44,000 to fund the purchase of PPE for the Covid-19 pandemic and Naloxone as a result of the poisoned drug supply crisis.

The final workshop was held on December 7, 2020. This workshop was set up to allow the City's senior management team to return to Council with a series of options built around proposed tax rate increases required to fund both the 2021 capital and operating budgets.

During the workshop held on December 7, 2020, the following motion was passed in a 4-3 vote:

*THAT Council refer the New Westminster Police Department Proposed Budget to the Police Board, and request a new 2021 draft Police Department budget with a 0% increase.(See Attachment 'B')*

It should be noted that no other City department was asked to come back with a 0% increase to their budgets. This was not an austerity or financial decision, but rather a decision of the majority of Council to quickly advance police reform.

### **The Law**

The Act provides a legislative requirement of adequacy that starts with the Minister to “ensure that an adequate and effective level of policing and law enforcement is maintained” throughout BC. This coincides with the same adequacy obligation of each municipality having a population over 5,000 to both (1) bear the expenses necessary to generally maintain law and order in the municipality and (2) provide policing and law enforcement in the municipality with a police force or police department of sufficient numbers to do the following: (a) adequately enforce municipal bylaws, the criminal law and the laws of British Columbia, and (b) to maintain law and order in the municipality.

If the municipality chooses to deliver policing services the Act requires insertion of a municipal police board between Council and the police department. This is an unusual requirement in that other municipal services do not contemplate the creation of boards to govern service delivery. This reasoning has been accepted and upheld by Canadian jurisprudence.

The first step in the budget process involves the Board ensuring that its provisional budget complies with the legislative minimum adequacy standard. The second step is that Council must include in its budget the costs in the Board’s provisional budget and if Council is not in agreement with the budget costs, s. 27(4) of the *Police Act* sets out a dispute mechanism in which the Director of Police Services has the duty and authority to formally decide whether the budget should include an item or amount in the Board’s provisional budget. There is very little in the way of precedent in this process as there have been so very few disputes arising to the level of s. 27(3).

There are two recent examples, both involving the Victoria Police Department and Victoria City Council from 2018 and 2019. In both cases the Police Board approved budget increases not agreed to by Council. In the first case, the increase was approved by the Director after a two-phased analysis: the first phase examined service delivery and reviewed information concerning the budget, estimates and expenditures. The second phase examined whether the additional resources were required to provide adequate and effective policing. In this example both the Board and Council had the opportunity to review and respond to the consultants’ reports before the Director made her decision.

### **DISCUSSION**

The NWPD has reviewed this motion and the council meeting discussion that formed the passing of the motion. As noted earlier, it is evident that this motion is not about fiscal responsibility or cost savings but rather the wish of the majority of Council to quickly push forward with police reform.

Conversations around police reform are as important as they are complex. The Board's motion in June reflected your strong commitment to engaging in those discussions. The Board and Council have discussed this very topic and it was the understanding of NWPD management that these discussions would lead to a plan to examine reform. However, it was understood that a sudden budget change would not occur until such a time that a plan had been agreed upon.

In the recent survey that was sent to residents of New Westminster, the following question was asked to respondents:

*"When it comes to the Operating Budget, we recognize that all City services are important and that residents have unique needs and use City services differently. With reduced City revenues due to COVID-19 and competing demands for services, we also know that decisions will need to be made on what to prioritize and what should be reduced or deferred. Please rank the following core City services in order of relative importance to you"*

The result of which concluded that "Emergency and Protections Services" (Police & Fire) were the number one ranked services.

In discussion as to how the NWPD can reduce operating expenses, careful distinction must be drawn between areas that are legislated core municipal services versus non-core services. Similarly, even amongst core municipal services, a distinction must be made between essential and non-essential services. While these classifications can be debated, the pandemic has made such distinctions a reality.

The NWPD is unquestionably a core service, and one that is a legislated mandate of municipal government. In addition, the NWPD is an essential service that cannot cease or scale back its operations without informed discussion and a plan in place to replace specific services.

It is both the duty and responsibility of Police Board members to maintain public safety on behalf of the community, which has been made more difficult with the current conditions of the pandemic. The members of the NWPD have been on the frontline during the pandemic protecting the community. Given this, we feel that policing must be steadfastly supported during this crisis, and not reduced, without careful evaluation and only then with a specific, deliverable plan.

The Board, as the governing authority of the NWPD, has always been committed to prudent financial oversight of the Department's budget. The Board has consistently ensured that the NWPD performs under budget and actively manages its finances to maximize potential savings

Unlike some City departments, the NWPD has very limited ability to generate revenue by charging fees for its services. The majority of policing services are aligned with frontline core service delivery such as response to calls for service and the investigation of crimes. Any significant reduction in operating revenue would translate directly into service delivery cuts, which would have an adverse impact on community safety.

Section 27 (4) of the *Police Act*, specifies that a municipal council “must” include the costs from the police board’s provisional budget in its budget. Past reliance on this section of the *Act* has been unnecessary due to the strong working relationship that the Board has shared with the current, and past City Councils. This relationship has been based on the shared goal in ensuring that community safety is maintained through the efficient and effective operations of the Police Department.

With these factors being considered, the approach that Staff has taken to answer the question posed to the Board by Council is to examine which non-core services could be removed from the police budget to address what is the spirit of council’s motion. Several options were analyzed however, one must consider that there is currently no non-police organization in place that is ready to immediately pick up the work left if the NWPD was to no longer provide the aforementioned service.

### **OTHER CONSIDERATIONS**

While we understand that the spirit of Council’s motion is not one of austerity or reduction for the sake of reduction, we do feel that there is some data that, although not directly related to the current discussions around police reform, does show a pattern of fiscal responsibility and restraint over an extended timeframe. Furthermore, we believe that it aids the Board in their decision making by highlighting that the NWPD already operates as a very lean organization, and there is no margin to reduce staffing levels without seeing a reduction in our ability to provide public safety services to the community.

We believe that historical data shows a pattern of fiscal responsibility and restraint over an extended timeframe, during which time the NWPD has been required to take on additional responsibilities in non-traditional policing roles. As a brief example, in 2005 the NWPD dealt with 105 files coded as a “Disturbed Person or Attempt Suicide”. This number was 859 in 2019.

The data presented has been drawn from the Province of British Columbia, Police Services Branch resourcing reports dating back to 2001, and draws comparisons to other mid and large size municipal police departments in BC including Abbotsford, Port Moody, Victoria, Delta, Saanich, Vancouver and West Vancouver.

Between 2001 and 2018 the NWPD has seen the lowest per capita increase in police budget (96% increase against the average of 136%). The second lowest per capita increase in authorized strength (5.7% increase compared to an average of 25.8%). During this same time period, New Westminster has seen the third largest per capita increase in population (41.7% as compared to an average of 26.9%) and the most significant negative decrease in population to police officer (pop to cop) ratio (31.1% decrease as compared to an average of a 3.1% improvement). While these statistics do not incorporate items such as crime rates or “core city” issues such as traffic volume, transit and other hub information, it does provide context that while the City of New Westminster has continued to grow, the NWPD has held the line on budget and staffing increases.

See *Attachment ‘C’* for details

## **OPTIONS**

As mentioned several times in this report, it is the understanding of staff that the request from Council is not one based solely on austerity factors but rather a desire to quickly address police reform. With this in mind, the options reviewed were not to simply consider cost saving options and challenges but rather to look at areas that may someday be appropriate for police reform through alternative response models or the utilization of non-police agencies to deal with matters that NWPD staff currently attend.

These options have been informed by conversations that the Board has had with staff since the passing of the Police Board motion on June 30, 2020. Please refer to *Attachment 'D'* for reference.

The areas of NWPD operations that were examined fall within the Boards motion #1 and #3.

1. *Supports deprioritizing the New Westminster Police Department's resources away from the enforcement of laws that criminalize the survival of society's most vulnerable people that would be better served by a public health or community care framework.*
3. *Supports the review of the use, deployment and training related to police equipment/weapons and that this work be done in collaboration with the Provincial Government's call to amend the Police Act.*

The areas considered were those related to crisis health management, outreach to vulnerable populations and victim support. Though all these areas may someday be appropriate for an alternative response model, there is currently no resources to address these areas now. To immediately remove this service from the community without appropriate supports in place would either be contrary to current legislation (Mental Health Act), or would leave a portion of our community under served.

With the department unable to download these proposed services to another agency, we would be required to find almost \$600,000 in savings to cover the non-discretionary cost increases, and another \$134,000 (or \$324,000 based on the original amount) to support the enhancements related to DEIAR, Police reform, PPE and Naloxone. *See attachment 'E'* for details.

If the department was required to reduce the 2021 budget to conform to Council's motion, the department would have to reduce front line staffing resources. The shortfall of \$600,000 would require the reduction of five front line police members, and would put staffing at levels not seen since 2004.

## **CONCLUSION**

Upon conclusion of this review, it is evident that if there were appropriate resources available after careful examination and consideration, and with a plan in place, should the Board so wish, they



could move towards the intent of Council's motion to remove \$596,000 from the NWPD budget to allow such money to be used in support of alternate response models.

It is also apparent that these alternate support resources are currently not in place. If they are in place, there is no plan or agreement put forward to utilize them to take on the work as identified. It would be both unsafe and hasty to withhold the funding from the NWPD at this time without these alternate resources ready to deploy.

Our internal analysis indicates that the impact of this proposed budget reduction would have a disproportionate negative impact on our service delivery to such a degree that these impacts would outweigh the potential savings that could be achieved. The NWPD have a significant legal obligation to maintain public safety, ensure the safety of victims and witnesses, apprehend offenders, and conduct investigations. The proposed budget ask from City Council would negatively impact the NWPDs ability to fulfill our mandated role and would impact public safety in the City.

**ATTACHMENTS:**

- 'A' – Budget 2021: Public Engagement Summary Report
- 'B' – Correspondence to Police Board Regarding City Council Resolution
- 'C' – 2021 Budget Report: Historical Data Analysis
- 'D' – Police Board Motion
- 'E' – Budget options

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" and a small crossbar.

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Dave Jansen  
Chief Constable



# NEW WESTMINSTER

## What We Heard: Budget 2021 Public Engagement Summary Report

November 2020



# Budget 2021 Public Engagement Summary Report

November 24, 2020

## **Background**

The City of New Westminster's Budget 2021 public engagement process was designed to build on what we heard from the community in our Budget 2020 process.

The community engagement process for the 2021 Budget kicked off on September 24, 2020 with the Budget 101 Webinar. The online session was organized by the Finance Department and Public Engagement staff in response to input received during the Budget 2020 engagement, where participants identified a need for more information to understand the City's budget.

The webinar included a presentation, followed by a Q&A with participants. A link to the webinar recording is available on the [Budget 2021 webpage](#).

The Budget 2021 survey was launched directly following the webinar and was open for more than three weeks. The purpose of the survey was to seek input from community members about priorities for the 2021 Operating and Capital budgets, and to understand preferences for the 2021 tax rate for consideration by Council and staff as one of the factors influencing the budgets for 2021. City staff across departments were asked to consider community input as they prepared their draft budgets.

Preliminary survey results were presented to Council and the community on October 26 and have been referenced in subsequent Council workshops on the draft 2021 City budget; however, additional time was required to analyze and theme the written responses, as well as conduct analysis of participant demographics.

The purpose of this more fulsome summary report is to share with City Council, engagement participants, and the New Westminster community:

1. [What engagement activities were completed](#)
2. [A summary of what we heard](#)
3. [Demographic information about participants & representation analysis](#)
4. [Next steps](#)

# 1. Engagement Process

The Budget 2021 Engagement process started on September 24, 2020 with a [Budget 101 webinar](#). An online survey was launched immediately following the webinar and was open until October 18, 2020.

- **Budget 101 Webinar**
  - September 24
- **Online Survey – 1,071 responses**
  - Of these, 732 participants completed the full survey (partial responses are also included in reporting)
  - Survey was open from September 24 through October 18, 2020

The survey opportunity was communicated through the following methods:

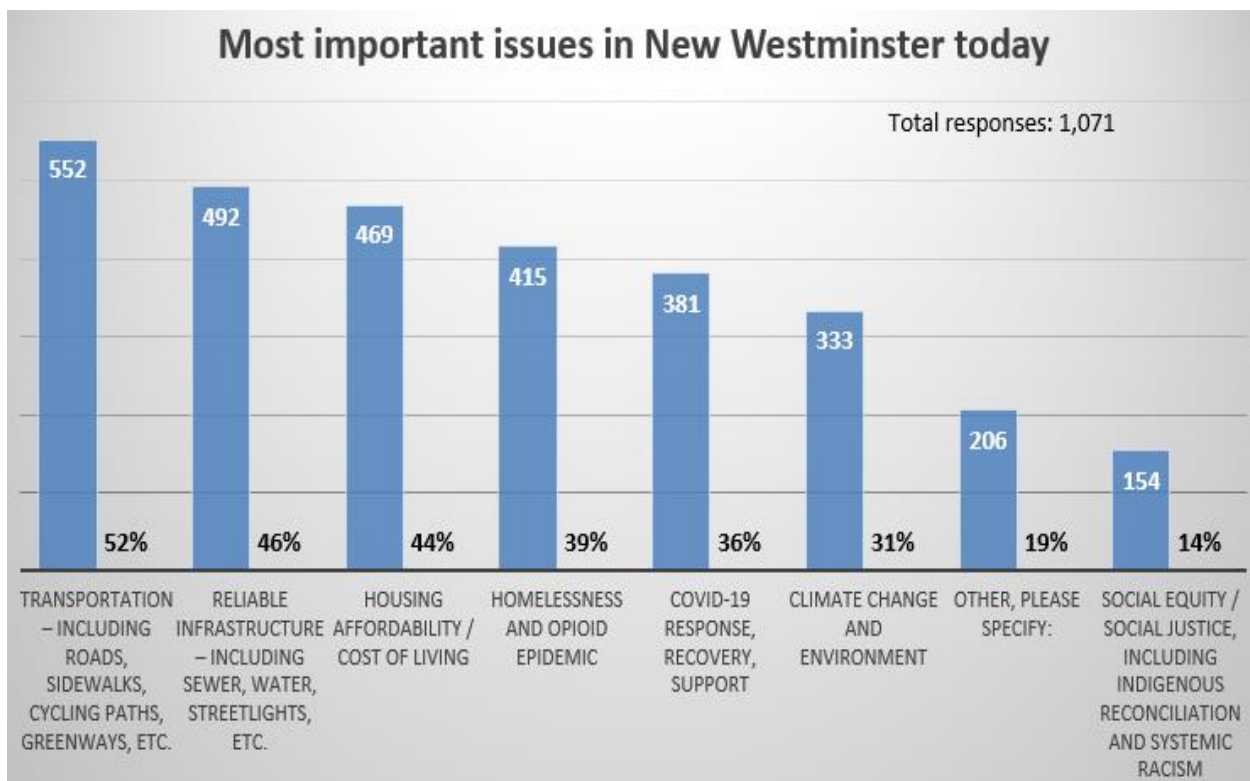
- Email notification to various City email databases:
  - Parks & Recreation subscribers
  - Invest New West business newsletter subscribers
  - CityPage online newsletter subscribers
  - City Committee members
- Social media posts (Facebook, Instagram, Twitter)
- Social media advertising (sponsored posts - Facebook)
- Advertisement in the Record newspaper
- Notices in CityPage in the Record newspaper
- Posters in City facilities (library, community centres, etc.)

*Important Note: this summary of engagement input does not reflect a representative sample of the New Westminster community. The input captured here reflects the views of those who self-selected to participate in the survey, and may not be representative of the views of other community members and stakeholders. Please see section four – About Participants, starting on Page 17 – for some demographic information and representation analysis.*

## 2. What We Heard

The online survey was open from September 24 through October 18, 2020 and received 1,071 responses. Below is a summary of the results. For the full survey report, including all verbatim open-text input, please [visit the online project page](#) and look for the Documents menu on the right side.

**Question 1:** What do you feel are the most important issues in New Westminster today? Please select up to three top issues.



**Of the 19% who selected “other,” a total of 206 comments were provided.**

Below is a summary of the key themes across the comments. In some cases, several themes can be applied to one individual response, based on the content; this means that a single response can be counted multiple times.

Theme	# of Mentions	Sample Comments
Public safety / crime / security / law & order	33	<ul style="list-style-type: none"> <li>- “Public safety”</li> <li>- “Police - resolve rising violent crime rates”</li> <li>- “Break-ins, Theft, Crime”</li> <li>- “Safety, security &amp; crime.”</li> </ul>
Lower taxes / fiscal responsibility / cut spending	32	<ul style="list-style-type: none"> <li>- “Keeping municipal taxes equal or below the cost of living”</li> <li>- “Financial responsibility; budget adherence.”</li> <li>- “Keeping labour costs down so that our taxes are kept reasonable.”</li> <li>- “We need lower taxes”</li> </ul>
Recreation facilities / parks & recreation	29	<ul style="list-style-type: none"> <li>- “Sport venues - need a second turf, pool, ice arenas”</li> <li>- “Recreation and fitness”</li> <li>- “Focus on ten lanes Canada Games Pool and recreational facilities.”</li> <li>- “Maintaining parks and recreational centers”</li> </ul>
Parks & greenspace	17	<ul style="list-style-type: none"> <li>- “Put money into gardening and make our parks beautiful.”</li> <li>- “Parks and open space deficiency (not enough)”</li> <li>- “improved greenspace”</li> </ul>
Policing / police & fire / support police / maintain police funding	11	<ul style="list-style-type: none"> <li>- “Support the Police Department. They do a fantastic job, and it is so sad to see the scrutiny they are facing.”</li> <li>- “Policing, fire department”</li> <li>- “Emergency services investment”</li> </ul>
Economy / support local business / downtown revitalization	9	<ul style="list-style-type: none"> <li>- “Support for small businesses”</li> <li>- “Businesses/retail for us to support”</li> <li>- “Attracting businesses to the city - economic growth”</li> </ul>
Schools / education	9	<ul style="list-style-type: none"> <li>- “Education – schools”</li> <li>- “Bigger schools to accommodate new housing developments especially in Queensborough”</li> <li>- “Schools are overlimit per classroom”</li> </ul>

Additional themes with 5-7 mentions each include: traffic; garbage / trash; replace / rebuild the pier; childcare / daycare.

**Question 2:** When it comes to the Operating Budget, we recognize that all City services are important and that residents have unique needs and use City services differently. With reduced City revenues due to COVID-19 and competing demands for services, we also know that decisions will need to be made on what to prioritize and what should be reduced or deferred. Please rank the following core City services in order of relative importance to you:

Core City Service	Average Score (1=highest priority)	Overall Rank
<b>Total responses: 779</b>		
Emergency & protection services (police & fire)	3.63	1
Utilities (water, sewer, electrical)	4.02	2
Garbage & recycling	4.81	3
Parks, green spaces & open space maintenance	4.91	4
Road, sidewalk, greenways & bus stop maintenance	4.94	5
Operating recreation facilities & programs	5.76	6
Community planning (including land use, social, affordable housing and heritage)	5.84	7
Operating library facilities & programs	6.71	8
General government & administration (includes City finances and purchasing, IT, running Council meetings, etc.)	7.92	9
Operating cultural facilities & programs	7.97	10
Bylaw enforcement	7.99	11

**A total of 50 comments were provided by those who chose “other, please specify.”** Below is a summary of the key themes across the comments.



Theme	# of Mentions	Sample Comments
Reduce taxes / cut spending / financial responsibility	8	- "lower taxes" - "City needs to keep its operating costs in check. Salaries and benefits are starting to take up too much of the budget." - "Please keep our taxes down especially during these tumultuous times."
Police reform / defund police / too much emphasis on police	6	- "Fire services is important; the police should be defunded" - "Work on making Police more trained for circumstances like dealing complaints from the people" - "Police system abolishment and reform."

Additional themes with three mentions each include: addressing homelessness; recreation facilities; recycling; everything is important / difficult to prioritize.

**Question 3:** In addition to the core services the City provides, additional priorities are identified through City Council's Strategic Plan, and a wide variety of guiding documents, strategies and policies – many of which received community review and input. Again, with competing priorities and limited resources, we need to consider trade-offs, priorities and what may need to move to a future year. Please rank the following Council Strategic Priorities in order of relative importance to you:

Council Strategic Priority	Average Score (1=highest priority)	Overall Rank
<b>Total responses: 744</b>		
Maintaining and enhancing facilities, infrastructure and public spaces	2.69	1
Advancing sustainable transportation and accessibility	3.32	2
Supporting delivery of affordable housing, and streamlining affordable housing development applications	3.78	3

Effectiveness as a City organization, including being visionary and innovative in use of resources and delivery of services	4.24	4
Supporting development of the local economy, arts and culture	4.27	5
Advancing climate action through the Seven Bold Steps	4.28	6
Advancing social inclusion and equity, including Reconciliation and community engagement	5.08	7

**A total of 56 comments were provided by those who chose “other, please specify.”** Below is a summary of the key themes across the comments. In some cases, several themes have been applied to one individual response, based on the content; this means that a single response can be counted multiple times.

Theme	# of Mentions	Sample Comments
Not municipal government jurisdiction / general opposition	8	<ul style="list-style-type: none"> <li>- “most of those options aren't City Hall's responsibility, and shouldn't be listed”</li> <li>- “local government needs to focus on local needs, higher levels of government have greater resources”</li> <li>- “Council should focus on items that are the responsibility of municipal government rather than focusing on items that really are the responsibility of provincial and federal government.”</li> </ul>
Lower taxes / balance the budget	7	<ul style="list-style-type: none"> <li>- “Everything should be done based on financial considerations”</li> <li>- “Provide a balanced budget and freeze all city staff wages”</li> <li>- “lower taxes”</li> </ul>
Public safety / crime	5	<ul style="list-style-type: none"> <li>- “Your top priority should be the safety and protection of all your citizens”</li> <li>- “Public security”</li> </ul>
Address homelessness & substance use	4	<ul style="list-style-type: none"> <li>- “Homelessness and drug abuse.”</li> <li>- “Creating neighbourhood houses and more safe spaces for disenfranchised individuals and families as well as streamlining substance use and</li> </ul>

		treatment services and helping offset private pay costs for folks not on disability assistance”
Address traffic	4	- “...every year this city gets more and more congested because the city wants to block off streets and make it harder on everyone. We need to fix that.” - “Drastically reduce truck traffic on McBride, Brunette and Front St.”

Additional themes with three mentions each include: childcare / daycare; support for police / first responders; all are important / hard to rank.

**Question 4:** The City’s Capital Budget is separate from service delivery (operating budget), and includes the purchase, construction, and investments in City facilities, infrastructure and physical assets. These are generally the larger projects that involve the construction and maintenance of physical structures, etc. Again, considering financial constraints and competing priorities, what areas of capital investment are most important to you? Please rank the following:

Capital Investment Priority	Average Score (1=highest priority)	Overall Rank
<b>Total responses: 743</b>		
Maintenance of existing infrastructure / replacement of aging infrastructure	1.97	1
Building new facilities and infrastructure	2.99	2
Prioritizing capital projects that advance sustainable transportation	3.00	3
Prioritizing building affordable housing	3.22	4
Prioritizing capital projects that contribute to climate action and advance the Seven Bold Steps	3.48	5

**A total of 43 comments were provided by those who chose “other, please specify.”** Below is a summary of the key themes across the comments. In some

cases, several themes have been applied to one individual response, based on the content; this means that a single response can be counted multiple times.

Theme	# of Mentions	Sample Comments
Lower taxes / don't increase spending / efficiency	7	<ul style="list-style-type: none"> <li>- "Do what makes sense. New structures can wait on a healthy budget"</li> <li>- "this is not the time to increase budget, focus on clean streets and infrastrure"</li> <li>- "Property tax implications"</li> </ul>
Transportation-related	6	<ul style="list-style-type: none"> <li>- "Safe roads and sustainable transportation"</li> <li>- "safe streets / traffic calming"</li> <li>- "SIDEWALKS"</li> </ul>
Outside municipal jurisdiction / responsibility of other levels of government	5	<ul style="list-style-type: none"> <li>- "I don't see local government capital investment in affordable housing as a municipal responsibility"</li> <li>- "climate action isn't a City responsibility, stop spending tax dollars on it"</li> </ul>

Additional themes with three mentions each include: recycle depot; maintain existing infrastructure.

**Question 5:** Thinking about the top priorities you have identified in the previous questions, if you had to choose only one priority, what is the one thing that's most important to you?

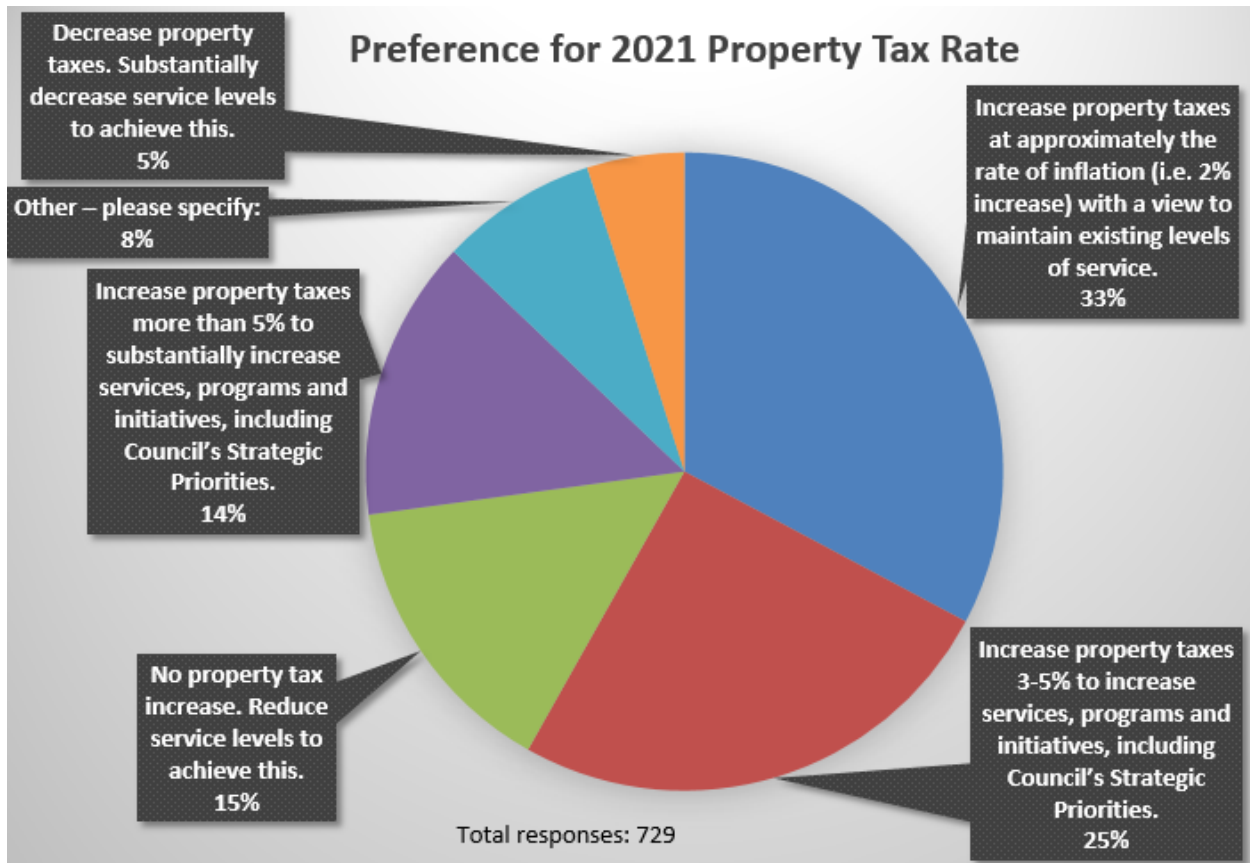
**This was an open-text question, and a total of 603 comments were provided in response.** Below is a summary of the key themes across the comments. In some cases, several themes have been applied to one individual response, based on the content; this means that a single response can be counted multiple times.

Themes with fewer than 20 mentions are not included for the purposes of this summary report. Additional themes with fewer than 20 mentions include: roads / traffic; reduce spending / cut taxes; childcare; support local economy.

Theme	# of Mentions	Sample Comments
Maintenance of existing infrastructure / replacement of aging	131	<ul style="list-style-type: none"> <li>- "take care of city buildings and amenities so they last longer"</li> <li>- "Maintenance of existing infrastructure"</li> <li>- "Maintaining existing infrastructure....with priority on fiscal constraint"</li> <li>- "Efficient maintenance of existing assets"</li> </ul>
Affordable housing / addressing homelessness	117	<ul style="list-style-type: none"> <li>- "Prioritizing the building of affordable housing."</li> <li>- "Housing affordability for those on social assistance and also for the working poor."</li> <li>- "Affordable housing"</li> <li>- "Affordable housing- dealing with new wests homeless and street problems"</li> </ul>
Climate action / environment / sustainability	84	<ul style="list-style-type: none"> <li>- "Climate change and sustainability actions"</li> <li>- "Climate action is the most important for us and future generations."</li> <li>- "Anything and everything related to addressing climate change"</li> <li>- "Becoming a city with a negative carbon footprint"</li> </ul>
Sustainable transportation / sidewalks / transit / reduce vehicle traffic	49	<ul style="list-style-type: none"> <li>- "Sustainable transport projects"</li> <li>- "making sure people have reliable alternatives to cars for their transportation"</li> <li>- Affordable, reliable and accessible public transportation"</li> <li>- "Sustainable transportation. In particular all that goes into building out greenways"</li> </ul>
Public safety / crime / support for police / first responders	43	<ul style="list-style-type: none"> <li>- "Police, fire and public safety"</li> <li>- "Community safety and support for first responders"</li> <li>- "More Law and Order, including bylaws."</li> <li>- "Fund and support your police department."</li> </ul>
Infrastructure	38	<ul style="list-style-type: none"> <li>- "Infrastructure is most important. All initiatives depend on solid infrastructure, otherwise everything else can't be done."</li> <li>- "Improving infrastructure"</li> <li>- "Ensuring adequate infrastructure for an increasing City population."</li> </ul>
Parks / Greenspace	25	<ul style="list-style-type: none"> <li>- "Public spaces like parks and repairing the pier"</li> <li>- "Looking after our parks, green spaces and outdoor areas, ... in a climate sustainable manner"</li> <li>- "Making our parks beautiful"</li> </ul>

Transportation	24	<ul style="list-style-type: none"> <li>- "updating transportation routes."</li> <li>- "increasing effective transportation routes throughout the city"</li> <li>- "transportation"</li> </ul>
Recreation facilities	22	<ul style="list-style-type: none"> <li>- "New sports facilities for our youth"</li> <li>- "Focus on improvement of recreational facilities and indoor community spaces and amenities"</li> <li>- "Operating recreation facilities and programs"</li> </ul>
New pool / Canada Games replacement	22	<ul style="list-style-type: none"> <li>- "Pool replacement project"</li> <li>- "Canada games pool replacement"</li> <li>- "New pool &amp; community centre"</li> </ul>
New facilities	21	<ul style="list-style-type: none"> <li>- "new facilities and infrastructure"</li> <li>- "Building new facilities and infrastructure"</li> <li>- "Maintaining and building new facilities and support job growth"</li> </ul>

**Question 6:** Consider the top priorities you have identified above for City operations (services, programs, initiatives), and again keep in mind the financial challenges the City and many residents and local businesses are facing because of the pandemic. With these factors in mind, when it comes to property taxes what is your preference for the tax rate for 2021 as it relates generally to service levels?



**Of the 18% who selected “other,” a total of 58 comments were provided.** Below is a summary of the key themes across the comments. In some cases, several themes have been applied to one individual response, based on the content; this means that a single response can be counted multiple times.

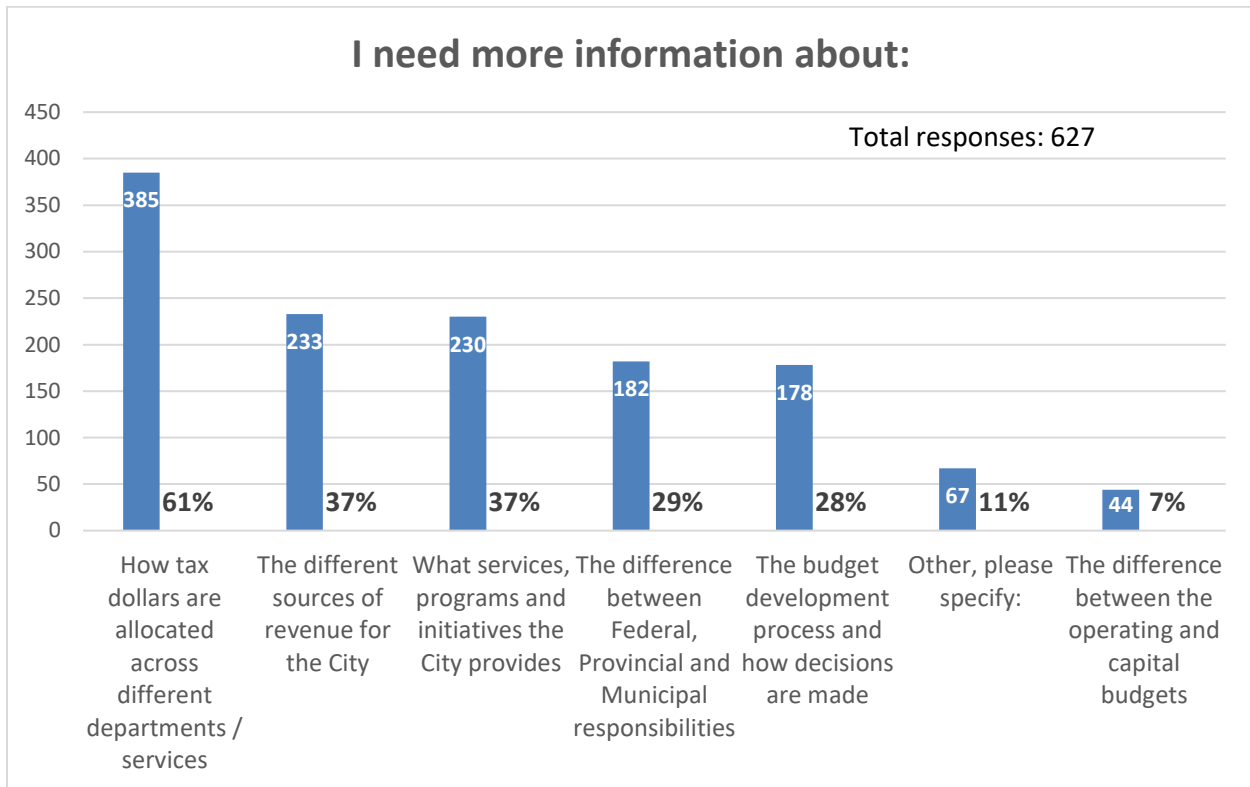
Theme	# of Mentions	Sample Comments
No tax increase / balance the budget	14	- “No property tax increase. No reduction in services. Emphasis on more efficiencies to keep service levels or improve them”

		<ul style="list-style-type: none"> <li>- "No increase because of Covid, and the high incomes of city hall staff."</li> <li>- "Leave property taxes alone for families and increase taxes and development charges for development companies!"</li> </ul>
Review staff wages/salaries / cut wages/positions	8	<ul style="list-style-type: none"> <li>- "no more than 4% increase - I think the city can find savings by reducing its headcount and keeping salaries/benefits in check - salaries are growing way too fast"</li> <li>- "... review the excess City positions making over \$100,000 in salary."</li> <li>- "Decrease city hall payroll"</li> </ul>
Find efficiencies / reduce overhead	7	<ul style="list-style-type: none"> <li>- "Look for efficiencies within the City without increasing the Tax that is already too high"</li> <li>- "Improve Efficiency."</li> </ul>
Decrease taxes	5	<ul style="list-style-type: none"> <li>- "decrease property taxes, decrease non-essential, non-core service budgets to achieve"</li> <li>- "Decrease property taxes due to covid economic hardship."</li> </ul>
Find new revenue sources / innovative ways to fund (i.e. public-private partnerships	4	<ul style="list-style-type: none"> <li>- "in addition to raising taxes, apply for more federal/provincial grants and look at other revenue generation opportunities."</li> <li>- "Looking at different ways to generate money- ie anvil centre or FRDC"</li> </ul>
Stick to core services / basics	4	<ul style="list-style-type: none"> <li>- "If required , the rate of inflation is reasonable , if it is not needed don't raise taxes. Taxes should be to run the city , not solve the world problems."</li> <li>- "Considering the present situation of poor economic health and unemployment, I suggest stay to the basics without any increase this fiscal year."</li> </ul>

Additional themes with three mentions each include: increase taxes to enhance police/fire/public safety; stop wasteful spending; OK with substantial increase (7%-plus).



**Question 7:** When it comes to the City’s budget, what do you need more information about? (select all that apply)



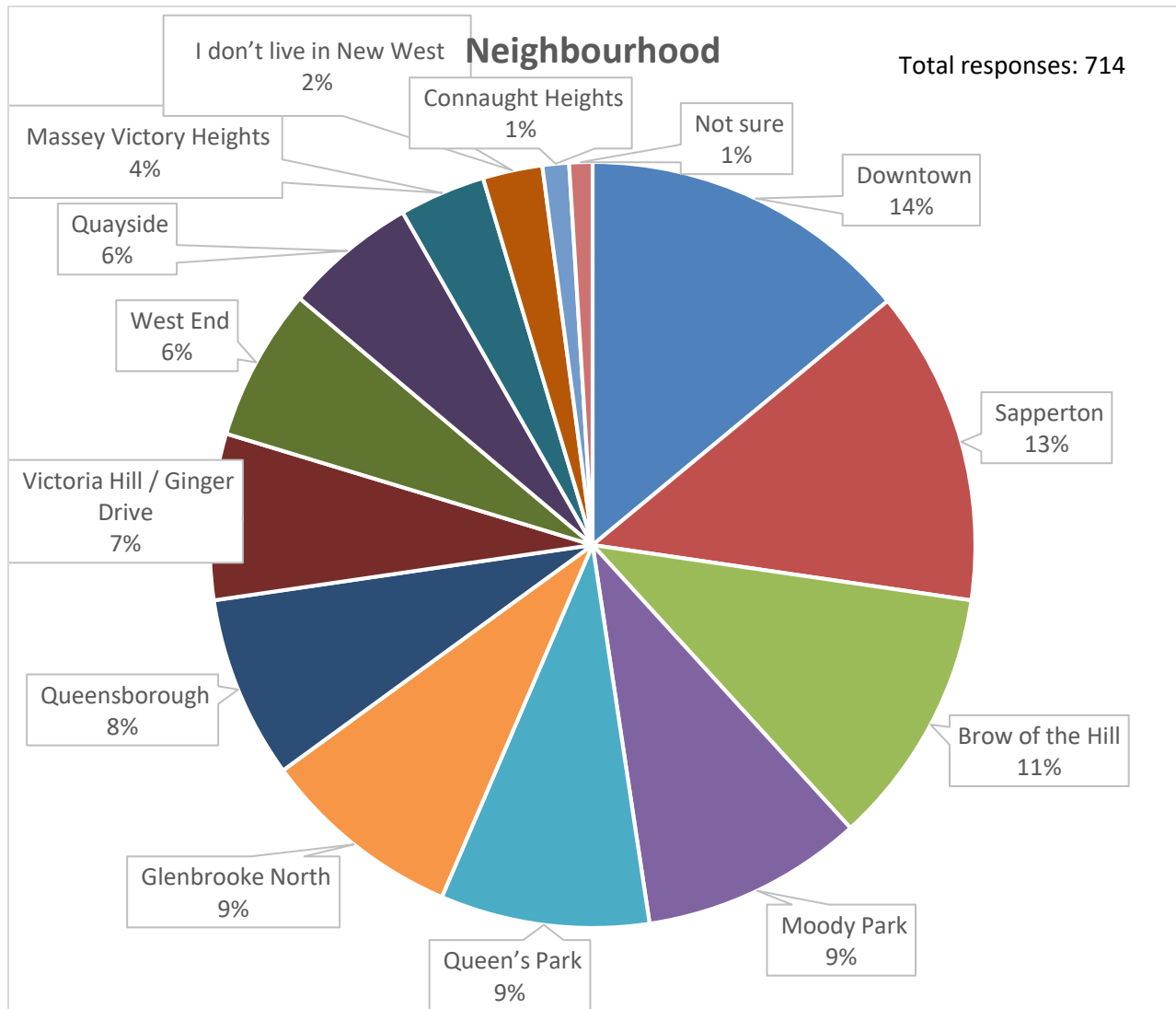
**Of the 11% who selected “other,” a total of 67 comments were provided.** Below is a summary of the key themes across the comments. In some cases, several themes have been applied to one individual response, based on the content; this means that a single response can be counted multiple times.

Theme	# of Mentions	Sample Comments
Staff/Council salaries / wage increases	11	- “wages, benefits, and paid-for expenses for city government officials” - “How the salaries of city managers compare to other municipalities.” - “Where does salary increases fall into this raise in taxes to support the City strategic plan, initiatives, services, programs, priorities.”
Questions about Council strategic priorities	8	- “More information about how the Council’s Strategic Priorities were determined”

		<ul style="list-style-type: none"> <li>- "How the 7 Steps affect other areas of the budget"</li> <li>- "more frequent public reporting throughout the year on implementation and costs of each strategic priority/initiative"</li> </ul>
Opportunities for efficiencies	6	<ul style="list-style-type: none"> <li>- "What is the city doing to cut costs, find efficiencies, kill low benefit programs, etc."</li> <li>- "how the city is being efficient with admin and operating costs"</li> </ul>
How New West taxes compare with other cities	4	<ul style="list-style-type: none"> <li>- "Tax rates across different municipalities"</li> <li>- "Cost comparison with similar cities"</li> </ul>
Jurisdictional questions	4	<ul style="list-style-type: none"> <li>- "What are costs the City is assuming that should be the responsibility of other levels of government (ie. homelessness, climate change, etc)"</li> <li>- "the city needs to know the difference between federal, provincial &amp; municipal responsibilities"</li> </ul>

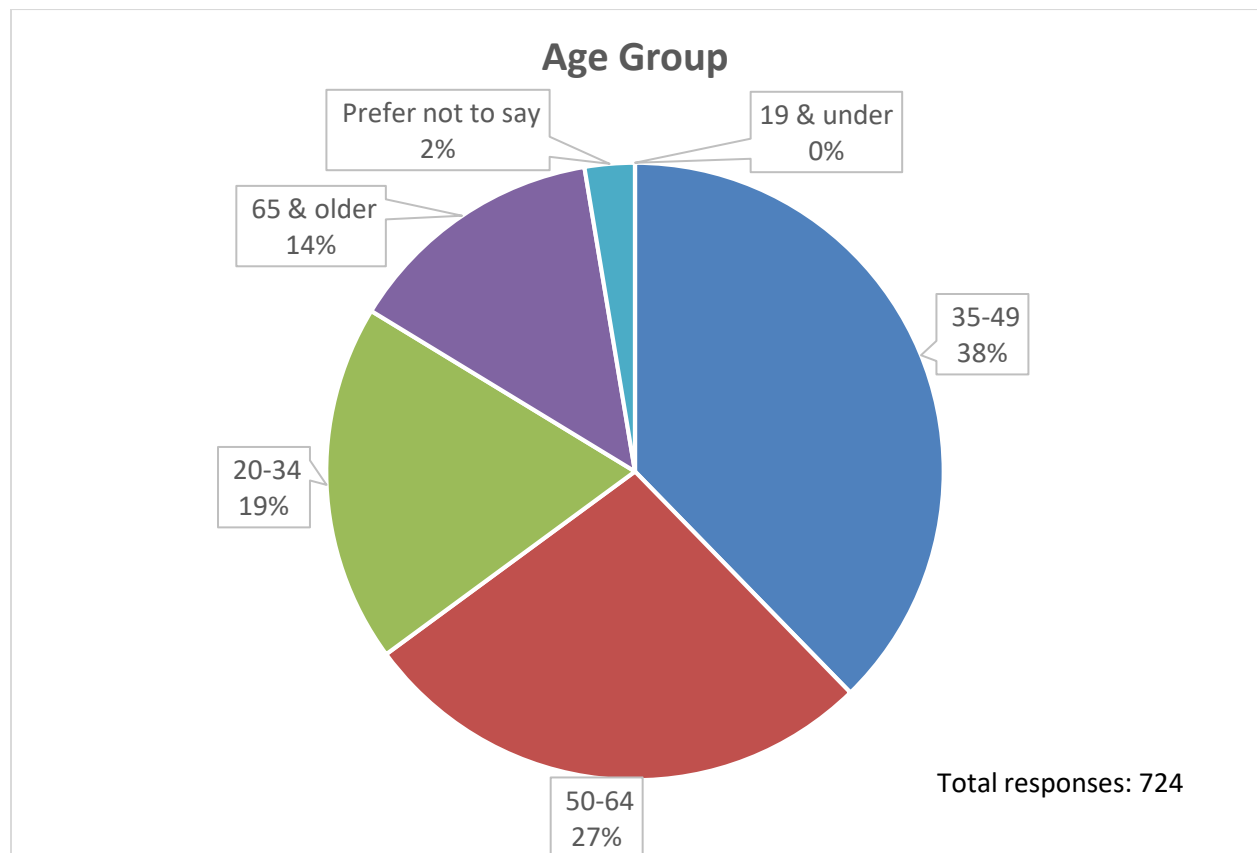
One additional theme with three mentions was more information about the police budget.

### 3. About Participants














## Connections to the City (select all that apply)

Choice	Percentage	Count
Homeowner in New West	70.08%	506
Residential tenant in New West	27.42%	198
Employee in New West	14.40%	104
Business owner in New West	6.37%	46
Other, please specify:	3.74%	27
Student in New West	2.77%	20
Commercial (including rental buildings) / industrial property owner in New West	1.52%	11
<b>Total</b>	<b>100%</b>	<b>722</b>



## Additional Demographic Information (select any / all that apply)

Choice	Percentage	Count	
There are children (under age 18) in my household	30.75%	214	
I was born outside of Canada	20.26%	141	
None of the above	19.68%	137	
There are seniors in my household	19.54%	136	
I or someone in my household has a disability	10.92%	76	
Prefer not to say	9.34%	65	
I identify as LGBTQ2S+	9.34%	65	
I identify as a person of colour	9.20%	64	
Other, please specify:	5.60%	39	
I moved to Canada within the last 5 years	3.45%	24	
I identify as Indigenous	2.59%	18	
<b>Total</b>	<b>100%</b>	<b>696</b>	

## Demographic Analysis

Compared to the demographic profile of New Westminster from the 2016 Census, most neighbourhood participation rates were proportional (less than 5% +/- Census). There were two exceptions: Brow of the Hill residents were underrepresented among survey respondents and Queen's Park residents were overrepresented.

As we see in most City of New Westminster surveys, residential property owners were overrepresented (70% of survey participants; 56% of residents according to Census), and tenants were underrepresented (27% of survey participants; 44% of residents according to Census).

For age ranges of survey participants, there were no responses from residents age 19 or younger, so this age group was highly underrepresented. Two age groups were overrepresented in the survey: 35-49 year olds and 50-64 year olds. Other age groups were proportionately represented.

In terms of other demographic information provided by survey participants, we can compare with Census data on Indigenous, immigrant, new immigrant (arrived within past five years) and visible minority proportions of the New Westminster community. Based on this comparison, immigrants and visible minorities were underrepresented among survey respondents. Indigenous people and new immigrants were proportionately represented.

## 4. Next Steps

Preliminary survey themes were presented to Council at its regular meeting on October 26, 2020, and have been referenced in the subsequent budget workshops with Council on November 16 and November 23. The engagement findings have also been shared with the community via the City's Be Heard New West online engagement platform and through the City's social media channels.

City staff across departments have been asked to apply the engagement findings in their draft budget submissions for 2021, and City Council has been asked to consider whether they see the draft budgets as addressing the priorities identified by engagement participants.

This more fulsome report will be presented to Council at its November 30 regular meeting, and posted on the [Budget 2021 webpage](#), along with the survey report that includes all of the verbatim feedback provided by participants. City staff will continue to reference the engagement input through Council's deliberations on the 2021 budget. The next Council workshop on the budget is scheduled for December 7, 2020 and is open for members of the public to watch online.



**Jonathan X. Cote**  
Mayor

December 11, 2020

Daisy Dyer  
Police Board Secretary  
New Westminster Municipal Police Board  
555 Columbia Street  
New Westminster, BC V3L 1B2

**Via email: [ddyer@nwpolice.org](mailto:ddyer@nwpolice.org)**

Dear Ms. Dyer,

At a meeting on December 7, 2020, New Westminster City Council passed the following resolution:

*THAT Council refer the New Westminster Police Department Proposed Budget to the Police Board, and request a new 2021 draft Police Department budget with a 0% increase.*

For more context for the decision and the debate that led up to it please view the meeting at <https://www.newwestcity.ca/council>. The discussion relating to the Police Department begins at the 59<sup>th</sup> minute.

If you have any questions or would like more information, please contact Chief Constable Dave Jansen.

Yours truly,

Mayor Jonathan X. Cote

# New Westminster Police Department

## MEMORANDUM

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**TO:** Chief Constable Dave Jansen

**FROM:** Deputy Chief Constable Paul Hyland

**DATE:** December 30<sup>th</sup>, 2020

**RE:** 2021 Budget Report – Historical data analysis

Chief Constable Jansen,

As per our discussion, I have completed an analysis on some historical data that may be relevant to our upcoming discussions with the Police Board regarding our 2021 Budget, vis a vis the request from City Council to reduce it to a “net zero” increase.

Given the tight timeframe, this report does not include more in-depth research on issues such as crime rates, population demographics, geographic location of the City, “Core city” factors such as traffic flow and volume, hub information including Skytrain concentration, provincial impacts such as Royal Columbian Hospital, etc.

The following data is based on Police Services resourcing documents from 1992 through to 2018. The comparisons made are in relation to other mid and large size municipal police departments including Vancouver PD, Victoria PD, West Vancouver PD, Delta PD, Saanich PD, Port Moody PD and Abbotsford PD.

Overall this analysis shows that our budget increases during this timeframe have been significantly less than the other police agencies, while also showing that our authorized staffing levels have remained fairly flat.

I believe that the data supports our position that we operate as a very lean organization, and there is not a lot of room to reduce sworn member staffing levels without seeing a reduction in our ability to provide public safety services to the community.



Chart # 1 shows the variance in police agency budgets between 2001 and 2018 (the latest available data), during which the NWPD had the lowest rate of increase amongst the compared agencies. The NWPD annual operating budget (direct cost, not including cost recovery items or revenue) increased from \$13,708,547 in 2001 to \$26,804,120, a 96% increase. During that same period the comparative police department budgets increased an average of 136%.

*Chart # 1 – Department Staffing and budget changes 2001 to 2018*

Department	2001 Budget	2018 Budget	Change
Abby PD	\$17,847,680	\$52,533,766	+194%
PMPD	\$3,949,084	\$10,911,871	+176%
VicPD	\$22,160,355	\$54,406,513	+146%
VPD	\$130,786,381	\$309,255,748	+136%
DPD	\$16,551,889	\$38,783,521	+134%
Saanich PD	\$16,532,164	\$33,760,250	+104%
WVPD	\$8,629,319	\$17,535,265	+103%
<b>NWPD</b>	<b>\$13,708,547</b>	<b>\$26,804,120</b>	<b>+96%</b>
Average			+136%

Chart # 2 shows staffing growth between 2001 and 2018. During this time NWPD sworn member staffing level increases were the second lowest per capita when compared to the comparative police agencies. NWPD sworn staffing in 2001 sat at 106 members and currently sits at 112, a 5.7% increase over that time. During that same period the average of the other police department increases was 25.8%.

*Chart # 2 – Staffing Comparison 2001 to 2018*

Department	2001 Staffing	2018 Staffing	Change
PMPD	30	52	+73.3%
Abby PD	148	210	+41.9%
DPD	143	190	+32.9%
VPD	1096	1327	+21.1%
Saanich PD	138	161	+16.7%
VicPD	218	245	+12.4%
<b>NWPD</b>	<b>106</b>	<b>112</b>	<b>+5.7%</b>
WVPD	77	79	+2.6%
Average			+25.8%

Chart # 3 compares the changes in population between 2001 and 2018. During this time the population in New Westminster increased 41.7%, the third highest growth of the comparative communities which saw an average population increase of 26.9%

Chart # 3- Population changes – 2001 to 2018

Department	2001 Population	2018 Population	Change
PMPD	24 162	35 575	+47.2%
VicPD	75 369	110 859	+47.1
NWPD	54 207	76 799	+41.7%
Abby PD	116 078	152 043	+31%
VPD	573 154	674 776	+17.7%
Saanich PD	107 129	122 245	+14.1%
DPD	101 750	110 391	+8.5%
WVDP	44 756	48 105	+7.5%
Average			+26.9%

Chart # 4 compares the changes in population to police officer (pop to cop) ratios from 2001 to 2018. Between 2001 and 2018, the NWPD pop to cop ratio decreased, from one police officer for every 511 citizens in 2001 to one police officer for every 670 citizens in 2018. The largest decrease amongst the comparative agencies.

Chart # 4 – Population to Police (pop to cop) ratio 2001 to 2018

Department	2001 Pop to Cop	2018 Pop to Cop	Change
DPD	712 to 1	577 to 1	19% Improvement
PMPD	805 to 1	669 to 1	16.9% Improvement
Abby PD	784 to 1	705 to 1	10.1% Improvement
VPD	523 to 1	508 to 1	2.9% Improvement
Saanich PD	776 to 1	759 to 1	2.2% Improvement
WVDP	581 to 1	594 to 1	2.2% - Decrease
VicPD	410 to 1	452 to 1	10.2% - Decrease
NWPD	511 to 1	670 to 1	31.1% - Decrease
Average	637 to 1	617 to 1	3.1% Improvement

Chart # 5 provides an overview of NWPD staffing levels going back as far as 1992 when the NWPD had an authorized strength of 10 sworn members, a number which fluctuated slightly over the next several years.

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. Authorized strength remained in the 106 to 108 range from 2001 until 2016, when it was increased to 110 based on internal efficiencies identified through integrated teams. As of 2018, the official strength of the NWPD sits at 112 with the addition of a Youth at Risk position and a Sexual Offence

investigator assigned to the Special Investigations Unit. Overall NWPD authorized strength has increased 8.7% during this time.

Chart # 5 NWPD Authorized Strength – 1992 to 2018

Year	Authorized Strength
1992	103
1993-94	104
1995	103
1996	101
1997	103
1998	105
1999	110
2000	111
2001-2003	106
2004-2008	107
2009-2015	108
2016-2017	110
2018	112

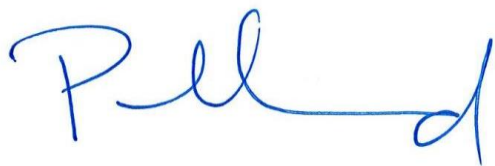
## Conclusion

The data shows that the rate of budget growth and sworn member staffing increases for the NWPD between 2001 and 2018 have been significantly lower than the other comparable municipal police agencies. We have seen the lowest per capita increase in budget compared to the other municipal police agencies, and the second lowest per capita staffing increase, while at the same time seeing the third highest per capita population growth and the largest negative change in police to population ratio.

The data shows a pattern of fiscal responsibility and restraint over an extended timeframe, during which time the NWPD has been required to take on additional responsibilities in non-traditional policing roles. As a very brief example, in 2005 the NWPD dealt with 105 files coded as a “Disturbed Person-Attempt Suicide”, a number which grew to 859 in 2019.

While some of this information may not be directly “on point” in the discussion of re-allocation of police funding, I do think that it will provide important context to the greater discussion around police reform and should assist the Board to in making an informed decision on the NWPD budget for 2021.

Respectfully Submitted

A handwritten signature in blue ink, appearing to read "Paul Hyland". The signature is fluid and cursive, with the first letter 'P' being large and prominent.

Paul Hyland  
Deputy Chief Constable



# New Westminster Police Department

New Westminster City Hall  
511 Royal Avenue  
New Westminster, BC  
V3L 1H9

7 July 2020

Mayor Cote and City Council,

At the Open Police Board meeting held on Tuesday, 30 June, 2020, the Police Board passed the following motion:

**MOVED AND SECONDED THAT:**

The New Westminster Police Board:

1. Supports deprioritizing the New Westminster Police Department's resources away from the enforcement of laws that criminalize the survival of society's most vulnerable people that would be better served by a public health or community care framework.
2. Will engage with the Provincial Government to work with the city to develop a new model to address crisis health management with the goal of creating a pilot community-based crisis management program that:
  - a. Is informed by destigmatized, de-colonial and anti-racist practice;
  - b. Is rooted in non-violent crisis intervention and de-escalation;
  - c. Is rooted in compassion and mutual understanding;
  - d. Is informed by best practices and lived experience;
  - e. Provides participants a better understanding of issues around mental health, addictions and trauma;
  - f. Provides participants tools to help someone experiencing a mental health or substance use emergency;
  - h. Considers place-making opportunities to counter the perception and incidence of street disorder and chronic street nuisance; and
  - i. Reduces call volumes for police response, while redirecting more appropriate resources as applicable;
3. Supports the review of the use, deployment and training related to police equipment/weapons and that this work be done in collaboration with the Provincial Government's call to amend the Police Act.

4. Develop and adopt a Diversity and Inclusion Framework to guide the direction of Community policing and include the following goals:
  - Have a workforce this is broadly reflective of the community;
  - Identify and address barriers to diversity within organizational systems;
  - Attract and retain a talented workforce skilled at working in an inclusive and respectful manner with one another and with the community;
  - Create processes, policies, plans, practices, programs and services that meet the diverse needs of those they serve;
  - Establish a senior leadership action group to oversee equity, diversity and human rights initiatives;
5. Will request the development and implementation of a culturally-safe engagement plan to include and consider the personal experiences and voices of residents or groups who have or represent those who have experienced discrimination in helping to shape any proposed police reforms. This work will be done in collaboration with New Westminister City Council.
6. Will engage with members of the New Westminister Police Department with the goal to develop understanding, input and support for new directions for NRPD.
7. Will request a comprehensive report on police reforms to be presented to the New Westminister Police Board and New Westminister City Council by the end of 2020. The report will include a comprehensive scan of police reforms being conducted across North America and best practices in crisis health management at the local level.
8. Will request to work with and in collaboration with New Westminister City Council on the above stated work.
9. Requests that this work be integrated into the upcoming New Westminister Police Department Strategic Plan.

Thank you for your consideration. Please contact me should you require additional information or wish to discuss this matter further.

Daisy Dyer  
Police Board Secretary



## NEW WESTMINSTER POLICE DEPARTMENT 2021 Provisional Operating Budget

	2020 Budget	2021 Provisional Budget	Increase (Decrease)
<b>Salaries and Benefits</b>			
Salaries Police	15,057,200	15,717,100	659,900
Salaries Clerical	2,469,700	2,469,700	-
Auxilliary Salaries	183,100	285,100	102,000
Overtime Police	1,558,900	1,558,900	-
Overtime Clerical	204,100	102,100	(102,000)
Overtime ICBC	20,000	20,000	-
Overtime Movies	110,000	110,000	-
Benefits Police	3,946,500	4,166,000	219,500
Benefits Clerical	735,200	735,200	-
Employer Health Tax - Police	317,600	336,900	19,300
Employer Health Tax - Clerical	52,400	52,400	-
Estimate for Cost Increases	943,400	1,448,100	504,700
<b>Total Salaries and Benefits</b>	<b>25,598,100</b>	<b>27,001,500</b>	<b>1,403,400</b>
<b>Contracts Services</b>			
Services from Other Departments	35,000	35,000	-
Transcription Costs	30,000	30,000	-
Op Services - 3rd Party	2,525,500	2,646,200	120,700
Prisoner Custodial Services	294,300	305,000	10,700
<b>Total Contracts Services</b>	<b>2,884,800</b>	<b>3,016,200</b>	<b>131,400</b>
<b>Education and Training</b>			
Education and Training	167,500	167,500	-
Conferences and Seminars	85,000	85,000	-
Dues and Membership Fees	11,500	11,500	-
Subscription and Reference	11,500	11,500	-
Employee Services	25,000	25,000	-
Recruitment	75,000	75,000	-
Service Excellence	5,000	5,000	-
<b>Total Education and Training</b>	<b>380,500</b>	<b>380,500</b>	<b>-</b>



## NEW WESTMINSTER POLICE DEPARTMENT 2021 Provisional Operating Budget

	2020 Budget	2021 Provisional Budget	Increase (Decrease)
<b>General Office</b>			
Office Supplies	58,000	58,000	-
Printing and Forms	20,000	20,000	-
Business Lines	18,000	18,000	-
Cellular	120,000	120,000	-
Equipment and Furn Purchases	35,000	35,000	-
Computer Equipment Purchases	113,000	113,000	-
Computer Operating Costs	125,000	125,000	-
System Usage Fee	370,000	370,000	-
Office Operating Costs	20,000	20,000	-
Records Management	10,000	10,000	-
Courier and Delivery	7,000	7,000	-
Postage	6,500	6,500	-
Cash Over/Short	200	200	-
Advertising and Promotion	15,000	15,000	-
<b>Total General Office</b>	<b>917,700</b>	<b>917,700</b>	<b>-</b>
<b>General Administration</b>			
Unscheduled Maintenance	39,000	39,000	-
Security Systems	20,000	20,000	-
Consultants and Studies	50,000	150,000	100,000
Legal	70,000	70,000	-
Crime Watch Program	2,500	2,500	-
Crime Free Multi Housing Prog	1,000	1,000	-
S.P.O.C. Program	2,000	2,000	-
Volunteer Program	10,000	10,000	-
Bicycle Patrol	4,000	4,000	-
Bank Charges	1,500	1,500	-
<b>Total General Administration</b>	<b>200,000</b>	<b>300,000</b>	<b>100,000</b>
<b>Operational Equipment</b>			
Equipment Operating Costs	26,000	26,000	-
Radio Communications	300,000	300,000	-
Photographic	10,000	10,000	-
Firearms	60,000	60,000	-
Operational Costs - Other	74,600	118,600	44,000
<b>Total Operational Equipment</b>	<b>470,600</b>	<b>514,600</b>	<b>44,000</b>





# NEW WESTMINSTER POLICE DEPARTMENT

## 2021 Provisional Operating Budget

	2020 Budget	2021 Provisional Budget	Increase (Decrease)
<b>Other Costs</b>			
Appreciation and Hospitality	7,000	7,000	-
Other Grants and Donations	30,000	30,000	-
Special Investigations	30,000	30,000	-
Clothing Allowance	48,400	48,400	-
Clothing Issue	165,000	165,000	-
Laundry	51,000	51,000	-
<b>Total Other Costs</b>	<b>331,400</b>	<b>331,400</b>	-
<b>Total Operating Expenditures</b>	<b>30,783,100</b>	<b>32,461,900</b>	<b>1,678,800</b>
<b>Revenues</b>			
<b>Sale of Services</b>			
Custodial Services	(35,000)	(35,000)	-
Other Sales of Services	(150,000)	(150,000)	-
3rd Party Cost Recovery Charge	(4,655,800)	(5,267,300)	(611,500)
<b>Sale of Services</b>	<b>(4,840,800)</b>	<b>(5,452,300)</b>	<b>(611,500)</b>
<b>Grants from Other Governments</b>			
Grants - Revenue Sharing	(1,107,600)	(1,267,600)	(160,000)
<b>Grants from Other Governments</b>	<b>(1,107,600)</b>	<b>(1,267,600)</b>	<b>(160,000)</b>
<b>Other Revenue</b>			
False Alarm Fines	(12,500)	(12,500)	-
Auction Proceeds	(6,000)	(6,000)	-
<b>Other Revenue</b>	<b>(18,500)</b>	<b>(18,500)</b>	-
<b>Total Revenues</b>	<b>(5,966,900)</b>	<b>(6,738,400)</b>	<b>(771,500)</b>
<b>Net Operating Expenditures</b>	<b>24,816,200</b>	<b>25,723,500</b>	<b>907,300</b>



## NEW WESTMINSTER POLICE DEPARTMENT 2021 Provisional Operating Budget

	2020 Budget	2021 Provisional Budget	Increase (Decrease)
<b>Interdepartmental Charges</b>			
Janitorial Services	596,519	596,519	-
City Parkade	92,520	92,520	-
Fleet Services	880,834	880,834	-
Interal City Func Costs	84,680	84,680	-
<b>Total Interdepartmental Charges</b>	<b>1,654,553</b>	<b>1,654,553</b>	<b>-</b>
<b>Adjusted Net Expenditures</b>	<b>26,470,753</b>	<b>27,378,053</b>	<b>907,300</b>
<b>Summary:</b>			
<b>Salaries and Benefits</b>	<b>25,598,100</b>	<b>27,001,500</b>	<b>1,403,400</b>
<b>Contracts Services</b>	<b>2,884,800</b>	<b>3,016,200</b>	<b>131,400</b>
<b>Education and Training</b>	<b>380,500</b>	<b>380,500</b>	<b>-</b>
<b>General Office</b>	<b>917,700</b>	<b>917,700</b>	<b>-</b>
<b>General Administration</b>	<b>200,000</b>	<b>300,000</b>	<b>100,000</b>
<b>Operational Equipment</b>	<b>470,600</b>	<b>514,600</b>	<b>44,000</b>
<b>Other Costs</b>	<b>331,400</b>	<b>331,400</b>	<b>-</b>
<b>Total Operating Expenditures</b>	<b>30,783,100</b>	<b>32,461,900</b>	<b>1,678,800</b>
<b>Sale of Services</b>	<b>(4,840,800)</b>	<b>(5,452,300)</b>	<b>(611,500)</b>
<b>Grants from Other Governments</b>	<b>(1,107,600)</b>	<b>(1,267,600)</b>	<b>(160,000)</b>
<b>Other Revenue</b>	<b>(18,500)</b>	<b>(18,500)</b>	<b>-</b>
<b>Contribution Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenues</b>	<b>(5,966,900)</b>	<b>(6,738,400)</b>	<b>(771,500)</b>
<b>NET EXPENDITURES</b>	<b>24,816,200</b>	<b>25,723,500</b>	<b>907,300</b>
<b>INTER-DEPARTMENTAL CHARGES</b>	<b>1,654,553</b>	<b>1,654,553</b>	<b>-</b>
<b>ADJUSTED NET EXPENDITURES</b>	<b>26,470,753</b>	<b>27,378,053</b>	<b>907,300</b>



## NEW WESTMINSTER POLICE DEPARTMENT 2021 Provisional Operating Budget

	2020 Budget	2021 Provisional Budget	Increase (Decrease)
<b>Salaries and Benefits</b>			
Salaries Police	15,057,200	15,596,800	539,600
Salaries Clerical	2,469,700	2,469,700	-
Auxilliary Salaries	183,100	285,100	102,000
Overtime Police	1,558,900	1,558,900	-
Overtime Clerical	204,100	102,100	(102,000)
Overtime ICBC	20,000	20,000	-
Overtime Movies	110,000	110,000	-
Benefits Police	3,946,500	4,134,200	187,700
Benefits Clerical	735,200	735,200	-
Employer Health Tax - Police	317,600	334,500	16,900
Employer Health Tax - Clerical	52,400	52,400	-
Estimate for Cost Increases	943,400	1,436,200	492,800
<b>Total Salaries and Benefits</b>	<b>25,598,100</b>	<b>26,835,100</b>	<b>1,237,000</b>
<b>Contracts Services</b>			
Services from Other Departments	35,000	35,000	-
Transcription Costs	30,000	30,000	-
Op Services - 3rd Party	2,525,500	2,646,200	120,700
Prisoner Custodial Services	294,300	305,000	10,700
<b>Total Contracts Services</b>	<b>2,884,800</b>	<b>3,016,200</b>	<b>131,400</b>
<b>Education and Training</b>			
Education and Training	167,500	167,500	-
Conferences and Seminars	85,000	85,000	-
Dues and Membership Fees	11,500	11,500	-
Subscription and Reference	11,500	11,500	-
Employee Services	25,000	25,000	-
Recruitment	75,000	75,000	-
Service Excellence	5,000	5,000	-
<b>Total Education and Training</b>	<b>380,500</b>	<b>380,500</b>	<b>-</b>



## NEW WESTMINSTER POLICE DEPARTMENT 2021 Provisional Operating Budget

	2020 Budget	2021 Provisional Budget	Increase (Decrease)
<b>General Office</b>			
Office Supplies	58,000	58,000	-
Printing and Forms	20,000	20,000	-
Business Lines	18,000	18,000	-
Cellular	120,000	120,000	-
Equipment and Furn Purchases	35,000	35,000	-
Computer Equipment Purchases	113,000	113,000	-
Computer Operating Costs	125,000	125,000	-
System Usage Fee	370,000	370,000	-
Office Operating Costs	20,000	20,000	-
Records Management	10,000	10,000	-
Courier and Delivery	7,000	7,000	-
Postage	6,500	6,500	-
Cash Over/Short	200	200	-
Advertising and Promotion	15,000	15,000	-
<b>Total General Office</b>	<b>917,700</b>	<b>917,700</b>	<b>-</b>
<b>General Administration</b>			
Unscheduled Maintenance	39,000	39,000	-
Security Systems	20,000	20,000	-
Consultants and Studies	50,000	50,000	-
Legal	70,000	70,000	-
Crime Watch Program	2,500	2,500	-
Crime Free Multi Housing Prog	1,000	1,000	-
S.P.O.C. Program	2,000	2,000	-
Volunteer Program	10,000	10,000	-
Bicycle Patrol	4,000	4,000	-
Bank Charges	1,500	1,500	-
<b>Total General Administration</b>	<b>200,000</b>	<b>200,000</b>	<b>-</b>
<b>Operational Equipment</b>			
Equipment Operating Costs	26,000	26,000	-
Radio Communications	300,000	300,000	-
Photographic	10,000	10,000	-
Firearms	60,000	60,000	-
Operational Costs - Other	74,600	74,600	-
<b>Total Operational Equipment</b>	<b>470,600</b>	<b>470,600</b>	<b>-</b>



## NEW WESTMINSTER POLICE DEPARTMENT 2021 Provisional Operating Budget

	2020 Budget	2021 Provisional Budget	Increase (Decrease)
<b>Other Costs</b>			
Appreciation and Hospitality	7,000	7,000	-
Other Grants and Donations	30,000	30,000	-
Special Investigations	30,000	30,000	-
Clothing Allowance	48,400	48,400	-
Clothing Issue	165,000	165,000	-
Laundry	51,000	51,000	-
<b>Total Other Costs</b>	<b>331,400</b>	<b>331,400</b>	<b>-</b>
<b>Total Operating Expenditures</b>	<b>30,783,100</b>	<b>32,151,500</b>	<b>1,368,400</b>
<b>Revenues</b>			
<b>Sale of Services</b>			
Custodial Services	(35,000)	(35,000)	-
Other Sales of Services	(150,000)	(150,000)	-
3rd Party Cost Recovery Charge	(4,655,800)	(5,267,300)	(611,500)
<b>Sale of Services</b>	<b>(4,840,800)</b>	<b>(5,452,300)</b>	<b>(611,500)</b>
<b>Grants from Other Governments</b>			
Grants - Revenue Sharing	(1,107,600)	(1,267,600)	(160,000)
Bylaw Enforcement Trucks			-
<b>Grants from Other Governments</b>	<b>(1,107,600)</b>	<b>(1,267,600)</b>	<b>(160,000)</b>
<b>Other Revenue</b>			
False Alarm Fines	(12,500)	(12,500)	-
Auction Proceeds	(6,000)	(6,000)	-
Merchandise Sales		-	-
<b>Other Revenue</b>	<b>(18,500)</b>	<b>(18,500)</b>	<b>-</b>
<b>Contribution Revenue</b>			
Contributions Police			
<b>Contribution Revenue</b>			
<b>Total Revenues</b>	<b>(5,966,900)</b>	<b>(6,738,400)</b>	<b>(771,500)</b>
<b>Net Operating Expenditures</b>	<b>24,816,200</b>	<b>25,413,100</b>	<b>596,900</b>



## NEW WESTMINSTER POLICE DEPARTMENT 2021 Provisional Operating Budget

	2020 Budget	2021 Provisional Budget	Increase (Decrease)
<b>Interdepartmental Charges</b>			
Janitorial Services	596,519	596,519	-
City Parkade	92,520	92,520	-
Fleet Services	880,834	880,834	-
Inter City Func Costs	84,680	84,680	-
<b>Total Interdepartmental Charges</b>	<u>1,654,553</u>	<u>1,654,553</u>	-
<b>Adjusted Net Expenditures</b>	<u>26,470,753</u>	<u>27,067,653</u>	<u>596,900</u>
<b>Summary:</b>			
<b>Salaries and Benefits</b>	<b>25,598,100</b>	<b>26,835,100</b>	<b>1,237,000</b>
<b>Contracts Services</b>	<b>2,884,800</b>	<b>3,016,200</b>	<b>131,400</b>
<b>Education and Training</b>	<b>380,500</b>	<b>380,500</b>	-
<b>General Office</b>	<b>917,700</b>	<b>917,700</b>	-
<b>General Administration</b>	<b>200,000</b>	<b>200,000</b>	-
<b>Operational Equipment</b>	<b>470,600</b>	<b>470,600</b>	-
<b>Other Costs</b>	<b>331,400</b>	<b>331,400</b>	-
<b>Total Operating Expenditures</b>	<u>30,783,100</u>	<u>32,151,500</u>	<u>1,368,400</u>
<b>Sale of Services</b>	<b>(4,840,800)</b>	<b>(5,452,300)</b>	<b>(611,500)</b>
<b>Grants from Other Governments</b>	<b>(1,107,600)</b>	<b>(1,267,600)</b>	<b>(160,000)</b>
<b>Other Revenue</b>	<b>(18,500)</b>	<b>(18,500)</b>	-
<b>Contribution Revenue</b>	-	-	-
<b>Total Revenues</b>	<u>(5,966,900)</u>	<u>(6,738,400)</u>	<u>(771,500)</u>
<b>NET EXPENDITURES</b>	<b>24,816,200</b>	<b>25,413,100</b>	<b>596,900</b>
<b>INTER-DEPARTMENTAL CHARGES</b>	<u>1,654,553</u>	<u>1,654,553</u>	-
<b>ADJUSTED NET EXPENDITURES</b>	<u>26,470,753</u>	<u>27,067,653</u>	<u>596,900</u>



## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, 16 February, 2021 @ 0930

✓ Indicates Attachment

<b>1</b>	<b>ADOPTION</b>	
✓	1.1 Adoption of Open Agenda: 16 February, 2021 1.2 Delegations	<i>Police Board</i>
<b>2</b>	<b>CONSENT AGENDA</b>	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: 19 January, 2021	
	2.2 Police Board Member Reports	
✓	2.3 Policy: OB55: Parental Child Abduction Investigations	
✓	OG30: Medical and Non-Medical Masks	
✓	2.4 Statistics: January 2021	
✓	2.5 Report on B&E and Weapons Statistics	
	2.6 Correspondence	
	<ul style="list-style-type: none"> <li>• Executive Appointment: Wayne Rideout</li> <li>• Notice of AGM and Call for Resolutions</li> </ul>	
<b>3</b>	<b>ONGOING BUSINESS</b>	
	None	<i>Chief Constable Jansen</i>
<b>4</b>	<b>NEW BUSINESS</b>	
✓	4.1 BCAPB Appointment of Executive Board 2021/22	<i>Police Board</i>
	<b>NEXT MEETING</b>	
	<b>Date:</b> Tuesday, 20 April, 2021 at 0930	
	<b>Location:</b> ZOOM Video Conference	
	<b>ADJOURNMENT OF OPEN MEETING</b>	



## NEW WESTMINSTER MUNICIPAL POLICE BOARD

January 19, 2021 @ 0930  
Via ZOOM

### MINUTES of Regular Meeting

- PRESENT:** Mayor Jonathan Coté Chair  
Mr. Sasha Ramnarine  
Mr. Karim Hachlaf
- STAFF:** Chief Constable D. Jansen  
Deputy Chief P. Hyland  
Inspector T. Matsumoto  
Inspector T. Dudar  
Inspector D. McDaniel  
Inspector C. Mullin  
Ms. D. Dyer Board Secretary
- GUESTS:** Cst. C. Oliveira
- 

#### 1. ADOPTION OF AGENDA

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

**THAT:** The New Westminster Police Board approve the January 19, 2021, Regular Agenda

**CARRIED**

#### 1.2 Delegations

None.

#### 1.3 Silver Branch Project Presentation

Cst. Oliveira presented an overview of the Silver Branch Project to the Board. The Silver Branch Project is a police-initiated community outreach and prevention program for at-risk older adults with cognitive impairment and dementia issues.

The Silver Branch Project is designed to provide educational and practical strategies to front-line police officers who encounter older adults with cognitive impairment and dementia, including safety planning for those reporting missing or have wandered.

Received for information.



**2. CONSENT AGENDA (Hachlaf/ Ramnarine)**

**2.1 Approval of Minutes: 26 November, 2020**

**2.2 Police Board Member Reports**

**2.3 Policy: OD100 – Charge Recommendations**

**2.4 Statistics**

**2.5 Correspondence**

- NWPOA Letter to Police Board
- Response to City Council RE Calls for Justice Report
- Letter of Thanks to NWPB for CAPG Sponsorship
- Message from ADM Butterworth-Carr
- Capacity and Funding Gaps at JIBC
- Thank you Correspondence
- BCAPB 2021 Notice of AGM and Call for Resolutions

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

**THAT:** Item 2.3 and 2.5 be removed from the Consent Agenda; and

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

**CARRIED**

**ITEMS REMOVED FROM THE CONSENT AGENDA**

**2.3 Policy**

Mr. Ramnarine removed this item from the Consent Agenda to ask for a further explanation on the policy. Deputy Chief Hyland provided further information.

**2.5 Correspondence: Thank you Correspondence**

Mr. Ramnarine stated that he did not have an opportunity to review the video within this item and asked for further information. Chief Constable Jansen explained that there was a small protest outside a local restaurant following the request that customers wear masks upon entering the premises. The member involved is a junior member and was praised for the way in which the situation had been managed.

## **2.5 Correspondence: Letter From NWPOA**

Mr. Hachlaf thanked the NWPOA for their letter and the opportunity to work collaboratively for solutions.

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

### **3.1 City Council Resolution and 2021 Police Budget**

Chief Constable Jansen presented the '2021 Provisional Budget – Background and Board Approval' report, found within the Board package.

Discussion ensued amongst the board, with the following of note:

- The budget focuses on three areas of enhancement; DIEAR Framework, funding of engagement within the community to guide the Police board with reform initiatives, and the purchase of PPE and Naloxone.
- Mr. Hachlaf and Mr. Ramnarine stated that they are in support of the ongoing work as a police department and moving resources away, however, not in a way that jeopardizes the safety of the community. They will not support a reduction in budget until the gap has been bridged.
- The Board are proud of the motion that was previously passed at the Police Board meeting in June 2020, which set the framework to engage in these discussions.
- The Board respect the motion and intent from City Council, but note that the Board have a responsibility to people and to employees.
- We are not the only police department having these discussions and have the ability to have discussions and engage with other communities in this work.
- We need to work collaboratively to move important policy work.
- It is important as a board that the commitment to this work be reaffirmed.
- The budget that has been put forward is largely status quo, with enhancements to DIEAR, PPE and Naloxone, and the Board stand by these enhancements.
- The Board look forward to reengaging with City Council on this work.

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

**THAT:** The Board respectfully decline the request of the New Westminster City Council for a 0% increase in the NWPB's 2021 budget

**CARRIED**

**ADJOURNMENT of Regular Meeting**

Chair Jonathan Coté adjourned the meeting at 0945 hrs.

**Next meeting:** February 16, 2021 @ 0900  
Via Zoom

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MAYOR JONATHAN COTE  
CHAIR

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D. DYER  
RECORDING SECRETARY

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# Parental Child Abduction Investigations

OB55

New: Draft

OB55

## Risk Assessment: High

### POLICY

1. The New Westminster Police Department (NYPD) will consider reports of children abducted by a parent to be a priority complaint.

### REASON FOR POLICY

2. Parental child abductions are serious, difficult and complex situations that can have lifelong impacts on those involved.
3. To provide direction and guidance to Members regarding the investigation, decision to arrest and when and how charges may be recommended against persons who have been reported to have committed a parental child abduction offence.

### CAVEAT

4. This policy is not intended or designed for suspected child abductions by a non-parent/non-legal guardian or crimes where a ransom or other specific demand has been communicated to the parents/family of an abducted child (ie. kidnapping).

### DEFINITIONS

5. **Parental Child Abduction** - Parental child abduction occurs when one parent, without either legal authority or the permission of the other parent, takes a child from the parent who has lawful custody.

### RELEVANT CRIMINAL LAW

6. **Section 282 of the *Criminal Code*** - prohibits parental child abductions in situations where there is a custody order made by a Canadian court.

7. **Section 283 of the *Criminal Code*** - applies to situations where parents continue to have joint custody of their child by operation of law, where there is a written agreement, where there is a foreign custody order, or where the abducting parent did not believe or know there was a valid custody order.
8. **Case Law** - The Ontario Court of Appeal in *R v McDougall (1990) 62 CCC (3d) 174* at 189 cautioned that:

The offence created by s. 282 is a grave one and is intended to strike at conduct in the nature of child abduction. Care must be taken before a prosecution is launched under s. 282 to ensure that the events complained of truly amount to criminal conduct. This care is evidenced by the requirement in s. 283 (a companion section to s. 282) that the Attorney General or counsel instructed by him consent to proceedings under that section. It is very common in custody and access disputes that each parent feels terribly wronged and makes the most serious allegation against the other ....Criminal prosecutions cannot become a weapon in the arsenal of parties to acrimonious family disputes.

# Medical and Non-Medical Masks

<b>OG30</b>	<b>Effective: New</b>	<b>OG30</b>
-------------	-----------------------	-------------

## **Risk Assessment: High**

### **POLICY**

1. The New Westminster Police Department (NYPD) will ensure that sworn and civilian members will have access to medical and non-medical masks as part of their personal protective equipment and that staff are aware of the circumstances in which they are to be used.

### **REASON FOR POLICY**

2. To provide clarity on when Medical and Non-Medical Masks should be worn.
3. To promote a secure and safe working environment and to reduce the spread of COVID-19.

### **DEFINITIONS**

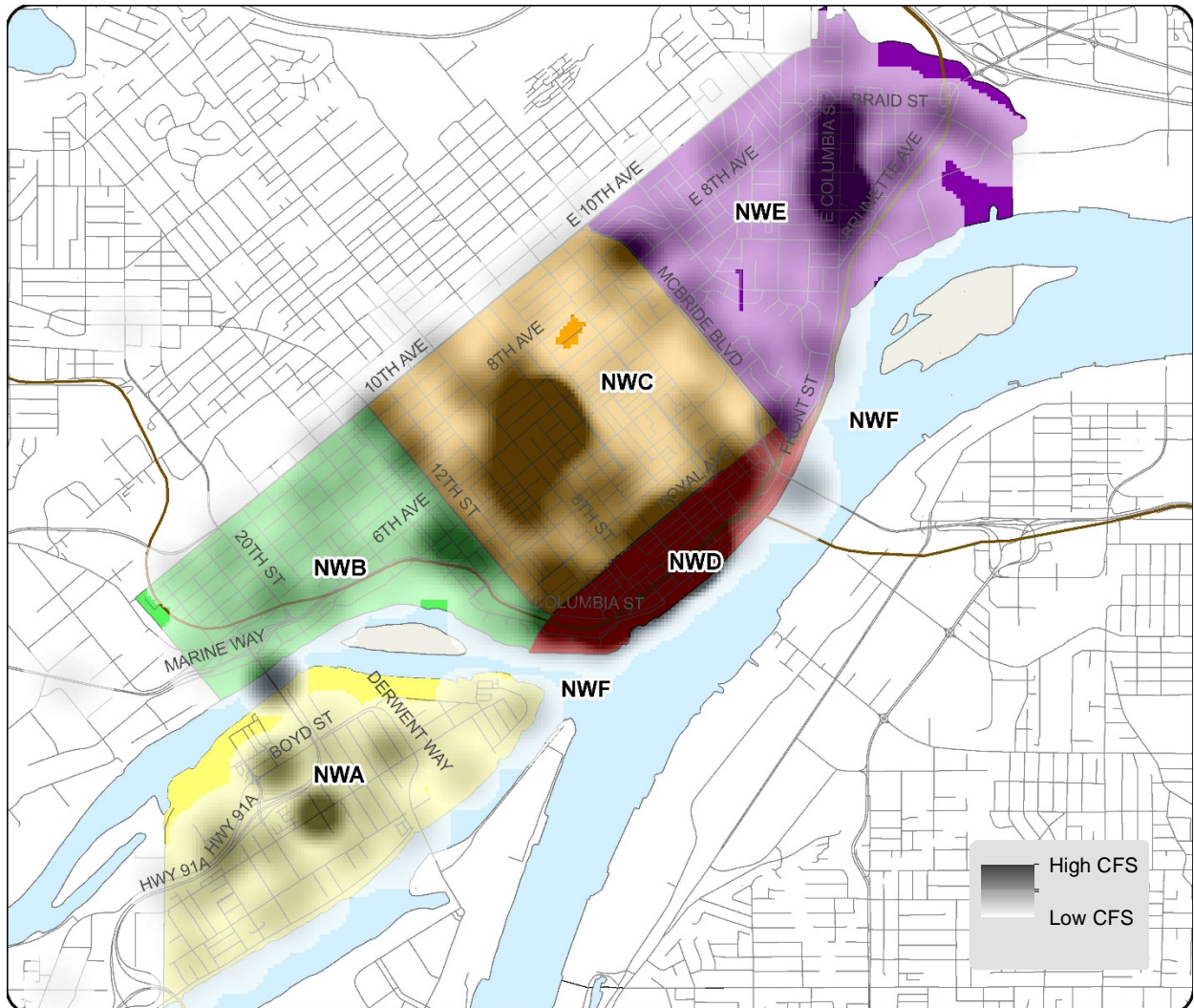
4. Medical Masks – these types of masks are considered approved personal protective equipment (PPE) and offer the wearer much better protection against COVID-19 than non-medical masks.
5. Non-Medical Masks – these types of masks are not considered official personal protective equipment (PPE), they offer a reduced level of protection. They are meant to reduce the spread of respiratory deposits by the individual wearing the mask. They are meant to alleviate concerns members of the public may have when interacting with NYPD employees and provide for a more comfortable option in lower risk situations.

**Calls for Service**

	Dec 2020	Jan 2021	Jan avg range	YTD 2020	YTD 2021	YTD +/-	YTD % chg
Queensborough (NWA)	128	137	129-196	137	137	0	0%
West End (NWB)	123	148	168-175	175	148	-27	-15%
Mid-Uptown (NWC)	518	475	517-681	510	475	-35	-7%
Downtown (NWD)	372	429	341-383	373	429	56	15%
East End (NWE)	206	210	236-266	236	210	-26	-11%
Water (NWF)	0	1	0-1	1	1	0	-
Skytrain Stns (NWG)	31	28	23-35	36	28	-8	-22%
Spec. Locations (NWH)	94	121	124-164	152	121	-31	-20%
Other	26	34	22-32	22	34	12	55%
<b>Total Calls For Service</b>	<b>1498</b>	<b>1583</b>	<b>1652-1840</b>	<b>1642</b>	<b>1583</b>	<b>-59</b>	<b>-4%</b>

Above normal range    Within normal range    Below normal range

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



## Monitored Occurrence Types

Persons Crimes	Jan 2021	Jan 2020	+/-	2021 YTD	2020 YTD	+/-	% change
All Persons Offences	78	89	-11	78	89	-11	-12%
Assault	35	36	-1	35	36	-1	-3%
Domestic Violence	40	63	-23	40	63	-23	-37%
Family Violence	23	26	-3	23	26	-3	-12%
Robbery	6	4	2	6	4	2	50%
Sex Assaults	4	3	1	4	3	1	33%
Indecent Acts	1	4	-3	1	4	-3	-75%
Other Sex Offences	0	1	-1	0	1	-1	-100%

Property Crimes	Jan 2021	Jan 2020	+/-	2021 YTD	2020 YTD	+/-	% change
All Property Offences	290	251	39	290	251	39	16%
Break and Enter – Total	41	30	11	41	30	11	37%
Break and Enter – Business	28	16	12	28	16	12	75%
Break and Enter – Residence	5	6	-1	5	6	-1	-17%
Break and Enter – Other	7	6	1	7	6	1	17%
Theft of Vehicle	13	16	-3	13	16	-3	-19%
Recovered Stolen Vehicle	4	5	-1	4	5	-1	-20%
Theft From Vehicle	78	58	20	78	58	20	34%

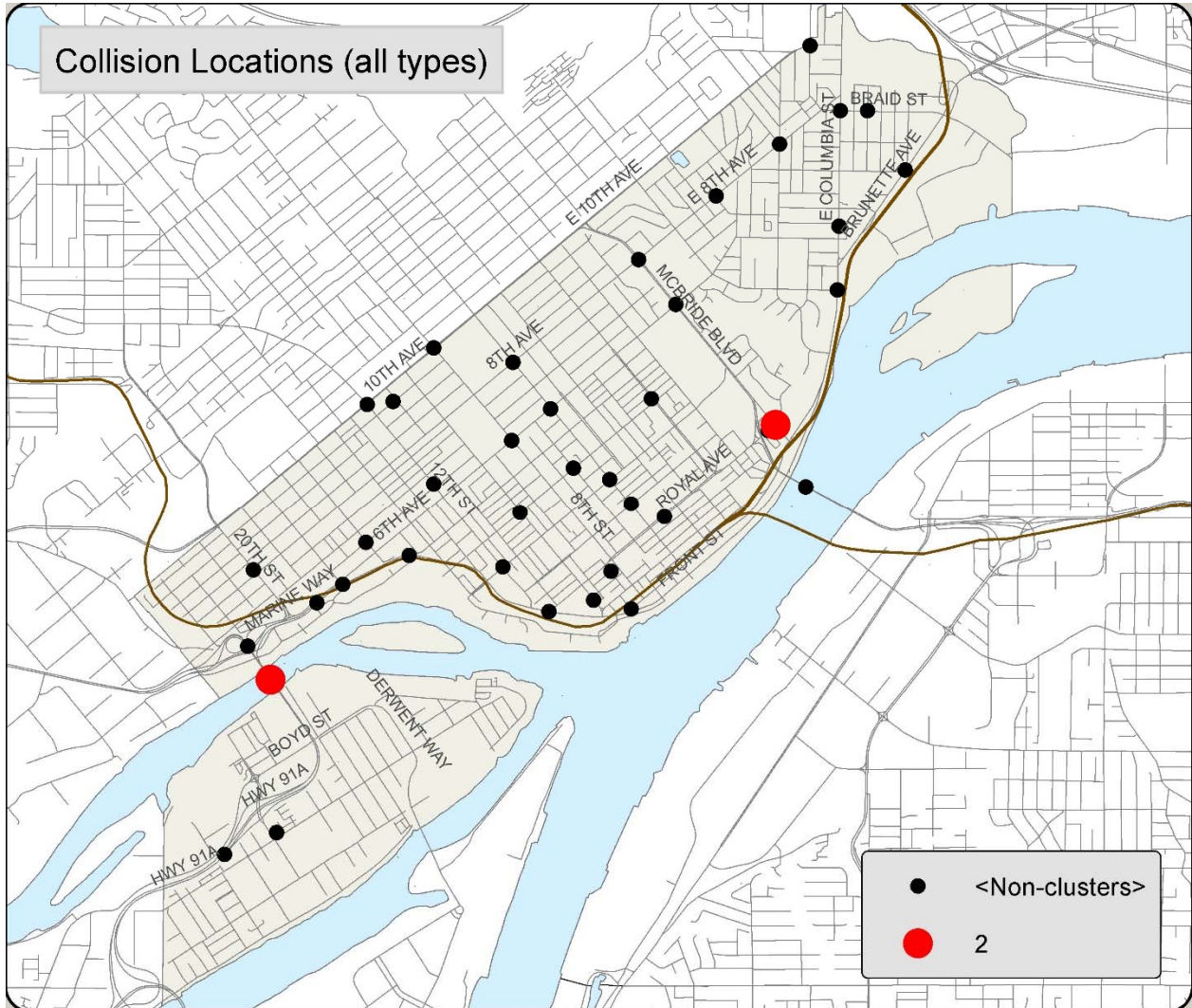
Drug Offences	Jan 2021	Jan 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Drug Possession (all)	1	3	-2	1	3	-2	-67%
Trafficking (all)	1	4	-3	1	4	-3	-75%

Other Crimes	Jan 2021	Jan 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Possession of Firearms	5	1	4	5	1	4	400%
Possession of Weapons	4	2	2	4	2	2	100%
Hate Motivated Crime	0	0	0	0	0	0	-

Other Non-Criminal	Jan 2021	Jan 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Missing Persons	11	12	-1	11	12	-1	-8%
Missing Persons – High Risk	8	6	2	8	6	2	33%
Mental Health related (study flag B)	64	61	3	64	61	3	5%
Mental Health related (s. 28 arrests)	30	34	-4	30	34	-4	-12%
Disturbed Person/Att. Suicide	42	76	-34	42	76	-34	-45%
Sudden Deaths	8	5	3	8	5	3	60%
Domestic Dispute – No Assault	30	49	-19	30	49	-19	-39%



Traffic/Driving	Jan 2021	Jan 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Collision - Non-fatal Injury	7	13	-6	7	13	-6	-46%
Collision - Damage under \$10,000	30	27	3	30	27	3	11%
Collision - Damage over \$10,000	8	3	5	8	3	5	167%
Impaired Driving	6	2	4	6	2	4	200%
IRP	13	13	0	13	13	0	0%



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



# New Westminster Police Department

## REPORT

**To:** Mayor Coté and Members of the New Westminster Police Board      **Date:** February 16, 2021

**From:** Chief Constable David Jansen      **Item #:** 2.5

**Subject:** Report for the Police Board on 2019 – 2020 (June – Dec) statistics for Break and Enters / Weapons

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### BACKGROUND

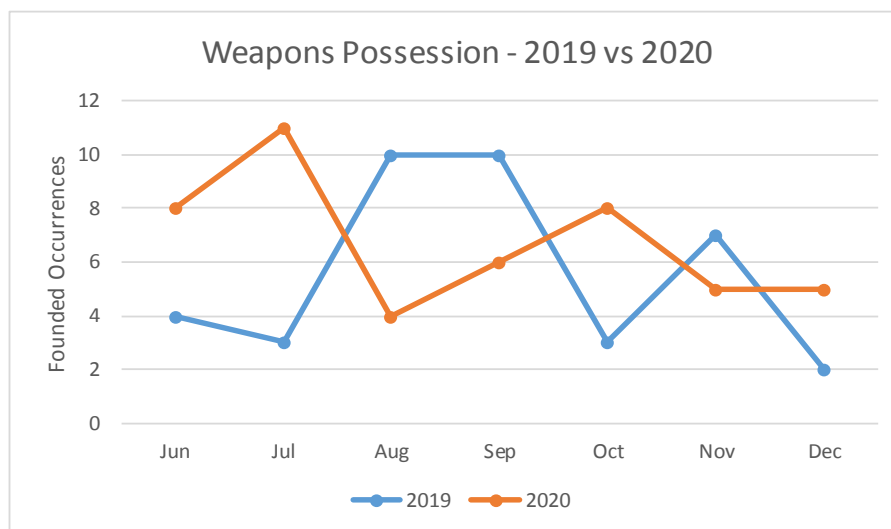
At the Police Board meeting in November of 2020, the month end report on Statistics for October 2020 was presented and reflected an increase in percentage change for weapons offences and break and enter offences. The Board requested further explanation into the increased activity in 2020 between the summer and fall months in comparison to the same time frame in 2019. A review of all files under the respective offence categories was undertaken and greater context has been provided below.

### DISCUSSION

#### **Weapons Offences:**

Between June and December of 2020, weapons possession files trended slightly downward. The monthly total for July 2020 was markedly higher than in July 2019, but dropped to more normal levels in the following months. Anecdotally, summer months generally show an increase in weapons possession files compared to the rest of the year. However, it is not known if or how the global pandemic and resulting restrictions have altered these historical patterns. A thorough review of all weapons files for 2019 / 2020, June through to December, was carried in order to determine any casual factors to the rise we saw in 2020. Findings:

- There was a 23% increase in founded incidents from 2019 to 2020. Although the amount of incidents reported to police remained consistent (2019 = 28, 2020 = 29), there was a significant increase (72%) in the amount of weapons by officers during the course of investigations that were not originally reported to involve a weapon (2019 = 11, 2020 = 19).
- There was a consistent trend of the types of weapons being located by police or used in the offences, notably seeing knives and bear spray, followed by air soft/BB guns, few actual firearms offences were captured by this offence code.



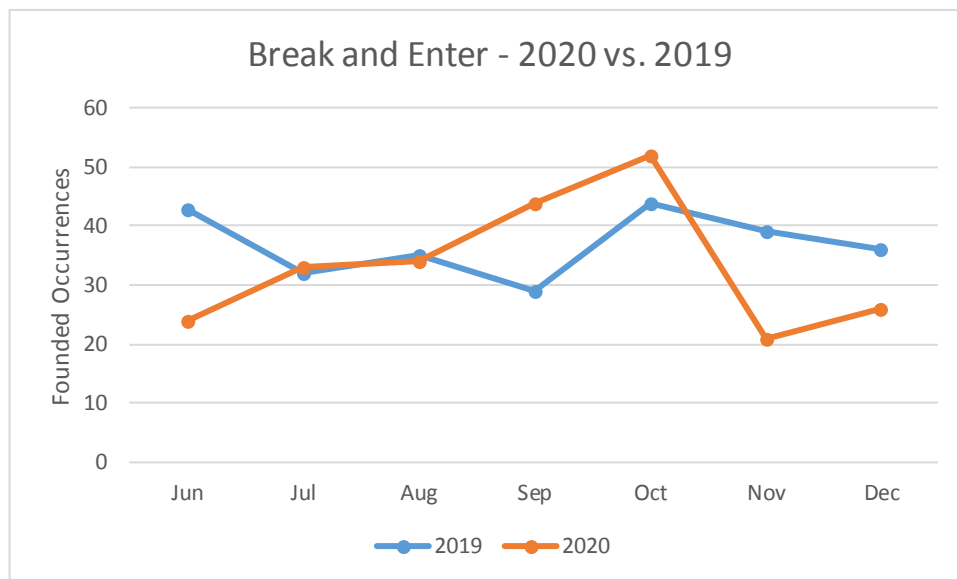
The list of founded occurrences may differ slightly then what was reported in the monthly Police Board Statistical Reports due to subsequent quality assurance reviews and re-categorization.

### **Break and Enter Investigations:**

New Westminster noted an increase in break and enters between June and November, 2020. The increase in frequency is believed to be attributed to keys suspects committing repeat break and enters to detached garages until they were identified, located, arrested, and charged. Following the arrest of one particular prolific offender, break and enters began to fall back well within normal levels. Based on this offender's methods, it is believed that this person is responsible for several other break and enters (possibly 14), however, police were unable to collect the forensic evidence required for charge recommendations. The New Westminster Street Crime Unit executed a search warrant on the suspect's residence which located over 100 items of property that are believed to be stolen, with 12 items having been returned to their owners. These recoveries have resulted in

two additional charges of Possession of Stolen Property and could lead to more as the investigation continues. In addition, within the specified time period, the NWPD Forensic Identification Unit identified three additional prolific property crime offenders who are charged for Break and Enter. Additional findings are as follows:

- There were 95 confirmed incidents of break and enters between June and December, 2020.
- 22 of the 95 incidents had a suspect(s) identified, with evidence to support charges being recommended against 14 suspects.
- 10 of the 14 suspects were not known to NWPD officers.
- In 24 of the 95 incidents, a parkade was broken into where theft of bicycles and thefts from autos typically resulted. (The NWPD Crime Reduction Unit worked with businesses where there were obvious uptakes in parkade thefts, such as Royal Columbian Hospital, in order to reduce frequency)
- In 9 of the 95 incidents, storage lockers/rooms were targeted.
- In 14 of the 95 incidents, a garage was targeted, bicycles and tools were typical targets for theft.
- In 18 of the 95 incidents, a residence was targeted, of which 8 incidents lead to a suspect being identified and charged.



The list of founded occurrences may differ slightly then what was reported in the monthly Police Board Statistical Reports due to subsequent quality assurance reviews and re-categorization.

**CONCLUSION**

Although there was a spike in break and enter and weapons offences from 2019 to 2020, between June 1 to December 31, in both offence categories, there has been a noticeable reduction in frequency to more normal levels at year end. Proactive policing contributed to the partial increase in weapons files being generated and prolific break and enter suspects found themselves committing repeat crimes within the City, before being identified, arrested and charged.

This report has been prepared by:           Insp. Chris MULLIN

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" and a long, sweeping underline.

---

Dave Jansen  
Chief Constable

**Daisy DYER**

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**Subject:** FW: FW: Executive Announcement

----- Forwarded message -----

**From:**  
**Date:** Tue, 19 Jan 2021 at 10:15  
**Subject:** FW: Executive Announcement

Hello,

Please see below for an Executive announcement from the Deputy Solicitor General, please distribute as you see fit.

---

**From:** Deputy Minister Communication  
**Sent:** Friday, January 15, 2021 11:35 AM  
**Subject:** Executive Announcement



Jan. 15, 2021

Good morning,

I am pleased to inform you that Wayne Rideout has been appointed Acting Assistant Deputy Minister for Police Services Branch (PSB), effective January 18, 2021. Many of us know Wayne given his recent experience with PSB, as well as his large contribution to policing in the province over many years.

In 2016, Wayne completed a 34-year career as the Assistant Commissioner, Criminal Operations Officer, Investigative Services and Organized Crime, with the Royal Canadian

Mounted Police. While in the RCMP, Wayne worked collaboratively with PSB and the Assistant Deputy Minister and Director of Police Services.

After leaving the RCMP, Wayne, as a consultant, led the development of the Illegal Firearms Task Force. That work has informed many current PSB initiatives. In 2017, Wayne was engaged in a full-time role with PSB as the Deputy Director of Police Services. Wayne worked with the PSB team on the realization of the Gang Suppression Plan supported by the Gangs and Guns Violence Action fund. Additionally, Wayne worked with the team on the Witness Security legislation and implementation of the highly successful Witness Security Unit within the Organized Crime Agency of British Columbia. Wayne is very proud of the work advanced by the Performance, Evaluation and Compliance Unit related to accountability, performance metrics and socioeconomic return on investment.

In early 2020, Wayne returned to the role of consultant and remained engaged in a variety of Branch initiatives related to organized crime and police modernization.

Wayne comes to the role with almost 39 years of combined PSB and RCMP policing experience.

Please join me in welcoming Wayne back to the branch and to the ministry as Acting Assistant Deputy Minister for PSB.

Yours sincerely,

Mark Sieben  
Deputy Solicitor General



## **BCAPB Notice of Annual General Meeting**

Saturday, March 6, 2021

Virtual AGM, 10:30 am

In accordance with the BC Association of Police Boards constitution and by-laws, notice is hereby given of the ANNUAL GENERAL MEETING. The Annual General Meeting is scheduled for Saturday, March 6, 2021, at 10:30 am. This will be a virtual AGM.

Attached is a call for resolutions along with information regarding submissions of resolutions for your consideration. Timelines are tight on the preparation of resolutions so we encourage Boards to circulate this item to all their Board members so that it can be on their January agenda. It requires immediate action.

Thank you and if you have any questions please contact me at 604-808-3809 or Veronica Bandet, Administrative Assistant at 250-216-1205.

Sincerely,

Leah Zille  
President, BCAPB

Attachments



## **CALL FOR RESOLUTIONS**

### **BRITISH COLUMBIA ASSOCIATION OF POLICE BOARDS ANNUAL CONFERENCE AND MEETING**

An important part of each Annual Meeting of the BCAPB is the consideration of Resolutions forwarded by member boards.

To ensure adequate time for review, the BCAPB Board of Directors has set a deadline of February 5, 2021 for all Resolutions to be forwarded to the BCAPB.

Following review by the Resolutions Committee, resolutions will be distributed to members in advance of the General Meeting.

Voting on the Resolutions will take place virtually at our AGM, scheduled for Saturday, March 6, 2021.

Please refer to the BCAPB Resolutions Guidelines for assistance in drafting proposed resolutions.

***This is your chance to ensure your voice is heard!***

Please forward your resolution(s) to Veronica Bandet at [bcapbs@gmail.com](mailto:bcapbs@gmail.com)

# Resolutions

## What is a Resolution?

A resolution is a formal way of stating an intended or desired action/direction/position by a group.

## Guidelines for Resolution Writing

1. Choose a topic that is important, relevant and deserving of an official BCAPB position.
2. Identify your Board as the author of a resolution.
3. WHEREAS clauses are factual clauses to support your resolution; they should be concise and to the point. Resolutions that have a page or more of WHEREAS clauses only serve to make the reader less amenable to your idea if he or she has to sort through multiple WHEREAS clauses in order to determine your point. The entire resolution should be no longer than one page.
4. RESOLVED clauses state your proposed policy change or position. Internal resolutions should be directed to the BCAPB (resolved that the BCAPB); external resolutions should be directed to the appropriate level of government or Minister/Ministry. Internal and external intents may not exist within the same RESOLVED clause, rather, separate resolved clauses are necessary if you want the BCAPB to take an action separate from the government. RESOLVED clauses should be only one sentence in length and must be able to stand alone as they are the only part of the resolution that will be debated or considered.

Other helpful tips: If possible have financial implications information in your resolution. Factual information to support your resolution should be available or included as an attachment to your resolution.

## Format for a Resolution

- The TITLE identifies the topic/problem or issue or its proposed solution.
- The AUTHOR names the Police Board putting forward the resolution.
- The PREAMBLE is used for factual information that is necessary to support the RESOLVED section. Each PREAMBLE clause should be written as a separate paragraph, beginning with the word Whereas. The first word should begin with a capital letter. The PREAMBLE, regardless of its length and number of paragraphs, should never contain a period. Each paragraph should close with a semi-colon. The next to the last paragraph should close with a semi-colon, after which a connecting phrase such as Therefore or Therefore Be It or Now Therefore, Be It is added.
- The RESOLVED section indicates what action is proposed. There may be more than one Resolved clauses, each stated separately. The word RESOLVED is printed in capital letters, followed by a comma and the word THAT. Each resolved clause must be a separate paragraph and may be ended with a period or a semi-colon and in the case of the next to the last clause, be followed by the word AND,.
- If factual information is available it should be included as an attachment.
- Estimated cost of implementation if available should also be included.

## Resolution Strategies

Here are some hints to help you get your resolution passed:

1. Be concise. The delegates will get copies of all resolutions and this means a lot of reading. If your resolution is too wordy, it will not get the attention it deserves. Try and limit your resolution to five "whereas" clauses: choose the strongest five facts and use the others in discussion and debate. Resolutions should not be longer than one page.
2. Be realistic. The resolved statements should include specific actions that are realistic and implementable. Resource availability (both human and financial) will affect the implementability of resolutions.
3. Be positive. A positive approach always works better than a negative one. Write positive statements, and address the issue positively when you are speaking to it.
4. Be knowledgeable. Know the facts about all parts of your resolution. Be aware of other resolutions that have been passed on your issue and be sure to state in your resolution why reaffirmation of the same stand is timely.
5. Gather support and assistance. Try to involve other members in supporting your resolution. Share your facts and ask others to speak pro to your resolution. This will not only help you get your resolution passed, it will also encourage other members to get involved.
6. Use your time on the floor wisely, time is limited. As the author, you will have an opportunity to speak to the resolution first. Remember that the delegates have a copy, so don't read it to them. Instead, take this opportunity to state some of the facts that might not be included in the "whereas" clauses.
7. Be available. Make sure you are available to the Delegates to answer questions. Be on time for all meetings.

Have your documentation handy. Make sure you have at least two copies of your documentation with you – questions may be asked that need further clarification.

**Daisy DYER**

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**Subject:** FW: BCAPB - Appointment of Executive Board for 2021/22

In preparation for the upcoming BCAPB AGM, it would be very much appreciated if you could consult with your board as to who will be appointed, or continue on, as your Board's authorized representative and alternate representative of the BCAPB Executive Board, and if at all possible to provide me with your representative's name and contact info by **February 19, 2021**.

**APPOINTMENT OF EXECUTIVE BOARD**

Part V – Directors and Officers of the BCAPB Constitution and Bylaws:

22 (2) Each Director is the appointed authorized representative of a Full Member ("Full Member" means a police board pursuant to the *Police Act*.)

Director (**authorized** representative):

Contact Information (email/phone):

Director (**alternate** representative):

Contact Information (email/phone):

*The Executive Board will elect the Officers of the Executive Committee at the first Executive Board meeting following the Annual General Meeting of the Association.*

Please submit the name of your Board's representative on the Executive.

Thank you for your assistance.

BCAPB President



## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, 20 April, 2021 @ 0930

✓ Indicates Attachment

<b>1</b>	<b>ADOPTION</b>	
✓	1.1 Adoption of Open Agenda: 20 April, 2021	<i>Police Board</i>
✓	1.2 Communications Team Presentation	<i>Communications Team</i>
	1.3 Delegations	
<b>2</b>	<b>CONSENT AGENDA</b>	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: 16 February, 2021	
	2.2 Police Board Member Reports	
✓	2.3 Statistics: February & March 2021	
✓	2.4 Correspondence	
	<ul style="list-style-type: none"> <li>• Amendments to BCPPS 2.1.1</li> <li>• Request for Police Policies and Procedures Related to 'Wellness Checks'</li> <li>• BCAPB: New President Announcement</li> <li>• CAPG: A Refresher for Police Boards and Commissions</li> <li>• Letter to David Pilling RE Police Board Capacity</li> <li>• Community Training Session: Fair and Impartial Policing</li> <li>• Letter from New Westminster School District</li> </ul>	
<b>3</b>	<b>ONGOING BUSINESS</b>	
✓	3.1 GOVERNANCE: Annual Review of Integrated Activities and Plan to Optimize	<i>Inspector Mullin</i>
	3.2 BCAPB Appointment of Executive Board – Follow Up (Verbal)	<i>Chief Constable Jansen</i>
	3.3 Police Services Division Police Board Training – Follow Up (Verbal)	<i>Chief Constable Jansen</i>
<b>4</b>	<b>NEW BUSINESS</b>	
✓	4.1 CAPG Call for Resolutions	<i>Police Board</i>
✓	4.2 Street Checks	<i>Inspector Dudar</i>
✓	4.3 CAPG Sponsorship Opportunity	<i>Police Board</i>
	<b>NEXT MEETING</b>	
	<b>Date:</b> Tuesday, 18 May, 2021 at 0930	
	<b>Location:</b> ZOOM Video Conference	
	<b>ADJOURNMENT OF OPEN MEETING</b>	



## NEW WESTMINSTER MUNICIPAL POLICE BOARD

February 16, 2021 @ 0930

Via ZOOM

### MINUTES of Regular Meeting

<b>PRESENT:</b>	Mayor Jonathan Coté Mr. Sasha Ramnarine Mr. Karim Hachlaf	Chair
<b>STAFF:</b>	Chief Constable D. Jansen Deputy Chief P. Hyland Inspector T. Matsumoto Inspector T. Dudar Inspector D. McDaniel Inspector C. Mullin Ms. D. Dyer	Board Secretary

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#### 1. ADOPTION OF AGENDA

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

**THAT:** The New Westminster Police Board approve the February 16, 2021, Regular Agenda

**CARRIED**

#### 1.2 Delegations

None.

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

##### 2.1 Approval of Minutes: 19 January, 2020

##### 2.2 Police Board Member Reports

##### 2.3 Policy: OB55 – Parental Child Abduction Investigations OG30 – Medical and Non-Medical Masks

##### 2.4 Statistics: January 2021

##### 2.5 Report on B&E and Weapons Statistics

## **2.6 Correspondence**

- Executive Appointment: Wayne Rideout
- Notice of AGM and Call for Resolutions

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

**THAT:** Item 2.3 and 2.5 be removed from the Consent Agenda; and

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

**CARRIED**

### **ITEMS REMOVED FROM THE CONSENT AGENDA**

#### **2.3 Policy**

Mr. Ramnarine removed this item from the Consent Agenda to obtain a further understanding of the introduction of these policies. Chief Constable Jansen explained that these were created having recognized that there is no existing policy currently in place.

Received for information.

#### **2.5 Report on B&E and Weapons Statistics**

Mr. Hachlaf removed this item from the Consent Agenda and thanked Inspector Mullin for the report, further stating that it has greatly assisted in an understanding of the increase in Possession of Weapons and Break & Enter files.

Received for information.

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

None.

### **4. NEW BUSINESS**

#### **4.1 BCAPB Appointment of Executive Board**

Discussion ensued regarding the appointment of two BCAPB Executive Board representatives from New Westminster Police Board.

Mayor Cote asked that a request be made to the BCAPB that an extension be given to the New Westminster Police Board. This request is owing to multiple Police Board

vacancies which has left the New Westminster Police Board short staffed and unable to fulfil the appointment of two representatives to the BCAPB Executive Board.

Chief Constable Jansen will liaise with the BCAPB and this matter will be brought forward for discussion at the next scheduled Police Board meeting in April.

**ADJOURNMENT of Regular Meeting**

Chair Jonathan Coté adjourned the meeting at 0940 hrs.

**Next meeting:** April 20, 2021 @ 0930  
Via Zoom

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MAYOR JONATHAN COTE  
CHAIR

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D. DYER  
RECORDING SECRETARY

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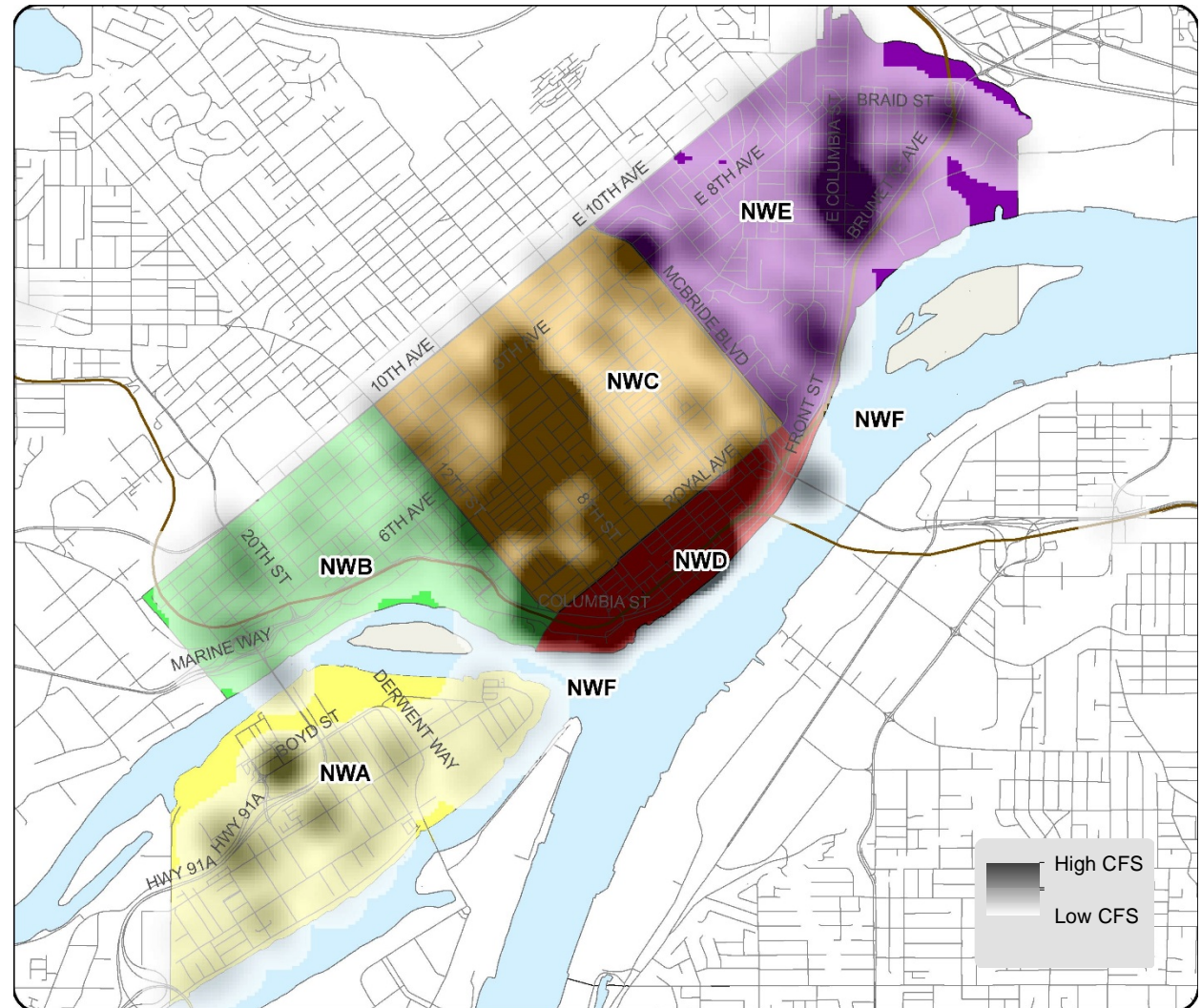
**Statistical Overview - February 2021**

**Calls for Service**

	Jan	Feb	Feb avg range	YTD 2020	YTD 2021	YTD +/-	YTD % chg
Queensborough (NWA)	137	110	121-148	260	247	-13	-5%
West End (NWB)	148	116	148-182	323	264	-59	-18%
Mid-Uptown (NWC)	475	529	478-565	999	1004	5	1%
Downtown (NWD)	429	346	299-359	725	775	50	7%
East End (NWE)	210	211	208-254	457	421	-36	-8%
Water (NWF)	1	0	0	1	1	0	-
Skytrain Stns (NWG)	28	35	28-34	66	63	-3	-5%
Spec. Locations (NWH)	121	108	113-157	312	229	-83	-27%
Other	34	20	18-25	48	54	6	13%
<b>Total Calls For Service</b>	<b>1583</b>	<b>1475</b>	<b>1552-1584</b>	<b>3191</b>	<b>3058</b>	<b>-133</b>	<b>-4%</b>

Above normal range    Within normal range    Below normal range

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



## Monitored Occurrence Types

Persons Crimes	Feb 2021	Feb 2020	+/-	2021 YTD	2020 YTD	+/-	% change
All Persons Offences	79	65	14	156	154	2	1%
Assault	40	31	9	74	67	7	10%
Domestic Violence	50	30	20	94	93	1	1%
Family Violence	23	20	3	45	46	-1	-2%
Robbery	4	3	1	10	7	3	43%
Sex Assaults	4	4	0	9	7	2	29%
Indecent Acts	4	2	2	5	6	-1	-17%
Other Sex Offences	5	3	2	10	4	6	150%

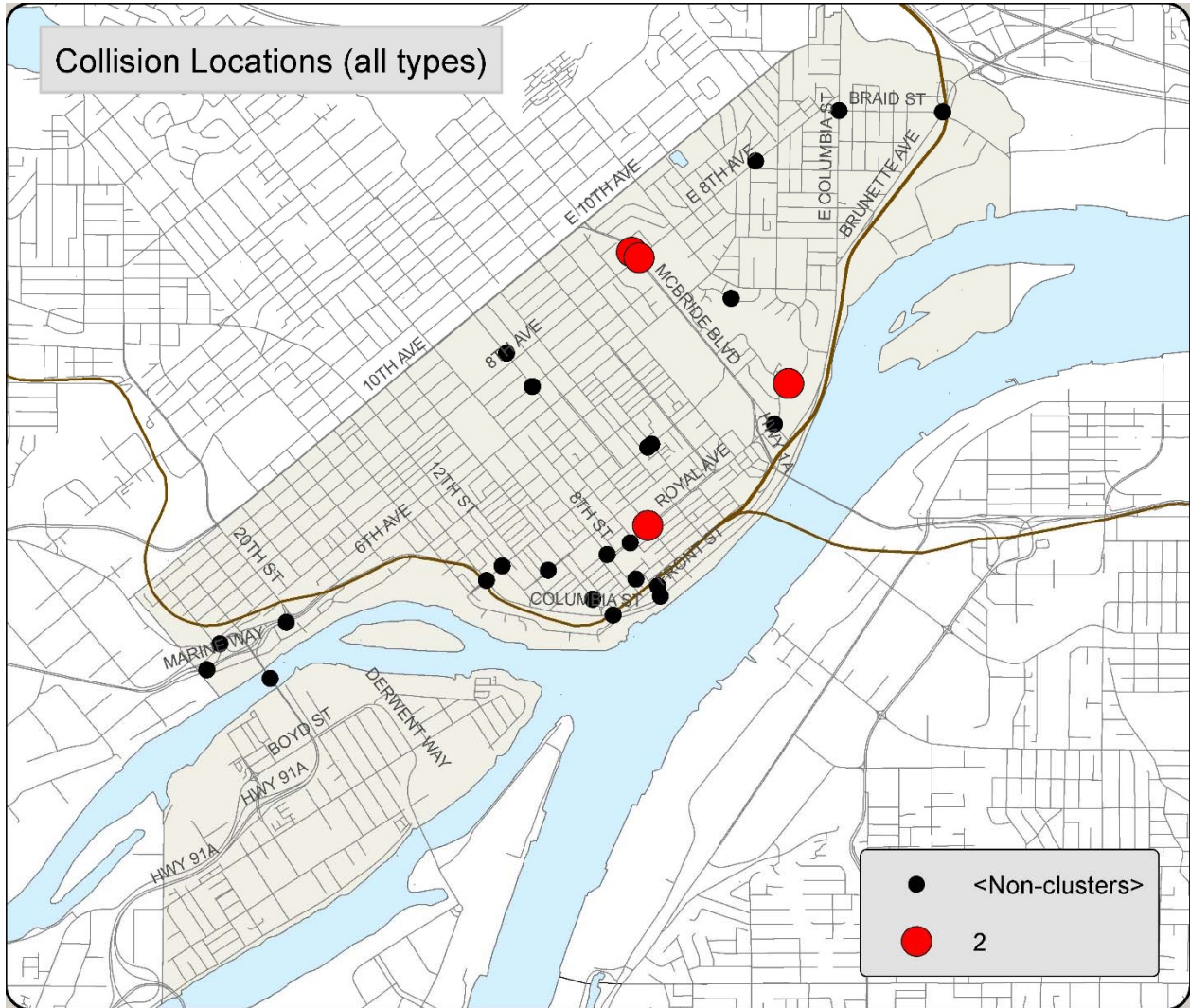
Property Crimes	Feb 2021	Feb 2020	+/-	2021 YTD	2020 YTD	+/-	% change
All Property Offences	237	212	25	528	463	65	14%
Break and Enter – Total	18	21	-3	60	51	9	18%
Break and Enter – Business	8	9	-1	37	25	12	48%
Break and Enter – Residence	6	8	-2	11	14	-3	-21%
Break and Enter – Other	4	4	0	11	10	1	10%
Theft of Vehicle	11	6	5	24	22	2	9%
Recovered Stolen Vehicle	4	3	1	8	8	0	0%
Theft From Vehicle	60	67	-7	138	125	13	10%

Drug Offences	Feb 2021	Feb 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Drug Possession (all)	4	7	-3	5	11	-6	-55%
Trafficking (all)	1	2	-1	2	6	-4	-67%

Other Crimes	Feb 2021	Feb 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Possession of Firearms	1	2	-1	1	0	1	n/a
Possession of Weapons	6	6	0	11	8	3	38%
Hate Motivated Crime	0	0	0	0	0	0	-

Other Non-Criminal	Feb 2021	Feb 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Missing Persons	10	6	4	21	18	3	17%
Missing Persons – High Risk	7	5	2	15	11	4	36%
Mental Health related (study flag B)	79	41	38	148	102	46	45%
Mental Health related (s. 28 arrests)	21	30	-9	54	64	-10	-16%
Disturbed Person/Att. Suicide	39	66	-27	84	142	-58	-41%
Sudden Deaths	8	14	-6	16	19	-3	-16%
Domestic Dispute – No Assault	40	28	12	68	77	-9	-12%

Traffic/Driving	Feb 2021	Feb 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Collision - Non-fatal Injury	3	6	-3	11	19	-8	-42%
Collision - Damage under \$10,000	24	28	-4	56	55	1	2%
Collision - Damage over \$10,000	4	6	-2	11	9	2	22%
Impaired Driving	6	6	0	12	15	-3	-20%
IRP	18	18	0	31	31	0	0%



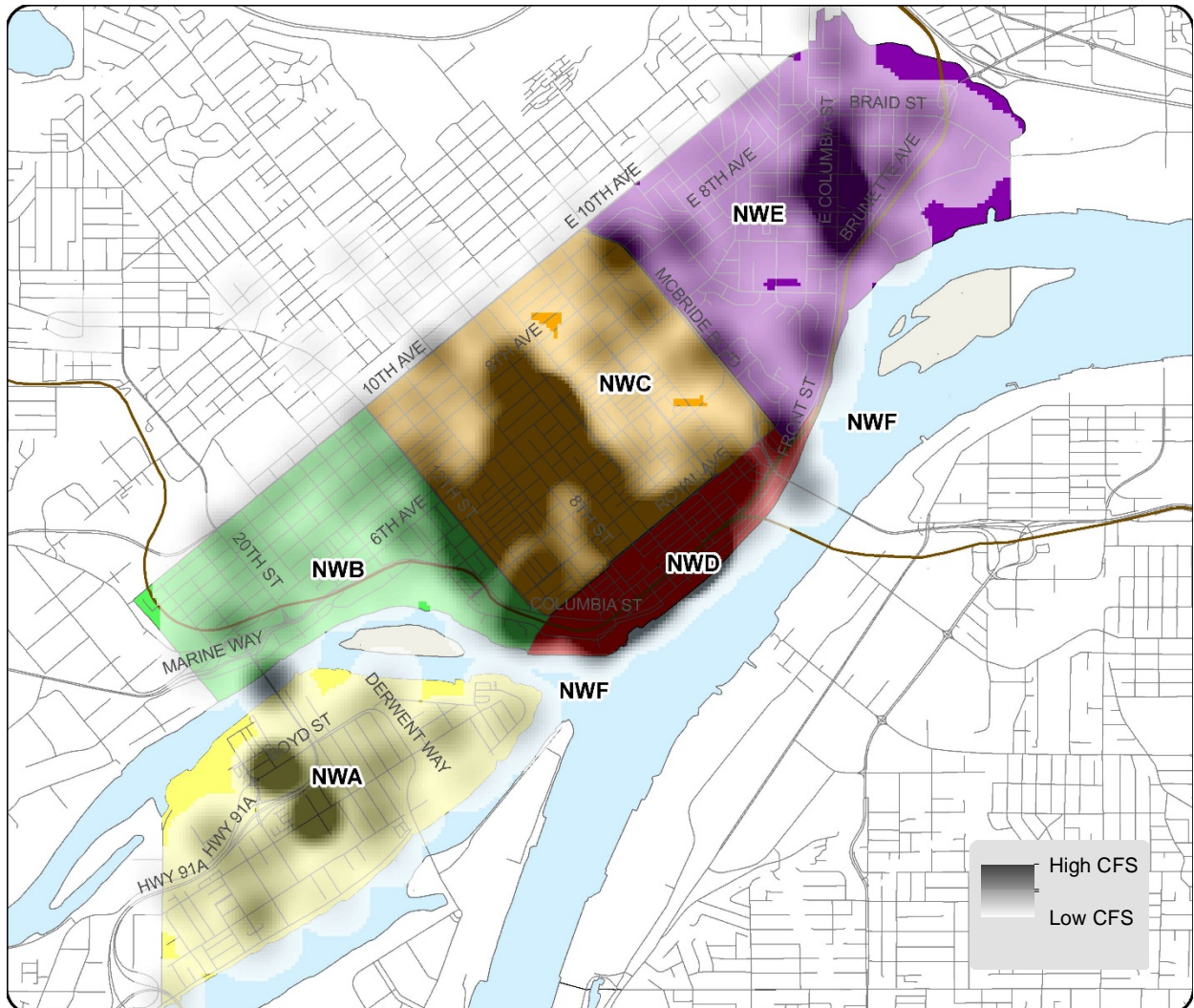
Statistics in this report are compiled from the Police Records Information Management Environment (PRIME) and reflect the most current information available at the time of writing regarding incidents reported to or discovered by the New Westminster Police Department. The data is subject to change if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

### Calls for Service

	Feb	Mar	Mar avg range	YTD 2020	YTD 2021	YTD +/-	YTD % chg
Queensborough (NWA)	110	155	156-182	417	402	-15	-4%
West End (NWB)	116	149	142-158	465	413	-52	-11%
Mid-Uptown (NWC)	529	557	508-612	1508	1561	53	4%
Downtown (NWD)	346	454	337-409	1062	1229	167	16%
East End (NWE)	211	198	215-285	671	619	-52	-8%
Water (NWF)	0	0	0-2	1	1	0	-
Skytrain Stns (NWG)	35	29	20-40	87	92	5	6%
Spec. Locations (NWH)	108	112	112-150	422	341	-81	-19%
Other	20	27	15-26	69	81	12	17%
<b>Total Calls For Service</b>	<b>1475</b>	<b>1681</b>	<b>1533-1837</b>	<b>4702</b>	<b>4739</b>	<b>37</b>	<b>1%</b>

Above normal range    
 Within normal range    
 Below normal range

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



## Monitored Occurrence Types

Persons Crimes	Mar 2021	Mar 2020	+/-	2021 YTD	2020 YTD	+/-	% change
All Persons Offences	92	76	16	252	234	18	8%
Assault	38	31	7	114	99	15	15%
Domestic Violence	49	52	-3	143	145	-2	-1%
Family Violence	29	29	0	73	75	-2	-3%
Robbery	4	3	1	14	10	4	40%
Sex Assaults	8	5	3	17	12	5	42%
Indecent Acts	1	0	1	6	6	0	0%
Other Sex Offences	0	3	-3	10	7	3	43%

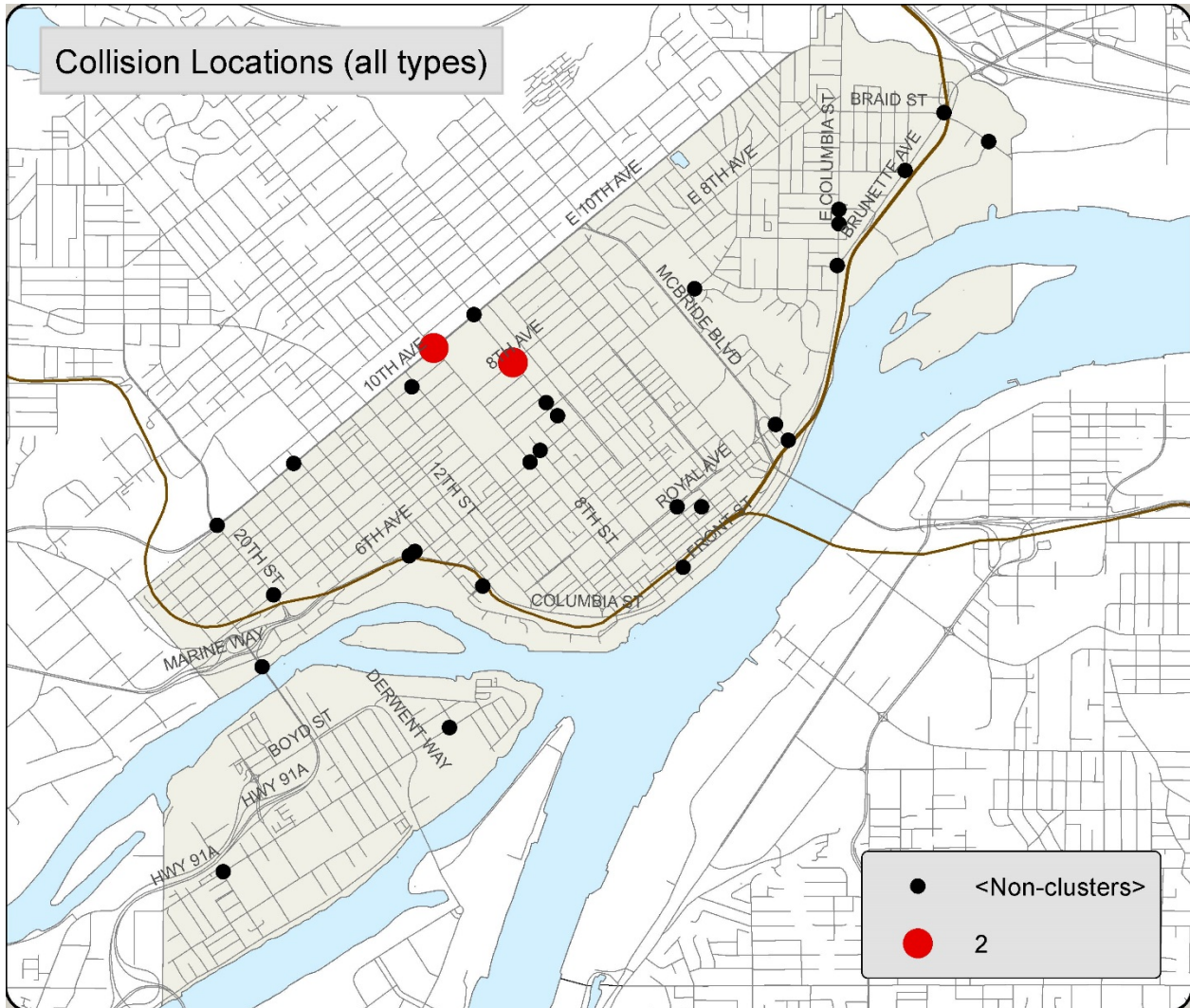
Property Crimes	Mar 2021	Mar 2020	+/-	2021 YTD	2020 YTD	+/-	% change
All Property Offences	267	252	15	799	722	77	11%
Break and Enter – Total	40	35	5	101	88	13	15%
Break and Enter – Business	22	21	1	61	48	13	27%
Break and Enter – Residence	6	8	-2	15	22	-7	-32%
Break and Enter – Other	12	6	6	24	16	8	50%
Theft of Vehicle	9	10	-1	35	33	2	6%
Recovered Stolen Vehicle	0	7	-7	8	15	-7	-47%
Theft From Vehicle	69	78	-9	212	205	7	3%

Drug Offences	Mar 2021	Mar 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Drug Possession (all)	5	4	1	11	15	-4	-27%
Trafficking (all)	4	4	0	6	10	-4	-40%

Other Crimes	Mar 2021	Mar 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Possession of Firearms	0	0	0	1	2	-1	-50%
Possession of Weapons	6	5	1	17	15	2	13%
Hate Motivated Crime	0	0	0	0	0	0	-

Other Non-Criminal	Mar 2021	Mar 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Missing Persons	16	14	2	37	32	5	16%
Missing Persons – High Risk	9	11	-2	24	23	1	4%
Mental Health related (study flag B)	86	29	57	242	131	111	85%
Mental Health related (s. 28 arrests)	35	25	10	96	91	5	5%
Disturbed Person/Att. Suicide	60	61	-1	154	205	-51	-25%
Sudden Deaths	9	10	-1	25	29	-4	-14%
Domestic Dispute – No Assault	33	46	-13	100	123	-23	-19%

Traffic/Driving	Mar 2021	Mar 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Collision - Non-fatal Injury	5	8	-3	17	27	-10	-37%
Collision - Damage under \$10,000	23	31	-8	79	88	-9	-10%
Collision - Damage over \$10,000	4	4	0	15	13	2	15%
Impaired Driving	5	2	3	17	17	0	0%
IRP	23	8	15	54	41	13	32%



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



March 19, 2021

Ref: 616534

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

Dear Sirs/Madams:

I am writing to advise of recently approved changes to *BC Provincial Policing Standards (BCPPS) 2.1.1 Recruit and Advanced Training* and the related policy directive which sets out the process for requesting an exemption from the police recruit training program. As some of you may be aware, BCPPS 2.1.1 and related policy directives have been in place since the beginning of 2012 when they replaced the previous *Rules Regarding Training* regulation. Policing and Security Branch convened a working group this past fall with membership from police stakeholders involved in the recruiting and training processes and representation from the Justice Institute of BC to identify areas where the Standard could be streamlined or clarified, particularly with respect to the exemption process.

A draft of these changes was provided to membership of the Advisory Committee on Provincial Policing Standards for feedback in January 2021. The finalized amendments were approved by the Solicitor General on March 12, 2021. Copies of the new and amended sections are enclosed and an overview of the changes is as follows:

**BCPPS 2.1.1 Recruit and Advanced Training (Attachment 1)**

- The creation of new provisions for 'Experienced Applicants' from within Canada to be hired without requesting an exemption from Policing and Security Branch, provided their recruit training was from a program recognized under the Standards as an 'Accepted Equivalent,' their experience is sufficiently recent, they are fit for duty, and specific courses are completed.
- A report will be required by Policing and Security Branch on an annual basis which provides details of the candidates hired under this new category.

.../2

**BCPPS 2.2.1 P Exemption Process (Policy Directive) (Attachment 2)**

- For those candidates that do not meet the definition of an 'Experienced Applicant,' the exemption process has been streamlined by replacing the POPAT requirement with a requirement for the police department to verify that the applicant is physically fit to perform a police officer's duties.
- The exemption process has been eliminated for candidates from outside of Canada, as the Police Recruit Training Program's structure has changed such that exemption from all of block three may no longer be appropriate. The impact of this change is expected to be minimal as these requests have been rare.

**BCPPS 2.3.1 P Process for Appealing the Decision of the Director of the Police Academy (Policy Directive) (Attachment 3)**

- Consequential amendments to definitions have been made as a result of the changes outlined in the associated BCPPS described above.

The amended BCPPS and associated policy directives are enclosed with this correspondence and will be posted in the near future on:

<https://www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc/policing-standards>.

If you have any questions about the amended BCPPS, please contact Jenni Bard, Director, Policing and Security Branch ([Jenni.Bard@gov.bc.ca](mailto:Jenni.Bard@gov.bc.ca)).

Thank you in advance for your attention to these matters.

Regards,



Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

Attachments: Attachment 1 – BCPPS 2.1.1 Recruit and Advanced Training  
Attachment 2 – BCPPS 2.2.1 P Exemption Process  
Attachment 3 – BCPPS 2.3.1 P Process for Appealing Decisions



Section 2.0 – <b>Training for Police Officers</b>	Page 1 of 5
Sub Section 2.1 – <b>Recruit and Advanced Training</b>	Effective: January 30, 2012
Subject 2.1.1 – <b>Recruit and Advanced Training</b>	Revised effective: March 12, 2021

## Definitions

**“Accepted Equivalent”** – police recruit training, including any and all field training required as part of that training, provided by any of the following:

- RCMP Training Academy (Depot)
- Ontario Police College
- Chief Crowfoot Learning Centre (Calgary Police Service)
- Edmonton Police Service, Basic Recruit Training
- Lethbridge College
- Winnipeg Police Service, Police Recruit Training Academy
- Royal Newfoundland Constabulary
- Saskatchewan Police College
- École Nationale de Police du Québec
- Atlantic Police Academy
- Canadian Forces Military Police Academy

**“Certified Constable”** - an Officer appointed under section 4.1, 18.1 or 26 of the *Police Act* who is certified by the Director of the Police Academy to have:

- (i) Successfully completed the Police Recruit Training Program (blocks 1-4), or
- (ii) Been exempted from blocks 1-3 of the Police Recruit Training Program and successfully completed block 4 of the Police Recruit Training Program.

**“Director of Police Services”** – the Director of Police Services referred to in section 39 (1) of the *Police Act*.

**“Director of the Police Academy”** - the person employed to administer the Police Academy and to ensure that the training of recruits, Qualified and Certified Constables complies with the standards set by the Director of Police Services under section 40 (1) (a.1) of the *Police Act*, as amended from time to time.

**“Experienced Applicant”** – a person whose previous police training and experience satisfies the conditions set out in the BC Provincial Policing Standards for appointment as an Officer under section 4.1, 18.1 or 26 of the *Police Act* without completion of the Police Recruit Training Program or a request for an exemption.

**"Field Trainer"** - a Certified Constable who is appointed by his/her Chief Constable or Chief Officer to supervise students of the Police Recruit Training Program during their practicum periods.

**"Officer"** – a constable appointed under the *Police Act* or an Enforcement Officer appointed under s. 18.1 of the *Police Act*.

**"Police Academy"** - the entity authorized by the Director of Police Services to administer provincially-approved recruit and advanced training for Municipal Constables, Designated Constables and Enforcement Officers.

**"Police Recruit Training Program"** - periods of training at or under the auspices of the Police Academy during which recruits will acquire the knowledge, skills, experience and understanding to function as police officers. The Police Recruit Training Program is divided into 4 distinct blocks of training:

- (a) The first and third are comprised of curriculum developed by the Police Academy in consultation with the Police Training Advisory Committee and in compliance with standards set by the Director of Police Services;
- (b) The second block is a practicum monitored by the Director of the Police Academy or designate, during which the recruit works under the direct supervision of a Field Trainer; and
- (c) The fourth block is a minimum 1 year field practicum requiring a satisfactory competency-based assessment of performance by the recruit's supervisor and approved by the recruit's Chief Constable or Chief Officer and Training Officer and certified by the Director of the Police Academy.

**"Police Training Advisory Committee"** – a committee chaired by a member of the Police Academy Chiefs Committee and comprised of police representatives, to advise on the training programs conducted by the Police Academy.

**"Training Officer"** – an Officer who has been appointed by their Chief Constable or Chief Officer to administer the training obligations of the police force and attend meetings of the Police Training Advisory Committee.

**"Qualified Constable"** – an Officer appointed under section 4.1, 18.1 or 26 of the *Police Act* who is certified by the Director of the Police Academy to have:

- (i) Successfully completed blocks 1, 2, and 3 of the Police Recruit Training Program, or
- (ii) Been exempted from blocks 1, 2, and/or 3 of the Police Recruit Training Program.

## Standards

### Training requirements following appointment

- (1) The Board must ensure that any Officer it has appointed under section 4.1, 18.1 or 26 of the *Police Act*, either:
  - (a) Completes blocks 1-4 of the Police Recruit Training Program; or

- (b) Satisfies the conditions and requirements for hiring an Experienced Applicant set out in Standard (3); or
- (c) Receives an exemption from blocks 1-3 of the Police Recruit Training Program following the process set out in BCPPS 2.2.1P and completes block 4.

### Training - Certified Constable

- (2) Further to Standard (1)(a), the Board must ensure that Officers required to complete the Police Recruit Training Program:
  - (a) Complete blocks 1-3 and attain the status of Qualified Constable within 18 months of their appointment; and
  - (b) Complete block 4 and attain the status of Certified Constable within 36 months of their appointment; or
  - (c) Receive an extension to either or both of the above time limits from the Director of the Police Academy, upon application by the Chief Constable or Chief Officer.

### Experienced Applicants

- (3) The Board may appoint an Experienced Applicant as an Officer under s. 4.1, 18.1 or 26 of the *Police Act* without requiring completion of the Police Recruit Training Program provided that the Chief Constable or Chief Officer, or in the case of the appointment of a Chief Constable or Chief Officer, the Board, is satisfied that:
  - (a) The applicant successfully completed the Police Recruit Training Program or an Accepted Equivalent prior to their appointment;
  - (b) the applicant has been employed as a police officer with a Canadian police service within the previous three years;
  - (c) a background investigation concerning the applicant has been successfully completed which included, at minimum:
    - (i) verifying the training and experience claimed; and
    - (ii) unless the Officer is being appointed to the role of Chief Constable or Deputy Chief Constable, verifying, through a professional assessment or through testing using a recognized protocol, that the applicant is physically fit to perform the duties of a police officer; and
  - (d) the applicant is required to complete a probationary period.
- (4) The Chief Constable or Chief Officer must ensure that any Experienced Applicant appointed by the Board as permitted by Standard (3) successfully completes the following courses within 12 months of their appointment:
  - (a) Advanced Operational Policing Skills (AOPS) VII- Immediate Rapid Deployment;
  - (b) AOPS I- Subject Behavior Officer Response Training (SBORT) Building Containment and Searching; High Risk Encounters;
  - (c) Provincially-mandated domestic violence training; and

- (d) Core Operational Policing Skills (COPS) Crisis Intervention de-escalation (CID).
- (5) Further to Standard (4), the Chief Constable or Chief Officer must also ensure compliance with any training requirements set out in other BC Provincial Policing Standards that are relevant to the Officer's function and equipment or weapons they will be authorized to carry or use.
- (6) The Board must ensure that a report is provided to the Director of Police Services within 30 days of the end of each calendar year, summarizing the appointments made as permitted by Standard (3). The report must include the following information:
  - (a) the number of Experienced Applicants appointed; and
  - (b) a list of the police recruit training programs where the experienced applicants completed their recruit training.

### Exemptions

- (7) A Chief Constable or Chief Officer must successfully apply to the Director of Police Services to exempt a person whose previous policing experience does not meet the conditions for appointment as an Experienced Applicant under Standard (3) from attending the Police Recruit Training Program, prior to that person's appointment by the Board under s. 4.1, 18.1 or 26 of the *Police Act*.

**NOTE:** the exemption process is outlined in BCPPS Policy Directive 2.2.1P – Exemption Process.

### Training function

- (8) The Chief Constable or Chief Officer must ensure that a training function is established for the police force. At minimum, the responsibilities of the training function must include:
  - (a) Maintaining training records;
  - (b) Ensuring that all required training, requalification and recertifications are completed; and
  - (c) Ensuring that training is provided through a provincially-approved training course where required. This includes recruit, core advanced and fee-for-service training.

### Training records

- (9) The Chief Constable or Chief Officer must ensure that records are maintained of each training class, including:
  - (a) Course content;
  - (b) Names of attendees; and
  - (c) Performance of individual attendees, as measured by tests, if administered.

### Municipal constable registry

- (10) The Board must ensure that Officers of the police force it governs are registered with the

Police Academy by submitting, within 30 days of the commencement of their employment, and keeping current the following information:

- (a) Full name and date of birth;
- (b) Date of appointment;
- (c) The location(s) and dates of any previous policing experience;
- (d) Successfully completed training or educational courses which are prerequisite to an appointment, status or rank, including but not limited to police recruit training; and
- (e) Termination of employment.

### **Termination of training**

(11) Where the Director of the Police Academy has determined, in consultation with the Training Officer of the police force of which the student is a member, that a student's participation in a course or program is unsatisfactory and the Director of the Police Academy so terminates the student's participation in the course or program, the Chief Constable must:

- (a) Inform the Board; and
- (b) Accept the decision; or
- (c) Appeal the decision to the Director of Police Services.

**NOTE:** *the appeal process is outlined in BCPPS Police Directive 2.3.1P – Process for Appealing Decisions of the Director of the Police Academy.*



Section 2.0 – <b>Training for Police Officers</b>	<b>Page 1 of 4</b>
Sub Section 2.2 – <b>Exemptions</b>	<b>Effective:</b> January 30, 2012 <b>Revised effective:</b> March 12, 2021
Subject 2.2.1P – <b>Exemption Process</b>	

## Definitions

**“Accepted Equivalent”** – police recruit training, including any and all field training required as part of that training, provided by any of the following:

- RCMP Training Academy (Depot)
- Ontario Police College
- Chief Crowfoot Learning Centre (Calgary Police Service)
- Edmonton Police Service, Basic Recruit Training
- Lethbridge College
- Winnipeg Police Service, Police Recruit Training Academy
- Royal Newfoundland Constabulary
- Saskatchewan Police College
- École Nationale de Police du Québec
- Atlantic Police Academy
- Canadian Forces Military Police Academy

**“Certified Constable”** - an Officer appointed under section 4.1, 18.1 or 26 of the *Police Act* who is certified by the Director of the Police Academy to have:

- (i) Successfully completed the Police Recruit Training Program (blocks 1-4), or
- (ii) Been exempted from blocks 1-3 of the Police Recruit Training Program and successfully completed block 4 of the Police Recruit Training Program.

**“Director of Police Services”** – the Director of Police Services referred to in section 39 (1) of the *Police Act*.

**“Director of the Police Academy”** - the person employed to administer the Police Academy and to ensure that the training of recruits, Qualified and Certified Constables is in compliance with the standards set by the Director of Police Services under section 40 (1) (a.1) of the *Police Act*, as amended from time to time.

**“Experienced Applicant”** – a person whose previous police training and experience satisfies the conditions set out in the BC Provincial Policing Standards for appointment as an Officer under section 4.1, 18.1 or 26 of the *Police Act* without completion of the Police Recruit Training Program or a request for an exemption.

**“Field Trainer”** - a Certified Constable who is appointed by his/her Chief Constable or Chief Officer to supervise students of the Police Recruit Training Program during their practicum

periods.

**"Officer"** – a constable appointed under the *Police Act* or an Enforcement Officer appointed under s. 18.1 of the *Police Act*.

**"Police Academy"** - the entity authorized by the Director of Police Services to administer provincially-approved recruit and advanced training for Municipal Constables, Designated Constables and Enforcement Officers.

**"Police Recruit Training Program"** - periods of training at or under the auspices of the Police Academy during which recruits will acquire the knowledge, skills, experience and understanding to function as police officers. The Police Recruit Training Program is divided into 4 distinct blocks of training:

- (a) The first and third are comprised of curriculum developed by the Police Academy in consultation with the Police Training Advisory Committee and in compliance with standards set by the Director of Police Services;
- (b) The second block is a practicum monitored by the Director of the Police Academy or designate, during which the recruit works under the direct supervision of a Field Trainer; and
- (c) The fourth block is a minimum 1 year field practicum requiring a satisfactory competency-based assessment of performance by the recruit's supervisor and approved by the recruit's Chief Constable or Chief Officer and Training Officer and certified by the Director of the Police Academy.

**"Police Training Advisory Committee"** – a committee chaired by a member of the Police Academy Chiefs Committee and comprised of police representatives, to advise on the training programs conducted by the Police Academy.

**"Training Officer"** – an Officer who has been appointed by their Chief Constable or Chief Officer to administer the training obligations of the police force and attend meetings of the Police Training Advisory Committee.

**"Qualified Constable"** – an Officer appointed under section 4.1, 18.1 or 26 of the *Police Act* who is certified by the Director of the Police Academy to have:

- (i) Successfully completed blocks 1, 2, and 3 of the Police Recruit Training Program,  
or
- (ii) Been exempted from blocks 1, 2, and/or 3 of the Police Recruit Training Program.

## Policy Directive

In accordance with *BCPPS 2.1.1 (7)*, the Chief Constable or Chief Officer must apply to the Director of Police Services to exempt a candidate from attending the Police Recruit Training Program.

Candidates from within Canada may meet the conditions for appointment without an exemption request. Please refer to *BCPPS 2.1.1 Standard (3)* for more information.

Candidates from outside Canada must complete the Police Recruit Training Program.

### **(1) Exemption candidates from within Canada:**

- (a) The Chief Constable or Chief Officer must submit a written request to the Director of Police Services to consider a candidate's exemption from blocks 1, 2 and 3 of the Police Recruit Training Program. Candidates must complete block 4.
- (b) The request must include a description of the candidate's previous police experience, all education and training transcripts, a minimum of two reference letters confirming the competence and expertise claimed, and verification, through professional assessment or through physical testing using a recognized protocol, that the candidate is physically fit to perform the duties of a police officer.
- (c) If the Director of Police Services is satisfied that the candidate is eligible for consideration, the Director of Police Services will refer the candidate to the Police Academy for a written exam.
- (d) The Police Academy will coordinate the written exam. To be exempted from the Police Recruit Training Program (blocks 1, 2 and 3 only), candidates must score at least 70% on the written exam. The Director of the Police Academy will notify in writing the Chief Constable or Chief Officer and the Director of Police Services of the candidate's test results and the Police Academy's decision on exemption. The Director of the Police Academy may specify additional training requirements or attach conditions to the exemption. These training requirements may include the courses required for Experienced Applicants under *BCPPS 2.1.1 Standard (4)*, and any additional courses deemed appropriate in the circumstances by the Director of the Police Academy.
- (e) If the Director of the Police Academy certifies a candidate as exempt from block 1, 2 and 3 of the Police Recruit Training Program, the candidate attains the status of Qualified Constable.



- (f) A candidate who receives an exemption from blocks 1, 2 and 3 of the Police Recruit Training Program must complete block 4 and attain the status of Certified Constable within 12 months.

**(2) General**

The Director of the Police Academy, in consultation with the Director of Police Services, shall make policies regarding the examination and testing of skills, the distribution of study material, periods of time for familiarization of program content, rewriting of examinations, invigilation and like matters relevant to the exemption process.

Section 2.0 – <b>Training for Police Officers</b>	Page 1 of 3
Sub Section 2.3 – <b>Appeals</b>	<b>Effective: January 30, 2012</b> Revised effective: March 12, 2021
Subject 2.3.1P – <b>Process for Appealing Decisions of the Director of the Police Academy</b>	

## Definitions

**“Appeal Review Committee”** - a committee consisting of a representative of the BC Association of Municipal Chiefs of Police, a representative of the BC Police Association and a representative of the Police Training Advisory Committee.

**“Certified Constable”** – an Officer appointed under section 4.1, 18.1 or 26 of the *Police Act* who is certified by the Director of the Police Academy to have:

- (i) Successfully completed the Police Recruit Training Program (blocks 1-4), or
- (ii) Been exempted from blocks 1-3 of the Police Recruit Training Program and successfully completed block 4 of the Police Recruit Training Program.

**“Director of Police Services”** – the Director of Police Services referred to in section 39 (1) of the *Police Act*.

**“Director of the Police Academy”** - the person employed to administer the Police Academy and to ensure that the training of recruits, Qualified and Certified Constables complies with the standards set by the Director of Police Services under section 40 (1) (a.1) of the *Police Act*, as amended from time to time.

**“Officer”** – a constable appointed under the *Police Act* or an Enforcement Officer appointed under s. 18.1 of the *Police Act*.

**“Police Academy”** - the entity authorized by the Director of Police Services to administer provincially-approved recruit and advanced training for Municipal Constables, Designated Constables and Enforcement Officers.

**“Police Act”** - *Police Act*, R.S.B.C. 1996, c. 367.

**“Police Recruit Training Program”** - periods of training at or under the auspices of the Police Academy during which recruits will acquire the knowledge, skills, experience and understanding to function as police officers. The Police Recruit Training Program is divided into 4 distinct blocks of training:

- (a) The first and third are comprised of curriculum developed by the Police Academy in consultation with the Police Training Advisory Committee and in compliance with standards set by the Director of Police Services;
- (b) The second block is a practicum monitored by the Director of the Police Academy or designate, during which the recruit works under the direct supervision of a Field Trainer; and
- (c) The fourth block is a minimum 1 year field practicum requiring a satisfactory competency-based assessment of performance by the recruit's supervisor and approved by the recruit's Chief Constable or Chief Officer and Training Officer and certified by the Director of the Police Academy.

**"Police Training Advisory Committee"** – a committee co-chaired by the Director of Police Services (or designate) and the Director of the Police Academy (or designate) and comprised of police representatives, to advise on the training programs conducted by the Police Academy.

**"Qualified Constable"** – an Officer appointed under section 4.1, 18.1 or 26 of the *Police Act* who is certified by the Director of the Police Academy to have:

- (i) Successfully completed blocks 1, 2, and 3 of the Police Recruit Training Program,  
or
- (ii) Been exempted from blocks 1, 2, and/or 3 of the Police Recruit Training Program.

## Policy Directive

### Decisions that may be appealed

- (1) Where an Officer fails to attain the status of Qualified Constable within 18 months of their appointment under section 4.1, 18.1 or 26 of the *Police Act*, and the Director of the Police Academy does not allow an extension, the Officer's Chief Constable or Chief Officer may appeal the decision to the Director of Police Services.
- (2) Where a Qualified Constable fails to attain the status of Certified Constable prior to the third anniversary of their appointment under section 4.1, 18.1 or 26 of the *Police Act*, and the Director of the Police Academy does not allow an extension, the Officer's Chief Constable or Chief Officer may appeal the decision to the Director of Police Services.
- (3) Where the Director of the Police Academy determines that a candidate is not suitable for exemption from blocks 1, 2 or 3 of the Police Recruit Training Program, the candidate's Chief Constable or Chief Officer may appeal the decision to the Director of Police Services.

- (4) Where the Director of the Police Academy terminates an Officer's participation in a course or program, the Officer's Chief Constable or Chief Officer may appeal the decision to the Director of Police Services.

#### **Appeal process**

- (5) All appeals must be submitted to the Director of Police Services within 30 days of the date of the decision being appealed.
- (6) All appeals must be outlined in a statement of grievance and submitted to the Director of Police Services via the Chief Constable or Chief Officer of the police force of which the Officer is a member.
- (7) The Director of Police Services may refer a statement of grievance to the Appeal Review Committee for a recommendation regarding the disposition of the appeal.



March 18, 2021  
Ref: 616144

Chairs of Municipal Police Boards  
Sara Levine, Chair, SCBCTA Police Services Board  
Rebecca Barley, Chair, Stl'atl'imx Tribal Police Services Board  
Chief Constables of Municipal Police Departments  
Chief Officer Dave Jones, SCBCTA Police Service  
Chief Officer Deborah Doss-Cody, Stl'atl'imx Tribal Police Service  
Deputy Commissioner Jennifer Strachan, Commanding Officer, RCMP "E" Division

**Re: Request for Police Policies and Procedures Related to 'Wellness Checks'**

Dear Sirs/Madams:

As you may be aware, the November 26, 2020 Ministerial mandate letter from Premier John Horgan to the Minister of Public Safety and Solicitor General commits to reviewing training and procedures related to wellness checks.

As an initial step, Policing and Security Branch has engaged in discussions with RCMP Pacific Region Training Centre (PRTC) and the JIBC Police Academy regarding training relevant to this topic.

To further support our review, I am writing to request that you provide Policing and Security Branch with your agency's policies and procedures, directives, or other guidance documents relevant to wellness checks. I ask that you include in scope both the response to calls for service to check on a person's well being as well as on-view incidents or other scenarios that may be considered a wellness check within your agency. If local or agency training is provided to officers that may not have been captured by our discussions with the PRTC or Police Academy, please include a description of this training. Please also provide a contact person who can assist with any follow-up questions.

.../2

Page 2

This information is requested by April 16, 2021 and can be directed to:

Jenni Bard  
Director, Standards and Evaluation Unit  
Policing and Security Branch  
Telephone: 778 572-3397  
Email: [Jenni.Bard@gov.bc.ca](mailto:Jenni.Bard@gov.bc.ca)

Thank you in advance for your cooperation and assistance in this important work.

Regards,



Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

pc: David Pilling, Director, Board Governance



March 30, 2021

Dear Colleagues,

Thank you to all the Police Board Members and friends of BCAPB who attended our Joint Session with BC Association of Municipal Chiefs of Police and our annual AGM on March 5 and 6, 2021. I hope you enjoyed it and found it worthwhile.

Following the AGM, the Executive Board met and elected the Executive for the coming two years. I am pleased to announce that I have assumed the role of President and Patricia Barnes of the Vancouver Police Board who has agreed to serve as Vice President, Angela Kaiser of the Delta Police Board has agreed to serve as Secretary and Am Naqvi of the Nelson Police Board will stay on as Treasurer.

For those who may not know, I have served on the Victoria Esquimalt Police Board for one and a half years and am the Chair of Human Resources Committee and have sat the Executive Board of BCAPB for the past nine months. I am the Director of Communications and Indigenous Relations for M'akola Housing Society, the largest Indigenous affordable housing provider in the province and I write a weekly column in the Victoria Times Colonist newspaper.

In addition to her role on the Vancouver Police Board for the last three years, for the last 20 years Patricia Barnes has enjoyed working as the Executive Director for Hastings North Business Improvement Association – an association that promotes the retail and commercial neighborhood of Hastings North within the City of Vancouver.

Angela Kaiser has sat on the Delta Police Board for 5 years and is currently the Vice-Chair and Chair of Finance and Risk. Apart from having served on multiple boards over the past 20 years primarily in the financial and non-for-profit sectors, she works as a Chartered Professional Accountant in public practice serving individuals and corporate clients.

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

Kind regards,

Charla Huber  
President, BC Association of Police Boards

**Daisy DYER**

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**From:** Canadian Association of Police Governance <communications@capg.ca>  
**Sent:** April-01-21 11:00 AM  
**To:** Daisy DYER  
**Subject:** Join us for this unique collaboration between Police Governance leaders!

[View this email in your browser](#)



[Register Now!](#)

## **Governance 101**

### **A Refresher for Police Boards and Commissions**

Date: **April 27, 2021**

Time: 11:00 AM - 3:00 PM EST | **Register up to 10 people for a single low rate!**

We have gathered Executive Directors from across Canada to share their own insights, best practices and real-world experiences. These four key areas will be explored by our seven experts, highlighting case studies and lessons learned:



1. Orientation and Roles/Responsibilities
2. Assessing Board Effectiveness
3. Communication
4. Board – Chief Relations

The 4-hour session will include a Q&A session so we ask participants to send their questions in advance.

**Facilitator Barb Mantello will be joined by:**

- Ryan Teschner, *Toronto Police Services Board*
- Fred Kaustinen, *Ontario Association of Police Services Boards*
- Mafalda Avellino, *Regional Municipality of York Police Services Board*
- Heather Spicer, *Calgary Police Commission*
- Matt Barker, *Edmonton Police Commission*
- Krista Ferraro, *Ottawa Police Services Board*
- Stephanie Johanssen, *Vancouver Police Board - newly added*

*Prices are per organization. Up to 10 organization members may attend under a single registration. You will be prompted to provide contact information for your chosen attendees upon registration.*

**We hope you can join us for this unique collaboration between Police Governance leaders!**

[Register Now](#)

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**Mark your calendar!**

**CAPG Governance Summits 2021**

**April 27th**

Governance 101: A Refresher for Police Boards and Commissions

**June 30th**

Policy Development in Police Governance

*Add event to calendar*



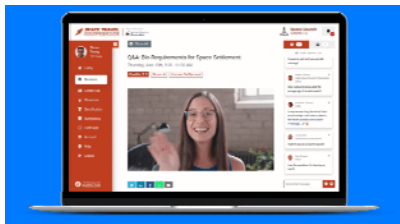
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## Adjusting to a Virtual Format

This virtual event delivers the same access to Police Governance knowledge, resources and community we have spent decades building and cultivating only in a broader, more accessible and safer format.

We do know, however, that there can be bumps along the way when it comes to adjusting to a new method of learning. The following video gives an in-depth overview of our virtual event platform - Pheedloop.

If you have specific questions or concerns, please feel free to reach out to us. We are here to help!



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### Connect with Leading Voices in Police Governance

We have some exciting new sponsorship opportunities to share! Please contact:

**[communications@capg.ca](mailto:communications@capg.ca)** for more information.



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You are receiving this email because you opted in on our website or you registered for one of our events.

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**NEW WESTMINSTER MUNICIPAL POLICE BOARD**  
555 COLUMBIA STREET, NEW WESTMINSTER, BC V3L 1B2 (604) 529-2413 FAX (604) 529-2401  
[www.newwestpolice.org](http://www.newwestpolice.org)



Mr. David Pilling  
Director of Police Governance  
Policing and Security Branch,  
Ministry of Public Safety & Solicitor General  
PO Box 9285 Stn Prov Govt  
Victoria, BC  
V8W 9J7

April 2021

Dear Mr. Pilling,

**Re: New Westminster Police Board Capacity**

The New Westminster Police Board currently holds three vacancies. The recent resignation of Ms. Natalia Bryant has left the Board with only two serving members. Therefore, I ask that Policing and Security Branch consider filling this position as a matter of urgency.

Given the complexity and increasing amount of work, I request that two additional members be assigned to the New Westminster Police Board. Furthermore, this will allow for greater opportunity and provide further diversity on the Board.

Yours truly,

A handwritten signature in black ink, appearing to read 'Jonathan Cote'.

Jonathan Cote  
Chair  
New Westminster Police Board



## **FAIR AND IMPARTIAL POLICING (FIP): A SCIENCE BASED PERSPECTIVE COMMUNITY TRAINING SESSION: BIAS-FREE TRAINING**

### **HOSTED BY THE VANCOUVER POLICE BOARD**

This training session is designed specifically for community members, to experience a customized version of bias-free training from the same company used by the Province to develop training for sworn personnel. This training reflects a science-based approach to understanding human biases and prejudices; it is about how our minds work and how to most effectively make unbiased decisions. FIP will further be tailoring this course specific to BC Board members.

Board members will:

- Learn about the modern science of bias and prejudice, including implicit bias;
- Discuss how bias can manifest in law enforcement professionals and in community members;
- Acquire skills for reducing and managing bias; and,
- What you can do to promote fair and impartial policing within your department.

Fundamental concepts of the FIP training include:

- All people, even well-intentioned people have biases;
- Having biases is normal to human functioning; and,
- Biases are often unconscious, or 'implicit' thus influencing choices and actions without conscious thinking or decision-making.

**DATE AND TIME:** June 3, 2021 1-5pm (Virtual Meeting/via Zoom)

**COST:** \$150 PER PERSON\*

4:30-4:50pm	Welcome Remarks
4:50-5:30pm	Module 1: Intro to the Fair and Impartial Policing Perspective
5:30-7:10pm	Module 2: The Science of Human Bias
7:10-8:20pm	Module 3: Skills for Addressing Our Implicit Bias
8:20-8:30pm	Closing Comments, Evaluation, Adjourn

There is currently space available for 1-2 members per Board (up to 18 seats in total)

**Please RSVP by April 30, 2021 to:** [stephanie.johanssen@vancouverpoliceboard.ca](mailto:stephanie.johanssen@vancouverpoliceboard.ca)

*Payment by e-transfer or Cheques made payable to the Vancouver Police Department and sent to:  
Stephanie Johanssen, 7<sup>th</sup> Floor 2120 Cambie Street, Vancouver, BC, V5Z 4N6*

*Please advise if you require an invoice – for this we would need the Board and Board member name, address, and contact information.*

\*This includes professionally bound training materials that will couriered from the Vancouver Board office to your home address



**Additional Information:**

FIP (Fair and Impartial Policing, LLC) initially collaborated with the Province to provide implicit bias training to police officers as a response to the training-related recommendations from the Missing Women Commission of Inquiry report released in December 2012. Recommendations from this report specifically state that the Provincial Government require police officers to undergo additional mandatory training concerning vulnerable community members.

Although Fair and Impartial Policing is based in the United States, it should be noted that it has been customized to BC context. The training that was developed for police officers was done so in consultation with a BC based equity and diversity consultant, an Indigenous resiliency consultant, and front-line police officers and supervisors from the Victoria Police department.

This course is a shortened community version which is available to Police Board members.

FIP LLC has provided training to agencies across Canada (Toronto, Winnipeg, Halifax, Ottawa, Peel and Vancouver).

\*This includes professionally bound training materials that will be couriered from the Vancouver Board office to your home address



School Board Office, District No 40  
811 Ontario Street  
New Westminister, BC V3m 0J7

604 517 6240  
info@sd40.bc.ca  
newwestschools.ca

April 15, 2021

Dear Chief Jansen,

**Re: Child and Youth Liaison Officer Program in New Westminister Schools**

On behalf of the Board of Education, I wanted to reach out and formally share news coming from our Board's Education Policy and Planning Committee meeting this week.

At Tuesday night's meeting, our Board made a motion to bring an end to the Child and Youth Liaison Officer Program in New Westminister. The motion was passed and will move on to our April 27<sup>th</sup> Board meeting for consideration and anticipated approval.

I want to be clear that this is not a reflection of the New Westminister Police as an organization or of any of the dedicated people who we know work there. As a whole, the District very much values and respects the historic partnership we've shared, the role you and your officers play in responding to emergencies, and the hard work you're doing to create safer communities.

As you know, the long-standing program has been on hold this year, while we have carefully reviewed and weighed the complex evidence-based data and research, hosted consultations and engaged community experts.

And while it is likely that this formal program will come to an end when we take our vote on April 27<sup>th</sup>, we also look forward to re-imagining our relationship with you and your organization. After all, we share core values in our desire to create safe communities and care for the people we're each here to serve. And we know we have inter-connected and important roles to play in supporting the students, staff and families of New Westminister.

Again, while this marks the end of a program, it is not the end of a relationship. We look forward to working with you and your team to determine what that will look like.

On behalf of the Board of Education, thank you for your understanding and continued commitment to the community,

A handwritten signature in black ink, appearing to read "Gurveen Dhaliwal".

Gurveen Dhaliwal  
Board Chair, New Westminister Schools

cc: New Westminister Police Board  
New Westminister Police Officers Association,  
New Westminister Schools' Board of Education.



# New Westminister Police Department

## REPORT

**To:** Mayor Jonathan Cote, Chair, and Members  
New Westminister Municipal Police Board

**Date:** April 14, 2021

**From:** Dave Jansen  
Chief Constable

**Item #:** 3.1

**Subject:** **Review of Integrated Services**

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### RECOMMENDATION

That the New Westminister Police Board receive this report for information.

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### PURPOSE

The New Westminister Police Board Governance Manual calendar lists an “Annual review of integrated activities and plan to optimize” as an item to be included in the April Police Board agenda.

Many opportunities exist to participate in integrated policing units in the Metro Vancouver area. In order to ensure the optimal integration model is achieved, the NWPD has developed four criteria that must be met before we participate. These include (in order of importance):

1. There must be no loss of opportunity for NWPD members;
2. The integration must enhance or, at minimum, maintain the level of service to the community;
3. The management philosophy of the unit must match that of the NWPD; and
4. The integration must be financially viable.

Following is a list of the units that the NWPD is integrated with, a brief overview of the unit, and the 2021 costs/recoveries.



**Integrated Municipal Provincial Auto Crime Team (IMPACT)**

IMPACT was established as the Auto Theft Task Force (ATTF) in 1998, and is the result of a cooperative agreement entered into by the Attorney General of British Columbia, Royal Canadian Mounted Police (RCMP), Independent Municipal Police Departments; and the Insurance Corporation of British Columbia (ICBC).

NWPD currently has two members at this unit. The 2021 budget for IMPACT is \$264,500 which includes wages, benefits, and over-time. All of these costs are recoverable.

**Integrated Road Safety Unit (IRSU)**

IRSU was formed in 2004 and is made up of over 110 traffic enforcement officers from the RCMP and Municipal Police agencies across the Province. Its mandate includes reducing harm on BC roadways, conducting strategic traffic enforcement in high collision areas, providing focused enforcement for seatbelt compliance, aggressive driving and impaired drivers, and commercial vehicle enforcement.

NWPD currently has three members (two Constables, one Staff Sergeant) at this unit. The 2021 budget for IRSU is \$472,900 which includes wages, benefits, and over-time. All of these costs are recoverable.

**Integrated Homicide Investigation Team (IHIT)**

IHIT is responsible for investigating homicides, high-risk missing persons and suspicious deaths. IHIT is an integrated team with collaboration from the RCMP, Abbotsford, Port Moody, West Vancouver and New Westminster police departments.

NWPD currently has three members assigned to IHIT. The NWPD pays the cost of two members as part of our contractual agreement, totaling \$411,300 for 2021. A third member has been seconded to IHIT in a technical position and all costs, including wages and benefits are recovered, with a budget of \$157,700, and these costs are fully recovered. In addition to the wages of the two members, NWPD is expected to pay \$552,000 in contract fees for 2021.

**Combined Forces Special Enforcement Unit (CFSEU)**

CFSEU is the province's anti-gang agency. It is an integrated joint forces operation that develops and draws highly-specialized officers from federal, provincial and municipal agencies. This

integrated approach enhances intelligence sharing, coordination and strategic deployment against threats of violence posed by organized crime groups and gangs in our province.

NWPD currently has five members at this unit. The 2021 budget for CFSEU is \$685,300 which includes wages, benefits, over-time, and clothing allowances. All of these costs are recoverable.

**E-Comm 9-1-1**

E-Comm is the emergency communications centre for southwest British Columbia. Its mandate is to provide 9-1-1 service for Metro Vancouver, the Sunshine Coast Regional District, Whistler, Squamish and the Squamish-Lillooet Regional District (south), to provide dispatch service for 36 police and fire departments, and to own and operate the wide-area radio network used throughout the Lower Mainland by police, fire and ambulance personnel.

The 2021 budget includes a service contract fee of \$1,055,900 for dispatch services.

**Lower Mainland District Emergency Response Team (LMD ERT)**

LMD ERT is responsible for enhanced response to front line policing by assisting and dealing with tactical and technical situations where extreme danger is present.

NWPD currently has three members at this unit. The 2021 budget includes a service contract fee of \$274,300. In addition to the contract, NWPD pays the costs of the two members assigned to the unit, and LMD ERT reimburses the department for these wage costs.

**Real Time Intelligence Centre (RTIC)**

In May 2014, law enforcement agencies across the Lower Mainland launched the RTIC, providing a coordinated regional response to serious crimes. The RTIC provides immediate analytical support relating to crimes that pose a substantial risk to public safety, such as armed robberies, high risk missing persons or gang violence.

NWPD has one member at this unit. The 2021 budget includes an annual service contract fee of \$47,000. In addition to the contract, NWPD pays the costs of the member assigned to the unit (\$157,700 for 2021), and RTIC reimburses the department for these wage costs.

**Lower Mainland District Police Dog Service (LMD PDS)**

In August 2014, the NWPD joined the LMD PDS integrated unit. This unit provides canines that are trained for tracking and searching for suspects, evidence, drugs and explosives.

NWPD has three members in this unit. The 2021 budget includes an annual service contract fee of \$416,000. In addition to the contract, NWPD pays the costs of the three members assigned to the unit (\$434,500 for 2021), and LMD PDS reimburses the department for these wage costs.

**BC Hate Crime Team (BCHCT)**

The BCHCT was created in 1996 with a mandate to ensure the effective identification, investigation and prosecution of crimes motivated by hate.

NWPD currently has one member at this unit. The 2021 budget for BCHCT is \$137,000 which includes wages, benefits, over-time, and clothing allowances. All of these costs are recoverable.

**Unsolved Homicide Unit (UHU)**

UHU is an integrated unit comprised of RCMP and municipal police departments who have agreed to coordinate their efforts and resources to improve the efficiency of service to the public in homicide investigations.

NWPD currently has one member at this unit. The 2021 budget for UHU is \$137,100 which includes wages, benefits, over-time, and clothing allowances. All of these costs are recoverable.

**Federal Serious and Organized Crime (FSOC)**

Federal Serious and Organized Crime (FSOC) is an integrated unit that works closely with international, national and municipal police forces and agencies to ensure the safety and security of Canadians and their institutions, at home and abroad. They support federal and international operations to enforce federal statutes.

NWPD currently has one member at this unit. The 2021 budget for FSOC is \$157,700 which includes wages, benefits, and over-time. All of these costs are recoverable.

**Integrated National Security Enforcement Team (INSET)**

INSET is an integrated unit focused on national operational priorities involving criminal national security terrorist related threats, other domestic national security threats, foreign based/influenced national security threats and emerging threats of chemical, biological, radiological and nuclear, and cyber-terrorism.

NWPD currently has one member at this unit. The 2021 budget for INSET is \$137,100 which includes wages, benefits, over-time, and clothing allowances. All of these costs are recoverable.

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

The Justice Institute of British Columbia – Police Academy is responsible for training all municipal police recruits in British Columbia.

NWPD currently has one member at the JIBC. The 2021 budget is \$164,400 which includes wages, benefits, and over-time for one member. All of these costs are recoverable.

**British Columbia Municipal Undercover Program**

This unit coordinates a number of covert investigative techniques on behalf of municipal departments.

The NWPD currently has two members assigned to the BCMUP, with a 2021 budget of \$289,700. All of these costs are recovered.

**National Weapons Enforcement Support Team (NWEST)**

The National Weapons Enforcement Support Team (NWEST) is part of the Canadian Firearms Program. It is an integrated unit consisting of the RCMP and municipal police services; in the Western region that includes BC, Alberta, Saskatchewan and Manitoba. NWEST is designed to combat gun crime, smuggling of firearms and to support law enforcement agencies during firearms investigations. It was established to support front line police agencies in the gathering of evidence in order to assist them in successfully prosecuting persons involved in the illegal movement and criminal use of firearms.

NWPD currently has no members at the JIBC. The 2021 budget is \$164,400 which includes wages, benefits, and over-time for one member. All of these costs are recoverable.

This report has been prepared by:



---

Chief Constable Dave Jansen

**Daisy DYER**

---

**From:** Canadian Association of Police Governance (CAPG) <communications@capg.ca>  
**Sent:** March-16-21 7:59 AM  
**To:** Daisy DYER  
**Subject:** 2021 Call for Resolutions

**Categories:** Police Board

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## **CAPG CALL FOR RESOLUTIONS**

**CAPG's 32nd Annual Meeting - Ottawa, ON (Virtual)**

DATE TBA

**BEFORE YOU SUBMIT YOUR RESOLUTION PLEASE ENSURE THAT IT IS A MATTER WITHIN THE SPHERE OF POLICE GOVERNANCE. IF YOU ARE NOT SURE YOU CAN CONTACT CAPG TO VERIFY.**

An important part of each Annual Meeting of the Canadian Association of Police Governance (CAPG) is the consideration of Resolutions brought forward by our members.

Members are invited to submit Resolutions in writing to the CAPG office any time before June 30, 2021.

Please review the attached Resolutions Guidelines and Tips on Presenting Resolutions that will assist you in preparing Resolutions for submission.

Following review by the Resolutions Committee and the CAPG Board, resolutions approved will be sent to all members well in advance of the Annual General Meeting.

Voting on the Resolutions will take place at CAPG's 32nd Annual General Meeting. This meeting will take

place virtually. We are currently deciding if there will be an in-person option as well.

If you have any questions on the guidelines or would like background on a certain issue, please get in touch with Jennifer Malloy, Executive Director, at [jmalloy@capg.ca](mailto:jmalloy@capg.ca)

**THIS IS YOUR CHANCE TO ENSURE YOUR VOICE IS HEARD!**

Email your Resolutions by June 30, 2021 to: [jmalloy@capg.ca](mailto:jmalloy@capg.ca)

**2021 Resolution Guidelines**



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## **CAPG CALL FOR RESOLUTIONS**

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**THIS IS YOUR CHANCE TO ENSURE YOUR VOICE IS HEARD!**  
**Email your Resolutions by June 30, 2021 to: [jmalloy@capg.ca](mailto:jmalloy@capg.ca)**

## CAPG Resolutions

### 1. RESOLUTIONS COMMITTEE

- a) The Resolutions Committee will consist of a Chair who shall be a member of the CAPG Board of Directors plus three additional CAPG members, ideally one each from Eastern, Western and Central Canada so that there is a balanced geographic representation.
- b) Every year, the Executive Director of CAPG will send out a call asking members to consider the development and sponsorship of resolutions for consideration at the Annual General Meeting (AGM).
- c) The deadline for submitting resolutions to the CAPG Resolutions Committee will be **June 30, 2021. Detailed information will be announced soon with respect to the date of the AGM.**
- d) The Executive Director will ensure that all resolutions are in the proper form and content and that the wording and grammar are correct. The resolutions will then be sent to the Resolutions Committee for their review. A teleconference call meeting will be set up to discuss and review the resolutions in light of the guidelines to determine their eligibility in moving forward.
- e) The Resolutions Committee will ask the following questions when considering whether or not to endorse a proposed resolution:
  - Is the matter within the sphere of interest of CAPG (that being police governance and public safety on a national perspective)?
  - Is the proposed resolution well supported?
  - Is the action to be taken clear?
  - Has the matter been considered in a previous resolution and if so is there sufficient reason to put it forward to the membership?
- f) In the event that the Resolutions Committee disagrees with a legitimate proposed resolution, the Resolutions Committee may choose not to endorse a proposed resolution for one of the following reasons:
  - The proposed resolution is not adequately supported;
  - The proposed resolution is contrary to a current policy, practice or position of the CAPG and/or its Board of Directors;
  - The proposed resolution is considered immoral or imprudent.
- g) The Resolutions Committee shall inform the board/commission which proposed a resolution as to its decision and actions of Committee regarding that proposal, prior to the AGM.



## 2. SUBMISSION REQUIREMENTS

- a) Resolutions submitted to the CAPG for consideration shall be submitted as follows:
- Sent in electronic format in a word document in order to facilitate ease of circulation and amendments
  - Does not contain more than four preamble “(WHEREAS”) clauses
  - Is accompanied by background documentation explaining the nature of the issue or concern being addressed
  - Clearly identifies the action
  - A copy of all resolutions must be received by the deadline date of **JUNE 30, 2020**.
- b) The Resolutions Committee will assist the submitting board/commission in ensuring that the proposed resolution is clear, concise, brief, appropriately supported and presented in context.

## 3. RESOLUTIONS TO BOARD OF DIRECTORS

The Chair of the Resolutions Committee returns the draft resolutions to the Executive Director by the **1<sup>st</sup> week of August** for distribution to the CAPG Board of Directors at their next teleconference board meeting. The Board either approves the draft submission to be presented to the membership at the AGM or requests that the resolution is withdrawn or amended to meet the appropriate guidelines.

## 4. RESOLUTIONS TO MEMBERS

The CAPG Board of directors will approve the resolutions to be distributed to the members by **September 15, 2021**. Upon the resolutions being approved at the CAPG board of directors meeting the approved resolutions are included in the electronic package of information and documents sent to CAPG members prior to the Annual General Meeting.

## 5. EMERGENCY RESOLUTIONS

- a) Unless deemed an emergency resolution as outlined below in (b), resolutions submitted after the **JUNE 30, 2021** deadline will be considered late and will not be accepted by the Resolutions Committee. \_\_\_\_\_
- b) Emergency resolutions are defined as any resolution that clearly speaks to an emergency of immediate nature that occurred between the time of the original resolution deadline and the commencement of the resolutions session. The Resolutions Committee will have the discretion to determine if the resolution as submitted will go forward to the voting delegates for consideration. If the Committee agrees that the resolution should go forward, the Committee shall ask the voting delegates, by motion, to vote on whether the emergency resolution should be debated on the floor.
- c) To debate an emergency resolution will require support from at least two-thirds of the voting delegates present
- d) A member of CAPG, the Board of Directors, the Executive Committee or the Resolutions Committee may submit emergency Resolutions.

## 6. AGM RULES OF PROCEDURE REGARDING RESOLUTIONS

- a) Except where otherwise provided, the generally accepted rules applicable to the conduct of meetings shall prevail.
- b) The Chair of the Resolutions Committee, in presenting a resolution, may introduce the matter by reading the number and title, and if deemed desirable, may provide a brief explanation as to the intent or purpose of a resolution or an amendment submitted by the Resolutions Committee.
- c) After the Chair has introduced a resolution and presented the recommendation of the Resolutions Committee, a representative from the sponsor submitting the resolution shall be given the first opportunity to speak.
- d) Delegates participating in discussion on a resolution shall announce their name and which board or commission they represent each time they rise to speak – delegate shall confine their remarks to a **maximum of three (3) minutes**.
- e) No delegate shall be permitted to speak more than once on any one resolution or amendment, except in the case of a mover of an amendment who shall have the additional opportunity to conclude debate on the amendment.
- f) All motions submitted from the floor of the meeting shall be seconded before being discussed.
- g) When a motion is made to refer, the mover shall introduce the motion by these words: “I move to refer the matter...because...”
- h) The Chair shall then allow one speaker, preferably a representative from the Board or Commission submitting the resolution, to address the motion of referral.
- i) Appeals for ruling shall be made to the Chair of the Resolutions Committee.
- j) The Chair of the Resolutions Committee shall have the right to conclude the debate on each resolution, amendment, or motion of referral.
- k) Only regular members of the Association who have registered for the General Meeting will be permitted to vote on questions.
- l) Delegates will vote on the resolution, not on the recommendation of the Resolutions Committee.
- m) Voting shall be made by a show of hands or an alternative method of identification if provided. A standing vote may be requested. The ruling of the Chair of the Resolutions Committee as to whether a vote was won or lost shall be final. In the case of a tie vote, a standing vote shall be taken. In the further case of a tie, the motions shall be deemed lost.



# New Westminster Police Department

## REPORT

**To:** Mayor Coté and Members of the New Westminster Police Board      **Date:** March 23, 2021

**From:** Inspector Trevor Dudar

**Subject:** Street Checks Policy (Police Stops) OB235 – Audit Report

---

### RECOMMENDATION

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

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### BACKGROUND

The Government of British Columbia completed a public engagement process in April 2018, and released a document entitled “Promoting Unbiased Policing in B.C. Public Engagement Process.” This process was taken to garner a deeper understanding regarding the public’s views on equitable or unbiased policing. This was the impetus for the implementation of new policing standards with respect to unbiased policing in British Columbia (See Appendix A). There has been intense interest in the police practice of street checks in British Columbia and across Canada, mostly due to an over-representation of marginalized members of society.

In October 2019, the Government of British Columbia (BC) issued the new British Columbia Provincial Policing Standards (BCPPS) 6.2.1 *Police Stops* (“Standard”) which took effect on January 15, 2020.

On January 21, 2020, the New Westminster Police Board approved this new policy entitled Street Checks (Police Stops) OB235 to provide direction to the NWPB members to ensure compliance with the new British Columbia Provincial Policing Standard (BCPPS) 6.2.1 *Police Stops* standard. Also, in early 2020, all NWPB members received in-house training for the new BCPPS for Police stops and the newly developed NWPB policy. Later in 2020, all NWPB members also completed an on-line course through the Canadian Police Knowledge Network (CPKN).

## **STREET CHECK POLICY OVERVIEW**

A Street Check is any voluntary interaction between a police officer and a person that is more than a casual conversation and which impedes the person's movement. A Street Check may include a request for identifying information depending on the circumstances. The decision to conduct a Street Check shall not be based on identity factors and shall not be based solely on that person sharing an identity factor with a person being sought by the police. Random or arbitrary Street Checks shall not be conducted. In a Street Check, the person was not found committing an offense, but the police observe a suspicious behavior or concern about the person's safety.

Members are not permitted to request or demand, collect or record a person's identifying information without a justifiable reason, such as lawful detention or arrest, an investigation of an offence and an imminent public safety threat.

Members may request that a person voluntarily provide identifying information provided that it serves a specific public safety purpose or objective, such as assisting in locating a missing person, an objectively reasonable concern for a person's immediate safety and assisting a person in distress to refer them to health or other support services.

The Police can conduct Street Checks when they are making enquiries into reasonable and legitimate public safety purposes such as suspicious activity, crime prevention or intelligence gathering. Police choosing to conduct a Street Check may do so provided it is lawful and complies with policy.

## **STREET CHECK DOCUMENTATION**

When a member conducts a Street Check, for which identifying information was requested, the member shall document it in a PRIME Street Check Report. A Street Check report will not be used to document any incident for which a General Occurrence (GO) report would normally be submitted.

## **ANNUAL AUDIT**

The BCPPS 6.2.1 Police Stops standard requires police departments to conduct an annual audit to determine if Street Check interactions and the documenting of them by police officers are in compliance with the policy.

This annual audit will report on:

- 1) Yearly totals of Street Check files for the years 2017 to 2020
- 2) Ethnicity of persons that were the subject of a Street Check for the years 2019 and 2020
- 3) Analysis of any Street Check files

**STATISTICS**

- 1) Yearly totals of Street Check files 2017-2020

	2017	2018	2019	2020
Street Check Files	675	689	381	2

- 2) Ethnicities of persons checked 2019-2020

<b><u># Individuals Checked</u></b>	<b>2019</b>	<b>% of total</b>	<b>2020</b>	<b>% of total</b>
ASIAN	37	5.1%	0	0.0%
BLACK	40	5.5%	0	0.0%
CAUCASIAN	459	63.7%	3	100.0%
HISPANIC	20	2.8%	0	0.0%
INDIGENOUS	58	8.0%	0	0.0%
MIDDLE EASTERN	45	6.2%	0	0.0%
OTHER	2	0.3%	0	0.0%
SOUTH ASIAN	55	7.6%	0	0.0%
UNKNOWN/NO ENTRY	5	0.7%	0	0.0%
<b>TOTAL</b>	<b>721</b>	<b>100.0%</b>	<b>3</b>	<b>100.0%</b>

**ANALYSIS OF STREET CHECKS**

As part of the audit, an analysis was performed of the 2 Street Checks that were conducted by the New Westminster Police Department in 2020 to ensure that they were in compliance with policy. The 2 Street Checks involved 3 separate people. The analysis determined that both Street Check files were compliant with policy as they were conducted for public safety purposes, more specifically, in the category of “activity of known chronic offenders or around known problem areas”.

**CONCLUSION**

This report is provided to the New Westminster Police Board for information purposes for compliance under the new British Columbia Provincial Policing Standards (BCPPS) 6.2.1 *Police Stops* (“Standard”). As shown in the statistics, the New Westminster Police Department still conducts Street Checks as part of their duties. The New Westminster Police Department’s policy ensures that Street Checks will be performed and documented in an unbiased and lawful manner.

This report has been prepared by:

Inspector Trevor Dudar  
Patrol Division

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**Daisy DYER**

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**From:** Canadian Association of Police Governance (CAPG) <communications@capg.ca>  
**Sent:** April-08-21 10:00 AM  
**To:** Daisy DYER  
**Subject:** 💡 A Unique Sponsorship Opportunity for our Members

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## SPONSORSHIP OPPORTUNITY

### 2021 GOVERNANCE SUMMITS

Dear New Westminster Police Board,

We keep our event registration fees as low as we can to ensure that all of our members, no matter the size of their budgets, have easy access to the information and insights they need to be effective in their governance role. We are able to do this in part because of sponsorship contributions from our members.

There are a number of new and exciting ways for members to contribute this year.

**Included with any sponsorship is complimentary registration** for up to 10 members of your organization.

*We hope you will take the time to consider one of the following unique visibility opportunities.*

# **SPONSORSHIP STREAMS**

## **Official Governance Summit Sponsor**

**2 available, choose between April or June**

**- \$10,000**

### ***Inclusions:***

- your logo + hyperlink + blurb in pre-event email and Summit web page
- verbal recognition of sponsor during opening and closing remarks
- 3-minute video looped before and after sessions
- logo or banner on login screen
- dedicated social media shoutout during event
- 10 complimentary registrations

## **CAPG Supporter Package - \$500+**

*Choose between April or June*

- Your board's logo in rotation on the main event page and related Summit emails to subscribers
- 10 complimentary registrations

## **Sponsor a Session - \$2,500**

*2 available, choose between April or June*

- Display your organization's name and logo with hyperlink alongside your chosen session in the agenda, the Summit webpage and throughout the event platform.
- 10 complimentary registrations

## **Lobby Video - \$1,500**

*2 available, choose between April or June*

- Play a message or promotional video on the lobby splash page (3-4 minutes with audio)



- 10 complimentary registrations

**OUR POLICE GOVERNANCE SUMMITS:** *Two one-day comprehensive workshop-style events designed to allow attendees to engage, network and discuss challenges related to policing and police governance.*

**April 27th**

Governance 101: A Refresher for Police Boards and Commissions

**June 30th**

Policy Development in Police Governance

Please contact [communications@capg.ca](mailto:communications@capg.ca) to register as a sponsor!



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## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, 18 May, 2021 @ 0930

v Indicates Attachment

<b>1</b>	<b>ADOPTION</b>	
v	1.1 Adoption of Open Agenda: 18 May, 2021	<i>Police Board</i>
v	1.2 Introduction of New Board Member	
v	1.3 Police Act Reform Presentation	<i>Tambellini/ Nakagawa</i>
	1.4 Delegations	
<b>2</b>	<b>CONSENT AGENDA</b>	<i>Police Board</i>
v	2.1 Approval of Open Minutes: 20 April, 2021	
	2.2 Police Board Member Reports	
v	2.3 Statistics: April 2021	
v	2.4 Policy	
v	2.5 Correspondence	
	<ul style="list-style-type: none"> <li>Correspondence to City Council RE Adoption of Action Plan</li> </ul>	
<b>3</b>	<b>ONGOING BUSINESS</b>	
v	3.1 GOVERNANCE: Governance Calendar Review	<i>Chief Constable Jansen</i>
v	3.2 GOVERNANCE: Tri-Annual Financial Report	<i>Chief Constable Jansen</i>
<b>4</b>	<b>NEW BUSINESS</b>	
	None	
	<b>NEXT MEETING</b>	
	<b>Date:</b> Tuesday, 15 June, 2021 at 0930	
	<b>Location:</b> ZOOM Video Conference	
	<b>ADJOURNMENT OF OPEN MEETING</b>	

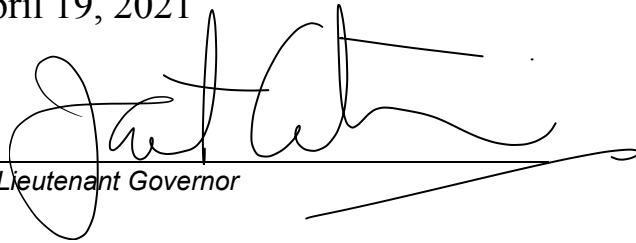
**Shirley Heafey** is currently a member of the Employment and Assistance Appeal Tribunal- Vancouver/New Westminster 2017 – 2020. Working with police services and conducting civilian oversight has been a big part of my professional work. I spent 10 years as Chair of the RCMP Public Complaints Commission and another 8 as Public Complaint Director at the Calgary Police Commission as well as a member of the Alberta Human Rights Commission. It is work I have enjoyed very much and I have developed good relationships with police as well as an understanding of the complexities of police work. I have practiced in Vancouver, Calgary and Ottawa as a lawyer and mediator. Following my move from Calgary to Vancouver, I was appointed to the BC Employment and Assistance Appeal Tribunal and have just been re-appointed for another five years. I enjoy this work very much but also wish to be more closely involved in the business of my new home of New Westminster.

**PROVINCE OF BRITISH COLUMBIA**

**ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL**

Order in Council No. 239

, Approved and Ordered April 19, 2021



Lieutenant Governor

**Executive Council Chambers, Victoria**

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that Shirley Claire Heafey, appointed as a member of the New Westminster Police Board by the municipal council of the City of New Westminster, holds office for a term ending June 30, 2022.



Minister of Public Safety and Solicitor General



Presiding Member of the Executive Council

---

*(This part is for administrative purposes only and is not part of the Order.)*

**Authority under which Order is made:**

Act and section: Police Act, R.S.B.C. 1996, c. 367, ss. 23 and 24

Other: \_\_\_\_\_



## Presentation to the Special Committee on Reform of the BC Police Act

City of New Westminster, British Columbia

April 2021

## INTRODUCTION

The following submission by the City of New Westminster is in response to a province-wide call for consultation by the Special Committee on Reforming the BC Police Act. In this submission, we will not be focusing on specific changes to the Police Act or the Mental Health Act because no amount of change to these two acts alone will bring about the changes we need in our community. What we need is housing, healthcare, and community services.

While numerous groups, agencies, and individuals will address specifics with regard to the BC Police Act, the BC Mental Health Act and other statutes and regulations pertaining to public safety, this submission seeks to share a municipal perspective of changes required so all members of our community have the chance to thrive.

We aim to amplify the voices in the City of New Westminster, and the broader community, seeking fundamental shifts in the ways in which community safety, security, and care are addressed across a spectrum of need. We approach this with the view that, in order to create sustainable and meaningful change in the way in which we approach community safety, we need to first appreciate how it is that the needs of our community intersect their identities and living situations such as social condition, race, gender, sexual identity, disability, socioeconomic status, etc.

In this submission we describe our vision and aspirations for the future of our city with respect to community safety and care followed by specific recommendations for change. We then describe the uniqueness and diversity that represents the City of New Westminster.

## THE NEED FOR MUNICIPAL CHANGE

As city governments, we set policy, manage our business, and deliver services to enhance the lives of members of our community. We have bravely tried new ideas and ventures; some have taken hold and some have failed, but above all, we continue to listen to our community—all of our community. We know we need to be bold to take steps to lift up the most vulnerable, especially those experiencing mental health crisis, poverty, and homelessness. We also know that we need different approaches to domestic and sexual violence which we will refer to as crimes of power. We understand that the structures put in place to protect the status quo too often harm those with the least power in our communities.

***We will not focus on the Police Act or Mental Health Act***

***What we need is housing, healthcare, and community services***

***...a municipal perspective of change required***



***We need to be bold to take steps to lift up the most vulnerable, especially those experiencing mental health crisis, poverty, and homelessness.***

## **Our Municipal Reality**

Similar to other municipalities in the Lower Mainland, issues related to crises and desperation too often intersect with those responsible for maintaining community safety. The most recent census on homelessness in the lower mainland in March 2020 estimates that there are almost 121 people experiencing homelessness in our city, a number that we know is ever changing and most likely underrepresents the total count due to the fluid nature of housing insecurity in our region. We also know that many of these individuals live with ongoing challenges related to mental health and poverty that will intersect with first responders more than others, including police services.

Our own Police Department reports they are responding on average to 4 calls per day related specifically to mental health. Our Fire Department is increasingly responding to incidents involving overdose and other 'medical' concerns, while our bylaw enforcement officers have seen a 93% increase in calls to respond to individuals dealing specifically with issues related to homelessness and poverty, in the first few months of 2021. But the impact of poverty in our community is also felt by those delivering front-line municipal services. Both our Parks and Recreation and Library report increasing numbers of incidents related to those living with issues related to alcohol, drugs and mental health.

New Westminster has a city police force that has taken concrete steps to provide compassionate response to calls for service that fall outside the traditional mandate of policing, however the police department is in a difficult position as they recognize that they are often not the most appropriate to respond. Police officers are not counsellors, therapists, or medical professionals and even if they approach with compassion, officers have punitive power and are connected to a long history of Canadian action which we now understand to be unjust. The city is actively collaborating with the New Westminster Police Department to take bold action to create positive change.

***Our Police Department reported responding on average to 4 calls per day, specifically related to mental health.***

***Bylaw enforcement officers have seen a 93% increase in calls to respond to individuals dealing specifically with issues related to homelessness and poverty in the first few months of 2021***



## Setting a New Direction

Local governments are closest to the people in their communities. New Westminster is a forward-thinking, compassionate government that aims to respond to those in crisis through a range of services that foster individual and community resilience with the goal of impacting outcomes for racialized, homeless, and vulnerable people. At the City of New Westminster, we have seen the statistics and heard the voices speaking their truth about the overrepresentation of Indigenous, Black, and racialized communities in the criminal justice system. We have heard the concerns and recognize the impacts of police responding to those who are in a mental health crisis.

We empathize with the need for non-police responses to crimes of power – responses that centre the wellbeing of the survivor. We know that change is needed and we will continue to listen to and amplify the stories, experiences, and knowledge of those with lived experience. We will take steps where we have jurisdiction and influence, through our networks and in our city. All members of our community need to feel they belong and are included – and this means centering and prioritizing the voices of those who have been historically and systematically marginalized.

## Regional Impact

We are also part of a larger region that is home to many organizations that bring value and expertise to our community. While we govern from our city's perspective, we also know that the issues we face are common throughout Metro Vancouver and beyond. We approach this work with a spirit of collaboration. To solve these problems, we need to bring together everyone in our community to create a vibrant and livable city.

***We will take steps where we have jurisdiction and influence, through our networks and in our city.***



***All members of our community need to feel they belong and are included***

***We need to prioritize the voices of those who have been historically and systematically marginalized***



## OUR CITY VISION AND VALUES

Our priorities are clearly defined by our vision and values:

### Core Values

1. Integrity
2. Compassion
3. Innovation
4. Openness
5. Accountability
6. Sustainability
7. Partnership
8. Inclusion

### Strategic priorities 2019-2022:

1. Affordable Housing
2. Culture and Economic Development
3. Environment and Climate Action
4. Facilities, Infrastructure, and Public Realm
5. Reconciliation, Inclusion, and Engagement
6. Sustainable Transportation
7. Organizational Effectiveness

### *Our Vision:*

*A vibrant,  
compassionate,  
sustainable city that  
includes everyone*



## THE VISION FOR OUR COMMUNITY

This is our vision for the future of our city: we can only achieve what we can imagine together. Many voices have come before us and many voices still need to be included to fully develop this shared vision, but we start from a place of compassion and inclusion.

### 1. A Sense of Place

Our city feels like home to those who choose to be part of our community. This place values diversity and the leaders are reflective. It feels safe to all—with special focus on those who experience systems of oppression such as racism, sexism, ableism, ageism, classism, etc. There is a clear non-judgmental and compassion-based path to receive help when residents feel unsafe or need assistance. People also see themselves, their needs, and their communities represented in the physical public space as well as the services provided.

### 2. Everyone has a home

As part of our vision for change, housing is available, appropriate, safe, and affordable. Our city has neither street entrenched nor invisible homelessness because there is an abundant and ongoing supply of diverse housing including market, non-market, supported, and co-op housing—with a vacancy rate of over 2% across housing types. Housing and homelessness are addressed collaboratively on both local and regional levels.

### 3. Integrated health services

Mental health and physical health are treated as equal in importance. We all empathize with and support those experiencing mental health crises. Care for those experiencing mental health crises is readily available on par with our physical healthcare system. These services are integrated across a number of public health and community agencies as part of the robust provision of public healthcare, are comprehensive in scope, non-carceral<sup>1</sup>, and culturally appropriate. This includes real-time, on-demand access to a range of mental health services. Services are sustainable, accessible, delivered according to the diverse needs of our community, and collaborative between different levels of government, health authorities, community organizations, and nonprofits.

*Many voices have come before us and many voices still need to be included to fully develop this shared vision*

*We start from a place of compassion and inclusion*



<sup>1</sup> Refers to solutions which do not include the suggestion of jail or prison.

We have community health centres (CHCs) providing both geographic and demographic-specific service to coordinate access to a range of social and healthcare supports. These CHCs are not on a fee-for-service model and they provide access to interdisciplinary practitioners and service-providers. We have public pharmacare and dental care as part of our public health care service infrastructure.

#### 4. Calls for justice and equity embraced

The city has incorporated the calls for justice from the Truth and Reconciliation Commission and *Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls* that relate to municipal government. We are working on decolonizing our city and our processes such as council meetings and public engagement, are implementing The United Nations Declaration on the Rights of Indigenous People (UNDRIP), and are working to address the harms of colonialism. We are undertaking ongoing work on anti-racism within the city as an organization and the larger community.

We understand and actively utilize the principles of disability justice as a fundamental value. We bring an equity lens to everything we do. Not only do our elected representatives and staff reflect the diversity of the community, but we also have meaningful representation on all our city committees and boards as well as inclusive policies and practices for community engagement.

***We have incorporated the calls for justice from the Truth and Reconciliation Commission and Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls.***



## 5. **Drugs are decriminalized and crimes of poverty and desperation are addressed at their root cause**

Rather than criminalizing poverty, addiction, and desperation, we address these issues at their root causes. We provide access to a robust safe supply of drugs, safe consumption sites, and detox and treatment facilities. Drugs are decriminalized and addiction is destigmatized. We have created safe working conditions for sex workers by listening and responding to their needs. Crimes related to desperation of life circumstances have been all but eliminated because of an abundance of social services and community supports.

## 6. **Everyone has the food necessary to thrive**

Our food systems are based on dignity and we no longer have to rely on food banks as a stop-gap to food insecurity. Everyone in our community has access to healthy, culturally appropriate food (food insecurity is an example of motivators for crimes of desperation). We have community and front yard gardens, community kitchen programs, and opportunities for the community to eat and gather together.

## 7. **Intergovernmental collaboration**

All levels of government are clear on their roles and work collaboratively to serve our most vulnerable community members. Downloading of service provision is replaced with meaningful collaboration.

## 8. **Full employment and livable income**

Those who want to and are able to work have the opportunity to earn a living wage. Government programs that provide income and disability assistance are dignified and at livable rates that do not force people to live in poverty.

## 9. **Sustainable and Regenerative Environment**

We are actively addressing the climate crisis and are on course to meet the national and international targets. We bring an equity lens to all our environment and climate work because we know that those on the margins will also be most impacted by the climate crisis. We have lush green spaces that are accessible by the whole community. We have a robust tree canopy, have re-wilded areas of our city, and have vibrant outdoor social gathering spaces. Wildlife and insects are returning.

***Our food systems are based on dignity and we no longer have to rely on food banks as a stop-gap to food insecurity***



***All levels of government are clear on their roles and work collaboratively to serve our most vulnerable community members***

## 10. Safe Transportation

Moving about the community is safe for all persons, regardless of their mode of transportation. Barriers to movement - physical, cultural, or economic, are identified and removed. The regulation and enforcement of movement through public space is centered on protecting the most vulnerable users of that space and to emphasize the safety of those who choose more sustainable modes.



## CLOSING THE GAP: FROM VISION TO REALITY

In order to achieve the above vision for our community, we recommend the following:

### 1. Develop a New Model of Community Response

In order to be able to reduce the reliance on police, we need to create non-carceral alternatives to respond to behaviors, situations, and crimes caused by poverty and desperation – including homelessness, addiction, and mental health emergencies—as well as crimes of power – including domestic violence and sexual assault.

#### Recommendations:

##### A. Develop a pilot program:

The Program will be based on a new model to address crisis health management. The pilot program should provide alternatives to police response which could be provided by healthcare workers, community workers, Elders, cultural workers or a mix of the above. The program also should have the following characteristics:

- Is informed by destigmatized, de-colonial, trauma informed, and anti-racist practice;
- Is rooted in non-violent crisis intervention and de-escalation;
- Is rooted in compassion and mutual understanding;
- Is non-punitive and does not include enforcement unless violence or safety concerns are clear on the outset;
- Is informed by best practices and lived experience;
- Provides participants a better understanding of issues around mental health, addictions and trauma;
- Provides participants tools to help someone experiencing a mental health or substance use emergency;
- Considers place-making opportunities to counter the perception and incidence of street disorder and chronic street nuisance; and
- Reduces call volumes for police response, while redirecting more appropriate resources as applicable.

##### B. Develop compassionate crisis management response:

We are using wise practices from other jurisdictions that are trialing a variety of programs with early signs of success. These programs range from models that are led by specialized social-service and healthcare workers without support of police to others that partner police

*The pilot program should provide alternatives to police response which could be provided by healthcare workers, community workers, Elders, cultural workers or a mix of the above*

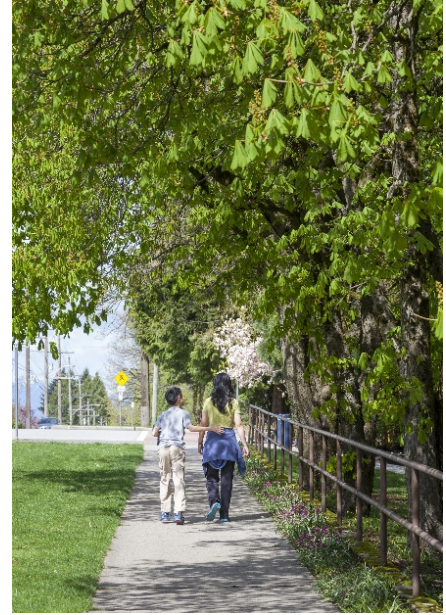


with social service specialists; however, the local response should not automatically pair social service and healthcare workers with police.

Models include, but are not limited to:

- **CAHOOTS** (Crisis Assistance Helping Out on the Streets) – Eugene, Oregon
- **LEAD** – (Law Enforcement Assisted Diversion) – Seattle, Washington
- **Project Respond** – Portland, Oregon
- **STAR** (Support Team Assisted Response) – Denver, Colorado

- C. **Create new categories for 911 and emergency response.** Currently, our emergency dispatch system consists of Fire, Police, and Ambulance services. Given the current scope of options available, police are often dispatched as first responders to non-emergency happenings in the community. Alternatives to police could include first responders made up of community and cultural workers, health care providers, housing support workers, and others who can provide de-escalation of crises through the provision of meaningful support and services. We need to expand our understanding of what a first responder is and does.
- D. **Create standards for compassionate response:** Emphasize professional standards that serve the community.
- E. **Develop new funding models** for compassionate response by creating partnerships between all levels of government to support funding for services to adequately provide alternative service models. Policing resources should be focused on the issues that are within their purview and not on responding to crises of poverty or health. By appropriately funding other services and emergency responses, we will be able to have police officers focused on the most pressing needs and crimes.
- F. **Invest in housing** to ensure no one is homeless.
- G. **Decriminalize Drugs:** Ensure robust access to safe supply and decriminalize drugs.
- H. **Increase access to detox and public treatment facilities** with different delivery options available, including options that are culturally appropriate.
- I. **Invest in Community Health Centres:** A preferred method of delivering primary care. (see Definitions)



***We need to expand our understanding of what a first responder is and does.***

## 2. Centre Racialized and Vulnerable Populations

We must understand, mitigate, and reduce the ways over-policing negatively impacts the most marginalized in our community, namely people who are disabled, poor, homeless, living with addictions, mentally ill, racialized – especially Black and Indigenous – and those who live at the intersection of these identities. We support several key actions:

### Recommendations:

- A. **Develop non-police community teams** to respond to those in crisis.
- B. **Enhance the public realm** to create a stronger sense of community that encourages interaction and is designed to decrease crime. This needs an explicitly anti-racism perspective and prioritize Indigenous epistemology.
- C. Develop clear actions with timelines to **respond to calls to action from the Truth and Reconciliation Commission** and Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls.
- D. **Develop relationships** with others to provide culturally appropriate and supportive programs including job training, housing, and mental health services.
- E. **Ensure diversity in the make-up of the police** including leadership. Feedback from the community consistently points to the importance of representation (including language and culturally appropriate responses) as a key factor in building trust between community and policing services. The community should be able to see themselves reflected in their police services.
- F. **Include racialized histories and perspectives** in work conducted by city departments as well as in the public education curriculum. Prioritize having this content taught by people from the community being studied.
- G. **Raise income assistance and disability rates** to the market basket measure.
- H. **Expand access to public transportation** by ending punitive fare evasion measures and removing economic barriers to access.
- I. **Centre and protect vulnerable road users in traffic enforcement.** Support new enforcement models that do not involve police resources including automated speed and intersection enforcement.



*We must understand, mitigate, and reduce the ways over-policing negatively impacts the most marginalized in our community, namely people who are disabled, poor, homeless, living with addictions, mentally ill, racialized – especially Black and Indigenous*





### 3. Understand the Current State: Collection, Interpretation, and Control of Data

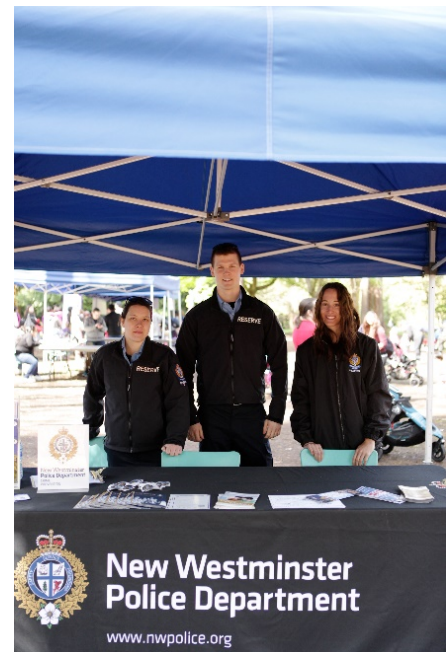
Collecting statistics can create social good. In order to effectively understand the current status of policing in our community and to better articulate a vision and plan for our community, we need to have accurate information through consistent and reliable data. This includes, but isn't limited to the number and types of calls to which police and bylaw officers respond, complaint analysis, calls for service from health authorities, and data from municipal services such as bylaw enforcement, parks and recreation, and libraries.

Data is powerful and can be weaponized against vulnerable communities even without the intention to cause harm. Data collection and analysis must include access, feedback, and leadership from and by the impacted communities in order to minimize harm.

#### Recommendations:

- A. **Collect and publish disaggregated data** on police interactions ensuring access for impacted communities. This includes data on race, socioeconomic status, disability, and other factors.
- B. **Use data to make decisions** informed by evidence including analysis and leadership from impacted and vulnerable communities.
- C. **Use data to reveal and understand indicators of systemic and structural oppression** in order to identify and address root causes of disparity.
- D. **Create effective community service discussion tables** to ensure service for the most vulnerable.
- E. **Refresh and update data on a regular basis** with consideration of data ownership.
- F. **Gather expert opinions** – with a focus on those with lived experience – and research that offers a baseline for understanding policing impacts in our community and region.

*We need to have accurate information through consistent and reliable data*



*Data collection and analysis must include access, feedback, and leadership from and by the impacted communities in order to minimize harm.*

#### 4. Re-evaluate Police Board Appointments and Budgeting

The current process in which the police board approves the police budget, without input from or discussion with city council with respect to direction or budget increase, is untenable. Cities have diverse and competing priorities where the police budget should be part of and work with the larger set of priorities for the city. While it is understandable to want policing to be arms-length from politics, the process still needs to be accountable, transparent, and sensible.

*While it is understandable to want policing to be arms-length from politics, the process still needs to be accountable, transparent, and sensible*

##### Recommendations:

- A. Change the police board appointment system to **allow for more input from municipalities**.
- B. **Create equity and diversity mandates for police boards** so that the board reflects the community.
- C. **Adapt recruitment processes and qualification standards** to prioritize people with lived and living experience as well as people from impacted communities.
- D. **Consider board compensation** to allow underrepresented people to serve on the police board.
- E. Address board structure and practices to **create a more equitable discussion table** so everyone can fully participate.
- F. **Address the budget dispute process** used when police boards and municipalities cannot agree on an annual budget. The process should be transparent and feel fair for both sides.



## OUR CITY – BACKGROUND

The City of New Westminster is home to over 80,000 residents and 4,000 businesses. Located in the geographic centre of the over 2.4 million people in the Lower Mainland and on the Fraser River, New West is a diverse, urban municipality with five rapid transit stations, eight bridges, and over 2,800,000 vehicles per week that travel through the city and a ferry that connects Lulu Island to the mainland of New Westminster. The community is committed to promoting livability with an enhanced quality of life.

### Economic Growth

New Westminster is home to Royal Columbian Hospital, the Port of Vancouver and is 15 minutes to Vancouver International Airport. Our workforce is growing, educated, and accessible. At present, approximately 14,000 people are employed in the city with over 25,000 new jobs expected by 2041. New Westminster has a stable, strong, and diversified local economy that is resilient to economic volatility, in a range of strategic sectors. This includes: fishing and food production, filming, green industries, information technology, life sciences, manufacturing, retail, tourism, transportation and logistics. Large local employment generators include the City of New Westminster, Royal Columbian Hospital, Amazon, Port of Vancouver, Kruger Paper, TransLink, Douglas College, and the Justice Institute of BC.

And while much of our city is thriving, not everyone feels at home or even has a home.

### A Colonial Past

Prior to colonialism, the area now referred to as New Westminster, was known as the Resting Place and was home to a number of First Nations. Over time, adjacent areas were claimed by colonial authorities and all remnants of Indigenous territory and reserve land were assembled for use by the colonial government. The City of New Westminster was incorporated in 1860 and served as the capital city of British Columbia until 1868. The city is working to better understand the Indigenous territory and connections to the land. This involves relationship building with a number of First Nations that have historical and current connections to the land upon which New Westminster is built. Key nations include the Qayqayt, Musqueam, Tsawwassen, Kwantlen, Tseil-Waututh, Squamish, Sto:lo Nation, Sto:lo Tribal Council, Katzie, and Kwikwetlem First Nations.

*While much of our city is thriving, not everyone feels at home or even has a home*



*We have a long history of supporting community development, but we also have a deep colonial history which includes racism and discrimination*

As one of the first cities in Western Canada, and like many British Columbia cities, we have a long history of supporting community development, but we also have a deep colonial history which includes racism and discrimination. The city has documented attempts to maintain a white, anglo-dominated government structure in our discrimination against the Chinese community and passengers of the Komagata Maru. The city was the first to make a formal apology to the Chinese-Canadian community for its historical acts of racism, has endorsed the Calls to Justice in the Truth and Reconciliation Commission, and has endorsed the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls. Recognizing our history is essential to building a better, more inclusive, and resilient city that is welcoming to everyone and where all members of our community have an opportunity to thrive.

***Recognizing our history is essential to building a better, more inclusive, and resilient city that is welcoming to everyone and where all members of our community have an opportunity to thrive***

### **A Final Word**

The City of New Westminster is committed to ongoing learning and improvement and appreciates the opportunity to submit to the committee.

**THANK YOU**



## DEFINITIONS OF TERMS

### 1 Standards for Compassionate Care

British Columbia has a wide range of professional bodies from the Architects Act to the Professional Governance Act, the Health Professions Act. In BC, groups like doctors and teachers have a professional standards body to dispense discipline, reports out to the public, and maintain a public record for each individual professional. These bodies set performance standards. Members are generally appointed to prevent dominance of the process by members of the profession.

Among British Columbia's regulatory authorities, crane operators, lawyers, realtors and security guards, are included, but police are not. A model similar to the Teachers Act could be adopted, bringing regulation of police services. For example, issues like racist comments and failure to handle and investigate a sexual assault complaint under set guidelines could result in discipline based on professionalism, not on violations of the law. Police colleagues could be required to report professional violations as a requirement.

The Office of the Police Complaint Commissioner (OPCC), created in 2011, is not considered the same as a professional oversight body, though it could still serve a useful role. The OPCC is primarily focused on legal wrongdoing by police, and would continue to play that very important role. However, it does not provide a modern and professional level of broader police professional requirements, accountability, and discipline. Between April 1, 2018, and March 31, 2019, the 487 public complaints to the Commissioner, and the 403 reportable injuries, resulted in just 79 investigations and only 68 complaint resolutions. Other disciplinary matters are often handled locally, without clear province-wide requirements. Greater accountability, professional standards, and a professional framework to require public accountability and trust is essential. The current requirements of Provincial policing standards, emphasize matters like firearms, training, restraint, use of force, police stops, investigations, etc. but do not set the other same standards for day to day professional conduct as other professional bodies in B.C.<sup>2</sup>

### 2 Community Health Centres

In 2020, the provincial government promised an additional 10 urgent and primary care centres. Urgent and primary care centres, a laudable goal, however does not reach the level of integration with social care as a community health centre model, similar to that of REACH in Vancouver. They typically seek to provide health equity, combined physical health with mental health, place mental health more on par with physical health, and sometimes provide combine services for immigrants and addiction, and provide a better and more integrated option for people who present with multiple health issues. The Canadian Association of Community Health Centres are multi-sector, not-for-profit organizations, with approaches that are team based, integrate health and social services, are community centred based on geographic or common characteristics of individuals, and address social determinants of health. This model can better deal with the intersection of physical health, mental health, addiction, and specific and community needs, in a manner that would reduce reliance on ad hoc police intervention.

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<sup>2</sup> Footnote: BC Regulatory Authorities. <https://www.welcomebc.ca/getmedia/705d5f14-86c6-4c5d-bf3b-ce5b579a57fc/BC-Regulatory-Authorities.pdf.aspx>

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## **ACKNOWLEDGEMENT**

The Police Reform Working Group would like to thank the following organizations, and groups who took the time to share their perspectives with us. These include:

1. First Nations
2. Purpose Society
3. New Westminster Police Department
4. Union of BC Municipalities
5. Simon Fraser University Teaching Faculty
6. Fraser Health Authority
7. CAHOOTS Program Eugene Oregon
8. Greater Victoria Regional Housing Authority
9. And others

This is the beginning of a compassionate conversation on how the City continues to include and create a safer community for our most vulnerable populations. The City is grateful for the feedback and information received to date and looks forward to continued learning and consultation to broaden our vision.





## NEW WESTMINSTER

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Mayor

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## **REPORT**

### ***Police Reform Working Group***

**To:** Mayor Côté and Members of Council      **Date:** 5/3/2021  
**From:** Police Reform Working Group      **File:** 05.1035.10  
**Item #:** 151/2021  
**Subject:** **Submission to the Provincial Special Committee on the Reform of the Police Act**

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#### **RECOMMENDATION**

**THAT** Council approve the written and video submission prepared by the Police Reform Working Group to the Provincial Special Committee on the Reform of the Police Act;

**THAT** Council approve a letter be sent to the local Members of the Provincial Legislative Assembly and Member of Parliament, creating awareness of the submission;

**THAT** Council approve the next steps and continued consultation with First Nations and other groups affected including but not limited to those referenced in the submission noted above.

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#### **PURPOSE**

The Police Reform Working Group is requesting authorization to submit the written and video submission to the Provincial Special Committee on the Reform of the Police Act.

#### **SUMMARY**

The Police Reform Working Group has prepared a submission for the Provincial Special Committee on the Reform of the Police Act. The Working Group is seeking authority to submit the written and video submission as well as continue with next steps in the framework development for Police Reform.

## **BACKGROUND**

The Province of British Columbia is preparing to reform the Police Act and has created a *Special Committee on Reforming the Police Act*.

The Provincial Committee will make recommendations on the following:

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

The Province has identified the following key drivers to support change in the Police Act:

- economic challenges and recovery efforts associated with COVID-19;
- social media — the public is demanding more transparency and quicker response to events questioning police actions;
- growing policing budget pressures;
- inequities in the funding, structure and the delivery of police services;
- rapidly evolving technology, which may be underutilized in policing but is also very costly;
- deteriorating RCMP assets and capital infrastructure;
- the city of Surrey's transition to a municipal police service;
- growing demands and expectations on police to respond to complex social issues, such as mental health, addictions and harm reduction where other professional services may be better suited; and

- the commitment to reconciliation with Indigenous peoples.<sup>1</sup>

### **Opportunity for Committee Feedback**

Beginning February 15, the Special Committee on Reforming the Police Act started receiving briefings from ministries, First Nations, unions, Health Authorities, provincial organizations. Meeting transcripts and presentation materials are available on the Committee's website: <https://www.leg.bc.ca/parliamentary-business/committees/41stParliament-5thSession-rpa/termsreference>

The Committee reached out to additional stakeholders, including the City of New Westminster, and invited all British Columbians to share their input.

A final report will be released by the Committee no later than October 2021.

### **Creating a Police Reform Working Group**

On March 1, 2021, Council approved the following direction based on the input from the Reconciliation, Inclusion and Engagement Task Force:

- a. Provide direction on three engagement approaches identified.
- b. Establish a new "Police Reform Working Group" comprised of small group of Councilors, City staff and industry experts.
- c. Provide direction on the question of community representation on the Police Reform Working Group.
- d. Include research in this report as part of the mandate of the proposed "Police Reform Working Group".

## **DISCUSSION**

### **Overview**

In March 2021 the City of New Westminster convened a working group to prepare a submission for the provincial committee. The submission begins an important and difficult conversation on community safety. It is based on a new definition and bold steps to align with the City's vision and values to address the needs of all our community, including the most at risk. It calls for provincial and municipal change to meet the needs of the most vulnerable so everyone has the opportunity to thrive.

The four member Working Group was chaired by Councillor Nakagawa, with Councillor McEvoy as the other council representative. The staff lead was the Manager Intergovernmental and Community Relations and Chris Koth, Manager Programs and Community Development from the Public Library was the other staff representative. The

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<sup>1</sup> <https://www.leg.bc.ca/documents-data/committees-transcripts/20200921am-PoliceActReform-Virtual-n4>

Working Group accessed staff resources when required from the New Westminster Police Department, Legislative Services and Development Services.

A submission was prepared for the Special Committee on the Reform of the Police Act and is included for information (Attachment 1). A video presentation with key messages was also prepared and will be forwarded directly to Council for review. It will be publically available on the City's website.

The submission was developed to focus on municipal change, based on community feedback. It acknowledges that no amount of change to the BC Police Act or Mental Health Act alone can replace the need for greater structural change to reduce the criminalization of poverty or social conditions due to deficits in coordinated, region-wide approaches to housing, healthcare and community services. It emphasizes the bold steps needed to lift up the most vulnerable, especially those experiencing mental health crisis, poverty, and homelessness.

### **Setting a New Direction**

The submission begins to develop an ideal community safety vision with respect to quality of life and livability. Starting from a place of compassion and inclusion, the vision recommends that everyone in our City should feel they belong, have a home, and enjoy access to food, integrated health services and full employment, with a livable income. The submission advocates for the decriminalization of drugs, and that the sources of poverty and desperation are addressed at the root cause. The community should be supported by strong, intergovernmental collaboration within a sustainable and regenerative environment.

There is a gap between current approaches to community safety and the City's ability to achieve our community vision. In order to close this gap, the City is advocating for movement away from traditional policing models in key areas such as addressing mental health crisis and homelessness and the corresponding expansion of supports and services for our most vulnerable. The specific recommendations focus on four key areas:

- Develop a new model of community response,
- Center the voices of racialized and vulnerable populations,
- Understand the current state of data collection, interpretation and control mechanisms, and
- Reconsider Police Board appointments and budgeting to increase local contribution.

### **Hearing All Voices from our Community**

It is recognized that the city is at a pivotal time to change how we define safety and livability in our community. The submission actively works to honour the calls for change from Canada's Truth and Reconciliation Commission, and the Inquiry into Missing and Murdered

Indigenous Women and Girls. The City hears the voices of the BIPOC<sup>2</sup> community and Black Lives Matter, while negotiating through a global pandemic, which continues to hurt targeted communities and residents unevenly.

We are also in the midst of a climate crisis and opioid crisis which, impact our most vulnerable populations disproportionately. These challenges also present a unique opportunity to advance public safety and security away from its colonial and paternalistic structures, in favour of a model that is solidly built on the values of compassion, social justice and inclusion. The City is committed to continue to actively listen to the community.

### **Consultation in Preparing the Provincial Submission**

The Working Group has researched several sources, individuals and organizations in the preparation of this submission and it is recognized that many more work needs to be done. During the short preparation period, The Working Group reached out to:

1. First Nations
2. Purpose Society
3. New Westminster Police Department
4. Union of BC Municipalities
5. Simon Fraser University Teaching Faculty
6. Fraser Health Authority
7. CAHOOTS Program Eugene Oregon
8. Greater Victoria Regional Housing Authority
9. And others

This is the beginning of a compassionate conversation on how the City continues to include and create a safer community for our most vulnerable populations. The City is grateful for the feedback and information received to date. Staff are recommending the continued learning and consultation to develop the community vision and action plan in order to broaden the vision to support a more inclusive and safe community.

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<sup>2</sup> Defined as Black, Indigenous and People of Color

## **Next Steps**

As this project moves forward, the next recommended steps include:

- Develop partnerships and alliances to deliver the recommendations outlined to include key service providers and not for profit organizations;
- Develop an action plan for delivery of the vision and recommendations;
- Meet with the Province of BC and the Minister of Public Safety to discuss implementation;
- Work with the New Westminster Police Department to develop innovation and collaboration in implementation;
- Determine success indicators and targets; and
- Evaluate after one year.

## **FINANCIAL IMPLICATIONS**

All costs in preparing this submission are included within existing City budgets.

## **OPTIONS**

1. Council approve the written and video submission to the Provincial Special Committee on the Reform of the Police Act;
2. Council approve a letter be sent to the local Members of the Provincial Legislative Assembly and Member of Parliament creating awareness of the submission;
3. Council approve the next steps and continued consultation with First Nations and other groups affected including but not limited to those referenced in the submission noted above;
4. Do not approve the written and video submission to the Provincial Special Committee on the Reform of the Police Act;
5. Provide other direction to staff.

Options 1, 2, and 3 are recommended.

**CONCLUSION**

The Police Reform Working Group has prepared a submission for the Provincial Special Committee on the Reform of the Police Act. Staff are seeking authority to submit the written and video submission.

**ATTACHMENT**

Attachment 1 – Presentation to the Special Committee on Reform of the BC Police Act

This report has been prepared by  
Denise A. Tambellini, Intergovernmental and Community Relations Manager  
Chris Koth, Manager Programs and Community Development

Approved for Presentation to Council



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Denise A. Tambellini  
Intergovernmental and Community  
Relations Manager  
For the Police Reform Working Group



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Lisa Spitale  
Chief Administrative Officer





## NEW WESTMINSTER MUNICIPAL POLICE BOARD

April 20, 2021 @ 0930

Via ZOOM

### MINUTES of Regular Meeting

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

Chief Constable Jansen introduced new Financial Supervisor, Jaqueline Dairon, and recently promoted Inspector, Andrew Perry, to the Board.

#### 1. ADOPTION OF AGENDA

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

**THAT:** The New Westminster Police Board approve the April 20, 2021, Regular Agenda

**CARRIED**

#### 1.2 Communications Team Presentation

Ms. Finnigan, Strategic Communications, presented to the Board on communications, and the communications strategy and mandate. The presentation included;

- Criteria for when a Media Release is appropriate
  - To further a police investigation
  - To prevent crime
  - To provide the facts
  - To connect victims to services
  - To highlight internal work

- The statistics on how many Media Releases are published
  - Between sixty to eighty annually
  - Approximately eight per month)
- Media Releases should be
  - Timely
  - Transparent
  - Accessible (to those without social media)

Mayor Cote expressed some concerns that have been shared with him by residents in the community pertaining to the purpose of particular Media Releases. Mayor Cote requested that careful consideration be taken when creating content and distributing Media Releases, as not to strike fear amongst the community.

Mayor Cote requested that an annual review of Communications be added to the Police Board Governance Calendar.

Received for information.

### **1.3 Delegations**

None.

## **2. CONSENT AGENDA (Hachlaf/ Ramnarine)**

### **2.1 Approval of Minutes: 16 February, 2020**

### **2.2 Police Board Member Reports**

### **2.3 Statistics: February & March 2021**

### **2.4 Correspondence**

- Amendment to BCPPS 2.1.1
- Request for Police Policies and Procedures Related to ‘Wellness Checks’
- BCAPB: New President Announcement
- CAPG: A Refresher for Police Boards and Commissions
- Letter to David Pilling RE Police board Capacity
- Community Training Session: Fair and Impartial Policing
- Letter from New Westminster School District

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

**THAT:** Item 2.3 be removed from the Consent Agenda; and

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

**CARRIED**

## **ITEMS REMOVED FROM THE CONSENT AGENDA**

### **2.3 Statistics: February & March 2021**

Mr. Ramnarine removed the Statistics report from the Consent Agenda. Specifically, to enquire into where stops or fines related to Covid-19 will fall in the Statistics report. Chief Constable Jansen stated that these statistics are not included, but will be incorporated into all Statistics reports going forward.

Received for information.

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

### **3.1 GOVERNANCE: Annual Review of Integrated Activities and Plan to Optimize**

Inspector Mullin invited the Board to ask any questions that they may have regarding the Annual Review of Integrated Activities and Plan to Optimize report.

Received for information.

### **3.2 BCAPB Appointment of Executive Board – Follow Up (Verbal)**

Chief Constable Jansen stated that he spoke with the BCAPB President, who understands the predicament that the Board find themselves in regarding staffing. The President relayed that they look forward to representation on the BCAPB when the New Westminster Police Board is able to.

Received for information.

### **3.3 Police Services Division Police Board Training – Follow Up (Verbal)**

Chief Constable Jansen explained that he spoke with Mr. Pilling of Police Services, who understands the staffing challenges that the Board are facing. Police Services would be pleased to offer Police Board training once the New Westminster Police Board returns to its full complement.

Received for information.

**4. NEW BUSINESS**

**4.1 CAPG Call for Resolutions**

Received for information.

**4.2 Street Checks**

Inspector Dudar presented the report on Street Checks to the Board.

Received for information.

**4.3 CAPG Sponsorship Opportunity**

Chief Constable Jansen presented the CAPG Sponsorship Opportunity to the Board. After deliberation, the Board agreed that they will decline this sponsorship opportunity in favour of the annual AGM sponsorship request which has been past practice.

Received for information.

**ADJOURNMENT of Regular Meeting**

Chair Jonathan Côté adjourned the meeting at 0940 hrs.

**Next meeting:** May 18, 2021 @ 1005  
Via Zoom

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MAYOR JONATHAN COTE  
CHAIR

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D. DYER  
RECORDING SECRETARY

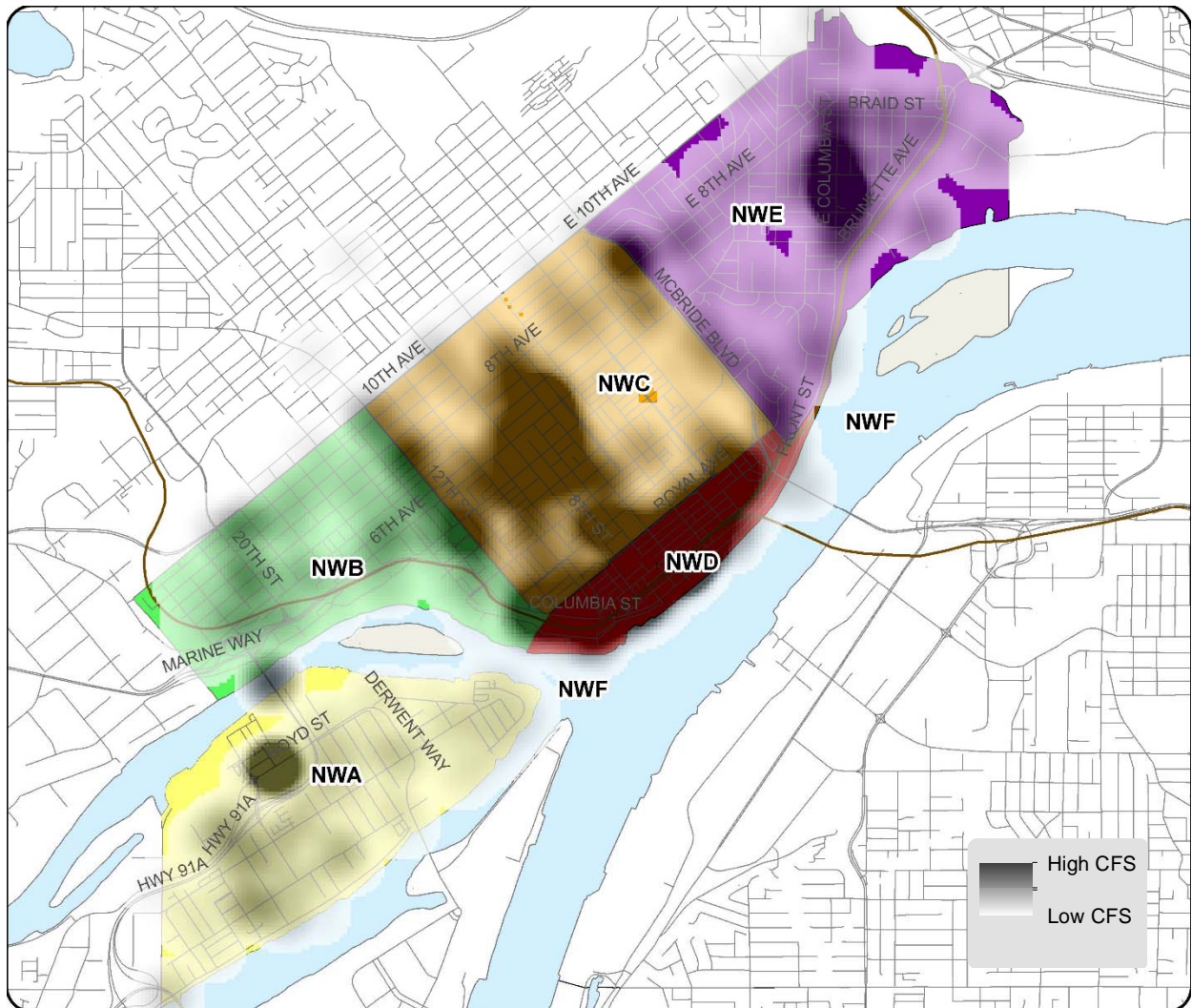
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**Calls for Service**

	Mar	Apr	Apr avg range	YTD 2020	YTD 2021	YTD +/-	YTD % chg
Queensborough (NWA)	155	144	124-174	538	546	8	1%
West End (NWB)	149	156	157-169	626	569	-57	-9%
Mid-Uptown (NWC)	557	492	569-595	2075	2053	-22	-1%
Downtown (NWD)	454	397	360-418	1425	1626	201	14%
East End (NWE)	198	198	214-294	900	817	-83	-9%
Water (NWF)	0	0	0-1	1	1	0	-
Skytrain Stns (NWG)	29	23	20-28	110	115	5	5%
Spec. Locations (NWH)	112	113	82-151	500	454	-46	-9%
Other	27	24	26-28	95	105	10	11%
<b>Total Calls For Service</b>	<b>1681</b>	<b>1547</b>	<b>1585-1825</b>	<b>6270</b>	<b>6286</b>	<b>16</b>	<b>0%</b>

Above normal range    Within normal range    Below normal range

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



## Monitored Occurrence Types

Persons Crimes	Apr 2021	Apr 2020	+/-	2021 YTD	2020 YTD	+/-	% change
All Persons Offences	77	85	-8	335	320	15	5%
Assault	41	44	-3	158	143	15	10%
Domestic Violence	39	57	-18	185	202	-17	-8%
Family Violence	17	25	-8	86	100	-14	-14%
Robbery	4	2	2	18	14	4	29%
Sex Assaults	6	0	6	22	12	10	83%
Indecent Acts	1	2	-1	8	9	-1	-11%
Other Sex Offences	4	6	-2	14	13	1	8%

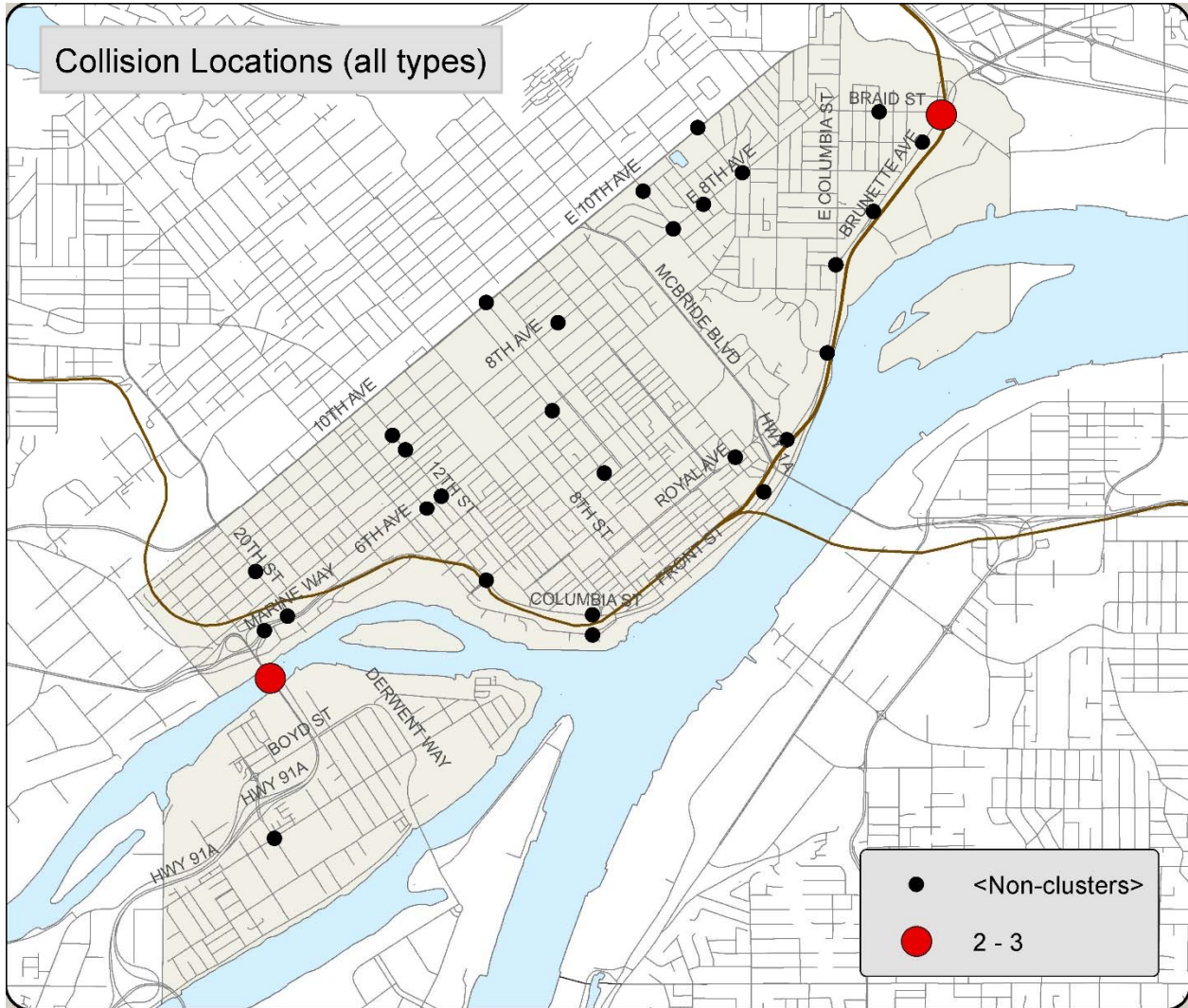
Property Crimes	Apr 2021	Apr 2020	+/-	2021 YTD	2020 YTD	+/-	% change
All Property Offences	278	256	22	1079	977	102	10%
Break and Enter – Total	32	30	2	134	118	16	14%
Break and Enter – Business	22	13	9	91	61	30	49%
Break and Enter – Residence	4	6	-2	17	28	-11	-39%
Break and Enter – Other	6	11	-5	25	27	-2	-7%
Theft of Vehicle	7	13	-6	42	46	-4	-9%
Recovered Stolen Vehicle	2	2	0	10	17	-7	-41%
Theft From Vehicle	71	83	-12	286	288	-2	-1%

Drug Offences	Apr 2021	Apr 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Drug Possession (all)	3	5	-2	14	20	-6	-30%
Trafficking (all)	3	1	2	9	11	-2	-18%

Other Crimes	Apr 2021	Apr 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Possession of Firearms	0	0	0	3	2	1	50%
Possession of Weapons	5	3	2	24	17	7	41%
Hate Motivated Crime	0	0	0	0	0	0	-

Other Non-Criminal	Apr 2021	Apr 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Missing Persons	12	13	-1	49	45	4	9%
Missing Persons – High Risk	3	3	0	27	26	1	4%
Mental Health related (study flag B)	59	58	1	302	189	113	60%
Mental Health related (s. 28 arrests)	35	25	10	136	116	20	17%
Disturbed Person/Att. Suicide	54	51	3	216	256	-40	-16%
Sudden Deaths	14	13	1	39	42	-3	-7%
Domestic Dispute – No Assault	37	50	-13	134	173	-39	-23%

Traffic/Driving	Apr 2021	Apr 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Collision - Non-fatal Injury	6	9	-3	23	36	-13	-36%
Collision - Damage under \$10,000	20	18	2	99	106	-7	-7%
Collision - Damage over \$10,000	6	4	2	21	17	4	24%
Impaired Driving	7	3	4	24	21	3	14%
IRP	8	2	6	62	43	19	44%



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

<b>2021</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>TOTAL</b>
<b>Quarantine Act - GO's (all)</b>	3	1	0	1	<b>5</b>
<b>Quarantine Act - Charges Laid</b>	0	0	0	0	<b>0</b>
<b>Quarantine Act - VT's Issued</b>	0	0	0	0	<b>0</b>
<b>COVID-19 Related Measures Act - GO's (all)</b>	2	0	0	0	<b>2</b>
<b>COVID-19 Related Measures Act - VT's Issued</b>	1	0	0	0	<b>1</b>
<b>GO's with Study Flag "CV"</b>	10	6	1	4	<b>21</b>

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

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



# Respectful Conduct in the Workplace

AB100

Revised: May 2021

AB100

## POLICY

1. The New Westminster Police Department (NYPD) believes that every employee and volunteer has the right to a work environment where they are treated with dignity and respect, and has a responsibility to treat others the same way. A respectful workplace is in the best interests of the NYPD, its employees, its volunteers and the citizens of New Westminster. The NYPD supports its employees and volunteers in preventing discrimination and harassment, reporting and resolving conflicts early and informally if possible, and in eliminating causes of discrimination, harassment and conflict.
2. Through the Respectful Conduct in the Workplace Policy (the “Policy”), the NYPD supports the creation and maintenance of a respectful workplace by providing:
  - a) Education of all employees and volunteers about appropriate behaviour in the workplace, human rights, harassment and dispute resolution;
  - b) Education of NYPD executive officers, supervisors and Union and Association executive officers (“Workplace Leaders”) in intervention and conflict resolution skills;
  - c) Resources and support for resolving disputes at an early stage; and
  - d) A process for reporting, mediating, and investigating discrimination and harassment complaints.

This policy is not intended to replace Part 11 of the *Police Act* as it relates to allegations of misconduct against a sworn employee.

3. The NYPD will not tolerate discrimination or harassment of any employee or volunteer. Workplace Leaders have an obligation to intervene whenever they are aware that harassment or discrimination is occurring.

## **REASON FOR POLICY**

4. To ensure that all employees and volunteers work in an environment based on mutual trust, support, and respect.



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



New Westminister City Council  
511 Royal Avenue  
New Westminister, BC  
V3L 1H9

April 29, 2021

Dear Mayor Cote and Council,

As members of the New Westminister Police Board, we are writing in response to the New Westminister City Council letter dated February 10, 2021.

Specifically;

*"THAT Council request that the Police Board adopt an action plan in order to make initial changes aligned with the above-noted June 30, 2020, motion, in the short term.*

The Board is continuing its work on this important motion and have adopted a plan to move the initiatives detailed in our June 30, 2020 motion forward.

The work plan includes the following:

1. Retention of an external consultant or academic agency to conduct an operational review of the NWPDP.

This review will address, at a minimum,

- a. How the NWPDP is deploying its resources.
- b. An analysis of what services are currently being performed that the Department could de-prioritize or transfer ownership to appropriate community or public agencies.
- c. Completion of a review on use and deployment of police equipment and weapons
- d. Engage with members of the New Westminister Police Department with the goal to develop understanding, input and support for new directions within the NWPDP
- e. A scan of police reforms being conducted across North American and best practices that can be implemented.

An initial Request for Proposals is being completed now with the intention that an interim report will be presented to the Board by November 2021.

2. Supporting the City of New Westminister with their advocacy work regarding community based crisis management pilot program. This work is led by the City of New Westminister but personnel

have been identified to assist with this work when required. The Board will ensure that any time line decided by the city will be supported.

3. Continued collaboration with City staff on the Sanctuary City initiative.
4. Implementation of a Diversity, Equity, Inclusion and Anti-Racism framework. The Board will ensure that any time line decided by the city will be supported.

Yours truly,

A handwritten signature in black ink, appearing to be 'Jonathan Cote', with a stylized flourish extending to the right.

Jonathan Cote  
Chair  
New Westminster Police Board

## Board Governance Manual

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

\*\*If Applicable

January	Chief Constable Annual Evaluation Preliminary Annual Fiscal Report Victim Assistance Service Agreement
February	Report on Human Resources and Training Fiscal Report Update Tri-Annual Financial Report
March	Annual Review of Integrated Activities and Plan to Optimize
April	Police Board/City Council Joint Meeting Update on Departmental Initiatives
May	Report on Core Operations and Statistics Governance Review Tri-Annual Financial Report
June	Strategic Plan Development and Review** Annual Budget Preparation
July	Capital Expenditure Plan for Next Fiscal Year Strategic Plan Update** <b>Communications Update</b>
August	Summer Recess CAPG Meetings
September	Finalize Strategic Plan Updates** Draft Budget Presentation for Next Fiscal Year Tri-Annual Financial Report
October	Budget Presentation Police Board / City Council Joint Meeting Resolutions Update on Departmental Initiatives
November	Annual Report on Risk Management Professional Standards Budget Approval
December	Winter Recess



# New Westminister Police Department

## REPORT *Financial Services*

**To:** Mayor Jonathan Coté, Chair, and Members  
New Westminister Municipal Police Board  
Open Meeting

**Date:** May 7, 2021

**From:** Jacqueline Dairon  
Financial Services

**Subject:** **March 31, 2021 Tri-annual Financial Report**

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### **RECOMMENDATIONS**

*That the Police Board receive the March 31, 2021 tri-annual financial report for information.*

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### **PURPOSE**

The purpose of this report is to provide information to the Board on the financial position of the police department for the period ending March 31 2021.

### **DISCUSSION**

As of March 31, 2021 the police department is under-budget by \$543,408.

Salaries and benefits are currently under budget by 15% or \$ 963,574, this saving is mostly due to vacancies across all pay groups. The department has recently filled civilian roles and is actively recruiting sworn members to bolster staffing levels in anticipation of further turnover. The forecast for 2021 is that the budget variance in salary and benefits should narrow to approximately 5% under budget.

General administration and operating expenses are currently 7% under budget and are forecasted to be on or under budget. Recruitment is an exception and is forecasted to be over

budget due to the increased hiring needs. Firearms and operational equipment are forecasted to be over budget; however, a portion of the costs will be recouped and posted to 3<sup>rd</sup> party cost recovery.

Sales of service and grant revenue is currently trending under budget by 32%. This is mostly due to a timing issue as the grant sharing revenue is only posted twice per year. The current expectation is these accounts will be on budget.

**ATTACHMENT:**     March 31, 2021 Financial Report

This report has been prepared by: Jacqueline Dairon

Approved for Presentation

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Dave Jansen  
Chief Constable



# NEW WESTMINSTER POLICE DEPARTMENT

January 1 to March 31, 2021

	Annual Budget	YTD Budget	YTD Actual	Budget Variance YTD
<b>Summary:</b>				
Salaries and Benefits	26,925,100	6,462,024	5,498,450	963,574
Contracts Services	3,016,200	723,888	680,373	43,515
Education and Training	380,500	91,320	53,927	37,393
General Office	917,700	220,248	197,997	22,251
General Administration	200,000	48,000	12,366	35,634
Operational Equipment	514,600	123,504	170,547	(47,043)
Other Costs	331,400	79,536	77,026	2,510
<b>Total Operating Expenditures</b>	<b>32,285,500</b>	<b>7,748,520</b>	<b>6,690,686</b>	<b>1,057,834</b>
Sale of Services	(5,452,300)	(1,308,552)	(1,092,264)	(216,288)
Grants from Other Governments	(1,267,600)	(304,224)	-	(304,224)
Other Revenue	(18,500)	(4,440)	(10,525)	6,085
Contribution Revenue	-	-	-	-
<b>Total Revenues</b>	<b>(6,738,400)</b>	<b>(1,617,216)</b>	<b>(1,102,789)</b>	<b>(514,427)</b>
<b>NET EXPENDITURES</b>	<b>25,547,100</b>	<b>6,131,304</b>	<b>5,587,896</b>	<b>543,408</b>
INTER-DEPARTMENTAL CHARGES	1,654,553	413,638	355,882	57,757
<b>ADJUSTED NET EXPENDITURES</b>	<b>27,201,653</b>	<b>6,544,942</b>	<b>5,943,778</b>	<b>601,164</b>





# NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, 15 June, 2021 @ 0930

.....  
 .....

✓ Indicates Attachment

<p><b>1</b> ✓</p>	<p><b>ADOPTION</b>          1.1 Adoption of Open Agenda: 15 June, 2021          1.2 Delegations</p>	<p><i>Police Board</i></p>
<p><b>2</b> ✓ ✓ ✓ ✓</p>	<p><b>CONSENT AGENDA</b>          2.1 Approval of Open Minutes: 18 May, 2021          2.2 Police Board Member Reports          2.3 Statistics: May 2021          2.4 Updated Police Board Governance Calendar          2.5 Correspondence</p> <ul style="list-style-type: none"> <li>• Letter from City of New Westminster RE Police Reform Submission</li> <li>• Letter of Thanks</li> <li>• Next Generation 9-1-1</li> <li>• E-Comm Police Dispatch Services Update Including 2020 Preliminary Levy Forecasts</li> <li>• Extension of Posting for New Westminster Police Board Position</li> </ul>	<p><i>Police Board</i></p>
<p><b>3</b></p>	<p><b>ONGOING BUSINESS</b>  None</p>	
<p><b>4</b> ✓ ✓ ✓</p>	<p><b>NEW BUSINESS</b>          4.1 c b j          4.2 JIBC Funding          4.3 m</p>	<p><i>Inspector McDaniel          Chief Constable Jansen          @ U )</i></p>
	<p><b>NEXT MEETING</b>  <b>Date:</b> Tuesday, 20 July, 2021 at 0930  <b>Location:</b> ZOOM Video Conference</p>	
	<p><b>ADJOURNMENT OF OPEN MEETING</b></p>	



## NEW WESTMINSTER MUNICIPAL POLICE BOARD

May 18, 2021 @ 0930

Via ZOOM

### MINUTES of Regular Meeting

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

#### 1. ADOPTION OF AGENDA

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

**THAT:** The New Westminster Police Board approve the May 18, 2021, Regular Agenda

**CARRIED**

#### 1.2 Introduction of New Board Member

Mayor Cote introduced and welcomed new Board member, Shirley Heafey.

Received for information.

#### 1.3 *Police Act* Reform Presentation

Councillor Nakagawa and Ms. Tambellini presented the *Police Act* Reform Presentation. The following was of note:

**New Westminster City Vision and Values:**

- Integrity
- Compassion
- Innovation
- Openness
- Accountability
- Sustainability
- Partnership
- Inclusion

**Strategic Priorities 2019 – 2022:**

- Affordable Housing
- Culture and Economic Development
- Environment and Climate Action
- Facilities, Infrastructure, and Public Realm
- Reconciliation, Inclusion, and Engagement
- Sustainable Transportation
- Organizational Effectiveness

**Vision for the Community:**

- A Sense of Place
- Everyone has a home
- Integrated Health Services
- Calls for Justice and Equity Embraced
- Drugs are decriminalized and crimes of poverty and desperation and addressed at their root cause
- Everyone has the food necessary to thrive
- Intergovernmental collaboration
- Full employment and livable income
- Sustainable and Regenerative Environment
- Safe Transportation

**Develop a New Model of Community Response:**

**Recommendations:**

- Develop a pilot program to address crisis health management which would provide alternatives to police response.
- Develop compassionate crisis management response: Trialing a variety of programs with models that are led by specialized social-service and healthcare workers without support of police, and others that partner police with social service specialists.
- Create new categories for 911 and emergency response.

- Create standards for compassionate response.
- Develop new funding models.
- Invest in housing to ensure no one is homeless.
- Decriminalize drugs: Ensure robust access to safe supply and decriminalize drugs.
- Increase access to detox and public treatment facilities with different delivery options available, including options that are culturally appropriate.
- Invest in Community Health Centres as a preferred method of delivering primary care.

### **Centre Racialized and Vulnerable Populations**

#### **Recommendations:**

- Develop non-police community teams to respond to those in crisis.
- Enhance the public realm to create a stronger sense of community that encourages interaction and is designed to decrease crime.
- Develop clear actions with timelines to respond to calls to action from the Truth and Reconciliation Commission.
- Develop relationships with others to provide culturally appropriate and supportive programs, including job training, housing, and mental health services.
- Ensure diversity in the make-up of the Police.
- Include racialized histories and perspectives in work conducted by city departments as well as in the public education curriculum.
- Raise income assistance and disability rates.
- Expand access to public transportation by ending punitive fare evasion measures and removing economic barriers to access.
- Centre and protect vulnerable road users in traffic enforcement.

### **Understand the Current State: Collection, Interpretation, and Control of Data**

#### **Recommendations:**

- Collect and publish disaggregated data
- Use data to make decisions
- Use data to reveal and understand indicators of systemic and structural oppression in order to identify and address root causes of disparity.
- Create effective community service discussion tables to ensure service for the most vulnerable.
- Refresh and update data on a regular basis.
- Gather expert opinions with a focus on those with lived experience.

## Re-evaluate Police Board Appointments and Budgeting

### Recommendations:

- Change the police board appointment system to allow for more input from municipalities
- Create equity and diversity mandates for police boards so that the board reflects the community
- Adapt recruitment processes and qualification standards.
- Consider board compensation to allow underrepresented people to serve on the Police Board.
- Address board structure and practices to create a more equitable discussion table so that everyone may fully participate.
- Address the budget dispute process used when police boards and municipalities cannot agree on an annual budget. The process should be transparent and fair for both sides.

The following video was shared:

<https://www.newwestcity.ca/newwestmatters#video-updates>

Discussion ensued amongst the Board.

### MOVED AND SECONDED (Heafey/Hachlaf)

**THAT:** The New Westminster Police Board endorse the City's position paper on Police Reform; and

**THAT:** The Police Department Senior Management team review the recommendations within the report and provide an update to the Police Board on what actions can be implemented at a Police Board level.

**CARRIED**

Mayor Cote gave further direction that the Police Department Senior Management team consider including the report in the Request for Proposal (RFP) for the New Westminster Police Department Operational Review. Chief Constable Jansen stated that he will work with Patrick Shannon at the City of New Westminster to update the Request for Proposal, since it has already been distributed.

### 1.4 Delegations

None.

**2. CONSENT AGENDA (Hachlaf/ Ramnarine)**

**2.1 Approval of Minutes: 20 April, 2021**

**2.2 Police Board Member Reports**

**2.3 Statistics: April 2021**

**2.4 Policy**

**2.5 Correspondence**

- Correspondence to City Council RE Adoption of Action Plan

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

**THAT:** Item 2.3 be removed from the Consent Agenda; and

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

**CARRIED**

**ITEMS REMOVED FROM THE CONSENT AGENDA**

**2.3 Statistics**

Mr. Ramnarine enquired into the coding 'GO' and 'CV'. Chief Constable Jansen explained that 'GO' is the file number, while 'CV' represents specific files that have been flagged by a member for Covid-19.

Mr. Hachlaf queried the 60% increase YTD in mental health related calls. Inspector Mullin clarified that the statistics are in line with our five year average, and explained that 2020 was a unique year as a result of the Covid 19 lock down, thus a direct comparison of 2021 to 2020 would not give an accurate representation of the percentage increase.

Received for information.

**3. ONGOING BUSINESS/ DISCUSSION**

**3.1 GOVERNANCE: Governance Calendar Review**

Chief Constable Jansen presented the updated Governance Calendar, which included the addition of a Communications Update in July.

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

**THAT:** The revised Governance Calendar be accepted and approved.

**CARRIED**

**3.2 GOVERNANCE: Tri-Annual Financial Report**

As of March 31, 2021, the police department is under-budget by \$543,408.

Salaries and benefits are currently under budget by 15% or \$963,574, this saving is mostly due to vacancies across all pay groups. The department has recently filled civilian roles and is actively recruiting sworn members to bolster staffing levels in anticipation of further turnover. The forecast for 2021 is that the budget variance in salary and benefits should narrow to approximately 5% under budget.

General administration and operating expenses are currently 7% under budget and are forecasted to be on or under budget. Recruitment is an exception and is forecasted to be over budget due to the increased hiring needs.

Firearms and operational equipment are forecasted to be over budget; however, a portion of the costs will be recouped and posted to third party cost recovery.

Sales of service and grant revenue is currently trending under budget by 32%. This is mostly due to a timing issue as the grant sharing revenue is only posted twice per year. The current expectation is these accounts will be on budget.

Received for information.

**4. NEW BUSINESS**

None.

**ADJOURNMENT of Regular Meeting**

Chair Jonathan Coté adjourned the meeting at 1020 hrs.

**Next meeting:** June 15, 2021 @ 1005  
Via Zoom

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MAYOR JONATHAN COTE  
CHAIR

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D. DYER  
RECORDING SECRETARY

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# New Westminister Police Department

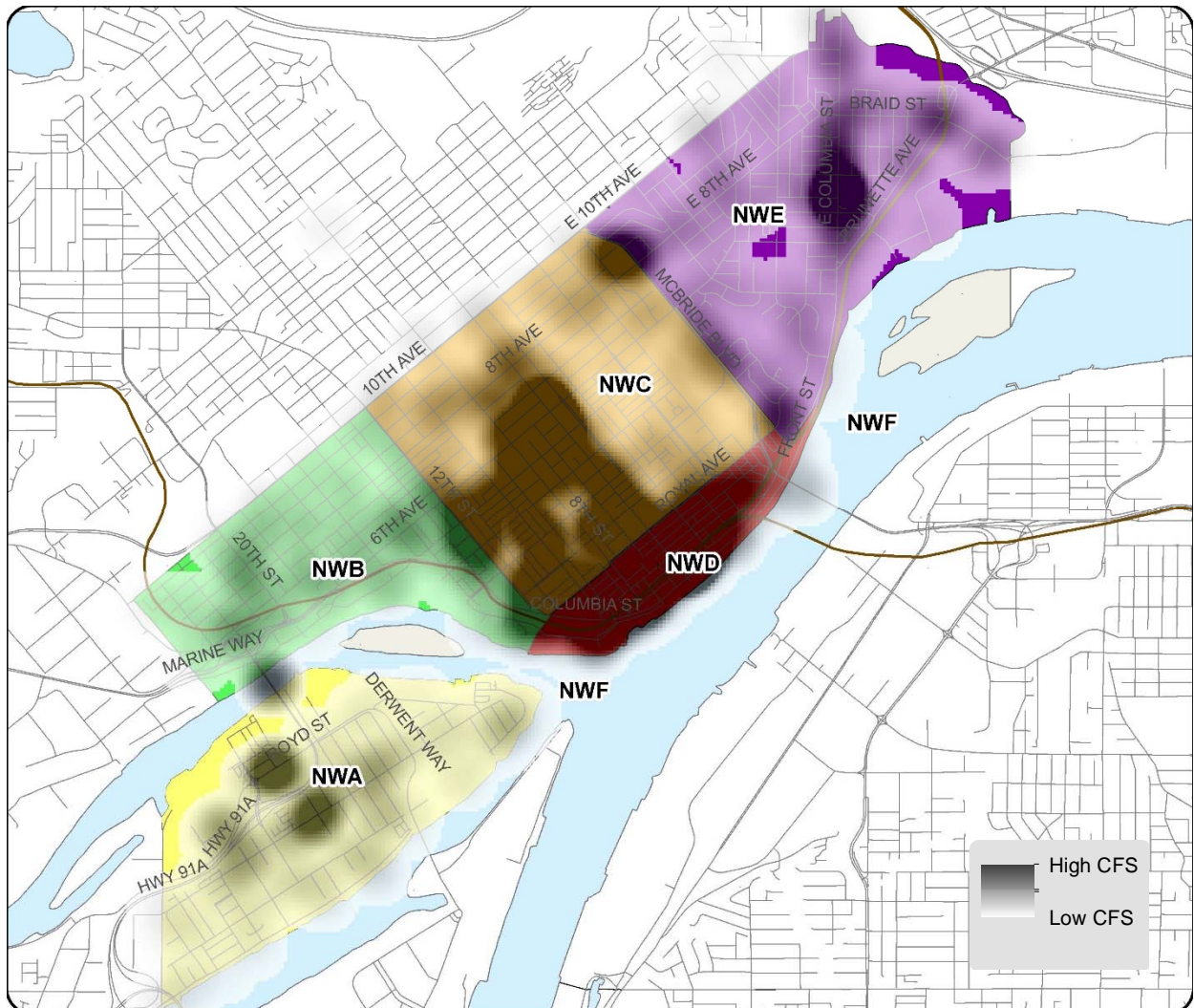
## Statistical Overview - May 2021

### Calls for Service

	Apr	May	May avg range	YTD 2020	YTD 2021	YTD +/-	YTD % chg
Queensborough (NWA)	144	164	132-212	669	710	41	6%
West End (NWB)	156	154	178-186	810	723	-87	-11%
Mid-Uptown (NWC)	492	668	582-740	2646	2721	75	3%
Downtown (NWD)	397	410	402-465	1822	2036	214	12%
East End (NWE)	198	206	216-316	1130	1023	-107	-9%
Water (NWF)	0	0	0	1	1	0	-
Skytrain Stns (NWG)	23	25	21-30	133	140	7	5%
Spec. Locations (NWH)	113	119	96-166	595	573	-22	-4%
Other	24	18	13-33	107	123	16	15%
<b>Total Calls For Service</b>	<b>1547</b>	<b>1764</b>	<b>1670-2117</b>	<b>7913</b>	<b>8050</b>	<b>137</b>	<b>2%</b>

Above normal range    Within normal range    Below normal range

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



## Monitored Occurrence Types

Persons Crimes	May 2021	May 2020	+/-	2021 YTD	2020 YTD	+/-	% change
All Persons Offences	88	64	24	419	384	35	9%
Assault	46	34	12	201	177	24	14%
Domestic Violence	51	45	6	241	248	-7	-3%
Family Violence	17	29	-12	105	129	-24	-19%
Robbery	6	2	4	24	16	8	50%
Sex Assaults	5	2	3	26	14	12	86%
Indecent Acts	2	3	-1	10	12	-2	-17%
Other Sex Offences	1	0	1	15	13	2	15%

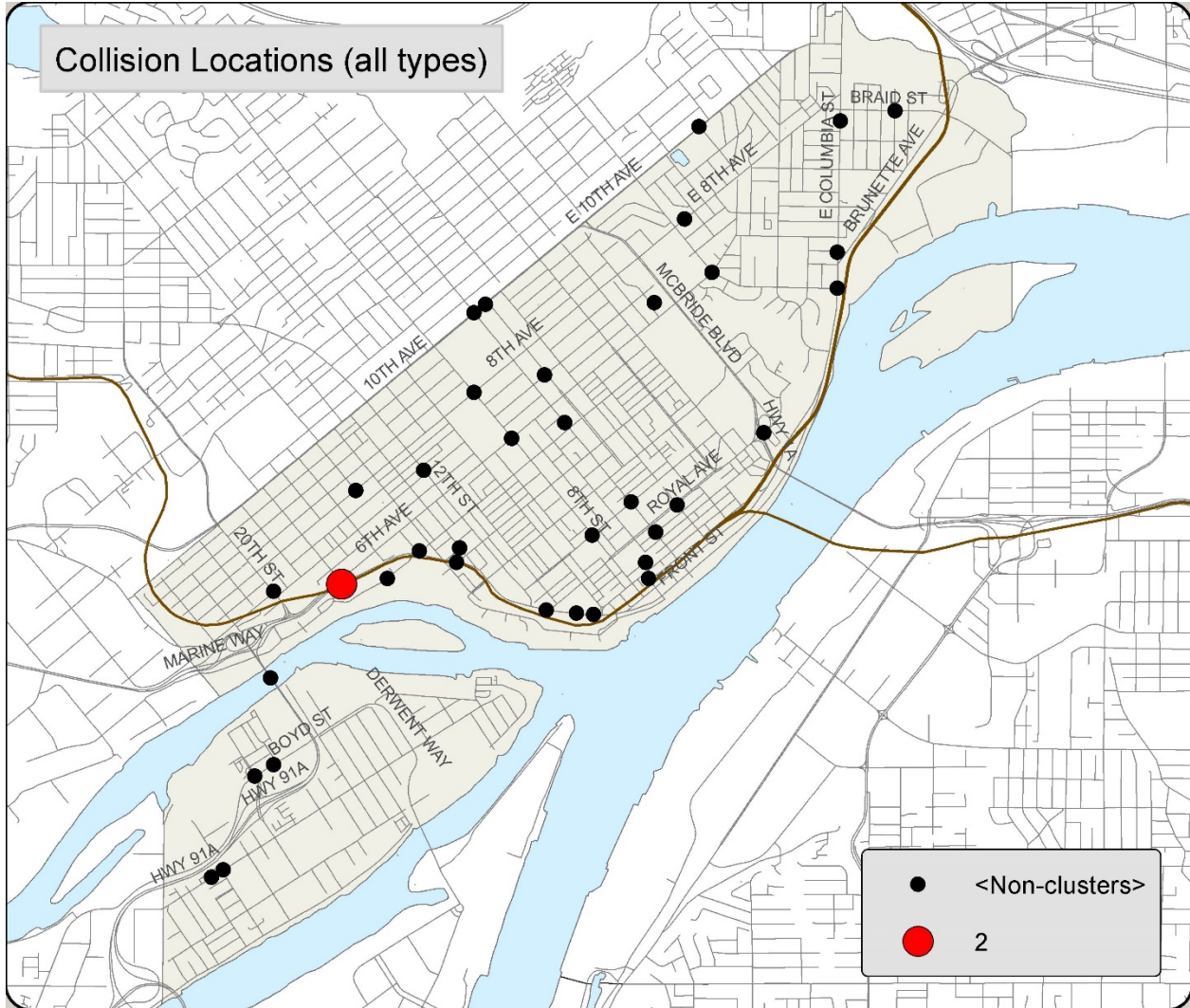
Property Crimes	May 2021	May 2020	+/-	2021 YTD	2020 YTD	+/-	% change
All Property Offences	279	215	64	1365	1194	171	14%
Break and Enter – Total	25	30	-5	162	148	14	9%
Break and Enter – Business	16	13	3	110	74	36	49%
Break and Enter – Residence	2	4	-2	18	31	-13	-42%
Break and Enter – Other	7	13	-6	32	41	-9	-22%
Theft of Vehicle	8	21	-13	50	67	-17	-25%
Recovered Stolen Vehicle	3	3	0	13	20	-7	-35%
Theft From Vehicle	79	73	6	370	362	8	2%

Drug Offences	May 2021	May 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Drug Possession (all)	4	5	-1	18	25	-7	-28%
Trafficking (all)	1	4	-3	11	15	-4	-27%

Other Crimes	May 2021	May 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Possession of Firearms	0	2	-2	2	4	-2	-50%
Possession of Weapons	5	7	-2	29	24	5	21%
Hate Motivated Crime	0	0	0	0	0	0	-

Other Non-Criminal	May 2021	May 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Missing Persons	16	6	10	65	51	14	27%
Missing Persons – High Risk	5	4	1	32	30	2	7%
Mental Health related (study flag B)	69	64	5	366	253	113	45%
Mental Health related (s. 28 arrests)	38	43	-5	185	160	25	16%
Disturbed Person/Att. Suicide	44	73	-29	273	330	-57	-17%
Sudden Deaths	12	12	0	51	54	-3	-6%
Domestic Dispute – No Assault	52	44	8	187	218	-31	-14%

Traffic/Driving	May 2021	May 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Collision - Non-fatal Injury	5	10	-5	31	46	-15	-33%
Collision - Damage under \$10,000	28	23	5	127	129	-2	-2%
Collision - Damage over \$10,000	5	1	4	26	18	8	44%
Impaired Driving	21	3	18	45	25	20	80%
IRP	13	2	11	55	45	10	22%



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

<b>2021</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>TOTAL</b>
<b>Quarantine Act - GO's (all)</b>	3	1	0	1	0	5
<b>Quarantine Act - Charges Laid</b>	0	0	0	0	0	0
<b>Quarantine Act - VT's Issued</b>	0	0	0	0	0	0
<b>COVID-19 Related Measures Act - GO's (all)</b>	2	0	0	0	0	2
<b>COVID-19 Related Measures Act - VT's Issued</b>	1	0	0	0	0	1
<b>GO's with Study Flag "CV"</b>	10	6	1	4	0	21

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

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

Board Governance Manual

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

\*\*If Applicable

January	Chief Constable Annual Evaluation Preliminary Annual Fiscal Report Victim Assistance Service Agreement
February	Report on Human Resources and Training Fiscal Report Update Tri-Annual Financial Report
March	Annual Review of Integrated Activities and Plan to Optimize
April	Police Board/City Council Joint Meeting Update on Departmental Initiatives
May	Report on Core Operations and Statistics Governance Review Tri-Annual Financial Report
June	Strategic Plan Development and Review** Annual Budget Preparation
July	Capital Expenditure Plan for Next Fiscal Year Strategic Plan Update** Communications Update
August	Summer Recess CAPG Meetings
September	Finalize Strategic Plan Updates** Draft Budget Presentation for Next Fiscal Year Tri-Annual Financial Report
October	Budget Presentation Police Board / City Council Joint Meeting Resolutions Update on Departmental Initiatives
November	Annual Report on Risk Management Professional Standards Budget Approval
December	Winter Recess



## NEW WESTMINSTER

May 21, 2021

Daisy Dyer  
Police Board Secretary  
New Westminster Municipal Police Board  
555 Columbia Street  
New Westminster, BC V3L 1B2

**Via email:** [ddyer@nwpolice.org](mailto:ddyer@nwpolice.org)

Dear Ms. Dyer,

**Re: Submission to the Provincial Special Committee on the Reform of the BC Police Act**

The City of New Westminster convened a Police Reform Working Group to prepare a submission for the provincial Special Committee on Reform of the BC Police Act. The submission is enclosed for information.

The work recognizes the unique challenges and contributions of municipal governments. This begins an important and difficult conversation regarding a shared vision of community safety. The submission is based on a new definition and bold steps proposed to align with the City's vision and values to address the needs of all our community, including those most at risk. We are calling for provincial and municipal change to meet the needs of the most vulnerable, so everyone has the opportunity to thrive.

Along with the enclosed submission, a video presentation was also prepared and can be accessed at the following links:

[https://youtu.be/3F\\_7Yr3bY2s](https://youtu.be/3F_7Yr3bY2s) or <https://www.newwestcity.ca/newwestmatters#video-updates>

If you have questions or would like more information, please contact Denise A. Tambellini, Manager of Intergovernmental and Community Relations at [dtambellini@newwestcity.ca](mailto:dtambellini@newwestcity.ca) or 604-340-9373.

Yours truly,

A handwritten signature in black ink, appearing to read 'Jacquie Killawee'.

Jacquie Killawee  
City Clerk

Hello,

The victim in this file, requested that I pass along her feedback about her interactions with Cst REID. She wanted to acknowledge Cst. REID's professionalism, compassion, and patience. She explained that being a sex worker she has had significant negative police interaction and generally doesn't trust police. She advised that Cst. REID and the New Westminster police were the first police to treat her with respect, dignity, and make her feel like her safety/wellbeing was important. She said this respect and support is what gave her the confidence and motivation to participate with the investigation.

Kind regards,

June 04, 2021

To: City of New Westminster  
Attention: CAO Lisa Spitale  
lspitale@newwestcity.ca  
*Sent via Email*

Dear Lisa Spitale:

### Summary

In this letter, E-Comm will provide an update on the developments concerning “Next Generation 9-1-1” (NG9-1-1), the federally-mandated modernization of the national emergency communications networks. Most importantly, we want to inform you of the potential cost implications for this nation-wide system upgrade, starting in 2022. In anticipation of these costs, the E-Comm Board of Directors recently endorsed the establishment of a new, dedicated technology levy that will apply to all our call-taking and dispatch clients. Over the next few months, we will be reaching out to provide more detail on the following:

- an estimate of the new levy and the method by which it will be determined
- the expected timing for commencement of the new levy
- the timing for E-Comm’s operational transition to the new NG9-1-1 platform.

### Background

On June 1, 2017, the Canadian Radio-television and Telecommunications Commission (“CRTC”) issued Telecom Regulatory Policy 2017-182: “Next Generation 9-1-1 – Modernizing 9-1-1 networks to meet the public safety needs of Canadians”<sup>4</sup>. This policy sets out the CRTC’s determinations on the implementation and provision of NG9-1-1 networks and services in Canada and its view that such a transition would provide Canadians with access to new, innovative emergency services and capabilities.

As part of its decision, the CRTC has ordered TELUS to build a NG9-1-1 network to replace the existing E9-1-1 network in British Columbia. The decommissioning of the existing E9-1-1 network was originally set by the CRTC to occur on June 30, 2023. However, that date was suspended in early 2020 and the CRTC is currently conducting a public consultation process to re-establish transition dates. E-Comm’s current expectation is that the transition of Public Safety Answering Points (“PSAPs”) across Canada to the NG9-1-1 network will occur over a period of three years, as described in the previously mentioned regulatory policy 2017-182, starting later this summer.

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<sup>4</sup> See <https://crtc.gc.ca/eng/archive/2017/2017-182.htm>





We are aware that TELUS, as part of its preparation for the NG9-1-1 transition and pursuant to direction from the CRTC, will be presenting Local Government Authorities (LGAs) with new NG9-1-1 agreements that will replace existing 9-1-1 agreements. Historically, these agreements were executed by Regional Districts, incorporated municipalities or a mix of both per jurisdiction.

The new NG9-1-1 agreements will outline the technical, administrative and operational obligations that LGAs will have to assume in order to maintain 9-1-1 service within in their jurisdiction through the NG 9-1-1 transition.

### **Current E-Comm Activities**

As a service provider, E-Comm is preparing to assume some of these technical and operational obligations on behalf of our call-taking and dispatch clients. We have been testing NG9-1-1 technology since early 2020 and recently announced an important milestone – the successful completion of an NG9-1-1 call transfer (in a test environment) with our counterparts at Calgary 9-1-1. This is a significant accomplishment, demonstrating required NG-9-1-1 functionality to downstream/transfer 9-1-1 calls to another PSAP (external to E-Comm) and deliver call-related data. This is also an example of a new level of technical interoperability that will be realized through NG9-1-1, as transferring 9-1-1 calls to a PSAP in another province is a capability we do not currently have.

Although this work has enabled us to develop a significant level of expertise and experience with NG9-1-1 systems, it has also highlighted the level of complexity associated with NG9-1-1 and the need for additional funding and resources, to support the technical and operational transition and to address the risks associated with it.

In addition, this mandated technology change will require E-Comm to undertake a major technology program to replace the call-handling systems used by its call takers to process 9-1-1 and non-emergency calls. This technology replacement will enable us to establish compatibility with mandated NG9-1-1 technical and operational standards.

The E-Comm Board of Directors has recently endorsed the establishment of a new, dedicated technology levy that will apply to all our call-taking and dispatch clients. Over the next few months, we will be reaching out to provide more detail on the following:

- an estimate of the new levy and the method by which it will be determined
- the expected timing for commencement of the new levy
- the timing for E-Comm's operational transition to the new NG9-1-1 platform.

Our goal is to commence operational transition in the latter half of 2022 in order complete transition within the three year window. However, to achieve that goal will require E-Comm to acquire additional resources, and procure and implement the necessary technical systems. All of these items are dependent on securing the required funding from our partners.



At this time, our focus for costing and overall program planning is entirely on the transition of voice-based NG9-1-1 services and the CRTC-mandated introduction of Real-time Text messaging (RTT) for 9-1-1 by 2024. As you may be aware, the NG9-1-1 platform will eventually support the implementation of other forms of 9-1-1 service that involve multimedia communications. These other types of service have not been defined at this point.

Finally, while E-Comm's NG9-1-1 efforts are currently focused on the technology necessary to implement the system's new capabilities, as the "go live" date approaches, E-Comm will also need to address a host of other issues necessary to effect a smooth operational transition. A non-exhaustive list includes training staff to use the new equipment and updated procedures and policies, impacts on quality assurance and voice / data records management and business intelligence and reports.

The NG9-1-1 initiative is ramping up quickly across Canada. E-Comm is committing to keeping our clients informed about developments and we will continue to provide you updates as we get them.

Please feel free to contact me at the number below.

Sincerely,



Oliver Grüter-Andrew  
President and CEO

604.215.5002

[oliver.gruter-andrew@ecomm911.ca](mailto:oliver.gruter-andrew@ecomm911.ca)

CC: Mike Webb, Chief Innovation Officer, E-Comm 9-1-1  
Stephen Thatcher, VP Operations, E-Comm 9-1-1  
Bea Nicolato, VP Finance & CFO, E-Comm 9-1-1  
Dave Jansen, Chief Constable, New Westminster Police  
Tim Armstrong, Fire Chief, New Westminster Fire Department  
Mark Wilson, Controller, New Westminster Police Department  
Harji Varn, Director of Finance, City of New Westminster



June 3, 2021

To: City of New Westminster  
Attention: CAO Lisa Spitale  
lspitale@newwestcity.ca  
*Sent via Email*

**Re: E-Comm Police Dispatch Services Update including 2022 Preliminary Levy Forecasts**

The purpose of this letter is to provide you with a preliminary and high-level notice concerning order of magnitude additional funding requests from E-Comm to its partner police agencies and municipalities in 2022. While work will continue over the summer and into the autumn to specify exact numbers, we recognize that municipalities are now compiling their preliminary budget assumptions and so we want to provide per-agency budget forecasts at a high-level as early as possible for your budgeting purposes.

As you are aware, E-Comm has been conducting a multi-phase “Police Emergency Communication Centre Operations Review” (Ops Review) with the primary objective of identifying the root causes of, and developing strategies to resolve, ongoing challenges with service level performance regarding police non-emergency call-taking.

The first phase of this work involved an initial review conducted internally by E-Comm’s senior leadership team. The second phase was an external review of those internal findings by PriceWaterhouseCoopers (PwC). PwC was aided in its work by a Steering Committee comprised of senior representatives of the police community and two E-Comm board members, both with experience in policing. At the completion of the second phase, PwC delivered to E-Comm a comprehensive report in which it identified a number of operational and resourcing challenges and put forward recommendations for addressing them. That report has been shared with the Steering Committee and a summary of its findings has been presented to the British Columbia Association of Municipal Chiefs of Police (BCAMCP). E-Comm is now engaged in the third phase of the Ops Review, namely, development of a plan to address service performance issues on the basis of PwC’s recommendations.

This continued work will stretch into the early autumn and will centre on discussions with our police agency partners about ways to contain longer-term cost increases, including partner and public expectations for police non-emergency call-answer times and the appropriate service targets for call-taking. However, we do know from the Operations Review findings, that E-Comm struggles with a fundamental base level of understaffing of police call takers and support resources. In this light we do anticipate a need for additional funding for E-Comm in 2022, above and beyond levy increases forecasted in our previous budgets.



On May 11, 2021, E-Comm advised BCAMCP members that we anticipate 2022 remedial activities needing an additional \$3.2M to \$3.8M in funding across the Lower Mainland. Knowing that at least preliminary budget planning is now underway for some agencies and municipalities, we wanted to provide per-agency budget forecasts at a high-level as early as possible.

E-Comm estimates City of New Westminister should plan to set aside \$147,200 to \$174,800<sup>1</sup> to contribute to this additional funding in its 2022 budget. This allocation of the overall funding request is based on the percentage of overall call work load<sup>2</sup> generated by New Westminister in 2020. It is important to highlight that this amount is exclusive of E-Comm's 2022 levy increase already forecasted in our Strategic Financial Plan (SFP) and communicated in the 2021 Budget<sup>3</sup> at the end of 2020. In addition, there are three other cost drivers for 2022 and beyond that will be assessed in the coming months and which are not included in the numbers presented in this letter:

- PwC identified the need for E-Comm to develop its abilities to analyze business needs and plan, implement and sustain change
- PwC also confirmed E-Comm's need for greater systemization through improved use of the Workforce Management system, reporting and quality assurance solutions
- Next Generation 9-1-1 (NG9-1-1) deployment according to the federally-mandated schedule will require a funding commitment from every dispatch partner.

Our team anticipates having more details about these cost drivers and their impact on our funding proposals in the coming months. We will be in a position to share this information with agencies closer to the fall.

It is important to emphasize that, given the current challenges, we do not anticipate seeing a significant improvement in our ability to consistently meet non-emergency service level targets in 2022. Our efforts are hindered by the need to gradually build up capacity, combined with uncertainties about how quickly call volumes will return to or exceed historic levels following the COVID-19 pandemic. The additional funding outlined in this letter will contribute to re-building E-Comm's call-taking capacity to lead to a sustainable service experience for the public.

E-Comm will keep you updated on the progress of our analysis and work to provide final forecasts for your 2022 budgets as well as for subsequent years as soon as possible. The Draft 2022 Budget will be presented for approval by the E-Comm Board of Directors on November 25, 2021.

I wish to thank those at the City of New Westminister for their assistance in preparing this information for you.

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<sup>1</sup> The attached Appendix 1 details the 2022 preliminary levy forecasts

<sup>2</sup> Workload refers to mix of emergency call volumes, non-emergency call volumes, average handle time and service level considerations

<sup>3</sup> 2021 Budget and 5 year forecast as approved by the E-Comm Board of Directors on November 26, 2020



As I appreciate you may have questions, I invite you to call or email me to discuss.

Thank you,



Oliver Grüter-Andrew  
President and CEO

604.215.5002  
oliver.gruter-andrew@ecomm911.ca

Cc: Stephen Thatcher, VP Operations E-Comm 9-1-1  
Beatrix Nicolato, VP Finance & CFO, E-Comm 9-1-1  
Dave Jansen, Chief Constable, New Westminster PD  
Harji Varn, Director of Finance, City of New Westminster



**APPENDIX 1**

**E-Comm 9-1-1**  
**Dispatch Levies Summary**  
**LMD Police**

*Preliminary Draft for Information*

**Call-Taking Increase based on Call Volume Allocation**

Agency	2021 Approved Budget	2022 Preliminary Forecasts				2022 vs 2021	
		2022 Forecast per SFP	2022 Allocate CT Increase %	2022 Allocate CT Increase\$	2022 REVISED FORECAST	\$ Increase vs PY	% Increase vs PY
		6.5%		<i>PROPOSED NEW</i>	<i>TOTAL</i>		
<b>Range - Low \$3.2M</b>							
New Westminster PD	1,055,850	1,124,480	4.6%	147,200	1,271,680	215,830	20.4%
<b>Range - High \$3.8M</b>							
New Westminster PD	1,055,850	1,124,480	4.6%	174,800	1,299,280	243,430	23.1%



## Daisy DYER

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**From:** Couper, Julia PSSG:EX <Julia.Couper@gov.bc.ca>  
**Sent:** June-10-21 11:26 AM  
**To:** Daisy DYER  
**Subject:** Notice of Position New Westminster- Extended

Good Morning Daisy,

We just wanted to advise you that due to the low number of applicants CABRO has extended the NOP's for two weeks for:

Police Board - New Westminster - 1 - Provincial Member - New Westminster Resident - J-0082 – until June 24<sup>th</sup>  
<https://www.bcpublicsectorboardapplications.gov.bc.ca/s/noticeofpositionDetail?nop=J-0082>

Thank you!

*Julia Couper*

Program Coordinator

Indigenous Policing & Police Governance

Policing and Security Branch

Ministry of Public Safety and Solicitor General

**Telephone:** 778 698-5257

**Email:** [Julia.Couper@gov.bc.ca](mailto:Julia.Couper@gov.bc.ca)

## Daisy DYER

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**From:** Krystal Boros <Krystal.Boros@ecomm911.ca>  
**Sent:** May-21-21 2:32 PM  
**To:** Daisy DYER  
**Cc:** Sandra MacKay; Mike Welte  
**Subject:** NOTICE OF EXTRAORDINARY GENERAL MEETING JUNE 24, 2021, PROXY AND INFORMATION CIRCULAR  
**Attachments:** LTR - Director to Shareholder - New Westminster Police Board.pdf; Special Meeting Package (24Jun-21) Final.pdf; Proxy Form.pdf  
**Categories:** Police Board

By order and on behalf of the E-Comm Board of Directors, please find attached Notice of an Extraordinary (Special) General Meeting of Shareholders on June 24, 2021, together with Proxy form and Meeting Information Circular, under cover of a letter from New Westminster Police Board representative Director Mike Welte.

As a separate attachment a duplicate form of Proxy is attached to allow for the printing and completion of the Proxy more easily.

THE BOARD OF DIRECTORS APPRECIATES YOUR CONSIDERATION OF THE SPECIAL BUSINESS COMING BEFORE THE MEETING AND SEEKS YOUR SUPPORT OF THE PROPOSALS TO BE PRESENTED TO THE MEETING. THOSE PROPOSALS ARE EXPLAINED IN DETAIL IN THE MEETING MATERIALS. YOUR VOTE ON THE MATTER IS IMPORTANT TO THE INTERESTS OF E-COMM, ITS SHAREHOLDERS AND OTHER STAKEHOLDERS.

WE ENCOURAGE ALL SHAREHOLDERS TO VOTE BY PROXY IN ADVANCE OF THE MEETING. YOUR ATTENDANCE AT THE MEETING IS ALSO WELCOMED.

We encourage you to contact the writer, or Sandra MacKay, Corporate Secretary at 604-218-6851 or via email [sandra.mackay@ecomm911.ca](mailto:sandra.mackay@ecomm911.ca) if you have any questions or require additional information.

Sincerely,

Krystal Boros, Assistant Corporate Secretary and Freedom of Information Officer  
C: 604-218-6941



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*JUNE 24, 2021*

# **SPECIAL MEETING OF E-COMM MEMBERS**

**Notice of Meeting, Form of Proxy  
and Meeting Information Circular**



**E-Comm 9-1-1**  
Helping to Save Lives and Protect Property

- 1. Notice of Extraordinary (Special) General Meeting**
- 2. Form of Proxy**
- 3. Overview – What Changes to the Members’ Agreement are Proposed**
- 4. Update on the Status of E-Comm’s Governance Redesign Initiative**
- 5. Detailed Explanation of Proposed Changes**
  - (a) Explanatory Notes – Housekeeping Changes;*
  - (b) Explanatory Notes – Modernization and Drafting Improvement Changes; and*
  - (c) Explanatory Notes – Governance Improvement Changes.*
- 6. Link to Redlined version of the Members’ Agreement**

<https://www.ecomm911.ca/membersportal/>

*Showing all proposed Modernization, Drafting Improvement, and Governance Improvement Changes*
- 7. Anticipated Questions and Answers**

*Additional information*

*In this Information Circular:*

*The term Member and Shareholder are used interchangeably as synonymous.*

*The term Special Meeting is used to refer to the Extraordinary General Meeting of Shareholders on June 24, 2021.*

*Members’ Agreement refers to the Members’ Agreement entered into among Class A Shareholders of the Company, as amended and restated July 1, 2010.*

**NOTICE IS HEREBY GIVEN** that an Extraordinary General Meeting (the “Special Meeting” or “Meeting”) of the Shareholders of E-Comm Emergency Communications for British Columbia Incorporated (the “Company”) will be held on Thursday, June 24, 2021 at the hour of 10:00 a.m., via video-conferencing and tele-conferencing, to transact the following special business:

**To conduct a vote of Class A and Class B Shareholders of the Company, on proposals to:**

1. Approve an amendment to the Members’ Agreement to provide the E-Comm Southern Vancouver Island Agencies with the right to appoint a Director; and
2. Approve an amendment to the Company’s Purpose, as set out in Section 2.1 of the Members’ Agreement, and in the definition of permitted activities in Article 25 of the Company’s Articles, to fully align the language of both provisions with the language set out in the *Emergency Communications Corporations Act*; and

**To conduct a vote of Class A Shareholders of the Company, on a proposal to:**

3. Approve additional amendments to the Members’ Agreement and the Articles of the Company, including amendments to lower the special majority voting threshold for approval of extraordinary matters by the Members from 75% of shares outstanding to 2/3 of votes cast;

all as are more fully described in the Information Circular accompanying this Notice.

**OTHER INFORMATION**

**REQUIRED APPROVALS**

The proposals described at 1 and 2 above require the approval of Shareholders holding not less than 75% of the outstanding Class A and Class B shares of the Company.

The proposal described at 3 above requires the approval of Shareholders holding not less than 50% of the outstanding Class A shares of the Company.

**PROXY VOTING**

All Shareholders have the right to vote by proxy or to appoint a proxyholder to attend the Meeting on their behalf. Advance proxy voting is strongly encouraged. A form of Proxy accompanies this Notice.

**VIDEO-CONFERENCING AND TELE-CONFERENCING INSTRUCTIONS**

All Shareholders are entitled to attend the Meeting, whether or not they have voted by proxy or appointed a proxyholder. Instructions for attendance of the Meeting by video-conference or by tele-conference are as follows:

Firstly, please register in advance for the Meeting:

<https://us02web.zoom.us/meeting/register/tZUpfu2rqTguHtNRYnVTvGvnMJvPeS-NWMWQ>

Secondly, please follow the further instructions for joining the Meeting which you will be provided by email following registration.

**ADDITIONAL INFORMATION**

The Information Circular accompanying this Notice contains further information respecting the matters to come before the Meeting. Any requests for additional information may be directed to Sandra MacKay, Corporate Secretary at [sandra.mackay@ecomm911.ca](mailto:sandra.mackay@ecomm911.ca) or to Krystal Boros, Assistant Corporate Secretary at [krystal.boros@ecomm911.ca](mailto:krystal.boros@ecomm911.ca).

DATED at Vancouver, British Columbia this 21st day of May, 2021.

BY ORDER OF THE BOARD



Sandra MacKay, Corporate Secretary

*Enclosures:*

1. Form of Proxy
2. Meeting Information Circular

**INSTRUCTIONS**

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

**APPOINTMENT OF PROXYHOLDER**

Please choose one of the two options below:

- The undersigned hereby appoints Sandra MacKay, Corporate Secretary of E-Comm Emergency Communications for British Columbia Incorporated, or failing her, Doug Campbell, Board Chair;

**OR**

- The undersigned hereby appoints (*insert name:*) \_\_\_\_\_

as the undersigned’s proxy to attend, act, and vote on the undersigned’s behalf at the Extraordinary (Special) General Meeting of the Members to be held on the 24<sup>th</sup> day of June, 2021 or at any adjournment or postponement thereof.

**VOTING**

**THE BOARD OF DIRECTORS RECOMMENDS A VOTE FOR IN RESPECT OF EACH PROPOSAL.**

***If the voting selections below are not completed, your proxy designate will vote in their discretion.***

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

	<b>For</b>	<b>Against</b>
<p><b>1. Approval of an amendment to the Members’ Agreement to provide the E-Comm Southern Vancouver Island agencies with the right to appoint a Director;</b></p> <p>To approve an amendment to section 4.2 of the Members’ Agreement to include, as new section 4.2.4, the following provision:</p> <p>“4.2.4 The group comprised of: the Capital Regional District and those Vancouver Island police agencies, including any RCMP detachment, to which the Company provides police dispatching services, shall be entitled to designate one individual to act as director.”;</p> <p>and, as consequential amendments, by adding reference to section 4.2.4 in sections 4.2.6, 4.2.7 and 4.3.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>“4.2.4 The group comprised of: the Capital Regional District and those Vancouver Island police agencies, including any RCMP detachment, to which the Company provides police dispatching services, shall be entitled to designate one individual to act as director.”;</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>2. Approval of an amendment to the Company’s Purpose, as set out in Section 2.1 of the Members’ Agreement, and in the definition of permitted activities in Article 25 of the Company’s Articles;</b></p> <p>To approve an amendment to section 2.1 of the Members’ Agreement and Article 25 of the Company’s Articles as described in the information circular accompanying the Notice of the Extraordinary (Special) General Meeting, in order to make the language setting out the Company’s Purpose and its permitted activities fully consistent with the language of the <i>Emergency Communications Corporations Act</i>.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>To approve an amendment to section 2.1 of the Members’ Agreement and Article 25 of the Company’s Articles as described in the information circular accompanying the Notice of the Extraordinary (Special) General Meeting, in order to make the language setting out the Company’s Purpose and its permitted activities fully consistent with the language of the <i>Emergency Communications Corporations Act</i>.</p>	<input type="checkbox"/>	<input type="checkbox"/>

**Class A Shareholders of the Company to vote:**

<b>3. Approval of additional amendments to the Members’ Agreement and the Articles of the Company, including, but not limited to, amendments to lower the special majority voting threshold for approval of extraordinary matters by the Members from 75% of shares outstanding to 2/3 of votes cast;</b>	<b>For</b>	Against
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To approve those further amendments to the Members’ Agreement and the Articles of the Company (other than those described at 1 and 2 above) which are proposed and described in the information circular accompanying the Notice of Extraordinary (Special) General Meeting.

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2021

\_\_\_\_\_  
Name of Member *(Municipality/Organization)*

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
**Print** Name and Title

**DEADLINE**

Submitted proxies must be signed and delivered by 10:00 a.m. on June 22, 2021 to [krystal.boros@ecomm911.ca](mailto:krystal.boros@ecomm911.ca) or by hand or mail to E-Comm Emergency Communications for British Columbia Incorporated, 3301 East Pender Street, Vancouver, B.C. V3K 5J3.

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

## **OVERVIEW – WHAT CHANGES TO THE MEMBERS’ AGREEMENT ARE PROPOSED**

*The Board of Directors is asking all Members of the Company to vote in favour of amendments to the Members’ Agreement which will be an important first step in advancing and improving E-Comm’s governance model for the benefit of all stakeholders.*

### **SUMMARY OF THE PROPOSED CHANGES**

#### **1. First Proposal – providing a Director seat to E-Comm’s Vancouver Island partner agencies**

First, and most importantly, an amendment is proposed to allow the Capital Regional District and the Southern Vancouver Island police agencies, to which E-Comm provides 9-1-1 call taking and police dispatch services from the new E-Comm Southern Vancouver Island Emergency Communications Centre (which group is collectively referred to as the “ECVI partners or agencies” in this overview), to appoint one Director to E-Comm’s Board of Directors.

The new E-Comm Southern Vancouver Island Emergency Communications Centre (the “Centre”) was purpose-built by the Capital Regional District which owns the Centre. The Centre is the first emergency communications centre established and created by E-Comm outside of the Lower Mainland. Our E-Comm Southern Vancouver Island partner agencies have made an important commitment to E-Comm, and a multi-million dollar investment – the new Centre was an important milestone in E-Comm’s corporate growth and is a significant part of its current operations.

The current Members’ Agreement does not allow for the ECVI agencies to be represented on E-Comm’s Board, in large part because at the time E-Comm was created the geographical area in which it was expected to operate was limited to the Lower Mainland, and also because the Members’ Agreement does not provide a method for clients of the organization who are not on the radio system to be provided with Board representation.

It is the view of the Board and Management of E-Comm that the ECVI partners deserve Board representation and we consider it in the best interests of all Members that the ECVI partners participate at our Board table.

THE BOARD OF DIRECTORS ASKS THAT MEMBERS VOTE YES TO PROPOSAL NUMBER ONE to allow the E-Comm Southern Vancouver Island partners to appoint, as a group, one Director. This will not result in any change to the rights of other Members to appoint their designated Director or Directors.

#### **2. Additional Amendments**

In light of the fact that a special majority of Members’ support for the First Proposal is required, the Board and Management of E-Comm consider it opportune to seek approval to additional amendments to the Members’ Agreement and the Company’s Articles at the same time, in order to:

- Revise the language which sets out the Company’s Purpose (the “Second Proposal”), both in the Members’ Agreement and the Articles of the Company, so that the language mirrors precisely the definition of purpose set out in the *Emergency Communications Corporations Act* (the “ECC Act” or “Act”). While this Second Proposal is a relatively minor change, it is an important one because it would allow for E-Comm’s mandate or current scope of work to be broadened by a change to the definition of purposes set out in the Act, which

can be made by a regulation under the Act. At present any change to the definition of Purpose in the Members’ Agreement requires approval by Shareholders holding not less than 75% of votes – as the First Proposal requires the same special majority, it is considered opportune to amend the definition of Purpose at the same time as the First Proposal approval is being sought, as both require this high threshold of Member voting and support.

In addition to the First Proposal and the Second Proposal, additional amendments to the Members’ Agreement are being proposed. Those additional amendments are being proposed together as the Third Proposal, and can be summarized as follows:

- In recognition of the fact that E-Comm has developed to a mature organization with a broad Shareholder base and a sophisticated Board of Directors, amendments to lower the approval threshold for a special majority of Shareholders to an approval level of 2/3 of votes cast from 3/4 of votes outstanding, and removing certain limitations on the authority of the Board of Directors are proposed – these changes are characterized in the Explanatory Notes which follow, as “Governance Improvement Changes” (Item 5(c)), and are explained in those Notes;
- Amendments to update the Agreement generally (it was last amended over 10 years ago), such as by: better defining certain terms which, given the Company’s growth and maturity, warrant more precise language than originally used and to eliminate or revise provisions which, with the passage of time and the Company’s growth, are no longer relevant or applicable – these changes are characterized in the Explanatory Notes which follow as “Modernization and Drafting Improvement Changes” (Item 5(b)), and are fully explained in those Notes;
- Amendments to: revise archaic language to make the Agreement more clear and current, tidy up the agreement with housekeeping changes to reflect such things as the change of the names of the Company, BC Emergency Health Services and Metro Vancouver since the last amendments, and remove unnecessary schedules which have become out of date. These changes are characterized in the Explanatory Notes as “Housekeeping Changes” (Item 5(a)) – changes of this type which are proposed are summarized in those Notes.

THE BOARD OF DIRECTORS ASKS THAT MEMBERS VOTE YES TO PROPOSALS NUMBER TWO AND THREE which it considers in the best interests of E-Comm and its Members.

## **VOTING**

CLASS A AND CLASS B SHAREHOLDERS ARE ENTITLED TO VOTE ON THE FIRST AND SECOND PROPOSALS WHICH REQUIRE SHAREHOLDERS HOLDING NOT LESS THAN 75% OF ALL OUTSTANDING SHARES (CLASS A AND B) TO APPROVE THE PROPOSALS.

CLASS A SHAREHOLDERS ONLY ARE ENTITLED TO VOTE ON THE THIRD PROPOSAL. THE ADDITIONAL AMENDMENTS COMPRISED IN THE THIRD PROPOSAL REQUIRE THE APPROVAL OF CLASS A SHAREHOLDERS HOLDING NOT LESS THAN 50% OF ALL OUTSTANDING CLASS A SHARES.

THE BOARD IS ASKING FOR YOUR SUPPORT TO THE FIRST, SECOND AND THIRD PROPOSALS. IT IS THE VIEW OF THE BOARD THAT THE ALL PROPOSALS ARE IN THE BEST INTERESTS OF ALL MEMBERS AND THAT NO MEMBER IS PREJUDICED BY ANY PROPOSAL.



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

**FURTHER INFORMATION**

THIS MEETING INFORMATION CIRCULAR PROVIDES DETAILS WITH RESPECT TO EACH OF THE FIRST, SECOND AND THIRD PROPOSALS, INCLUDING AN EXPLANATION OF ALL PROPOSED CHANGES TO THE MEMBERS’ AGREEMENT AND A LINK TO A REDLINED VERSION OF THE MEMBERS’ AGREEMENT IN WHICH ALL PROPOSED AMENDMENTS ARE MARKED IN TRACKED CHANGES MODE.

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

Sandra MacKay, Corporate Secretary, at [Sandra.MacKay@ecomm911.ca](mailto:Sandra.MacKay@ecomm911.ca) or Krystal Boros, Assistant Corporate Secretary, at [Krystal.Boros@ecomm911.ca](mailto:Krystal.Boros@ecomm911.ca).

## **UPDATE ON THE STATUS OF E-COMM'S GOVERNANCE REDESIGN INITIATIVE**

Our Shareholders, or Members, as well as other stakeholders, know that a redesign of E-Comm's governance model is planned as one of our (a)SPIRE 2025 Strategic Plan initiatives.

An important goal of that redesign will be to ensure that E-Comm's governance structure positions E-Comm for the future in a way that allows E-Comm's stakeholders equitable and appropriate influence in the Company's governance model and affairs.

We anticipate that our Members would appreciate an update on the status of those efforts so that the proposals coming forward to the Special Meeting can be understood in that broader context.

### **SOME HISTORICAL CONTEXT**

The Company was established by its founding members to support a first of its kind Lower Mainland wide area common radio system among participating police, fire, ambulance and municipal agencies. As an integral feature of the initial E-Comm governance structure, the Members' Agreement, signed by the founding Shareholders, gave the Shareholders certain influence in the Company's decision-making, by:

- requiring that Shareholder votes be obtained on many matters;
- setting out a Board appointment structure that allowed those communities who signed on to the radio system to have a representative at the Board table;
- setting out certain authority limits on the authority of the Board of Directors; and
- establishing a committee structure (the Service and User Committees) to allow users of the radio system to have a direct line of input to the Board, as well as other influence over key decision-making.

### ***We have changed significantly since inception***

Since the Members' Agreement was created in 1997, and the Company's operations began in 1999, the Company has changed and grown significantly:

- The Company started with eight police dispatch partners and now has 73 police and fire dispatch partners;
- At inception, the Company was the 9-1-1 call answer service for two regional districts – we now service 25 regional districts and answer 99% of 9-1-1 calls within the Province;
- Initially there were 1,362 radios in service – the Company now has over 12,000 radios active or available;
- At present, by far the majority of the Company's revenues, roughly 70%, come from clients for services other than, or in addition to, the radio system services;
- There are now significantly more shares outstanding – 55 class A and B shares are outstanding at present;
- The Company's operations now extend beyond the Lower Mainland, with the establishment of the E-Comm Vancouver Island Emergency Communications Centre, a purpose-built centre, built by the Capital Regional District, which now serves 15 Southern Vancouver Island communities;

- The Company has grown to over 700 employees; and
- The Company now operates from four different locations.

***And we expect to grow and change further***

The changes which are being proposed to the Member’s Agreement at the June Special Meeting are driven by the fact that the Members’ Agreement must be amended to provide a Board seat to the Southern Vancouver Island agencies served by the E-Comm Southern Vancouver Island Emergency Communications Centre.

While we are seeking approval for that change, it seems logical to ask that Members approve certain process improvements that better position the Company for future growth and governance changes because certain of the current provisions in the Members’ Agreement (such as the stipulation that a change to how the Board is elected which is being put forward) require approval by Shareholders holding 75% of all of the outstanding shares in the Company – an extremely high threshold and one that will be challenging to achieve as a matter of practicality– seem no longer appropriate given the current state of the Company and its growth since its inception.

**WHAT’S NEXT**

*At the June meeting*

The proposals to amend the Members’ Agreement and Company Articles going forward to the Special Meeting, in addition to that for the addition of a representative from our Southern Vancouver Island Emergency Communications Centre partner agencies, will position the Company for future growth and change by:

- removing overly restrictive restraints on the authority of the Board;
- lowering the threshold for Shareholder approval of certain matters (while still requiring a substantial majority) ; and
- improving the clarity and drafting of the Members’ Agreement, by improving definitions and removing outdated provisions and archaic language.

These changes are considered a *first step* which will facilitate future substantive changes. None of the changes proposed for the June Special Meeting is detrimental to any individual Shareholder’s interests and we hope that they have your full support.

**FURTHER GOVERNANCE CHANGES**

Like so many things, progress on E-Comm’s governance initiatives was forestalled in part by the COVID-19 pandemic. Additionally, it was felt that the further redesign initiatives should be paused while some critical operational issues within the Company were stabilized, most notably the service level challenges faced in dispatch operations.

As those matters become more stabilized, E-Comm will be reinvigorating governance redesign efforts. We know that we wish to engage our dispatch partners, 9-1-1 call taking clients and other technology clients in our governance structure in a way that is equitable. We also anticipate that, as we continue to expand our service lines and our geographical reach, the Board appointment methodology set out in the Members’ Agreement may require further adjustment. As we roll out NG 9-1-1 technology, which is essentially a new service line, to existing and new clients of our organization, our governance and funding models may need readjustment for that change. And we envision that we will wish to make additional changes to reflect our commitment to objectives such as diversity and inclusion, and

our belief that there is potential for a greater role for our organization in emergency response of all kinds, including for those facing mental health challenges and marginalization. The original design, of our share structure, our Board structure, and our governance structure more generally, is not an ideal fit at the present time, and may increasingly be a limitation as we contemplate, and indeed plan for, the E-Comm of the future.

***The changes which are proposed for June, in a modest way, will facilitate that further work. We will engage with Shareholders in that process, but we hope that our existing Shareholders support that future work by voting in support of the governance, modernization and drafting improvements to the Members’ Agreement which are embodied in the three proposals being put forward for your approval at the Special Meeting.***

## **EXPLANATORY NOTES TO ALL PROPOSED REVISIONS TO THE MEMBERS' AGREEMENT AND ARTICLES**

To allow Shareholders to focus in detail, should they wish, on the matters most of interest to them, and in an effort to present the proposed revisions to the Members' Agreement and Articles as clearly as possible, the proposed revisions are grouped into three categories:

- Housekeeping Revisions;
- Modernization and Drafting Improvements; and
- Governance Improvements.

The explanatory notes which follow describe all of the proposed revisions to the Members' Agreement, by category.

### **Cross-reference to Proposals to be Voted Upon**

To assist Members wishing to particularly examine the language of the amendments which are to be voted upon in each of the three proposals to go before the Special Meeting, these may be located as follows:

- **Proposal One** – to amend the Members' Agreement to provide the E-Comm Southern Vancouver Island agencies with the right to appoint a Director.

*The proposed revision to the Members' Agreement to achieve this objective is described in Item 5(c) Explanatory Notes – Governance Improvement Revisions, in the section headed: Members' Agreement Section 4.2 – Designation and Election of Directors.*

- **Proposal Two** – approval of an amendment to the Company's Purpose as set out in section 2.1 of the Members' Agreement, and a similar amendment to Article 25 of the Company's Articles.

*The proposed revisions are described in Item 5(c) Explanatory Notes – Governance Improvement Revisions, under the headings Members' Agreement Section 2.1 Purpose and Article 25.*

- **Proposal Three** – approval of additional amendments to the Members' Agreement and the Articles of the Company, including an amendment to lower the special majority for approval of extraordinary matters by the Members from 75% of shares outstanding to 2/3 of votes cast.

*The special majority revision proposal is described in Item 5(c) Explanatory Notes – Governance Improvement Revisions, under the headings: Members' Agreement, Section 2.5 Votes by Members on Extraordinary Items and Article 11 – Votes by Members.*

*The additional amendments to be voted upon as Proposal Three are those described in the remaining provisions of Item 5(c) Explanatory Notes – Governance Improvement Revisions, and those described in Items 5(a) Explanatory Notes – Housekeeping Revisions, and Item 5(b) Explanatory Notes – Modernization and Drafting Improvements.*

## **PROPOSED HOUSEKEEPING CHANGES**

Various “housekeeping” changes are being proposed to tidy-up and bring the Members’ Agreement (the “Agreement”) up to date, all without changing the meaning of any provision, as described below:

As shown in the redlined version of the Members’ Agreement (accessible at Item 6):

### **Introductory provisions and dates**

The introductory recitals have been updated to reflect the proposed amendments as of July 1, 2021, and that date has been substituted as the anticipated effective date in the following sections:

- Introduction of Members’ Agreement;
- Section F; and
- Section 14.13

### **Correction of legal names**

- The legal names of E-Comm, BC Emergency Health Services (BCEHS) and Metro Vancouver have been updated throughout the document.

### **Modern English**

To improve the clarity and readability of the Agreement, archaic language has been removed where this can be done easily without any change in interpretation:

- All references to “set forth” have been changed to “set out”;
- “Herein” has been changed to read “in this Agreement”;
- “Hereinafter” has been replaced by “below”; and
- Words like “hereto” and “hereof” have been deleted in all instances where those words are redundant.

## **REVISIONS WHICH ARE MODERNIZATION CHANGES OR DRAFTING IMPROVEMENTS**

As a general approach, wherever possible the Agreement is revised so that it may remain “evergreen”, such that references which will become outdated over time, such as a listing of Current Members, are removed.

Additional changes which are intended to improve the drafting in, and modernize, the Agreement are shown in the redlined version of the Agreement (accessible at Item 6) and are described and explained below.

### **THE MEMBERS’ AGREEMENT**

#### **Section 1.1 - Definitions**

Defined term: Current Members

The definition of Current Members, Schedule D which listed Current Members, and references to Current Members are removed.

The Company is required to keep an updated list of all Shareholders and makes such information public. The references to Current Members are not required and lead to the Agreement’s becoming out of date.

These changes are made in sections 1.1.1, 1.1.16 and 1.1.27 and in the removing of Schedule D.

#### **Cost Sharing Formula (1.1.16)**

A definition of Cost Sharing Formula is included in the definition section and Schedule C is renamed to clarify that the Formula applies to cost sharing among radio users only (by referencing the defined terms Police, Fire, Ambulance and Municipal Services). References to the Cost Sharing Formula have been changed to refer to the defined term throughout the Agreement.

These changes are proposed to improve clarity.

#### **E-Comm Building (Removed from Definitions)**

The definition of E-Comm Building has been removed.

That definition had become out of date, given E-Comm’s expansion to Southern Vancouver Island and its use of the Training Centres and Business and Technology Centres in Burnaby, B.C. A definition of E-Comm building which is relevant to the Cost Sharing Formula is included in Schedule C. Instead of referring to the “E-Comm Building”, reference to the Company’s ability to own or lease “real property” is substituted in the definition of Purpose in subsection 2.1.2 which modernizes the language by making it more flexible.

#### **Emergency Services Agency (1.1.19)**

Added to the definitions is the term “emergency services agency”, which is a defined term in the *Emergency Communications Corporations Act* (the “ECC Act” or “Act”) as a category of organization to which E-Comm may render services. The term is defined here and also included in the definition of Potential Member so that the Members’

Agreement aligns fully with the ECC Act with respect to what organizations to which it may provide services or issues shares.

**Established Standards of Service (1.1.22)**

To clarify that the User Committee’s mandate to establish standards of service (as set out in subsection 6.2.2.1) applies to standards of service for the radio system only, the language in the definition of Established Standards of Service has been revised to make specific reference to Police, Fire, Ambulance and Municipal Services.

**Members (1.1.27)**

The definition of Members has been simplified for greater clarity, without any change to the meaning.

**New Services (1.1.30)**

For greater clarity, the definition of New Services makes reference to Police, Fire, Ambulance or Municipal Services which are not contemplated in the Cost Sharing Formula.

**Potential Members (1.1.38)**

Added to the list of Potential Members is “emergency service agency”. The ECC Act sets out what types of organizations E-Comm may render services to, and that listing includes an “emergency service agency” as defined in that Act. That category of organization is added to the definition of Potential Members.

**Rates (1.1.43)**

For greater clarity, the definition of Rates is revised to make it clear that the term applies to radio system usage only, by referencing the defined terms of Police, Fire, Ambulance and Municipal Services.

**Specified Potential Members (Removed from Definitions)**

This listing has become out of date and is not necessary. The definition of Potential Members is sufficient to allow for the admission of new Members pursuant to section 3 of the Agreement – and, as such, no Potential Member previously designated as a Specified Potential Member is impacted by this revision.

**Territory (Removed from Definitions)**

The previous definition of Territory was overly limiting in that it referenced the geographic area in which the E-Comm radio system operates, which is currently only the Lower Mainland. E-Comm provides other services outside of the Lower Mainland, such as at its Southern Vancouver Island Emergency Communications Centre, and to regional districts throughout the Province. The definition of Territory is not necessary in the Agreement, particularly because the ECC Act precisely defines those organizations to which E-Comm can render services and the purposes for which it may operate – as the definition also potentially operates as a constraint, its removal is recommended.

**[Section 1.6 – Recitals and Schedules](#)**

For the reasons described above, Schedules D and E are removed as unnecessary and because, even if they are updated to present, they will again become out of date.

**[Section 2.4 – Special Rights and Restrictions with Respect to Shares](#)**

The language in section 2.4.2.5 is revised for consistency with the heading of section 4.2 and the similar reference in subsection 2.5.1.3.



### **Section 3 – Members and Issue of Shares**

References to Specified Potential Members and to Schedule E have been removed, for the reasons set out above. Neither is necessary and there is no substantive change to how section 3 of the Agreement operates.

### **Section 4.10 – Board Duties**

4.10.1 – For greater clarity, language in section 4.10.1 has been revised to clarify that the User Committee is entitled to advise on the selection of the President, but that the terms and conditions of the employment of the President are within the Board’s authority exclusively.

4.10.11 – For greater clarity, this language has been revised to clarify that the Board is required to approve all borrowings of the Company, whether those are within or outside of Authorized Operating or Capital Budgets.

### **Section 7.2 – Financial Statements**

The opening sentence of section 7.2 has been revised to allow for other modes of delivery of financial statements to Members rather than “delivery”, such as by website posting or electronic distribution, by changing the language which requires the President to “deliver” such statements to Members and the Board to state that these must be “made available”.

With the passage of time it has not been the Company’s historical practice, nor is it a customary requirement, to provide Members with quarterly financial statements. The proposed revisions to subsection 7.2.1 would require Management to provide such statements upon request, once they become available, rather than impose an obligation to deliver them within 70 days of quarter year-end.

### **Sections 7.3 – Authorized Operating Budget and 7.4 - Authorized Capital Budget**

For greater clarity, in both sections 7.3.1 and 7.4.1, it is made clear to whom the User Committee would provide its advice on either the Authorized Operating or Authorized Capital Budgets (by expressly mentioning both the President and the Board).

### **Section 8.1 – General Requirements of Funding**

To modernize this section and reflect the potential sources of funding of the Company’s activities beyond funding provided by Members, Special Users and Paying Members, references have been added to this section to describe other potential funding sources which would be taken into account in addition to levies or rates assessed to Members. This provision as adjusted nevertheless remains consistent with the similar obligation contained in the ECC Act.

It is proposed that the current final sentence of this subsection, which states: “Notwithstanding the foregoing, it is understood that the Provincial Government will be billed directly by the RCMP for all police related services provided under the Policing Agreement” be removed. As neither the province nor the RCMP is a Member, nor a party to the Members’ Agreement, this sentence seems ill-placed and unnecessary, as what those two organizations determine as to billing as between themselves would seem most appropriately left outside of the Agreement.

### **Section 8.3 – Obligation to Pay**

Similarly, section 8.3.2 currently refers to a commitment by Members who are receiving policing services through the RCMP to pay to the RCMP amounts charged by the RCMP for E-Comm’s Company Services. Again, to modernize the

Agreement those references would seem best left outside of an Agreement to which the RCMP is not a party and given that such arrangements may change over time – it is therefore recommended section 8.3.2 be removed.

**Section 8.4 – Appropriation for Provincial Government**

It is recommended that Section 8.4, which provides that any obligation of the Provincial government to pay money under the Agreement is subject to the appropriation being made available in the Provincial Government’s fiscal year, be removed as unnecessary. The Agreement imposes no financial obligation on the Provincial Government nor is the Province a Member or a party to the Agreement.

**Section 14.6 – Entire Agreement**

To improve clarity, it is recommended that overly broad language in this boilerplate clause be removed as being at odds with other provisions in the Agreement and so as to reflect the fact that the Agreement can be amended by resolution of the Members in accordance with other express terms in the Agreement.

**ARTICLES OF THE COMPANY**

For the reasons stated above, it is recommended that the definition of Territory be removed from the Articles as unnecessary and potentially unduly restrictive.

## **PROPOSED GOVERNANCE IMPROVEMENT CHANGES**

Proposed changes to the Members' Agreement which are characterized as governance improvements are shown in the redlined version of the Agreement (accessible at Item 6) and described and explained below.

### **THE MEMBERS' AGREEMENT**

#### **Section 2.1 – Purpose of the Company**

It is proposed that the provision which sets out the Purpose of the Company be amended to make it fully consistent with the definition of Purpose in the *Emergency Communications Corporations Act* (the "ECC Act" or "Act"). That Act sets out what E-Comm, as an emergency communications corporation under that Act, may have as its primary and additional purposes, however, the current definition in section 2.5 differs in two respects:

- It does not include "emergency services agencies" as one of the categories of organizations to which E-Comm may render services;
- It adds the language "all in the interests of civic improvement and for the benefit of the public residing within the Territory" which does not appear in the Act.

It is recommended that the definition be amended to align fully with the definition set out in the Act by including reference to emergency service agencies, and by deleting the potentially narrowing language with respect to the territorial limitations and civic improvement interests, which limitations are not set out in the Act.

Together with the change described below under Articles of the Company – Article 25, this matter is the Second Proposal to be put forward to the Special Meeting – item number 2 in the form of Proxy.

**Explanation:** *These changes, while minor in nature, are recommended so that the Company's definition is consistent with, and no more narrow than the definition of Purpose prescribed by the Act.*

#### **Section 2.5 – Votes by Members on Extraordinary Items**

##### **Subsection 2.5.1**

A change to reduce the threshold for certain extraordinary matters which require Member approval from 75% of the votes attached to all shares to 2/3 of votes cast by Members is proposed.

**Explanation:** *The current approval requirement is unusually high, particularly as it stipulates that the approval threshold is calculated based on shares outstanding rather than votes cast, which is not only not customary but also practically very problematic. This has particularly come into focus because the current special majority requirement applies with respect to the proposal to provide for a Vancouver Island representative on the Board of Directors as well as any change to E-Comm's Purpose – both of which will be proposed to the June Special Meeting. The current provision is considered an impediment to future governance changes, as these could be defeated if only a small number of Member organizations fail to vote on a matter. The proposed change would still require a significant majority of Members to support an extraordinary matter. No one Member would be negatively impacted by this proposed change, and with this change engaged Members who are interested in a given matter are better able to influence a vote outcome.*

### Subsections 2.5.2, 2.5.3 and 2.5.4

Each of these subsections currently require that certain proposals, namely, for:

- (a) A cost sharing formula for New Services in an area (2.5.2);
- (b) A change to the Cost Sharing Formula (2.5.3); and
- (c) Borrowings in excess of the Authorized Operating or Capital Budgets (2.5.4);

require the approval by a vote of not less than 2/3 the shares held by Members potentially impacted.

The proposed change would adjust the approval threshold from 2/3 of shares *held* by Members potentially impacted to 2/3 of the votes *cast* by Members potentially impacted.

**Explanation:** *As stated above, it is highly unusual for special majority or majority voting thresholds to be calculated based on votes eligible to be voted rather than votes cast. The current approval thresholds allow disinterested Shareholders to thwart a proposal and are impractical and costly to administer. The proposed change still requires a significant majority of Member support and allows engaged Members interested in a given matter to have greater influence on a vote outcome.*

### Section 4.2 – Designation and Election of Directors

It is proposed that a new paragraph 4.2.4 be added which would provide that the group including the Capital Regional District and those Vancouver Island police agencies which utilize E-Comm’s police call-taking and dispatch services be entitled to appoint a Director to the E-Comm Board.

The proposed new paragraph, which would be placed in the listing of organizations entitled to appoint Board members in section 4.2, would read:

“4.2.4 The Group comprised of: the Capital Regional District and those Vancouver Island police agencies, including any RCMP detachment, to which the Company provides police dispatching services, shall be entitled to designate one individual to act as director.”

This is the First Proposal to be voted upon at the Special Meeting – item number 1 in the form of Proxy.

**Explanation:** *At present, section 4 of the Agreement which sets out which organizations are entitled to appoint Board members does not allow for any Director to be appointed by the Company’s new stakeholder group, the Capital Regional District and the Vancouver Island police agencies which utilize E-Comm’s police call-taking and dispatch services. As detailed in the Overview – What Changes are Proposed to the Members’ Agreement – Item 3 of this Information Circular, in the description of the First Proposal, the Capital Regional District and the Southern Vancouver Island partner agencies have made a significant investment in and commitment to E-Comm. The establishment of the E-Comm Southern Vancouver Island Emergency Communications Centre is an important milestone in E-Comm’s growth and development. E-Comm’s Board and Management consider this additional representative to the Board to be in order and in all Shareholders, and the Company’s, best interests.*

### Section 4.10 – Board Duties

Certain changes are proposed to the section setting out the Board’s duties to better reflect the organization’s current size and scope:

#### **Subsection 4.10.2**

It is proposed that the section, which currently requires the Board to approve all contracts which require payments by the Company of more than \$500,000 or which are outside the Authorized Operating Budget, be removed.

**Explanation:** *The current contract language which limits the Board’s authority is considered an unnecessary limitation on the Board’s authority by the Shareholders, given the maturity and size of the organization and the demonstrated sophistication of the Board of Directors. The Board is responsible for oversight of the affairs of the organization and has fiduciary duties to carry out its responsibilities in the interests of all Shareholders, conscientiously and with a duty of care. It is not customary, in an organization of E-Comm’s current size and maturity, for the shareholders to prescribe how the directors will supervise the affairs of the company such as is done in this subsection. The Directors are legally responsible for oversight of the Company’s activities including its financial affairs and in carrying out its responsibilities the Board places appropriate limits on the authority of Management – this delegation of authority by the Board is considered best left as an internal governance matter as between the Board and Management.*

#### **Subsections 4.10.6 and 4.10.9**

It is proposed that subsection 4.10.6 which requires the Board to approve the base headcount for the Company and authorize any changes, and subsection 4.10.9, which requires the Board to approve all contracts under which the Company renders services to non-Members, be removed.

**Explanation:** *The current requirements for Board approval of any change to overall headcount (4.10.6) and all contracts for services by the Company to persons who are not Members are also considered unreasonable limitations on the Board’s authority, for the same reasons as described above. The Board supervises staffing matters and the provision of services to non-Members in the course of its oversight of the business and affairs of the Company and its oversight of Management’s activities.*

#### **Section 4.11 – Approvals by the Board**

Section 4.11 sets out certain matters which require a voting approval of a 2/3 majority, rather than a simple majority, of Directors.

Subsection 4.11.2 currently stipulates that the issue of Class A Shares to additional Members requires such a special approval. It is proposed that this subsection be removed.

**Explanation:** *How shares are to be issued to additional Members of the Company is carefully and well set out in Section 3.6 of the Agreement. The further requirement for a special majority of the Board of Directors is considered unnecessary and inconsistent with the comprehensive terms of section 3.6.*

#### **Section 4.12 – Referral to Class A Members**

Section 4.12 allows a group comprised of not less than 30% of the Board of Directors to require that any matter be presented to Class A Members for their approval and determination. It is recommended that section 4.12 be removed.

**Explanation:** *Section 4.12 is an example of a provision which may have been logical in the early stages of the Company’s development when founding shareholders expected significant influence over Company decisions while the Company was in its early stages. Given the current size and sophistication of the Company, and the extent of the Shareholder base which has since broadened significantly, the provisions of section 4.12 are not considered necessary or consistent with best governance practices which distinguish clearly between matters on which shareholders have voting entitlements and matters which are within the Board’s authority.*

#### **Section 6.1 – Service Committees**

Section 6.1.4 specifies that either the chair or vice-chair of each Service Committee shall be a representative of an organization which not only utilizes the radio system but also receives dispatch services from E-Comm. It is recommended that this requirement be removed as a Members’ Agreement obligation, but rather that each Service Committee would be free to establish such a protocol in its discretion.

**Explanation:** As the User Committee’s mandate does not extend to dispatch services, this provision is somewhat illogical and potentially makes subsequent governance changes (such as to include dispatch services agencies within E-Comm’s governance model) less logical. The Service Committees could still choose to adopt this protocol in its discretion or under its terms of reference, if there is no other like forum for clients of dispatch services. This is a minor change but one which removes what might prove to be an inconsistency with future governance changes.

### Section 10.1 – Winding Up or Dissolution

A change to section 10.1 to lower the voting approval threshold for a winding-up or dissolution of the Company to 2/3 of the votes cast by all Members rather than 2/3 of all outstanding shares is proposed.

**Explanation:** A change to the voting approval threshold on winding up or dissolution is proposed for the same reasons as, and for consistency with, the proposed changes to 2.5.1.

### Section 14.3 – Amendments

A change to section 14.3 to calculate the voting approval threshold for amendments to the Agreement (except for extraordinary matters and other matters expressly requiring a greater level of support) from 50% or more of the outstanding Class A shares to a simple majority (50% or more of votes cast on a matter) is recommended.

**Explanation:** Consistent with the changes proposed to 2.5.1 and 10.1, it is proposed that the requirement for a simple majority of the Members be calculated on votes cast rather than votes outstanding.

## **ARTICLES OF THE COMPANY**

### Article 11 – Votes by Members

#### **Article 11.1**

It is proposed that Article 11.1, which currently states:

“11.1 The majority of votes required to pass a special resolution at a meeting of shareholders is not less than 75% of the votes cast on the resolution.”;

be revised by deleting “75%” and substituting “2/3”.

**Explanation:** Under the Business Corporations Act, companies may choose the voting approval required for matters requiring approval by special resolution, within the range of 2/3 of vote cast by shareholders to 3/4 of votes cast by shareholders. Consistent with the reasons given above with respect to an appropriate special Shareholder voting threshold given E-Comm’s current size and maturity, it is proposed that section 11.1 be revised to stipulate that a special resolution requires support of 2/3 of votes cast.

#### **Article 11.9**

Article 11.9(a) provides that amendments to certain Articles (3.3, 3.4, 3.5, 12.1, 13.6, 19.1 or 25.1), as well as any winding-up or dissolution of the Company, or any other matter on which the Members’ Agreement requires approval by 75% of the votes attached to the shares held by all Members, requires approval by a majority of not less than 75% of the votes attached to the Class A and Class B Shares.

Article 11.9(b) provides that matters on which the Members’ Agreement requires approval by a vote of not less than 2/3 of the votes attached to all shares held by all of the Members shall similarly require approval by a majority of not less than 2/3 of the votes attached to all Class A and Class B Shares.

It is proposed that Article 11.9 be revised to be consistent with the proposed changes to the Members' Agreement which would set the special voting threshold as a 2/3, rather than a 75% majority, calculated on votes cast rather than shares outstanding.

**Explanation:** *Consistent with, and assuming approval of, the proposed changes to the Members' Agreement which would reduce the requirement for extraordinary matter voting from 75% of votes outstanding to 2/3 votes cast, it is proposed that the language referencing the higher voting requirement in Article 11.9 (a) be removed as redundant, and that Article 11.9 (b) be revised to designate the 2/3 majority as being tallied on votes cast rather than votes outstanding, again, consistent with the proposed amendments to the special majority voting thresholds in the Members' Agreement.*

### Article 25 - Restrictions

Article 25.1 restricts the Company from carrying on any business other than the primary and additional purposes which are set out in the Emergency Communications Corporations Act, but the restriction is not completely aligned with the language of the Act nor the definition of Purpose in the Members' Agreement because:

- (a) it contains the potentially restrictive language that the provision of all services must be "all in the interests of civic improvement and for the benefit of the public residing within the territory in which the Company operates"; and
- (b) it fails to reference the potential for a broadening of the authorized activities by regulation under the Act (in this respect it differs from the definition of Purpose in the Members' Agreement).

Together with the change described above, under Members' Agreement – Section 2.1 – Purpose of the Company, this matter is the Second Proposal to be put forward to the Special Meeting – item number 2 in the form of Proxy.

**Explanation:** *It is proposed that the language described in (a) above be removed, as it does not align with the Act's language and is potentially restrictive, and that the language: "and any other purpose prescribed by regulation under the ECC Act for the Company from time to time" be added, to allow for other authorized activities pursuant to any such regulation without requiring that the Articles be amended.*

*These changes, while minor in nature, are recommended so that the Company's definition is no more narrow than, and potentially as expansive as, the definition of Purpose prescribed by the Act. This change would also bring the Members' Agreement provisions as to Purpose in alignment with the Articles.*

**LINK TO REDLINED VERSION OF MEMBERS’ AGREEMENT**

Please use the following link to access the redlined version of the Members’ Agreement should you wish to review all proposed revisions:

<https://www.ecomm911.ca/membersportal/>



## **ANTICIPATED QUESTIONS AND ANSWERS**

### **Who is entitled to cast a Member's vote at the Special Meeting?**

Who is entitled to cast a given Member's vote on behalf of the Member, either in person at the Meeting or by proxy, depends on the internal governance structure and delegations of authority of each organization, and as such it is not a matter on which E-Comm can advise.

In many cases we expect that the Director representing a given organization will have or be given the authority of that organization to cast the organization's vote.

In other communities or organizations we expect the senior administrative official, or his or her delegate, would have the authority of their community or organization to cast votes on its behalf, particularly because none of the amendments imposes any financial obligation, nor detrimentally affects any community or organization and because they will have the further assurance that their Director representative supports the amendments.

There may be certain communities which consider these proposals matters which should be brought forward to council of their local government. In those cases we hope that councils will consider the recommendations of the E-Comm Board and their individual Director representative.

### **How can we obtain more information?**

We will be pleased to provide any Shareholder or Member with any additional information which they may require in order to determine how it wishes to vote on the business coming before the Special Meeting. Please direct any enquiries to:

Sandra MacKay, Corporate Secretary  
E-Comm Emergency Communications for British Columbia Limited  
[Sandra.Mackay@ecomm911.ca](mailto:Sandra.Mackay@ecomm911.ca)  
Cell: (604) 218 6851

### **Why was an Extraordinary or Special General Meeting called?**

Under the Company's Articles, any business to be transacted at a meeting of Shareholders other than regular annual general meeting business is considered "special business" and any meeting of Shareholders other than the annual general meeting is deemed to be an "extraordinary" general meeting. As the proposals being put to Shareholders are not regular annual general meeting matters, the business of the meeting is considered "special" and the meeting to consider the proposals is an "extraordinary" or "special" general meeting.

### **Why are we being asked to vote by proxy?**

In order for the First and Second Proposals to be passed, a very high threshold of Shareholder approval is required – Shareholders holding not less than 75% of all outstanding shares (Class A and Class B) must vote on and approve the proposals in order for them to pass. The Company is asking Shareholders to vote by proxy well in advance of the Meeting so that we are able to reach out to any Shareholder which has not yet voted to ensure that they do so, or

intend to do so, in advance of or at the Meeting. A Member’s representative may attend the Meeting in any event, even if a proxy has been submitted. A proxy may also be cancelled at any time before the day before the Meeting.

**Why are some shares Class A and others Class B?**

Under the Members’ Agreement, a Class A share may be issued to an organization which utilizes the E-Comm radio system for police, fire, ambulance or municipal services. The Class A Shareholders are the current users of the E-Comm radio system.

Class B shares are held by organizations which, dating back many years ago, indicated an intention of utilizing the E-Comm radio system at a future date.

At present, there are only two holders of Class B shares which are not also holders of Class A shares.

**Why can Class B Shareholders only vote on the first two proposals?**

The Member’s Agreement and Articles grant Class B Shareholders limited voting rights on specific matters only. Only the First Proposal and the Second Proposal are matters on which the Class B Shareholders have voting rights (as set out in Section 2.5 of the Members’ Agreement and Article 11).

**How do we know how many shares we hold?**

The Company will assume that all shares held by a given Shareholder are being voted in accordance with directions given in a submitted Proxy. For reference, a listing of all Shareholders of the Company, as at May 21, 2021, is below:

Shareholder	Class A	Class B
Abbotsford	1	0
Abbotsford Police Board	1	0
BCEHS	1	0
Belcarra	0	3
Burnaby	1	0
City of Delta	1	1
Coquitlam	2	1
Delta Police Board	1	0
Langley, City	1	0
Langley, Township	2	1
Lions Bay	1	0
Maple Ridge	1	2
Metro Vancouver	0	1
New Westminster	1	1
New Westminster Police Board	1	0

Shareholder	Class A	Class B
North Vancouver, City	2	1
North Vancouver, District	1	1
Pitt Meadows	1	2
Port Coquitlam	2	1
Port Moody	1	1
Port Moody Police Board	1	0
Richmond	2	1
Surrey	2	1
Transit Police Board	1	0
TransLink	1	0
Vancouver	1	1
Vancouver Police Board	1	0
West Vancouver	1	1
West Vancouver Police Board	1	0
White Rock	2	0

Via Email – c/o [ddyer@nwpolice.org](mailto:ddyer@nwpolice.org)

May 21, 2021

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

Dear Chair Coté and Board Members,

**Re: Proposed changes to E-Comm's Members' Agreement  
Request for your support and completion of the enclosed Proxy form**

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It continues to be my pleasure to serve the New Westminster Police Board as your representative on the Board of Directors of E-Comm Emergency Communications for British Columbia Incorporated ("E-Comm").

At a special meeting (the "Special Meeting") of shareholders (members) on June 24, 2021, E-Comm will be seeking approval of its shareholders to amend the Members' Agreement:

- a) to allow the Capital Regional District, which built and owns the new E-Comm Southern Vancouver Island Emergency Communications Centre, and those police agencies which receive call taking and dispatch services from E-Comm through that centre, to appoint a director to the E-Comm Board; and
- b) to make other changes to the Members' Agreement which would: bring it up to date, better reflect the organization's maturity and size, and better position the organization to advance future governance changes and respond appropriately to potential changes in the organization's mandate.

As your representative director, I have participated in the Board discussions concerning the proposals to be put forward to the Special Meeting, and share the view of the E-Comm Board of Directors that these changes are in the organization's best interest and that no shareholder is prejudiced by the proposed changes.

As your representative on the E-Comm Board, I am kindly asking you to complete the attached Proxy and to vote in favour of the proposals. If you would like me to be your Proxyholder, you may simply add my name where shown.

Members of the New Westminster Police Board are welcome to attend the Special Meeting on June 24, 2021, however we would nevertheless ask that the Proxy be completed in advance of the Meeting so that we are able to ensure that we have the required number of shareholders casting votes at the Meeting.

If you would like to discuss the proposals, or wish further information, please don't hesitate to contact the Company's Corporate Secretary Sandra MacKay at [sandra.mackay@ecomm911.ca](mailto:sandra.mackay@ecomm911.ca). Sandra will assist me in making sure that you receive any further information which you may require.

Sincerely,



Mike Welte, Member, E-Comm Board of Directors  
[mikewelte@hubfire.com](mailto:mikewelte@hubfire.com)

**INSTRUCTIONS**

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

**APPOINTMENT OF PROXYHOLDER**

Please choose one of the two options below:

- The undersigned hereby appoints Sandra MacKay, Corporate Secretary of E-Comm Emergency Communications for British Columbia Incorporated, or failing her, Doug Campbell, Board Chair;

**OR**

- The undersigned hereby appoints (*insert name:*) \_\_\_\_\_

as the undersigned’s proxy to attend, act, and vote on the undersigned’s behalf at the Extraordinary (Special) General Meeting of the Members to be held on the 24<sup>th</sup> day of June, 2021 or at any adjournment or postponement thereof.

**VOTING**

**THE BOARD OF DIRECTORS RECOMMENDS A VOTE FOR IN RESPECT OF EACH PROPOSAL.**

***If the voting selections below are not completed, your proxy designate will vote in their discretion.***

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

	<b>For</b>	<b>Against</b>
<b>1. Approval of an amendment to the Members’ Agreement to provide the E-Comm Southern Vancouver Island agencies with the right to appoint a Director;</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
To approve an amendment to section 4.2 of the Members’ Agreement to include, as new section 4.2.4, the following provision:  “4.2.4 The group comprised of: the Capital Regional District and those Vancouver Island police agencies, including any RCMP detachment, to which the Company provides police dispatching services, shall be entitled to designate one individual to act as director.”;	<input type="checkbox"/>	<input type="checkbox"/>
and, as consequential amendments, by adding reference to section 4.2.4 in sections 4.2.6, 4.2.7 and 4.3.		
<b>2. Approval of an amendment to the Company’s Purpose, as set out in Section 2.1 of the Members’ Agreement, and in the definition of permitted activities in Article 25 of the Company’s Articles;</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
To approve an amendment to section 2.1 of the Members’ Agreement and Article 25 of the Company’s Articles as described in the information circular accompanying the Notice of the Extraordinary (Special) General Meeting, in order to make the language setting out the Company’s Purpose and its permitted activities fully consistent with the language of the <i>Emergency Communications Corporations Act</i> .	<input type="checkbox"/>	<input type="checkbox"/>

**Class A Shareholders of the Company to vote:**

<b>3. Approval of additional amendments to the Members' Agreement and the Articles of the Company, including, but not limited to, amendments to lower the special majority voting threshold for approval of extraordinary matters by the Members from 75% of shares outstanding to 2/3 of votes cast;</b>	<b>For</b>	Against
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To approve those further amendments to the Members' Agreement and the Articles of the Company (other than those described at 1 and 2 above) which are proposed and described in the information circular accompanying the Notice of Extraordinary (Special) General Meeting.

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2021

\_\_\_\_\_  
Name of Member *(Municipality/Organization)*

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
**Print Name and Title**

**DEADLINE**

Submitted proxies must be signed and delivered by 10:00 a.m. on June 22, 2021 to [krystal.boros@ecomm911.ca](mailto:krystal.boros@ecomm911.ca) or by hand or mail to E-Comm Emergency Communications for British Columbia Incorporated, 3301 East Pender Street, Vancouver, B.C. V3K 5J3.

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



Ref: 618989  
May 14, 2021

His Worship Henry Braun, Mayor of Abbotsford, Chair, Abbotsford Police Board  
His Worship Ryan Windsor, Mayor of Central Saanich, Chair, Central Saanich Police Board  
His Worship George Harvie, Mayor of Delta, Chair, Delta Police Board  
His Worship John Dooley, Mayor of Nelson, Chair, Nelson Police Board  
His Worship Jonathan Cote, Mayor of New Westminster, Chair, New Westminster Police Board  
His Worship Kevin Murdoch, Mayor of Oak Bay, Chair, Oak Bay Police Board  
His Worship Rob Vagramov, Mayor of Port Moody, Chair, Port Moody Police Board  
His Worship Fred Haynes, Mayor of Saanich, Chair, Saanich Police Board  
His Worship Doug McCallum, Mayor of Surrey, Chair, Surrey Police Board  
His Worship Kennedy Stewart, Mayor of Vancouver, Chair, Vancouver Police Board  
Her Worship Lisa Helps, Mayor of Victoria, Co-chair, Victoria Police Board  
Her Worship Barb Desjardins, Mayor of Esquimalt, Deputy Co-chair, Victoria Police Board  
Her Worship Mary-Ann Booth, Mayor of West Vancouver, Chair, West Vancouver Police Board  
Sara Levine, Chair, SCBCTA Police Services Board

Dear Mayors and Chairs:

I am writing to provide an update on the work Policing and Security Branch and the Ministry of Advanced Education and Skills Training (AEST) have been advancing with the Justice Institute of British Columbia (JIBC) to improve business practices and ensure a high-quality service delivery model at the Police Academy (PA).

As you are aware, the JIBC PA has communicated budget issues since 2017 and PSB and AEST have historically offset any deficits. Prior to implementing any long-term solutions to address these issues, PSB and AEST needed to understand the actual costs of recruit training. In the Fall of 2020, an external consultant was hired to deliver a report to determine how the annual delegation from the Ministry of Public Safety and Solicitor General (PSSG) is being spent, the actual costs of recruit training, and what is driving the deficit at the PA. I am pleased to advise that this report has been completed and is attached for your reference.

.../2

The enclosed financial analysis explains that the funding model at the PA is not sustainable due to an ongoing structural deficit, rather than a one-time financial pressure. The report also makes recommendations to balance the PA budget, including managing expenditure within the available funding and finding additional funding sources or a combination of the two approaches.

Policing in the province is a shared responsibility and one component of providing policing in a municipality is to ensure police officers receive suitable training that is funded appropriately and equitably by all stakeholders. As part of the work to address the recommendations in the report, including finding additional funding sources, municipalities will be required to contribute to the costs of recruit training at the JIBC PA in upcoming years, following a transition period. This approach (contributing to the costs of recruit training) is consistent with the funding model for RCMP-policed municipalities in the province.

As you know, PSB currently provides the JIBC PA with \$1.995 million annually to support the delivery of the recruit training program. PSB will continue to provide this amount to the JIBC PA as contributions from municipalities are also incorporated into the funding framework. PSB's grant will also cover the costs of training recruits from the Stl'atl'imx Tribal Police Service to help support adequate and effective policing in First Nations communities.

Recognizing that many municipalities are facing fiscal pressures as a result of COVID-19 and will have to integrate these costs into their upcoming budgets, the new funding formula is anticipated to be implemented in April 2024 for those departments that currently send recruits to the JIBC PA. It should be noted that due to the unique and unprecedented nature of the City of Surrey's police model transition, as an exception, Surrey will begin contributing to the costs of recruit training as soon as the Surrey Police Service sends new recruits to the PA. The cost recovery model will be similar to the approach in place with the Metro Vancouver Transit Police and will require municipalities to pay per recruit (approximately \$30,670, offset by tuition). It is expected that with the current tuition amount of \$11,575, municipalities will be contributing approximately \$19,095 per recruit. It is anticipated that further discussions regarding tuition increases will be led by the JIBC in the coming weeks.

As the JIBC PA finalizes the work on the improvements to the curriculum, the dedication of the Steering Committee members has ensured that stakeholders will be contributing to a high-quality program that meets the needs of communities in B.C. I believe this will also be an opportunity to examine and consider the roles of the BC Association of Municipal Chiefs of Police and the BC Association of Police Boards (BCAPB) in relation to governance, including influencing and enacting policies and decisions, developing strategies, and finding collaborative solutions to any issues in the future.

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I appreciate there will need to be further discussions surrounding the details and timing of the implementation of this approach and look forward to sharing more information at the upcoming BCAPB general meeting on May 28, 2021, where the external consultant will be available to provide additional context and answer any questions about the attached analysis. PSB will also be providing the BCAMCP with the report and setting up meetings with Chief Constables.

Regards,



Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

Enclosure: Financial Review of the Police Academy at the Justice Institute of British Columbia

pc: Rebecca Barley, Chair, Stl'atl'imx Tribal Police Services Board





Management Consulting | Financial Management | Business Review

**Financial Review  
of the Police Academy  
at the Justice Institute of British Columbia**

**Review Period Sept to Dec 2020**

**Updated Final Report**

**April 19th, 2021**

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## **Executive Summary**

We have carried out a high-level review of the last ten years' financial results of the Police Academy at the Justice Institute of BC.

The Police Academy delivers provincially approved basic training to all new municipal police recruits and advanced training for police officers serving in municipal departments.

Since 2017 the Police Academy has been projecting an operating deficit requiring several years of one-time funding awards to balance the budget.

Policing and recruit training requirements have changed throughout the period under review and continue to do so. The award-winning police recruit training program had a significant curriculum update in 2016 which provided an increased level of applied learning and scenario-based training. A further update is expected to be introduced in 2021.

The number of recruits trained, and the total cost of the program have doubled over the ten-year period. The funding framework was working effectively in the first six years, but its design has not kept up with the cost of servicing increased demand, an updated and more expensive curriculum and rising costs.

It is clear from the PA program's financial results since 2017 that a structural deficit has emerged rather than a one-time financial challenge. This will worsen with the anticipated addition of Surrey Police Department and the related impact on recruit training demand from other police departments.

There have been a number of consulting reviews undertaken over the last four years to attempt to identify the causes of the deficit and recommend solutions. They have identified similar themes but have so far failed to provide a compelling case for the changes that are needed. This report aspires to achieve that goal.

In section 12 of the report on pages 29 to 34, we have identified the order of magnitude of each of the immediate financial challenges facing the PA and provided a range of options that could be explored to address the financial challenges and design a new funding framework that will provide a sustainable business model for the Police Academy. We have also suggested how a transition plan might be implemented.

## **Detailed Report**

### **Introduction**

The BC Government, through the Ministry of Advanced Education and Skills Training (AEST) and the Policing & Security Branch of the Ministry of Public Safety and Solicitor General (PSB) contracted Peter Lockie of Inverleith Consulting Inc. to carry out a financial review of the Justice Institute of BC's (JIBC) Police Academy (PA).

PSB has legislative oversight for municipal police recruit training and provides an annual grant through a delegation letter of approximately \$1.9 million to the PA for the delivery of recruit training and to support four core advanced training courses. The remaining costs for recruit training are primarily covered through tuition fees, contract revenues and in-kind donations made by police agencies.

The JIBC falls under the authority of AEST and receives funding from it through an annual operating grant and separate grants for major and routine capital expenditures.

Since Fall 2017, the PA has been projecting budget deficits for the police recruit training program and has advised the BC Government that the annual delegation from PSB is insufficient to cover the full costs of program delivery. The PA has identified the causes of this as increased demand for recruit training, increased cost related to curriculum changes made in 2016 and rising costs.

Government has responded by working closely with the JIBC and PA leadership with the goal of addressing the immediate financial challenges related to recruit training and supporting the development of a sustainable business model going forward. Increasing levels of one-time funding have been provided since 2017/18 to offset forecast operating deficits.

The BC Government has initiated this financial review to determine how the delegation amount is currently being spent, the actual cost of recruit training and what is driving the deficit at the PA. The outcome of the financial review will inform decisions regarding how the Province and the JIBC will address the PA's financial situation, deficit and future operating and capital expenses.

Section 40 of the *Police Act* states that the Minister must designate a Director of Police Services who is responsible for superintending policing and law enforcement functions in British Columbia including, among other things, establishing standards respecting the training of persons to become officers.

The JIBC is mandated as the Police Academy for BC and delivers provincially approved basic training to all new municipal police recruits and advanced training for police officers serving in municipal departments.

An overarching Memorandum of Understanding (MoU) respecting the delivery of core recruit and core advanced training at the PA exists between the JIBC, PSB and the British Columbia Association of Municipal Chiefs of Police (BCAMCP).

Both PSB and AEST provide funding to the JIBC with associated accountability requirements. PSB's annual delegation is in support of the MoU which governs the general terms of the agreement between the parties and requires the JIBC to provide a Police Training Plan including detailed budget information and quarterly operational reporting on key performance measures.

AEST requires the JIBC to operate within an annual balanced or surplus financial position with updated quarterly reports and forecasts.

The PA operates as a separate division within the JIBC's School of Criminal Justice and Security.

## **Review Methodology**

The review included a **review and analysis of key documentation** including the MoU, annual delegation letters and financial reports, quarterly operational reports, previous consulting reviews and other documentation related to the review objectives.

**Interviews** were carried out with senior staff in PSB, AEST, JIBC and the PA.

Further details of both of the above are included in Appendix 1 to the report.

Throughout all of this work, it became clear that all of these organizations have dedicated staff teams who consistently displayed a strong interest, engagement and support for the review objectives.

The following detailed report is structured in line with the Statement of Work included in the service contract between the BC Government and Inverleith Consulting Inc. - see Appendix 1.

## **1. Ten Year Financial Results**

Appendix 2 shows a summary of the financial results of the PA for the ten years ended 31st March 2020.

This information has been provided by the PA to PSB and the Police Academy Chiefs Committee (PACC) over the years. The PACC is currently co-chaired by the Executive Director of PSB and a representative from the BCAMCP with its membership including seven independent Municipal Chiefs of Police and the PA Director.

Under the MoU, the PACC is responsible for reviewing the PA's annual financial plan, budget reports and implementation strategies and identifying issues to be addressed.

Under the financial responsibility section:

1. The Province agrees to pay the JIBC an annually determined delegation in equal monthly installments.
2. The JIBC agrees to provide quarterly reports detailing lists of courses, training undertaken and associated financial reports.
3. The PACC and PSB will discuss all quarterly and annual financial reports relating to the agreement and engage JIBC and PSB finance executives in the review and analysis of financial performance.
4. PSB and JIBC finance executives will engage appropriate AEST representatives with respect to issues within their purview.
5. The JIBC agrees to provide at minimum a 3-year capital and operating plan, developed in consultation with police departments.

We reviewed the annual PACC reports as well as a sample of quarterly reports. Quarterly reports are produced and reviewed at PACC and we were told that they have been improved over time in response to members' requests.

Advanced Training is a small part of the overall PA programming and is reducing over time as larger police departments are increasingly doing much of their own advanced training. There is no standard curriculum for advanced training - four core courses are

tuition free with all of the rest charging tuition to offset their cost. This review focuses on recruit training.

Our review and analysis of the ten-year results, findings and related recommendations are included in the following sections of the detailed report.

## **2. Recruit Capacity**

The PA doesn't have a fixed annual recruit capacity and has a successful history of responding to annual demand, including demand surges.

It believes that its primary constraint is *funding* and that *human resources*, including instructors and administrative staff and *facilities*, including access to classrooms, scenario training and gym space and gun range bays and gun lockers can be obtained to meet surges in demand.

There are some program specific elements – gun range bays and gun lockers and driving training components where creative solutions will need to be found to manage surges in demand, but the PA has determined that this is achievable.

Multi-year planning has been almost non-existent at the PA because the police departments themselves operate in a short-term planning manner providing their upcoming annual forecast of projected recruit training needs to the PA. They are subject to annual budget processes and approvals from their respective municipality; however, municipalities do prepare rolling five-year budget plans which could provide some assistance to support longer term planning.

In March 2020, the JIBC sent a letter to all Chiefs of Police stating that there would be a new ongoing requirement for a more stringent recruit demand planning process, including the submission of a rolling 3-year demand forecast from all police departments and a final class confirmation requirement 20 business days ahead of a scheduled intake with a full tuition fee charge for any dropped seat after that date where it could not be filled from another police agency. We were told that this directive has become overtaken by the COVID-19 pandemic and is not yet in place.

Given the annual operating environment of police departments and municipalities, the PA is concerned about the quality of longer-term forecasts and believes that they are subject to sufficient uncertainty that they would be of limited value to them for planning purposes. They believe that although these improved business practices make sense,

they do not expect them to have a material financial impact on their financial results and they might lead to overly conservative planning from police departments.

Due to the nature of the employment commitment, recruit withdrawals ahead of a first block class starting are few and dropouts during the program are even fewer.

The PA 2020/21 budget and previous consulting reviews assume that there will be 132 recruit students annually in three cohorts of 48, 48 and 36. Classes are built based in increments of twelve due to number limitations on key training components, for example, shooting range bays of which there are twelve.

Cohort sizes have grown over the last few years in response to increased demand. The PA believes strongly that a cohort size of up to 48 recruits is the most cost-effective model to meet current demand and that the alternative option of having more blocks with a cohort size of 36 would be far more costly and create significant scheduling challenges.

As part of planning ahead for future demand, the PA has explored increasing its class size to 64 which is thought to be possible although it would require some reorganization of some current practices – implementation of this is on hold due to COVID-19.

The PA has confirmed that there has not been any substantial backlog or unmet demand over the last few years and believes that it has met substantially all demand to date.

The estimated total cost per recruit is included in section 5 of the report.

### **3. Operating Costs in a Normal Year**

The PA would say that there hasn't been a normal year recently and that they have been operating in a financially constrained way since 2016/17 based upon the funding provided to them. COVID-19 has undoubtedly had significant impacts on the recruit training program since March 2020, but this review is focused on the normal pre COVID-19 environment which is expected to return once the pandemic is over.

Program costing is not currently carried out at the JIBC for its non-academic programs including PA programs. The changing class size and numbers of blocks held in any particular year can make it challenging to assess overall activity level trends. Annual recruit training numbers in the last four years support the assumption that, taken together on average, these years are "normal" years for review purposes.



We sought the assistance of the JIBC’s Director of Institutional Research to provide us with a standard measure of activity over the last ten years. We requested and obtained details of the full-time equivalent student numbers for both recruit training and all other PA enrolment.

AEST has a longstanding methodology for counting student FTEs in post-secondary institutions. The Student FTE Enrolment Reporting Manual describes the methodology to be used to count student enrolment in instructional activity with the intent of fostering accurate and consistent reporting.

Student FTEs represent all full-time and part-time enrolments, converted to represent the number of students carrying the equivalent of a full course load. The source of this data is AEST’s Central Data Warehouse.

<b>Fiscal Year</b>	<b>Recruit Training Student FTEs</b>	<b>Other PA Training Student FTEs</b>	<b>Total Student FTEs</b>
2010/11	31	77	108
2011/12	75	77	152
2112/13	82	53	135
2013/14	55	45	100
2014/15	86	50	136
2015/16	83	45	128
2016/17	111	44	155
2017/18	110	51	161
2018/19	101	46	147
2019/20	155	43	198

The trend line over the ten-year period shows a significant increase in recruit training and a steady reduction of advanced training activity. We understand that demand for recruit training was lower following the 2010 Winter Olympics, where previous demand had been higher to build required capacity.

Following the above methodology, the program hours for recruit training now exceed the maximum FTE divisor for long duration programs – as a result, in 2019/20 the full recruit program generates 1.2 FTE per student. To put this into context, in 2019/20 the 155 recruit training student FTEs represents the equivalent of 130 recruits completing the program during the year.

### 3.1 Salaries and Benefits Cost - Instructors

	<b>Seconded Police Officers</b>	<b>In Kind Services (Serving Police Officers)</b>	<b>Sessional Instructors (Retired Police Officers)</b>
Recent Applicable Experience	Most current – sworn officers	Most current – sworn officers provided by Police Departments	Diminishing over time with practice being to only use them for the first five years post retirement except where specialist knowledge exists
Skillset	Competitive selection process usually based upon experience gained from in kind services	Specialist in the area to be trained in	Competitive selection process usually based upon experience gained from in kind services
Terms and Conditions	Secondment agreement between the PA and Police Department	Informal agreement with Police Departments	JIBC offer of employment signed by a VP, Human Resources delegate and the employee
Cost	Full salary and benefit costs based on a 40-hour work week paid at an Acting Sergeant rate (120% Constable rate). 2019/20 budgeted at \$165K each	No cost	August 2020 – hourly paid at \$63.87 per hour plus some benefits (budgeted at 15.75%) 2019/20 budgeted at \$975K, contractors budgeted at \$275K
Term	Three to four years with an option of a one-year extension	Short - duration of specialist training	Not specified – ongoing as required by PA

There are no standards for the instructional staff model - the optimum or ideal model desired by the PA is to have eleven seconded instructors supported by a lower number of sessional instructors. Recent years' practice has ranged from a low of three secondments to the six current secondments supported by a varying number of sessional instructors.

In the last few years where the deficit has become an annual financial challenge, the staffing mix has been driven by available funding as opposed to the desired staffing model.

We understand that the analysis in previous consulting reviews included an assessment of the total available hours proposed for instructional staffing to ensure that it was an efficient model.

Seconded instructors are more costly than sessional instructors but bring currency and contemporary experience to the program. Sessional instructors cost less but their currency and contemporary experience inevitably becomes dated over time, especially in changing areas of police practice. These retired officers are generally hired for up to five years after their retirement date and possibly beyond then if they have specific expertise that remains current.

Previous consulting reports have confirmed that the total cost of sessional instructors is substantially less than seconded instructors (approximately \$80K versus \$160K) and recommended that not less than 80% of the instructors at the PA be sworn officers seconded from police departments.

Supported by the PACC, the PA wishes to establish communities of practice within specialized training disciplines which would include two seconded instructors in each major discipline. This model is intended to improve the quality and maintain the currency of the program and its curriculum.

The PA Director believes that the current instructional staffing mix, which has six seconded instructors supported by sixteen sessional instructors and a number of contractors (serving police officers that work for the PA on their days off or vacation earning the standard sessional rate without benefits) is less than ideal to meet the stakeholder demands of the program.

He believes that in order to deliver quality recruit training that meets the needs of police departments and recruits, the PA should move to the optimum model identified above

which would also allow important work and projects not currently being carried out, such as establishing and maintaining communities of practice and updating curriculum, to be completed.

In kind resources represent serving police officers provided by police departments at no cost to the PA to deliver specific training needs. These are generally temporary short-term assignments of staff and training resources in support of training activities.

This practice has existed for many years and while it has the benefit of providing training at no cost, it has the drawback of not being fully manageable since emerging operational events can result in a withdrawn commitment and therefore can be a risk to the program. If the anticipated service is not provided, the position is backfilled with either a sessional instructor or a contractor. Previous consulting reports have estimated the cost savings from in kind services to be in the \$100K to \$200K range. The PA has confirmed that this estimate range is still the case.

### **3.2 Salaries and Benefits – Administration**

In addition to the PA Director, there are currently nine full time equivalent positions in administration. PA staff are employees of the JIBC and are paid according to their position classification. Benefit costs are budgeted at 24.5% for Fair Comparison (faculty equivalent) and BCGEU positions. Professional development is budgeted at different rates for each employee classification but has not always been capable of being used due to workload requirements.

The current operating staffing model and classification includes the following positions:

- Director (Exempt)
- Program Director (Exempt)
- Program Manager – Recruit Training (Fair Comparison)
- Program Manager – Advanced Training (Fair Comparison)
- Curriculum Program Manager (Fair Comparison)
- Instructional Designer (Fair Comparison)
- Supervisor, Administrative Services (0.5) (BCGEU)
- Accounts Clerk (0.5) (BCGEU)
- Two Program Representatives (BCGEU)
- Program Assistant (BCGEU)

The PA Director believes that this staffing model is insufficient to meet the growing demands of the program and that the following additional positions are required to achieve this:

Director (0.5) (Exempt)  
Deputy Director (Exempt)  
Program Planner/Coordinator (BCGEU)  
Financial Analyst/Budget Manager (0.5) (BCGEU)

JIBC's report presented to the PA Budget Working Group meeting at its meeting on September 28th, 2020 reiterated the rationale supporting each of these additional positions. The funding for the PA Director is discussed later in the report in sections 5 and 12.

### **3.3 Other Direct Expenses**

Instructional supplies for 2019/20 at \$279K includes ammunition at \$185K, Canadian Police Knowledge Network subscription of \$21K and various shooting range and safety clothing supplies.

Auxiliary space for 2019/20 at \$42K includes payments for third party locations including an abandoned school and an outdoor range where recruits experience scenario training.

Student activities for 2019/20 at \$36K includes graduation ceremonies, swimming pool access fees and other related costs.

### **3.4 Other Indirect Expenses**

Overhead charges are reviewed in section 9 of the report

Asset repairs and maintenance are separately reported by category for 2019/20 – vehicles \$27K, furniture and equipment \$16K and computer equipment \$6K.

Instructional support for 2019/20 at \$51K includes a charge for library services \$25K and legal periodicals \$15K.

#### **4. Funding Sources**

Total operating revenues have averaged \$4 million over the last four years.

The PA's primary ongoing funding sources during those four years have been as follows:

1. PSB's core delegation funding has historically been around \$1.975 million which is close to 50% of total revenue and has remained relatively flat.
2. Tuition fees from recruits which varies in line with recruit numbers in any given year averages \$1.3 million or 32% of total revenue
3. Contract revenue at 10% of total revenue includes fees from advanced training and payments from non-municipal employers such as the Metro Vancouver Transport Police, who pay a matching amount to the tuition paid by their recruits.
4. One-time funding from PSB and AEST averages \$300k or 7% of total revenue.

Provincial funding is generally tied to specific deliverables and has been carried forward in past years to match the cost of the specified activity – this is what generated past year surpluses where unused delegation funding was carried forward as deferred revenue and used to balance deficits in following years. This is further discussed in section 6 of the report.

PSB's annual delegation funding letter provides an annual contribution of approximately \$1.9 million to the PA for the delivery of recruit training and to support four core advanced training courses and some other activities identified in the delegation letter. The JIBC does not allocate this funding between recruit and advanced training.

The JIBC also receives an annual operating grant from AEST (2019/20 - \$13 million) in support of its operating and operating capital needs. Operating includes provincially funded programs and administration costs, including the cost of the PA Director, and other specific costs such as collective agreement increases and Medical Service Premiums/Employer Health Tax costs. Operating capital includes motor vehicles and computers.

AEST also funds Major Capital (individual projects costing more than \$5 million - with none being funded at present) and Routine Capital (an annual allocation to fund building maintenance, rehabilitation, upgrades and renovations - with \$775K provided in 2019/20).

The JIBC manages its AEST operating grant and capital funding centrally with associated revenues and expenses not being allocated directly to programs

All of the above sources of revenue are accounted for based upon generally accepted accounting practice which matches them with the related expenditure activity.

## **5. Expenditure Analysis and Areas of Concern/Comment**

Appendix 2 details the financial results for the ten years ended 31st March 2020.

Total annual operating costs have averaged \$4.2 million over the last four years following the 2016 curriculum changes (previous six years average \$2.8 million) – a 50% increase. Total student FTEs have averaged 165 over the last four years (previous six years average 127) - a 30% increase in activity.

Based on the last four years' total costs and total student FTEs, the total cost to deliver one student FTE has been \$25,558.

The four-year period reflects the cohort sizes included in the PA's 2020/21 budget and previous consulting reviews - around 132 recruit students annually in three cohorts of 48, 48 and 36. It also reflects a period of operating in a financially constrained manner.

As noted earlier in the report in section 3, program hours for recruit training now exceed the maximum FTE divisor for long duration programs - in 2019/20 the full recruit program generates 1.2 FTE per student. Based upon this standard, the total cost to deliver one recruit has been \$30,670.

Using \$30K as the estimated total cost of training a future recruit student is based upon actual experience albeit with the PA operating in a financially constrained manner. This cost would be higher after adding costs of the ideal model implementation and our assumption is that this increase would be offset by the economies of scale from larger numbers of future recruits.

The PA's principal costs are staffing costs with salaries and benefits amounting to 81% of total costs over the ten-year period with overhead allocation at 6% and instructional supplies at 5% being the next largest costs.

With salaries and benefits making up 81% of total operating costs, this is by far the biggest cost driver. The last four years' results show an increase in rate (seconded



police officer cost having increased at a faster rate than revenue) and volume (where recruit numbers have been higher than in the preceding six years) and the impact of the 2016 curriculum changes which added cost to the program.

The review of the results for the ten-year period identified a number of concerns and comments which are detailed below.

## 5.1 Management

**Ability to plan is challenging** – planning for demand has historically taken a short-term perspective and not allowed the PA to look out over a few years and make longer term decisions and commitments. The cause of this was explained earlier in the report in section 2. Although bringing in a more rigorous multi-year planning process along the lines of the direction in the March 2020 letter to Chiefs of Police may not produce an immediate improvement, it would be a starting point to improve planning and a step in the right direction.

**Cost are rising faster than revenues** – there is no doubt that the major operating costs, for example police officer salaries and benefits and supplies of ammunition have risen at a faster rate than total revenue sources have. There is both a rate increase and a volume increase in these costs to meet the higher levels of activity arising from increased demand for recruit training. There is a need to recalibrate the funding model so that the two are better aligned.

**Constrained operations make it harder to assess the appropriateness of current operating costs** – the PA has been operating as far as it can within its available funding which has meant reducing operational costs in any way possible and is not a sustainable model for the future. This makes it harder to determine what level of additional resources are required to operate efficiently and effectively.

**Financial oversight of the PA is challenging** – with the PA receiving funding directly and indirectly from two Ministries, being located within a post-secondary institution and cost sharing some of its administrative services and reporting under an MoU to PSB, the JIBC and the BCAMCP, there are likely to be many differing perspectives on its financial accountability. The key accountability requirements from each organization are summarized in the introduction section of the report. Building a common understanding of the financial situation of the PA, charting a course towards a financially sustainable business model and making the necessary decisions to achieve that are the immediate challenges.

**Financial management within the PA is limited** – the PA does not have a dedicated financial support person and relies upon shared resource assistance from the JIBC. This is a weakness that has been identified in past reviews which have recommended adding resources to fill this role. We agree with this conclusion.

**PACC reports need further improvement** – recognizing that these reports have been improved over time, there are some further adjustments that could be made to the quarterly reports that would improve the ability for reviewers to better understand the financial results and ask appropriate informed questions.

Some immediate recommendations are to move seconded instructor costs (which are currently reported as indirect costs) to direct instructor costs, to include the cost of the PA Director, which is currently not included in the report into the indirect cost category and to include an activity performance measure such as student FTEs in the report.

**Business practices could be improved** – in the 2019/20 delegation letter, PSB recommends that that “the JIBC develop a three-year business plan and funding model that will address making the PA financially sustainable. The plan should include the establishment of a rational tuition increase schedule, optimizing class sizes and having maximum class sizes, managing the fluctuation of revenue and building in a contingency fund, using other methods to manage issues impacting cost such as penalties for last minute cadet cancellations, requiring three-year projections from police departments as well as continuing in kind contributions from police departments. As part of this document, the PA should develop a capital asset plan in collaboration with PACC to identify the projected purchase/replacement of training related equipment and include details of estimated cost.”

This recommendation is still a work in progress with the COVID-19 pandemic having contributed in part to delayed implementation, however, it is important that this work proceeds as soon as possible.

**Timing and content of delegation letters could be improved**– the PA believes that these can be vague and are often received late in the financial year. For the 2020/21 fiscal year, the delegation letter was provided on December 15th, 2020. PSB has advised the JIBC to continue to forecast and plan with the status quo amount (\$1.995 million).

**The JIBC delivers a balanced budget, the PA does not** – it is common within post-secondary institutions to have a variety of financial outcomes from different programs

which can be a result of how the institution allocates AEST's operating grant. The JIBC doesn't currently allocate its operating grant to programs. As long as the overall institution is in balance or surplus, it meets AEST's requirements. JIBC has reported operating surpluses on an overall basis for the last few years.

**Past allocation of PA surplus has sometimes been arbitrary** - in 2014/15, PSB directed that \$250K of the accumulated surplus was transferred to special funds for Police Board Training and Curriculum Development. This meant that these funds were not available to offset future operating deficits.

## 5.2 Revenue

**Tuition revenue is beyond the PA's control** – as identified earlier in the report, demand planning is short term and the resulting tuition fees are a direct outcome of numbers of recruit numbers so tuition revenue is also not fully under the control of the PA. Tuition fee rates are further discussed in section 12 of the report.

**Tuition allocation hasn't always been accurate** – under the JIBC's accounting policy, tuition fees are reported as revenue at the time training is provided with any fees received prior to the year end, where the course is delivered subsequent to the year end, being recorded as deferred revenue. Contract revenue follows the same principle.

In 2018/19 a tuition revenue error was identified by the JIBC that showed \$293K of tuition had been erroneously recognized in 2017/18 so tuition had been overstated in the earlier year and was now understated in 2018/19. A system change in 2015 had failed to accurately allocate tuition based on the accounting policy practice and undetected allocation errors had occurred since 2015/16. This issue was corrected going forward but its materiality and the fact that it was not identified through the quarterly reporting review process identifies a weakness in linking those reports with actual activity performance measures.

## 5.3 Expenses

**The 2016 curriculum changes exacerbated the financial situation** - rising costs from higher demand for recruit training and overall cost increases were already emerging as a financial challenge and the increased instruction costs arising from the 2016 curriculum changes simply made them worse.

**The general overhead charge needs to be validated and may increase** – section 9 of this report reviews the basis of the amount that the PA is charged for JIBC overheads. Once the rationale and calculation are reviewed, it is possible that this charge is increased in the future.

**Driver Education Centre charges are expected to increase** – the JIBC’s Driver Education Centre at the Pitt Meadow campus is used to provide driver training for recruits. A recent review has identified that the associated charge is well below the actual cost so it is anticipated that the charge will increase in future years.

**In kind resources would benefit from being more formally managed** - it has historically been an essential feature of the PA delivery of recruit training, but it lacks structure and dependability. A more formalized arrangement would provide more structure and improve the PA’s ability to plan. One option in formalizing the provision of in-kind resources could be a move to a payment for service model with the additional cost being built into a new funding framework although any significant change would require a stakeholder consultation process.

**Capital needs and accounting should be clarified** – it has been a feature of several years’ delegation letters that the PA has been asked to develop a multi-year capital plan in collaboration with the PACC. Capital reinvestment over the last few years appears to have been more opportunistic than planned and the recent deficit challenges have exacerbated this situation.

The actual spending on capital reported in the PA’s ten-year financial results only amounts to \$380K or \$38K on average per year. The PA has not had its own dedicated capital funding source, but it does have access to the JIBC’s funding sources and ability to fund capital assets. Items that the JIBC has acquired for the PA but not reported as PA capital costs have included office equipment such as furniture and computers and laptops used by instructors. The JIBC has also invested some of its AEST annual Routine Capital funding to improve and expand classroom space. We have assumed that these practices will continue.

In 2019/20, additional one-time funding from the Province of \$800K aimed at offsetting a projected deficit was not fully required and late in the fiscal year \$157K of available funding was spent on capital reinvestment. This amount appears in the PACC report as a charge for the year, but generally accepted accounting practices would treat such an expenditure as chargeable over the useful lives of the assets so spreading the cost out over several years. Past practice has been to report the full capital expenditure amount

as a charge to the PA although the JIBC follows GAAP in its reporting of these transactions.

Previous consulting reviews identified a total capital funding request of \$2.6 million over a five-year cycle, implying an annual capital funding requirement of \$520K. That request had increased to \$3.3 million in the JIBC's August 2019 letter to PSB. A detailed listing of the requested items, is grouped as follows:

- *Major capital* of \$1,775K – including a tactical modular unit (\$800K), two driver simulators (\$800K) and a firearms simulator (\$175K).
- *Minor capital* of \$860K – including marked police vehicles (\$240K), driver training vehicles (\$140K), body cameras (\$201K), recruit tablets (\$144K), PRIME computers (\$40K) and other smaller items (\$95K).

A review of the major capital category found that these assets were not currently part of the PA infrastructure but more of an aspirational request to develop a simulation centre at the JIBC which could be used by the PA and a number of other programs and potentially external parties. This would require space at the JIBC which may not be readily available and a fuller review of the business case and stakeholder consultation.

A review of the minor capital category found that these assets were part of the current PA infrastructure, other than the recruit tablets which were also an aspirational request. Body cameras (\$201K) and police radios (\$20K) have been provided to the PA by suppliers at no cost to date although that could change in the future.

Previous consulting studies identified immediate needs of \$860K being the total minor capital request, however, since its submission there has been an investment in three new vehicles and some other smaller assets, and we have concluded that the immediate PA capital needs can be successfully dealt with going forward through an annual funding allocation.

On February 9th, 2021, in response to our request, an updated minor capital listing was prepared based upon replacing the purchased capital assets used in the current operating environment and assuming that items currently provided at no cost would continue to be - this showed a requirement for \$500K over a five-year cycle. This will need an ongoing replacement funding plan which is addressed in section 12.4 of the report.

**The PA Director cost is not reported as a PA cost** - the PA Director is not included as a cost of the PA in the PACC reports and there is a lack of clarity as to how this position is currently funded. One consulting report states that the position is funded through the AEST annual operating grant while past JIBC belief is that it was funded from its overall resources so as to keep the position independently positioned under its control rather than any other party.

For two years only, in 2016/17 and 2017/18 PSB provided an additional \$45K contribution to the PA Director's salary and benefits as part of their annual delegation – this appears to be the basis of the request for an additional 0.5 FTE funding for the Director in previous consulting reviews.

Regardless, this is a direct cost of the PA and should be reported as such so that PSB and the PACC have a full picture of the PA's total operational cost. The current annual cost is in the \$170K range.

**Seconded Instructors are reported as an indirect cost** – as a result of JIBC's internal practice of charging secondment agreement costs to indirect salaries, the cost of the seconded instructors is charged and reported as an indirect cost in the PACC reports. This doesn't help readers understand one of the key cost drivers of the PA and conflicts with the aims of the separation of direct and indirect costs that has recently been made at the request of PACC members. The PACC report should be adjusted to show these costs as instruction costs.

**Additional positions lack clarity for support** – while it is easy to understand the desire for an ideal model of staffing, it is harder to evaluate whether all of the requested positions are essential to meet stakeholder expectations. Might it be possible to operate without all of the requested positions and could they be prioritized and phased in alongside a new funding framework?

## **6. Cost Drivers and Depletion of the Surplus**

The JIBC's accounting practice is to maintain the financial integrity of each program by allowing them to retain their own surpluses and bear their own deficits. Once any surplus brought forward is depleted, this is no longer possible and the JIBC has to absorb those losses – exactly what happened with the PA in 2017/18 and 2018/19.

The principal cost drivers are identified and reviewed earlier in the report in section 5.

The surplus was effectively the carry forward of revenue not required that year to fund operations - it arose from years when enrolment was low, and costs were reduced while government funding remained at levels anticipated to fund a higher level of activity.

The history of the surplus shows that it accumulated and acted as a smoothing contingency fund for annual operating shortfalls right up until 2016 when it started to permanently deplete. During 2017/18 it was fully depleted and there was a remaining deficit of \$74K that had to be absorbed by the JIBC. 2018/19 followed that pattern with no brought forward surplus available and the JIBC absorbing a further PA program deficit of \$184K. 2019/20 was an anomaly to the trend due to one-time funding provided to the PA and a small surplus of \$9K was reported.

Additional one-time funding provided by PSB and AEST in 2017/18 (\$80K), 2018/19 (\$270K) and 2019/20 (\$800K) helped offset what would have been much larger deficits in those years, however, the JIBC had to absorb PA deficits in two of those years. Adjusting for the use of the surplus, the provision of one-time funding and capital investment funded from operating revenue generates restated results for each of the last four years and gives a truer picture of the PA's operating financial performance.

<b>Fiscal Year</b>	<b>Reported Results</b>	<b>Use of prior period surplus</b>	<b>One-time funding</b>	<b>Capital investment</b>	<b>Restated Results</b>
2016/17	-	127K	-	-	(127K)
2017/18	(74K)	344K	\$80K	-	(498K)
2018/19	(184K)	-	\$270K	-	(454K)
2019/20	9K	-	\$800K	157K	(634K)

From 2016/17 onwards, there is the clear sign of a structural deficit emerging that is at the core of the current financial sustainability problem. Initially, offset by the surplus brought forward, then offset by PSB and AEST one-time funding the restated results provide a better measure of the PA's underlying operating financial results.

## **7. Financial Impact of the 2016 Curriculum Changes**

We were unable to obtain any report that evaluated the financial impact of the 2016 curriculum changes and those costs do not appear to have been a major consideration at the time.

Although the curriculum changes and program expenditure increases are quite evident and could have supported a request for a tuition reset at that time, it was a lost opportunity that, had it been taken, could have alleviated the challenging financial situation that the PA finds itself in today.

Even if at that time, the JIBC believed that this program was subject to the Tuition Limit Policy, where substantial changes are made to a program, that policy has always included the ability to submit a proposal to AEST to classify the program as new for the purposes of the policy. If a successful application had been made to AEST at that time, the recruit program's tuition fees could have been reset at the time.

As noted earlier in section 5 of the report, the average total operating costs of the program have risen significantly since the introduction of the curriculum changes in 2016. There are three components of this cost increase:

1. An increase in the number of recruits being trained,
2. An inflationary increase of all costs, and
3. An increase in program delivery costs as a result of the 2016 curriculum changes

## **8. Financial Impact of the 2020 Curriculum Changes**

The 2021 Curriculum Integration Plan was finalized in February 2021. It is expected that the required one-time curriculum development and integration work will primarily be carried out by external resources which will need to be funded separately.

The one-time curriculum development and integration work is projected to cost \$712K of which the JIBC is contributing \$27K of management and staff time, leaving \$685K to be funded. In January 2021, PSB allocated an additional \$155,000 to support the hiring of curriculum developers to focus on the curriculum work until March 2021.

In November 2020, the estimated annual ongoing incremental costs of the new additions to the curriculum were projected to cost \$83K, excluding the incremental PA staffing costs which were not yet known.



On February 9th, 2021 an updated estimate was prepared by the PA as part of the finalization of the Curriculum Integration Plan based on the best information available at the time and an annual training total of 144 recruits. As the curriculum is still under development, there continues to be the potential for further change to this estimate.

Until the curriculum changes are finalized, it is not possible to provide an independent analysis and assessment of their completeness or accuracy, however, based on the information available at today's date we are providing some commentary on our and the PA's perspective on these estimated costs.

The PA believes that many of the curriculum change costs can be absorbed within its existing annual operating budget, however, it has identified the following annual ongoing incremental ongoing costs that will require to be funded in addition:

<b>Curriculum Change Requirement</b>	<b>Nov 2020 Estimate</b>	<b>Feb 2021 Estimate</b>	<b>Comments</b>
Legal Review of Curriculum	-	\$25,000	Contracted service
Fair and Impartial Policing Training	\$7,800	\$7,800	One day course delivered as part of training
Trauma Informed Practice Training	-	-	Currently free, cost may be introduced
San'Yas Indigenous Culture Safety Training	\$40,500	\$43,200	\$300 per recruit.
Field Training and Performance Management *	-	\$75,000	See comments below
Regional Training Simulator	\$9,600	\$9,600	Currently free, cost may be introduced
Instructor Development	\$25,000	\$25,000	Instructor qualifications assessment and development
Additional Eight Days Instruction *	-	\$141,000	See comments below
<b>Total</b>	<b>\$82,900</b>	<b>\$326,600</b>	

The most significant changes are the anticipated addition of five additional days to Block One beginning in May 2021 and three additional days to Block Three beginning in early 2022 and the most significant costs are the related instructional and staffing costs. In our opinion, both of the starred items are upper range estimates and would be potentially reduced to the extent that:

- Any of this work could be carried out by existing staff,
- The additional staffing resources identified in the ideal model are included in the new funding model, and
- By the use of a lower cost staffing model.

The Feb 2021 estimate is based upon 144 annual recruits. The future state envisaged in section 11 of this report is an increase to 172 annual recruits. Much of this growth will be accommodated through a combination of different planning strategies including larger class sizes but there will be some of the above costs, for example the San'Yas Indigenous Culture Safety Training, which costs \$300 per attendee and will increase in proportion to the number of attendees.

Once the Curriculum Integration Plan is complete and operationalized, the annual ongoing incremental costs will need to be included in the design of any future funding framework.

The total estimated annual ongoing costs resulting from the curriculum changes could potentially be offset by a tuition increase related to the updated curriculum.

## **9. Overhead Allocation**

The JIBC charges the PA an overhead rate which is currently set at 20.5% of tuition fees, which amounted to \$300K in 2019/20.

The basis for the charge is to attempt to allocate the PA's share of costs borne elsewhere in the JIBC including such things as:

- Facility costs - maintenance and operation, janitorial, utilities, security, building systems and furniture,
- Technology services - network servers, applications (finance, student systems, email),
- Finance services – payroll, accounts payable, accounts receivable, general ledger, budget and reporting, and

- Other services including student services, human resources, indigenous office, institutional research and executive

There is no doubt that there are a range of services that it is appropriate to charge an overhead recovery rate for. Tuition is a proxy for activity levels which is a reasonable approach to take for such cost allocation.

The actual rate being charged is not supported by any costing calculation so could be either too high or too low. Plans to carry out an activity-based costing exercise earlier in 2020 were derailed by the arrival of COVID-19.

The JIBC believes that the current overhead rate may not be high enough to recover central costs consumed by PA program activity. Conversely, AEST provides the JIBC with an annual operating grant part of which is meant to fund administration costs. Both of these factors would be included in the review.

In the absence of detailed support for the charge, it is hard to provide a firm view on its appropriateness. Taking all of the JIBC's reported expenses for 2019/20 that are not related to program delivery and support and applied research gives a total of \$19.8 million of which the PA overhead charge amounts to 1.5%. As an activity measure, the PA Student FTEs represent 5% of the JIBC's reported total Student FTEs.

Based upon this high-level analysis and similar charges in other post-secondary institutions, we think that the overhead charge doesn't appear to be unreasonable and potentially appears to be low.

JIBC should address this issue and develop an institution wide overhead allocation policy with an accompanying rationale so that any change in the charge can be included in the design of any future funding framework.

## **10. Surrey Police Department (SPD) Transitional Demand Surge Cost**

The short-term surge in recruit training required to support the establishment of the SPD has been estimated in the Provincial/Municipal Policing Transition Study Committee Report to be 68 recruits.

There is uncertainty around the accuracy of this projection, but it is based upon the best information available at the time of this review.

The PA believes that it can scale its capacity to handle this surge and anticipates that it will be managed through three cohorts of 12, 48 and 8 recruits over an eighteen-month period. The 48 cohort will be delivered through an additional afternoon program offering while the 12 and 8 cohorts will be integrated into existing planned cohorts.

The incremental cost of meeting this surge in demand is a one-time cost which will be incurred over two fiscal years with an as yet undefined start date. Based upon an estimated incremental cost per recruit of \$30K offset by the current recruit tuition fee of \$11.5K it would require additional one- time funding in the order of \$1.25 million.

The PA has begun planning for the demand and is confident that it can be met given appropriate notice of its timing. To be successful in meeting this demand, the PA will need to continue to receive the support of all key stakeholders in providing seconded instructors and in-kind resources.

### **11. SPD Impact on Ongoing Demand Cost**

The Provincial/Municipal Policing Transition Study Committee Report estimates that the addition of the SPD will contribute to an estimated annual ongoing increase of 30% in recruit training at the PA.

Adding the estimated growth in annual demand to the current demand level would increase the projected student total by 40 to 172 students annually.

There is uncertainty around the accuracy of this projection, but it is based upon the best information available at the time of this review.

The PA projects that based on current annual demand, before considering the impact of the addition of the SPD, it would intake class sizes of 48/48/36, for a total of 132 students annually. This ongoing projection would require the PA to incrementally increase its capacity from 48 to up to 64 recruits per cohort using the existing facilities.

The PA has begun planning for this higher cohort and is confident that it can be met by a combination of planning strategies for the change.

Based upon an estimated incremental cost per recruit of \$30K offset by the current recruit tuition fee of \$11.5K it would require additional annual ongoing funding in the order of \$0.75 million to fund this demand.

To be successful in meeting this demand, the PA will need to continue to receive the support of all key stakeholders in providing seconded instructors and in-kind resources.

## **12. Recommendations to Balance the PA Budget**

### **12.1 Structural Deficit and Ideal Staffing Model**

It is clear from the PA program's financial results since 2016/17 that a structural deficit has emerged rather than a one-time financial challenge.

Based on the 2019/20 results and the trend of the previous four years, the structural deficit is now in the order of \$0.75 million.

The PA has been operating in a financially constrained manner since the structural deficit started to emerge in 2016/17 and has identified the ideal staffing model that it believes will deliver quality recruit training in a manner that meets the requirements of the PA's annual Police Training Plan and the Provincial Learning Strategy Framework.

This transition will involve a significant move towards a seconded instructor delivery model with a corresponding reduction in sessional instructors and the addition of some administrative support positions.

As suggested earlier in the report, we think that these additions could be phased in on a priority basis based upon the support of stakeholders. The total projected costs of the additions are in the order of \$0.75 million, with \$400K representing the net incremental cost of adding five additional seconded officers (replacing sessional instructors) and \$350K of additional administrative staff and other program costs.

Taken together, our full order of magnitude estimate of the amount required to address the structural operating deficit and full implementation of the ideal model is in the order of \$1.5 million.

This would align with the staffing model and estimated increased costs that were included in previous consulting reviews.

The JIBC's August 2019 request for additional funding support identified the need for a funding increase of over \$1.5 million to support the "steady state" requirements that include the new staffing model.

In addition, there are other immediate potential cost pressures that should be reviewed by the JIBC and potentially added to the total funding requirement. These include:

- Director salary and benefits – a PA cost not currently allocated to PA operations which may be offset by an allocation from the AEST operating grant
- Overheads – an internal service charge that requires to be reviewed
- Driver Education Centre charges – an internal service charge that no longer reflects its actual costs and requires to be reviewed
- 2021 Curriculum changes – a preliminary estimate of the incremental costs which will require to be updated

### **12.2 SPD Transitional Demand**

In section 10 of the report, we estimate that it would require additional one-time funding in the order of \$1.25 million to fund this demand.

### **12.3 Ongoing Demand Cost**

In section 11 of the report, we estimate that it would require additional ongoing funding in the order of \$0.75 million to fund this demand.

### **12.4 Capital Funding**

In section 5 of the report, we estimate that it would require additional ongoing funding in the order of \$0.10 million to fund a capital replacement plan.

### **12.5 New Funding Framework**

Taken together, all of the above confirms that the status quo funding framework is not a sustainable option and provides a compelling case that a new funding framework is required for the PA.

The range of options to balance the PA budget includes managing expenditure within the available funding and finding additional funding sources or a combination of the two approaches.

Our recommendation is to review and consider all of the following options in order to balance the PA budget through a combination of strategies.

## 12.6 Expenditure Management

**Manage within the available funding** - the PA believes that it has been running an extremely lean operation for the last four years during the emergence of the structural deficit, a time during which they have been operating in a constrained manner in a less than ideal way.

The ideal staffing model envisaged going forward is one option. Another option which we recommend is to phase in additional resources on a priority basis to obtain a clearer picture of the program's ability to meet stakeholder requirements in an environment of funding limitations.

## 12.7 Revenue Management

There are three options, each of which will require stakeholder consultation and a planned and potentially phased approach to introducing change.

**Reassess the current level of delegation funding** – recruit training demand has almost doubled over the last ten years and total PA costs have doubled over the same period while delegation funding has remained flat.

It is timely to consider the purpose of the PSB funding contribution and assess what level it should be set at going forward.

**Reassess tuition fees** – although tuition fees represent 31% of total program costs in 2019/20, it is the most significant revenue source that increases in line with activity. In addition to the fact that many of the significant cost drivers have risen at a rate higher than inflation, there is clear evidence that the 2016 curriculum changes represented a significant change in the recruit program which was accompanied by additional program delivery costs. Further proposed curriculum changes, which are expected to be introduced in 2021 may exacerbate this situation.

Based on 2019/20 tuition revenue, each 10% increase in recruit tuition would be expected to generate around a further \$150K of annual revenue. Options to increase this tuition include a single increase followed by annual inflationary increases or a phased in increase, over say a three-year period, followed by annual inflationary increases.

Recruit tuition fees, currently standing at \$11,575, are paid by the recruits themselves with many police departments arranging for the provision of a low-cost loan option with a repayment term over an extended period. Tuition fees are also eligible for a federal tax credit amounting to 15% of the amount paid. Tuition for both blocks is paid at the start of the program. Recruits are paid as Probationary Constables during training earning around \$70K annually with the employer often covering travel, accommodation and meal allowances during the training period.

Accessible, high quality training is a government priority so both of these aspects will need to be fully addressed in any proposed changes to tuition fees.

JIBC's March 2020 letter, which was retracted pending stakeholder consultation, proposed a 30% increase in recruit training tuition, a 20% increase in advanced training tuition where fees were already charged and the introduction of fees for the remaining four advanced training courses that were previously provided at no cost.

**Find new revenue sources** – Municipalities/Police Departments do not pay the PA for recruit training and the option to introduce a charge for this merits consideration. They are already paying the PA for some advanced training courses.

This model is already in place for Metro Vancouver Transit Police who pay an equivalent amount to tuition for each of their recruits who attends the PA.

If a similar approach to the Transit Police model was adopted, based upon current tuition fees, it would generate in the order of \$1.4 million annually for the PA. This figure would rise in proportion with any tuition fee increase and any increase in overall recruit numbers.

Obviously, such a change would require consultation and a phased in introduction to allow the Municipalities/Police Departments appropriate time to adjust their budgets for the new charge.



## 12.8 Financial summary

A summary of the additional revenue requirements to enable the PA to balance its budget is as follows. This is subject to change as a result of further discussion and agreement on implementation of components of the ideal model, other cost pressures and capital requirements.

	<b>Order of magnitude</b>	<b>Timing</b>	<b>Comments</b>
<b>Ongoing Funding</b>			
Structural deficit	\$0.75 M	Immediately	
Implementation of ideal model	\$0.75 M	Immediately following agreement to move to ideal model	Could be phased in based upon the support of stakeholders - components of increased cost include \$400K net incremental cost increase for five additional seconded officers and \$350K for administrative staffing and other program costs
Other cost pressures	To be determined	Following agreement	
Director costs			Amount and source of funding to be agreed
Overhead charge			JIBC reviewing and plan to complete before 31 Mar 2021
Driver Education Centre charge			JIBC reviewing and plan to complete before 31 Mar 2021
2021 curriculum change costs			Plan finalized 9 Feb 2021, estimated costs and commentary in section 8
Capital	\$0.10 M	Immediately	
Ongoing demand	\$0.75 M	Following SPD transitional demand	Based on 40 additional recruits
<b>One Time Funding</b>			
SPD transitional demand	\$1.25 M	Dependent on SPD recruitment demand	Based on 68 additional recruits

## **12.9 Transitioning to a new funding framework**

The Province could potentially assist by bridge funding a transition plan and agreeing to provide one-time funding to alleviate the projected deficit on a reducing balance basis over a defined period, say two to three years, as a new funding framework is adopted and phased in.

## Appendix 1

### A. Project Terms of Reference

1. Conduct an independent financial review of the last ten (10) fiscal years of all delegation funded activities undertaken by the JIBC PA and their related financial reports;
2. Identify the annual recruit capacity, identify the incremental cost per recruit above the annual capacity, review demand forecasts for the last ten (10) fiscal years and identify the optimum annual number of recruits required to meet police requirements;
3. Examine JIBC PA financial reports to: determine current operating costs (direct and indirect) and the actual cost of delivering recruit training in a normal year (e.g., excluding the anticipated influx of recruits as a result of the City of Surrey's transition to a municipal police department and prior to COVID-19);
4. Identify all funding sources of the PA and distinguish between base and fenced;
5. Provide a PA expenditure analysis of the last ten (10) fiscal years and identify areas of concern;
6. Examine financial reports and identify cost drivers that have resulted in the depletion of the JIBC PA surplus and created the JIBC PA's deficit;
7. Analyze financial reports pre- and post-implementation of the 2016 recruit curriculum changes to determine financial impacts;
8. Identify the costs associated with implementing and sustaining changes to recruit training as a result of the 2020 Curriculum Improvement Project, including the total operating cost and anticipated cost per recruit;
9. Determine, summarize and assess overhead allocated to the PA;
10. Determine the incremental cost increase of training additional recruits related to the initial influx of recruits as a result of the City of Surrey's transition to a municipal police department;
11. Determine the total operating costs and anticipated cost per recruit following the initial influx of recruits as a result of the City of Surrey's transition to a municipal police department; and
12. Make recommendations, based on the independent financial review, to balance the JIBC budget.

## **B. Documentation Reviewed**

The financial review included the following documentation:

### **Funding Letters**

PSB Delegation letters – ten years to 2019/20  
AEST operating grant letter 2019/20

### **Financial Reports**

PA quarterly and annual reports to PSB/PACC – ten years to 2019/20  
2019/20 JIBC Audited Financial Statements  
Previous consulting reviews

### **Other Information**

PSB/PA/BCAMCP Memorandum of Understanding  
Police Act  
AEST Tuition Limit Policy  
PA Budget Working Group meeting agendas and minutes  
2019/20 JIBC Annual Report  
Provincial/Municipal Transition Study Committee – City of Surrey Training Section  
2021 PA Curriculum Integration Plan  
Organization charts, job descriptions, instructor secondment agreements, sessional instructor award letters, capital plans, special fund balance listings, general ledger listing of accounts and other supporting documents related to the review

### **Staff Interviewed**

#### **PSB**

Gayle Armstrong, Executive Director, Policing Model, Transition Secretariat  
Billy Castillo, Director, Provincial Policing Agreement  
Jim MacAulay, Executive Director, Finance  
Sandra Sajko, Executive Director, Police Services  
Wendy Sutherland, Senior Program Manager  
Nimmi Takkar, Senior Program Manager

## **AEST**

Kevin Brewster, Assistant Deputy Minister

Rob Douglas, Director, Teaching Universities, Institutes and Learner Transitions

Dean Goodman, Executive Director, Post-Secondary System Policy and Liaison

Wendy Grondzil, Director, Financial Performance, Post-Secondary Finance

Phil Hancyk, Executive Director, Post-Secondary Finance

## **JIBC**

Mike Proud, Vice President, Finance and Operations

Stuart Ruttan, Dean, School of Criminal Justice and Security

Steve Schnitzer, Director, Police Academy

Colleen Vaughan, Vice President, Academic

Police Academy at the Justice Institute of British Columbia - Financial Results

Appendix 2

Fiscal Year ended 31 March	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
FS Acct Description										
4100 Tuition	485,804	831,577	1,208,897	812,144	1,105,871	1,362,774	1,317,104	1,383,071	929,478	1,461,242
4200 Other Student Fees	75	2,375	2,000	18,986	7,075	1,000	0	0	0	0
4400 Contracts	25,162	31,625	27,401	1,740	2,000	185,098	238,461	373,221	581,936	449,170
4410 Core Contracts	1,750,000	1,950,000	1,950,000	1,560,000	1,810,000	1,855,000	1,915,000	1,995,000	2,272,537	2,468,093
4500 Grants - AEST	0	0	0	0	0	0	0	0	0	300,000
4550 Grants - Other	105,000	90,000	80,000	106,700	109,925	176,748	242,888	36,056	46,444	44,311
4700 Other Income	10,114	11,946	6,578	3,210	21,629	6,608	5,934	10,205	9,132	4,300
4750 Ancillary Revenue	7,340	6,337	3,399	42	0	0	0	0	416	0
4770 Institutional Surcharge	-5,736	-3,314	-5,132	-2,790	-9,109	-7,150	-7,244	-7,607	-5,110	-8,037
4800 Departmental Funds Transfers	0	0	0	0	-250,000	-45,000	-29,105	98,438	15,481	-11,142
4888 Core Client Deferred Revenue	-70,899	-352,269	-360,337	120,996	315,596	-188,547	172,360	343,794	0	-9,304
<b>Total Revenue</b>	<b>2,306,860</b>	<b>2,568,277</b>	<b>2,912,806</b>	<b>2,621,028</b>	<b>3,112,987</b>	<b>3,346,531</b>	<b>3,855,398</b>	<b>4,232,178</b>	<b>3,850,314</b>	<b>4,698,633</b>
5100-D Instructor Compensation	1,142,194	1,103,975	1,139,947	1,094,520	1,233,582	1,404,079	1,658,937	1,959,048	1,754,127	1,857,960
5200-D Instructor Benefits	22,798	26,918	26,089	34,744	49,980	63,915	89,610	149,944	167,239	154,388
5400 Contract - Instruction	459,359	610,759	790,621	616,803	755,455	670,927	757,629	818,745	816,446	897,426
5460 Contract - Design/Development	3,241	899	45,336	4,468	12,275	81,995	29,110	0	0	8,420
5470 Faculty - Travel/Meetings	0	1,234	1,678	608	687	2,101	2,829	2,098	2,098	2,098
5500 Instructional Supplies	65,696	103,468	123,024	90,364	197,691	174,193	242,489	270,928	208,043	278,665
5930 Vehicles - R&M	12,864	17,283	11,939	18,334	20,597	22,488	32,783	29,086	32,456	26,860
5940 Auxiliary Space	10,828	1,086	5,017	6,154	10,464	15,232	38,832	37,694	22,711	41,914
6200 Student Travel	0	12,149	23	23	35,704	31,992	0	0	644	14
6300 Student Activities	19,493	15,356	34,812	22,663	35,704	31,992	28,288	32,968	27,855	35,918
9160 Vehicles	-	10,704	49,979	29,652	28,265	1,128	10,865	0	0	0
<b>Total Direct Expenses</b>	<b>1,736,473</b>	<b>1,902,596</b>	<b>2,176,785</b>	<b>1,939,286</b>	<b>2,347,078</b>	<b>2,493,693</b>	<b>2,879,493</b>	<b>3,311,379</b>	<b>3,032,350</b>	<b>3,303,663</b>
5100-I Salaries	323,080	338,144	304,318	355,508	348,641	339,762	415,010	447,079	528,287	632,849
5200-I Employee Benefits	61,930	64,679	53,678	78,753	75,130	81,301	85,354	101,443	121,600	152,815
5300 PD - Faculty/Management	14,388	14,035	28,831	15,900	35,490	15,670	13,380	5,061	11,865	18,645
5350 PD - BCGEU	1,937	931	1,962	829	708	954	696	714	957	912
5370 Staff & Faculty Engagement	0	4,501	0	1,718	-13	0	549	353	578	564
5560 Non-Instructional Supplies	19,047	9,176	13,429	8,610	8,472	6,045	12,770	18,694	13,577	5,762
5580 Instructional Support	26,820	33,461	37,243	35,759	37,214	37,072	42,911	44,632	47,647	51,143
5590 Student Registrations	57	0	0	0	0	7,792	0	0	0	0
5600 Communications - Usage	12,335	9,283	7,358	7,061	7,846	8,570	9,212	8,274	9,190	9,226
5640 Communications - Equipment	1,865	73	3,518	6,368	6,720	6,344	5,867	5,866	5,867	9,006
5700 Freight/Delivery	2,006	1,709	2,096	1,638	1,629	812	1,037	604	324	185
5800 Facilities - R&M	0	0	0	0	0	15	0	0	0	0
5910 Furniture & Equipment - R&M	7,721	6,390	13,668	12,915	9,361	12,218	16,315	15,230	26,537	15,862
5920 Computer Equipment - R&M	596	163	607	901	27	6,281	0	489	0	6,168
6100 Staff Travel/Meetings	22,346	15,614	27,028	27,650	21,332	56,221	35,560	36,671	24,881	14,512
7100 Professional Fees/Services	8,497	18,629	22,121	5,691	4,529	752	65,896	2,407	11,005	9,549
7300 Licences	0	1,940	0	0	0	323	0	326	0	341
7400 Business Dev./Promotion	680	2,500	1,991	817	2,581	8,775	2,459	3,321	1,553	3,858
8100 Bank & Finance Charges	1,523	2,735	3,657	3,627	6,751	6,429	6,178	5,369	5,189	6,503
8300 Bad Debts	0	0	0	0	0	0	0	0	0	263
8500 Allocation of Overhead	62,248	132,485	191,713	115,534	173,732	257,501	260,471	272,278	191,085	299,566
Capital Expenditure	0	0	0	0	0	0	0	0	0	157,241
9130 Furniture & Equipment	0	3,464	3,038	0	0	0	2,240	17,573	0	0
9140 Computer Equipment	3,310	5,771	19,765	2,463	25,759	0	0	8,374	1,467	0
10300 Gym	0	0	0	0	0	0	0	0	0	0
<b>Total Indirect Expenses</b>	<b>570,387</b>	<b>665,682</b>	<b>736,021</b>	<b>681,742</b>	<b>765,909</b>	<b>852,838</b>	<b>975,905</b>	<b>994,758</b>	<b>1,001,609</b>	<b>1,394,970</b>
<b>Total Expenditures</b>	<b>2,306,860</b>	<b>2,568,278</b>	<b>2,912,806</b>	<b>2,621,028</b>	<b>3,112,987</b>	<b>3,346,531</b>	<b>3,855,398</b>	<b>4,306,137</b>	<b>4,033,959</b>	<b>4,698,633</b>
<b>Surplus/(Deficit) for Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-73,959</b>	<b>-183,645</b>	<b>0</b>

This Appendix forms a part of, and must be read in conjunction with, the accompanying Inverleith Consulting Inc. report dated February 24th, 2021



# New Westminister Police Department

## REPORT

**To:** Mayor Coté and Members of the New Westminister Police Board  
**Date:** June 15<sup>th</sup>, 2021

**From:** Inspector Diana McDaniel  
**Item #:** 4.3

**Subject:** NWPD School Liaison Officer Program

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### **RECOMMENDATION**

*That the New Westminister Police Board approves the submitted Report for information.*

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### **PURPOSE**

The purpose of this report is to provide the New Westminister Police Board with the history of the NWPD School Liaison Program and the process by which it was eventually discontinued by the School Board in 2021.

### **BACKGROUND**

After the murder of George Floyd in May of 2020, in Minneapolis, many questions arose regarding the use of force by law enforcement in the United States and Canada. The New Westminister Board of Education expressed concerns about having School Liaison Officers in the schools and their potential negative impact on black, Indigenous and People of Color (BIPOC). This precipitated an extensive engagement process by school staff with students, parents and staff which resulted in the SLO program being discontinued.

### **DISCUSSION**

Inspector McDaniel was tasked with preparing a report that provided a history of the School Liaison Program in New Westminister and the process between SD 40 and the NWPD and the subsequent cancellation of the SLO program in SD 40.

Inspector McDaniel's Report is attached as *Appendix A* to this report.

**FINANCIAL IMPLICATIONS**

None.

**OPTIONS**

Option # 1 – That the Board accepts the Report for information.

Option # 2 – That the Board provides staff with alternate direction.

Staff recommends option 1.

**ATTACHMENTS:**

1. Report – the History of the NWPD School Liaison Program and Subsequent Cancellation.

This report has been prepared by:

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Inspector Diana McDaniel



## The History of the NWPD School Liaison Program and Subsequent Cancellation

The history of having police officers in schools began in the United States in the early to mid-1950s. The program did not gain prominence in most areas until the 1990s. The Vancouver Police Department's School Liaison Unit was one of the first organized units in Canada starting at Killarney Secondary School in April, 1972. In most other policing organizations, any formal School Liaison Officer (SLO) program did not start until the mid-1990s throughout North America. The New Westminister Police Department (NWPD), along with many other police agencies in Canada, began a formal SLO program in 1994.

### Introduction

The New Westminister Police have had a long standing history and relationship with the schools in New Westminister. From the mid-1970s to June 2020, they were a continual presence with many varied renditions over the years as they adapted to current school related safety and crime prevention trends.

In the 1970s, the NWPD had an informal program called "PITS" (Police in The Schools) program where police officers volunteered to attend schools within New Westminister to establish a connection to youth and teachers. The NWPD SLO program has continued to evolve over the last several decades to become the Child and Youth Resource Unit. This has evolved to three full time positions – two SLO's serving schools within New Westminister School District 40 (SD 40) and one SLO – Youth at Risk Officer (YRO) serving alternate/private schools.

The duties and responsibilities changed considerably over the years with academic reviews of the program being completed and as a result, an organized unit with clear goals and objectives being offered. This report will include a brief history of the SLO program in New Westminister and touch on its evolution over the past several decades.

Many police officers transitioned through the position over the years. Many police officers commented that being an SLO was definitely a highlight of their career. Fast forward to May 2020, where social unrest brought on intense scrutiny of the police and their function in society. The Board of Education, in accordance with the *School Act*, is a policy-making body whose primary function is to establish procedures and guidelines for the operation of public schools in New Westminister.<sup>1</sup> In June 2020, the New Westminister Board of Education (Board of Education) brought forth concerns with having SLOs in the schools. They advised that many black, Indigenous and People of Colour (BIPOC) felt uncomfortable having police officers in the schools. They endeavoured to seek out information via studies, surveys and ongoing engagement to determine if it was a program that should continue to be supported.

In 2020, the Board of Education underwent engagement to ensure that all students, parents and staff felt comfortable continuing with the SLO program. Inspector Diana McDaniel liaised with New Westminister School staff to work through the process. School staff completed engagement, surveys and reports which were presented to the School Board on April 27, 2021. The School Board voted at this meeting and made the decision to abolish the SLO program in SD40 New Westminister.

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<sup>1</sup> [newwestschools.ca/our-board/board-members](http://newwestschools.ca/our-board/board-members)

## **History of the SLO Program in New Westminster**

The SLO program began in New Westminster in the mid-1970s. At this time, the program was called “PITS” Police Officers in the Schools. The program was by volunteer only and police officers would volunteer to work at a specific school and do so “off the side of their desk.” They were expected to fulfill these duties while they were in the course of their regular assigned duties. The only extra pay that was allotted was a total of four hours of overtime, once per month. Many elementary schools had inconsistent attendance by NWPD police officers at this time. The Constable assigned to Community Services maintained the program. These volunteer positions were solely funded by the NWPD, but very few costs were incurred due to the position of being a volunteer only and not overly structured or organized.

Duties at this time would include age appropriate presentations by the volunteer police officers. They had access to large binders that would have resources and they had reel to reel films that they would show in class. Topics and presentations would include safety and crime prevention lessons and the negative effects of drug and alcohol use.

## **The Evolution of the SLO Program in New Westminster**

There were no full time SLO assignments at the schools in New Westminster until 1994. The Board of Education requested that a full time police officer be assigned to the NWSS and the NWPD obliged and fully funded the position. There was no job description or set of goals or any clear objectives. In 1997, the Part II Order posting for the position stated: “School Liaison Officer” and the interested police officer had to write a one page letter of intent. In comparison, the Part II Order from 2017 for Child and Youth Resource Unit – NWSS – High School was three pages and included an extensive list of minimum qualifications and objectives. An SLO course was developed and available during this time and offered at the Justice Institute of British Columbia.

SLO investigations at NWSS included bullying and threatening complaints between students. Enforcement was part of the portfolio but building rapport with students was the main priority. The SLO was available to answer questions on a variety of topics and the SLO would provide friendly advice. The SLO was a guest speaker in the Law classes and had open question and answer periods that would include questions about the law and policing as a career. The SLO worked collaboratively with school administrators, was involved in many committees, liaised with social services and the Ministry of Children and Families. The SLO tenure was three years and many New Westminster Police officers have rotated through the position.

## **Creation of 2<sup>nd</sup> SLO Position**

In 2009, the School Board requested a dedicated SLO for the elementary and middle schools and thus the first full time member was assigned to this position in 2009. There were now two full time SLO positions funded by the NWPD; one dedicated police officer to NWSS and one assigned to the elementary and middle schools.

New Westminster also has three alternate learning programs/schools: POWER, SIGMA and RECAP. There is also the independent school known as PURPOSE. These programs are tailored to the middle and high school level who require an alternate to the mainstream school system. During this time frame, no specific SLO was assigned to these schools and they were attended only periodically as the need arose by the SLOs.

Duties of the SLOs included meeting with the Principals, Vice Principals and School Counsellors. They would regularly walk through the schools and strike up conversations with students. They would follow up on any incidents that have occurred and subsequently meet with parents and students that were involved. They would engage in activities with youth and offer programs that were requested. They attended career planning courses to speak to students about the importance of education and about policing as an occupation. Enforcement was secondary to maintaining public relations and good relationships with the students and teachers.

### **Memorandum of Understanding (MOU)**

It was also in 2009 when the first MOU was in place between the Board of Education of School District No. 40 (New Westminster) and the New Westminster Police Service regarding the School Liaison Program.

The overriding theme of the MOU was collaboration between the NWPDP, SD40, parents and students. The vision in the MOU was stated as follows:

“It is the joint vision of the SD40 and the NWPDP that students, parents, school staff, police, community members, service agencies and others will work collaboratively to ensure that:

- a. Students learn in a nurturing and secure school and community environment, where they are engaged in experiences that create strong self-esteem, responsible behavior and a respect for the dignity and differences of others; and
- b. Those students who are at risk or who have engaged in criminal behavior, where intervention is required, will remain in or be returned, as soon as possible, to their communities, through timely and effective early intervention strategies, justice processes or referrals.”

The strategies [of the SLO program] were listed as follows:

- Prevention
- Establishing Connections
- Information management
- Early intervention
- Justice System Processes
- Establishing Partnerships

The MOU lists “School Based Prevention Topics” in age appropriate categories. There were programs designated for elementary students such as “stranger danger”, bullying, abuse prevention and introduction to 911 and policing.

For Secondary Students, programs such as dating violence, internet safety, drinking and driving and gang recruitment were topics presented. There were also education programs for parents and the community which included community safety, gangs, sexual exploitation of children and youth and crime prevention in the neighbourhood.

## **Evolution of Departmental Policy**

The first NWPD Policy relating to the SLO program was effective March 30, 2000, and set out the SLO duties and responsibilities. The reasons for the policy included “creating a better understanding of the role of the police officer in the community” and “offering presentations on crime and safety issues which are relevant to youth.” The procedures set out duties and functions which included “preparing and delivering talks and lectures to students on a variety of topics, such as police department operations, resources and procedures, juvenile crime, police work as a career and other topics of interest to students.” SLO’s were to be identifiable as a police officer in the schools either by wearing a full police uniform or suitable civilian attire with badge and sidearm.

The policy was revised in November, 2009. This revision included the additional full time position in the Elementary/Middle Schools that was implemented in the same year. The procedures were changed to include duties of the High School Liaison officer and the Elementary/Middle School Liaison Officer.

The revised 2009 Policy also included the introduction of the Restorative Justice program and included the duties of both Elementary/Middle and High School Liaison officers as it related to program referrals.

## **NWPD School Liaison Program 2015 Review**

In December 2015, an operational review of the School Liaison Program was conducted by Dr. Rick Parent and Hilary Todd, PhD (cand) from Simon Fraser University School of Criminology. This report identified several factors that may be implemented to enhance the current program. “These factors include:

- The establishment of a core set of programs and teaching material;
- The consistent delivery of programming;
- Expansion of school liaison services to other areas in the community;
- The creation of a Youth At Risk position/Youth At Risk Officer (YRO);
- A method of feedback to provide program and delivery evaluation. This would allow measurement in the overall effectiveness of the unit.”

The review included an examination of SLO programs that exist in neighboring police agencies and a general review of the SLO model within Canada. They examined NWPD policy, PRIME statistics on youth files, interviews with selected school administrators, interviews with previous and current School Liaison members, review of SLO programs by other police agencies and a review of current literature on the topic of police in schools. They recommended changing the name from School Liaison Program to Child and Youth Resource Unit and increasing the unit from two to three police officers.

In January 2015, the NWPD created the Prevention Services Section (PSS) which brought together a number of units which worked in separate divisions. PSS brought together a diverse group of specialists that provide a holistic approach to identifying and targeting underlying causes of crime and victimization among vulnerable groups. The SLO program was part of the PSS and included the Victim Assistance Unit (VAU), Domestic Violence Response Team (DVRT), Family Services of Greater Vancouver (FSGV) – partnership with DVRT, Mental Health Unit (MHU) and Community Services Section (CSS). Further changes in 2018 included the newly formed Special Investigation Unit (SIU) which included DVRT, Sexual Offences and Elder Abuse.

The review recommended the creation of a third position - Youth at Risk Officer. This new position would have a police officer liaising with Youth Probation, providing education and developing ongoing collaborative relationships with the alternate schools in New Westminster; SIGMA, RECAP, POWER and PURPOSE (independent school).

Interviews were conducted with school Principals and the overriding theme was that they liked the program and encouraged more participation by the SLOs. Comments were noted as follows:

“Principals noted that increased SLO presence would be valued, and that a need existed for SLO’s after classes end.”

“All Principals interviewed expressed a desire to see more of their SLO’s. Several principals suggested their SLO have a permanent office within their school. Others simply pointed to the need for the increased visibility of their SLO.”

“All Principals interviewed felt that the 1 – 2 hour window immediately after school ends is a critical time period and that the SLO’s should be present for.”

Previous and current serving SLO’s were interviewed, researchers went on “ride-alongs” with SLO’s and several teachers and principals were interviewed. Some of the conclusions and recommendations from the report are as follows:

- Approximately 25% of files created involve “youth at risk.”
- Currently two full time officers assigned to the School Liaison section – recommendation that one uniformed officer would continue to be assigned to the school related duties and one officer, non-uniformed, would be assigned to deal with “Youths at Risk” within the jurisdiction of New Westminster.
- NWPD should consider seeking funding from outside sources for the implementation of a dedicated third officer, to fulfil SLO and Youth at Risk Officer’s duties.
- Have well established teaching curriculums and survey instruments that have proven effective in providing SLO services.

### **2016 Report “Recommended Changes to the new Westminster Police School Liaison Program” by Inspector Todd Matsumoto**

In 2016, the Police Board approved the recommended changes as set out in Inspector Matsumoto’s Report. The approved changes were as follows:

1. Introduce new objectives and goals for the Youth Services Unit.
2. Create a Youth at Risk Officer
3. Rename the School Liaison Unit
4. Implement curriculum of Police-defined educational programming for elementary, middle and high school students
5. Introduce a Youth Services Cadre
6. Implement formal process to evaluate program and curriculum effectiveness.
7. Form partnerships with Ministry of children and Family Development and others to ensure best outcomes for at-Risk youth in New Westminster.

Inspector Matsumoto stated that “introducing the recommendations in this report will enhance the New Westminster Police Department’s response to youth overall and increase our effectiveness in reducing risk factors to at-risk youth within the community.”

Several of the above-noted recommendations came to fruition at the NWPD. The name of the unit was changed from the School Liaison Program to the Child and Youth Resource Unit. Also in the fall of 2017, the Youth Cadre Team commenced duties and several officers took part in the program. This was a supplementary position within the child and Youth Resource Unit and it is a part-time collateral duty in addition to a member’s primary assignment. Their mandate was to deliver presentations to youth, work with Crime Prevention volunteers and Reserve Constables to deliver 12-24 hours of presentations annually and take part in school related activities and initiatives lead by the full-time Child and Youth Resource Unit. The three police officers worked collaboratively and was a very effective and successful unit.

### **Child and Youth Resource Unit**

In May 2019, the School Liaison Policy was changed to the Child and Youth Resource Unit. This changed the name of School Liaison Officers (SLOs) to Child and Youth Resource Officers (CYROs). The impetus for this new policy was a study completed in 2015. This new policy broadened the scope of the program to include a Youth at Risk Officer. Criteria was listed for what identifying factors were At-Risk-Youth. These included the following factors:

- Homelessness;
- Unstable or poor living conditions
- Neglect
- Poor performance at school; and
- Youth living in households with mental health issues.

This new policy set out examples of youth related investigations that CYROs could investigate. They were to “take a proactive, primarily non-enforcement approach in resolving youth related issues.” -

### **SLO Programs**

There have been a variety of successful programs implemented by the SLO’s in collaboration with SD 40. They are as follows:

- *Student Police Academy* – this program was run by the NWSS SLO to provide grade 11 and 12 students with a realistic perspective of policing. It was a partnership between the NWSS and the JIBC. It was 60 hours of instruction over two weeks. Twenty-four students are selected from various high schools in the Lower Mainland area. They had to apply, attend for an interview, and be supported by their current school. The curriculum included physical training, legal studies, investigation/patrol/traffic studies, firearms safety/driving instruction/marine patrol and disaster response.
- *Parent’s Night Out* – this is an educational evening planned once per month in collaboration with the School Board, District PAC and Fraser Health for parents. It involved community partners such as MCFD and Mental Health.
- *Cooking with Cops* – students and school staff would cook with NWSS Police Officers which encourage a fun and playful atmosphere.

- *It's a No Campaign* – This program was adopted from the Abbotsford Police Department to address the abundance of sexual images children are taking and sharing and even using to intimidate or extort others with. School administration supported this program along with the School Board.
- *Participation in Sports* – this has occurred between SLO's and students and school staff for decades. Police officers would regularly engage in basketball games, football and floor hockey.
- *VITRA* – Violent Threat Risk Assessment – SLO's participated in this training with school administrators to determine threats at the school.
- *Tours of the NWPD* – this has been occurring for decades. SLO's would bring classes of students and teachers to tour the NWPD highlighting different areas of the police department and introducing them to staff.
- *End Gang Life Presentations* – this was facilitated by SLO's.
- *Best Buddies Program* – this is a non-profit organization dedicated to establishing a global volunteer movement that creates opportunities for one-to-one friendships, integrated employment, leadership development and inclusive living for people with intellectual and developmental disabilities.
- *Canadian Centre for Child Protection* – This program is based on a book called "It's a Big Deal." This activity book teaches teens the difference between healthy and unhealthy dating relationships, including the issue of sexual consent. Teens learn about love vs. control in dating relationships, self-peer exploitation ("sexting"), Canada's sexual consent laws and how this way reduces their vulnerability to victimization and increases their personal safety.
- *ICBC Presentation on the Dangers of Impaired Driving.*
- *Rock Solid* – started in 2003 at NWSS and was a combined effort between the NWPD and the NWSS. The idea for this program came as a result of the tragic death of Reena Virk. Senior students would write the scripts and perform the anti-bullying play for elementary, middle and high school students in the district. The SLO participated in the creation of the plays, provided feedback, attend the performances and fundraise for t-shirts and the wrap up party. In 2017, the program changed to "Still Solid."

### **Social Change in 2020**

The murder of George Floyd in Minneapolis in May 2020, triggered many questions about the use of force by law enforcement in the United States and Canada. This led to discussions regarding defunding the police, demilitarizing the police and the reallocation of police budgets. The New Westminster City Counsel along with the New Westminster Police Board drafted nine police motions and work has begun to implement changes.

### **Board of Education Process**

In spring, 2020, 101 individuals provided correspondence to the Board expressing concerns around police in schools or anti-racism initiatives either through individual emails or by signing the online petition, "The end of policing in New Westminster Schools."<sup>2</sup> In the same document, they provided a data analysis of the breakdown of the 101 petitioners:

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<sup>2</sup> [newwestschools.ca/wp-content/uploads/2021/04/210413-Education-Agenda.pdf](https://newwestschools.ca/wp-content/uploads/2021/04/210413-Education-Agenda.pdf)

- 101 individuals provided correspondence to the Board of Education expressing concerns around anti-racism work and police in schools either through individual emails or by signing the petition: “The end of policing in New Westminister Schools.”
- The petition referenced above was also sent to the Vancouver parent community.
- All correspondence was responded to by Communications Director in the spring and fall of 2020.
- All 101 individual names and email addresses were cross-referenced to MyEducationBC data.
- 16 of the 101 individuals were confirmed as parents/guardians in New West Schools-of the 16, 6 had sent emails, and 10 were signatures on the petition: “The end of policing in New Westminister Schools.”
  - 14 of the 16 New West parent/guardians wanted to have police removed from schools;
  - 1 of the 16 wanted to have the police remain in schools; and
  - 1 of the 16 was asking about anti-racism in general.
- The 85 other correspondents were a mix of current or past residents of New West, NWSS alumni, or people from other communities.
- None of the 101 individuals sent any further correspondence to the board after the spring of 2020.

### **Email from Board of Education**

On June 18, 2020, Chief Constable Dave Jansen received the following email from the Board of Education, New Westminister Schools:

*On behalf of the Board of Education, we write as a show of our solidarity with our Black and Indigenous students, staff and families. But also, to make some hard commitments.*

*Like you, we have watched too many Black and Indigenous people die at the hands of police, both in the US and here in Canada. We recognize the pain and suffering that racism, in all its forms, creates.*

*Black lives matter. Indigenous lives matter.*

*At New Westminister Schools, we are proud of our commitment to inclusion and diversity, our efforts to move toward reconciliation and our work to create greater equity. Those are important values and actions. But that does not mean we don't also see that racism is at play in our schools. We recognize the overall existence of systemic racism, and the harmful impact it continues to have on our students, staff and the families in our community. We must be accountable and do the hard work to change that.*

*We are listening carefully right now. We hear what is being said, and we are here to learn and support when we can. It is where we must start. But it is also not enough.*

*We have a responsibility and an opportunity to do more than just listen and learn. We also have to find ways to apply those lessons. And we have to be part of creating meaningful action.*

*As people involved in influencing education, we must consider where we can be allies for our kids and our staff. And as allies we must look at the power we have to help change the systems that oppress those living in our community ... we have an obligation to seek opportunities to support the young people who are asking us to help lead them into a better future.*



*In the coming months we'll be doing more work to determine the most appropriate ways for our district to take action – including developing the framework of a policy that will move us beyond just the values of diversity and inclusion, and instead into a space where, at every level of this district, we are actively engaged in anti-racism work.*

*You can expect that members of our board will be reaching out in the Fall to help inform the policy development. You can expect there will be more actions to follow. You can expect we're in this for the long haul.*

*In the meantime we commit to continuing to listen and grow as we engage in a variety of learning opportunities. We will do this both as individuals and collectively ... looking at the roles we can each play in creating necessary and vital changes. And we take that responsibility very seriously, because our kids, our staff and our community deserve that.*

*On behalf of the Board of Education, we hope you will join us in this process,*

*Anita Ansari and Gurveen Dhaliwal.*

*Board Chair and Vice-Chair, New Westminster Schools*

### **NWPD Process with NWSS Staff**

In August 2020, a current NWPD CYRO advised that the Principal and the four Vice Principals at the school (NWSS) advised they want police to return to the schools in September 2020, and it be “business as usual.” Inspector McDaniel’s team were directed to determine the current situation at the New Westminister Schools in relation to having SLO’s continue in the roles.

Shortly thereafter, direction was provided by NWSS staff that they are working together to provide information to their Board and it would be a good opportunity to update our Agreement document (MOU). NWPD were advised that School Resource Officers should not be assigned to the schools until this process has been completed. Work had begun on an update to the current MOU and School staff provided periodic updates on their ongoing engagement process.

School staff communicated to NWPD that they are working on changes to the MOU and that research had begun on examining other school districts with respect to their SLO programs. School staff advised that this will be a lengthy process and involve community engagement, student and parent surveys and presentations. The NWPD re-assigned the current CYRO’s to other areas of the NWPD.

In October 2020, School staff completed a Board Presentation entitled “Child and Youth Liaison Officers in New Westminister Schools.” The presentation provided an overview of the program, current areas of focus, why the SLO’s should continue in the schools and summarizing the program review that was taking place with a trauma-informed lens.

Over the next several months, school staff provided updates to the NWPD which included the process of engagement with students, survey results and School Board meetings. NWPD shared information regarding SLO specific training and youth file statistics in New Westminister. School staff provided the NWPD with a draft of their confidential information regarding their review process, data and recommendations.

## **Result of Board Decision**

The result of the April 13, 2021, Board of Education meeting was as follows:

### **Final Motion:**

**THAT the Board of Education of School District No. 40 (New Westminster) discontinue the Child and Youth Liaison Officer Program in our schools, effective immediately, and direct staff to collaborate with the NWPD in the re-design of our relationship as it specifically relates to our protocols and training for emergency procedures in schools including critical incidents, lockdowns and Violence Threat Risk Assessments (VTRA) AND direct staff to report back at the June 8, 2021 Education Policy and Planning Committee meeting on those transition plans.**

The Board of Education went on to say that they “will be joining districts like Vancouver in changing our relationship with our local police, so that we can also better support people in our BIPOC community and others who have shared their concerns with the partnership.”

### **NWPD Future Involvement with SD 40**

- The two “discontinued” positions will be re-deployed to priority areas within the NWPD while the Youth at Risk Officer will continue to work in the community supporting youth and the independent and private schools in New Westminster.
- The NWPD will review all SD 40 requests that have been submitted, in writing, to the NWPD. These requests will be triaged, in order of priority, and an assessment completed, based on current resources available.
- All calls for service by SD 40 to the NWPD will be through the non-emergency phone line and any emergency calls made to 911.

The NWPD will continue to be committed to supporting local youth in our community. We will work closely with SD 40, review their request for services and make a determination of the response based on current resources. The NWPD endeavour to create a new relationship with SD 40 that will be effective in serving the entire community and remain open to new, innovative ways we can build these relationships and provide needed services to SD 40.



## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, 20 July, 2021 @ 0930

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

✓ Indicates Attachment

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



# Chief Officer Dave Jones July 20, 2021



METRO VANCOUVER  
**TRANSIT  
POLICE**

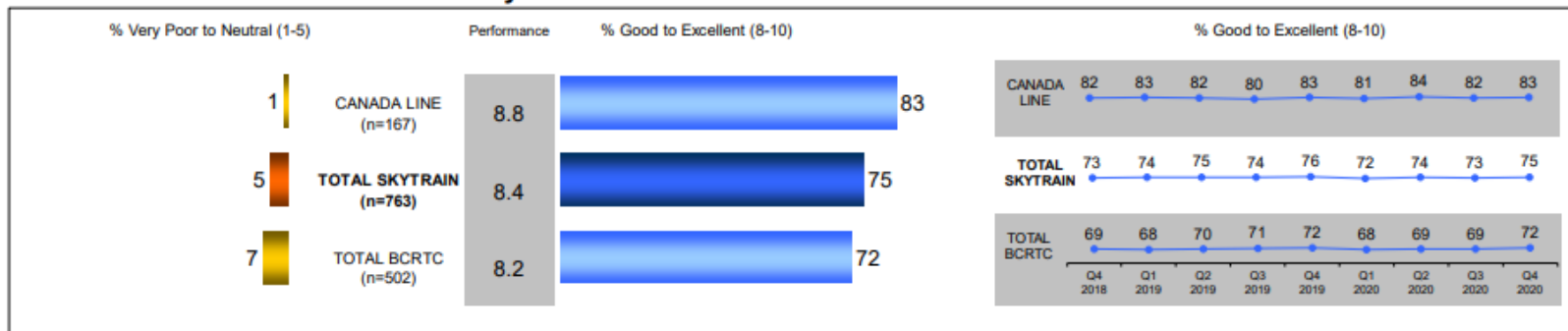


# Safety on Transit



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

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



### Feeling Safe from Crime Inside the SkyTrain Station

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

**Our Customer Promise**

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

**T** Together all the way

# MVTP – New Westminster Files



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



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

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



**Sex Offences**



**Employee Assaults**



**Vulnerable People**



**System Resiliency**



# Targeted Mobile Enforcement Team

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



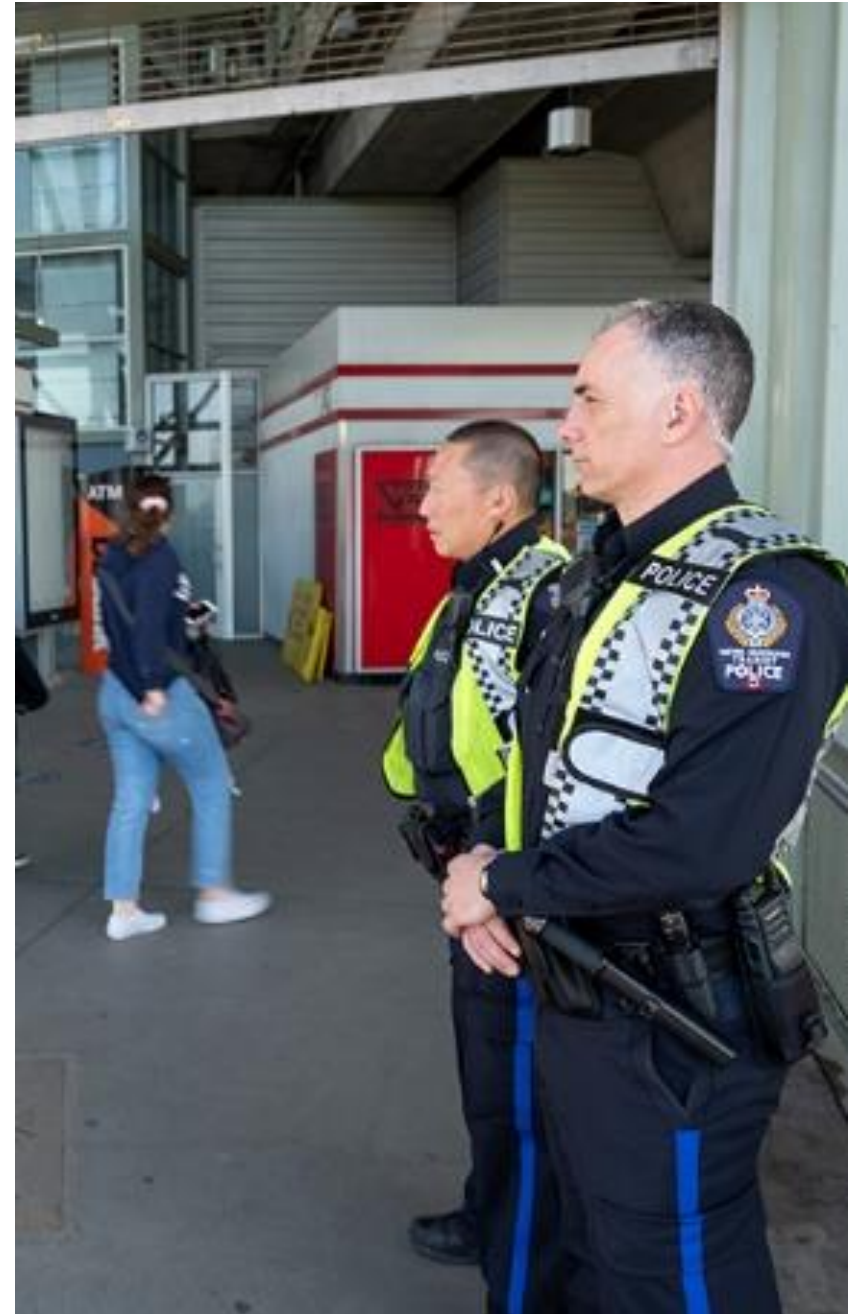
Transit Police Enforcement Team  
@TP\_Enforcement



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



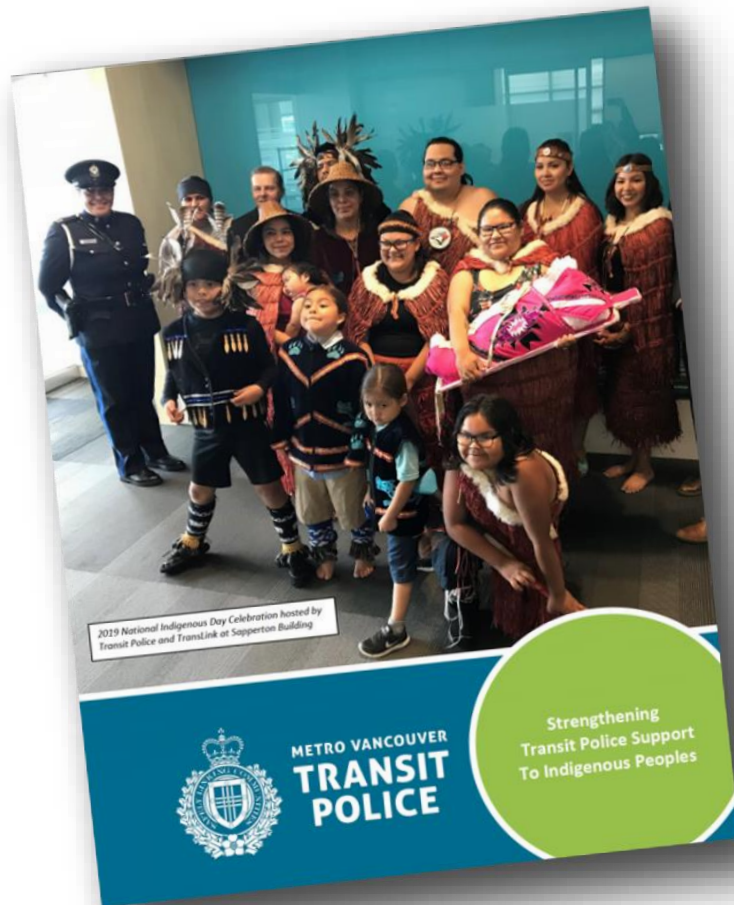
# Events



# Community Engagement Team



# Indigenous Relations Report



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

# Indigenous Liaison Officer



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

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

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



*Credit: Vancouver Sun*



# Blue Eagle Community Cadets



# Blue Eagle Community Cadets





Together all the way





# Looking Ahead – CSO Program

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

**PATROL SUPPORT  
FOR LOWER  
PRIORITY TASKS**

**TRANSIT CONDUCT  
AND SAFETY  
ENFORCEMENT**

**ATTENDANCE AT  
COMMUNITY  
EVENTS**

# Communities Close to Transit

## 22nd Street Station Area Bold Vision



*Sapperton Green Concept*

# Strategic Planning: 2022-2026

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





METRO VANCOUVER  
**TRANSIT  
POLICE**



## NEW WESTMINSTER MUNICIPAL POLICE BOARD

June 15, 2021 @ 0930

Via ZOOM

### MINUTES of Regular Meeting

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

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#### 1. ADOPTION OF AGENDA

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

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

**CARRIED**

#### 1.2 Delegations

None.

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

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

##### 2.2 Police Board Member Reports

##### 2.3 Statistics: April 2021

##### 2.4 Updated Police Board Governance Calendar

##### 2.5 Correspondence

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

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

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

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

**CARRIED**

**ITEMS REMOVED FROM THE CONSENT AGENDA**

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

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

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

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

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

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

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

Discussion ensued.

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

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

Received for information.

## **2.5 Correspondence (Ramnarine)**

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

Received for information.

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

None.

## **4. NEW BUSINESS**

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

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

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

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

**CARRIED**

**4.2 JIBC Funding**

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

Received for information.

**4.3 School Liaison Officer Report**

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

Received for information.

**ADJOURNMENT of Regular Meeting**

Chair Jonathan Coté adjourned the meeting at 1020 hrs.

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

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MAYOR JONATHAN COTE  
CHAIR

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D. DYER  
RECORDING SECRETARY

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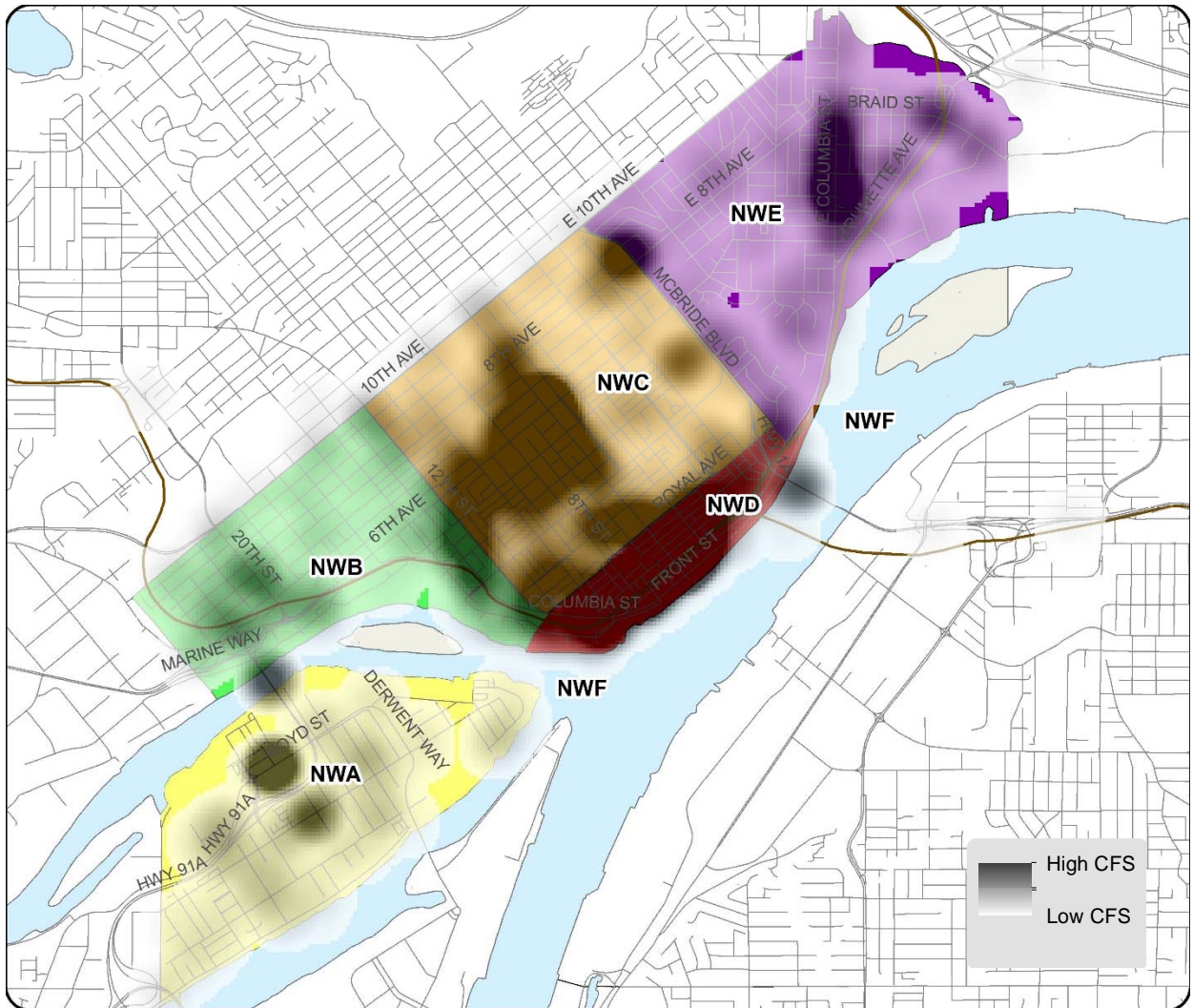


**Calls for Service**

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

Above normal range    Within normal range    Below normal range

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



# Monitored Occurrence Types

Above normal range    Within normal range    Below normal range

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

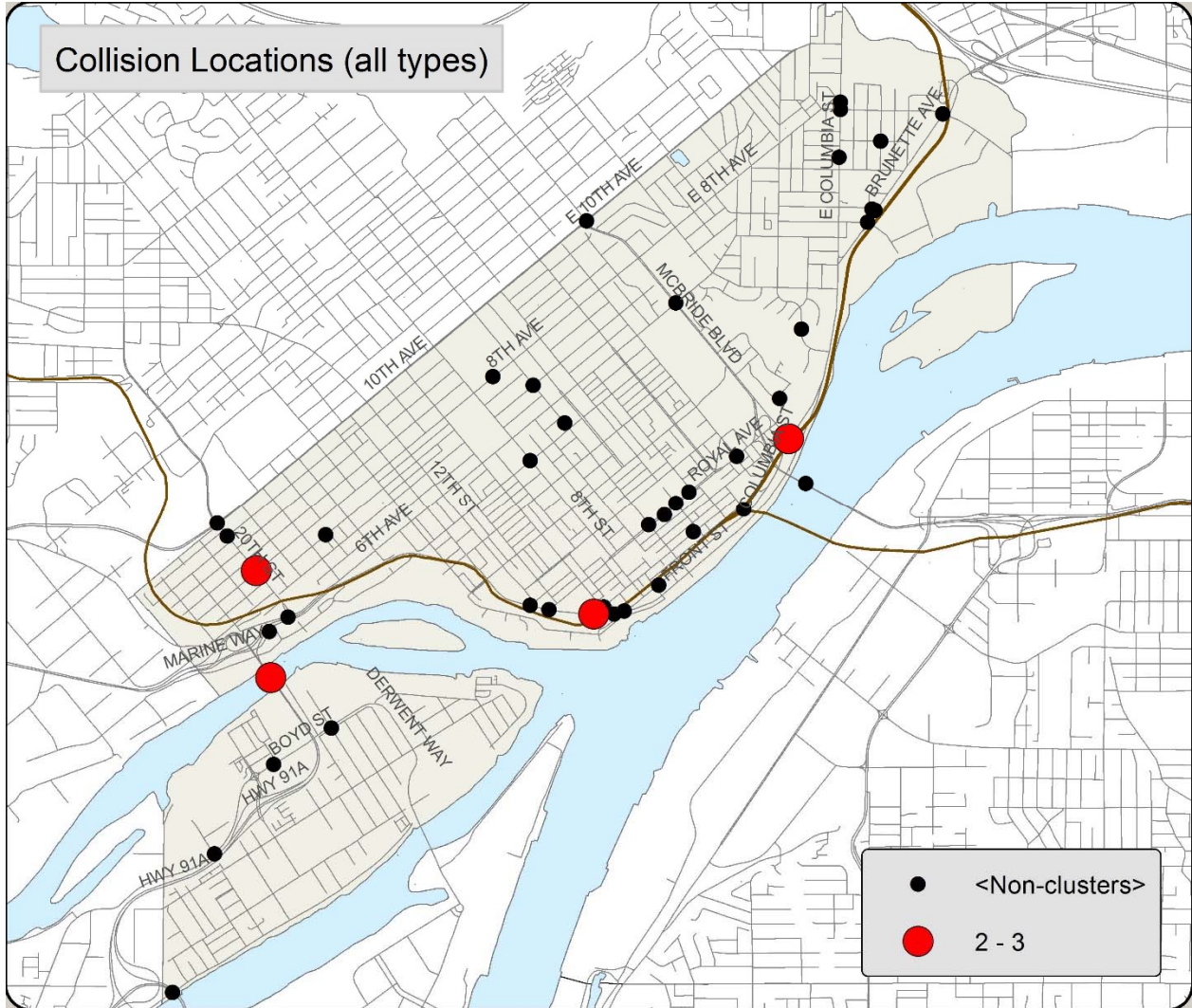
Property Crimes	June 2021	June 2020	June avg range	2021 YTD	2020 YTD	+/-	% change
All Property Offences	238	240	224-285	1610	1434	176	12%
Break and Enter – Total	20	23	17-36	181	172	9	5%
Break and Enter – Business	6	11	9-20	117	86	31	36%
Break and Enter – Residence	4	6	4-10	24	37	-13	-35%
Break and Enter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

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

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

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

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



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

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

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

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

LMD Integrated Teams Annual Report 2020

# ANNUAL REPORT

2020

Lower Mainland District Integrated Teams (LMD I-Teams)

# Message from the Lower Mainland District Commander

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

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

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

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

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

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

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

Respectfully,



Assistant Commissioner Maureen Levy

Lower Mainland District Commander

“E” Division



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

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# Lower Mainland District Integrated Teams

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

## I-TEAMS

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

## JURISDICTIONS

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

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

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

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

## Authorized Strength (2019/20)

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

## I-TEAMS

### ICARS

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

### IERT

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

### IFIS

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

### IHIT

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

### IPDS

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

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

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

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

# I-Teams Strategic Priorities

## INTRODUCTION

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

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

## MISSION

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



**Chief Superintendent Ed Boettcher**

**Officer-in-Charge – LMD I-Teams**

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

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### I-TEAMS

Support and foster a healthy and respectful work environment.

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

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

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

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

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

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

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

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I-TEAMS	Update annual work plans for all teams to support goals set out in the strategic plan by July 1, 2021.  Design and implement system to monitor and report on strategic plan outcomes on an annual basis.  Clarify mandate, mission, vision and performance goals for each team within three-year team strategic plans by April 1, 2022.  Individual teams to set and report on at least one key performance indicator that supports their organizational effectiveness.
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## PRIORITY 4 - ENGAGEMENT WITH INTERNAL AND EXTERNAL STAKEHOLDERS (OUR PARTNERS)

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### I-TEAMS

Implement the I-Teams Strategic Communication Plan.

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

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

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

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

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REPORT BACK – 2020 PRIORITIES

**OBJECTIVE** COMPLETE INCOMPLETE

Develop a multi-year strategic plan for the I-Teams focused on service delivery excellence, organizational performance and continuous improvement, engagement with internal and external stakeholders, and employee wellness.

✓

Manage expenditures within budget levels set in the multi-year financial plan.

✓

Continue outreach of I-Teams to the 33 council participants of I-Teams with the goal to present to each council.

🕒 – COVID

Continue outreach to public and I-Teams’ stakeholders by attending community and detachment events.

🕒 – COVID

Explore opportunities for collaboration with police departments in the Lower Mainland.

✓

Proactively communicate the I-Teams activities to public and Detachments.

✓

Create and staff an employee health and wellness position.

🕒 - Proactive Employee Health Unit created by E Division with same function. Health and wellness position put on hold.

# 2020 I-Teams Highlights

## INTEGRATIONS – NEW PARTNERS AND ADDITIONAL RESOURCES

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

## SURREY POLICE SERVICE

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

## STRATEGIC PLANNING

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

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

## FACILITIES

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

## COMMUNICATIONS

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

## LMD IPDS – SERVICE LEVEL REVIEW

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



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

#### LMD IPDS – MANAGEMENT REVIEW

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

#### LMD I-TEAMS FINANCE

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

# I-Teams Finances

## FUNDING MODEL

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

## COST ALLOCATION FOR PROVINCIAL AND FEDERAL GOVERNMENTS

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

## COST ALLOCATION FOR MUNICIPAL GOVERNMENTS

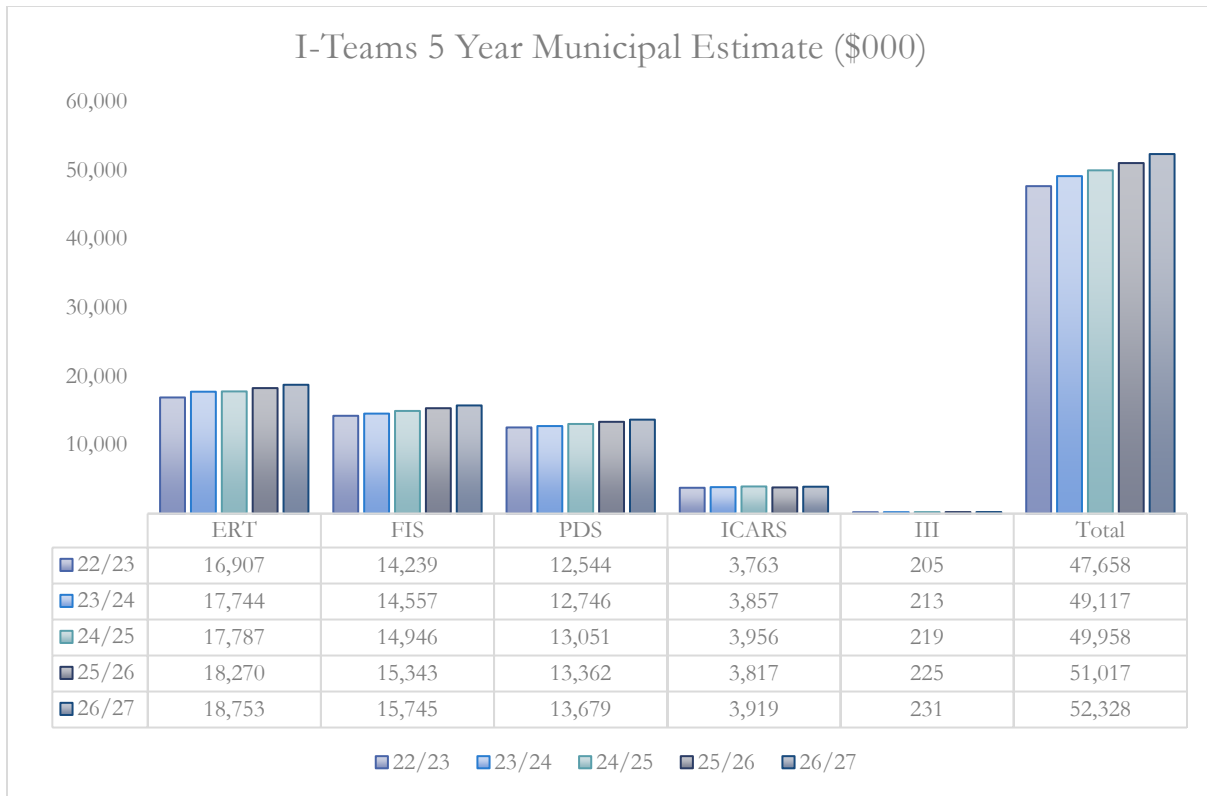
All the I-Teams use the same weighted formula to allocate costs to municipalities. This formula is based on population (25%) and a rolling five-year average of Criminal Code offences (75%). This formula was approved through the Mayors Consultative Forum (now referred to as the Mayors Forum) in 2002.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

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

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

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

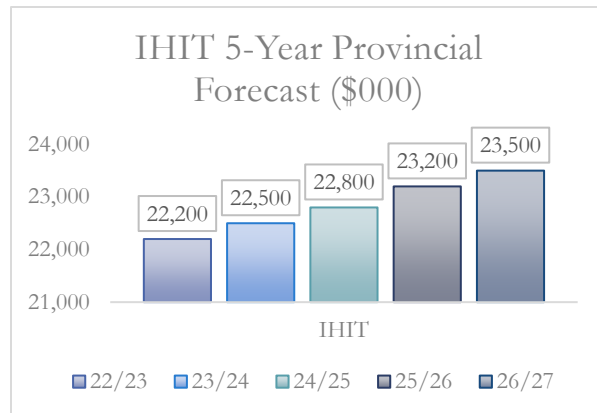
Throughout the forecast period, the I-Teams have committed to their partners to operate within the planned estimates.



## IHIT ESTIMATE

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

The Province is responsible for billing these services to municipalities.



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

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

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

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

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

## 2019/20 Total Percentage Costs by Jurisdiction

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

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

# Service Area

## CALL TABULATION

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

# Calls for Service

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

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

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



## Municipal Calls for Service

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

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

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

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

## Provincial Calls for Service

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

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

## Federal Calls for Service

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

# Call type by I-Team

## ICARS

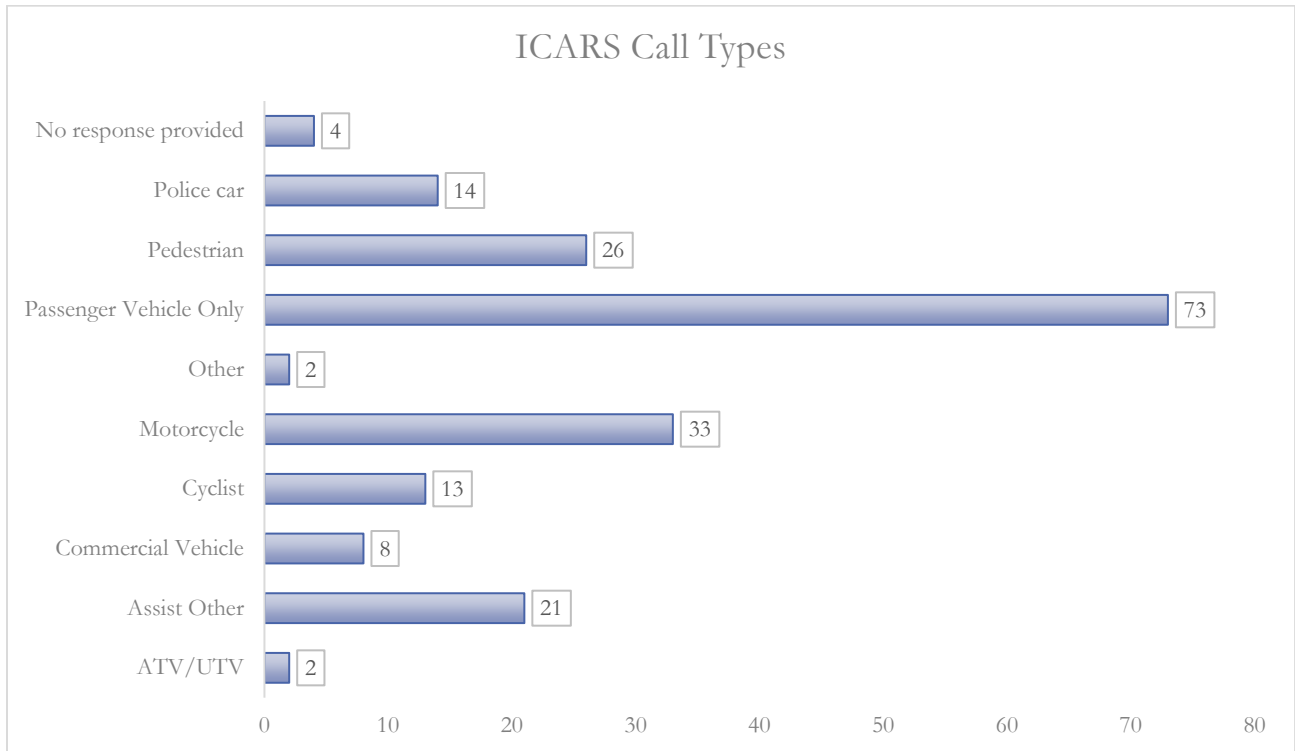
ICARS had 233 requests for service in 2020 and attended 184 of these calls. This is a 27% increase from the 144 calls attended in 2019.

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

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

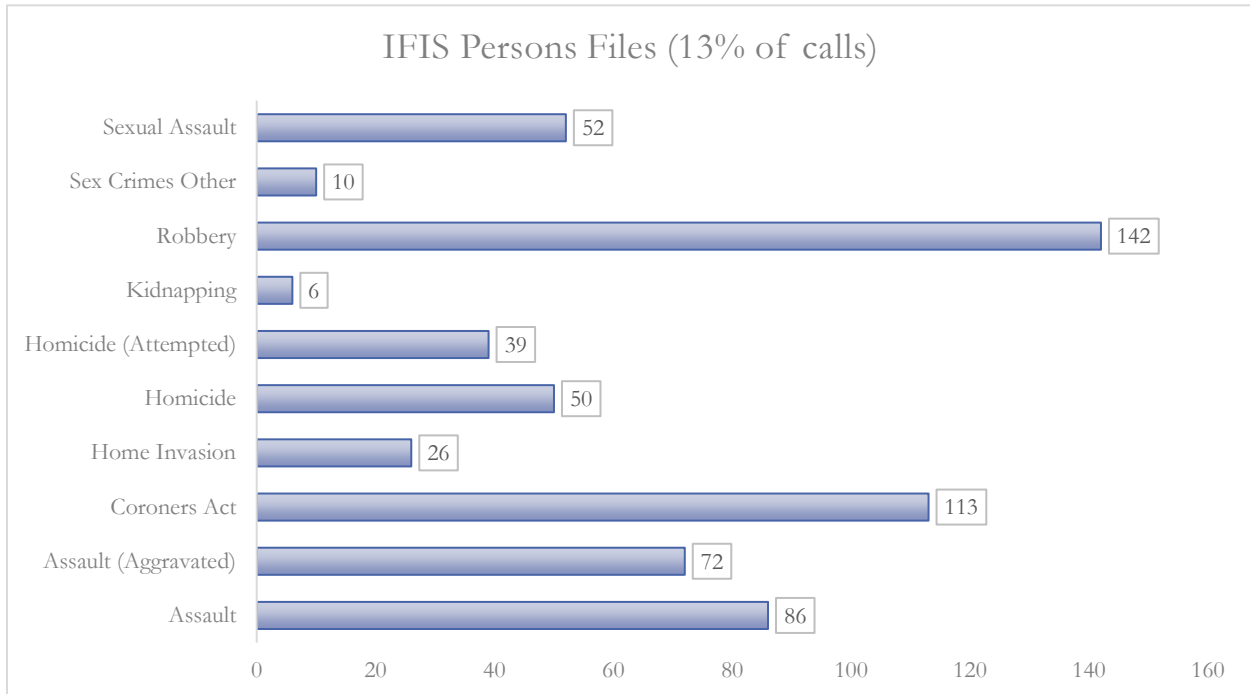
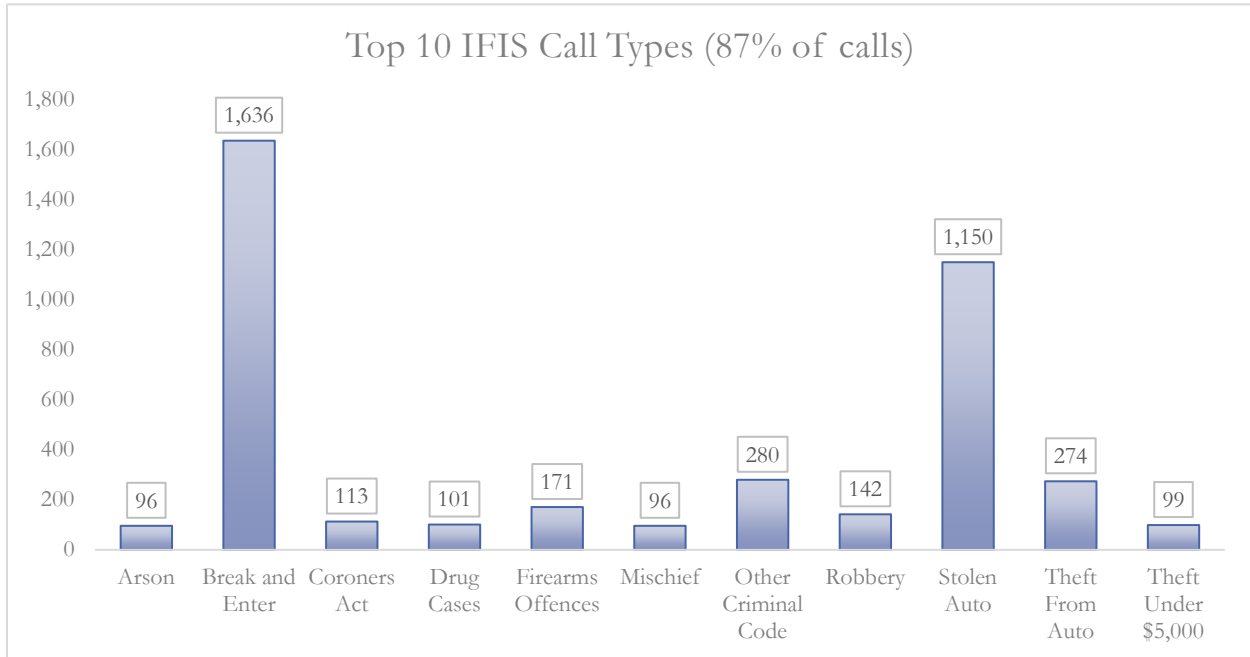
ICARS members also assist investigators by downloading data from vehicle electronic systems. These calls are recorded under 'Assist Other' and often appear in the statistics without a 'location'. The original location of the vehicle may not be disclosed to the ICARS member so not to influence the evidence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

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



## IFIS

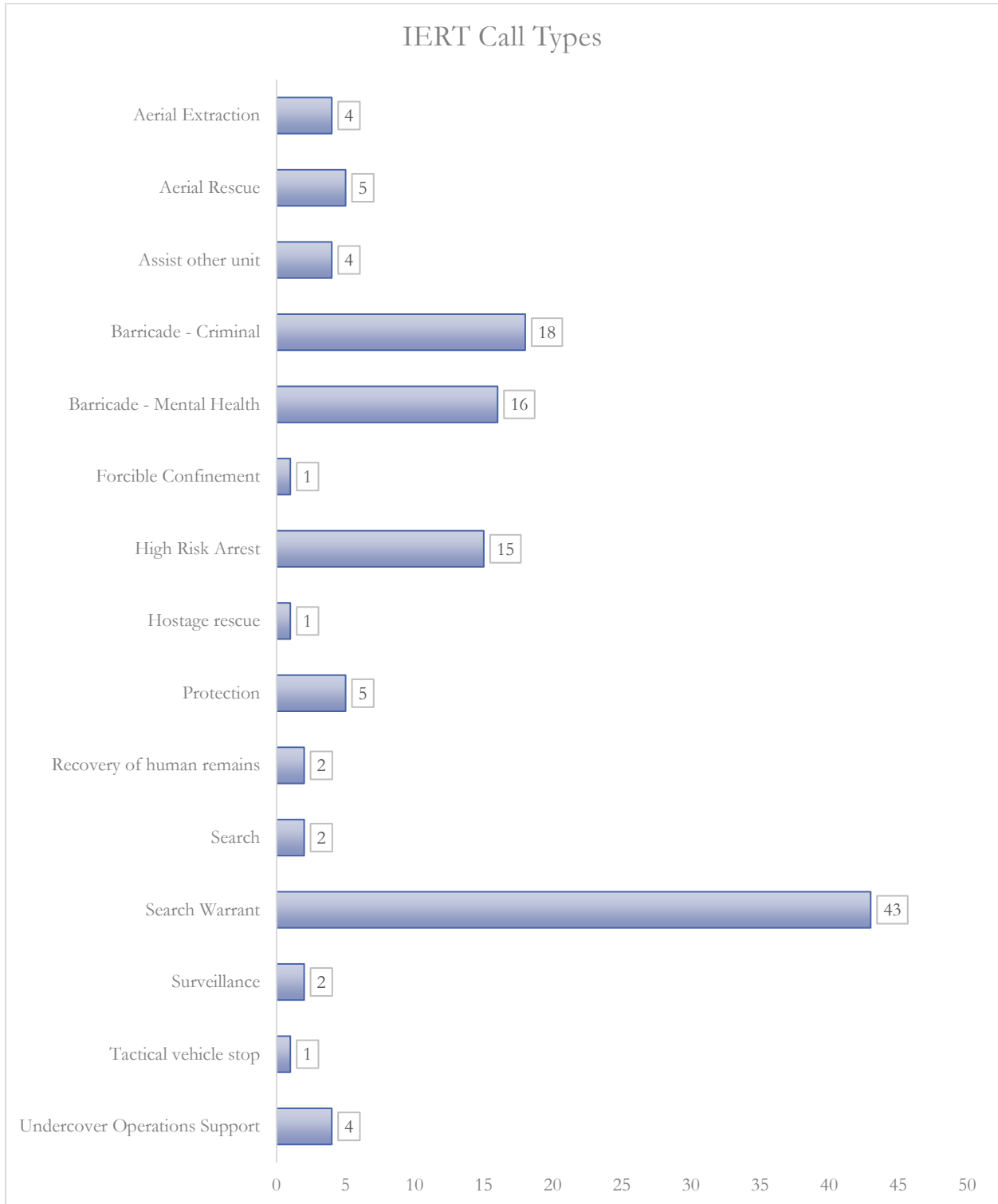
IFIS attended 4,598 calls in 2020. The first chart shows the top ten call types which represent 87% of the recorded calls (4,002/4,598). The IFIS Persons Files chart<sup>ix</sup> shows calls with lower volume (596/4,598) but greater complexity and workload with likely a direct impact on people.



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

## IERT

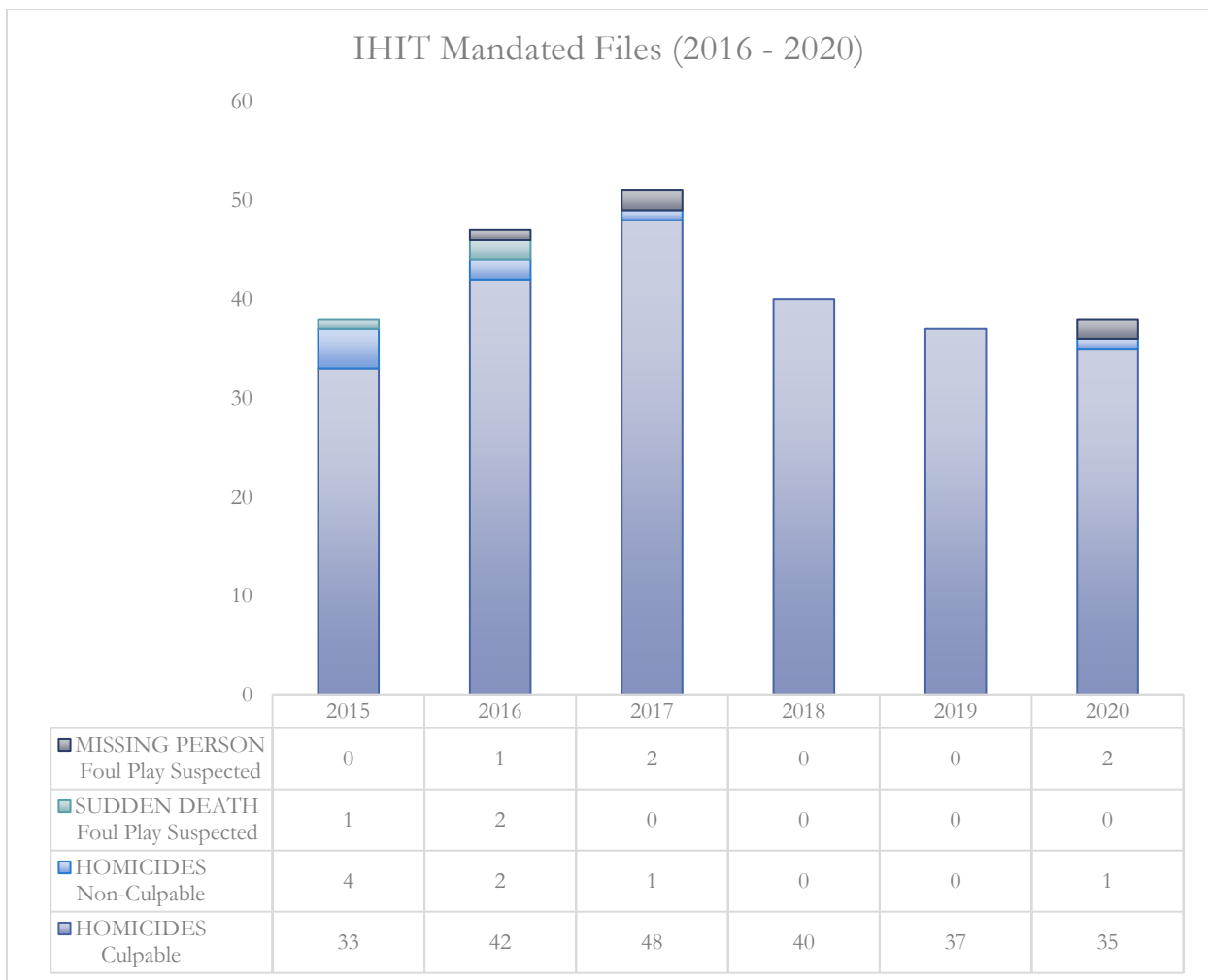
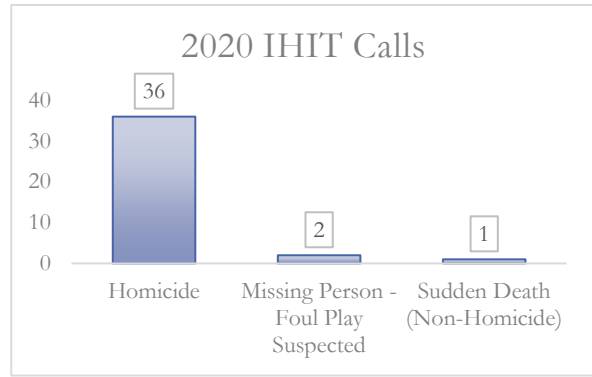
IERT attended 123 calls in 2020. Due to COVID, 2020 call volume was less than prior years. The chart below represents 100% of the calls. An IERT 'call' usually requires the deployment of 10 to 15 regular members in a variety of roles dedicated to the peaceful and negotiated resolution of the file.



## IHIT

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

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



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

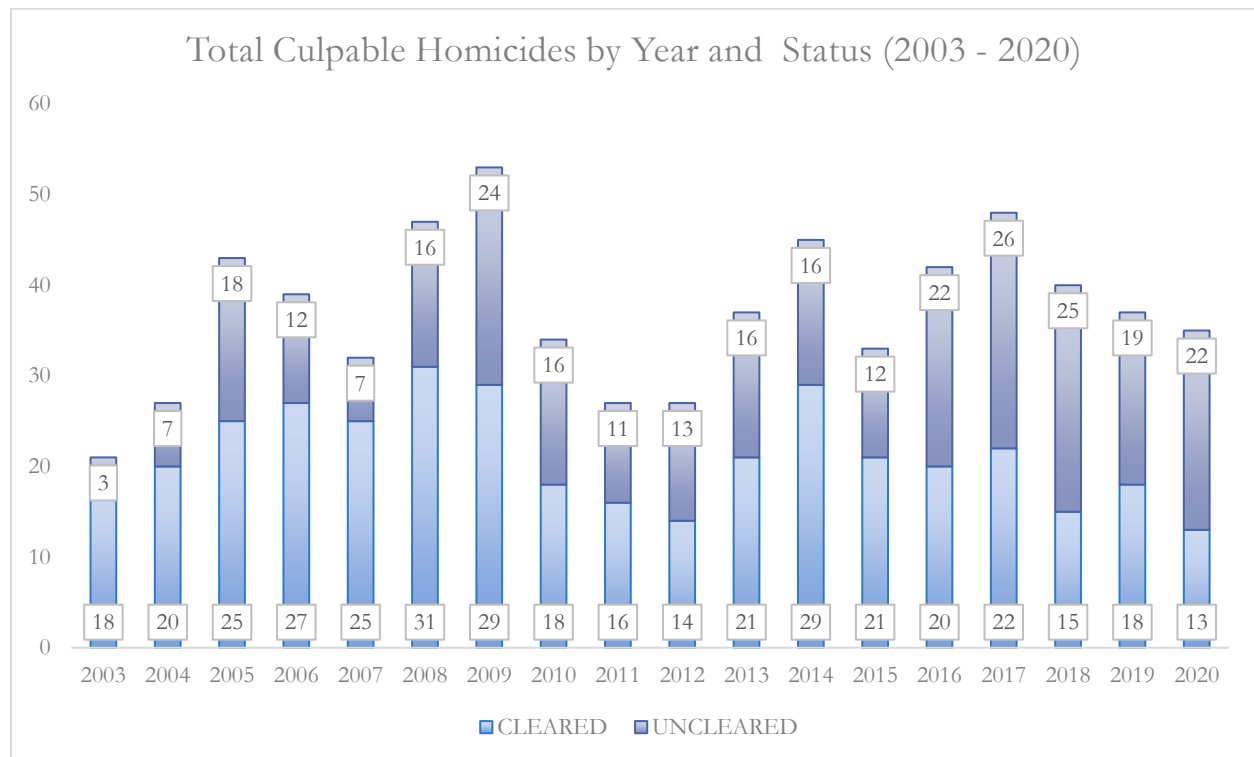
### Status of IHIT Investigations

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

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

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

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



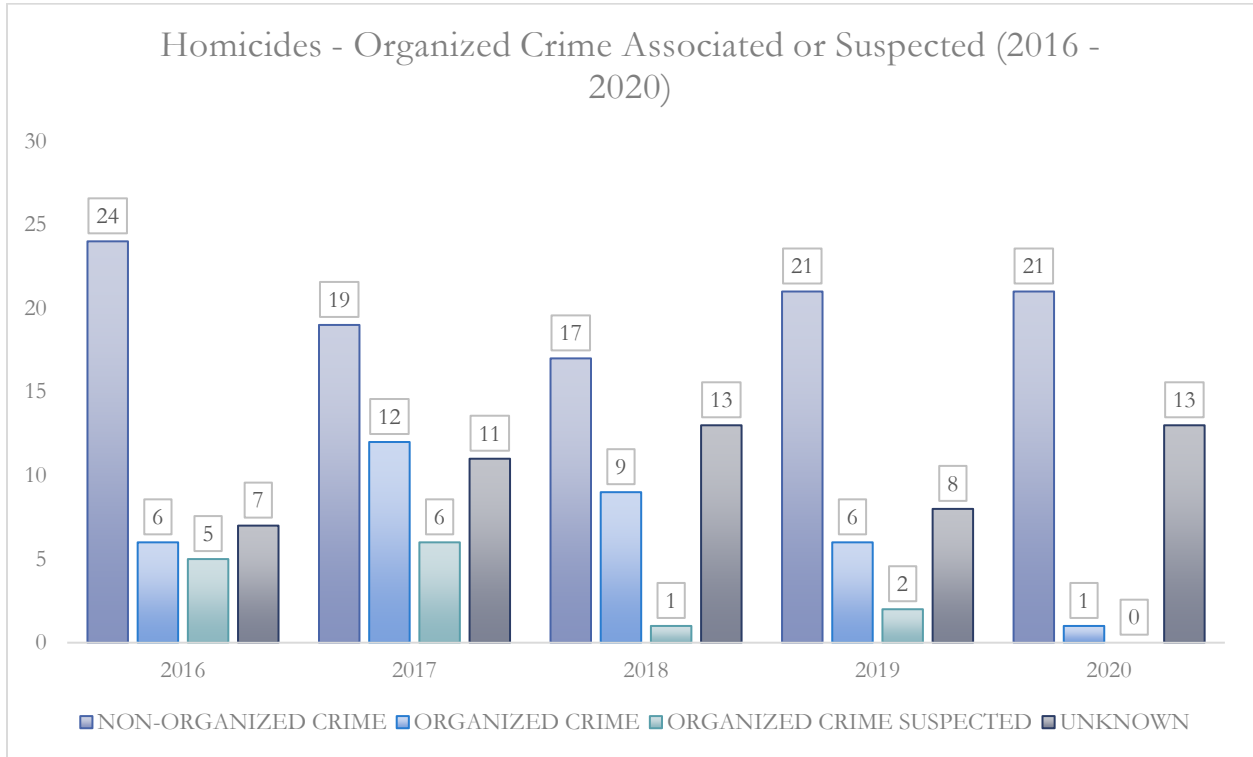
### Organized Crime Related Homicides

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



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

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



## IPDS

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

### Call outcome definitions

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

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

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

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

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

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

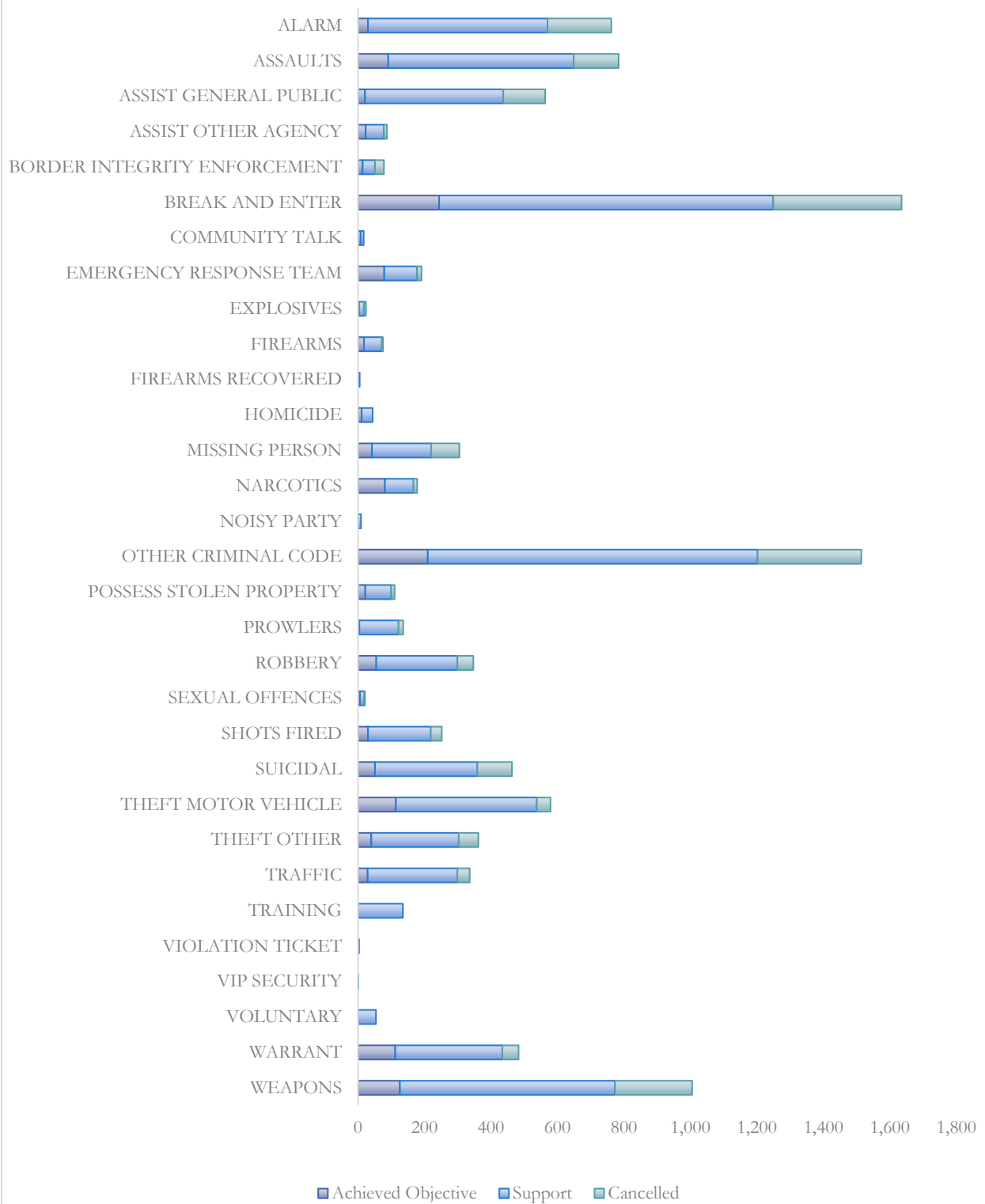
CALL	ACHIEVED OBJECTIVE	SUPPORT	CANCELLED	GRAND TOTAL
FEDERAL	2	3	2	7
MUNICIPAL	1,375	6,796	1,871	10,042
PROVINCIAL	85	226	54	365
Grand Total	1,462	7,025	1,927	10,414

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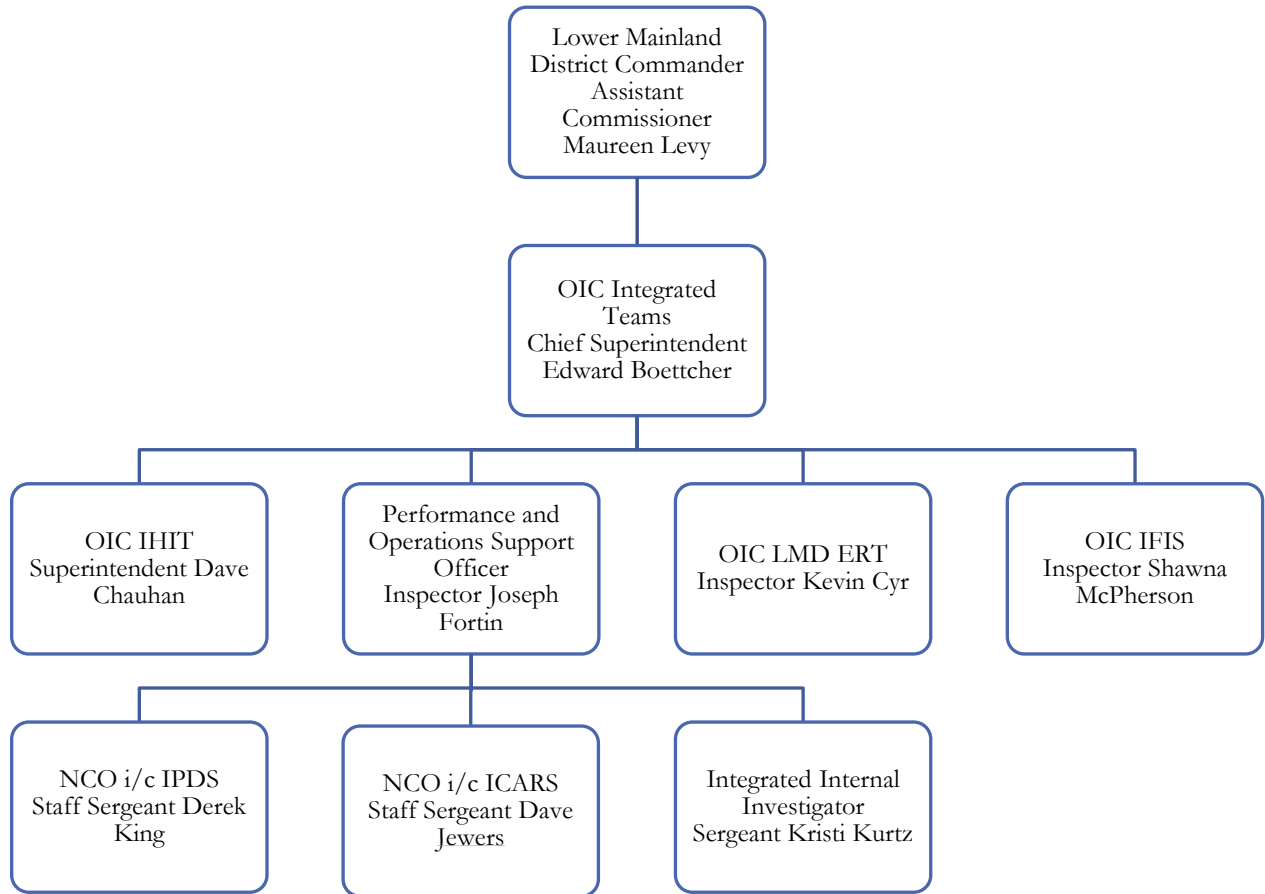
<sup>xi</sup> Total includes training days and community events.

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

## 2020 IPDS Calls by Call Type and Outcome



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



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

# Partners

## ABBOTSFORD POLICE DEPARTMENT

Chief Constable Mike Serr

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

## DELTA POLICE DEPARTMENT

Chief Constable Neil Dubord

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

## NEW WESTMINSTER POLICE DEPARTMENT

Chief Constable Dave Jansen

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

## PORT MOODY POLICE DEPARTMENT

Chief Constable David Fleugel

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

## PROVINCE OF BRITISH COLUMBIA

Policing and Security Branch

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

## RCMP LOWER MAINLAND DISTRICT INTEGRATED TEAMS

Officer in Charge - Chief Superintendent Edward Boettcher

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

## WEST VANCOUVER POLICE DEPARTMENT

Chief Constable John Lo

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

# CAPG Call for Nominations and Notice of Meeting

**Daisy DYER**

---

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

**Categories:** Police Board

[View this email in your browser](#)

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



## **CALL FOR NOMINATIONS and NOTICE OF MEETING**

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

New Westminster Police Board,

On behalf of the CAPG Nominations Committee, we are pleased to invite nominations to the Canadian Association of Police Governance (CAPG)'s Board of Directors for the term 2021-2022.

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

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

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

Sincerely,  
Jennifer Malloy

**Attachments:**

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



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

**Our mailing address is:**

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

[Add us to your address book](#)

Want to change how you receive these emails?

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





## **32nd ANNUAL GENERAL MEETING**

### **A G E N D A**

**Thursday, September 30, 2021**

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

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



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



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

On behalf of the CAPG Nominations Committee, we are pleased to invite nominations to the Canadian Association of Police Governance (CAPG)'s Board of Directors for the term 2021-2023.

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

All directors whose terms expire in 2021 are eligible to run for election for an additional one or two-year term BUT this provision does not preclude any other eligible and interested candidates from submitting their own nomination for the vacancy. The chart below lists the eight vacancies by province or designation.

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

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

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

**CAPG By-Laws state:**

**5.1 Number of Directors**

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

**5.2 Composition of the Board**

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

**5.3 Qualifications**

In addition to the qualifications for directors set out in the Act,

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

**5.4 Election and Term of Directors**

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

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

Following the receipt of nominations and identification of eligible candidates, the Nominations Committee will present a slate for election at the Annual General Meeting on September 30, 2021.

Attached to this document are the following:

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

areas of interest or expertise.

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

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

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

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

Sincerely

A handwritten signature in blue ink, appearing to read "Jennifer Malloy". The signature is fluid and cursive, with the first name "Jennifer" being more prominent than the last name "Malloy".

Jennifer Malloy  
Sent on behalf of the Nominations Committee

## Schedule A: Nomination Form

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

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

We also confirm that:

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

Signature:

Name: (please print)

Chair of Board/Commission

### NOMINEE:

I \_\_\_\_\_ being a member of, \_\_\_\_\_ consent to this nomination. I am currently a \_\_\_\_\_ (provincial, municipal, citizen appointment) representative on my police board/commission and I have \_\_\_\_\_ years left to serve. I am eligible for another reappointment for \_\_\_\_\_ years.

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

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

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

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

Signature:

Name: (please print)

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

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

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

POSITION	NAME
President	
Vice President	
Treasurer	
Secretary	

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

## SCHEDULE B – Areas of Interest or Expertise

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

# Special Committee on Reforming the Police Act Consultation - Survey

**Daisy DYER**

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

---

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

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

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

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

Good afternoon,

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

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

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

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

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

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

Thank you,

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

## Police Board Interviews

**Daisy DYER**

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**Subject:** FW: Police Board Interviews

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**From:** Couper, Julia PSSG:EX

**Sent:** July-13-21 11:38 AM

**To:** Daisy DYER <[DDYER@NWPolice.org](mailto:DDYER@NWPolice.org)>

**Subject:** Police Board Interviews

Hi Daisy,

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

Monday August 16<sup>th</sup> – 12:00 pm 5:00 pm

Tuesday August 17<sup>th</sup> – 11:00 am 5:00 pm

Wednesday August 18<sup>th</sup> – 10:00 am – 2:30 pm

Thursday August 19<sup>h</sup> – 10:00 am – 5:00 pm

Friday August 20<sup>th</sup> – 10:00 am – 3:00 pm

Cheers,

*Julia Couper*

Program Coordinator

Indigenous Policing & Police Governance

Policing and Security Branch

Ministry of Public Safety and Solicitor General



# MEMORANDUM

## *Legislative Services*

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

---

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

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

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

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

*THAT this resolution be released to the public.*

---

Jacque Killawee  
City Clerk

---

Lisa Spitale  
Chief Administrative Officer



**Daisy DYER**

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

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

Hi ,

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

Regards,

Jonathan

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

Hello Mayor Cote and Chair of the NW Police Board.

Re: loud vehicle exhausts epidemic in NW

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

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

Thanks for your attention to this.

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

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

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

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

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

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

**Daisy DYER**

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

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

Good morning,

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

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

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

Thank you,

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



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

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

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

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

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

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

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

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

4.2.1.1 one individual designated by the BCEHS;

4.2.1.2 one individual designated by Vancouver;

4.2.1.3 one individual designated by the Vancouver Police Board;

4.2.1.4 one individual designated by the following group:

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

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

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

No. of Individuals  
which may be  
Designated

Designated Group of Members

1

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

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

and

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



### About the annual general meeting

**Q. What is an AGM?**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Q. Who chairs the AGM?**

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

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

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

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

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

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

July 9, 2021

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

Dear Mayor Coté and Board Members,

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

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

Nominee for the coming term to be selected

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

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

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

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

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



Who is eligible?

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

Commitment

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

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

Next steps

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

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

Yours truly,



Krystal Boros  
Assistant Corporate Secretary

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

cc Mike Welte, E-Comm Board Director



## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, 21 September, 2021 @ 0930

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

✓ Indicates Attachment

<b>1</b>	<b>ADOPTION</b>	
✓	1.1 Adoption of Open Agenda: 21 September, 2021 1.2 Delegations	<i>Police Board</i>
<b>2</b>	<b>CONSENT AGENDA</b>	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: 20 July, 2021	
	2.2 Police Board Member Reports	
✓	2.3 Statistics: July and August 2021	
✓	2.4 Report on National Day for Truth and Reconciliation	
✓	2.5 Correspondence <ul style="list-style-type: none"> <li>• Email from New Westminster Resident</li> <li>• E-Comm Board of Director Formal Rotation Correspondence</li> <li>• CAPG 2021 Conference Sponsorship</li> </ul>	
<b>3</b>	<b>ONGOING BUSINESS</b>	
✓	3.1 GOVERNANCE: Tri-Annual Financial Report	<i>Chief Constable Jansen</i>
✓	3.2 Police Board Zoom/ In-Person Meeting Discussion	<i>Chief Constable Jansen</i>
✓	3.3 NWPD Review of Recommendations from City of New Westminster <i>Police Act Review Submission</i>	<i>Inspector McDaniel</i>
<b>4</b>	<b>NEW BUSINESS</b>	
✓	4.1 Provincial Policing Standards on the Promotion of Unbiased Policing	<i>Chief Constable Jansen</i>
	<b>NEXT MEETING</b>	
	<b>Date:</b> Tuesday, 19 October, 2021 at 0930	
	<b>Location:</b> To be Confirmed	
	<b>ADJOURNMENT OF OPEN MEETING</b>	



## NEW WESTMINSTER MUNICIPAL POLICE BOARD

July 20, 2021 @ 0930

Via ZOOM

### MINUTES of Regular Meeting

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

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#### 1. **ADOPTION**

##### 1.1 **Introduction of New Police Board Member**

Mayor Cote introduced and welcomed Ms. Heather Boersma to the New Westminster Police Board.

##### 1.2 **Adoption of Open Agenda: 20 July, 2021**

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

**THAT:** The New Westminster Police Board approve the July 20, 2021, Regular Agenda

**CARRIED**

##### 1.3 **Delegations**

##### 1.4 **Presentation: Transit Police**

Chief Officer Jones acknowledged that we are situated on the unceded territory of the Qayqayt First Nation, as well as all Coast Salish peoples.

Chief Officer Jones' presentation included the following highlights:

- Transit operates in 22 communities over LMD and cross over 11 First Nations Communities.
- Transit Police are currently undergoing work on their Strategic Plan. The New Westminster Police Department was engaged early on in the process for input on challenges and priorities that Transit Police will face in the next 5 years. Input was also sought from JPD partners, the TransLink enterprise, the Chiefs Community Council, Transit Police employees, Police Services and Transit riders. It is anticipated that the Strategic Plan will be launched by the end of the year.
- The Targeted Mobile Enforcement Team (TMET) works in partnership with jurisdictional police departments and public safety agencies responding to intelligence reports, crime statistics, and complaints received from the public.
- Transit Police provides extra resourcing for large events such as Canada Day, New Year's Eve, and the annual Food Truck Festival.
- The Metro Vancouver Transit Police (MVTP) Community Engagement Team focuses on building relationships with the communities that transit passes through. The team includes Neighbourhood Police Officers, a Mental Health Liaison Officer, a Homelessness Liaison Officer and an Indigenous Liaison Officer.
- In 2020, an Indigenous Relations Report was released in response to a request from the Transit Police Board to identify learnings from the Thunder Pay Police Service Board, investigating the National Inquiry into Missing and Murdered indigenous Women. There were 15 calls to action.
- In June 2020, the Transit police welcomed Cst. Kirk Rattray to the newly created role of Indigenous Liaison Officer (ILO). Cst Rattray assumed this pivotal role after serving four years as the Transit Police Neighbourhood Police Officer for East Vancouver and the North Shore, and over a year in Patrol prior to that. He has a long history of drawing on his Tahltan First Nation's heritage.
- The Blue Eagle Community Cadets was formed by Transit Police and is funded through the Civil Forfeiture Grant. Indigenous youth between 12 and 15 have the opportunity to develop leadership skills while learning about Indigenous issues and policing. The Cadets are led by Cst. Rattray, in partnership with Vancouver Police Department's Diversity, Inclusion, and Indigenous Relations Section and the Aboriginal Policing Centre.
- Transit Police and youth participants meet on Thursdays and on weekends, and engage in a variety of activities such as drum making and hiking, providing youth with knowledge about their Indigenous culture. Participants also build their leadership skills and learn about different roles in policing, helping to further the relationship between indigenous youth and police today. There is a recognition that many urban indigenous youth may not have any connection to their home community and lands.
- The Waterfront Community Policing Centre began operations in February 2021. Chief Officer Jones thanked TransLink Corporate Partnerships who have assisted in

securing sponsorships for uniforms and equipment. Volunteers based out of the Waterfront work shifts on Tuesdays, Thursdays and Saturdays. Activities include; patrolling the transit system in the downtown area and handing out safety materials, or giving verbal information to passengers. Volunteers also support the Lockout Auto Crime Campaign (ICBC) around any parking areas near to the system.

- Discussions are underway with the Ministry of Public Safety and Solicitor General Branch to create a Community Safety Officer Program, to work with the support of Patrol for lower priority tasks/ transit conduct and safety enforcement, as well as attendance at community events.
- Transit Police continues to pay close attention to the ongoing development proposals and completed projects around transit hubs. The New Westminster SkyTrain station is an example of a thriving community centre immediately adjacent to a major transit hub. In addition to the Sapperton Green proposal near Braid Street SkyTrain Station, the area around the 22nd Street SkyTrain Station is identified in the Official Community Plan (OCP) as an area intended to accommodate higher density development, with good access to SkyTrain amenities.

Mayor Cote thanked Chief Officer Jones for his presentation.

## **2. CONSENT AGENDA (Hachlaf/ Ramnarine)**

### **2.1 Approval of Minutes: 15 June, 2021**

### **2.2 Police Board Member Reports**

### **2.3 Statistics: June 2021**

### **2.4 Correspondence**

- LMD Integrated Teams Annual Report 2020
- CAPG Call for Nominations and Notice of Meeting
- CAPG Call for Nominations: 2021 Award for Excellence in Police Governance
- Special Committee on Reforming the Police Act Consultation – Survey
- Police Board Interviews

## **MOVED AND SECONDED (Heafey/Hachlaf)**

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

**CARRIED**



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

#### **3.1 Heatwave Impact and Plan**

Chief Constable Jansen reported that during the heatwave, the New Westminster Police attended 38 sudden death investigations over a 7 day period. Specifically, from June 27 to July 3, 2021. For comparison, in 2019 and 2020 over the same time period, there were 2 deaths respectively. Of the 38 investigations, 4 were in single family homes, and 34 in multi storey residences. Unfortunately, wait times were impacted for Ambulance and Coroners services, with some instances where members waited up to 6.5 hours for Coroners. Of note, the Coroners service received such an influx of calls that their phone line ceased working for a period of time. Chief Constable Jansen noted that there were numerous extra staff called in, and CISM was engaged for members.

City Council were engaged and discussions were had concerning how to move forward. Chief Constable Jansen has committed to providing the resources to research what happened, and will work with the City on the following motion that was passed by City Council:

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

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

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

**THAT** this resolution be released to the public.

Discussion ensued.

Received for information.

#### **3.2 Sanctuary City (Verbal)**

Discussions began over a year ago, however, were delayed as a result of the Covid 19 pandemic. Policy was presented to City Council at the last Council meeting and was endorsed. The New Westminster Police Department will review the policy that was adopted and will update the department policy and guidelines accordingly. Updates will be presented to the Board in the fall for their input and endorsement.

Received for information.

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

##### **4.1 Zoom/ In-Person Meeting Discussion (Verbal)**

Discussion ensued concerning the logistics of Zoom and in-person meetings. The Board agreed that a hybrid model of both options is preferable. Mayor Cote would like to meet with the Board in-person in October and requested that the management team provide the Board with a proposed hybrid schedule for approval at the Board meeting in September. The next Board meeting in September will remain a Zoom meeting.

##### **4.2 Loud Vehicle Exhausts**

Chief Constable Jansen reported that the issue surrounding loud vehicle exhausts is an ongoing complaint and one that increases during the summer months. The department is looking to the province to provide tools and resources to assist in enforcing this matter. Additionally, the resourcing of the Traffic Unit was impacted by Covid 19, which affected the ability to prioritize this matter. The Traffic Unit is now back at strength and will be working towards a solution.

Discussion ensued.

#### **MOVED AND SECONDED (Ramnarine/Heafey)**

**THAT:** A report be provided to the Board at the September Board meeting with targeted ideas and approaches towards the issue of loud vehicle exhausts.

**CARRIED**

##### **4.3 E-Comm Board of Directors Nomination: 2021-2022 Term**

Chief Constable Jansen noted that one seat on the E-Comm Board of Directors is shared between the following Boards: Abbotsford, New Westminster, Port Moody, Transit Police and West Vancouver. The Boards are required to mutually agree on a nominee for the E-Comm Board of Directors 2021-2022 term. The current representative for this group is Mike Welte of the Abbotsford Police Department.

Discussion ensued. Mayor Cote expressed an interest in engaging the aforementioned Boards to discuss a formal rotation of this position amongst the Boards going forward.

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

**THAT:** The New Westminster Police Board endorse Mike Welte of the Abbotsford Police Board for the E-Comm Board of Directors 2021-2022 term; and

**THAT:** The Boards within the 'Class A' syndicate be engaged to propose a formal rotation of this position between communities.

**CARRIED**

Ms. Dyer will notify E-Comm of the Board's nomination, and will prepare a letter to the noted Boards proposing a formal rotation of this position amongst them.

**ADJOURNMENT of Regular Meeting**

Chair Jonathan Coté adjourned the meeting at 1050 hrs.

**Next meeting:** September 21, 2021 @ 1000  
Via Zoom

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MAYOR JONATHAN COTE  
CHAIR

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D. DYER  
RECORDING SECRETARY

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### Calls for Service

	June	July	July avg range	YTD 2020	YTD 2021	YTD +/-	YTD % chg
Queensborough (NWA)	134	135	146-204	934	979	45	5%
West End (NWB)	166	157	183-199	1189	1046	-143	-12%
Mid-Uptown (NWC)	585	561	598-722	3872	3867	-5	0%
Downtown (NWD)	406	437	378-458	2591	2879	288	11%
East End (NWE)	196	191	225-309	1615	1410	-205	-13%
Water (NWF)	1	0	0-2	3	2	-1	-
Skytrain Stns (NWG)	28	34	32-40	175	202	27	15%
Spec. Locations (NWH)	103	96	118-184	818	772	-46	-6%
Other	20	24	23-35	157	167	10	6%
<b>Total Calls For Service</b>	<b>1639</b>	<b>1635</b>	<b>1746-2110</b>	<b>11354</b>	<b>11324</b>	<b>-30</b>	<b>0%</b>

Above normal range

Within normal range

Below normal range

### Monitored Occurrence Types

	July 2021	July 2020	July avg range	2021 YTD	2020 YTD	+/-	% change
All Persons Offences	102	91	44-84	612	563	49	9%
Assault	51	44	24-40	300	271	29	11%
Domestic Violence	50	54	56-70	350	356	-6	-2%
Family Violence	26	12	19-44	146	165	-19	-12%
Robbery	6	0	1-4	32	20	12	60%
Sex Assaults	2	10	0-8	34	26	8	31%
Indecent Acts	3	1	0-3	14	15	-1	-7%
Other Sex Offences	3	2	0-3	23	19	4	21%

<b>Property Crimes</b>	<b>July 2021</b>	<b>July 2020</b>	<b>July avg range</b>	<b>2021 YTD</b>	<b>2020 YTD</b>	<b>+/-</b>	<b>% change</b>
All Property Offences	215	251	251-293	1825	1685	140	8%
Break and Enter – Total	21	33	24-34	202	205	-3	-1%
Break and Enter – Business	7	9	13-18	124	95	29	31%
Break and Enter – Residence	5	14	5-14	29	51	-22	-43%
Break and Enter – Other	8	10	2-6	47	57	-10	-18%
Theft of Vehicle	10	14	9-21	70	89	-19	-21%
Recovered Stolen Vehicle	4	2	2-7	21	22	-1	-5%
Theft From Vehicle	49	72	58-84	487	510	-23	-5%

<b>Drug Offences</b>	<b>July 2021</b>	<b>July 2020</b>	<b>July avg range</b>	<b>2021 YTD</b>	<b>2020 YTD</b>	<b>+/-</b>	<b>% change</b>
Drug Possession (all)	3	6	3-24	24	35	-11	-31%
Trafficking (all)	6	5	1-7	19	21	-2	-10%

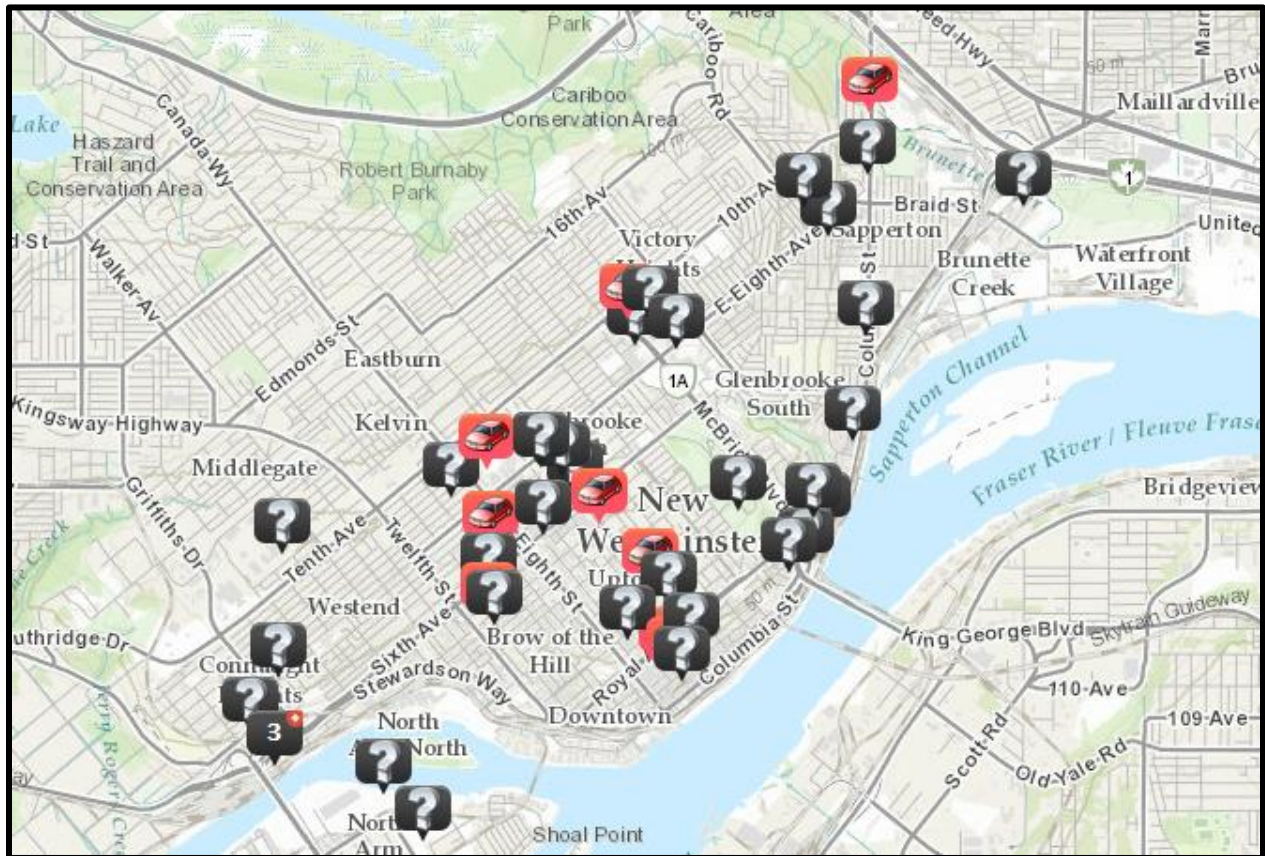
<b>Other Crimes</b>	<b>July 2021</b>	<b>July 2020</b>	<b>July avg range</b>	<b>2021 YTD</b>	<b>2020 YTD</b>	<b>+/-</b>	<b>% change</b>
Possession of Firearms	1	3	0-1	5	8	-3	-38%
Possession of Weapons	8	9	1-8	46	40	6	15%
Hate Motivated Crime	0	0	0-1	0	0	0	-

<b>Other Non-Criminal</b>	<b>July 2021</b>	<b>July 2020</b>	<b>July avg range</b>	<b>2021 YTD</b>	<b>2020 YTD</b>	<b>+/-</b>	<b>% change</b>
Missing Persons	18	13	7-14	101	74	27	36%
Missing Persons – High Risk	11	6	7-15	48	44	4	9%
Mental Health related (study flag B)	56	39	52-89	512	355	157	44%
Mental Health related (s. 28 arrests)	40	12	28-33	265	207	58	28%
Disturbed Person/Att. Suicide	48	23	57-91	378	415	-37	-9%
Sudden Deaths	17	9	6-12	103	71	32	45%
Domestic Dispute – No Assault	39	48	49-54	267	309	-42	-14%
Street Checks	0	1	-1			0	#DIV/0!
Overdoses	1	0	1	9	8	1	13%

	July 2021	July 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Homelessness-related files	19	14	5	19	14	n/a	n/a

Traffic/Driving	July 2021	July 2020	July avg range	2021 YTD	2020 YTD	+/-	% change
Collision - Non-fatal Injury	13	6	9-17	73	65	8	12%
Collision - Damage under \$10,000	21	27	n/a	186	184	2	1%
Collision - Damage over \$10,000	8	4	n/a	44	26	18	69%
Impaired Driving	16	2	7-37	70	34	36	106%
IRP	10	17	11-30	100	71	29	41%

### Collision Locations (all types)



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

### Calls for Service

	July	August	August avg range	YTD 2020	YTD 2021	YTD +/-	YTD % chg
Queensborough (NWA)	135	169	133-187	1064	1148	84	8%
West End (NWB)	157	160	182-192	1372	1206	-166	-12%
Mid-Uptown (NWC)	561	600	614-739	4503	4467	-36	-1%
Downtown (NWD)	437	387	419-462	3030	3266	236	8%
East End (NWE)	191	220	234-297	1864	1630	-234	-13%
Water (NWF)	0	2	0-2	3	4	1	-
Skytrain Stns (NWX)	34	40	20-34	220	242	22	10%
Spec. Locations (NWH)	96	145	130-161	949	917	-32	-3%
Other	24	16	19-40	183	183	0	0%
<b>Total Calls For Service</b>	<b>1635</b>	<b>1739</b>	<b>1785-2080</b>	<b>13188</b>	<b>13063</b>	<b>-125</b>	<b>-1%</b>

Above normal range      Within normal range      Below normal range

### Monitored Occurrence Types

Persons Crimes	Aug 2021	Aug 2020	Aug avg range	2021 YTD	2020 YTD	+/-	% change
All Persons Offences	92	84	38-92	704	647	57	9%
Assault	39	54	18-52	339	325	14	4%
Domestic Violence	46	50	46-71	396	406	-10	-2%
Family Violence	20	25	24-42	166	190	-24	-13%
Robbery	11	2	1-6	43	22	21	95%
Sex Assaults	8	6	1-7	42	32	10	31%
Indecent Acts	6	5	1-4	20	20	0	0%
Other Sex Offences	1	6	0-4	24	25	-1	-4%

Property Crimes	Aug 2021	Aug 2020	Aug avg range	2021 YTD	2020 YTD	+/-	% change
All Property Offences	237	273	238-325	2062	1958	104	5%
Break and Enter – Total	22	33	27-43	224	238	-14	-6%
Break and Enter – Business	10	10	13-26	134	105	29	28%
Break and Enter – Residence	8	10	6-12	37	61	-24	-39%
Break and Enter – Other	4	13	4-9	51	70	-19	-27%
Theft of Vehicle	12	14	10-21	82	103	-21	-20%
Recovered Stolen Vehicle	2	1	2-6	23	23	0	0%
Theft From Vehicle	52	77	48-101	539	587	-48	-8%

Drug Offences	Aug 2021	Aug 2020	Aug avg range	2021 YTD	2020 YTD	+/-	% change
Drug Possession (all)	6	1	8-16	30	32	-2	-6%
Trafficking (all)	9	0	0-3	28	21	7	33%

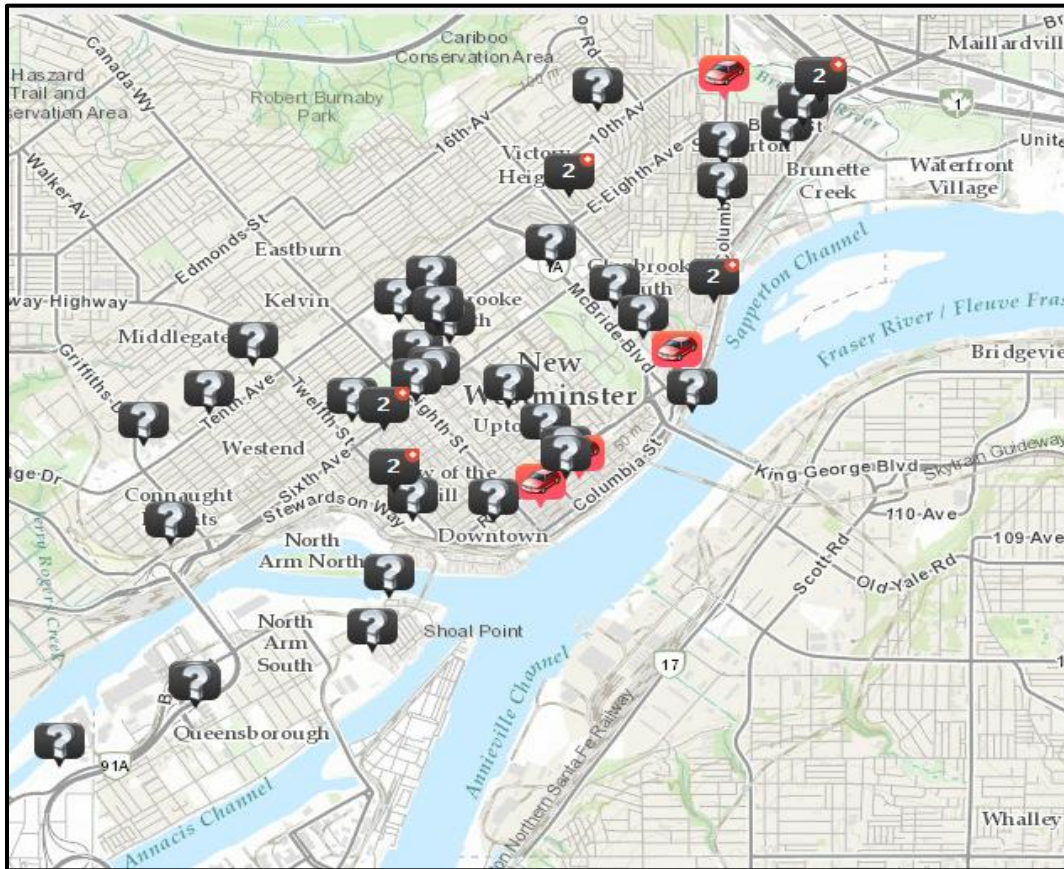
Other Crimes	Aug 2021	Aug 2020	Aug avg range	2021 YTD	2020 YTD	+/-	% change
Possession of Firearms	0	3	0-1	5	11	-6	-55%
Possession of Weapons	3	3	1-8	49	43	6	14%
Hate Motivated Crime	0	1	0-1	0	1	-1	-

Other Non-Criminal	Aug 2021	Aug 2020	Aug avg range	2021 YTD	2020 YTD	+/-	% change
Missing Persons	8	9	7-14	109	118	-9	-8%
Missing Persons – High Risk	7	5	3-19	55	49	6	12%
Mental Health related (study flag B)	60	32	48-82	572	387	185	48%
Mental Health related (s. 28 arrests)	36	5	26-35	301	212	89	42%
Disturbed Person/Att. Suicide	52	13	58-82	430	428	2	0%
Sudden Deaths	14	9	6-9	117	80	37	46%
Domestic Dispute – No Assault	33	52	42-58	300	361	-61	-17%
Street Checks	0	2	-2	0		0	#DIV/0!
Overdoses	4	0	4	13	8	5	63%
	Aug 2021	Aug 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Homelessness-related files	21		21	40	14	n/a	n/a



Traffic/Driving	Aug 2021	Aug 2020	Aug avg range	2021 YTD	2020 YTD	+/-	% change
Collision - Non-fatal Injury	11	2	10-18	84	67	17	25%
Collision-Fatal	0						
Collision - Damage under \$10,000	31	25	n/a	217	209	8	4%
Collision - Damage over \$10,000	7	7	n/a	51	33	18	55%
Impaired Driving	13	6	15-37	83	40	43	108%
IRP	12	11	7-19	112	82	30	37%

Collision Locations (all types)



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



# New Westminster Police Department

## REPORT

**To:** Mayor Coté and Members of the New Westminster Police Board      **Date:** September 21, 2021

**From:** Chief Constable David Jansen      **Item #:** 2.4

**Subject:** National Day for Truth and Reconciliation

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### **RECOMMENDATION**

*That the New Westminster Police Board approve a one-time declaration to appoint September 30, 2021, as a statutory holiday for the New Westminster Police Department in recognition of the National Day for Truth and Reconciliation.*

*That the New Westminster Police Board adopt the same position as the City of New Westminster in recognizing the National Day for Truth and Reconciliation in 2022 and beyond.*

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### **PURPOSE**

The purpose of this report is twofold:

- 1) Update the Board regarding the recent declarations by the federal and BC provincial governments to proclaim September 30, 2021, as a statutory holiday in recognition of National Day for Truth and Reconciliation; and
- 2) Propose that the Board appoint September 30, 2021, as a statutory holiday in alignment with the BC provincial government.

### **BACKGROUND**

On June 3, 2021, the federal government officially adopted the National Day for Truth and Reconciliation (the “National Day”), which is to be observed on September 30, 2021. This National Day seeks to honour First Nations, Inuit, and Metis survivors and their families and communities to ensure that public commemoration of their history and the legacy of residential schools remains a

vital component of the truth and reconciliation process. This National Day is now included in the list of statutory holidays in the Canada Labour Code and applies only to federally regulated employees.

Following the announcement by the federal government, on August 3, 2021, the BC provincial government issued a news release marking September 30, 2021, as a day of commemoration. The provincial government announced its intention to consult with Indigenous leaders, organizations, and communities on how best to respectfully commemorate this National Day moving forward. The provincial government has advised provincial public sector employers to honour the 2021 National Day on September 30, 2021, in recognition of the obligations in the vast majority of provincial government collective agreements. As a result, some public services will remain open, but may operate at reduced levels. However, most schools, post –secondary institutions, some health sector workplaces, and Crown corporations will be closed.

On August 30, 2021, New Westminster City Council approved a one-time declaration to appoint September 30, 2021, as a statutory holiday for the Corporation of the City of New Westminster in recognition of the National Day for Truth and Reconciliation, and requested that City staff report back to Council in 2022 with a recommendation in regards to when the Corporation of the City of New Westminster will recognize the National Day for Truth and Reconciliation in 2022 and beyond, to ensure alignment with the BC provincial government.

## **DISCUSSION**

While the federal government has recognized September 30<sup>th</sup> as a statutory holiday, the provincial government is currently recognizing September 30<sup>th</sup> as a statutory holiday for this year only. The provincial government plans to consult with Indigenous groups, organizations, and communities to determine how and when to recognize this day in the future. The provincial government would then involve consultation with business and labour groups. As such, the date of the provincial statutory holiday in the future may not be the same date as declared by the federal government (i.e. September 30<sup>th</sup>).

The Board has collective agreement language with both CUPE and the NWPOA, similar to those in the provincial government. The Department and City have had without prejudice discussions with the various unions regarding the proposed statutory holiday on September 30, 2021, which would apply across all employee groups. Furthermore, similar to operations during existing statutory holidays, regular programs and services will continue to operate on this day.

Given the provincial government's stance of recommending observance for 2021 pending their consultation process, the senior management team propose that the Board approve a one-time declaration to appoint September 30, 2021, as a statutory holiday in recognition of the National Day for Truth and Reconciliation.

Further, the City of New Westminster has requested that their staff present a report to Council providing recommendations regarding how the City of New Westminster will recognize the National Day for Truth and Reconciliation in 2022 and beyond. The Department is proposing to the

Board that they adopt the same position that the City of New Westminster takes in recognizing the National Day for Truth and Reconciliation in 2022 and beyond.

**OPTIONS**

There are three options for the Board's consideration:

**Option #1** THAT the New Westminster Police Board approve a one-time declaration to appoint September 30, 2021 as a statutory holiday for the New Westminster Police Department in recognition of the National Day for Truth and Reconciliation.

**Option #2** THAT the New Westminster Police Board adopt the same position as the City of New Westminster in recognizing the National Day for Truth and Reconciliation in 2022 and beyond.

**Option #3** THAT the Board provide staff with other direction.

*Staff recommend Options #1 and #2*

This report has been prepared by:



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David Jansen  
Chief Constable

**Heather CORBETT**

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**Subject:** FW: A Police Force to be proud of**From:****Sent:** July-27-21 3:40 PM**To:** Daisy DYER <[DDYER@NWPolice.org](mailto:DDYER@NWPolice.org)>**Subject:** A Police Force to be proud of

Dear Chief Dave Jansen,

I am writing to you regarding a break in at my home on March 22, 2021. In a world that seems to have gone a little crazy I would like to express my deep gratitude for the wonderful people I have dealt with at the NW Police Services. First officers to respond were Const. \*\*\* and I`m sorry I don`t remember the other Const. name, they were just plain great as well as Officer Dave who later came to gather evidence. They were friendly, very professional and immediately put me at ease. They showed me empathy and really seemed to care about this ordeal I was having to deal with. The next day \*\*\* from Victim Services phoned and as well gave me support in such a caring way. I am so impressed with these 4 people. From something so negative as my break in and how I felt, the positive side is meeting my ``4 new friends``! We are so lucky to have these highly trained people in our NW Police Services. Thank you for keeping me safe.



NEW WESTMINSTER MUNICIPAL POLICE BOARD

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



August 5, 2021

Sent via e-mail: C/O [dmacey@abbypd.ca](mailto:dmacey@abbypd.ca), [rdoig@portmoodypolice.com](mailto:rdoig@portmoodypolice.com), [LindaMatonovich@wvpd.ca](mailto:LindaMatonovich@wvpd.ca),  
[taryn.barton@transitpolice.ca](mailto:taryn.barton@transitpolice.ca)

Mayor Henry Braun, Chair, Abbotsford Police Board  
Mayor Rob Vagramov, Chair, Port Moody Police Board  
Mayor Mary-Ann Booth, Chair, West Vancouver Police Board  
Sara Levine, Chair, SCBCTA Police Services Board

Dear Board Chairs of 'Class A',

**RE: E-Comm Board for Directors Designate**

Pursuant to Section 4.2.1.4 of the E-Comm Members' Agreement, Police Boards or municipalities holding Class A or Class B shares for Police services, other than Vancouver and Delta, are entitled to designate one mutually agreed upon individual for election to the Board of Directors of E-Comm.

At the New Westminister Police Board Regular meeting held on Tuesday, 20 July, 2021, the Board passed the following motion:

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

- THAT:** The New Westminister Police Board endorse Mike Welte of the Abbotsford Police Board for the E-Comm Board of Directors 2021-2022 term; and
- THAT:** The Boards within the 'Class A' syndicate be engaged to propose a formal rotation of this position between communities.

**CARRIED**

The New Westminister Police Board would like to canvas the members of 'Class A' to recommend a formal rotation amongst its municipalities to the E-Comm Board of Directors. The merit of such a rotation would ensure diversity and opportunity to the Board.

We kindly request that your response to this recommendation be provided by Friday, 10 September, 2021.

Yours truly

Daisy Dyer  
New Westminister Police Board  
Board Secretary



*Sent Via Email*

September 13, 2021

New Westminster Municipal Police Board  
555 Columbia Street  
New Westminster, BC V3L 1B2  
Attention: Daisy Dyer, Board Secretary

Dear Ms. Dyer,

**Re: E-Comm Board of Directors Representative Rotation Recommendation**

The Metro Vancouver Transit Police Board supports the New Westminster Police Board's recommendation for a formal rotation of the designate representing the 'Class A' shareholders on the E-Comm Board of Directors. At a special Board meeting on September 2, 2021 the following motion was approved:

*"THAT the South Coast British Columbia Transportation Authority Police Board supports the recommendation of the New Westminster Police Board in regards to the designate representing the 'Class A' shareholders on the E-Comm Board of Directors as follows;*

- Boards within the 'Class A' syndicate be engaged to propose a formal rotation of this position between communities."*

Sincerely,

Taryn Barton  
Police Board Secretary  
South Coast British Columbia Transportation Authority Police Board

**From:** [Daisy DYER](#)  
**To:** [Daisy DYER](#)  
**Subject:** FW: Letter to "Class A" Police Boards Proposing Formal Rotation of E-Comm Board of Director Designate  
**Date:** September-14-21 9:10:16 AM  
**Attachments:** [image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[Letter to Boards Proposing Formal Rotation of E-Comm Board of Director Designate - 5 August 2021.pdf](#)

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**From:** John Lo  
**Sent:** September-08-21 6:55 AM  
**To:** Daisy DYER <DDYER@NWPolice.org>  
**Subject:** FW: Letter to 'Class A' Police Boards Proposing Formal Rotation of E-Comm Board of Director Designate

Hi Daisy,

Mayor Booth is in agreement with the formal rotation.

Thank you,  
John

**John Lo** B.A. he/him  
Chief Constable  
West Vancouver Police Department | *Serving with Honour*



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**From:** Nancy Henderson **On Behalf Of** Mary-Ann Booth  
**Sent:** September 7, 2021 4:27 PM  
**To:** John Lo  
**Subject:** FW: Letter to 'Class A' Police Boards Proposing Formal Rotation of E-Comm Board of Director Designate

Hi Chief Lo,

Mayor Booth has advised she agrees with the New Westminster's Police Board recommendation of a formal rotation amongst its municipalities to the e-Comm Board of Directors.



Best regards,

**Nancy Henderson**

Administrative Assistant

Mayor Booth | District of West Vancouver

*In respect and gratitude, I recognize that I live, work and play on the traditional, ancestral, and unceded territories of the Coast Salish People. We recognize and respect them as nations in this territory and their connection to the lands and waters around us since time immemorial.*

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## CAPG 2021 Conference Sponsorship

2.5

Aug 9, 2021

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

Dear Mr. Cote:

### **RE: Support for the 32<sup>nd</sup> Annual Conference of the Canadian Association of Police Governance**

On behalf of the CAPG Board of Directors, I am writing to request your support for the 32<sup>nd</sup> Annual Conference of the Canadian Association of Police Governance (CAPG). The conference, hosted by the Ottawa Police Services Board (OPSB), will take place virtually, on September 28th-30th, 2021.

The theme for this year's conference is "**REIMAGINING COMMUNITY SAFETY: INSPIRING CHANGE**". Our theme deals with the responsibility of representation on our boards and commissions. Meaning, in our capacity as change-makers, how can we draw from the lessons learned by other communities to address the complex challenges we face? This year, it is our priority to identify ways to engage our members, familiar voices of experience, and new and emerging figures in the field of Policing and Police Governance and leverage their insight to inform our policies.

The planning committee is asking for your support to help us offset the cost of putting on this first-rate conference. Our members have shown a great deal of generosity and commitment throughout the years by contributing varying amounts of funds. There are a variety of exceptional sponsorship opportunities available that have been tailored to a virtual experience that provide a high level of recognition and visibility for your organization. You can review our 2021 Prospectus to find a package that fits your organization's budget and preferences.

We are sincerely grateful for any contributions you can make. We commit to making the conference experience unique and rewarding for everyone who attends.

On behalf of the CAPG planning committee, I look forward to your positive reply.

Sincerely,



Jennifer Malloy  
CAPG Executive Director  
78 George Street, Suite 204  
Ottawa, ON K1N 5W1  
Phone: 613-344-2384 | Fax: 613-344-2385

Att: [2021 Sponsorship Prospectus](#) | [2021 Sponsorship Application](#)



**NEW WESTMINSTER MUNICIPAL POLICE BOARD**  
555 COLUMBIA STREET, NEW WESTMINSTER, BC V3L 1B2 (604) 529-2413 FAX (604) 529-2401  
[www.newwestpolice.org](http://www.newwestpolice.org)



Jennifer Malloy  
CAPG Executive Director  
78 George Street, Suite 204  
Ottawa, ON K1N 5W1

August 18, 2021

Dear Jennifer,

The New Westminster Police Board would be pleased to support the 32<sup>nd</sup> Annual Conference of the Canadian Association of Police Governance by way of a \$1400 contribution.

We look forward to further instruction on how you wish to receive the Board's contribution.

Sincerely,

A handwritten signature in black ink, appearing to read "Heather Corbett".

Heather Corbett  
Board Secretary  
New Westminster Police Board



# New Westminister Police Department

## REPORT *Financial Services*

**To:** Mayor Jonathan Coté, Chair, and Members  
New Westminister Municipal Police Board  
Open Meeting

**Date:** September 21, 2021

**From:** Jacqueline Dairon  
Financial Services

**Subject:** June 30, 2021 Quarterly Reporting and July 31, 2021 Forecast

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### **RECOMMENDATION**

*That the New Westminister Police Board receive the June 30, 2021 quarterly reporting and July 31<sup>st</sup> forecast for information.*

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### **PURPOSE**

The purpose of this report is to provide information to the Board on the financial position of the police department for the Q2 ending June 30<sup>th</sup> and financial forecast as at July 31, 2021.

### **BACKGROUND**

Historically during the September Police Board meeting the August financial results would be presented. To ensure sufficient time for city accounting staff to close month end we will be adjusting what information is presented. During this meeting we will discuss the Q2 results (June 30<sup>th</sup>) and provide the July 31 financial results along with a forecast to end 2021.

**DISCUSSION**

**Q2 Result: June 30, 2021**

Year to date budget to actual expenses had a less than 1% variance. Revenue received is 7% higher than year to date budget, this is due to additional funds for gang suppression unit being recognized and other revenue actualizing higher than expected.

**July 31, 2021 Financial Forecast**

As of July 31, 2021 the police department has projected a surplus of \$265,000 for Net Operating Expenditures.

Salary and benefits are trending 2% over budget but this variance is expected decrease by year end.

Total operating expenses are forecasted to be on budget or slightly under budget. Recruitment and clothing issue will be over budget to due increased hiring; however, this will be offset by saving in other expense accounts. Equipment and firearms is forecasted to be over budget but a portion of these expenses are recouped via grants or recoveries posted to revenue.

Total revenue is forecasted to be 3% higher than budget. Grants for the gang suppression unit were higher than budgeted and other revenue has been trending higher than expected. Third party costs recovery is forecasted to be 10% under budget, this is due an adjustment in coding between grants and sales of service. An increase to 3<sup>rd</sup> party recovery is forecasted as a third member's salary from the Emergency response Team (ERT) is now being recovered.

**ATTACHMENT:**

June 30, 2021: Quarter 2 Financial Reporting  
July 31, 2021: Financial Forecast for 2021

This report has been prepared by: Jacqueline Dairon

Approved for Presentation



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Dave Jansen  
Chief Constable



# NEW WESTMINSTER POLICE DEPARTMENT

Financial Summary as at June 30th, 2021

	Annual Budget	YTD Budget	YTD Actual	Budget Variance YTD
<b>Summary:</b>				
Salaries and Benefits	26,925,100	13,462,550	13,667,331	(204,781)
Contracts Services	3,016,200	1,477,938	1,278,899	199,039
Education and Training	380,500	190,250	180,535	9,715
General Office	917,700	449,673	458,305	(8,632)
General Administration	200,000	98,000	24,692	73,308
Operational Equipment	514,600	252,154	321,250	(69,096)
Other Costs	331,400	162,386	158,505	3,881
<b>Total Expenditures</b>	<b>32,285,500</b>	<b>16,092,951</b>	<b>16,089,516</b>	<b>3,435</b>
Sale of Services	(5,452,300)	(2,671,627)	(2,612,733)	(58,894)
Grants from Other Governments	(1,267,600)	(1,274)	(238,618)	237,344
Other Revenue	(18,500)	(9,065)	(15,989)	6,924
<b>Total Revenues</b>	<b>(6,738,400)</b>	<b>(2,681,966)</b>	<b>(2,867,341)</b>	<b>185,375</b>
<b>NET EXPENDITURES</b>	<b>25,547,100</b>	<b>13,410,985</b>	<b>13,222,176</b>	<b>188,809</b>
INTER-DEPARTMENTAL CHARGES	1,654,553	827,277	723,922	103,354
<b>ADJUSTED NET EXPENDITURES</b>	<b>27,201,653</b>	<b>14,238,262</b>	<b>13,946,098</b>	<b>292,164</b>



## NEW WESTMINSTER POLICE DEPARTMENT

Financial Forecast as at July 31, 2021

	Annual Budget	YTD Budget	January - July Actual	August-December Forecast	Total 2021 Forecast	Budget to Forecast Variance
<b>Summary:</b>						
Salaries and Benefits	26,925,100	15,616,558	15,898,688	11,030,783	26,929,470	(4,370)
Contracts Services	3,016,200	1,749,396	1,583,078	1,390,539	2,973,617	42,583
Education and Training	380,500	220,690	201,310	155,170	356,480	24,020
General Office	917,700	532,266	487,555	365,138	852,693	65,007
General Administration	200,000	116,000	26,272	129,115	155,387	44,613
Operational Equipment	514,600	298,468	387,908	155,030	542,938	(28,338)
Other Costs	331,400	192,212	219,278	204,263	423,542	(92,142)
<b>Total Operating Expenditures</b>	<b>32,285,500</b>	<b>18,725,590</b>	<b>18,804,090</b>	<b>13,430,037</b>	<b>32,234,127</b>	<b>51,373</b>
Sale of Services	(5,452,300)	(3,162,334)	(2,956,789)	(1,940,794)	(4,897,583)	(554,717)
Grants from Other Governments	(1,267,600)	(735,208)	(1,493,198)	(532,000)	(2,025,198)	757,598
Other Revenue	(18,500)	(10,730)	(17,339)	(12,385)	(29,723)	11,223
<b>Total Revenues</b>	<b>(6,738,400)</b>	<b>(3,908,272)</b>	<b>(4,467,326)</b>	<b>(2,485,179)</b>	<b>(6,952,505)</b>	<b>214,105</b>
<b>NET EXPENDITURES</b>	<b>25,547,100</b>	<b>14,817,318</b>	<b>14,336,763</b>	<b>10,944,859</b>	<b>25,281,622</b>	<b>265,478</b>
<b>INTER-DEPARTMENTAL CHARGES</b>	<b>1,654,553</b>	<b>959,641</b>	<b>723,922</b>	<b>833,526</b>	<b>1,557,448</b>	<b>97,105</b>
<b>ADJUSTED NET EXPENDITURES</b>	<b>27,201,653</b>	<b>15,776,959</b>	<b>15,060,686</b>	<b>11,778,384</b>	<b>26,839,070</b>	<b>362,583</b>



# New Westminster Police Department

## REPORT

**To:** Mayor Coté and Members of the New Westminster Police Board      **Date:** September 21, 2021

**From:** Chief Constable David Jansen      **Item #:** 3.2

**Subject:** New Westminster Police Board Meeting Format

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### **RECOMMENDATION**

*That the New Westminster Police Board return to in-person Police Board meetings commencing in October 2021.*

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### **PURPOSE**

The purpose of this report is to put forth a recommendation that the New Westminster Police Board (NWPB) return to in-person Police Board meetings in view of the Province of BC Restart Plan.

### **BACKGROUND**

On December 31, 2019, the World Health Organization (WHO) was first informed of cases of pneumonia. The SARS like Coronavirus quickly spread and on March 11, 2020, WHO declared COVID-19 a global pandemic.

The world in which we live had changed almost overnight. This is no different within our own community, where the impacts of this pandemic have been felt in everything that we do.

The NWPD rapidly recognized the significant impact that this pandemic would have within the community and organization and have prepared, and continue to undertake, significant planning and response modeling in response to the pandemic.

Additionally, the pandemic changed the way in which the NWPB and NWPD conducted their meetings, with the Board, Staff and residents adapting to a virtual world. There have been many learnings and the pandemic has shown how flexible and resilient the community is.

With the release of the Province of BCs Restart Plan, the ability to conduct in-person meetings is now a possibility. Prior to the Restart Plan all meetings were held virtually.



## **ANALYSIS**

### **Current NWPB Meetings**

Since April 2020, the NWPB has successfully held 14 virtual meetings as well as several virtual workshops.

To date, the department has not received any complaints or concerns from the public regarding the format of these virtual meetings. The virtual meetings appear to have allowed a greater number of individuals to participate in the meetings, where as previously very few of the public attended.

However, the opposing impact of virtual meetings has meant that the Board has not met in-person in over a year. In this short time, there have been three new additions to the Board and the absence of meeting in-person has not permitted the Board to gain a closer working relationship.

## **DISCUSSION**

### **Board Meeting Format**

As standard, the Board attend both an Open and Closed meeting each month, excluding spring, summer and winter recess. These meetings can be held in-person, virtually or a combination of the two (hybrid). There are both advantages and disadvantages for each meeting option. Virtual meetings allow for equal participation and support the City of New Westminster's Climate Action Bold Step 1 and accessibility, but may not facilitate relationship building.

In-person meetings foster relationships and collaboration, and demonstrates the NWPB's desire for transparency. However, in-person meetings promote travel to the meeting site, are less accessible to the public overall, and may be perceived to be unsafe in terms of disease transmission.

No hybrid meetings took place in the last year. Should the NWPB wish to consider a hybrid meeting schedule, there would be a requirement to ensure efficiency and effectiveness for this option through the integration of both the virtual and physical meeting environments into a single, unified experience. A technology review of the Departments audio and visual hardware would be required to analyze current capabilities as well as on-going funding needs for technology, tools and conferencing peripherals.

## **RECOMMENDATION**

The following recommendations are put forward to the Police Board for consideration:

- Open and closed NWPB meetings will be held in-person. Due to the small number of Staff and Board members that attend these meetings. The most efficient and cost effective means of meeting would be to return to an in-person format.
- Board meetings hosted with partners such as City Council, Provincial authorities or community partners, could be held virtually or, if appropriate, via a hybrid option.
- Should the Board wish to further research hosting open and closed meetings in a hybrid format, a thorough analysis with costing should be prepared.

**OPTIONS**

1. That the NWPB return to in persons meetings commencing in October 2021.
2. That the NWPB direct staff to review the possibilities of a hybrid model of meeting, including costing and equipment requirements.
3. That the NWPB provide staff with further direction.

This report has been prepared by:

A handwritten signature in black ink, appearing to read "David Jansen". The signature is written in a cursive style with a large initial "D" and a long, sweeping underline.

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Chief Constable David Jansen



# New Westminster Police Department

## REPORT

**To:** Mayor Coté and Members of the New Westminster Police Board      **Date:** September 21, 2021

**From:** Inspector Diana McDaniel      **Item #:** 3.3

**Subject:** **Review of City Report to Special Committee on the Reform of the *Police Act***

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### **RECOMMENDATION**

*That the New Westminster Police Board adopt the recommendations outlined in this Report.*

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### **PURPOSE**

This report is submitted to the New Westminster Police Board to provide some options on actions that can be taken in relation to the City of New Westminster's Presentation to the Special Committee on the Reform of the BC *Police Act*.

### **BACKGROUND**

On July 8<sup>th</sup>, 2020, the Legislative Assembly appointed a Special Committee on Reforming the *Police Act* to examine, inquire into, and make recommendations on "reforms related to the modernization and sustainability of policing under the *Police Act*."

The City of New Westminster formed a Police Reform Working Group which was chaired by Councilor Nadine Nakagawa. The mandate of this Working Group was to "provide the City's framework for the response and submission to the Province's *Special Committee on Reforming the Police Act*". This report was submitted to the Provincial Special Committee and was followed up with an oral submission by Councilor Nakagawa on July 27<sup>th</sup>, 2021.

At the May 18<sup>th</sup>, 2021, Police Board meeting, a request was made for a review to be conducted on the City Report with recommendations as to any immediate actions that the Board could take on the topics discussed.

Inspector McDaniel has since reviewed the City Report with the intent of providing the Board with information regarding areas within their jurisdiction and the ability to action some of the recommendations provided therein.

## **DISCUSSION**

There is considerable work taking place in relation to ideas presented in the City Report from a local and provincial perspective that will have a significant impact on the course of action for the New Westminster Police Department (NWPD). Please see below for a brief discussion on current initiatives.

### **DEIAR Framework**

In October, 2020, the City of New Westminster advanced its commitment to a DEIAR (diversity, equity, inclusion, and anti-racism) framework. An external agency, LevelUp Planning & Consulting, was hired to facilitate this framework and this commitment will be advanced by developing equity in the following key areas:

- a) Community Representation – the City of New Westminster will reflect the composition of the community it is serving;
- b) Policies and Procedures – the City of New Westminster will develop and implement policies and procedures that provide fair treatment according to the needs and situation of our community; and
- c) Service Delivery and Programs – the City will develop and offer programs and services that reflect the diversity and needs of the community that we are serving.

The DEIAR framework will have a significant impact on all city departments and will promote diversity in leadership, staff and recruitment. The DEIAR Framework for the City will be a guide and a master plan that outlines the City's vision, goals, actions and deliverables on diversity, equity, inclusivity, and anti-racism. The plan will include City mapping its approach for combating racism and other forms of discrimination, oppression, and exclusion within the community.

### **New Westminster Police Department Operational Review**

In April, 2021, the New Westminster Police Board approved the Motion to have an Operational Review completed by an external consultant. Perivale and Taylor Consulting Inc. was hired to perform the consulting services. The Operational Review has recently commenced and the process will be completed in August, 2022. This endeavor supports the New Westminster Police Boards' Motion on Police Reform and the community based policing tradition that citizens of New Westminster expect. The analysis and recommendations that emerge from the Operational Review will help the NWPD to continue to meet the community's needs for the next five to ten years. This analysis will assist the NWPD in aligning with the City Report in its many goals and objectives. For

example, recommendations will be made relating to the deprioritizing NWPD resources away from the enforcement of laws that criminalize the survival of society's most vulnerable people that would be better served by a public health or community care framework. There will also be a report on police reforms being conducted across North America and best practices in crisis health management at the local level.

### **Special Committee on Reforming the *Police Act***

As mentioned previously, the role of police is being analyzed at a provincial level, which includes mental health and wellness, addictions and harm reduction, the scope of systemic racism within BC's police agencies and to ensure a modernized *Police Act* is consistent with the United Nations Declaration on the Rights of Indigenous Peoples (2007). Wayne Rideout, Director of Police Services in the Ministry of Public Safety said that the committee will look at a "stable, predictable and transparent funding model, a public-safety model that is efficient and maximizes the socioeconomic return on investment, and has equitable service delivery for the "overpoliced" and under-resourced." This work will be ongoing and will impact all police agencies in British Columbia on their service delivery, policies and procedures.

### **The NWPD Current Initiatives**

The City Report discussed a shared a vision for change, including a goal to "amplify the voices in the City of New Westminster and the broader community, seeking fundamental shifts in the ways in which community safety, security, and care are addressed across a spectrum of need".

The focus of the Report was on those experiencing mental health crisis, poverty and homelessness, and how the most vulnerable most often encounter police throughout their lives. The Report proposed alternatives to police involvement which focused on housing, healthcare and community services. The Report acknowledged that the NWPD provides a "compassionate response to calls for service" but also postulated that police are often not the most appropriate response to certain types of calls.

The vision proposed included:

1. A Sense of Place;
2. Everyone has a home;
3. Integrated Health Services;
4. Calls for justice and equity embraced;
5. Drugs are decriminalized and crime of poverty and desperation are addressed at their root cause;

6. Everyone has the food necessary to survive;
7. Intergovernmental collaboration;
8. Full employment and livable income;
9. Sustainable and Regenerative Environment; and
10. Safe Transportation.

The recommendations in the Report were categorized into four board categories, which were further sub-divided into different action items:

1. Develop a New Model of Community Response.
2. Centre Racialized and Vulnerable Populations.
3. Understand the Current State: Collection, Interpretation, and Control of Data.
4. Re-evaluate Police Board Appointments and Budgeting.

Based on the review of this document it is felt the New Westminster Police Board could take some immediate actions in the following areas:

**Develop a New Model of Community Response - Decriminalize Drugs**

1. The Board could advocate for the decriminalization of the simple possession of controlled substances and support the Province in seeking a federal exemption to decriminalize simple possession of controlled substances. According to Dr. Bonnie Henry, there is a widespread global recognition that the failed “war on drugs” and the resulting criminalization and stigmatization of people who use drugs has not reduced drug use. Officials with the Ministry of Mental Health and Addictions and Health Canada have been working on an agreement that outlines how the Province of B.C. will work with Health Canada to apply for a province wide exemption to the Controlled Drugs and Substances Act, which governs simple drug possession. The City of Vancouver submitted its final proposal to Health Canada on June 1<sup>st</sup>, 2021 making it the first jurisdiction in the country to apply for such an exemption from federal drug laws. This application was supported by the Mayors of surrounding communities, including Mayor Cote.

**Re-evaluate Police Board Appointments and Budgeting - Consider board compensation to allow underrepresented people to serve on the police board**

2. The Board could consider amending its governance policy to include compensation of Board members. Per Diem compensation can be implemented for Board members for their attendance at meetings similar to other Municipal Police Boards in the Province. A per diem is not designed to compensate a Board member for actual hours worked but rather it is a compensation designed to express appreciation for voluntary hours and to cover out-of-pocket and incidental expenses.

**FINANCIAL IMPLICATIONS**

There would be some level of a financial implication should the Board adopt a Per Diem compensation model.

**OPTIONS**

Option #1 – THAT the Board adopt the recommendations outlined in this Report.

Option # 2 – THAT the Board provide staff with other directions.

Staff recommends option 1.

**ATTACHMENTS:**

This report has been prepared by:



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Inspector Diana McDaniel



August 19, 2021  
Ref: 622499

Chief Constables of Independent Municipal Police Departments  
Deputy Commissioner, Commanding Officer, "E" Division  
Chief Officer, SCBCTA Police Service  
Chief Officer, Stl'atl'imx Tribal Police Service  
Chief Officer, Combined Forces Special Enforcement Unit BC  
Chairs of Municipal Police Boards  
Chair, SCBCTA Police Service Board  
Chair, Stl'Atl'Imx Tribal Police Services Board

Dear Sirs/Madams:

**Re: Provincial Policing Standards on the Promotion of Unbiased Policing**

I am writing to advise you that *BC Provincial Policing Standards* (hereafter the Standards) on the Promotion of Unbiased Policing were approved by the Minister of Public Safety and Solicitor General on July 30, 2021. The Standards feature various coming-into-effect dates to allow time for implementation and are enclosed here for your convenience; the Standards will be posted on the government website shortly (<http://www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc/policing-standards>).

The Standards will require police agencies and police boards to have policies and procedures on specific matters and to take specific actions to ensure that policing services throughout BC are delivered equitably, and in a manner that is responsive to the needs and realities of racialized or otherwise marginalized persons and communities. Specifically, the standards when in effect will include requirements on Police Boards and on Chief Constables related to:

- emphasizing the duty of all employees to provide services impartially and equitably, in a manner that upholds human rights, and without discrimination;
- the overall approach to policy development, including considering the potential impacts of the policy on different groups and on public trust, and seeking input from service providers or others outside policing who have relevant expertise and experience;

.../2



- specific topics for which policies and/or procedures must be in place to protect rights, improve responses to socially or racially marginalized individuals, and address barriers to reporting to police and access to service;
- auditing and data analysis in areas relevant to equitable policing, and the reporting of findings to the police board and Director of Police Services;
- promoting community awareness amongst police officers and members of police boards and requiring where possible experiential learning opportunities, and engaging with a broad section of the community on policing priorities and service delivery;
- enhancing and monitoring the diversity of the police force and requiring policies and processes to ensure workplaces are diverse and free of harassment; and
- training for police officers on key foundational aspects of police responses to racialized or marginalized persons, including trauma-informed practice, Indigenous cultural safety, responses to and investigations of intimate partner violence, and skills to recognize and minimize biases (fair and impartial policing).

As you may also know, the process of developing these Standard began a number of years ago. I recognize that there are currently several broad and interconnected Ministerial mandate commitments and government-wide initiatives that will address related matters. Specifically, priorities, commitments and initiatives related to reconciliation, accessibility, anti-racism, and diversity, inclusion and gender equity. In addition, and moving forward, my office will also monitor the work of and outcomes from the *Special Committee on Reforming the Police Act* whose scope is to examine, inquire into, and make recommendations to the Legislative Assembly on reforms related to the modernization and sustainability of policing under the *Police Act*, including the role of police with respects to complex social issues, including mental health and wellness, addictions and harm reduction; the scope of systemic racism within BC's police agencies; and whether there are measures necessary to ensure a modernized *Police Act* is consistent with the *United Nations Declaration on the Rights of Indigenous Peoples*.

My office will ensure alignment of the Standards with the outcomes of these initiatives and with the work of the First Nations Justice Council in relation to the *First Nations Justice Strategy*. These are important initiatives and dialogues that will guide the work of the Policing and Security Branch as we move forward.

In the meantime, the Branch's work on other Standards continues. For example, Standards on the police responses to and investigations of sexual assaults are currently in early phases of development. Further, the criteria and process for approving training for police officers related to First Nations and Indigenous communities in BC will need to be determined. If you have any questions about these standards, please contact Lucie Vallieres, Senior Program Manager, Policing and Security Branch ([lucie.vallieres@gov.bc.ca](mailto:lucie.vallieres@gov.bc.ca)).

Thank you in advance for your attention to these matters.

Regards,



Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

pc: David Pilling, Director of Police Governance, Policing and Security Branch

Enclosures: Approved BC Provincial Policing Standards 6.1.1, 6.1.2, 6.1.3, 3.2.5, 3.2.6  
Principles for BC Provincial Policing Standards 6.1.1, 6.1.2, 6.1.3, 3.2.5, 3.2.6

Section 6.0 – <b>Promotion of Unbiased Policing</b>	Page 1 of 5
Sub Section 6.1 – <b>Community Partnerships and Equitable Policing</b>	Effective: July 30, 2023 Revised: n/a
Subject 6.1.1 – <b>Promoting Unbiased Policing</b>	

## Definitions

**“Police officer”** – a constable appointed under the *Police Act* or an enforcement officer appointed under s. 18.1 of the *Police Act*.

## Standards

### Duty to promote equitable policing

The Board, or the Commissioner must ensure that:

- (1) The duty of all employees to deliver services impartially and equitably, in a manner that upholds human rights, and without discrimination based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, gender identity and expression, political beliefs, types of employment, economic or social standing is communicated to all employees of the police force.
- (2) The police force’s commitment and expectation that all employees will provide services in a culturally safe, responsive, and trauma-informed manner is communicated to all employees of the police force.

### Policy framework to support equitable policing

The Board, or the Commissioner must ensure that:

- (3) The process of establishing, amending, or routinely reviewing the policies and procedures of the police force includes analysis or consideration of whether:
  - (a) the policy or procedure promotes equitable and impartial service delivery and public trust and confidence in the police force, and
  - (b) whether individuals or groups may be disproportionately impacted by the policy or procedure (e.g., [Gender-Based Analysis Plus](#)).
- (4) The persons responsible for the analyses described in Standard (3) above are provided with resources and information to assist in the analysis.

## Written procedures to support equitable policing, the protection of rights, and access to justice

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

- (5) Written procedures are examined annually to ensure consistency with legislative amendments and applicable case law related to right to equal treatment, protection and benefit under the law, including the *Canadian Charter of Rights and Freedoms* and the obligations of police, related to:
  - (a) informing persons of the reason for their arrest or detention;
  - (b) informing a detained or arrested person of their right to counsel and providing that person with access to the same;
  - (c) detaining a person;
  - (d) obtaining confessions and admissions from a person; and
  - (e) gathering of evidence, including search and seizure.
- (6) Written procedures governing personal searches are in place that incorporate the right to equal treatment, protection and benefit under the law, including the *Canadian Charter of Rights and Freedoms* and the obligations of police that, at minimum:
  - (a) provide direction on recognizing and handling items of cultural or religious significance in a culturally sensitive way;
  - (b) provide direction on accommodations to be offered and/or made when conducting searches, in a manner that is responsive to the gender identity or expression of the person being searched; and
  - (c) outline criteria and procedures for conducting, authorizing, documenting, and monitoring the use of strip searches and internal searches.
- (7) Written procedures are in place governing investigations likely to involve persons in vulnerable circumstances, including, but not limited to:
  - (a) intimate partner violence;
  - (b) sexual assaults;
  - (c) offences related to the sex industry;
  - (d) offences involving youth; and
  - (e) incidents believed to be, or reported to police as being motivated by racism, prejudice, or hate.
- (8) Written procedures or guidance governing police interactions with persons in vulnerable circumstances, including, but not limited to:
  - (a) persons who may be vulnerable due to age (i.e., children or older adults);
  - (b) persons with disability or who may have communication barriers (e.g., language, hearing or speech);
  - (c) persons with apparent mental health and/or substance use problems;
  - (d) persons with diverse gender identity or expression;

- (e) victims or witnesses who may be less inclined to report or speak to police because of precarious legal status (e.g., victims or witnesses who have outstanding warrants against them, or with precarious immigration status ); and
  - (f) persons living in public spaces (e.g., persons relying on, or sleeping in public spaces).
- (9) The views of persons impacted, or relevant service providers or advocates of those impacted, are sought and considered in developing or making significant changes to the procedures or guidance referred to under Standards (6), (7), and (8).
- (10) Written procedures governing police response to and investigations of offences related to intimate partner violence are consistent with the Provincial policy on relationship violence and include trauma-informed practices.
- (11) Written procedures governing police response to and investigations of offences related to persons involved in the sex industry are consistent with the BC Association of Chiefs of Police *Sex Work Enforcement Guidelines*.
- (12) Written procedures governing police response to persons with apparent mental health and/or substance use problems emphasize de-escalation, integrated and collaborative approaches between police agencies and health authorities, and consider evidence and best practices outlined in the BC Government [\*Interfaces between mental health and substance use services and police\*](#) toolkit.

### Services to support access to justice

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

- (13) Written procedures include requirements that officers provide victims of crime with information and services, including referrals to victim services, in keeping with the obligations of police under the *Canadian Victims Bill of Rights* and the *Victims of Crime Act* and in a culturally appropriate manner, as appropriate to the circumstances.
- (14) The police force accepts and supports third party reports by community-based victim services (where these exist) on behalf of adult victims of sexual assault.
- (15) Written procedures or guidance are available to officers governing the decision to use, and how to access interpreters or translation services to provide services in other languages spoken in the area served.
- (16) The use of interpreters in taking statements is 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.

### Audit and review activity

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

(17) Audits are conducted annually to examine compliance with departmental policies or procedures related to at least one of the following topics:

- (a) personal searches, referred to in (6) above;
- (b) investigations likely to involve persons in vulnerable circumstances, referred to in (7) above;
- (c) interactions with persons in vulnerable circumstances, referred to in (8) above,
- (d) the provision of information and services to victims of crime, referred to in (13) above;
- (e) third party reports, referred to in (14) above; or
- (f) use of interpreters or translation services, referred to in (15) and (16) above.

(18) In an effort to monitor for systemic inequities in service delivery, an analysis of at least one of the following types of records is conducted at least once a year, disaggregated by ethnicity, and gender or sex of subjects:

- (a) Subject-Behaviour-Officer-Response reports;
- (b) prisoner bookings; or
- (c) other records as identified by the Board.

(19) A report of the audits and analyses referred to in Standards (17) and (18) is provided to the Board or, in the case of the provincial police force, the Commissioner.

The Board, or the Commissioner must:

(20) Within 60 days of receipt of a report referred to in Standard (19), provide to the Director of Police Services a copy of the report and a summary of any action(s) planned or taken by the Board in response to the report.

### Policies to guide a police board's response to Service and Policy Complaints

The Board must:

(21) Ensure that written policy governing the response to Service and Policy complaints requires consideration of whether the complaint includes allegations of discriminatory policies or practices when determining which course of action permitted by s. 171 (1) of the *Police Act* is necessary to respond adequately to a complaint, including at minimum whether to refer the matter to the Chief Constable as permitted by sub-section (a), or to initiate a study or investigation as permitted by sub-section (b) or (c).

### Policies and procedures

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

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

Section 6.0 – <b>Promotion of Unbiased Policing</b>	Page 1 of 2
Sub Section 6.1 – <b>Community Partnerships and Equitable Policing</b>	Effective: July 30, 2023 Revised: n/a
Subject 6.1.2 – <b>Community engagement</b>	

## Definitions

**“Police Officer”** – a constable appointed under the *Police Act* or an enforcement officer appointed under s. 18.1 of the *Police Act*.

## Standards

The Board, or the Commissioner must ensure that:

### Community awareness and outreach

- (1) The police force maintains a community relations component or function to liaise, build relationships and ensure communication, with community representatives, service providers or advocates reflective of the demographic makeup of the community.
- (2) Information is provided to police officers about the area served, including at minimum:
  - (a) its demographic makeup;
  - (b) local First Nation community(ies) and elected and traditional leadership;
  - (c) the history, traditions, and laws of the local First Nation(s), including the history and legacy of police relations with the local First Nation(s) and Indigenous community(ies); and
  - (d) key services and resources available through other public and social service agencies (e.g. services and resources relating to assisting persons living or relying on public spaces, support for specific groups).
- (3) Information is provided to members of the Board about:
  - (a) the demographic makeup of the area served by the police force;
  - (b) the local First Nation community(ies) and elected and traditional leadership;
  - (c) the history and current status of Indigenous peoples, including the history and legacy of police relations with Indigenous peoples in British Columbia; and
  - (d) the history, traditions, and laws of the local First Nation(s), including the history and legacy of police relations with the local First Nation(s) and Indigenous community(ies).



- (4) The information provided in Standards (2) and (3) above:
- (a) is, where possible, developed with input from, or delivered in collaboration with, relevant groups to whom the information refers;
  - (b) is periodically reviewed and updated to ensure relevancy and accuracy; and
  - (c) is provided in a manner that is conducive to: fostering relationship building, ongoing learning, and where possible, experiential learning.

#### **Community input on priorities and objectives**

- (5) Processes are in place to seek input on the priorities, goals and objectives for policing and law enforcement, from a broad spectrum of their community, including from:
- (a) municipal council(s);
  - (b) Indigenous leaders;
  - (c) school district(s);
  - (d) community organizations and groups (e.g. advocacy groups, leadership at places of worship, Indigenous organizations);
  - (e) members of the public;
  - (f) the business community.

#### **Community satisfaction**

- (6) A survey of citizen satisfaction with and attitudes toward police services, consistent with [Public Safety Canada's standardized metrics](#) endorsed by the Canadian Association of Chiefs of Police is conducted at least once every three years, in a manner that supports accessibility and mitigates systemic barriers to participation.

#### **Integrating community relationships into performance management**

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

- (7) The performance management tool for the evaluation of recruits by field training officers includes consideration of the knowledge, skills, and abilities related to community relationship building, including with marginalized, racialized, or vulnerable persons.
- (8) Community relationship building, including with marginalized, racialized, or vulnerable persons and community organizations or groups, is a consideration when assessing officer performance.

#### **Policies and procedures**

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

Section 6.0 – <b>Promotion of Unbiased Policing</b>	Page 1 of 1
Sub Section 6.1 – <b>Community Partnerships and Equitable Policing</b>	Effective: July 30, 2023 Revised: n/a
Subject 6.1.3 – <b>Promoting diversity within the police force</b>	

## Standards

The Board, or the Commissioner must ensure that:

### 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.

### Workplace harassment

- (5) The police force promotes a work environment in which all individuals are treated with respect and dignity, including written policy that prohibits bullying or any form of harassment, including sexual harassment.
- (6) The police force has processes in place to support the reporting and investigation of workplace bullying or harassment.

### Policies and procedures

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

Section 3.0 – <b>Training Courses and Development</b>	Page 1 of 1
Sub Section 3.2 – <b>Provincially-Approved Training Courses</b>	Effective: July 30, 2024 Revised: n/a
Subject 3.2.5 – <b>Training to promote equitable and unbiased policing</b>	

## Definitions

**“Front-line police officer”** – any police officer who as part of their duties is regularly interacting with the public and may be in contact with persons in crisis situations.

**“Front-line supervisor”** – any police officer who directly supervises a front-line police officer.

**“Police officer”** – a constable appointed under the *Police Act* or an enforcement officer appointed under s. 18.1 of the *Police Act*.

**“Provincially-approved equivalent”** – training that has been acknowledged by the Director of Police Services as adequate to meet the BC requirements pertaining to a provincially-approved training course.

## Standards

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

- (1) All front-line police officers and front-line supervisor have completed *BC Fair and Impartial Policing Training* or a provincially-approved equivalent training course.

### Training records

- (2) Written records are maintained of the training required by this standard that has been completed by each police officer in the police force.

Section 3.0 – <b>Training Courses and Development</b>	<b>Page 1 of 2</b>
Sub Section 3.2 – <b>Provincially-Approved Training Courses</b>	<b>Effective:</b> <b>Standards (1)-(5):</b> July 30, 2024 <b>Standards (6)-(7):</b> December 31, 2022 <b>Revised:</b> n/a
Subject 3.2.6 – <b>Training to enhance service delivery to vulnerable communities</b>	

## Definitions

**“Front-line police officer”** – any police officer who as part of their duties is regularly interacting with the public and may be in contact with persons in crisis situations.

**“Front-line supervisor”** – any police officer who directly supervises a front-line police officer.

**“Police officer”** – a constable appointed under the *Police Act* or an enforcement officer appointed under s. 18.1 of the *Police Act*.

**“Provincially-approved equivalent”** – training that has been acknowledged by the Director of Police Services as adequate to meet the BC requirements pertaining to a provincially-approved training course.

**“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.

## Standards

### Indigenous cultural safety

The Chief Constable, Chief Officer, Commissioner, or Chief Civilian Director of the Independent Investigations Office (“IIO”) must ensure that:

- (1) All police officers or IIO investigators:
  - (a) have completed a training course, developed and delivered in collaboration with representatives from, as applicable, the local First Nation(s) and/or Indigenous organizations, which includes at minimum, the history and legacies of police relations with Indigenous peoples in the community; or
  - (b) have completed a provincially-approved training on the history and current status of Indigenous peoples, including the history and legacies of police relations with Indigenous peoples in British Columbia.

- (2) For the purpose of Standard (1)(b), provincially-approved training includes at least one of the following:
  - (a) the Provincial Health Services Authority (San'yas) *Indigenous Cultural Safety* Training justice module; and
  - (b) *[note: other training courses may be added as/when provincial approval is granted]*
- (3) Further to Standards (1) and (2) above, and in addition to Standards 6.1.2 (2), encourage, and seek opportunities for police officers to attend learning events that are, where possible, experiential and specific to the local First Nation(s) or Indigenous peoples in the areas.

### Trauma-informed practice

The Chief Constable, Chief Officer, Commissioner, or Chief Civilian Director of the IIO must ensure that:

- (4) All front-line police officers, front-line supervisors, or IIO investigators have completed *Trauma-Informed Practice Foundations Curriculum for Justice, Public Safety, and Anti-Violence Community Sectors in British Columbia* online training or a provincially-approved equivalent training course.
- (5) In addition to Standard (4) above, IIO investigators, front-line police officers, and front-line supervisors who are part of a specialized unit or team responsible for investigations involving vulnerable witnesses or victims (e.g. intimate partner violence, sexual assault, human trafficking, or other such investigations), must update their skills and knowledge about trauma-informed practice every 3 years, at a minimum.

### Relationship Violence

- (6) All front-line police officers and front-line supervisors have completed *Evidence-based, Risk-focused Intimate Partner Violence Investigations*.
- (7) Every front-line police officers and front-line supervisors who have completed the *Evidence-based, Risk-focused Intimate Partner Violence Investigations* training course in (6) above must refresh their skills by successfully completing the training course once every five years.

### Training records

- (8) Written records are maintained of the training required by these standards that has been completed by each police officer in the police force, or each IIO investigator in the case of the IIO.

## Guiding Principles Related to Provincial Policing Standards:

BCPPS 6.1 Community Partnerships & 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

Page 1 of 3

Police agencies, governments and communities throughout British Columbia share a commitment to ensuring policing is delivered in an equitable manner throughout the province. Work is occurring at all levels of government 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 are a component of broader efforts to promote unbiased policing and access to justice in BC.

These standards respond to the issues raised in many reports, inquiries, and by community-led advocacy. The final report of the Missing Women Commission of Inquiry (MWCI), recommended standards to promote equality in the delivery of policing services, increase responsiveness to the needs of vulnerable persons, and enhance governance of policing.

Since then, additional reports have documented the experiences of socially and/or racially marginalized communities, including Indigenous peoples, within the justice system. Examples include related decisions from human rights tribunals, the [Truth and Reconciliation Commission](#) and the [National Inquiry into Missing and Murdered Indigenous Women and Girls](#). These proceedings have produced recommendations and are driving further work in BC aimed at improving the experience of Indigenous peoples within the justice system, such as the [Declaration of the Rights of Indigenous Peoples Act](#), and the [BC First Nations Justice Strategy](#).

### ***The Missing Women Commission of Inquiry***

Between 1997 and 2002, numerous women were reported missing from Vancouver's Downtown East side, by friends and families who feared for the women's safety. Robert Pickton was arrested in 2002 and convicted of six counts of second-degree murder and sentenced to life in prison in December 2007. Twenty additional murder charges were stayed by the Crown Counsel in August 2010.

In 2010, in response to the horrific events and criticism surrounding the police investigations, the Province established the *Missing Women Commission of Inquiry*. [Forsaken, The Report of the Missing Women Commission of Inquiry](#) was released in 2012 and included 63 recommendations, many of which related to policing.

The Commission found that systemic bias contributed to police effectively under-prioritizing and under-investigating reports of missing women, and that this was a manifestation of the broader patterns of systemic discrimination within society. Specifically, Commissioner Oppal found that negative stereotyping about women involved in survival sex work, many of whom were Indigenous women, existed within the exercise of individual discretion and collective decision-making by police during the investigations of their disappearances.

Further, efforts to reform and modernize policing in BC are ongoing. In 2020, the Legislative Assembly of British Columbia appointed the Special Committee on Reforming the Police Act to conduct a broad inquiry into policing, including examining the role of police with respect to complex social issues; examining the scope of systemic racism within policing in BC; and ensuring consistency of a modernized *Police Act* with the *United Nations Declaration on the Rights of Indigenous Peoples*. Other projects related to unbiased policing including regarding gender equity and anti-racism will inform further advances to these standards moving forward.

## Guiding Principles Related to Provincial Policing Standards:

BCPPS 6.1 Community Partnerships & 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

Page 2 of 3

The standards seek to provide consistent pathways for advancing equitable and unbiased policing throughout the province by requiring policies and procedures, training, audit activity, and community engagement. The standards will provide a basis for auditing and oversight by the Director of Police Services pursuant to Section 40(1) of the [Police Act](#).

The underlying principles of the standards are that:

- **Individuals and communities have the right to receive unbiased and equitable policing.**

Racism, sexism, and other forms of discrimination are unacceptable in Canadian society, including in policing. The right to equal protection and benefit from the law without discrimination is embedded in the *Canadian Charter of Rights and Freedoms* and human rights legislation. All actors within the criminal justice system share a legal and moral duty to provide unbiased and equitable services and to refrain from discrimination. For policing, these duties are also reflected in the [BC Police Code of Ethics](#).

- **Dialogue and collaboration are key to building trust and achieving common goals of unbiased and responsive policing.**

Police and the communities they serve work toward common goals for policing through partnerships and ongoing dialogue. Trust is key to achieving these partnerships and often starts from an acknowledgement of injustices and current impacts.

- **History continues to impact trust and relationships today.**

Throughout Canadian history, the justice system has systemically discriminated against women, Indigenous peoples, and socially and/or racially marginalized groups. It is important to acknowledge this history and its legacy today.

Police were often the frontline agents and enforcers of discriminatory laws and policies and, as a result, many people continue to view policing as oppressive. Acknowledging the role of policing in these events and the ongoing impact on police-community relations today is an important step in promoting equitable and unbiased policing.

- **Racism, bias, and discrimination are prevalent.**

Biases are cognitive shortcuts used to process information and all people, even well-intentioned people, have biases. However, biases are not acquired in a vacuum. They reflect and are the product of patterns of power and privilege, colonialism, racism, sexism, and other forms of discrimination in society. Biases may be unconscious and may influence choices and actions without conscious thinking or decision-making.

**Guiding Principles Related to Provincial Policing Standards:**

BCPPS 6.1 Community Partnerships &amp; 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

**Page 3 of 3**

- **It is important to recognize and overcome bias, racism, and discrimination in policing.**

If policies and procedures fail to consider the diverse needs and experiences of the community, bias, racism, and other forms of discrimination can manifest in the actions and decisions of individuals or at a systemic level. Recognizing and taking steps to address this, such as through training, supervision, monitoring, policy development, and community engagement, are critical to promoting unbiased policing.

- **Unbiased policing must also include efforts to remove barriers to justice and police services.**

The compounding and intersecting effects of systemic racism and sexism, social marginalization, and different identity factors can result in an increased risk of being affected by violence and less likely to report it, further compounding vulnerability. Previous negative experiences with police and other public services can result in fear of police, of not being believed, of not being taken seriously, or that a positive outcome is not likely when making a report. Additional barriers may include difficulties connecting with police due to language or cultural barriers.

Adapting processes to reduce or eliminate barriers promotes inclusion and equitable access to justice, particularly for vulnerable groups and individuals who may be reluctant to contact police.

- **Promoting inclusion and diversity within police forces is important.**

Police agencies should aim to reflect the diversity in the communities they serve and promote a workplace culture that is supportive, inclusive, and free from harassment or discrimination.

- **Promoting equitable and unbiased policing is an ongoing process.**

Police agencies in B.C. are taking important and constructive steps to provide equitable and responsive policing. Equity in policing requires leadership, supported by ongoing monitoring of service delivery, data collection and analysis, transparency, accountability, and community engagement. Policing must continuously adapt to respond to the needs of diverse and evolving communities being served. These standards will also evolve to assist those persons and entities listed in s. 40(1.2) of the Police Act and will continue to clarify the actions and attitudes expected of them in relation to unbiased policing.





## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, 19 October, 2021 at 0930

Council Chamber, New Westminster City Hall

✓ Indicates Attachment

<b>1</b>	<b>ADOPTION</b>	
✓	1.1 Adoption of Open Agenda: 19 October, 2021	<i>Police Board</i>
	1.2 Delegations	
<b>2</b>	<b>CONSENT AGENDA</b>	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: 21 September, 2021	
	2.2 Police Board Member Reports	
✓	2.3 Statistics: September 2021	
✓	2.4 Proposed 2022 Administration Fees	
✓	2.5 Proposed 2022 Police Board Meeting Dates	
✓	2.6 Correspondence: <ul style="list-style-type: none"> <li>• Letter from New Westminster Downtown Residents Association</li> <li>• Letter from Community Member</li> <li>• E-Comm 2020 Annual Report</li> <li>• CAPG 2023 Conference Call for Proposals</li> </ul>	
<b>3</b>	<b>ONGOING BUSINESS</b>	
✓	3.1 Loud Vehicle Report	<i>Inspector Dudar</i>
	<b>NEXT MEETING</b>	
	<b>Date:</b> Tuesday, 16 November, 2021 at 1400	
	<b>Location:</b> Council Chamber, New Westminster City Hall	
	<b>ADJOURNMENT OF OPEN MEETING</b>	



## NEW WESTMINSTER MUNICIPAL POLICE BOARD

September 21, 2021 @ 0930

Via ZOOM

### MINUTES of Open Meeting

<b>PRESENT:</b>	Mayor Jonathan Coté	Chair
	Ms. Heather Boersma	
	Mr. Karim Hachlaf	
	Ms. Shirley Heafey	
<b>REGRETS:</b>	Mr. Sasha Ramnarine	
<b>STAFF:</b>	Chief Constable Dave Jansen	
	Deputy Chief Paul Hyland	
	Inspector Trevor Dudar	
	Inspector Diana McDaniel	
	Inspector Chris Mullin	
	Inspector Andrew Perry	
	Ms. Jacqueline Dairon	Finance Supervisor
	Ms. Daisy Dyer	Board Secretary
	Ms. Heather Corbett	Acting Board Secretary

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The meeting was called to order at 9:30am. Mayor Cote and Chief Constable Jansen introduced Heather Corbett, who will be the Acting Board Secretary while Ms. Dyer is on leave.

#### 1. ADOPTION

##### 1.1. Adoption of Open Agenda: 21 September, 2021

##### MOVED AND SECONDED

THAT The New Westminster Police Board approve the September 21, 2021, Open Agenda.

**CARRIED**

##### 1.2. Delegations

There were no Delegations.

#### 2. CONSENT AGENDA

##### 2.1. Approval of Open Minutes: 20 July, 2021

##### 2.2. Police Board Member Reports

**2.3. Statistics: July and August 2021**

**2.4. Report on National Day for Truth and Reconciliation**

**2.5. Correspondence**

- Email from New Westminster Resident
- E-Comm Board of Director Formal Rotation Correspondence
- CAPG Call 2021 Conference Sponsorship

**MOVED AND SECONDED**

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

**CARRIED**

**3. ONGOING BUSINESS**

**3.1. GOVERNANCE: Tri-Annual Financial Report**

Jacqueline Dairon, Finance Supervisor, provided a brief summary of the report, highlighting the following items:

- To ensure accuracy going forward, the tri-annual report will include the closed month-end results and forecasts;
- The results show a 1% variance to the budget;
- As of July 30, a surplus of \$260K is projected, which includes leaves and contracts;
- Salaries are trending higher, but these should even out by the end of the year;
- Recruitment and clothing are over-budget, largely due to recent hiring and ensuring members have their required equipment; and,
- Revenues are on-target.

**MOVED AND SECONDED**

THAT The New Westminster Police Board receive the Tri-Annual Financial Report for information.

**CARRIED**

**3.2. Police Board Zoom/In Person Meeting Discussion**

Chief Constable Jansen provided a brief summary of the report. He noted that the recommendation is to move to in-person meetings as of October, and that hybrid meetings would be challenging because of the IT requirements.

Discussion ensued about the pros and cons about hybrid-style meetings, with Board members noting that it may be useful to have the option to hold emergency meetings virtually, for efficiency and flexibility when warranted. Mayor Cote noted that Council Chamber in City Hall could be used for in-person meeting, as it would provide more space than the boardrooms at the police station.

**MOVED AND SECONDED**

THAT The New Westminster Police Board return to in-person meetings in the Council Chamber at City Hall, as of October 2021; and,

THAT, at the discretion of the Chair, Police Board meetings be held online when appropriate.

**CARRIED**

**3.3. NWPB Review of Recommendations from City of New Westminster *Police Act* Review Submission**

Inspector McDaniel provided a brief summary of the report, giving an overview of the recommended actions in relation to the City of New Westminster's Presentation to the Special Committee on the Reform of the BC *Police Act*.

In response to a question from the Police Board, Inspector McDaniel noted that the DEIAR framework refers to work that has been undertaken by an external agency on behalf of the City of New Westminster with the goal of providing a guide and a master plan that outlines the City's vision, goals, actions and deliverables on diversity, equity, inclusion, and anti-racism. There are ongoing workshops at the moment and recommendations are expected to be shared once work is complete.

Chief Constable Jansen noted that the recommended actions in the report are starting points that the Police Board could act on straight away.

Discussion ensued and Police Board members noted the following comments:

- General support of the two recommended actions in combination with the four broad categories, as noted in the City Report;
- An increase in the size of the Police Board may make it easier to increase diversity and achieve the Report's objectives.

Chief Constable Jansen noted that follow-up work would be carried out in regards to the actions, and the results will be reported back to the Board at a future meeting.

The follow up actions and reports would include:

- A scan of compensation levels of other Municipal Police Boards;
- A follow up letter to the Assistant Deputy Minister and Director of Police Services, Ministry of Public Safety & Solicitor General in regards to consideration of an increase in size of the Police Board; and,
- A letter of support to the Ministry of Mental Health and Addictions in regards to the recommendation of decriminalization of the simple possession of controlled substances.

**MOVED AND SECONDED**

THAT The New Westminster Police Board adopt the actions as outlined on Pages 4 and 5 of the report entitled “Review of City Report to Special Committee on the Reform of the *Police Act*”.

**CARRIED**

**4. NEW BUSINESS**

**4.1. Provincial Policing Standards on the Promotion of Unbiased Policing**

Chief Constable Jansen discussed the report noting that it is a large document that will require a considerable amount of work, and that Inspector McDaniel is part of a working group that is looking at how the Department will be moving towards achieving the recommendations. Chief Constable Jansen noted that further reports and policy recommendations would be supplied to the Board once this work is ready.

Discussion ensued and Police Board members noted that it would be beneficial for the Board to review a holistic work plan all of the policies, timelines and prioritization of the items within the standards.

**MOVED AND SECONDED**

THAT The New Westminster Police Board receive the report entitled “Provincial Policing Standards on the Promotion of Unbiased Policing” for information.

**CARRIED**

**ADJOURNMENT of Open Meeting**

Chair Jonathan Cote adjourned the meeting at 0958 hrs.

**Next meeting**

The next meeting of the New Westminster Police Board will take place on October 19, 2021 at 0930, in Council Chambers at New Westminster City Hall.

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MAYOR JONATHAN COTE  
CHAIR

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HEATHER CORBETT  
RECORDING SECRETARY

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## Calls for Service

	August	Sept	Sept avg range	YTD 2020	YTD 2021	YTD +/-	YTD % chg
Queensborough (NWA)	169	163	151-178	1213	1311	98	8%
West End (NWB)	160	148	172-197	1564	1354	-210	-13%
Mid-Uptown (NWC)	600	538	553-666	5052	5005	-47	-1%
Downtown (NWD)	387	362	357-488	3524	3628	104	3%
East End (NWE)	220	212	245-268	2108	1842	-266	-13%
Water (NWF)	2	0	0	3	4	1	-
Skytrain Stns (NWG)	40	39	25-35	247	281	34	14%
Spec. Locations (NWH)	145	113	128-140	1082	1030	-52	-5%
Other	16	20	18-34	210	203	-7	-3%
<b>Total Calls For Service</b>	<b>1739</b>	<b>1595</b>	<b>1752-1903</b>	<b>15003</b>	<b>14658</b>	<b>-345</b>	<b>-2%</b>

Above normal range      Within normal range      Below normal range

## Monitored Occurrence Types

Persons Crimes	Sept 2021	Sept 2020	Sept avg range	2021 YTD	2020 YTD	+/-	% change
All Persons Offences	78	93	52-94	782	740	42	6%
Assault	42	50	23-48	381	375	6	2%
Domestic Violence	45	43	39-75	441	449	-8	-2%
Family Violence	29	12	18-43	195	202	-7	-3%
Robbery	4	1	1-5	47	23	24	104%
Sex Assaults	2	9	0-8	44	41	3	7%
Indecent Acts	2	7	0-5	22	27	-5	-19%
Other Sex Offences	0	5	1-5	24	30	-6	-20%

Property Crimes	Sept 2021	Sept 2020	Sept avg range	2021 YTD	2020 YTD	+/-	% change
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All Property Offences	201	282	252-330	2263	2240	23	1%
Break and Enter – Total	31	41	26-40	255	279	-24	-9%
Break and Enter – Business	16	19	12-21	150	124	26	21%
Break and Enter – Residence	9	10	5-15	46	71	-25	-35%
Break and Enter – Other	6	12	2-10	57	82	-25	-30%
Theft of Vehicle	12	18	16-21	94	122	-28	-23%
Recovered Stolen Vehicle	3	5	4-7	26	28	-2	-7%
Theft From Vehicle	61	79	53-125	600	666	-66	-10%

Drug Offences	Sept 2021	Sept 2020	Sept avg range	2021 YTD	2020 YTD	+/-	% change
Drug Possession (all)	1	2	4-10	31	34	-3	-9%
Trafficking (all)	0	2	1-3	28	23	5	22%

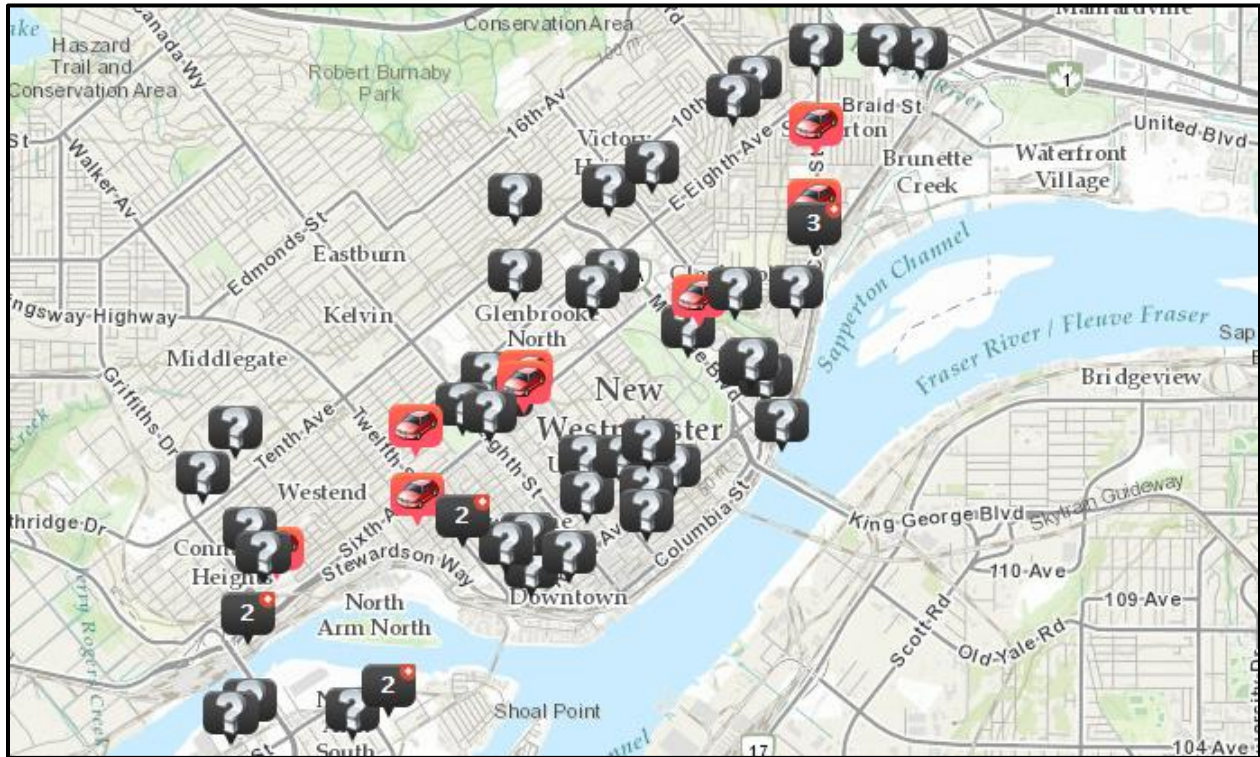
Other Crimes	Sept 2021	Sept 2020	Sept avg range	2021 YTD	2020 YTD	+/-	% change
Possession of Firearms	0	3	0-1	5	14	-9	-64%
Possession of Weapons	9	6	3-9	58	49	9	18%
Hate Motivated Crime	1	2	0-2	1	3	-2	-

Other Non-Criminal	Sept 2021	Sept 2020	Sept avg range	2021 YTD	2020 YTD	+/-	% change
Missing Persons	15	12	10-14	124	130	-6	-5%
Missing Persons – High Risk	4	8	8-15	59	57	2	4%
Mental Health related (study flag B)	50	45	45-78	622	432	190	44%
Mental Health related (s. 28 arrests)	37	22	20-35	338	234	104	44%
Disturbed Person/Att. Suicide	46	44	59-74	476	472	4	1%
Sudden Deaths	14	16	2-12	117	96	21	22%
Domestic Dispute – No Assault	40	35	36-56	340	396	-56	-14%
Street Checks			0	0		0	#DIV/0!
Overdoses	2		2	15	8	7	88%
	Sept 2021	Sept 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Homelessness-related files	53		53	93	14	n/a	n/a

Traffic/Driving	Sept 2021	Sept 2020	Sept avg range	2021 YTD	2020 YTD	+/-	% change
Collision - Non-fatal Injury	11	5	8-16	95	72	23	32%

Collision - Fatal	0			0			
Collision - Damage under \$10,000	35	28	n/a	252	237	15	6%
Collision - Damage over \$10,000	10	4	n/a	61	37	24	65%
Impaired Driving	2	4	9-28	85	44	41	93%
IRP	23	14	4-23	135	96	39	41%

### Collision Locations (all types)



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



# New Westminster Police Department

## MEMORANDUM

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TO: Mayor Jonathan Coté, Chair, and Members  
New Westminster Municipal Police Board

DATE: October 19, 2021

FROM: Jacqueline Dairon, Finance Supervisor

RE: New West Police Department Service Fees

---

### **RECOMMENDATION:**

*That the New Westminster Police Board approve the fees for service increases outlined in this memorandum, effective January 1, 2022.*

---

### **SUMMARY:**

The New Westminster Police Department provides services for a fee, which are subject to review to ensure full cost recovery. The last review of fees was performed in 2019 and changes were adopted in 2020. The proposed fee increases for 2022 are required to recoup contractual increases for CUPE, which have been trending at 2% annually. The time required to complete tasks for service was confirmed with the records department to ensure full costs recovery. We also reviewed the service fees for ten other policing agencies within the lower mainland to ensure NRPD rates were in line with other agencies.

### **POLICE INFORMATION CHECKS AND FINGERPRINTS:**

A police information check is a service that examines any collection of offence information including convictions, outstanding warrants, charges and judicial orders available from local agency's records management system and other system/records where authorized for employees and volunteers. The NRPD follows the British Columbia Guide for Police Information Checks to ensure all PICs are processed at a consistent standard and also

# New Westminster Police Department

ensures it is in compliance with the Canadian Criminal Real Time Identification Services, which require all record check applicants to be electronically fingerprinted.

An increase of 4% is proposed for non-volunteer police information checks and electronic prints. For volunteer requests we are proposing a 10% increase from \$20 to \$22. If a request for additional copies is made a charge of \$5.00 is being proposed. See below table for proposed increases, there are no other fee increase requests for 2022.

A full listing of fees and description can be found in Appendix 1.

Service Provided		2019 Fees	2022 Fee Proposal	\$ Change	% Change
<b>Police Information Checks (Without Prints)</b>					
	All Individuals except Volunteer	75.00	78.00	3.00	4%
	Volunteer	20.00	22.00	2.00	10%
	***Additional copies		5.00	5.00	100%
<b>Fingerprinting</b>					
	Electronic Prints	75.00	78.00	3.00	4%

<b>POLICE INFORMATION CHECK</b>		
<b>Application Type</b>	<b>NWPD Fee</b>	<b>RTID Fee</b>
<b>ADOPTION</b> (CDN/International)	\$78.00	\$25.00
<b>EMPLOYMENT *V/S SCREENING</b> <i>Employment, Private Industry, Provincial Government, Ministry, Other</i>	\$78.00	\$25.00
<b>VOLUNTEER *V/S SCREENING</b> <i>Volunteer Confirmation letter required, for every application (i.e. Ministry, team coach)</i>	\$22.00	<b>-NO FEE *</b>
<b>Canadian Citizenship/Landed Immigrant Status</b> • <i>Applicant must present required documentation (please refer to the manual, for specific details)</i>	\$78.00	<b>-NO FEE *</b>
<b>Privacy Act Request</b> <i>Plain format CCRTIS report only- not a certified copy of RCMP criminal record.</i>	\$78.00	<b>-NO FEE *</b>
<b>Employment - Private Industry/ Provincial Government/Federal Government</b> <i>Employment background clearances for federal government employment purposes (Must be Federal Government Department, Federal Security Screening Office, Crown Corporation, Special Operating Agency or affiliated Organization)</i>	\$78.00	\$25.00 <b>Federal -NO FEE *</b>
<b>Employment- (Police)</b> • <b>Sworn Member/Civilian</b>	<b>NWPD NO CHARGE *</b>	<b>-NO FEE *</b>
<b>Record Suspension</b> Pardon Application- Step 1	\$78.00	\$25.00
<b>Visa/Border Crossing/Foreign Travel</b> <i>Used to obtain permission to enter another country which includes Permanent Residence/ Immigration/ US Waiver/Foreign Passport or Travel documentation into outside countries. Also used to obtain Canadian Visa.</i>	\$78.00	\$25.00
<b>Other (Specify Reason)</b> <i>Submissions not applying to any of the above reasons: e.g. criminal record for civil court purposes, prenuptial agreements, etc.</i>	\$78.00	\$25.00
<b>Name Change</b> <i>British Columbia- Legal Name Change</i>	\$78.00	\$25.00
<b>Additional Copies</b>	\$5.00	n/a
<b>Fingerprinting Fee Schedule</b>		
<b>NWPD ELECTRONIC Fingerprinting</b>	-ELECTRONIC PRINTS	\$78.00
	-NWPD NO CHARGE	<b>-NO FEE *</b>
<b>NWPD INK Fingerprinting</b>	-INK PRINTS	\$65.00
<b>Report and Other Fees</b>		
<b>Police Reports</b>	Booking Sheet, File Closure/preservation, MVA 6020 Report Traffic Accident Report	\$70.00 *0.65/page after 10 pages
<b>Traffic Analyst Report</b>		\$650.00
<b>Work Safe</b>	Report	\$65.00
	Additional Information	\$55/hour
<b>Certificate of Analysis</b>		\$100.00
<b>Certified Information</b>		\$45.00
<b>Certified True Copies</b>		1.20/ page
<b>Court and Consent Orders</b>		\$130.00
<b>Freedom of Information</b>		Set by Province
<b>Accident Reconstruction Report</b>		\$1,900.00
<b>Transcripts (Certified)</b>		8.00/ page
<b>Photographs</b>	Up to 4x6	3.00 ea.
	Over 4x6	5.00 ea.
	Custom Printing	Actual Cost + 15%
	CD - First 10	\$25.00
	Disclosure/Crown	<b>-NO FEE *</b>
<b>Video Tape/Audio Tape</b>	Crown	<b>-NO FEE *</b>
	None-Crown request	\$200.00
<b>Services</b>	Extra Duties	130/hour
	Document Service	\$75.00

**2022 Police Board Meeting Dates - DRAFT**

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

# Letter from NW Downtown Residents Association

**Heather CORBETT**

---

**From:** NWDRA Board  
**Sent:** September-28-21 9:02 PM  
**To:** Police Board Mailbox  
**Cc:** Jonathan Cote (Mayor)  
**Subject:** Fwd: Street Safety and Police Board Mandate in Downtown New Westminster

FYI below - a letter we received from a concerned downtown New Westminster resident, and which echoes the concerns expressed by many of our members. We would appreciate a detailed response to these questions.

Regards,  
 New Westminster Downtown Residents Association Board

----- Original message -----

**From:**  
**To:** [psu@nwpolice.org](mailto:psu@nwpolice.org)  
**Cc:** \_\_\_\_\_  
**Subject:** Street Safety and Police Board Mandate in Downtown New Westminster  
**Date:** Tuesday, September 28, 2021 20:10

**Members of the Police Board New Westminster,**

I am a resident of New Westminster residing at ### Columbia Street, directly above the New Westminster Police Department – in the C2C Building. I am concerned for the safety of our residents and for the safety of the visitors to downtown new west.

My complaint:

I am a 48 year old adult male and I am no longer comfortable walking down the main street (Columbia) in my own City.

I am concerned for my safety, the safety of other residents of NW and visitors to the downtown core.

My primary concern is the open drug use (Crack Cocaine Smoking) and the sheer number of mentally &/or economically challenged individuals sleeping on the sidewalks, in shop entrances and wondering up and down Columbia street. These individuals are sleeping under tarps or in make shift tents, sometimes verbally abusive, sometimes ranting & screaming, sometimes screaming at all hours of the day or night without explanation..... Quite frankly, scaring the hell out of residents, visitors and everyone in the neighborhood.

**Who in this City is responsible for the safety of our residents and visitors if not your board and the New Westminster police?**

To drive the point home, I include here one recent encounter and a brief follow up discussion I had with member of the New Westminster police.

Event:  
 \_\_\_\_\_

I arrive home to find a yellow tarp lying in a mound on the sidewalk out front of my building on the sidewalk adjacent the entrance for the NW Police Department. I make an attempt to move the tarp, and to my surprise the response is "Hey – There is a woman under this tarp.....F\*\*\* Off". This individual then started lighting up what appeared to be a crackpipe and refused to move. The time was approx. 8pm on a Tuesday evening.

Concerned for my safety, I walk away. As I am leaving, I notice 2 officers step around the yellow tarp and continue walking down the street as if nothing was there. I stopped the officers and asked "Did you not see that lady smoking crack on the sidewalk, sitting in front of the police station under a bright yellow tarp? Isn't there something you can you do about that?"

Officer replied: "To be perfectly honest with you, we have been directed by the Board of Police and the City to not approach or move these people along. There is nothing we can do." (He then stated he had a call coming in and left).

**New Westminster Police Board;**

Are you not concerned for the safety of the residents of downtown new Westminster?

Is it not in your authority to do something about these types of disturbances?

Why are you not getting the support you need from the City?

If the citizens and visitors of New Westminster do not feel safe walking down their own streets, they will simply move or not to come to New Westminster at all.

Let's not let that happen!

Thank you for reading.

Concerned resident of Downtown New Westminster.

Cc'd: New Westminster Downtown Residents Association

## Letter from New Westminster Resident

**Heather CORBETT**

---

**From:** Dave JANSEN  
**Sent:** October-05-21 2:22 PM  
**To:** Heather CORBETT  
**Subject:** FW: [EXTERNAL] Letter from concerned citizen  
**Attachments:** letter to police board 10-4-21.pdf

---

**From:** Jonathan Cote [mailto:[jcote@newwestcity.ca](mailto:jcote@newwestcity.ca)]  
**Sent:** October-05-21 1:56 PM  
**To:** Dave JANSEN <[DJansen@NWPolice.org](mailto:DJansen@NWPolice.org)>  
**Subject:** FW: [EXTERNAL] Letter from concerned citizen

Hi Dave,

Can you have this correspondence added to the next Police board meeting.

Regards,

Jonathan

---

**From:** Brenda Southam \_\_\_\_\_  
**Sent:** Monday, October 4, 2021 4:57 PM  
**To:** Jonathan Cote <[jcote@newwestcity.ca](mailto:jcote@newwestcity.ca)>  
**Subject:** [EXTERNAL] Letter from concerned citizen

**CAUTION:** This email originated from outside of the City of New Westminster's network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

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Dear Mayor Cote:  
Attached please find a letter.

I look forward to hearing from you.

Best regards,  
Brenda

October 4, 2021

Mayor Jonathan Cote, Chair  
New Westminster Police Board  
511 Royal Avenue  
New Westminster, BC V3L 1H9

Dear Mayor Cote:

RE: New Westminster Police Board

I am a resident of downtown New Westminster, and I was saddened to read that the New Westminster Police Board is to advocate for decriminalization of simple possession of drugs. As a resident of downtown is it for disheartening for me to hear this.

There have been many residents talking about the issues that we are facing on Columbia Street, and we are now very upset to hear that decriminalization of simple possession of drugs is something that you will advocate for. I don't know if you have ever walked down Columbia St. at 9 or 10 at night, it is a scary place and I believe this decision will only make it worse.

I understand that there is a vulnerable population that you are concerned about, although today I feel like I am the vulnerable population as I can't walk down the streets in my own city without being afraid. Why is that not as important as someone doing drugs or leaving a mess on our streets? It seems that the only way to be heard is to be the ones that need all the help, so now I am reaching out telling you that I need help to feel safe in my neighbourhood.

Why don't we move some of the transition houses and others that help the vulnerable population to the Quay or to Queens Park. I'm sure there are people there that can help the vulnerable population and not feel threatened by them. Why is it that they all need to be within a three block radius of Columbia and 6th Street?

I am asking for a chance to have a discussion with the police board or with whomever we need to in order to put our thoughts out there and be heard. It seems like writing letters doesn't seem to help, although I don't know another way to do this.

I look forward to hearing from you and discussing this matter further.

Yours truly,



Brenda Southam  
Resident of Downtown New Westminster  
### Columbia St



**Heather CORBETT**

---

**From:** External-Clerks <Clerks@newwestcity.ca>  
**Sent:** October-04-21 3:19 PM  
**To:** Jonathan Cote (Mayor); Lisa Spitale; Tim Armstrong; Curtis Bremner; Dave JANSEN; Chinu Das; Chuck Puchmayr (Councillor); Chuck Puchmayr (Shaw); Jaimie McEvoy (Councillor); Jaimie McEvoy (2); Mary TRENTADUE (Councillor); Nadine Nakagawa; Patrick JOHNSTONE (Councillor)  
**Cc:** Jacqueline KILLAWEE (City); Sophie Schreder; Angela Danielisz; Claire McClean; Heather CORBETT  
**Subject:** FW: E-Comm Annual Report

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Forwarded for information.

**Gillian Day** (she/her) | Agenda Secretary  
T 604.527.4612 | E [gday@newwestcity.ca](mailto:gday@newwestcity.ca)

🏛️ City of New Westminster | Legislative Services  
511 Royal Avenue, New Westminster, BC V3L 1H9  
[www.newwestcity.ca](http://www.newwestcity.ca)

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**From:** Melissa Yeo <[Melissa.Yeo@ecomm911.ca](mailto:Melissa.Yeo@ecomm911.ca)>  
**Sent:** Monday, October 4, 2021 11:25 AM  
**Subject:** [EXTERNAL] E-Comm Annual Report

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October 04, 2021

Dear E-Comm partner,

I am pleased to share E-Comm's 2020 Annual Report. We have posted the report on our website at this [link](#).


As British Columbia remains in the pandemic era, it is important take a moment to recognize the enormous contributions of E-Comm staff and all first responders in helping to keep British Columbians safe.

We remain in challenging times in the response and delivery of emergency communications services and E-Comm will continue to work with all public safety partners to adapt to changing circumstances.

E-Comm held its online Annual General Meeting on September 23, 2021. Following the meeting, we- announced our Board of Directors for 2021-22. Details are available [here](#).

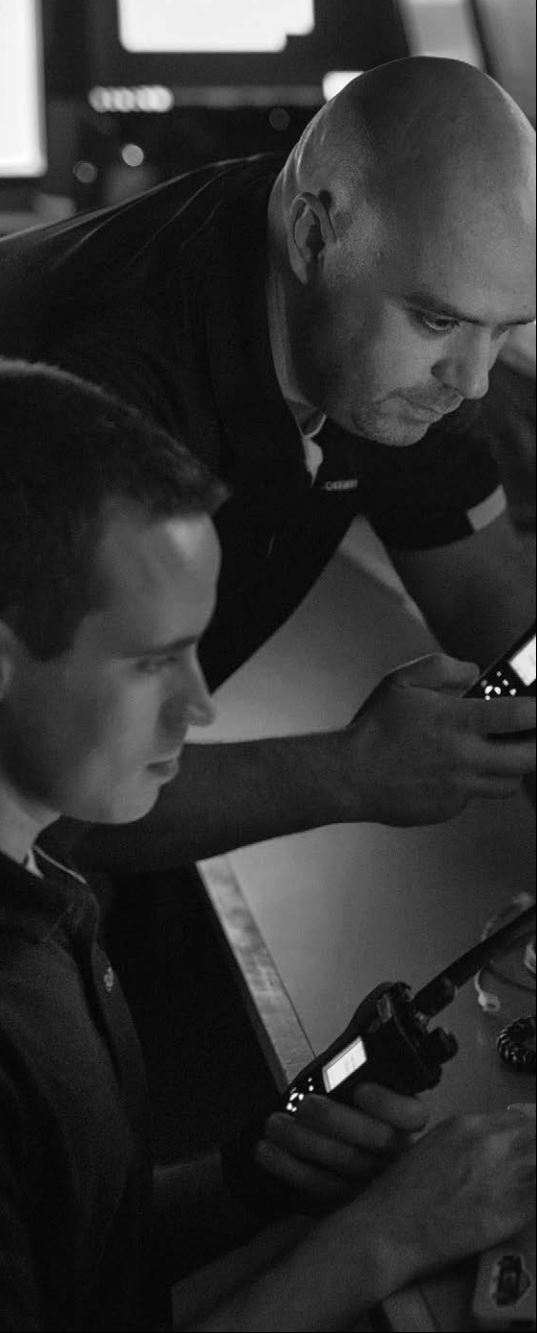
Thank you for your continued support of our organization and public safety in British Columbia. Please do not hesitate to contact me if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Oliver Grüter-Andrew". The signature is stylized and includes a long horizontal flourish extending to the right.

Oliver Grüter-Andrew  
President and CEO

604.215-5002  
oliver.gruter-andrew@ecomm911.ca



# **E-Comm** 2020 Annual Report

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## E-Comm Today

As the primary emergency communication services agency for British Columbia, E-Comm is the first point of contact for 9-1-1 callers in 25 regional districts throughout the province, handling nearly two million 9-1-1 calls annually (99 per cent of B.C.'s 9-1-1 call volume). For more than 20 years, the organization has played a pivotal role in keeping British Columbians safe and helping to protect communities. As the first, first responders, E-Comm's staff provide a critical entry point to emergency response by working behind the scenes to connect people with police, fire and ambulance. The organization currently provides dispatch services to 33 police agencies and 40 fire departments in B.C. E-Comm's consolidated, multi-jurisdictional dispatch provides economies of scale, the ability to deliver top-tier technology to smaller communities and increased operational efficiency. Computer-aided dispatch (CAD) systems support E-Comm call takers by providing them with swift and easy access to a wide range of information critical to emergency response.

## Technology Services

E-Comm provides a variety of secure, mission-critical technology services that support its own operations and those of its public safety partners, including multi-jurisdictional CAD systems, records management systems and electronic mapping services. E-Comm's in-house Technology Services team has the depth and breadth of experience to support a diverse range of software, systems and platforms to ensure continuity of service 24/7.

## Wide-Area Radio Network

E-Comm owns and operates the largest multi-jurisdictional radio network of its kind in British Columbia. The system is highly resilient with multiple layers of redundancy to survive natural disasters of various kinds. As of September 15, 2021 in the Lower Mainland, BC Emergency Health Services, all police agencies and 17 fire departments in Metro Vancouver and Abbotsford use E-Comm's radio network to communicate their essential messages.

## Vision

Safer communities in British Columbia through excellence in public safety communications.

## Mission

Deliver exceptional emergency communications to the public and first responders that help save lives and protect property.

## Values

Our values guide how we carry out our work. Developed and defined by our staff, we are proud of our values: Respect, Integrity, Collaboration, Accountability and Service.

# Leadership Message

## Remaining Resilient in 2020

As British Columbia remains in the pandemic era, it is important to recognize the enormous contributions of E-Comm's staff in helping to keep British Columbians safe in 2020. Our strategic plan, (a)SPIRE, guides our activities and investments over several years to 2025, but in 2020, we had to demonstrate our flexibility to adapt to rapidly changing circumstances.

As the COVID-19 pandemic took hold in B.C., we acted quickly to adjust our strategic initiatives as well as our daily service delivery practices. Our primary focus became keeping our staff safe while maintaining our commitment to provide emergency communications services for the public, our partners and shareholders. Our call takers and dispatchers work around the clock to deliver these services to the citizens of our province. They cannot stop because there is a pandemic. As essential service providers, they have to show up for work to respond to more than 5,000 9-1-1 emergency calls each day.

We implemented new COVID-19 measures rapidly to help make our worksites as safe as possible for our staff who must be onsite to answer emergency and non-emergency calls, provide dispatch services to our 73 police and fire agency partners and offer technological support for our own operations and those of our public safety partners. To reduce the number of people in our locations, staff who could work from home, did—many for the first time in the history of our organization. We split up our call-taking teams in the Lower Mainland and transformed our training centre into another full-time emergency communications centre.

Our Technology department stepped up to ensure off-site staff were fully connected to continue their duties. Virtual meetings became the norm. From hiring and training staff to procurement, all E-Comm departments were creative and implemented new ways to perform their daily activities under pandemic conditions.

Externally, we reached out to the public through our social media channels to continue our commitment to educate the community about the correct use of 9-1-1. However, as the pandemic continued, many callers contacted 9-1-1 in search of COVID-19 information. Our goal was to divert these general calls away from 9-1-1 to help keep emergency lines available for those in urgent need of assistance from police officers, firefighters or ambulance paramedics.

We worked with public health authorities to create safety plans at each of our locations. Daily screening and health checks, physical distancing, physical barriers, directional signage, mask wearing, increased cleaning and sanitizing stations became part of the daily routine at E-Comm. As we implemented each new measure, in a constantly changing environment, the strategic plan pillar we prioritized throughout 2020 was People. Our nearly 700-strong public safety team remained dedicated and flexible during challenging daily circumstances. We are impressed with how the entire E-Comm team embraced creative solutions and new safety protocols. Despite these stressful and uncertain times, one thing has remained the same: our steadfast commitment to deliver vital emergency communications services 24 hours a day, seven days a week.

We want to express our heartfelt thank you to the people of E-Comm for their resiliency and commitment to public safety in 2020.

As we reset for the future in a post-pandemic world, E-Comm will continue to adapt to help protect the lives and property of British Columbians.

**Doug Campbell,**  
Board Chair

**Oliver Grüter-Andrew,**  
President and CEO

*September 2021*

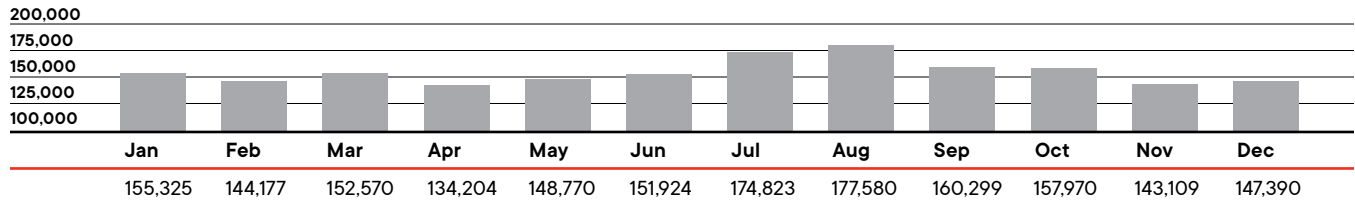


# 2020 Call Volumes and Radio Network

In 2020, 1,848,141 calls were placed to the TELUS 9-1-1 network, and 98 per cent of the calls received at E-Comm were answered within 5 seconds, surpassing our annual contracted service level target of 95 per cent.

The availability of 9-1-1 service was 100 per cent.

## Number of 9-1-1 Calls per Month

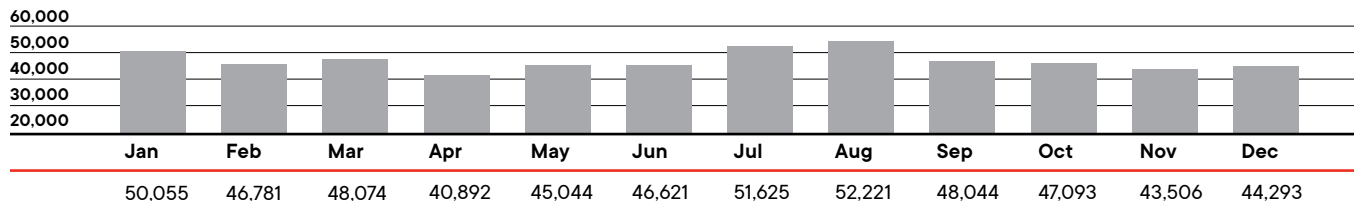


9-1-1 call volumes for April to June 2020 were reduced during the province-wide COVID-19 public health orders and restrictions.

## Police and Fire Emergency Calls

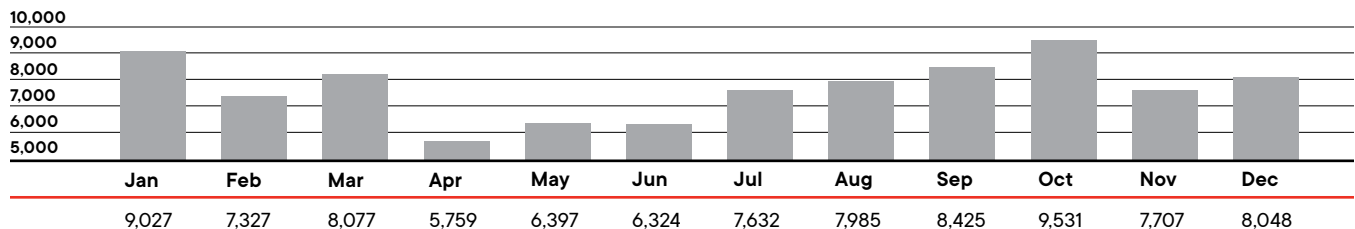
In 2020, E-Comm staff managed 564,249 police emergency calls and 92,239 fire emergency calls on behalf of the agencies for which we provide dispatch service.

### Police Emergency Calls by Month



86 per cent of police emergency calls were answered in less than 10 seconds.

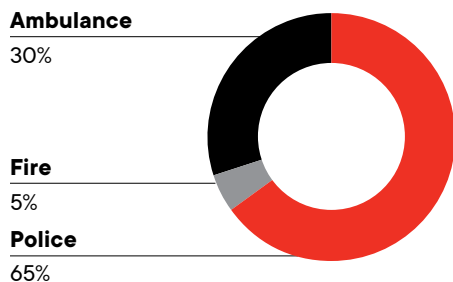
### Fire Emergency Calls by Month



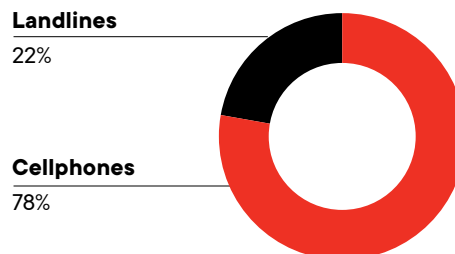
92 per cent of fire emergency calls were answered in less than 15 seconds.

Service levels are for the total volume of calls managed by our two emergency communications centres (Lower Mainland and Vancouver Island).

### 9-1-1 Calls for Police, Fire and Ambulance



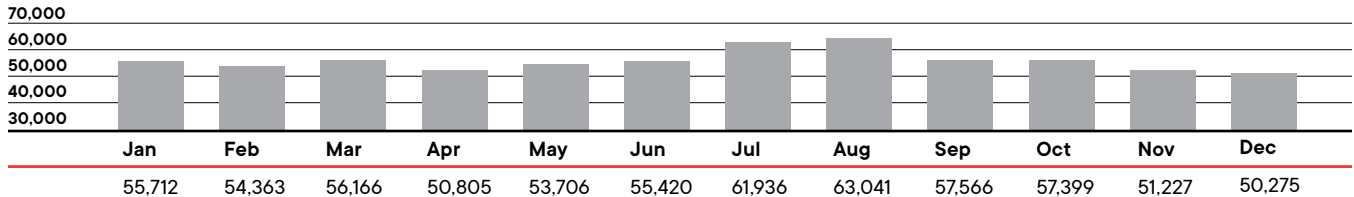
### 9-1-1 Calls from Landlines and Cellphones



## Non-Emergency Services

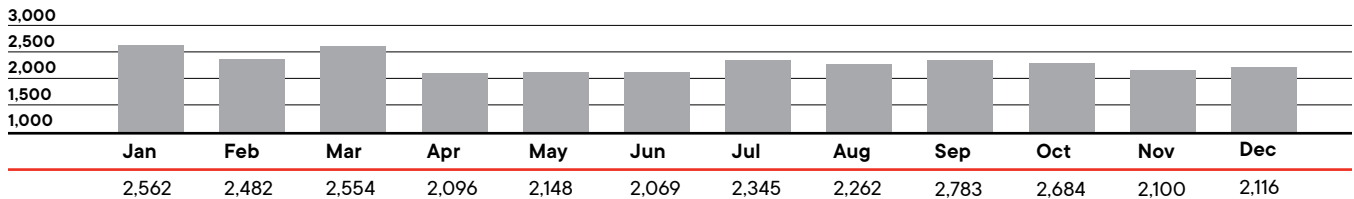
In 2020, E-Comm staff managed 667,616 police non-emergency calls and 28,201 fire non-emergency calls on behalf of partner agencies. These are calls placed to 10-digit non-emergency lines.

### Police Non-Emergency Calls to E-Comm by Month



70 per cent of police non-emergency calls were answered in less than three minutes.

### Fire Non-Emergency Calls to E-Comm by Month

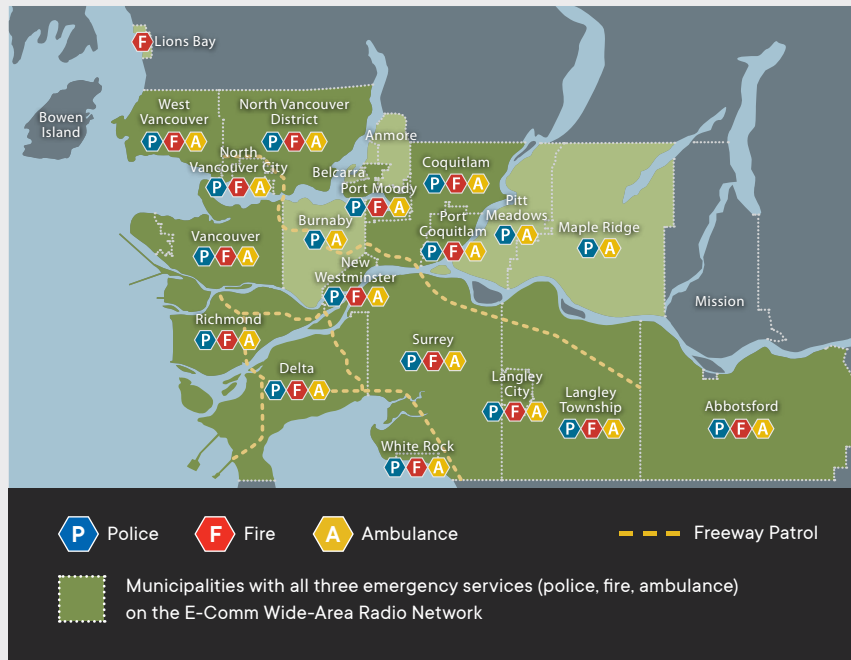


100 per cent of fire non-emergency calls were answered in less than three minutes.

Service levels are for the total volume of calls managed by our two emergency communications centres (Lower Mainland and Vancouver Island).

## E-Comm Wide-Area Radio Network

E-Comm owns and operates the radio network used by more than 30 police agencies and other ambulance and fire personnel across Metro Vancouver and parts of the Fraser Valley.



### Radio Network Statistics in 2020

- Network availability: 100%
- Total number of radio transmissions: 53,695,414
- Total airtime: 335,334,122 seconds
- Total number of radios available to be used on the network: Approximately 10,000

Abbotsford Fire Rescue Service began communicating on the E-Comm Wide-Area Radio Network on May 27, 2020.

# 2020 Financial Highlights

## Statement of Operations and Net Assets

	2020	2019
<b>Revenue</b>	79,793,667	75,473,836
<b>Direct operating expenses</b>	69,933,948	66,440,639
	9,859,719	9,033,197
<b>Other expenses</b>		
Amortization and other	6,380,826	6,341,448
Interest expenses	4,421,759	4,151,638
	10,802,585	10,493,086
<b>Deficiency of revenue over expenses</b>	(942,866)	(1,459,889)
<b>Unrestricted net assets, beginning of year</b>	522,257	1,982,146
<b>Unrestricted net assets (deficit), end of year</b>	(420,609)	522,257

	2020	2019
In-period operating surplus (deficit)	(942,866)	(892,448)
Planned draws from surplus	—	(567,441)
Deficiency of revenues over expenses	(942,866)	(1,459,889)

Similar to our partner agencies and many other organizations, the COVID-19 pandemic had an impact on our 2020 financial results. E-Comm ended the year with a deficiency of revenue over expenses of \$943K due wholly to a net deficit in operations. This has eradicated E-Comm's accumulated surplus, resulting in a net deficit (accumulated) of \$421K.

Pandemic-related direct operating expenditures were \$482K in 2020. Furthermore, we experienced additional salary cost impacts related to COVID-19, such as sick entitlements. The impact of COVID-19 on our organization for this fiscal year and into the future remains uncertain.

E-Comm saw no growth in the dispatch services base in 2020. Dispatch operations salaries (overtime) are the main contributing factor to the net deficit. Pre-pandemic, we started 2020 anticipating increased revenues from police dispatch agencies to account for additional operational resources required to better meet service levels, including ramping up hiring of staff at the start of the fiscal year so we could have higher staffing levels for the peak summer periods. Salary costs were much higher than planned, especially for overtime to address operationally required backfill and skill-set shortages.

E-Comm's Wide-Area Radio Network members saw a shared radio levy decrease in 2020 due to the addition of new members—Abbotsford Fire Rescue Service and Canada Border Services Agency (via the RCMP) and a decrease in expenditures. At year-end, management reconciled the 2020 radio levies, adjusting the levies based on actual 2020 capital and operating expenditures. Actual expenditures were lower than budgeted resulting in levy rebates to most members due to a combination of factors, including: increased revenue from radio contracts and decreased operating expenses, mainly in salaries (timing of hiring) and delays in facilities-related projects. This resulted in an average 5.7 per cent decrease in the radio levy to radio system members. The cumulative year-to-date reserve balance at December 31, 2020 is \$6.7M.

The dispatch levy increase for 2021 varies between 2.1 per cent and 5.5 per cent for Vancouver Island (VI) and Lower Mainland (LMD) respectively; VI is lower due to one-time funding in-period increases in 2020. In 2021, dispatch operations financial challenges, especially overtime, continue and are further exacerbated by the arbitration award of the new collective agreement which provides for an additional adjustment (beyond base rate) of 1.5 per cent in each of 2021 and 2022 for the vast majority of operations emergency communications staff. E-Comm continues to focus on the steps necessary to get our emergency operations division back on a sustainable path—financially, operationally and organizationally. Discussions continue with our partner agencies to ensure we align funding with growth in volume and the nature of the calls and activities, which results in a need for increased resourcing to support dispatch service delivery and related service level targets.

The total radio levy amount increases in 2021 is 3.0 per cent, which is aligned with the prior year Strategic Financial Plan (SFP) forecast. However, actual average agency shared levy increases are 2.4 per cent due to the continued deployment of radios for TransLink (Coast Mountain Bus Company). Radio levies continue to provide a sustainable means of funding for technology evolution of this mission critical asset.

E-Comm's radio, technology and contracted services continue to demonstrate the financial and operational benefits realized with consolidation, optimization and economies of scale.

While growth has been a significant achievement, we recognize that investment in human resources and innovation projects as well as technology is required as the organization continues to evolve to meet the expectations and needs of our public safety partners.

Full copies of E-Comm's 2020 Audited Financial Statements, including the Auditor's Report to the Shareholders and Notes to the Financial Statements are available at [ecomm911.ca](http://ecomm911.ca).



# Board of Directors

A 20-member Board of Directors provides governance to E-Comm and is responsible for overseeing the company's strategic direction, finances and operating results. Management is accountable to the Board of Directors for the day-to-day operations and administration of the company. This is a list of E-Comm Board members in 2020.

## Independent Directors

**Doug Campbell** Board Chair

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**Barry Forbes**

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**Nancy Kotani**

---

**Denise Nawata**

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### Director

### Nominee of:

**Aniz Alani** City of Abbotsford

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**Lois Karr** RCMP

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**Joe Keithley** Cities of Burnaby, Coquitlam, New Westminster, Port Coquitlam, Port Moody, Village of Belcarra

---

**Melanie Kerr** City of Delta/Delta Police Board

---

**Warren Lemcke** Vancouver Police Board

---

**Neil Lilley** BC Emergency Health Services

---

**Gayle Martin** Cities of Langley, Surrey and White Rock, Township of Langley

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**Jen McCutcheon** Metro Vancouver and TransLink

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**Bill McNulty** City of Richmond

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**Paul Mochrie** City of Vancouver

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**Mike Morden** Cities of Maple Ridge and Pitt Meadows

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**Tara Richards** Provincial Government

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**Mark Sieben** Provincial Government

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**Richard Walton** City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay

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**Terry Waterhouse** Cities of Surrey, Langley and White Rock, Township of Langley

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**Mike Welte** Independent Police Boards (Abbotsford, New Westminster, Port Moody, Transit Police, West Vancouver)

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A second board seat, nominated by the Cities of Burnaby, Coquitlam, New Westminster, Port Coquitlam, Port Moody and Village of Belcarra, is to be filled later.

## Executive Leadership Team

**Oliver Grüter-Andrew** President & CEO

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**Beatrix Nicolato** Vice-President & Chief Financial Officer

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**Michael Webb** Chief Innovation Officer

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**Sandra MacKay** Vice-President, Legal & Governance

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**Stephen Thatcher** Vice-President, Operations

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**Tony Gilligan** Vice-President of Technology Services

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**Suzanne Halliday** Executive Director, Data, Analytics and Decision Support

---

**Tracy Lim** Executive Director, Emergency Communications Centres

---

**Christian Codrington** Interim Executive Lead of Human Resources

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**Jasmine Bradley** Executive Director, Communications and Public Affairs

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## The Numbers in 2020

- 1.84+ million Calls to 9-1-1
- Average of 5,000 9-1-1 calls per day
- 98 per cent of 9-1-1 calls answered within five seconds
- 564,249 police emergency calls
- 92,239 fire emergency calls
- 667,616 police non-emergency calls
- 28,201 fire non-emergency calls
- 53.6 million transmissions on the E-Comm radio system
- 91 per cent public confidence in E-Comm services

*Police and Fire emergency and non-emergency call volumes noted above are for the agencies for which E-Comm provides dispatch.*

## Follow us



[ecomm911.ca](http://ecomm911.ca)

## CAPG 2023 Conference Call for Proposals

**Heather CORBETT**

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**Subject:** FW: Call for Proposals 2023**From:** "Canadian Association of Police Governance (CAPG)" <[communications@capg.ca](mailto:communications@capg.ca)>**Sent:** Sep. 30, 2021 9:59 a.m.**To:** Daisy DYER <[DDYER@NWPolice.org](mailto:DDYER@NWPolice.org)>**Subject:** Call for Proposals 2023

[View this email in your browser](#)

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



## Call for Proposals 2023

CAPG's 34th Annual Conference

New Westminster Police Board,

On behalf of the Conference Committee for the Canadian Association of Police Governance, we are pleased to issue the Call for Proposals to host the CAPG Conference in 2023.

The CAPG Annual Conference provides a vehicle for the collection and sharing of information, and a forum for the discussion of matters relevant to policing in Canada. We provide a unique opportunity for various stakeholder groups to come together in the spirit of collaboration, knowledge exchange, and continuous professional development, all towards the improvement of public safety in Canada.

**If you are interested in hosting in 2023, we encourage you to fill out [this short survey](#) now ahead of drafting your official proposal.**

You may download the 2023 RFP Package below. **[The deadline for proposal submissions is March 31, 2022.](#)**

If you have any questions regarding proposals that are not answered in the Request for Proposals package, contact [communications@capg.ca](mailto:communications@capg.ca)

Download 2023 RFP

Preliminary Interest Survey



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

**Our mailing address is:**

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

[Add us to your address book](#)

Want to change how you receive these emails?

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



# REQUEST FOR PROPOSALS 2023

34TH ANNUAL CONFERENCE





## ABOUT OUR ANNUAL CONFERENCE

Since 1990, the Canadian Association of Police Governance (CAPG) has held an annual professional development conference in various locations across Canada. The Board of Directors of CAPG invites proposals for the four-day CAPG 34th Annual Conference to be held in July, August or September of 2023. The Conference has attracted up to 250 participants and has provided extensive workshops, training sessions, panel discussions and plenary presentations to further the professional development of those involved in civilian oversight and governance of municipal police. CAPG works to ensure that conferences are held in various regions of Canada in order to meet the needs of our geographically diverse membership and provide access to the opportunities afforded by the conference.

Some of the goals of CAPG in holding annual conferences are to provide:

- Specific, up to date, training workshops for civilian governors of policing, members of government entities that are concerned with and/or oversee policing policy, community members and members of police services
- Opportunities to meet and interact with leaders in the civilian governance community regarding current topics in police oversight
- Educational and organizational materials to bring back to your community
- Information on what communities need to know to establish or refine their board/commission policies and procedures
- Dialogue between members of police boards and commissions and leaders in policing

# BENEFITS OF HOSTING

When police governors from across Canada gather in your city for the CAPG Annual conference, the benefit to your local economy is between \$200,000 and \$300,000. Conference events include: 400 plus hotel room nights; breakfasts, lunches, dinners; companion tours; entertainment and transportation. Additional economic benefits are gained when delegates shop, dine out and a large percentage of delegates add vacation time to their trip. Local suppliers supply gifts, delegate bags, printing, signage, and other conference related materials.

In addition to the expected financial and business rewards that come with bringing any conference to a locale, the CAPG conference provides a unique opportunity to the host city to highlight existing or emerging policing programs in your area.



# HOST OBLIGATIONS

## **VOLUNTEERS**

- volunteers will be required to assist at the registration desk (minimum of 4 daily)
- volunteers will be required to assist with the companion's program (minimum of 2)

## **COMPANION PROGRAM**

- select venue(s) or hire tour company that offers tours that work with the conference schedule
- transportation between the venue(s) and the hotel
- manage all aspects of companion's program to ensure it operates smoothly

## **OFF SITE HOST EVENT/DINNER**

Work with the CAPG Conference Committee to:

- select venue
- determine transportation between the venue and the hotel
- plan catering and entertainment

liaise with the venue staff

# HOTEL REQUIREMENTS

## **MEETING SPACE**

- 100 people on Day 2
- 200 people on Days 3 - 5

## **SEPARATE MEAL ROOM**

- up to 200 participants, Days 2 - 6

## **BREAK OUT ROOMS**

- Four rooms, up to 40 participants, Day 2 & 3

## **ADDITIONAL SPACES**

- Registration area, Days 1 - 4
- Display space for conference sponsors
- Space for networking activities
- Office / Storage close to registration area

## **TOTAL ROOM BLOCK**

Minimum of 400 room nights

Tuesday – 50 rooms

Wednesday – 125 rooms

Thursday – 125 rooms

Friday, 100 rooms



# DECISION PROCESS

The proposal will be evaluated on the following criteria:

**Funding** – Host Police Commission/Board/City must commit to contribute \$5,000 to host Kick-Off breakfast at the 2022 Conference and \$25,000 in 2023 for a total of \$30,000 over two fiscal years. Remaining costs will be covered by the CAPG, including members support, partnerships, in-kind donations and sponsorship.

**Amenities, Attractions and Services** - If your city or province is planning a special celebration in 2023 hosting the CAPG Conference might tie in as part of the overall festivities. Please take this opportunity to highlight what makes your city a great choice for the Conference.

**Location** - Ease of CAPG members to travel to the chosen site will be a determining factor if all remaining criteria are equal between bidders.

**Responsiveness** - Based on submitting proposals on time, openness to questions on aspects of the proposal and a demonstration by the host City, Police Board or Commission of willingness to engage in all aspects of the planning and development process.

**Meeting and Function Spaces** - Ability to meet all requirements including separate meal space from plenary

**Room Rate** - Competitive rates are encouraged

**Catering** - Food costs are also a determining factor

**Incentives** - Rebates for rooms, free parking, bonus room, and free meeting space are all factors that will determine the awarding of the contract.

# SCHEDULE OF EVENTS

## **DAY 1, SEPTEMBER/OCTOBER, 2023:**

### *Arrival/Prep Day*

Conference team meets to put together delegate bags, organize signage and tour facilities  
Delegates begin to arrive  
Registration for delegates at hotel, 12:00 – 8:00 pm

## **DAY 2, SEPTEMBER/OCTOBER, 2023:**

### *First Nations Police Governance Council Conference*

One Day Conference - Evening program (offsite), 6:00 – 9:00 pm

## **DAY 3, SEPTEMBER/OCTOBER, 2023:**

### *CAPG Annual Conference 1st Day*

Host Dinner & Entertainment (offsite), 6:00 – 9:30 pm

## **DAY 4, SEPTEMBER/OCTOBER, 2023:**

### *CAPG Annual Conference 2nd Day*

Host sponsored Kick Off 2024 Breakfast  
CAPG Evening event (offsite), 6:00 – 9:00 pm

## **DAY 5, SEPTEMBER/OCTOBER, 2023:**

### *CAPG Annual Conference 3rd Day of Program*

Breakfast, 7:30 to 8:30 am  
Plenary & closing Panel Sessions, 8:30 am to 12:00 pm



# TENDER PROCESS

- RFP to be sent by email to all CAPG Members by September 30, 2021
- Proposals are due (electronic format) by March 31, 2022
- CAPG Conference Committee will review submissions at their meeting in April, 2022 and make a recommendation to the CAPG Board
- CAPG Board will review the recommendation received at the May, 2022 Board of Directors meeting
- The Board/Commission chosen to host will be notified by May 31, 2022

# PREVIOUS AND FUTURE LOCATIONS

1990 - ST. JOHN'S, NFLD  
1991 - LONDON, ON  
1992 - VICTORIA, BC  
1993 - HALIFAX, NS  
1994 - MONTREAL, PQ  
1995 - REGINA, SK  
1996 - OTTAWA, ON  
1997 - VICTORIA, BC  
1998 - NIAGARA FALLS, ON  
1999 - EDMONTON, AB  
2000 - SAINT JOHN, NB

2001 - SASKATOON, SK  
2002 - OTTAWA, ON  
2003 - HALIFAX, NS  
2004 - VANCOUVER, BC  
2005 - OTTAWA, ON  
2006 - EDMONTON, AB  
2007 - CALGARY, AB  
2008 - TORONTO, ON  
2009 - SYDNEY, NS  
2010 - SAINT JOHN, NB  
2011 - REGINA, SK

2012 - VICTORIA, BC  
2013 - SASKATOON, SK  
2014 - HALIFAX, NS  
2015 - YORK REGION, ON  
2016 - OTTAWA, ON  
2017 - MONTREAL, QUE  
2018 - WINNIPEG, MB  
2019 - CALGARY, AB  
2020 - VICTORIA, BC (VIRTUAL)  
2021 - OTTAWA, ON (VIRTUAL)  
2022 - SASKATOON, SK



2019 - CALGARY



2015 - YORK



2014 - HALIFAX



2013 - SASKATOON



# New Westminster Police Department

## REPORT

**To:** Mayor Coté and Members of the New Westminster Police Board      **Date:** September 21, 2021  
**From:** Inspector Trevor Dudar      **Item #:** 3.1  
**Subject:** Loud Vehicle Noise – Complaints and Enforcement

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### **RECOMMENDATION**

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

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### **BACKGROUND:**

In June 2021, the Mayor's Office and the New Westminster Police Department (NWPD) received emails expressing concerns about vehicles creating loud noise, generated by modified or unmaintained exhaust systems or engines, while travelling through downtown New Westminster.

This report will address the following seven specific points related to loud vehicle noise:

- 1) Scope of the issue
- 2) Vehicle Noise Standards
- 3) Enforcement and Powers
- 4) Vehicle Inspection and Decibel Meters
- 5) Case Law
- 6) Current Status and Approach
- 7) Conclusion

**DISCUSSION:****1) Scope of the Issue**

The issue of loud vehicle noise has been an ongoing issue for many years, not only in the City of New Westminster, but in many jurisdictions throughout the province. Loud vehicle noise typically refers to the excessive noise created by internal combustion engines and exhaust systems of passenger vehicles and motorcycles. The NWPD occasionally receives loud vehicle noise complaints, which are primarily assigned to the Traffic Unit. The majority of complaints usually refer to the excessive noise created by modified or removed mufflers/exhaust systems on motorcycles and passenger vehicles while they are being operated on the streets of the city.

**2) Vehicle Noise Standards:****a. Provincial Statutes**

The provincial vehicle exhaust noise standards are set out in Division 7 of the Motor Vehicle Act Regulations which provides a schedule of Standards for the Approval of a Motor Vehicle. Standard #27 relates to vehicle noise, which states:

*A motor vehicle shall be equipped with an exhaust muffler which complies with section 7.03 of the regulations.*

*The opinion of an inspector as to whether the engine and exhaust noise is greater than that made by other vehicles in good condition of comparable size, horsepower, piston displacement or compression ratio shall determine whether exhaust gases are expelled with excessive noise.*

*When tested in an inspection station, the vehicle engine, any auxiliary engine and exhaust level shall not exceed Table 3 standards.*

Class of Vehicle	Maximum Allowable Sound Pressure Level DBA
Light duty	83
Gasoline-driven heavy duty	88
Motorcycles	91
Diesel-driven heavy duty	93

Section **7.03** of the Motor Vehicle Act Regulations states:

**Muffler**

**7.03 (1)** *A motor vehicle propelled by an internal combustion engine shall be equipped with an exhaust muffler consisting of a series of pipes or chambers which ensures that the exhaust gases from the engine are cooled and expelled without excessive noise.*

**Cut-outs prohibited**

**(2)** *No person shall drive or operate a motor vehicle propelled by an internal combustion engine when the muffler with which the vehicle is equipped is cut out or disconnected from the engine.*

**Part removal prohibited**

**(3)** *No person shall drive or operate a motor vehicle propelled by an internal combustion engine equipped with a muffler from which has been removed any baffle plate or other part.*

**Alteration prohibited**

**(4)** *No person shall drive or operate a motor vehicle propelled by an internal combustion engine equipped with a muffler the exhaust outlet of which has been opened or widened.*

**Noise increase or flames prohibited**

**(5)** *No person shall drive or operate a motor vehicle propelled by an internal combustion engine equipped with a muffler or exhaust system to which is attached any device which increases the noise of the expulsion of the gases from the engine or allows a flame to be emitted from the exhaust system.*

**b. City of New Westminster By-law**

The City of New Westminster (CNW) noise bylaw is set out in Bylaw No. 6520, 1999: A Bylaw to regulate or prohibit the making or causing of certain noises or sounds in the municipality. The bylaw states:

**PROHIBITION**

**3. Except as specifically permitted in this Bylaw, no person shall:**

- (a)** *make or cause any noise or sound to be made in or on a highway, real property or elsewhere in the Municipality which disturbs, or tends to disturb, the quiet, peace, rest, enjoyment, comfort or convenience of the neighbourhood, or of persons in the vicinity; or*
- (b)** *make or cause any noise or sound to be made in or on a highway, real property or elsewhere in the Municipality that exceeds the noise levels authorized by this Bylaw.*

### OBJECTIONABLE NOISES FROM MOTOR VEHICLES

11. *Without limiting the generality of Section 3, no person shall make, cause or allow to be made any of the following noises or sounds which are, in the opinion of Council of the Corporation, objectionable and liable to disturb the quiet, peace, rest, enjoyment, comfort or convenience of individuals or the public:*

- (a) the amplified sound of a radio, television, player or other sound playback device or amplification equipment, or the sound of a musical instrument, that emanates from a motor vehicle and can easily be heard by someone outside the motor vehicle;*
- (b) sound from vehicle-mounted sound amplification equipment which is continuously made for more than two (2) minutes at the same location; and*
- (c) the sound of an automobile security system which is made, either continuously or non-continuously for a period exceeding one minute, or the sound of an automobile security system, but not including its activation status signal, which is made more than three times in a 24 hour period.*

12. *No person shall operate a motor vehicle so as to create a nuisance by noise or sound emanating from the motor vehicle.*

### **3) Enforcement and Powers:**

There are various options for NWPD members to address loud vehicle noise including standards created at both the local municipal level and at the provincial level.

The City of New Westminster Noise Bylaw has created offences applicable to loud vehicle noise under sections 3(a) and section 12, which is enforceable by Bylaw Enforcement Officers and Peace Officers. The enforcement of an alleged offence could be handled by way of the issuance of a Bylaw Offence Notice, which carries a fine of \$200.

Furthermore, at the provincial level, the Motor Vehicle Act BC Regulations (MVAR) has also created an offence applicable to loud vehicle noise. The enforcement of an alleged offence could be handled by the issuance of a provincial violation ticket, which carries a fine of \$109.

#### **MVAR Division 7A — Noise from Motor Vehicles**

##### **Prohibition**

**Section 7A.01** - *No person shall start, drive, turn or stop any motor vehicle, or accelerate the vehicle engine while the vehicle is stationary, in a manner which causes any loud and unnecessary noise in or from the engine, exhaust system or the braking system, or from the contact of the tires with the roadway.*

A further option available to members under the MVAR is the issuance of a Notice and Order. If a peace officer determines that the condition or component of the vehicle is unsafe or non-compliant, the owner or driver of the vehicle could be issued a notice and order which would require a vehicle inspection at a designated facility and potential modifications to eliminate the loud and unnecessary noise.

### **MVAR - Powers of a peace officer**

**Section 25.30** (1) *If a peace officer has reasonable and probable grounds to believe that a vehicle is, by reason of mechanical, structural or other defect, unsafe for use on a highway, whether or not the vehicle meets the standards prescribed under the Act, the peace officer may order the owner or operator of the vehicle, either immediately or within such time as is specified in the order, to do one or both of the following:*

(a) *remove it from the highway and keep it so removed until either*

(i) *repairs as may be set out in the order of the peace officer have been implemented,*  
*or*

(ii) *the peace officer revokes the order;*

(b) *surrender the vehicle licence or number plates, or both, for that vehicle to the corporation or to the peace officer.*

The Ministry of Transportation and Infrastructure website provides a description of a Notice and Order, which is described as follows:

*A Notice and Order (N & O) is a provincial legal document informing the driver or registered owner of a vehicle that they, or the vehicle, do not meet the requirements of a specific Act or Regulation. Unlike a Violation Ticket, a Notice & Order does not include a fine or driver licence demerit points, however the Order may require that identified defects be remedied or repairs made, or to require a driver to obtain or produce certain documents or certifications. Once complete, most often the vehicle would be required to report back to the issuing officer or agency, or that the vehicle undergo a complete mechanical inspection at a Designated Inspection Facility (DIF). If an Order is not complied with in the time indicated by the issuing officer, there is potential for the driver or registered owner to be issued a Violation Ticket or further enforcement action, up to and including removing the vehicle from the road until defects are repaired and any required inspections are complete.*

*It is at the discretion of the Peace Officer to determine if the vehicle condition or a component is unsafe or non-compliant.*

[http://www.th.gov.bc.ca/cvse/references\\_publications/pdf/Notice-and-Order-info.pdf](http://www.th.gov.bc.ca/cvse/references_publications/pdf/Notice-and-Order-info.pdf)

The Ministry of Transportation and Infrastructure website also provides a description of a box 2 Notice and Order, which is described as follows:

*A Notice and Order is an enforcement tool requiring certain actions to be taken. Police officers and peace officers may issue a Notice and Order. A Box 2 Notice and Order requires a vehicle*



*to be repaired and presented promptly to a Designated Inspection Facility for an inspection. An Authorized Inspector at a Designated Inspection Facility will conduct the vehicle inspection and complete an inspection report. A passed inspection report must be provided to the Commercial Vehicle Safety and Enforcement Branch within 30 days.*

*<http://www.th.gov.bc.ca/cvse/faqs.htm>*

#### **4) Vehicle Inspection and Decibel (dBA) Meters**

The NRPD does not own or use a decibel meter, nor are any of the NRPD members trained in the use of one. Notice and Order Vehicle Inspections are not conducted by NRPD members as vehicle inspections are regulated through the Commercial Vehicle Safety and Enforcement (CVSE) Vehicle Inspection and Standards Program. Vehicle Inspections are completed at Designated Inspection Facilities (DIF).

The Ministry of Transportation and Infrastructure website provides an overview of the CVSE Vehicle Inspection and Standards Program as follows:

##### ***Vehicle Inspections and Standards***

*The Vehicle Inspection & Standards program encompasses all types of highway vehicles – both private and commercial – and is dedicated to improving vehicle and road safety in British Columbia. Through the application of the British Columbia [Motor Vehicle Act](#), [Motor Vehicle Act Regulations](#), [Vehicle Inspection Manual](#) and Canadian vehicle manufacturing standards, Commercial Vehicle Safety and Enforcement (CVSE) strives to have only the safest and most roadworthy highway vehicles operating on British Columbia's highways.*

##### ***Inspections***

*Private and Commercial Vehicle Inspections are performed by trade qualified mechanics that are authorized through CVSE as Authorized Inspectors (AI's). Inspections are completed at a Designated Inspection Facilities (DIF) or Preventative Maintenance Facilities (PMP) throughout the province. Preventative Maintenance Facilities may only conduct inspections on their own vehicle fleet. CVSE Area Vehicle Inspectors conduct periodic audits on both DIFs and PMPs to monitor compliance of all applicable vehicle inspection program standards, expectations and regulations.*

*Primary statutory provisions under this program include Divisions, 4, 5, 6, 7, 11, 25 of the Motor Vehicle Act Regulations, and the standards of Safety and Repair Regulation (Vehicle Inspection Manual).*

##### ***Standards***

*The Vehicle Standards Program mandate is to accurately interpret and apply BC Motor Vehicle regulatory standards, Canadian Manufacturing Standards, and National and International*

*Vehicle Safety Standards. It is the Program's intent to maintain road safety and ensure compliant and safe vehicles are operating on BC roadways through proper application of applicable standards and regulations.*

[https://www.cvse.ca/vehicle\\_inspections.htm](https://www.cvse.ca/vehicle_inspections.htm)

In a case where a vehicle is the subject of a Notice and Order and undergoes an inspection at a Designated Inspection Facility, an Authorized Inspector is required to perform the inspection on the vehicle. With reference to the CVSE's Light Vehicle Inspection Regulation Manual (VIM), when the inspector is measuring for excessive exhaust noise (under Section 1 – Powertrain subsection 3), the inspector can rely on their opinion to determine whether the noise level is excessive. The following guideline is from page 103 of the *Commercial Vehicle Safety and Enforcement – Vehicle Inspection Manual (VIM) 2016 – Amended 2018*:

Item and Method of Inspection:

*o) noise emissions*

*– confirm noise level with decibel meter for any vehicle with non-OEM, modified or altered exhaust system*

Reject If:

*o ) excessive*

*The opinion of an inspector as to whether the engine and exhaust noise is greater than that made by other vehicles in good condition of comparable size, horsepower, piston displacement or compression ratio shall determine whether noise level is excessive. Must be comparable to OEM and confirmed with decibel meter.*

*– is equipped with any noise enhancing device*

That being said, the VIM does not indicate a specific decibel meter, nor any standard or required training.

## **5) Related Case Law**

To assist with the enforcement of loud vehicle noise, recent case law has clarified the required assessments for a charge under Section 7A.01 MVAR. This case has been shared with members at NRPD and other police agencies throughout the province.

In 2009, Mr. Tootill was operating a Harley Davidson motorcycle and was stopped by a Vancouver Police Department (VPD) member due to excessive exhaust noise. Mr. Tootill was issued a violation ticket under Section 7A.01 of the MVAR. The VPD member came to a “subjective opinion that the vehicle was loud” and used a sound meter to corroborate. The Judicial Justice relied on

the member's subjective determination that the motorcycle was excessively loud and as a result, found Mr. Tootill guilty.

Mr. Tootill appealed the conviction, which was heard in the Supreme Court of BC (SCBC). In *R. v. Tootill*, 2012 BCSC 1015, the BC Supreme Court upheld that a subjective assessment is all that is required for a charge under s. 7A.01 MVAR. As a result of the SCBC decision, relying on a decibel meter to enforce loud vehicle noise is not required when charging for an offence under this section as subjective evidence will suffice.

## 6) **Current Status and Approach**

The Traffic Safety Unit is responsible for responding to the majority of all traffic related complaints and incidents (such as collisions and erratic drivers), with support from the patrol watches. The Unit's primary role is to focus on road safety and harm reduction offences such as aggressive driving, distracted driving, impaired driving and intersection violations. Loud vehicle noise is one of the broad range of traffic complaints the Traffic Unit is also tasked with addressing throughout the city.

Over the past few years, the NWPD has typically received approximately 12 to 15 loud vehicle noise complaints per year. The majority of complaints are received from spring through fall as the issue is typically a seasonal matter associated with clear, warm and dry weather. The complaints are received via the general complaint phone line to E-COMM, a direct call to the Traffic Unit supervisor and through general email to the Traffic Unit. The complaints would be logged in PRIME under "traffic complaints" or "disturbance" as the records management system doesn't have a specific category that solely captures loud vehicle noise.

Detection and apprehension of vehicles creating unnecessary noise can present some challenges at times. As with many other motor vehicle moving violations, many drivers tend to change/improve their driving behavior when a police vehicle is in the vicinity making it somewhat challenging to observe (and hear) any violation. Furthermore, accurately identifying the offending vehicle actually creating the noise in traffic amongst many other vehicles, creates additional challenges. To overcome these challenges, when resources permit, members will form a small team that will consist of a member(s) at a specific location observing/hearing the violation while other the member(s) is in a separate location to apprehend the violator.

When an NWPD member observes/hears a vehicle that is creating unnecessary noise, the previously noted enforcement and "notice and order" options under the MVAR and City Noise Bylaw are available to them. NWPD members have typically deliver a verbal warning, issue a violation ticket (VT) under 7A.01 MVAR for unnecessary noise or issue a "notice and order" for an inspection at a DIF.

**7) CONCLUSION**

This report provides an overview of the current scope of the issue of loud vehicle noise, the provincial and municipal standards, and the manner in which the NWPD receives and addresses complaints related to it. Loud vehicle noise is an issue that disturbs the residents of the city. NWPD will continue with their education and enforcement efforts as resourcing allows to deal with these violations with the intent of reducing loud vehicle noise that has a negative impact on residents.

**OPTIONS**

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

Option # 2 - That the New Westminster Police Board provide additional direction to staff.

Submitted by

Inspector Trevor Dudar  
New Westminster Police Department



## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, 16 November, 2021 at 1400

Council Chamber, New Westminster City Hall and

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

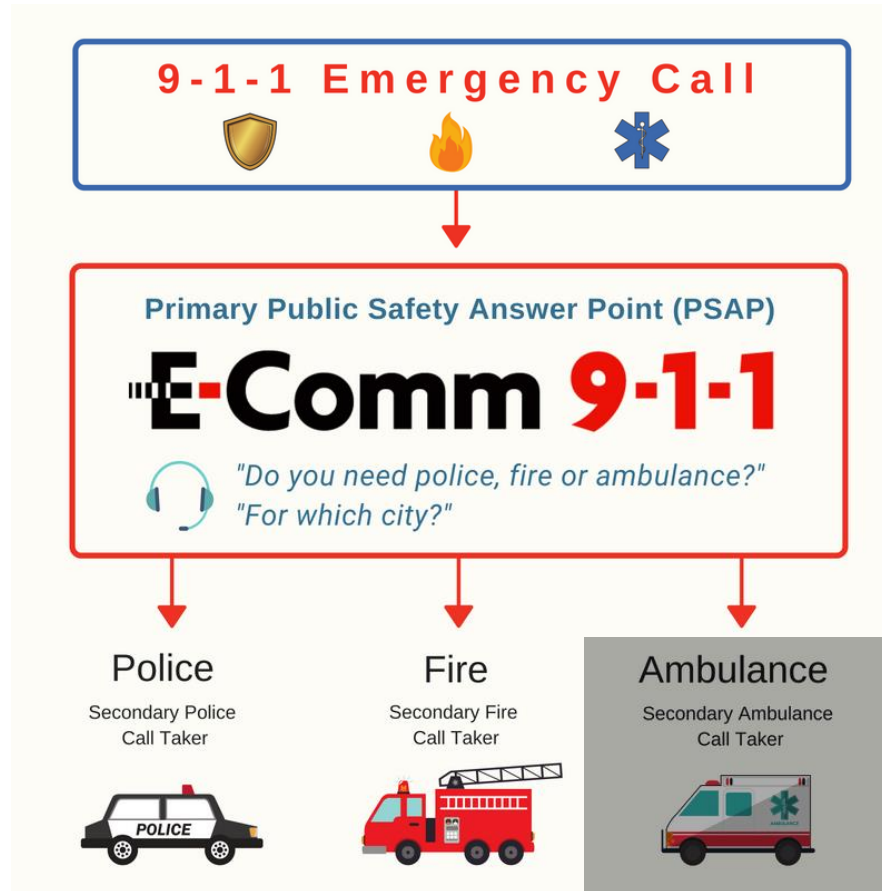
✓ Indicates Attachment

<b>1</b>	<b>ADOPTION &amp; PRESENTATIONS</b>	
✓	1.1 Adoption of Open Agenda: 16 November, 2021	<i>Police Board</i>
	1.2 2020 Alexa and Distracted Driving Awards Presentation	<i>Chief Constable Jansen</i>
✓	1.3 E-Comm Presentation: <i>Oliver Grüter-Andrew, President &amp; CEO</i>	
	1.4 Delegations:	
	1.4a <i>Quentin Vandermerwe, Downtown Resident Association</i>	
	1.4b <i>Patrick Service, Kruger Products</i>	
<b>2</b>	<b>CONSENT AGENDA</b>	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: 19 October, 2021	
	2.2 Police Board Member Reports	
✓	2.3 Policy	
✓	2.4 Statistics: October 2021	
✓	2.5 Police Board Correspondence:	
	2.5a Letter from New Westminster Downtown BIA	
	2.5b Letters from Sapperton Business Association	
	2.5c Letter from Kruger Products L.P.	
	2.5d Letter from CAPG re 2021 Conference	
	2.5e 2020/2021 Annual Report of the Office of the Police Complaint Commissioner (OPCC)	
✓	2.6 PSSG Letter re BC Provincial Policing Standards on Police Stops (BCPPS 6.2.1) and Response from Vancouver Police Department	
<b>3</b>	<b>ONGOING BUSINESS</b>	
✓	3.1 GOVERNANCE: 2022 Budget Approval	<i>Jacqueline Dairon</i>
	3.1a Capital Budget	
	3.1b Operational Budget	
<b>4</b>	<b>NEW BUSINESS</b>	
✓	4.1 Indigenous Land Acknowledgment	<i>Inspector McDaniel</i>
	<b>NEXT MEETING</b>	
	<b>Date:</b> Tuesday, 18 January, 2021 at 0930	
	<b>Location:</b> Council Chamber, New Westminster City Hall and by Zoom	
	<b>ADJOURNMENT OF OPEN MEETING</b>	

A photograph of emergency vehicles at night. In the foreground, a police car is seen from the rear, with its red and blue lights flashing. Behind it, an ambulance is visible with its red lights on. The scene is dark, with the primary light sources being the emergency lights of the vehicles.

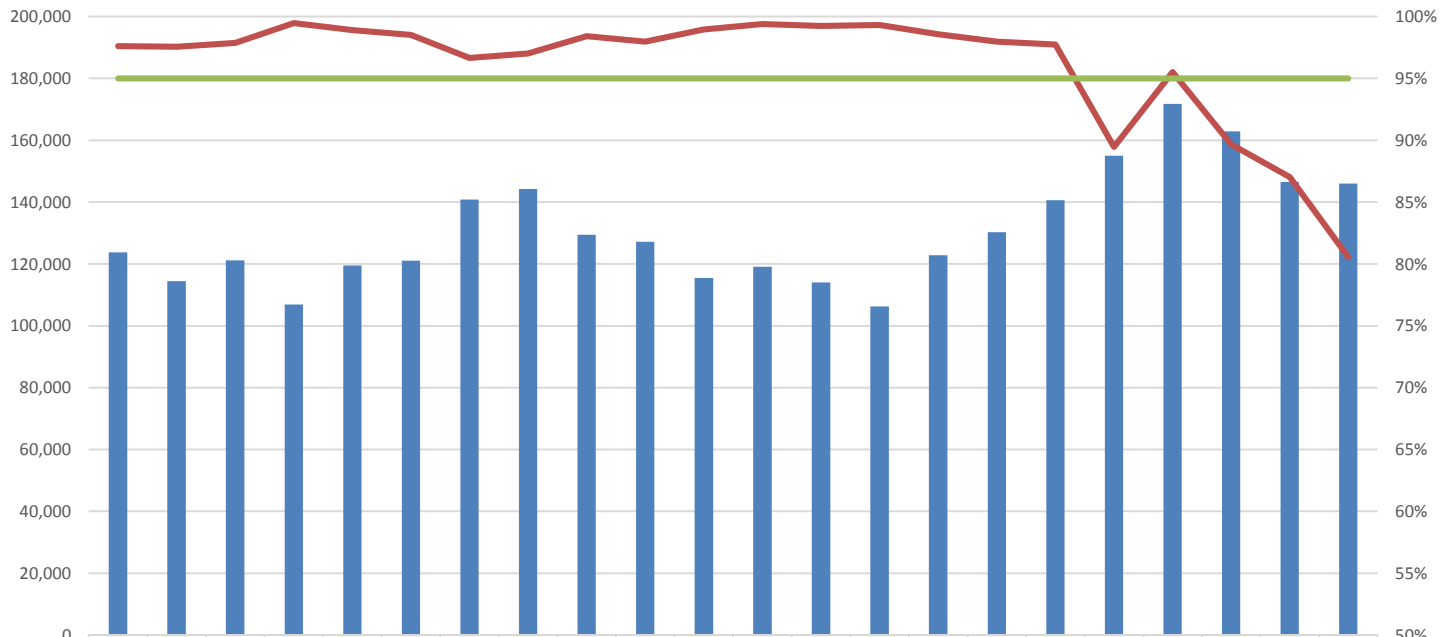
**9-1-1 Answering and Delays**  
**New Westminster Police Board - November 16, 2021**

# How 9-1-1 works



# 911 Service Levels

LMD 911 Calls Answered and Service Levels to October 31, 2021



	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021
<b>Calls Ans</b>	123,76	114,48	121,14	106,89	119,49	121,01	140,87	144,23	129,48	127,21	115,48	119,04	114,00	106,30	122,83	130,28	140,63	155,04	171,78	162,86	146,50	146,03
<b>Service Level</b>	98%	98%	98%	99%	99%	99%	97%	97%	98%	98%	99%	99%	99%	99%	99%	98%	98%	89%	96%	90%	87%	81%
<b>SL Target</b>	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

**911 Target: 95/5**  
95% of calls answered in 5 seconds

Oct 2021 Service level: 81%

Oct 2021 – 15.7% increase in call volume over Oct 2020

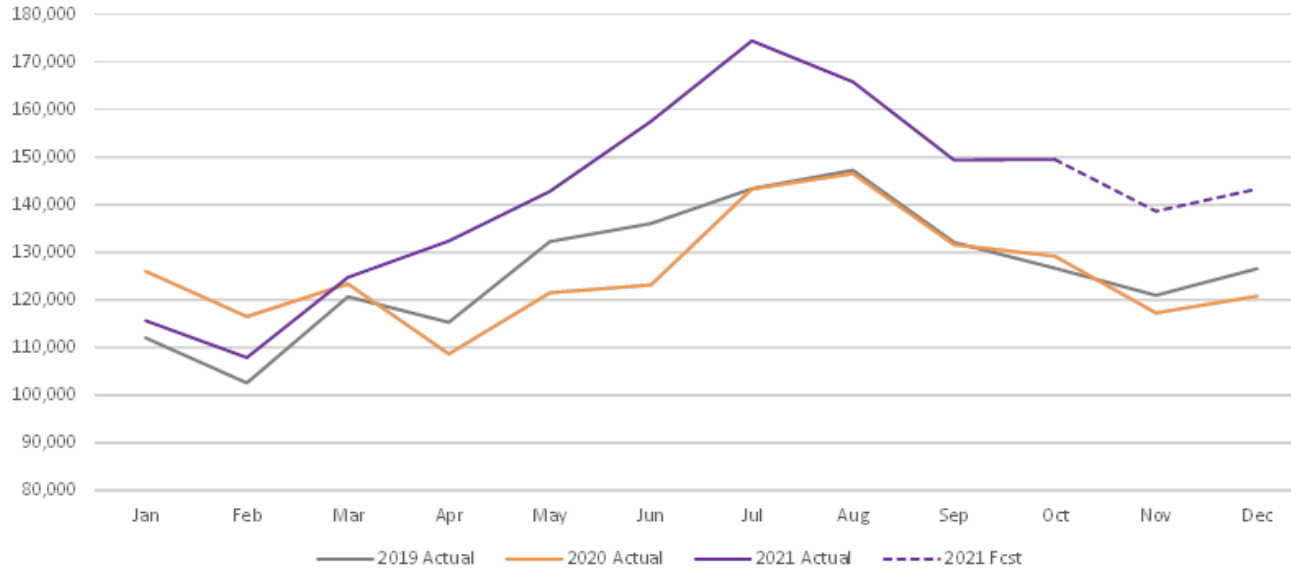
**AHT: 118.2s in Oct 2021 vs. 49.5s in Oct 2020**





# 911 Call Volumes Increasing

911 LMD volume - forecasts vs 2019-20 and 2021 actual



All regions 9-1-1 call volumes have increased 10% over 2020 from Jan-Jul and 22% over 2020 in the last 3 months.

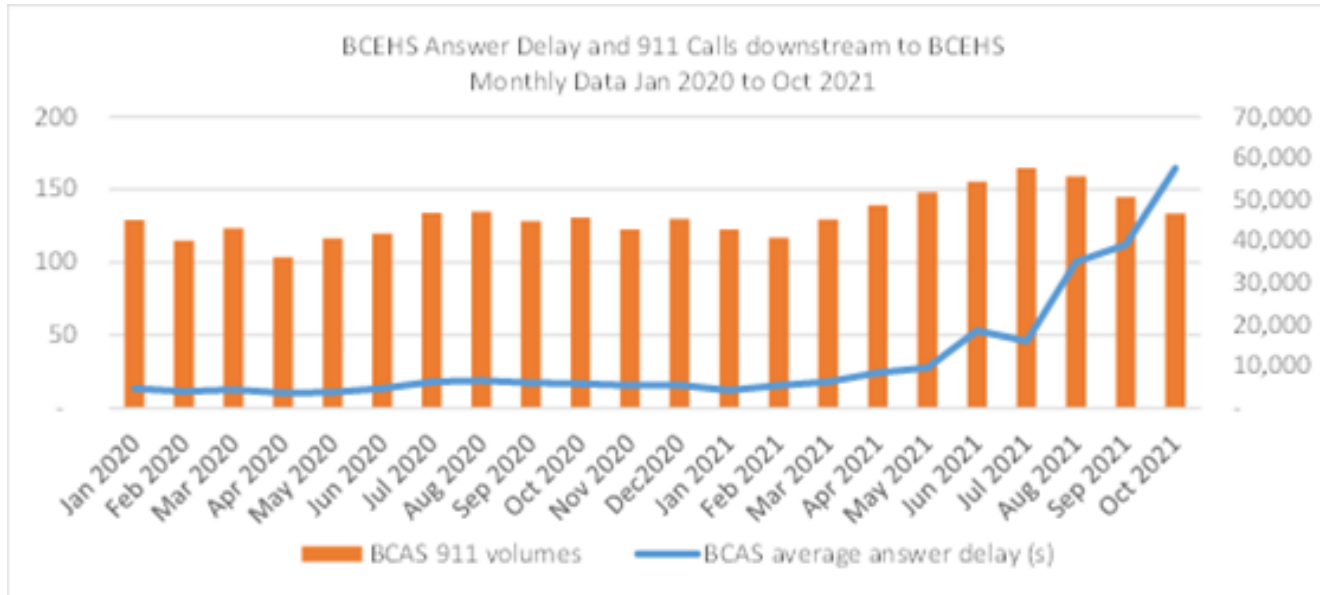
But 2020 was the outlier year with no growth YoY.

Communities are 'catching up' as life goes back to normal.

BCEHS volume has been significantly increasing over the last 2 years, 16% higher (Jan-Jul) when compared to 2020 and 43% higher when compared to 2019.



# 911 BCEHS Downstream Wait Times Increasing



2019 avg. BCEHS answer delay was 15 secs.

Since Apr 2021, answer delay has exceeded 20 secs with Aug average figure at 86 secs.

The frequency and duration of long delays have increased every month (except for Jul).



# BCEHS call answer delay impact on 9-1-1 staffing and staff budgets.

- Very high 9-1-1 Service Level (95% of calls answered within 5 seconds) drives need for high staffing numbers
- Meeting workload demand (which is calculated as Average Call Handle Time (AHT) x Call Volume) becomes untenable during certain high peak intervals in the day, in recent months
- Analysis shows every additional 10 seconds of AHT requires 4-6 staff FTE to meet Service Level
- 2021 9-1-1 staffing budget is 47 FTEs. An AHT of 65 seconds equates to 57 FTEs.
- The average AHT for August was 86 seconds which would have required ~ 70 FTE, equating to a shortfall of 23 FTE (~50% over budget)



# E-Comm/BCEHS joint mitigation efforts

## Implemented:

- Priority queue for urgent scenarios requiring escalated support
- Emailed forms for abandoned EHS 9-1-1 calls and ambulance cancels
- Priority queue upgrade (ANI/ALI) and additional trunks to reduce busy signals

## In progress:

- New and Follow-up queues for EHS dispatchers to improve efficiency
- RAN recordings and E-Comm call taker scripting to improve public experience

## Under evaluation:

- Additional trunk lines to reduce busy signals for LMD and Interior callers
- CAD to CAD data transfer to replace forms and improve EHS efficiency
- EHS staff onsite at Pender to provide triage/support during hold times





## NEW WESTMINSTER MUNICIPAL POLICE BOARD

October 19, 2021 at 0930

Via ZOOM

### MINUTES of Open Meeting

<b>PRESENT:</b>	Mayor Jonathan Coté	Chair
	Ms. Heather Boersma	
	Mr. Karim Hachlaf	
	Ms. Shirley Heafey	
	Mr. Sasha Ramnarine	
<b>STAFF:</b>	Chief Constable Dave Jansen	
	Deputy Chief Paul Hyland	
	Inspector Trevor Dudar	
	Inspector Diana McDaniel	
	Inspector Chris Mullin	
	Inspector Andrew Perry	
	Ms. Jacqueline Dairon	Finance Supervisor
Ms. Heather Corbett	Acting Board Secretary	

The meeting was called to order at 9:30am.

#### 1. ADOPTION

##### 1.1. Adoption of Open Agenda: 19 October, 2021

##### MOVED AND SECONDED

THAT The New Westminster Police Board approve the October 19, 2021, Open Agenda.

**CARRIED**

##### 1.2. Delegations

There were no Delegations.

#### 2. CONSENT AGENDA

##### 2.1. Approval of Open Minutes: 21 September, 2021

##### 2.2. Police Board Member Reports

##### 2.3. Statistics: September 2021

**2.4. Proposed 2022 Administration Fees**

**2.5. Proposed 2022 Police Board Meeting Dates**

**2.6. Correspondence**

- c) E-Comm 2020 Annual Report
- d) CAPG 2023 Conference Call for Proposals

**MOVED AND SECONDED**

THAT Item 2.6a and 2.6b be removed from the Consent Agenda;

THAT the New Westminster Police Board accept the On-Table correspondence as 2.6f; and,

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

**CARRIED**

**ITEMS REMOVED FROM CONSENT**

**2.7. Correspondence**

- a) Letter from New Westminster Downtown Residents Association
- b) Letter from Community Member
- f) On-Table Letter from Community Member

Police Board members thanked the community for the correspondence and noted that all three letters note concerns with safety and the conditions in the downtown New Westminster area. Staff were asked to provide some perspective on how these issues are being viewed and handled by the NWPD.

Chief Constable Jansen provided some comments in response, covering the following topics:

- Homelessness and the NWPD's role, as identified by policy, and by using a compassionate approach;
- Open drug use, the role of front line officers on this issue, and the development of guidelines and principles regarding safe drug supply;
- The increase in population in New Westminster and associated issues;
- The City's work on five areas, and the NWPD's involvement in these areas:
  - Need to improve general cleanliness and the provision for 24 hour, public toilets in the Downtown;
  - Homeless outreach and added emergency shelter capacity;
  - Opioid epidemic and illicit drug response;
  - Business support and engagement;

- Need to work with Fraser Health in addressing mental health issues which are contributing to increasing homelessness and illicit drug use;
- The NWPB operational review, being completed by a consultant team, which will be the most extensive and exhaustive review of all areas of the NWPB, including:
  - NWPB organizational structure and span of control including possible efficiencies through re-alignment of Department priorities or structural changes;
  - Human resourcing, including current and future optimum staffing and deployment, related to service demands, crime severity, population, demographics, and geography;
  - Operational deployment data related to calls for service, response times, proactive policing time, administrative time, workload by time of day, day of week including comparisons to industry standards and best practices;
  - Analysis on work conducted by sworn and civilian support units and services to determine optimized level of support to frontline operations;
  - The Department's human resource management, recruiting, retention, talent management and professional development systems. review occurring;
- General comments on crimes being committed, including statistics from Vancouver PD on the correlation between mental health and the potential for being a victim of crime.

Discussion ensued and the Police Board provided the following feedback:

- Appreciation was shown for the community concerns surrounding safety and the notion of a compassionate approach by the NWPB with respect to homelessness;
- Supportive of the City's approach of a housing first strategy - while it doesn't address mental health issues, it is an important starting point;
- There are strong points to concentrate on, including finding opportunities to collaborate; providing the community with access to community supports, and the NWPB's ongoing commitment to compassion within the community;
- The upcoming collaboration between the City and the Canadian Mental Health Association (CMHA) regarding alternative crisis health care management will be a positive step forward. More information will be brought to Council within the next month and will come to the Police Board as well.

**MOVED AND SECONDED**

THAT The New Westminster Police Board receive the correspondence.

**CARRIED**

**3. ONGOING BUSINESS**

**3.1. Loud Vehicle Report**

Inspector Dudar, Patrol Division, provided a brief summary of the report, highlighting the following items:

- Scope of the issue
- Vehicle Noise Standards
- Enforcement and Powers
- Vehicle Inspection and Decibel Meters
- Case Law
- Current Status and Approach

In addition, Chief Constable Jansen noted that, in writing the report, staff had looked for statistics to include; however, as the most common way of reporting loud vehicle offences are Notice of Orders, these are time-consuming to review because they are obtained through a manual process.

Discussion ensued and the Police Board noted that the majority of complaints received are usually in specific places and during the summer, when windows are most often ajar. Therefore, the possibility of implementing a public communication program next summer (with the City Bylaws department) for loud vehicle noise mitigation may be in order.

**MOVED AND SECONDED**

THAT The New Westminster Police Board receive the “Loud Vehicle Report” for information; and

THAT NWPB communications and traffic staff be directed to work City communications and Bylaws to target enforcement and education and report back to the Police Board with a strategy in Spring 2022.

**CARRIED**

**4. NEW BUSINESS**

There was no new business.

**ADJOURNMENT of Open Meeting**

Chair Jonathan Cote adjourned the meeting at 10:03 hrs.

**Next meeting**

The next meeting of the New Westminster Police Board will take place on November 16, 2021 at 1400, in Council Chambers at New Westminster City Hall.

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MAYOR JONATHAN COTE  
CHAIR

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HEATHER CORBETT  
RECORDING SECRETARY

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# Professional Development & Increment Program

**AB120**

Revised: November, 2021

**AB120****Risk Assessment: Low****POLICY**

1. The New Westminster Police Department will provide limited financial assistance to those employees, sworn and civilian, interested in expanding their education and training through enrollment in approved courses.
2. All full-time employees of the New Westminster Police Department (NWPD) who meet the requirements of this policy are entitled to request the reimbursement of tuition or course fees. Tuition requests for the increment program have an annual maximum of \$750. Requests outside the increment program or paid department training program require an advanced education letter of request, approval, and a letter of agreement and may require a service commitment. Advanced education requests will be reviewed by the senior management team and approval will be based on budget availability and course relevance. All reimbursements will be provided upon successful completion of approved courses.
3. Sworn members of the NWPD are further entitled to Increment benefit pay increases as is governed by this Policy and the Collective Agreement between the New Westminster Municipal Police Board and the NWPOA.

**REASONS FOR POLICY**

4. To ensure all NWPD employees are aware of the professional development benefits available to them including:
  - a) Approved courses;
  - b) Selection criteria;
  - c) Application process;
  - d) Reimbursement guidelines;
  - e) Service commitments; and
  - f) Increment payment for Sworn Members.

5. Professional Development is a shared responsibility between the member and the employer. The guiding principles of Professional Development are to:
  - a) Enhance the knowledge skills, abilities and the professional development of members;  
and
  - b) Meet the succession, development, and leadership requirements of the department.

# New Westminster Police Department Statistical Overview – October 2021

## Calls for Service

	Sept	Oct	Oct avg range	YTD 2020	YTD 2021	YTD +/-	YTD % chg
Queensborough (NWA)	163	148	130-179	1347	1459	112	8%
West End (NWB)	148	156	176-199	1739	1510	-229	-13%
Mid-Uptown (NWC)	538	579	592-632	5659	5584	-75	-1%
Downtown (NWD)	362	424	344-448	3882	4052	170	4%
East End (NWE)	212	207	222-279	2332	2049	-283	-12%
Water (NWF)	0	0	0-1	4	4	0	-
Skytrain Stns (NWG)	39	32	19-31	278	313	35	13%
Spec. Locations (NWH)	113	133	132-136	1214	1163	-51	-4%
Other	20	8	19-39	244	211	-33	-14%
<b>Total Calls For Service</b>	<b>1595</b>	<b>1687</b>	<b>1666-1912</b>	<b>16699</b>	<b>16345</b>	<b>-354</b>	<b>-2%</b>

Above normal range    Within normal range    Below normal range

## Monitored Occurrence Types

	Oct 2021	Oct 2020	Oct avg range	2021 YTD	2020 YTD	+/-	% change
<b>Persons Crimes</b>							
All Persons Offences	84	75	41-89	866	792	74	9%
Assault	52	34	20-47	433	404	29	7%
Domestic Violence	47	42	44-58	488	487	1	0%
Family Violence	19	23	24-34	214	238	-24	-10%
Robbery	4	3	0-5	48	26	22	85%
Sex Assaults	4	9	2-8	48	50	-2	-4%
Indecent Acts	4	1	0-4	26	27	-1	-4%
Other Sex Offences	1	2	1-3	25	30	-5	-17%

<b>Property Crimes</b>	<b>Oct 2021</b>	<b>Oct 2020</b>	<b>Oct avg range</b>	<b>2021 YTD</b>	<b>2020 YTD</b>	<b>+/-</b>	<b>% change</b>
<b>All Property Offences</b>	276	308	232-322	2539	2569	-30	-1%
<b>Break and Enter – Total</b>	32	53	26-50	287	332	-45	-14%
<b>Break and Enter – Business</b>	20	23	11-25	170	152	18	12%
<b>Break and Enter – Residence</b>	4	14	9-13	50	83	-33	-40%
<b>Break and Enter – Other</b>	8	16	5-14	65	95	-30	-32%
<b>Theft of Vehicle</b>	15	16	15-25	109	131	-22	-17%
<b>Recovered Stolen Vehicle</b>	2	6	3-9	28	35	-7	-20%
<b>Theft From Vehicle</b>	70	84	54-93	670	772	-102	-13%

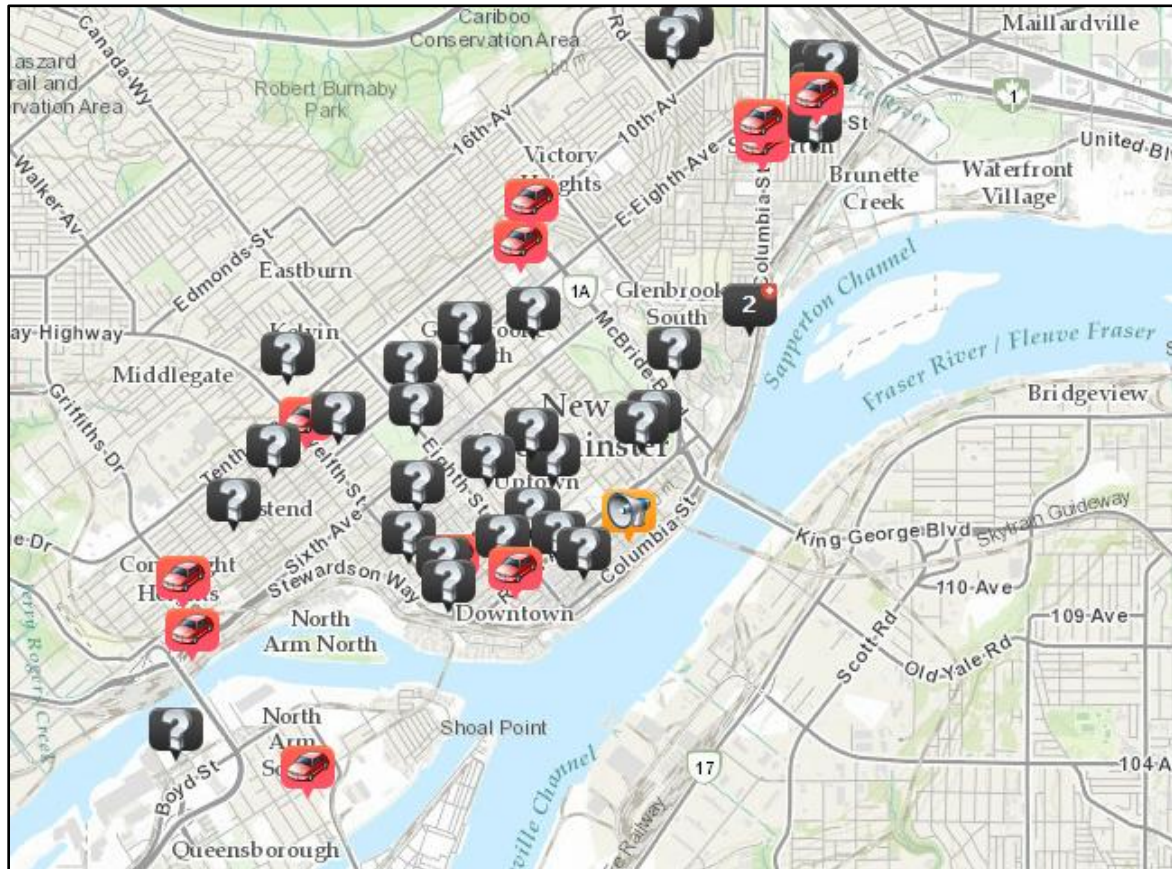
<b>Drug Offences</b>	<b>Oct 2021</b>	<b>Oct 2020</b>	<b>Oct avg range</b>	<b>2021 YTD</b>	<b>2020 YTD</b>	<b>+/-</b>	<b>% change</b>
<b>Drug Possession (all)</b>	3	2	5-11	34	28	6	21%
<b>Trafficking (all)</b>	3	2	0-2	31	27	4	15%

<b>Other Crimes</b>	<b>Oct 2021</b>	<b>Oct 2020</b>	<b>Oct avg range</b>	<b>2021 YTD</b>	<b>2020 YTD</b>	<b>+/-</b>	<b>% change</b>
<b>Possession of Firearms</b>	0	2	0-2	5	25	-20	-80%
<b>Possession of Weapons</b>	7	8	0-6	65	61	4	7%
<b>Hate Motivated Crime</b>	0	0	0-1	1	3	-2	-

<b>Other Non-Criminal</b>	<b>Oct 2021</b>	<b>Oct 2020</b>	<b>Oct avg range</b>	<b>2021 YTD</b>	<b>2020 YTD</b>	<b>+/-</b>	<b>% change</b>
Missing Persons	9	21	14-19	133	115	18	16%
Missing Persons – High Risk	5	8	8-17	64	61	3	5%
Mental Health related (study flag B)	74	38	41-67	696	479	217	45%
Mental Health related (s. 28 arrests)	37	22	23-41	375	277	98	35%
Disturbed Person/Att. Suicide	52	44	58-75	528	555	-27	-5%
Sudden Deaths	13	16	6-11	130	108	22	20%
Domestic Dispute – No Assault	29	35	30-58	369	411	-42	-10%
Street Checks			0			0	#DIV/0!
Overdoses	2		2	17	8	9	113%
	<b>Oct 2021</b>	<b>Oct 2020</b>	<b>+/-</b>	<b>2021 YTD</b>	<b>2020 YTD</b>	<b>+/-</b>	<b>% change</b>
Homelessness-related files	17		17	110	n/a	n/a	n/a

<b>Traffic/Driving</b>	<b>Oct 2021</b>	<b>Oct 2020</b>	<b>Oct avg range</b>	<b>2021 YTD</b>	<b>2020 YTD</b>	<b>+/-</b>	<b>% change</b>
Collision - Non-fatal Injury	5	5	10-17	100	76	24	32%
Collision - Fatal				0			
Collision - Damage under \$10,000	33	28	n/a	285	265	20	8%
Collision - Damage over \$10,000	5	4	n/a	66	49	17	35%
Impaired Driving	0	4	10-27	85	41	44	107%
IRP	35	14	13-18	170	110	60	55%

## Collision Locations (all types)



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

**Heather CORBETT**

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**From:** Karima Jivraj <president@downtownnewwest.ca>  
**Sent:** October-20-21 11:35 AM  
**To:** Police Board Mailbox  
**Cc:** clerks@newwestcity.ca; NWPCPC Kendra Johnston (Downtown New Westminster BIA); Karima Jivraj  
**Subject:** Downtown BIA - letter regarding concerns  
**Attachments:** Downtown New West BIA Letter to Police Board October 18 2021.pdf

Good morning,

Please find attached a letter from the Downtown New Westminster BIA with regards to concerns from our membership.

I would appreciate the opportunity to speak to the board directly (in person or via Zoom) to address these concerns and discuss constructive solutions.

Regards,

Karima Jivraj  
President  
Downtown New West BIA

**DOWNTOWN**  
**NEW WESTMINSTER**

October 18<sup>th</sup>, 2021

New Westminister Police Board  
Via email to [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org)

Dear Police Board,

On behalf of the Board of Directors of the Downtown New West BIA I am writing to bring to your attention several concerns we are hearing from our membership.

Our BIA hears from businesses regularly regarding E-comm wait times for non-emergency calls. While businesses are aware that they can file reports to the New West Police Service online, the online reporting system has several limitations (i.e. if there is a suspect, description, photo and/or video, or if the theft is over \$5000, then the business must call to report). Businesses have mentioned that they have waited more than 90 minutes to reach anyone by phone in recent months.

Businesses have also informed us they are experiencing increased theft and vandalism since the beginning of the pandemic. However due to the challenges with reporting these incidents, many don't want to spend the time or undertake the additional stress of engaging with the current reporting system. Unfortunately, the current system fails to support businesses.

We have been told that only 6 to 8 officers are on patrol across the entire City on any given shift. Businesses want to see more police presence within our Downtown area during this extremely challenging time, in order to deter crime and increase response time.

Many social issues are contributing to the challenges in Downtown New West as well, with increased homelessness and people sleeping on the streets in front of or adjacent to businesses regularly. We understand that Council is looking to provide extra supports to our Downtown to address these issues, and is exploring how to police our City differently, we would very much like to be a part of those conversations.



DOWNTOWN  
NEW WESTMINSTER

Businesses need more support from the New Westminster Police Service, and we'd like to request the opportunity to talk through concrete solutions that can be implemented in a timely manner.

Sincerely,  
Downtown New West BIA



Karima Jivraj  
President [president@downtownnewwest.ca](mailto:president@downtownnewwest.ca)

CC: Mayor & Council of the City of New Westminister [clerks@newwestcity.ca](mailto:clerks@newwestcity.ca)

October 20th, 2021

To the New Westminster Police Board, [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org)

**RE: Increasing level of criminal and mental Health issues in the city.**

To whom it may concern,

I am writing this on behalf of the Sapperton Business Association. We wish to bring to your attention the issues and concerns we are dealing with in the Sapperton business area.

Over the last couple of years, we have experienced an increasing number of issues regarding both criminal and mental health activity. It's affecting our businesses survival and the safety of their staff and their patrons well being. We have experienced thefts, attacks on employees, property damage, drug trafficking, drug usage, vandalism, graffiti, feces, homeless people camping in doorways etc., etc.

We are aware that a lot of this information is not getting to you anymore as there are challenges on reporting these incidents. In the past we have had the ability to communicate in a timely manner and had the ability to get quick responses through both the non-emergency line or 911. Now we are experiencing 90 to 120 minute wait times on the non-emergency line and a shortage of available officers. We are aware that businesses can file reports online through to the New West Police Service online reporting system however it is limited to what can be shared and is limited to thefts under \$5000. Often these matters are related to mental health and/or a matter needing a timely response.

What we need is a direct line to police service and better police presence in our area. Our small businesses are not equipped or encouraged to deal with these situations themselves; it is not safe to do so. We understand that the city is looking to provide extra supports to our businesses however it is not soon enough. If we don't help these businesses soon, they will disappear entirely. Their property taxes are not sustainable and the increase cost to operate is making it unsustainable for them.

It is no secret that little things lead to bigger things and if we continue to ignore them or allow this behaviour to continue then we are only supporting and encouraging these actions. We are asking for more support from the police department and we also wish to extend the opportunity to work with the police board to find solutions. Without your assistance these matters will only increase in nature.

Respectfully,  
Sapperton Business Association

Guy Ciprian  
Managing Director

CC: Mayor & Council, City of New Westminster and Gord Hobbis, President, Sapperton Business Assoc.

What we need is a direct line to police service and better police presence in our area. Our small businesses are not equipped or encouraged to deal with these situations themselves; it is not safe to do so. We understand that the city is looking to provide extra supports to our businesses however it is not soon enough. If we don't help these businesses soon, they will disappear entirely. Their property taxes are not sustainable and the increase cost to operate is making it unsustainable for them.

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Respectfully,  
Sapperton Business Association

Guy Ciprian  
Managing Director

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## Heather CORBETT

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**From:**  
**Sent:** October-20-21 8:01 PM  
**To:** Police Board Mailbox  
**Cc:** clerks@newwestcity.ca; office@capsbicycleshop.com  
**Subject:** RE: Increasing level of criminal and mental Health issues in the city.  
**Attachments:** letter to guy.docx; Sapperton BA Letter to Police Board\_October 20\_2021.pdf

Hello again,

I would like to add the following letter from Gord Hobbis, Cap's Bicycle and President of the Sapperton Business Association.

Thanks,  
Sapperton Business Association

Guy Ciprian  
Managing Director

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**From:**  
**Sent:** October 20, 2021 5:46 PM  
**To:** 'nwpb@nwpolice.org' <nwpb@nwpolice.org>  
**Cc:** 'clerks@newwestcity.ca' <clerks@newwestcity.ca>; 'office@capsbicycleshop.com' <office@capsbicycleshop.com>  
**Subject:** Increasing level of criminal and mental Health issues in the city.

To the New Westminster Police Board,

I am writing this on behalf of the Sapperton Business Association. We wish to bring to your attention the issues and concerns we are dealing with in the Sapperton business area.

Over the last couple of years, we have experienced an increasing number of issues regarding both criminal and mental health activity. It's affecting our businesses survival and the safety of their staff and their patrons well being. We have experienced thefts, attacks on employees, property damage, drug trafficking, drug usage, vandalism, graffiti, feces, homeless people camping in doorways etc., etc.

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Cap's Bicycle Shop  
434a East Columbia Street  
New Westminster, B.C.

October 20,2021

Dear New Westminster Police Board,

Thank you for taking your time to listen to the concerns of local business groups. I write this letter to add more detail to what you are hearing.

The Sapperton business area is where my business is. The challenge we face is an increasing emboldened attitude of the less fortunate. The social norms of politeness are gone. It is a daily occurrence to witness public urination and defecation in our parking lot, harassment of customers and passers by, theft and other acts of depravity that defy description.

This is a dangerous situation that will eventually lead to personal harm for those that get involved. I have been attacked with knives and pepper spray on more than one occurrence. Now, out of a fear for my well being, I do not approach anyone experiencing a difficulty.

This is where the business people in the Sapperton neighbourhood need our elected municipal government to stand up and find the solution that makes Sapperton a safe and attractive area for shopping and socializing. Our government is obligated to represent the citizens and business people of New Westminster along with those experiencing homelessness and addiction.

To this end I encourage the Police Board and the City to embark on a program that can provide:

- A HelpLine that business can call (let's not call the police for mental health issues) to bring help to those in distress who need it quickly.
- Increase presence on our city streets to halt nuisance and vagrant behaviors.
- A Liaison officer to coordinate efforts between the SBA and the Royal Columbian Mental Health Dept.
- A project that brings NWPD onto the street visiting business with the aim to improve Crime Prevention Through Enviromental Design.
- The City to provide grants and rebates to business that improve their area through CPTED and have security cameras installed at their cost but are regularly accessed by NWPD to solve other crimes.

Without a partnership that builds a win for the residents, the City and the business we cannot proceed with the status quo. Business will move to areas with less crime. I have experienced this first hand with a second location in Port Moody that has NEVER been the victim of break in attempts, graffiti, public defecation, threats of violence and most other forms of moral repugnancy.

Sincerely,

Gordon Hobbis, Owner Cap's Bicycle Shop

## Letter from Kruger Products

**Heather CORBETT**

---

**From:** Mark Evans  
**Sent:** October-22-21 6:47 PM  
**To:** Police Board Mailbox  
**Cc:** clerks@newwestcity.ca  
**Subject:** Concerns to New Westminster Police Board  
**Attachments:** 2021-10-22 - Concerns to NW Police Board.pdf



Kruger Products L.P.  
1625 – 5<sup>th</sup> Avenue  
New Westminster, BC  
V3M 1Z7 Canada

October 22, 2021

New Westminster Police Board  
Via e-mail: [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org)

**Re: Increase in Criminal Activity**

Dear Police Board,

I wanted to lend my voice in support of the various Business Associations in the City who I know have written to you regarding the disturbing increase in criminal activity we are experiencing in New Westminster. This year we have seen a real surge in unauthorized intruders, fires at our property line, catalytic converter thefts and even vehicle thefts. We have also experienced the significant delays in reaching the police non-emergency line that others have mentioned. Our employees have expressed concerns about their safety in our parking lots as they make their way to/from work in the mill. To respond to these concerns we have added extra contract security coverage, improved lighting, and added additional security cameras. These fixes come at a significant cost to our business at a time when we are feeling squeezed with significant cost input pressures.

The Police Department has responded to our concerns but, I get the impression that they are resource constrained. The wetter weather in the winter typically slows down the rate that we see intruders on our site. But I am fearful of what next Spring will bring if nothing is done.

We would be happy to take part in discussions about what can be done to improve the situation for the City as a whole.

Thank you,

A handwritten signature in black ink, appearing to be 'M. Evans', followed by a period.

Mark Evans  
General Manager  
Kruger Products L.P. - Western Manufacturing Division

CC: Mayor & Council of the City of New Westminster via [clerks@newwestcity.ca](mailto:clerks@newwestcity.ca)

**Heather CORBETT**

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**From:** Rebecca Boss <communications@capg.ca>  
**Sent:** October-19-21 8:33 AM  
**To:** Heather CORBETT  
**Subject:** Letter from CAPG Conference Committee Chair  
**Attachments:** New Westminster Police Board.pdf

Hi Heather,

I am attaching a letter sent on behalf of Carole McDougall, Chair of the CAPG 2021 Conference Committee.

Looking forward to working together again soon. Stay well!

Best regards,

Rebecca

**Rebecca Boss**

Communications Manager  
Canadian Association of Police Governance

Self-expression/identification is one of my professional and personal values. One way to practice these values is to share personal gender pronouns. I use she, her, hers and they, them, theirs. What pronouns do you use?

 [613-344-2384](tel:613-344-2384) | [819-923-1105](tel:819-923-1105)

 [communications@capg.ca](mailto:communications@capg.ca)

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

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



New Westminster Police Board  
555 Columbia Street  
New Westminster, BC V3L 1B2

Oct 19, 2021

Dear Mayor Coté ,

I am writing to sincerely thank you for the contribution of \$1,400.00 received from the New Westminster Police Board to assist with programming for the CAPG 32nd Annual Conference. Your contribution allowed us to fulfill our goal of offering a program to our delegates that was educational and affordable and provided rich dialogue and vital networking opportunities. Financial support from members like you lets us continue to deliver the best police governance conference Canada has to offer.

One of the overarching messages your support delivers is that your organization is a champion of excellence for civilian oversight of municipal police in Canada and that you believe in the values of integrity, transparency and accountability. We were proud to display this acknowledgement at the conference.

On behalf of the CAPG board of directors and all of our members, I extend our warmest gratitude for your support and reassure you that CAPG will work diligently to be a significant and credible stakeholder in all discussions related to community safety and police governance at the national level.

Sincerely,



Carole McDougall  
Chair of the 2021 CAPG Conference Committee

**Heather CORBETT**

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**From:** Dave JANSEN  
**Sent:** November-04-21 1:14 PM  
**To:** Heather CORBETT  
**Subject:** FW: Office of the Police Complaint Commissioner 2020/2021 Annual Report

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

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**From:** Info-OPCC [mailto:info@opcc.bc.ca]  
**Sent:** November-04-21 1:09 PM  
**Subject:** Office of the Police Complaint Commissioner 2020/2021 Annual Report

Please note that the 2020/2021 Annual Report of the Office of the Police Complaint Commissioner is now available publicly at: <https://opcc.bc.ca/reports/annual-report/>

The News Release related to the report may be found at: <https://opcc.bc.ca/media-room/media-releases/>



**Administration**

Office: (250) 356-7458 | Fax: (250) 356-6503 | Toll Free: 1 (877) 999-8707

5<sup>th</sup> Floor – 947 Fort Street, Victoria BC V9W 9T8

[www.opcc.bc.ca](http://www.opcc.bc.ca)

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Our office is located on the unceded traditional lands of the Lək̓ʷəŋən (Lekwungen) People and ancestors and our work extends across the homelands of the Indigenous Peoples within what we now call British Columbia. We honour the many territorial keepers of the lands and waters where we work.

This message, together with any attachments, is intended only for the use of the individual or entity to which it is addressed. It may contain information that is confidential and prohibited from disclosure. If you are not the intended recipient, you are hereby notified that any dissemination or copying of this message or any attachment is strictly prohibited. If you have received this message in error, please notify the original sender immediately by telephone or by return email and delete this message along with any attachments, from your computer.

**Heather CORBETT**

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**Subject:** FW: Re: Public Release of the Loukidelis Report - 623947  
**Attachments:** 623947 Police Agencies Final.pdf

**From:** PSSG Policing and Security Branch PSSG:EX  
**Sent:** Thursday, October 21, 2021 4:40 PM  
**To:** 'djansen@nwpolice.org' <[djansen@nwpolice.org](mailto:djansen@nwpolice.org)>; 'ddyer@nwpolice.org' <[ddyer@nwpolice.org](mailto:ddyer@nwpolice.org)>;  
**Subject:** Re: Public Release of the Loukidelis Report - 623947

Good afternoon,

Please find attached a letter from Mr. Wayne Rideout, Assistant Deputy Minister and Director of Police Services, Ministry of Public Safety & Solicitor General.

Thank you,

*Policing and Security Branch  
Ministry of Public Safety & Solicitor General  
PO Box 9285, Stn Prov Govt  
Victoria BC V8W 9J7  
CLIFF# 623947*



October 21, 2021  
Ref: 623947

Chief Constables of Independent Municipal Police Departments  
Chief Officer SCBCTA Police Service  
Chief Officer, Stl'atl'imx Tribal Police Service  
Deputy Commissioner, Commanding Officer, "E" Division

Dear Sirs/Madams:

As you know, BC Provincial Policing Standards (BCPPS) on Police Stops (BCPPS 6.2.1) were introduced in late 2019 and have been in effect since January 15, 2020. I acknowledge that my office engaged with your agencies and other stakeholders on revisions to the standards to further clarify their intent, as committed to previously by Policing and Security Branch. This work is pending. It is also clear from public dialogue and presentations to the Special Committee on Reforming the Police Act that advocacy groups and members of the public continue to have concerns regarding police stops generally, with the implementation of these standards, and with some of the policing practices governed by the standards, in particular 'street checks'.

To better understand the impact of the standards to date and the gaps and challenges associated with the standards in their current form, I will be undertaking a compliance evaluation focussed on these standards. The evaluation will also be responsive to a recommendation from a recent review under s. 42 of the *Police Act*, which was focused on the Vancouver Police Board's handling of a Service and Policy complaint related to street checks. The consultant for this review recommended that provincial study would provide more useful insight than further examination of a single police agency's historical data.

Decisions regarding the process and timing of the review have not yet been finalized. At this time, I am anticipating that the evaluation will include, at minimum:

- Analysis of police agency policies and procedures relevant to BCPPS 6.2.1;
- Review of police agency internal audits and aggregate data analysis as required by BCPPS 6.2.1 (11) – (13);
- Key respondent interviews; and
- Comparative analysis of a sample of interactions scored as a street check in PRIME before and after the introduction of BCPPS 6.2.1.

.../2

Page 2

You will receive further correspondence from my office regarding the above in the near future. In the meantime, if you have any questions or would like more information, please contact Jenni Bard, Director of the Standards and Evaluation Unit in Policing and Security Branch ([jenni.bard@gov.bc.ca](mailto:jenni.bard@gov.bc.ca)).

Regards,



Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

## Heather CORBETT

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**Subject:** FW: Public Release of the Loukidelis Report - 623946  
**Attachments:** 623944\_1\_Response\_Loukidelis\_Vancouver Police Board response to ADM Wayne Rideout\_.pdf; 623944\_2\_Appendix\_Loukidelis Recommendations\_2\_Chart\_.pdf

**From:** "JOHANSEN, Stephanie (Police Board)" <[Stephanie.JOHANSEN@vancouverpoliceboard.ca](mailto:Stephanie.JOHANSEN@vancouverpoliceboard.ca)>  
**Sent:** Nov. 1, 2021 10:46 a.m.  
**To:** "Jonathan Cote (Mayor)" <[jcote@newwestcity.ca](mailto:jcote@newwestcity.ca)>; Daisy DYER <[DDYER@NWPolice.org](mailto:DDYER@NWPolice.org)>;  
**Subject:** RE: Public Release of the Loukidelis Report - 623946

Good morning,

Please find attached the Vancouver Police Board's response to Director Rideout's correspondence of September 1 and October 21, regarding the final report from Mr. Loukidelis of his review of the Board's handling of a service or policy complaint.

Kind regards,

Stephanie Johansen

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**From:** PSSG Policing and Security Branch PSSG:EX <[SGPSPB@gov.bc.ca](mailto:SGPSPB@gov.bc.ca)>  
**Sent:** Thursday, October 21, 2021 4:40 PM  
**To:** [jcote@newwestcity.ca](mailto:jcote@newwestcity.ca); [ddyer@NWPolice.org](mailto:ddyer@NWPolice.org);  
**Subject:** Re: Public Release of the Loukidelis Report - 623946

Good afternoon,

Please find attached a letter and one enclosure from Mr. Wayne Rideout, Assistant Deputy Minister and Director of Police Services, Ministry of Public Safety & Solicitor General.

Thank you,

*Policing and Security Branch  
Ministry of Public Safety & Solicitor General  
PO Box 9285, Stn Prov Govt  
Victoria BC V8W 9J7  
CLIFF# 623946*



"PROVIDING INDEPENDENT CIVILIAN OVERSIGHT, GOVERNANCE, AND STRATEGIC LEADERSHIP TO THE VANCOUVER POLICE DEPARTMENT, REFLECTING THE NEEDS, VALUES AND DIVERSITY OF VANCOUVER'S COMMUNITIES."

MAYOR KENNEDY STEWART, CHAIR

FAYE WIGHTMAN, VICE-CHAIR

PATRICIA BARNES, MEMBER

ALLAN E. BLACK, Q.C., MEMBER

FRANK CHONG, MEMBER

WENDY JOHN, MEMBER

MERRILEE ROBSON, MEMBER

RACHEL ROY, MEMBER

November 1, 2021

Director Wayne Rideout  
Assistant Deputy Minister and Director of Police Services  
Ministry of Public Safety and Solicitor General  
BOX 9285, STN PROV GOVT  
Victoria BC V8W 9J7

Sent via email to: [sgpspb@gov.bc.ca](mailto:sgpspb@gov.bc.ca) and [jenni.bard@gov.bc.ca](mailto:jenni.bard@gov.bc.ca)

Dear Director Rideout:

**Re: Correspondence Reference #623944 Independent Review**

I write in response to your correspondence of September 1 and October 21, 2021 regarding Mr. David Loukidelis' final report of his independent review of the Vancouver Police Board's (Board) handling of a service or policy complaint related to street checks.

The Board has had the opportunity to thoroughly review Mr. Loukidelis' report, and is hereby providing a response to the recommendations directed at the Board.

We would like to thank Mr. Loukidelis for his extensive review of the matter. He has provided many insightful recommendations that will surely enhance police oversight and governance. I attach a reference chart with the Board's detailed response to specific comments made by Mr. Loukidelis.

In summary, the Board has taken many proactive steps towards improving our service or policy process and public communications since the initial handling of the 2018 complaint. The Board's handling of this complaint proved to be a valuable learning opportunity that underlined the need for a highly transparent and accessible service or policy process.

## VANCOUVER POLICE BOARD

**Proactive changes that have been made by the Board since 2018 include but are not limited to:**

- Redrafting in 2020 of the service or policy complaint handling guidelines in the Board's Governance manual to allow for discretion to not automatically refer a complaint to the Department for investigation;
- There have been further (minor) external reviews since 2018, and the Department's involvement has not been requested for the procurement processes, drafting of the terms of references, or selection of the consultants;
- The Board is readily using external counsel to ensure it meets/exceeds governance best practice standards, including legal advice, community engagement advice, and communications advice;
- Engaging with an external consultant to review and update the Board's own governance manual, which will include a 'Code of Conduct';
- The development of a 'Crisis Communications Plan' in the event of a contentious issue;
- A proactive public communication strategy – including a positive public education campaign on the Board's Twitter account, and the release of 12 proactive media statements in the past year and a half on matters such as budget, systemic racism, the Provincial Review of *Police Act* Reform and the Loukidelis Review;
- The redesign of the Board's website to make it easier to navigate and more accessible, including Google Translate, and mobile optimization. There will also be a separate tab for Service or Policy complaint reports and information on how to communicate with the Board. This project is set for completion by the end of the year;
- As part of its March 2021 submission to the Legislative Committee on Police Act Reform, the Vancouver Police Board made a recommendation to the Province to 'develop a data-based funding formula for boards that accounts for adequate resourcing of boards, to allow them to effectively fulfill their core governance functions. This could include a consideration of mechanisms for financial independence from the departments that they oversee, and consideration of the use of provincial resources as opposed to municipal resources for systemic reviews, legal assistance, and community surveys and consultations'; and,
- The Board is currently exploring a service agreement with the Department to identify the services provided (IT, payroll, etc...) , and parameters of independence;

**In addition to what is outlined above, the Board will be implementing the following recommendations by Mr. Loukidelis:**

- Engaging with legal counsel to draft a template service agreement for consultants that will contain 'appropriate clauses to deal with privacy, access to records and the Board's right to obtain copies of service-related records' which will refer to the ownership of work product, records retention, and the Board's right to copies of working documents, including researchers' field notes;
- A revised formal guideline in the Board's Governance Manual on handling Service or Policy complaints to provide clear direction for the handling of complaints;



## VANCOUVER POLICE BOARD

- A sub-committee of the Board's Service or Policy Complaints Review Committee (SPCRC) has been established to preliminarily review each complaint to decide if the complaint should be sent to the Department for investigation, or if it contains a nexus to a systemic or human rights issue and should be first brought to the full Committee for a decision. This Committee is comprised of the Chairs of the Governance, Finance, and Human Resources Standing Committees. This sub-committee will also monitor the progress of any external reviews. Mr. Loukidelis has recommended that the composition of the SPCRC itself should be changed to a smaller Committee, however, the Board feels it serves an important purpose for the full Board to be a part of this Committee. These meetings are public, the agendas, reports, and much of the correspondence is made public, and they take place right after the regular board meetings so are live streamed. Through this, the Vancouver Board already has the most transparent SPCRC process of any other Board in BC (and likely most in Canada). This should be protected;
- The Board currently mirrors the City's RFP policy, which entails three quotes for projects over \$3K-\$75K, and an RFP to public tender for projects over \$75K. Recognizing that the Street Check review was \$55K, the Board agrees that for exceptional circumstances, in particular for when there is a nexus to human rights or a systemic issue, the matter should be reviewed to determine if the RFP should go to public tender even if it does not meet the minimum criteria; and,
- The Board will consult with counterparts across the country for recommendations for consultants, when appropriate.

The Board appreciates the opportunity to improve our process, in order to best serve the community in a way that is reflective of its evolving needs. We also thank you for your thoughtful responses and concrete action in response to the recommendations that Mr. Loukidelis has made to the Ministry, and look forward to the impending recommendations stemming from the Special Committee on Reforming the *Police Act*.

Yours truly,



Mayor Kennedy Stewart  
Chair, Vancouver Police Board  
Signed on behalf of the Vancouver Police Board

cc:  
Chairs of Municipal Police Boards  
Chair, SCBCTA Police Service Board  
Chair, Stl'Atl'imx Tribal Police Services Board

## APPENDIX – Vancouver Police Board comments – Recommendations Loukidelis Review

RECOMMENDATION/CONCERN	PG #	NOTES/COMMENTS/POSSIBLE ACTION
<b>Handling of the Procurement Process</b>		
<p>“Although it was done in good faith, inviting the Department to comment on the scope of work for an independent external review if the Department’s own work on the issue could reasonably cause observers to question the independence of the external review.”</p>	20-21	<ul style="list-style-type: none"> <li>• For future major reviews, this will be taken into consideration and any input from the Department would only be considered at arm’s length and only if absolutely necessary.</li> <li>• Since this review, the Department has not been invited to comment on the scope of work for any other (minor) reviews that have taken place.</li> </ul>
<p>“The Board could have done more to find possible proponents... There are no indications in the material that the Board asked colleagues across the country for assistance. Nor did the Board advertise the opportunity...further efforts could have been made to identify possible consultants which may have helped combat perceptions that the field of candidates was limited.”</p>	21	<ul style="list-style-type: none"> <li>• This, in part, was due to the limited timeframe in the motion that came to the Board for external review.</li> <li>• Depending on the ultimate action by the Province there might no longer be a requirement for Boards to individually procure a consultant for major external reviews.</li> <li>• The Board mirrors the City’s current RFP policy, which requires three quotes for projects between \$3-\$75K, and an RFP to public tender for anything over \$75K.</li> <li>• Recognizing that the Street Check review was \$55K, the Board agrees that for exceptional circumstances, in particular for when there is a nexus to human rights or a systemic issue, the matter should be reviewed to determine if the RFP should go to public tender even if it does not meet the minimum criteria.</li> <li>• The Board will also consult with counterparts across the country for recommendations, when appropriate.</li> </ul>
<b>Evaluating of Proposals</b>		
<p>“...the decision to send the proposals to the Department for comment, and to have Department representatives attend even the beginning of the evaluation meeting, was unfortunate.”</p>	24	<ul style="list-style-type: none"> <li>• Since this review, the Department has not been invited to comment on any external consultants that the Board has engaged with.</li> </ul>
<b>Contract Terms and Records Retention Issues</b>		

## APPENDIX – Vancouver Police Board comments – Recommendations Loukidelis Review

<p>“...the Board was interested in the end-product of Pyxis’s expert review, not in preserving field notes or working papers leading to Pyxis’s report...for future arrangements, the Board’s service agreement template should contain appropriate clauses to deal with privacy, access to records and the Board’s right to obtain copies of service-related records. This would better support the Board’s FIPPA duties, its general accountability, and its ability to ensure service providers’ appropriate contract performance. “</p>	26	<ul style="list-style-type: none"> <li>• The Board will seek legal counsel in drafting a template document/service agreement for consultants that will take this recommendation into consideration.</li> </ul>
<b>Monitoring of Pyxis’s Work Progress</b>		
No recommendations or areas of concern		
<b>Review of the Report</b>		
No recommendations or areas of concern		
<b>Removal of the Paragraph</b>		
<p>“I accept that the paragraph’s removal was done in the exercise of the professional judgement of those responsible for the report’s content...controversy about the paragraph’s removal...could have been avoided if the Board had disclosed, when the report was released that the researchers had reported this behavior, that the Department was investigating it, and that the OPCC had been notified...the Board or Department could have disclosed information about the matter without violating any confidentiality requirements, any privacy rights, or any procedural fairness rights. This is again in my perspective a matter of hindsight”</p>	45	<ul style="list-style-type: none"> <li>• Board members were under the understanding that it would not be appropriate to comment publicly on the paragraph. This is a matter of hindsight and having been advised that this would not have violated any confidentiality requirements or privacy rights, this would not happen again.</li> <li>• If a similar circumstance arises, legal counsel will be used in delicate matters such as this, which would include ensuring that privacy rights would not be affected or that any conduct investigation would be compromised.</li> <li>• This current Board now has had far more media exposure and a more sophisticated communications strategy. An external media consultant has also assisted the Board in drafting a ‘Crisis Communications’ strategy in the event of a contentious issue.</li> </ul>
<b>Efforts to Obtain Records from Pyxis</b>		
<p>“The contract said nothing about ownership of work product underlying the report, about records retention, or about the Board’s right to copies of working documents, including researcher’s field notes. While the Board could not have anticipated the controversy that would arise...the agreement’s silence on these issues left the Board in a weak position, leaving Pyxis to, as it was perfectly entitled to do, dispose of its working papers in the ordinary course, as Pyxis’s work was complete”</p>	46	<ul style="list-style-type: none"> <li>• Template agreement will be drafted through legal counsel, taking this into consideration.</li> </ul>

## APPENDIX – Vancouver Police Board comments – Recommendations Loukidelis Review

The Service or Policy Process		
<p>“(Report lists the Board’s service or policy complaint response process in the policy manual)...This paragraph’s language leaves room for the committee to pursue options other than to “automatically” ask the Department to investigate complaints. In this case, however, the Board referred the complaint to the Department in a manner that suggests referral to the Department is indeed automatic”</p>	47	<ul style="list-style-type: none"> <li>• The Board’s process as outlined in the report is new as of 2020. This was not in place at the time that the Street Checks complaint came in.</li> <li>• Since this Street Checks Complaint, any service or policy complaints with a nexus to Human Rights have been brought forward to the Board first for discussion, prior to the Board deciding on a course of action. Examples in the last two years include BMO, and Romilly.</li> <li>• The Board will revisit its current policy to remove the word ‘automatic’ to be more reflective of the process</li> </ul>
<p>“I have no doubt that this referral practice was established in good faith...nonetheless the Board’s automatic referral practice raises concerns that ought to be addressed through changes in Board and policy practice...the above quoted policy, which inaccurately, it seems, suggests that the Board retains discretion to select other approaches case by case...it is my view that the Board should reassess this issue in light of this review”</p>	49	<ul style="list-style-type: none"> <li>• As noted above, it is a misunderstanding by the author of this report, as the Board’s current policy as quoted in the report was approved and implemented after the handling of the Street Checks Complaint. It was not in effect in 2018 when the Street Checks complaint was automatically referred to the Department.</li> <li>• The current, and active policy accurately suggests that the Board retains discretion. It will be redrafted to make this clearer.</li> </ul>
<p>“Where the Board does not have the expertise or information necessary to investigate a complaint, and the complaint is not a straightforward complaint about service, it could – and in my view should – retain an outside investigator rather than invariably refer it to the Department”</p>	49	<ul style="list-style-type: none"> <li>• This has been the Board’s practice for about two years now. The Street Checks review was the first external review of a Service or Policy complaint in recent history, however since there have been a couple minor reviews where outside assistance has been used.</li> </ul>
<p>“One fix would be to change the composition of the Board’s service or policy Complaint Review Standing Committee...a Committee of say three members could meet more easily (perhaps by telephone or video at the initial complaint receipt stage)...the smaller committee could be charged with selecting an outside investigator where the Board itself is not able to investigate, monitor, the progress, review draft reports and communicate with complainants”</p>	50	<ul style="list-style-type: none"> <li>• The Board feels it serves a purpose for the full Board to be on the SPCRC. These meetings are public, the agendas and all reports are public, and they take place right after the regular board meetings so are live streamed. Through this, the Vancouver Board has the most transparent SPCRC process of any other Board in BC (and likely most in Canada). This should be protected.</li> </ul>

## APPENDIX – Vancouver Police Board comments – Recommendations Loukidelis Review

		<ul style="list-style-type: none"> <li>• The Board will however establish a sub-committee to do a preliminary review of each complaint to be able to decide if the complaint should be automatically passed to the Department for investigation, or if it should be first brought to the full Committee/Board for another decision. This committee could make a recommendation to the full Board on what other action it could/should take.</li> <li>• If, (in the infrequent) event there is a need for a major external review – the subcommittee would then monitor the progress and review draft reports.</li> </ul>
<p>“Another change the Board should consider for its complaints policy is a means of ensuring the complainants have an opportunity to be heard...the Board should, in my view, consider changing its processes to enable complainants to be heard, and to itself or through its investigators conduct community consultations where appropriate, as part of the complaints process”</p>	50	<ul style="list-style-type: none"> <li>• With the existing process:             <ul style="list-style-type: none"> <li>○ Complainants are (when appropriate) contacted by the VPD when the complaint is being internally investigated – these discussions are encouraged by the Board.</li> <li>○ Complainants have direct access to the Executive Director to submit additional information via email, or to call with any questions or concerns. Complainants receive this contact information through the acknowledgement correspondence.</li> <li>○ Complainants are able to speak to the Board as a delegation – Service or Policy Complainants have spoken to the Board as a delegation on their complaints in the past.</li> </ul> </li> <li>• The Board’s external review of the Street Checks complaint consisted of community consultations with representatives of 36 Vancouver community organizations, with activists and advocates working with communities of diversity, and with users of their services to identify and cross reference themes, topics and issues.</li> </ul>

## APPENDIX – Vancouver Police Board comments – Recommendations Loukidelis Review

		<ul style="list-style-type: none"><li>• Having said that, the complainants themselves did not feel they were consulted with enough in this particular review.</li><li>• It will be made clear to complainants moving forward in the acknowledgement correspondence that they may submit additional input at any time.</li></ul>
<p>“the practical challenges in implementing such reforms...will be to find ways to ensure the Board is not perceived to identify with the Department and its interests. This could present a challenge as the Board is dependent on the Department for most if not all support services, as well as its office and meetings space, with the Board’s budget being tucked into the Department’s budget. This has province-wide implications, since all police boards are in a similar position”</p>	50	<ul style="list-style-type: none"><li>• As part of its submission to the Legislative Committee on Police Act Reform, the Vancouver Police Board made a recommendation to the Province to ‘develop a data-based funding formula for boards that accounts for adequate resourcing of boards, to allow them to effectively fulfill their core governance functions. This could include a consideration of mechanisms for financial independence from the departments that they oversee, and consideration of the use of provincial resources as opposed to municipal resources for systemic reviews, legal assistance, and community surveys and consultations.’</li><li>• The Vancouver Police Board is currently exploring a Service Agreement with the Department to identify the services provided, and the parameters of independence.</li></ul>



# New Westminster Police Department

## REPORT *Administration Division*

**To:** Mayor Jonathan Coté, Chair, and  
Members of the New Westminster  
Municipal Police Board  
Open Meeting

**Date:** November 16, 2021

**From:** Jacqueline Dairon  
Financial Services

**Subject:** 2022 Capital Expenditure Plan

### **RECOMMENDATION**

*That the New Westminster Police Board approve the 2022 Provisional Capital Expenditure Plan.*

### **PURPOSE**

The purpose of this report is to provide information to the Board concerning the provisional capital expenditure plan.

### **DISCUSSION**

The 2022 provisional capital plan includes the following:

<b>Project</b>	<b>Description</b>	<b>Cost</b>
Administrative Systems/Servers	NetApp Primary Storage, Website Refresh, Network updates	\$ 130,000
Minor Building Renovations	Front lobby improvements	\$ 75,000
Police Equipment	Replace end of life equipment	\$ 70,000
<b>Total</b>		<b>\$ 275,000</b>

**OPTIONS**

1. Approve the 2022 provisional capital expenditures plan as presented; or
2. Provide staff with direction on which items or enhancements are to be amended.

This report has been prepared by: Jacqueline Dairon

Approved for Presentation

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

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Dave Jansen  
Chief Constable





# New Westminster Police Department

## REPORT *Administration Division*

**To:** Mayor Jonathan Coté, Chair, and  
Members of the New Westminster  
Municipal Police Board  
Open Meeting

**Date:** November 16, 2021

**From:** Jacqueline Dairon  
Financial Services

**Subject:** Draft 2022 Provisional Operating Budget

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### **RECOMMENDATION**

*That the New Westminster Police Board approve the 2022 Provisional Operating Budget.*

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### **PURPOSE**

Section 27 of the *Police Act* requires that the Police Board approve the provisional budget and forward these to City Council by November 30 of each year.

### **DISCUSSION**

The 2022 provisional operating budget requests a net increase of \$602,000 (2.36%) over the 2021 budget. The following table highlights changes by category while the below section outlines further details on the request.

Account	2021	2022	\$ Change	%
Salaries & Benefits	\$26,925,100	\$28,003,100	\$1,078,000	4.00%
Contracted Services	\$3,016,200	\$3,269,200	\$253,000	8.39%
Education & Training	\$380,500	\$395,500	\$15,000	3.94%
General Office & Administration	\$1,117,700	\$1,216,300	\$98,600	8.82%
Operational Equipment	\$514,600	\$470,600	-\$44,000	-8.55%
Other Costs	\$331,400	\$353,800	\$22,400	6.76%
<b>Total Expenditures</b>	<b>\$32,285,500</b>	<b>\$33,708,500</b>	<b>\$1,423,000</b>	<b>4.41%</b>
Total Revenues	\$6,738,400	\$7,559,400	\$821,000	12.18%
<b>Net Provisional Budget</b>	<b>\$25,547,100</b>	<b>\$26,149,100</b>	<b>\$602,000</b>	<b>2.36%</b>

### Salaries and Benefits

The proposed increase is \$1,078,000, which includes \$860,000 for contractual increases for sworn at 2.5% and civilian staff at 2%. An additional increase of \$448,000 is to support three additional seconded members whose salaries will be fully recovered. Two seconded members will have a multi-year contract while one member is only requested for the 2022 budget year. The net request also includes a reduction for one school liaison position and \$90,000 of temporary funding in 2021, that was used to support the DEIAR framework.

### Contracted Services

The majority of the accounts within contracted services are budgeted at status quo. \$243,000 or 96% of the increase relates to the contractual increases applied by E-COMM. The additional \$10,000 increase is to budget for transcription expenses closer to historical averages; however, this increase has no impact on the budget as it is being funded via transfers from other accounts.

### Education and Training

The two accounts impacted within education and training are conferences/seminars (decrease of \$10,000) and recruitments (increase of \$25,000). These adjustments do not have an impact on the overall budget as the reductions are reallocated to other accounts, and increases were funded via the reductions to expenses or additional revenue sources. These adjustments were made to better reflect our historical and expected spending patterns.

### General Office and Administration

There are two main drivers of the \$98,600 budget increase request within general office and administration. The digital evidence management system required by the province in the amount of \$52,000 and the \$50,000 funding support request to finalize the operational review. There were other reductions and adjustments within the account codes but they do not impact the overall budget.

### Operational Equipment

The reduction to operational equipment is for the 2021 one time funding that was to support PPE for COVID-19 related equipment and for Naloxone kits. All other accounts have been budgeted at status quo.

### Other costs

A \$20,000 increase has been proposed to support honorarium payments to Police Board members for the important work they do. There were other small adjustments and reallocation of funding to better reflect the department's historical and expected spending patterns but they have no overall budget impact.

### Revenue

Custodial services, sales of service, false alarm fines, and auction proceeds have actualized higher than budget during the past 5 years. As a result, a conservative increase of \$14,000 has been forecasted for 2022. A \$10,000 increase was added as the Victim Assistance Unit funding from the province has actualized higher than budget for the past few years and is expected to continue at the same levels.

Secondment revenue and recoveries is forecasted to increase by \$797,000 in 2022. A small portion of the recovery (\$65,000) relates to contractual increases for current seconded members. The remaining increase of \$732,000 is for 5 additional secondment positions with ERT, PSU, ICARS and FSOC(x2). The PSU secondment will only last one year and will be removed in our 2023 budget discussion. It is important to note that while NWPD will recover the salaries of 5 additional staff members, we have only requested the corresponding salary expenses for 3 members. The salaries for ICARS and ERT have been absorbed within our existing salaries and benefits allocation.

### **OPTIONS**

1. Approve the 2022 provisional Operating budget including enhancements as presented; or
2. Provide staff with direction on which items or enhancements are to be amended.

*Staff recommend Option 1.*

### **ATTACHMENTS:**

1. Draft 2022 Provisional Budget
2. November 4<sup>th</sup>, 2021 Budget Presentation

This report has been prepared by: Jacqueline Dairon

Approved for Presentation

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

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Dave Jansen  
Chief Constable



## NEW WESTMINSTER POLICE DEPARTMENT

### 2022 Provisional Operating Budget

	2021 Budget	2022 Provisional Budget	Increase (Decrease)
<b>Summary:</b>			
Salaries and Benefits	26,925,100	28,003,100	1,078,000
Contracts Services	3,016,200	3,269,200	253,000
Education and Training	380,500	395,500	15,000
General Office & Administration	1,117,700	1,216,300	98,600
Operational Equipment	514,600	470,600	(44,000)
Other Costs	331,400	353,800	22,400
<b>Total Operating Expenditures</b>	<b>32,285,500</b>	<b>33,708,500</b>	<b>1,423,000</b>
<b>Total Revenues</b>	<b>(6,738,400)</b>	<b>(7,559,400)</b>	<b>(821,000)</b>
<b>NET EXPENDITURES</b>	<b>25,547,100</b>	<b>26,149,100</b>	<b>602,000</b>
<b>Inter-Departmental Charges</b>	<b>1,654,553</b>	<b>1,567,353</b>	<b>(87,200)</b>
<b>Adjusted Net Expenditures</b>	<b>27,201,653</b>	<b>27,716,453</b>	<b>514,800</b>



# New Westminister Police Department

## REPORT

**To:** Mayor Coté, Members of the New Westminister Police Board, and City Council  
**Date:** November 4, 2021

**From:** Chief Constable David Jansen  
**Item #:** 1.0

**Subject:** 2022 New Westminister Police Department Budget

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This report details the New Westminister Police Department's proposed 2022 budget; a spending plan that both meets our obligations and reflects our shared priorities and values.

This budget was developed to maintain existing service levels, and invest in the priorities shared by New Westminister City Council and the New Westminister Police Board.

### **BACKGROUND**

In November 2020, the New Westminister Police Board (the Board) approved the New Westminister Police Department (NWPD) 2021 provisional budget as per the process established in the *BC Police Act*. The budget was then forwarded to the City of New Westminister for inclusion in the city's 2021 budget process.

On February 1, 2021, after discussions between the Board and Council, Council passed the following motion:

*THAT Council approve the recommendation from the Police Board contained in the letter dated January 25, 2021, to approve the New Westminister Police 2021 Budget Request, and direct the Finance Department to incorporate the recommendation into the draft 2021-2025 Budget Bylaw and proceed with public notification of the draft Bylaw;*

*THAT Council formally endorse the June 30, 2020, motion of the Police Board, as noted in item 4.2 in the Police Board Minutes for that meeting, and set out below in order to create a common basis for further discussion;*

*THAT: The New Westminster Police Board:*

- 1. Supports deprioritizing the New Westminster Police Department's resources away from the enforcement of laws that criminalize the survival of society's most vulnerable people that would be better served by a public health or community care framework.*
- 2. Will engage with the Provincial Government to work with the city to develop a new model to address crisis health management with the goal of creating a pilot community based crisis management program that:*
  - a. Is informed by destigmatized, de-colonial and anti-racist practice;*
  - b. Is rooted in non-violent crisis intervention and de-escalation;*
  - c. Is rooted in compassion and mutual understanding;*
  - d. Is informed by best practices and lived experience;*
  - e. Provides participants a better understanding of issues around mental health, addictions and trauma;*
  - f. Provides participants tools to help someone experiencing a mental health or substance use emergency;*
  - g. Considers place-making opportunities to counter the perception and incidence of street disorder and chronic street nuisance; and*
  - h. Reduces call volumes for police response, while redirecting more appropriate resources as applicable.*
- 3. Supports the review of the use, deployment and training related to police equipment/weapons and that this work be done in collaboration with the Provincial Government's call to amend the Police Act.*
- 4. Develop and adopt a Diversity and Inclusion Framework to guide the direction of Community policing and include the following goals:*
  - Have a workforce this is broadly reflective of the community;*
  - Identify and address barriers to diversity within organizational systems;*
  - Attract and retain a talented workforce skilled at working in an inclusive and respectful manner with one another and with the community;*
  - Create processes, policies, plans, practices, programs and services that meet the diverse needs of those they serve;*

- *Establish a senior leadership action group to oversee equity, diversity and human rights initiatives;*
5. *Will request the development and implementation of a culturally-safe engagement plan to include and consider the personal experiences and voices of residents or groups who have or represent those who have experienced discrimination in helping to shape any proposed police reforms. This work will be done in collaboration with New Westminster City Council.*
  6. *Will engage with members of the New Westminster Police Department with the goal to develop understanding, input and support for new directions for NWPD.*
  7. *Will request a comprehensive report on police reforms to be presented to the New Westminster Police Board and New Westminster City Council by the end of 2020. The report will include a comprehensive scan of police reforms being conducted across North America and best practices in crisis health management at the local level.*
  8. *Will request to work with and in collaboration with New Westminster City Council on the above stated work.*
  9. *Requests that this work be integrated into the upcoming New Westminster Police Department Strategic Plan.*

*THAT Council request that the Police Board adopt an action plan in order to make initial changes aligned with the above-noted June 30, 2020, motion, in the short term.*

The Board, as the governing authority of the NWPD, remains committed to prudent financial oversight of the NWPD budget. The Board has consistently ensured that the NWPD performs under budget and actively manages its finances to maximize potential savings. In addition, the Board is very aligned with Council's desire to aggressively research and implement appropriate police reforms.

The Board has directed the NWPD to actively pursue options aligned with its June 20, 2020 motion, and to fully support city and provincial projects that further the same motion.

### **Reform Accountability: A 2021 Status Update**

The following shared priorities were identified in 2020, and thanks to the hard work of staff, members of Council, Police Board, and committee members, progress has been made that all parties can be proud of. Below is a brief summary of some of the work that has been accomplished over the past year:



## **Operational Review**

### **Purpose**

The goal of the operational review is to ensure the NWPD is efficiently resourced for the public safety role it is required to perform, ensure proper service delivery to all areas of the community, and optimize operational and administrative performance to ensure community safety. The consultant is conducting a service delivery analysis to assist in making recommendations to the Police Board and Chief Constable for the optimal service delivery model for the department.

The service delivery model will support the Board and Council's motion on police reform and the community-based policing tradition that citizens of New Westminster have come to expect. The recommendations will identify efficiencies and potential improvements in the NWPD Community Based Service Delivery Model. In addition to more immediate recommendations, the resource analysis should help shape future NWPD strategic planning and will make recommendations on how the department can continue to meet the community's needs for the next five to ten years.

### **Deliverables**

A draft operational review report will be provided to the Board for review and input, and a final report will be produced which will include a comprehensive executive summary. This report will include references to industry standards and best practices, where applicable, and provide an analysis of and recommendations on the following areas:

1. NWPD organizational structure and span of control including possible efficiencies through re-alignment of department priorities or structural changes.
2. Human resourcing, including optimum staffing and deployment, related to service demands, crime severity, population, demographics, and geography. This should include both current requirements for policing service and growth forecasts for five to ten years in the future.
3. Operational deployment data related to calls for service, response times, proactive policing time, administrative time, workload by time of day, day of week, including comparisons to industry standards and best practices.
4. Analysis on work conducted by sworn and civilian support units and services to determine optimized level of support to frontline operations.

5. The department's human resource management, recruiting, retention, talent management and professional development systems.
6. Estimated costing of proposed changes.

In addition, separate reports will be completed on the following areas:

1. A report on police reforms being conducted across North America and best practices in crisis health management at the local level.
2. A detailed report on deployment and training related to NWPD equipment and weapons.

### **Diversity, Equity, Inclusion and Anti-Racism**

In response to item four (4) on the city and Police Board endorsed motion of June 30, 2020, NWPD has been actively engaged with the city-led Diversity, Equity, Inclusion, and Anti-Racism (DEIAR) Framework.

LevelUp Planning is working with the Board and the City of New Westminster, to develop a DEIAR framework for the city that includes the NWPD.

The project's work plan consists of:

1. *Review of Municipal Documents and Identification of Best Practices*: This was completed in December 2020 and built the foundation for the project. The contractor reviewed key municipal documents to identify overarching themes related to diversity, equity, inclusion, anti-racism, gender, and disability, gathered relevant literature and completed an environmental scan to identify best practices to facilitate the operationalization of the framework, and developed a draft DEIAR framework outline and draft DEIAR framework educational plan.
2. *Engagement & Auditing*: Currently in progress is a fulsome engagement strategy that engages staff to better understand the impact and experience of DEIAR-related issues and concepts for employees, and to identify potential barriers and facilitators to the DEIAR framework implementation. Engagement activities geared towards employees include interviews, focus groups, and a staff survey. The strategy will guarantee that we highlight and more heavily weigh voices of individuals who are historically, persistently, and systemically marginalized (e.g. Indigenous and racialized people, individuals who identify as LGBTQ). Engagement pieces will also include the consultation of broader residents and community members as the DEIAR framework's

implementation will impact city spaces and services that residents may interface with daily. LevelUp will also work with municipal departments to develop and conduct a New Westminster-specific DEIAR auditing process that can be periodically reviewed.

3. *Development of the DEIAR framework:* Building on what was learned from earlier work plan activities, LevelUp will draft a city-wide DEIAR framework and policy that informs both internal and external processes. The framework will be developed with the guidance of staff and the project's steering committee.

The overall result of this project will be a DEIAR framework that brings together current research, best practices, and local and regional wisdom. The framework will align with Police Board and City Council resolutions and motions. Furthermore, the DEIAR framework's goals will be supported by a set of concrete strategies and actions, with predetermined timelines, a set of indicators to measure success, and a plan to collect data to monitor success in both the short term and longer-term. The project is expected to be complete by the end of January 2022.

### **Peer Assisted Crisis Team**

In support of item two (2) on the city and Board endorsed motion of June 30, 2020, staff has been working to create more options for compassionate response to mental health issues in the community and are working collaboratively with police and other agencies, such as E-Comm, to ensure a joint plan is implemented. This work is being led by city staff and Council representatives, but is fully supported by the NWPDP.

Other jurisdictions have demonstrated that non-police approaches to mental health crisis save money, free up police resources for re-allocation towards preventing and solving crime, reduces stigma of mental illness and substance use, and diverts people from unnecessary use of hospital emergency rooms and interactions with the criminal justice system. Integrated teams are connected to health and police agencies and operate on a spectrum of services, from police only response to calls with significant risk of assault or violence to a civilian-led response to calls that pose no threat to others and require only a health or social intervention.

The New Westminster Police Reform Working Group has laid a foundation for this work to begin within the city. The Canadian Mental Health Association (CMHA) BC Division is positioned to facilitate the co-development and evaluation of a Peer Assisted Crisis Team (PACT) for the City of New Westminster. The service itself will be operated by a local community agency that holds trusting relationships with the target population. Work is anticipated to begin in October 2021 with the formation of a community planning table (CPT) and extensive stakeholder engagement. The information collected during this initial phase

will inform the co-development of a service model at the CPT through the months of June and August 2022. The first year of planning to create the program will ensure that it meets the needs of the New Westminster community.

### **Special Committee on Reforming the *Police Act***

Although not led by either the Board or Council, the Special Committee on reforming the *Police Act* is conducting an inquiry that will have significant impact on several areas of the Police Reform motion.

On April 13, 2021, the Legislative Assembly agreed that a Special Committee on Reforming the *Police Act* be appointed to examine, inquire into, and make recommendations to the Legislative Assembly on the following:

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

The Special Committee report to the House is anticipated by April 28, 2022. It is anticipated that once this report is tabled in the House, considerable reforms will be initiated that will directly speak to the Board and Council's motions.

### **Provincial Committee on Policing and Public-Safety Modernization**

In support of the Special Committee on Reforming the *Police Act*, the NWPD is one of a few police organizations requested to meet directly with Police Services representatives regarding policing and public safety modernization.

With the anticipated recommendations from the Special Committee on Reforming the *Police Act* this will provide an opportunity to modernize policing and public safety. The Ministry of Public Safety and Solicitor General is advancing actions related to these reforms in stride with the work of the Special Committee to ensure meaningful change is accomplished in a timely manner.

The following outlines the policing and public safety modernization project's work plan:

1. Prioritizing Actions (Spring 2021 – Spring 2022).
  - Advance efforts of the twenty actions listed, prioritizing work that could be attained in the short to medium term.
  - Engage with partners and stakeholders through a process that respects the work of the Special Committee.
  - Prepare for the Special Committee's report.
2. Seeking approval on policy priorities (Spring 2022 – Winter 2023).
  - Review the Special Committee Report (beginning April 2022).
  - Seek approval on policy recommendations (Winter 2022/23).
3. Enact legislative amendments (Possibly begin the fall of 2023)
4. Implementation, evaluation and continuous improvement.

The engagement of NWPD directly in this smaller working group should allow us to be much more adaptable and nimble in response to the anticipated legislative and policing standard changes that will directly address issues around police reform.

The initiatives outlined above mark an important turning point for the New Westminster Police Department. Thanks to the direction of Council and the Board, meaningful steps have been taken towards real change in areas that impact public safety and community relationships. By continuing this work, New Westminster will show how police can be responsive, inclusive, and fair.

## **Police Budget Discussion**

In addition to the considerations and projects above, we believe it is important to discuss secondments and their impact prior to the presentation and discussion of the draft budget. The effect of secondments to the budget is unique to the police department within the city budget and warrants an isolated discussion. The section below outlines some frequently asked questions, historical analysis, and forecasted impacts.

### **What is a secondment?**

A secondment is a temporary move of an employee to another department or agency such as an Integrated Policing Unit.

The employee maintains their substantive position in the NWPD, and is paid by the NWPD. The NWPD bills the Integrated Policing Unit for the employee's salary and recovers 100% of the seconded employee's salary, benefits and other expenses. The Integrated Policing Unit also manages the day-to-day activities of the seconded employee. The intent is for the employee to return to their substantive position on completion of the secondment.

### **What is the purpose of a secondment?**

Secondments are resourcing options for Integrated Policing Units or special projects, to help inter-agency mobility, to provide lateral career development opportunities for employees, and to help strengthen the investigative capacity of the NWPD.

From an employee perspective, secondments are a great way for professional development and experience that are 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.

### **How many secondments does the NWPD have?**

Currently we have 14 secondment agreements with various Integrated Policing Units and agencies, and 26 NWPD employees on secondment. We have two more members planned to start a new secondment agreement in November 2021, and three members forecasted in 2022.

**What is an Integrated Policing Unit?**

Integrated Policing Units provide services to more than one jurisdiction. A unit may comprise officers from more than one police agency or from two or more levels of policing (i.e. federal, provincial, and municipal).

Federal integrated units such as the Federal Serious and Organized Crime (FSOC) are funded primarily by the federal government.

Provincial integrated units such as Combined Forces Special Enforcement Unit (CFSEU) are primarily funded by the provincial government.

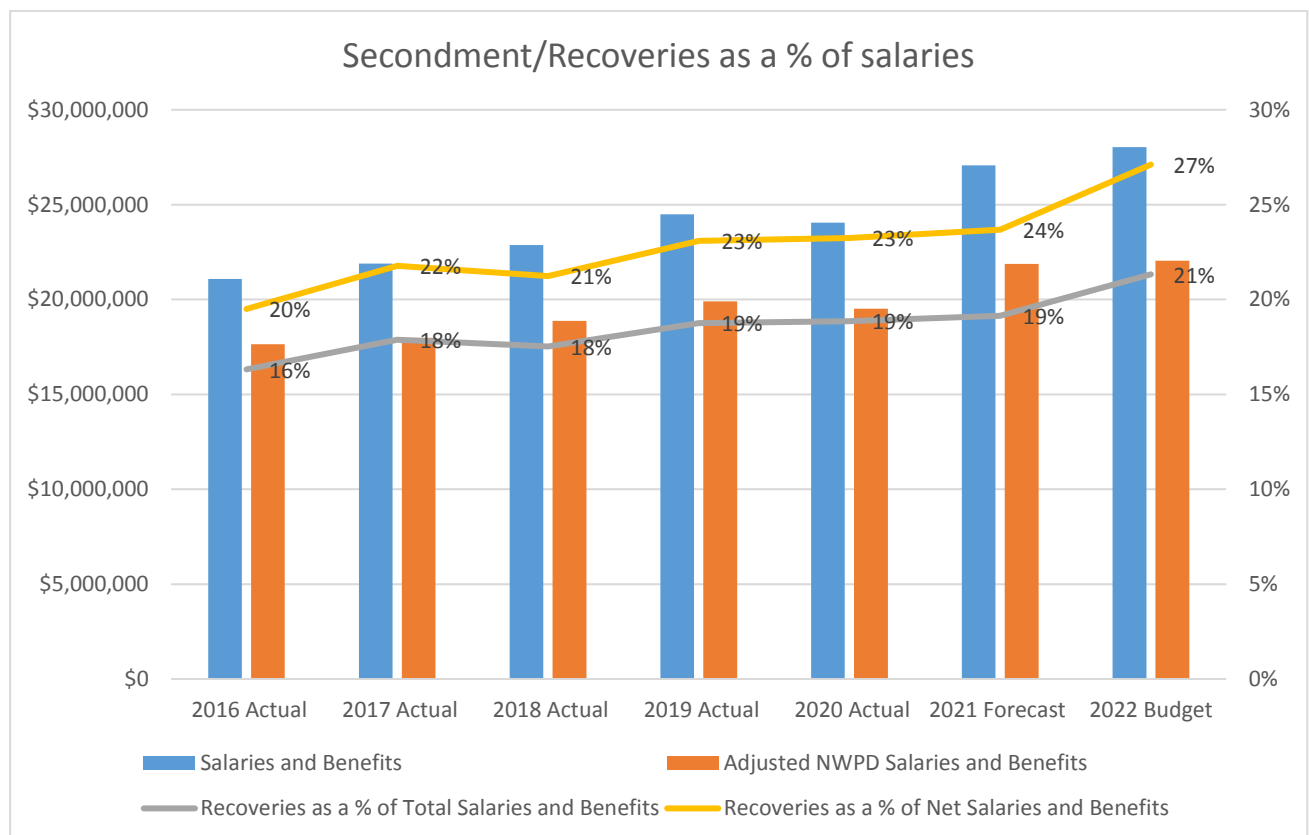
Regional integrated units such as the Integrated Homicide Investigation Team (IHIT) provide services to the Lower Mainland of BC. Jurisdictions generally share the cost of these units based on a pre-determined funding formula.

**What is the impact of secondments on the police budget?**

When evaluating the police budget it is helpful to understand secondment recoveries and how they impact the budget. The below graph outlines how secondments and recoveries have increased year over year and as a percentage of salaries. In 2016, recoveries represented 16% of the total salaries and benefits, while in 2020 they represent 21%. Recoveries increased by over \$1.1mill from 2016 to 2020 and are forecasted to grow for a total recovery of \$5.9mill in 2022.

The large impact of these recoveries is not realized within the police expense line of the city’s financial statement, as the revenue is posted to general revenue for public presentation.

This is illustrated by the following graph which shows Secondments and Recoveries as a percentage of salaries.





**2022 Draft Proposed Budget**

The police department is requesting a net expenditure increase of \$602,000, which represents a 2.36% increase over the 2021 budget. Below is a break-down of the additions and reductions to the 2021 budget to arrive at the proposed 2022 budget. 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.

<b>Expenditures</b>	<b>Amount</b>
2021 Operating Expenditures	\$32,285,500
Salary & Benefit: Increases for contractual agreements	\$860,000
Salary & Benefit: Two new position required for secondment agreement with FSOC	\$280,000
Salary & Benefit: One position to support secondment for PSU (1 year only)	\$168,000
Salary & Benefit: Reduction of School Liaison and DEIAR position	-\$230,000
Increase in contractual costs for E-COMM	\$243,000
PPE/Naloxone one year funding	-\$44,000
Consulting for department review	\$50,000
Digital evidence management systems	\$52,000
Honorarium for Police Board members	\$20,000
General Administration – Offset by increased revenue	\$24,000
<b>2022 Expenditures</b>	<b>\$33,708,500</b>
<b>Revenues</b>	
2021 Operating Revenues	\$6,738,400
Add: Seconded members contractual salary increase	\$65,000
Add: Seconded Member Cost Recovery/Increase (FSOC, ICARS, PSU, ERT)	\$732,000
Other Revenue and Sales of Service	\$24,000
<b>2022 Revenues</b>	<b>\$7,559,400</b>
<b>Net Expenditures</b>	<b>\$26,149,100</b>

<b>Account</b>	<b>2021</b>	<b>2022</b>	<b>\$ Change</b>	<b>%</b>
Salaries & Benefits	\$26,925,100	\$28,003,100	\$1,078,000	4.00%
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<b>Net Provisional Budget</b>	<b>\$25,547,100</b>	<b>\$26,149,100</b>	<b>\$602,000</b>	<b>2.36%</b>

### **Salaries and Benefits**

The proposed budget for salaries and benefits is required for current staffing levels, increases to support additional secondments and expected contractual increases for sworn members at 2.5% and civilians at 2%. To support contractual salary increases on 2021 staffing levels an increase of \$860,000 is required for 2022. The total request of \$1,078,000 includes a reduction of \$90,000 for temporary 2021 funding to help support work related to the DEIAR framework and a further reduction of \$140,000 for the elimination of one school liaison position. An increase of \$448,000 (\$168,000 is temporary for 2022) is due to three secondment positions that will be fully recovered from the Professional Standards Unit (PSU) and the Federal Serious and Organized Crime unit. (FSOC)

### **Contracted Services**

The majority of the accounts within contracted services are budgeted at status quo. \$243,000 or 96% of the increase relates to the contractual increases applied by E-COMM. The additional \$10,000 increase is to budget for transcription expenses closer to historical averages; however, this increase has no impact on the budget as it is being funded via transfers from other accounts.

### **Education and Training**

The two accounts impacted within education and training are conferences/seminars (decrease of \$10,000) and recruitments (increase of \$25,000). These adjustments do not have an impact on the overall budget as the reductions are reallocated to other accounts, and increases were funded via the reductions to expenses or additional revenue sources. These adjustments were made to better reflect our historical and expected spending patterns.

### **General Office and Administration**

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**Operational Equipment**

The reduction to operational equipment is for the 2021 one time funding that was to support PPE for COVID-19 related equipment and for Naloxone kits. All other accounts have been budgeted at status quo.

**Other costs**

A \$20,000 increase has been proposed to support honorarium payments to Police Board members for the important work they do. There were other small adjustments and reallocation of funding to better reflect the department's historical and expected spending patterns but they have no overall budget impact.

**Revenue**

Custodial services, sales of service, false alarm fines, and auction proceeds have actualized higher than budget during the past 5 years. As a result, a conservative increase of \$14,000 has been forecasted for 2022. A \$10,000 increase was added as the Victim Assistance Unit funding from the province has actualized higher than budget for the past few years and is expected to continue at the same levels.

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## **Budget Analysis and Comparison**

Additional context on how the city, and the New Westminster Police Department budget compares to other municipalities in the region is helpful in reviewing the proposed budget.

The following historical and comparison data is based in large part upon information provided by Police Services resourcing documents from 1992 through to 2019 and the 5 year analysis of NWPD budget requests. 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.

Overall, this analysis shows that NWPD budget increases during this timeframe have been significantly less than the other police agencies and relatively flat year over year, while also showing that our authorized staffing levels have remained fairly flat.

Chart # 1 shows the variance in police agency budgets between 2001 and 2019 (the latest available data), during which the NWPD had the second lowest increase amongst the compared agencies. The NWPD annual operating budget (direct cost, not including cost recovery items or revenue) increased from \$13,708,547 in 2001 to \$27,795,594, a 102% increase. During that same period the comparative police department budgets increased an average of 146%.

*Chart # 1 – Department Budget Changes 2001 to 2019*

<b>Department</b>	<b>2001 Budget</b>	<b>2019 Budget</b>	<b>Change</b>
PMPD	\$3,949,084	\$12,471,474	<b>+216%</b>
Abby PD	\$17,847,680	\$53,782,726	<b>+201%</b>
VicPD	\$22,160,355	\$56,793,567	<b>+156%</b>
VPD	\$130,786,381	\$318,658,229	<b>+143%</b>
DPD	\$16,551,889	\$39,645,838	<b>+139%</b>
WVPD	\$8,629,319	\$18,276,285	<b>+112%</b>
<b>NWPD</b>	<b>\$13,708,547</b>	<b>\$27,795,594</b>	<b>+102%</b>
Saanich PD	\$16,532,164	\$32,259,573	<b>+95%</b>
<b>Average</b>			<b>+146%</b>

Chart # 2 shows NWPD sworn member staffing growth between 2001 and 2019. During this time our sworn member staffing level increases were the second lowest per capita compared to comparative municipal police agencies. NWPD authorized sworn staffing in 2001 was 106 members while it currently sits at 112, a 5.7% increase over that time. During the same period the average staffing increases of the other municipal police departments was 26.3%.

*Chart # 2 – Staffing Comparison 2001 to 2019*

Department	2001 Staffing	2019 Staffing	Change
PMPD	30	52	<b>+73.3%</b>
Abby PD	148	212	<b>+43.2%</b>
DPD	143	191	<b>+33.6%</b>
VPD	1096	1327	<b>+21.1%</b>
Saanich PD	138	161	<b>+16.7%</b>
VicPD	218	249	<b>+14.2%</b>
<b>NWPD</b>	<b>106</b>	<b>112</b>	<b>+5.7%</b>
WVPD	77	79	<b>+2.6%</b>
<b>Average</b>			<b>+26.3%</b>

Chart # 3 compares the changes in population between 2001 and 2019. During this time, the population in New Westminster increased 47.1%, which is the second highest growth of the comparative municipal policed communities, which saw an average population increase of 28.3%.

*Chart # 3 – Population Changes 2001 to 2019*

Department	2001 Population	2019 Population	Change
VicPD	5,369	112,721	<b>+49.6%</b>
<b>NWPD</b>	<b>54,207</b>	<b>79,737</b>	<b>+47.1%</b>
PMPD	24,162	35,057	<b>+45.1%</b>
Abby PD	116,078	158,582	<b>+36.6%</b>
VPD	573,154	687,664	<b>+20%</b>
Saanich PD	107,129	122,173	<b>+14%</b>
DPD	101,750	110,443	<b>+8.5%</b>
WVPD	44,756	47,148	<b>+5.3%</b>
<b>Average</b>			<b>+28.3%</b>

Chart # 4 compares the changes in population to police officer (pop to cop) ratios from 2001 to 2019. Between 2001 and 2019, the NWPD pop to cop ratio decreased, from one police officer for every 511 citizens in 2001, to one police officer for every 670 citizens in 2019. This represents the largest decrease amongst the comparative agencies.

*Chart # 4 – Population to Police (Pop to Cop) Ratio 2001 to 2019*

Department	2001 Pop to Cop	2019 Pop to Cop	Change
DPD	712 to 1	574 to 1	<b>19.4% Improvement</b>
PMPD	805 to 1	658 to 1	<b>18.3% Improvement</b>
Abby PD	784 to 1	727 to 1	<b>7.3% Improvement</b>
Saanich PD	776 to 1	759 to 1	<b>2.2% Improvement</b>
VPD	523 to 1	518 to 1	<b>1% Improvement</b>
WVPD	581 to 1	594 to 1	<b>2.2% Decrease</b>
VicPD	410 to 1	453 to 1	<b>10.5% Decrease</b>
<b>NWPD</b>	<b>511 to 1</b>	<b>695 to 1</b>	<b>36.1% Decrease</b>
Average	638 to 1	622 to 1	<b>2.5% Improvement</b>

Chart # 5 provides an overview of NWPD staffing levels going back as far as 1992, when the NWPD had an authorized strength of 103 sworn members, a number which fluctuated slightly over the next several years.

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. Authorized strength remained in the 106 to 108 range from 2001 until 2016, when it was increased to 110 based on internal efficiencies identified through integrated teams.

As of 2019, the official strength of the NWPD sits at 112 with the addition of a Youth at Risk position and a Sexual Offence Investigator assigned to the Special Investigations Unit. Overall NWPD authorized strength has increased 8.7% during this time.

Chart # 5 – NWPD Authorized Strength 1992 to 2019

Year	Authorized Strength
1992	103
1993-94	104
1995	103
1996	101
1997	103
1998	105
1999	110
2000	111
2001-2003	106
2004-2008	107
2009-2015	108
2016-2017	110
2019	112

The Crime Severity Index (CSI) is calculated by Statistics Canada and is based on the number of police calls in a community and the severity of each reported crime. 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.

As a result of the MSO scoring rule, less serious offences are under-counted by the aggregate survey. However, the incident-based survey allows up to four violations per incident, permitting the identification of lesser offences.

Chart # 6 provides the 2020 CSI for New Westminister and the comparison cities, showing that New Westminister ranks 3<sup>rd</sup> highest in the overall CSI, 4<sup>th</sup> highest in violent crime and 3<sup>rd</sup> highest in non-violent crime<sup>1</sup>.

Chart # 6 – Crime Severity Index 2020 by city

<b>CSI 2020 by city</b>	<b>Overall</b>	<b>Violent Crime</b>	<b>Non-Violent Crime</b>
Victoria	168.14	155.12	172.43
Vancouver	104.67	99.81	106.18
<b>New Westminister</b>	<b>82.27</b>	<b>79.90</b>	<b>82.93</b>
Abbotsford	71.29	80.06	67.97
Delta	57.04	46.26	60.78
West Vancouver	53.58	38.95	58.72
Saanich	47.08	39.27	49.78
Port Moody	39.50	32.12	42.06
<i>British Columbia</i>	<i>95.71</i>	<i>89.46</i>	<i>97.74</i>

Chart # 7 provides the annual CSI for New Westminister for the last 5 years<sup>1</sup>.

Chart #7 – Annual CSI in New Westminister 2016 to 2020

<b>New Westminister CSI</b>					
<b>Statistic</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Overall	76.22	70.91	74.84	91.60	82.27
Violent Crime	58.17	55.46	46.12	83.20	79.90
Non-Violent	82.54	76.29	85.00	94.41	82.93

Chart #8 provides a 6 year analysis of the NWPD operational budget request (prior to amortization and interdepartmental charges) and increases as a percentage over the prior year request. The annual average net increase for the past 5 years was approximately 3.35%.

For 2022, the NWPD has proposed an increase of 2.36%. The majority of these increases are due to contractual obligations and additional costs to help support the organizational review.



Chart #8 – New Westminster Police Budget - % Increase over prior year

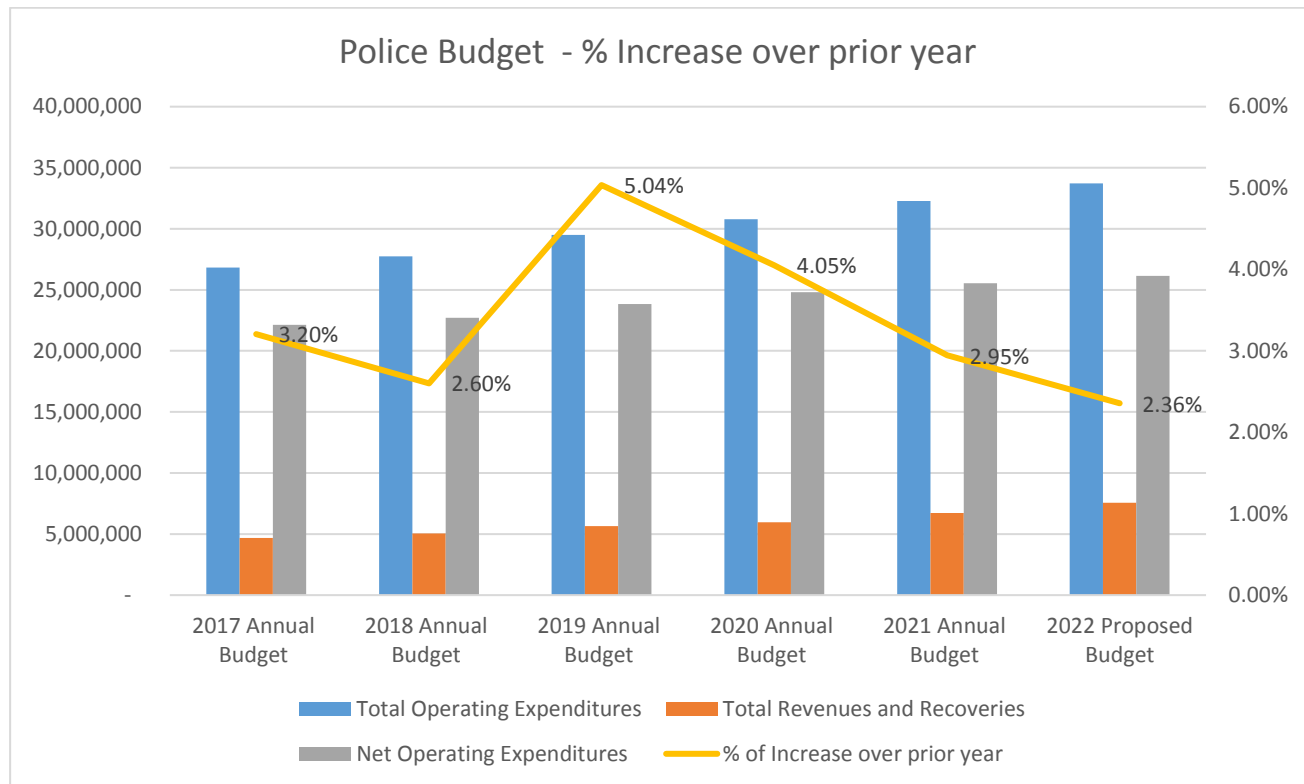
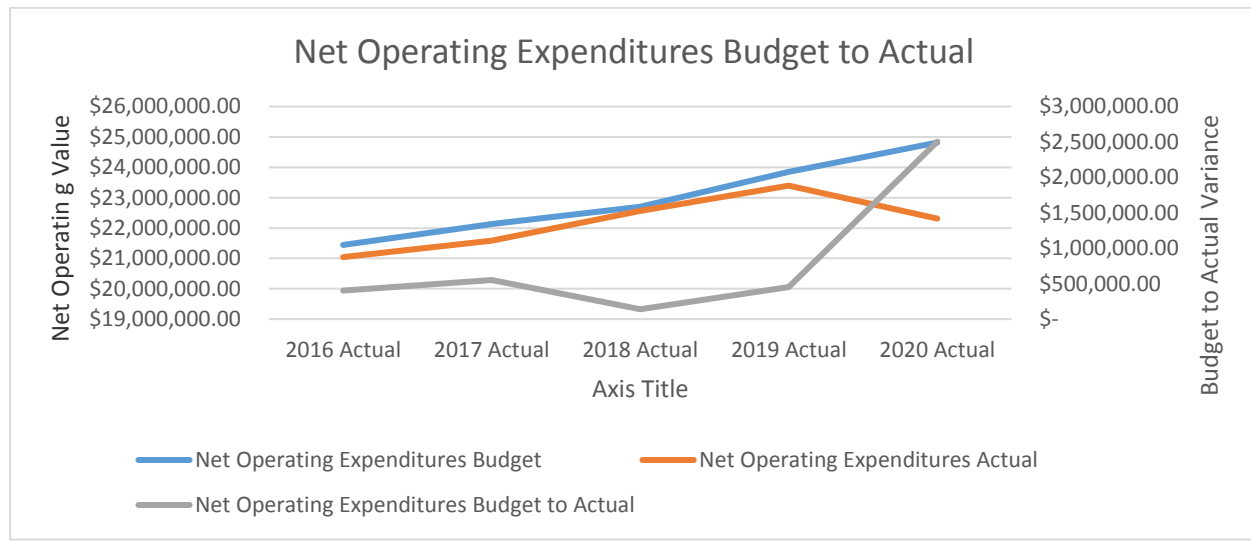


Chart #9 provides the five year budget to actual results for net operational expenditures. When discussing and analyzing budget requests it is practical to evaluate past trends on budget to actuals to ensure historical spending targets are met. With the exception of 2020, the police budget to actual results have maintained a variance of 1-2% annually. The budget to actual results for 2020 were very unique and the department actualized 10% under budget. This variance was due to a reduction in spending due to COVID-19 and an under accrual for the contractual retro payments made at year end. As at Q3 in 2021, we are forecasting the police department will be very close to budget.

When analysing the actual results to the annual budget the link between budget to actual increases can clearly be seen, which demonstrates the department’s ability to accurately forecast and adhere to spending expectations.

Chart #9 – Actual Net Operating Expenditures to Budget



Overall, the data shows that the rate of budget growth and sworn member staffing increases for the NWPD between 2001 and 2019 have been significantly lower than the other comparable municipal police agencies. We have seen the lowest per capita increase in budget compared to the other municipal police agencies, and the second lowest per capita staffing increase, while at the same time seeing the second highest per capita population growth and the largest negative change in police to population ratio.

**Conclusion**

This report has demonstrated the ongoing priorities and demands of the New Westminster Police Department, such as responding to calls for service and providing in demand services, but also our future plans to follow through with continuing the police reform work outlined above.

The NWPD is proud of the hard work that our committed, talented, and courageous sworn and civilian members accomplished this past year to respond to the extraordinary circumstances of the pandemic, heat dome and an increase in non-traditional policing requests. We also extend our thanks to residents who encouraged and supported the department during this challenging time. We owe it to them to keep focused on the core responsibilities of the police department, work within our organizational and financial capabilities, all the while safeguarding the safety of the beautiful city we are so proud to serve – New Westminster, British Columbia.

Approved for Presentation



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Dave Jansen  
Chief Constable

### References

1. Retrieved from <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510006301&pickMembers%5B0%5D=1.13&cubeTimeFrame.startYear=2016&cubeTimeFrame.endYear=2020&referencePeriods=20160101%2C20200101> on October 21, 2021.



# **New Westminster Police Department**

2022 Budget Presentation

**Working together  
on successful police reform**

# Reform Accountability

A 2021 Status Update

Operational Review

Diversity, Equity, Inclusion and Anti-Racism

Peer Assisted Crisis Team

# Reform Accountability

A 2021 Status Update

Special Committee on Reforming the Police Act

Provincial Committee on Policing and Public-Safety Modernization





# Secondments

## WHAT

*A secondment is a temporary move of an employee to another department or agency, NRPD currently has 26 member seconded.*

## EMPLOYEE BENEFIT

*The employee has access to professional development and experience that may not be possible at NRPD.*

## EMPLOYER BENEFIT

*Develop a stronger core force, promote recruiting and employee retention.*

## BUDGET IMPACT

*Salary and benefits are captured in police budget. A full recovery for all employee costs are allocated to sales of service within revenue.*

# Secondments

## Budget Impact

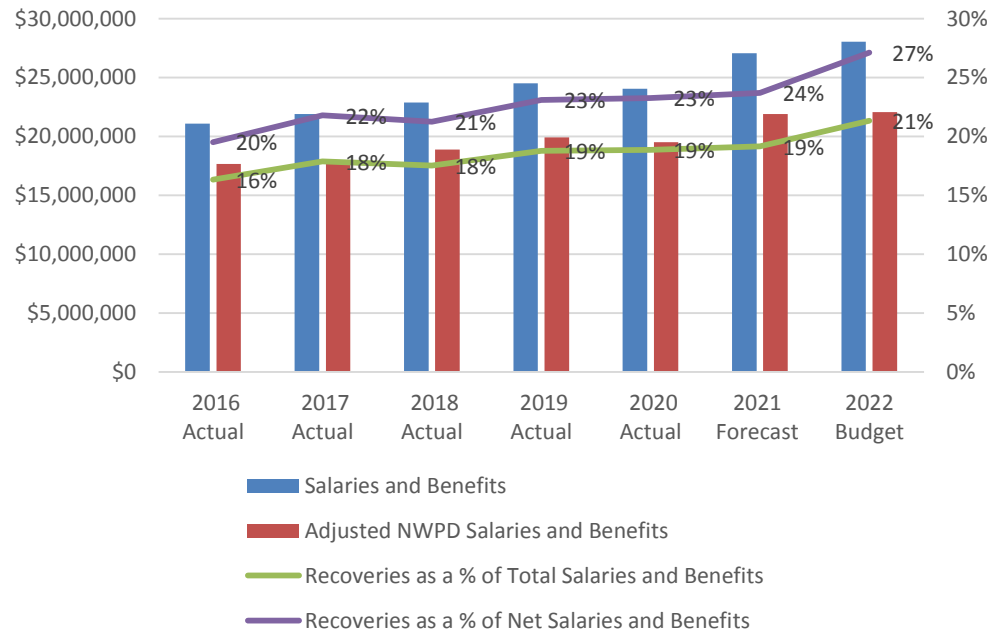
Recoveries are increasing as a % of salaries  
 Actualized a \$1.1million increase in 2020 from 2016  
 Forecasted recoveries for 2022 are \$5.9million

Recoveries are not allocated to police in consolidated financial statements

CORPORATION OF THE CITY OF NEW WESTMINSTER  
 CONSOLIDATED STATEMENT OF OPERATIONS  
 For the Year Ended December 31, 2020

	2020 Budget (Note 1(g))	2020
<b>REVENUE</b>		
Municipal Taxation and Other Levies (Note 12)	\$ 89,305,600	\$ 89,195,332
Utility Rates	90,453,942	92,380,953
Sale of Services	15,076,612	12,064,621
Grants from Other Governments (Note 18)	10,603,740	10,577,058
Contributed Tangible Capital Assets (Note 9(b))	-	4,974,934
Contributions	20,904,952	9,334,300
Other Revenue (Note 13)	17,289,838	16,719,355
	<u>243,634,684</u>	<u>235,246,553</u>
<b>EXPENSES</b>		
Police Services	31,601,100	29,169,363
Parks and Recreation	22,187,125	21,791,314
Fire Services	17,719,514	16,870,661
Development Services	5,981,703	6,063,165
Engineering Services	27,234,341	27,042,941
General Government	26,765,499	25,585,521
Library	4,541,684	3,700,338
Utility Operations	66,626,809	65,442,892
	<u>202,657,775</u>	<u>195,666,195</u>

Secondment/Recoveries impact on Salaries



# 2022 Budget

<b>Expenditures</b>	<b>Amount</b>
2021 Operating Expenditures	\$32,285,500
Salary & Benefit: Increases for contractual agreements	\$860,000
Salary & Benefit: Two new position required for secondment agreement with FSOC	\$280,000
Salary & Benefit: One position to support secondment for PSU (1 year only)	\$168,000
Salary & Benefit: Reduction of School Liaison and DEIAR position	-\$230,000
Increase in contractual costs for E-COMM	\$243,000
PPE/Naloxone one year funding	-\$44,000
Consulting for department review	\$50,000
Digital evidence management systems	\$52,000
Honorarium for Police Board members	\$20,000
General Administration – Offset by increased revenue	\$24,000
<b>2022 Expenditures</b>	<b>\$33,708,500</b>
<b>Revenues</b>	
2021 Operating Revenues	\$6,738,400
Add: Seconded members contractual salary increase	\$65,000
Add: Seconded Member Cost Recovery/Increase (FSOC, ICARS, PSU, ERT)	\$732,000
Other Revenue and Sales of Service	\$24,000
<b>2022 Revenues</b>	<b>\$7,559,400</b>
<b>Net Expenditures</b>	<b>\$26,149,100</b>

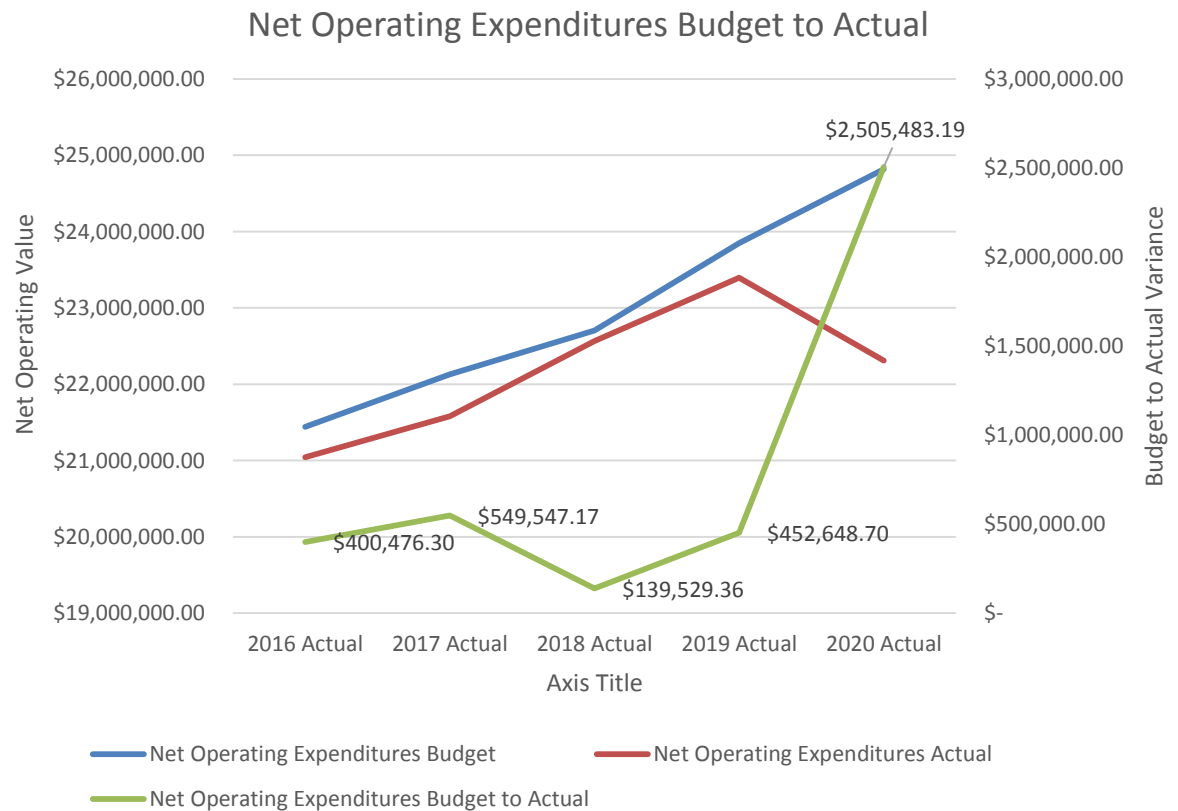
*\*\*Prior to amortization and interdepartmental charges*

# 2022 Budget

Account	2021	2022	\$ Change	%
Salaries & Benefits	\$26,925,100	\$28,003,100	\$1,078,000	4.00%
Contracted Services	\$3,016,200	\$3,269,200	\$253,000	8.39%
Education & Training	\$380,500	\$395,500	\$15,000	3.94%
General Office & Administration	\$1,117,700	\$1,216,300	\$98,600	8.82%
Operational Equipment	\$514,600	\$470,600	-\$44,000	-8.55%
Other Costs	\$331,400	\$353,800	\$22,400	6.76%
<b>Total Expenditures</b>	<b>\$32,285,500</b>	<b>\$33,708,500</b>	<b>\$1,423,000</b>	<b>4.41%</b>
Total Revenues	\$6,738,400	\$7,559,400	\$821,000	12.18%
<b>Net Provisional Budget</b>	<b>\$25,547,100</b>	<b>\$26,149,100</b>	<b>\$602,000</b>	<b>2.36%</b>

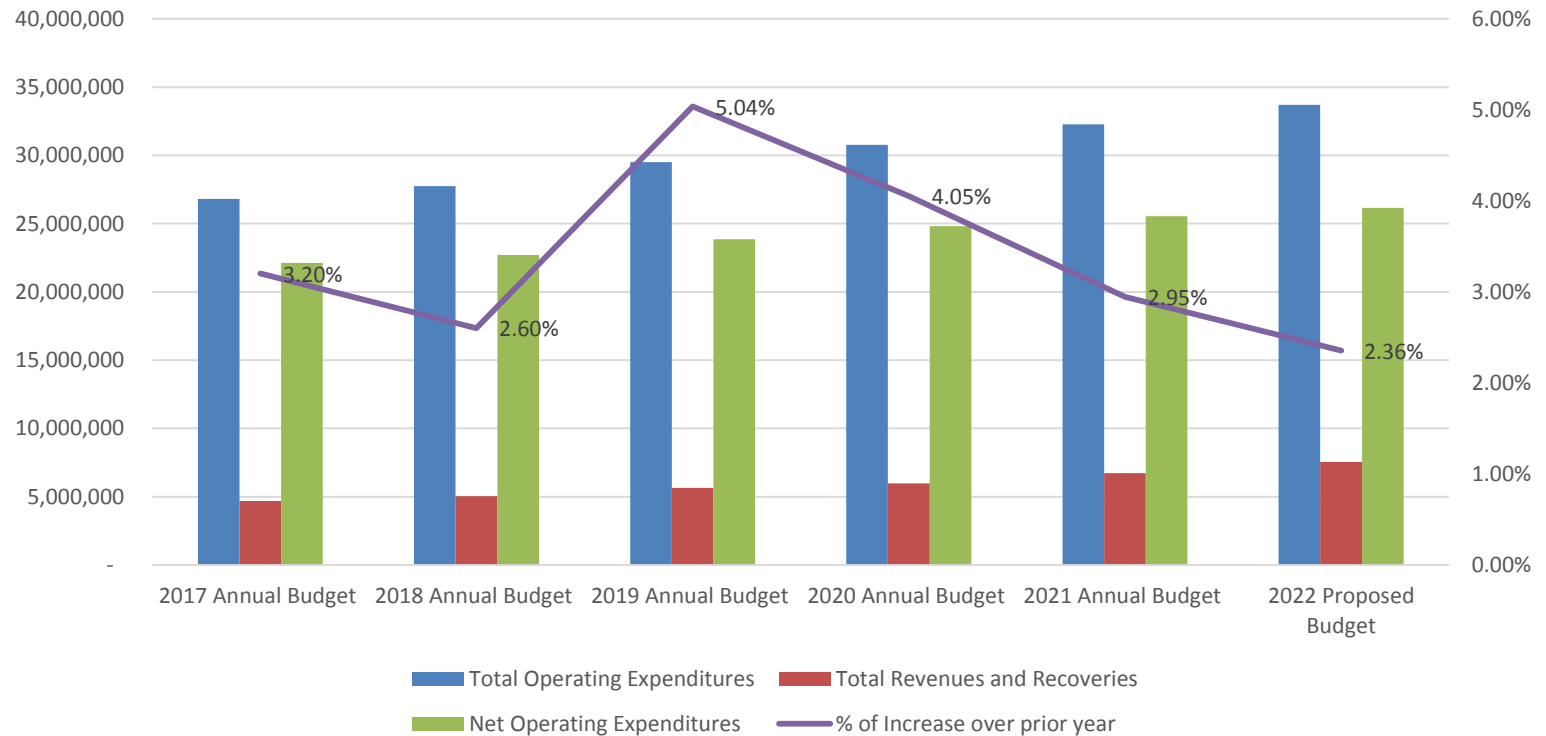
# Budget Analysis

- Budget to actual variance around 1-2% for past 5 years with the exception of 2020
- Minimal variance forecasted for 2021
- Demonstrates ability to forecast and adhere to spending expectations



# Budget Analysis

Police Budget - % Increase over prior year



5 Year average increase of 3.57%

2022 increase request of 2.36%

# BOROUGH COMMUNITY CENTRE



# History and Context

## Population Changes 2001 to 2019

Department	2001 Population	2019 Population	Change
VicPD	5,369	112,721	+49.6%
NWPD	54,207	79,737	+47.1%
PMPD	24,162	35,057	+45.1%
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WVPD	44,756	47,148	+5.3%
Average			+28.3%



# History and Context

## Staffing Comparison 2001 to 2019

Department	2001 Staffing	2019 Staffing	Change
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DPD	143	191	+33.6%
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NWPD	\$13,708,547	\$27,795,594	+102%
Saanich PD	\$16,532,164	\$32,259,573	+95%
Average			+146%



# Questions for discussion

There is a lot of information in this budget presentation, does the Board and Council require additional information?

Is there any other feedback you need to provide staff before we finalize the budget for Board approval?



# New Westminster Police Department

## REPORT

**To:** Mayor Coté and Members of the New Westminster Police Board  
**Date:** November 16, 2021

**From:** Inspector Diana McDaniel  
**Item #:**

**Subject:** Indigenous Land Acknowledgment

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### RECOMMENDATION

***That the New Westminster Police Board adopt the practice of using an Indigenous land acknowledgement as detailed in this report.***

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### PURPOSE

The purpose of this report is to seek the New Westminster Police Boards' endorsement of an Indigenous land acknowledgement to be made at formal NWPB gatherings and to be printed on publically available NWPB documents, agendas and web-based media.

### BACKGROUND

New Westminster has been settled on the unceded territories of multiple First Nations. Today, the descendants of these Nations continue to live here as well as within the boundaries of more recently established municipalities neighbouring the City. In 2019, City Council initiated a process to grow relationships with these Nations; to better understand and respect their interests to these lands; and to seek ways to work together towards reconciling our past relationships. One aspiration of conversations with these Nations is to work together to identify an acknowledgement that is inclusive and respectful of all Nations' interests to this place.

## **EXISTING POLICY AND PRACTICE**

There is no existing policy for offering Indigenous land acknowledgements at the City or the NWPD; however, offering land acknowledgements at City and NWPD gatherings has become a common practice in the past several years.

## **ANALYSIS**

New Westminster is settled on the unceded and unsurrendered land of several Halkomelem speaking Nations. The City and NWPD recognize that its knowledge of these Nations is limited and that their territories include areas far beyond the City's boundaries. Council is committed to improving the City's understanding of these Nations' interests through the development of respectful and reciprocal relationships. Part of this process aspires to identify an acknowledgement that is inclusive of their multiple interests to this land; however, this process is taking time and, in the interim, the City and NWPD should adopt a practice of acknowledging that First Nations continue to live here and have been present since time immemorial. This acknowledgement should recognize the impacts of colonial settlement on these lands and the unextinguished Rights these Nations have to them.

It is recommended that the following interim acknowledgement be adopted for use at formal NWPD gatherings and to be printed on publically available NWPD documents, agendas and web-based media:

*We recognize and respect that New Westminster 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.*

It should be reinforced that the above acknowledgement is an interim measure and is expected to evolve as the City and NWPD builds relationships with local First Nations. In addition to the adoption of this land acknowledgement, Attachment 1 provides the Board, staff and the community with background information on the practice of land acknowledgments and guidelines for their use.

## **FINANCIAL IMPLICATIONS**

There are no financial implications to the adoption of this land acknowledgment.

## **INTERDEPARTMENTAL LIAISON**

The City's Reconciliation, Social Inclusion and Engagement Task Force contributed to the development of this land acknowledgment. This task force is comprised of Council representatives as well as staff from several City departments.

## **OPTIONS**

The two options for the New Westminster Police Board's consideration are:

1. Adopt the practice of using an Indigenous land acknowledgment as detailed in this report;  
or
2. Provide staff with alternative direction.

*Staff recommend Option 1.*

## **ATTACHMENTS**

Attachment 1 – Guidelines and Background for Indigenous Territorial Acknowledgment

This report was prepared by:

Diana McDaniel  
Inspector, Prevention Services

This report was approved for presentation by:



---

Dave Jansen  
Chief Constable





*Guidelines and Background for  
Indigenous Territorial Acknowledgment*

# Guidelines and Background for Indigenous Territory Acknowledgment

## Territorial acknowledgement to the lands occupied by the City of New Westminster

*We recognise and respect that New Westminster 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.*

### What is a land acknowledgement?

When visiting the lands of another nation it is customary for Indigenous peoples to acknowledge the lands they are on. It demonstrates respect for that Nation and an awareness that the Nation has had a relationship with the land since time immemorial. An acknowledgment recognises the ties the descendants of those First People have to the land – its importance to their culture, ceremonies, and traditions (Indigenous Corporate Training).

By offering an acknowledgement, settler communities are recognising that the lands they are on were never ceded (handed over or yielded) to another state, government or people and that work is needed to reconcile this fact. For non-Indigenous people, taking a moment to acknowledge the Indigenous history of the land offers an opportunity for personal reflection and signals a commitment to reconciliation.

The City of New Westminster is involved in an ongoing process to improve relationships with local First Nations and understand their shared history and traditional uses of this land. As this journey progresses the City's acknowledgement may change through their guidance.

### When should a land acknowledgement be made?

A land acknowledgement should be spoken at the beginning of all formal gatherings and meetings including:

- City Council meetings
- City Committee, Task Force and Board meetings
- New Westminster public events, workshops, gatherings, presentations, ceremonies and meetings

### Who should offer the acknowledgement?

Generally, the senior person representing the City who is assigned to speak during a meeting, gathering or event should acknowledge the traditional territories. This would include the Mayor, Council member, Chairperson, MC, facilitator or staff person leading an event.

**It is important to recognise that a land acknowledgement is different than a welcome to traditional territory.** A welcome to traditional territory is something generally offered from a Chief/political representative/elder, or someone who is a descendent of the ancestral lands upon which the event is being held. This should be arranged in advance and based on mutual understanding between the event organizer and the host Nation. (Reconciliation Canada).

### How can I make my acknowledgement meaningful?

The language of the above territorial acknowledgement has been chosen to be inclusive of those Nations with interests in this area. The language is a suggestion rather than a rule and does not need to be spoken verbatim. Prior to offering an acknowledgement be thoughtful and consider its context and the best manner to make it respectful.

### Where should the acknowledgement be printed?

- Publically-available City strategies, plans, presentations and documents
- City Council, Committee, Task Force and Board agendas
- City website

### What is colonialism?

Colonialism is the act of one group (nation) of people occupying and taking control of the land, people and resources of another. In the case of British Columbia, the intention of European settlers was not to simply exploit the land and its resources for the benefit Britain. The intention was to permanently settle and control the land through the displacement or assimilation of the Indigenous nations that had lived here since time immemorial. This form of colonialism is often called settler-colonialism. As these lands have never been ceded and remain occupied by settlers, this act of colonialism remains on them today.

### What are unceded lands?

In 1763, King George III issued a [proclamation](#) stating that Aboriginal title existed and continued to exist on North American lands lying approximately west of the Appalachian Mountains and outside the limits of territories granted to the Hudson's Bay Company. This proclamation included the lands containing what is today known as British Columbia. Consequently, these lands continue to be Aboriginal until ceded (handed over or yielded) to the Crown through treaty or purchase. The 1763 proclamation is still valid in Canada and is honoured through Section 25 of the Canadian Constitution. To be clear, the lands now occupied by New Westminister were never ceded through treaty, nor have they been purchased by the Crown from local First Nations.

### What does Halkomelem mean?

The area now known as New Westminister is located on unceded and unsurrendered lands of the Halkomelem speaking peoples. Halkomelem is a common language spoken by the many First Nations that have been resident to this land since time out of mind; it is comprised of three dialects (Halqeméylem or upriver, hənqəmiñəm or downriver, and Hulqumíñum or island). The interests of many First Nations speaking these dialects overlap in the area that was settled on, and is now occupied by the City of New Westminister. The use of the term Halkomelem is inclusive, respecting the ties and asserted rights each of these Nations have to this land.

## Why are no specific Nations named in this acknowledgement?

New Westminster has been settled on the shared territories of several Nations. The City recognises that its knowledge of these Nations is limited and is committed to improving on this through the development of respectful and reciprocal relationships with each of them. By naming only one Nation (or group of Nations), the City may show disrespect to Nations it has yet to engage with.

Understanding the shared history and traditional uses of this land has been part of the City's journey to reconcile its relationships with First Nations and Indigenous Peoples. The below resources could act as a start to help others understand which Nations hold interests in the New Westminster area. However, it should be noted that these resources are not exhaustive and everyone's path to reconciliation is a personal journey of active self-education and humility.

- <https://maps.fpcc.ca/>
- <https://www2.gov.bc.ca/gov/content/environment/natural-resource-stewardship/consulting-with-first-nations/first-nations-negotiations/first-nations-a-z-listing>
- <https://native-land.ca/>

## Staff Support

Should you require support in forming an acknowledgement for an activity you are leading please contact:

- Rob McCullough, Manager of Museums and Heritage Services (604-527-4639, [rjmccullough@newwestcity.ca](mailto:rjmccullough@newwestcity.ca))
- Jennifer Miller, Manager of Public Engagement (604-527-4653 [jmiller@newwestcity.ca](mailto:jmiller@newwestcity.ca))

## References

Indigneous Corporate Training. *Guide Book to Indigenous Protocol*. Port Coquitlam, 2019. Ebook. 25 08 2021. <<https://www.ictinc.ca/hubfs/ebooks/eBooks%202020/Indigenous%20Protocol.pdf>>.

Reconciliation Canada. *Cultural Teachings: Welcome to Territory & Land Acknowledgments*. Vancouver, 4 February 2019. Web page. <<https://reconciliationcanada.ca/cultural-teachings-welcome-to-territory-land-acknowledgments/>>.