



NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, January 18, 2022 at 1000

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

✓ Indicates Attachment

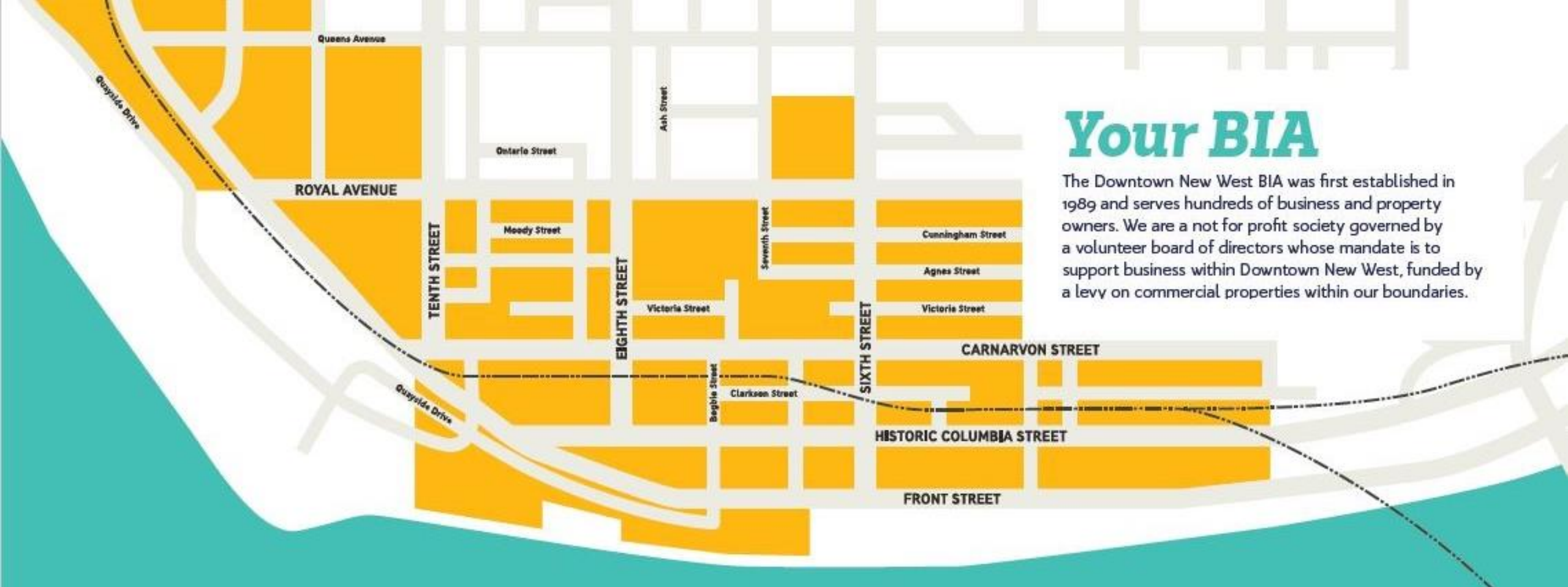
We recognize and respect that New Westminster is on the unceded and unsurrendered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands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

1	ADOPTION & PRESENTATIONS	
	1.1 Introduction of New Police Board Member	<i>Mayor Cote</i>
✓	1.2 Adoption of Open Agenda: January 18, 2022	<i>Police Board</i>
	1.3 Delegations:	
✓	1.3a <i>Karima Jivraj, Downtown New Westminster BIA</i>	
2	CONSENT AGENDA	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: November 16, 2021	
	2.2 Police Board Member Reports	
✓	2.3 Policy: AC30 – Ceremonial Protocols	
✓	2.4 Statistics: November and December 2021	
✓	2.5 Police Board Correspondence:	
	2.5a BCOHRC's Submissions to the Special Committee on Reforming the Police Act	
	2.5b Compliance Evaluation of BCPPS Use-of-Force Training and Firearm Qualification in 2020	
	2.5c Letter from Emergency Communications Professionals of BC (CUPE Local 8911)	
✓	2.6 Amendment to New Westminster Police Board Governance Manual – Appendix 11: Honorarium	
✓	2.7 NWPD Guidelines on City of New Westminster Sanctuary City Policy	
✓	2.8 Summary of New BC Provincial Policing Standards on the Promotion of Unbiased Policing	
3	ONGOING BUSINESS	
	3.1 Report on Non-Emergency Response Lines (Verbal)	<i>Chief Constable Jansen</i>
4	NEW BUSINESS	
✓	4.1 CAPG Call for Resolutions	<i>Police Board</i>
	NEXT MEETING	
	Date: Tuesday, 15 February, 2022 at 0930	
	Location: Zoom and/or Council Chamber, New Westminster City Hall (TBD)	
	ADJOURNMENT OF OPEN MEETING	



Downtown Business Concerns

PRESENTATION BY THE
DOWNTOWN NEW WEST BIA
JANUARY 2022



Your BIA

The Downtown New West BIA was first established in 1989 and serves hundreds of business and property owners. We are a not for profit society governed by a volunteer board of directors whose mandate is to support business within Downtown New West, funded by a levy on commercial properties within our boundaries.

The Downtown New West BIA represents 500 businesses and 200 property owners

What we are hearing



Anecdotal feedback from BIA member businesses throughout the pandemic and several letters from members were collected in the Fall of 2021 with a variety of concerns.

Common themes include: increased vandalism and shoplifting, harassment, unsafe street behaviour, open drug use, staff are feeling unsafe, wait times and systems to report non emergency issues need drastic improvement.

Safety

Customers are telling businesses that they don't feel safe Downtown.

We hear from staff at local businesses that they are not feeling safe anymore.



Reporting



Non emergency reporting is the bulk of reporting among businesses.

Wait times for non emergency calls can be as long as 2 hours.

Online reporting system in it's current form can only be used in a small minority of cases.

Communication



We have reached out many times since the pandemic hit in March of 2020.

We do not receive timely responses.

How can we do our part to ensure that consistent and transparent communication is a priority?

How can we work together better?

SAFETY

Customers are telling businesses that they don't feel safe Downtown

Whether or not they are safe, or it's the perception of safety, the feedback we hear from customers and staff is that they do not feel safe

REPORTING

Members can not consistently call non emergency to file a report as wait times can be up to 2 hours long

The cost to a business to consistently report non emergency issues is not sustainable

COMMUNICATION

Concerns are not addressed in a timely or consistent fashion

Instead of reactive communication, can we come up with a proactive means of communication?

DOWNTOWN
NEW WESTMINSTER

This is a compilation of feedback received from BIA members between October and December 2021.
Proposed solutions found within these emails are not necessarily endorsed by the BIA.

Feedback from members:

Good afternoon Karima Jivraj,

We are very new to New Westminister, our store is located at 42 Begbie Street, Arundel Mansions.
[Tel:236 456 8487](tel:2364568487) or 778 319 1347

We were relieved to find a place we could call our Studio and home here in New Westminister but this quickly changed as we realized that our new space had the same problems that we had run away from Surrey and Downtown Vancouver. The homeless were pitching up their tents outside our store front. Sometimes the addicts walk straight through and dump all their personal belongings on the floor, scaring the lights out of me!! As a result, we can't keep our door open but have to always keep it locked as we are never sure who will walk in.

Arundel Mansion has parking in the back, and we have a spot there, but if we finish work late, we run into homeless people all over the back entrance to our store. They come there to shoot drugs and bring needles and syringes, and also break into our vehicles that are parked there.

Walt Cirillo came by with another gentleman from City of New Westminister offices, and we did tell them the challenges that we were facing in retail. They assured us the city was looking into plans to support local business but, not enough is being done to keep the streets safe for us and our customers.

Customers will not support local businesses if they can't walk around without worrying about all the litter and homeless people that are continuously setting up their tents in every corner. Most of these homeless people are always high, and we can never be sure what they can do.

We would like to know what the city of New Westminister plans to do about the homeless people that are always in front or at the back entrances.

Covid-19 has been really hard on retail, especially for fashion boutiques. We need support and a plan on how to move forward.

We look forward to hearing from you.

Lillian O'Brien Couture
FASHION DESIGNER

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8-552 Columbia Street, New Westminister, British Columbia V3L 1B1
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www.downtownnewwest.ca

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NEW WESTMINSTER

"IN A WORLD FULL OF TRENDS, MAKE EACH DAY DAY A MASTERPIECE"

Tel / WhatsApp: 1 778 319 1347

Main: 1 236 456 8487 / +26097 550 3001

www.lillianobriencouture.com

www.rustitomakwejafoundation.com

"BE PART OF THE CHANGE YOU WANT TO SEE IN THE WORLD"

Hi Karima and the Downtown BIA Board,

Since Covid we've experienced a massive increase in the drug use and homeless population at Lorne and Victoria. We've had to call the police numerous times as well as ask people to move along from our parking lot. People are using it as a hang out spot when in reality it's private property.

There are more and more homeless camps being set up on the sidewalks on Carnarvon and Begbie, not small ones either, large massive tents are appearing. We've had homeless people in our doorway on Lorne and up against our parking lot door where we bring our students in and out.

As a resident we've had far more incidences of violence and just general disturbances from the homeless population along Columbia Street outside of Anvil Centre.

I'm starting to feel less and less safe in the downtown area both as a resident and as a business owner. I am taking the extra precautions and arranging for surveillance and alarm systems at The Stage.

I wish I had suggestions or solutions but unfortunately I just don't know enough about the homeless circumstances nor what the support programs are able to provide during Covid.

Thank you for reaching out.

All my best,
Stefanie

Stefanie (with an F) Swinnard
Managing Director
The Stage Musical Theatre Academy
604.518.1291

www.thestagenewwest.ca

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Est. 2013

Find us on [Instagram](#), [Facebook](#) & [Twitter](#)

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Hi Karima,

We too are feeling frustrated with the lack of police presence and the problem in downtown new west during the pandemic.

We have had several issues from tarps set up at our exit doors to vandalism to theft to people coming in and using our building hallway as a toilet.

We've also had our garbage bins emptied as people are looking for things in them and left big messes for us to clean up. We've also randomly found garbage and drug paraphernalia on our patio. They seem to think this is somewhere they can come sleep, eat and leave their mess. It's very frustrating! Recently we found syringes at our emergency exit door.

Our neighbourhood used to feel safe and unfortunately lately it has not.

Thank you for taking the time to address this issue.

Koula, Lena & Eleni
Taverna Greka (photos in email)

Hi Karima

3 weeks ago a street person at 4 pm in afternoon a street guy broke the front glass window to the entrance to 627 columbia next door to the Shwarma

1.700.00 repair cost

Insurance does not cover it because the higher Deductible now.

The guy was high on something !

My magic show tenant at 662 Clarkson had his front Glass window broken in 3 times in the last year ! They cannot steal anything as he has bars on the windows but they still break in !

Clarkson is becoming scary like east Hasting !

Columbia street went back in time 11 years when I purchased my first building the street !

The city removed a year and half ago most of the garbage cans on columbia street !

Do there is always garbage on the street now !

If we are not going to be on top of the crimes and the cleaning of the Downtown, we will not able to control the quality of the tenants On the street.

David sarraf

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NEW WESTMINSTER

The kitchen corner
Or
450617 BC Ltd
1955 west 4th avenue
Vancouver Bc V6J 1M7
Cell 604 816 0169
Fax 604 221 4252

Hi Karima!

I have personally not had any theft in my shop until a few months ago. When it happened, it really happened. I started to see theft from 'interesting characters' who were often working with one other person, distracting me in one area of my shop while their partner stole from another area. We have new rules and policies in the shop and are always on alert now. There was about 1 incidence per week in the summer. The larger thefts, we reported to the police. However, the entire feel of my 'customer base' and the audience walking around in the River Market area has gone from friendly families to people we no longer recognize and in the newer crowd, many of the people are fleeting. It feels as if the sense of community has been shaken up and people are just passing by - I am not sure if this is because of the overall feel on the streets in New West or not.

I'm sure you may have heard that the shops next to mine in the River Market had an actual break and entry overnight. Luckily, I was not in the group of shops that were hit but I was right next to them.

Thank you for your help!
Best,
Setareh

Setareh Bateni | Founder & Designer | One Thing
www.onethingdesigns.com | Instagram: www.instagram.com/onethinglockets |
Facebook: www.facebook.com/onethinglockets

Hi everyone,

I wanted to let you know we had another theft last night. My manager has been on hold for 1.5 hours waiting for someone to pick up on the non-emergency line for NWPD.....This is awful and it's brutal that we can't even report this crime. Based on the fact we have a picture of the thieves the online platform will not let us report it either and says we need to call non-emergency - which as I said we are unable to get through to after 1.5 hours. There needs to be some kind of a solution here so our businesses and residents of New West have an avenue to report these crimes.

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Thanks for your time,
Jen
Kelly O'Bryans
Hi guys,

We are being harassed again by the group of guys that come down and drink in Hyack Square. We really need some more police presence here and especially with the screen that has gone up for construction. There is a lack of eyes on the street and things are escalating for us quickly. We really need attending officers to dump out their alcohol also if we want to be able to move these guys along.

I have copied Jeni from Metro Vancouver on this as I believe she is working on security for this job site for the duration of the project to help with this. I have also copied Kendra and Karima from the BIA.

Maybe we can meet this week?
Jen

Jennifer McCreath
Owner/Operator
Kelly O'Bryan's New Westminster
Ph: 604-553-8339
Email: jenniferm@kellyobryans.com

Hi Karima,

Your recent email blast was addressing the increased theft and vandalism in our downtown. As a fairly recent new member of the community I thought you should be aware of our experiences. I operate Hidden Wonders Speakeasy Magic Experience and we love being a part of the neighbourhood.

Our property is on Clarkson, between the Elks and Union Gospel Mission.

Since moving into our building in June of 2020 we have experienced two attempts to break in, one walk-in theft, and two vandalism experiences.

These have resulted in the replacement of three of our main front window panels, which is quite costly.

On the bright side, our security cameras have captured the image of the thieves on two occasions and when we confronted them, they returned the goods.

We have filed two, perhaps three, Police reports and they are always cordial and as helpful as can be expected.

Over the past sixteen months we have noticed an increase in the number of people who set up their shelters across from our store.

Most are individuals who are down on their luck and we even occasionally assist them.

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There is however a small but noticeable group that often hang out in front of our venue to get high. These people are often violent to each other or sometimes to the pedestrians that pass them on the sidewalk.

Our business operates primarily in the evening so we aren't affected as bad as one might expect. Most of the time the vandalism occurs in the afternoons and is usually just a very high person acting out in a violent way.

We have seen camera footage of individuals repeatedly punching our windows until their hands hurt. This is a result of our replacing the broken window panes with Lexan, a polycarbonate that is incredibly tough and resistant to impact..

We noticed tonight that another window has been cracked in the centre, so it will be replaced soon as well.

I have no answers on what to do to help these people, but thought you might like to know what we have been experiencing.

Thank you for the support you and your staff have been giving our little niche business. As I stated at the start, we love being in New Westminster and especially in the Downtown area.

Sincerely,

Shawn Farquhar

www.HiddenWonders.show

I understand the BIA is meeting with city staff regarding downtown issues. So, further to your request

Quay Pacific Property management is located at 535 Front street New Westminster. The vagrancy has increased substantially. We have been in this location for 20 years and the issues are the same or worse than past years.

Our staff clean up needles, litter, abandoned items which are probably stolen and human feces in our doorway on a near daily basis. The President and owner operator of Quay Pacific Mr. Adam Wanono spoke with police who stated there was little they could do. They recommended we install cameras.

A number of years ago the city removed the small rubbish container which was installed on the parking sign post out front of our building. I do not know why it was removed, but suspect it was because the bin was being filled daily with items to the point of overflowing and it was a danger or hazard to sanitation crews. Rather than increase the size of the bin, or increase clean up frequency, or provide staff with different equipment, the bin was simply removed. Now all that rubbish is piled into our doorway and our ill equipped office staff must deal with it. This is an offloading of city services onto the private sector.

DOWNTOWN NEW WESTMINSTER

In the past police and city bylaw staff and sanitation crews have patrolled the area in the morning and moved the vagrants away before our staff arrived. Many years ago, the engineering department would do street flushing early in the morning. This put an end to the people sleeping in our doorway as they knew they must be up and gone before 7am otherwise they would be soaked. These measures may sound extreme and insensitive, however I suspect it is repeat offenders sleeping in our doorway and shooting up, so they only need to experience a sweep once and will not return. For a long time after that, we had very few problems. Now with no patrols, the problem has returned. With Army and Navy closure, there is little to no respectable foot traffic which compounds the problem.

The 500 block of Front is unpleasant. Much more has been done to improve other areas of downtown, we are now suffering. We will be installing gates and bars on our doorways now at the cost of \$20,000. This is an expense which will make the street far less inviting and does nothing to improve our business opportunities. I am certain if we were a residential property such as the Trapp and Holbrook the city would be making a far more concentrated effort to resolve the issue. We are a staff of approximately 30 and do our best to support local merchants and provide New Westminister residents with our services. However doing business in the city core is becoming more unpleasant with these increased issues and expenses.

As a landlord, we have increasing expenses and need to decrease our rents to keep our buildings occupied. When a downtown core has these issues over a few years, the area becomes a ghetto which is no good for residents or the city reputation.

Please increase police and bylaw and sanitation patrols along the 500 block of Front street.

--

Regards
Dan O'Hearn
Founder - Quay Pacific Property Management Ltd.
535 Front Street
dir- 604-230-1015

Hello Karima,

Here is a list of concerns for your meeting:

- Open drug use,
- Graffiti,
- Vagrants sleeping all over the place (vestibules, doorways, stairwells, sidewalks)
- Panhandling to customers,
- Threats of death and physical harm to security and site staff,
- Vagrants going through garbage bins,

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NEW WESTMINSTER

- Multiple in store issues; a lot of shop lifting, assault to security and staff after being evicted from store, vagrants pulling weapons on staff.

Police only come rarely, and when they do in some cases, they refuse to do anything. Police claim they need something in writing from the landlord saying that a particular person does not have permission to dig through the garbage, as when caught the vagrant claims such permission. To be clear, no one has permission from the landlord to dig through garbage, sleep on the property, use drugs on the property, or threaten customers, tenants, security, or staff.

Sincerely,

Brian Erickson, BA
Property Manager & Strata Manager



#300 – 1030 West Georgia St., Vancouver, B.C. V6E 2Y3
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(E): berickson@warringtonpci.com



NEW WESTMINSTER MUNICIPAL POLICE BOARD

November 16, 2021 at 1400
Council Chamber, New Westminster City Hall and
Via ZOOM

MINUTES of Open Meeting

PRESENT:	Mayor Jonathan Coté	Chair
	Ms. Heather Boersma	
	Mr. Karim Hachlaf	
	Ms. Shirley Heafey	
REGRETS:	Mr. Sasha Ramnarine	
STAFF:	Chief Constable Dave Jansen	
	Deputy Chief Paul Hyland	
	Inspector Trevor Dudar	
	A/Inspector Aman Gosal	
	Inspector Diana McDaniel	
	Ms. Jacqueline Dairon	Finance Supervisor
	Ms. Heather Corbett	Acting Board Secretary
GUESTS:	Mr. Oliver Grüter-Andrew	President & CEO, E-COMM
	Mr. Patrick Service	HR Manager, Kruger Products LP
	Mr. Stephen Thatcher	Vice-President, Operations, E-COMM
	Mr. Quentin Vandermeuw	President, NW Downtown Residents Association

The meeting was called to order at 1400.

1. ADOPTION

1.1. Adoption of Open Agenda: November 16, 2021

MOVED AND SECONDED

THAT The New Westminster Police Board approve the November 16, 2021, Open Agenda.

CARRIED

1.2. 2020 Alexa and Distracted Driving Awards Presentation

Chief Constable Jansen presented the following NWPB members with Alexa's Team Awards for 2020:

- Cst. Brad Wardner (named an All-Star, with 32 impaired driving investigations);
- Cst. Nick Dion (18 investigations);
- Cst. Jamie Crowston (15 investigations); and,
- Cst. Kamoh Malcom (14 investigations).

Chief Constable Jansen noted that the following officers had been recognized earlier in the year for their efforts to reduce fatalities through enforcement of distracted driving:

- Cst. Curtis Heath (Gold medal for 269 violations);
- Cst. Nick Dion (Silver medal for 233 violations); and,
- Sp. Cst. Sheldon Frayle (Bronze medal for 133 violations).

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

1.3. E-COMM Presentation

Mr. Stephen Thatcher, Vice-President, Operations of E-COMM, presented to the Police Board on the topic of "9-1-1 Answer and Delays". The presentation included the following information:

- A description of how 9-1-1 works;
- 9-1-1 Service Levels, including calls answered and service levels to October 31, 2021;
- A graph demonstrating that 9-1-1 call volumes have increased from 2020 to 2021;
- A graph demonstrating that 9-1-1 BCEHS downstream wait times are increasing and that the answer delay has exceeded 20 seconds;
- The BC Emergency Health Services (BCEHS) call answer delay impact on 9-1-1 service levels, staffing and staff budgets; and,
- Joint E-COMM/BCEHS mitigation efforts, including strategies that have already been implemented, and those that are in progress or under evaluation.

In response to questions from the Board, Mr. Thatcher and Mr. Oliver Grüter-Andrew, President & CEO of E-COMM, provided the following information:

- The average speed to answer a 9-1-1 call has historically been four seconds; however, in the last six months, the average time has gone up to seven or eight seconds, which is above the E-COMM service target of five seconds;

- Some of the outliers from the standard of five seconds that E-COMM have seen include significant delays on the 9-1-1 line, such as up to seven minutes delay and as many as 25 calls waiting to be answered. While this may only happen for a very short time; it is very serious as a dangerous circumstance could be occurring during that wait time;
- The drastic service level fluctuation in 2021 can largely be attributed to the delay to hand off to the BC Ambulance Service. The recent average has been 47 seconds;
- The formats of public education implemented by E-COMM and BCEHS include Recorded Announcement (RAN) messaging and social media postings regarding important messaging, peak times, and call urgency/necessity;
- Of the mitigation strategies that have already been implemented, the greatest success has been in implementing the priority queue for urgent scenarios, which has cleared call lines faster, allowed calls to be processed with more speed, and dealt with medically urgent calls more efficiently;
- Upgrading the queue and adding additional trunk lines to reduce busy signals has also been a successfully implemented mitigation strategy; and,
- The main strategy for improving service levels would be to reduce the need to stay on the line with BCEHS.

The Police Board provided the following comments:

- There is definite concern in the community and waning confidence with E-COMM's service, which is reflected in the increase in messages on the subject to the Board and the City in recent months;
- Appreciate the efforts of E-COMM to recognize and address the challenges, particularly under financial strains;
- Would like to hear further about the cascading effects of E-COMM's challenges, particularly in regards to the non-emergency line;
- It would be important for E-COMM to engage with the Police Board in any broader systemic discussions to ensure that both the public and the NWPB have some assurances on E-COMM's future service and reliability; and,
- Further consideration of the possibility of regional coordination may be a valid contribution to this discussion.

1.4. Delegations

- a) Quentin Vandermerwe, President, Downtown New Westminster Residents' Association (DNWRA), presented to the Police Board about the DNWRA's members' concerns regarding policing issues in the downtown. This includes concerns about personal safety and lengthy hold times for the non-emergency police line, which may have related effects on the under-reporting of crimes, police statistics and ensuring adequate police staffing.

Mr. Vandermerwe also expressed interest in the comments made during the E-COMM presentation about modernizing the system and public education communications, and suggested the use of alternative communication methods such as text messaging. He indicated that increased public education may be needed on the urgency of crimes and when and how it is appropriate to contact police.

Chief Constable Jansen noted in response that the NWPB Communications team has been working in collaboration with E-COMM about communicating when the public should call 9-1-1, and advocating online reporting. Additionally, he noted that further collaboration is underway at the municipal Police Chief level and he encouraged the Police Board to work with other municipal Boards to advocate to the Province on these issues.

Mayor Cote, Chair, requested that NWPB staff report back to the Police Board at a future meeting about what other cities with municipal police departments are employing in terms of communications around E-COMM.

- b) Patrick Service, Human Resources Manager, Kruger Products, presented to the Police Board about concerns from businesses in the city on the recently observed rise in crime, such as theft and car break-ins. He also reported a concern about the wait time to report a crime, with an example of a security guard waiting for over three hours before hanging up. Lastly, Mr. Service emphasized an uncertainty in safety by Kruger employees, which prompted them to write the letter and ensure that the Police Board and City Council were aware of their concerns.

Mayor Cote and Chief Constable Jansen thanked Mr. Service for Kruger Products' engagement on these matters and reported that similar letters and recounts of experiences had been received from other business organizations in the community.

2. CONSENT AGENDA

2.1. Approval of Open Minutes: October 19, 2021

2.2. Police Board Member Reports

2.3. Policy

2.5 Police Board Correspondence

- a) Letter from New Westminster Downtown BIA
- b) Letters from Sapperton Business Association
- c) Letter from Kruger Products L.P.
- d) Letter from CAPG re 2021 Conference
- e) 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

MOVED AND SECONDED

THAT Item 2.4 be removed from the Consent Agenda;

THAT the New Westminster Police Board accept the On-Table correspondence as 2.5f; and,

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

CARRIED

ITEMS REMOVED FROM CONSENT

2.4. Statistics: October 2021

In response to questions from the Police Board related to an increase in calls related to Skytrain stations, robberies and mental health-related calls, Deputy Chief Constable Hyland noted that the department's full-time crime analyst is on leave, creating a short-term challenge in terms of crime analysis; however, he provided the following information:

- The increase in average number of calls for service at SkyTrain stations may be attributed to the comparison against the general downgrade in service usage in 2020 due to the COVID-19 pandemic, and the increase in service now that transit is starting to rebound;
- As the police of jurisdiction in New Westminster, the NWPB has the right to answer calls at SkyTrain stations in the City; however, calls are dealt with in conjunction with partners at TransLink and Transit Police;
- While further analysis is required, the increases in robbery numbers appear to be focused mainly at the street level, rather than at businesses or financial institutions, and it is an area that the Crime Reduction Unit (CRU) has been focusing on, within the downtown core specifically, and in other areas of the City;
- The increase in mental health-related calls covers a wide gamut of issues and may largely be attributed to an increase in pandemic-related stress and pressures on society;
- Additionally, the Royal Columbian Hospital is the regional psychiatric emergency facility for the area and therefore, NWPB are often involved in mental health cases as the police of jurisdiction for the hospital.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the October 2021 Statistics Report for information.

CARRIED

3. ONGOING BUSINESS

3.1. GOVERNANCE: 2022 Budget Approval

Chief Constable Jansen provided a short overview of the challenges and successes that the NWPD experienced in 2021, and outlined significant work that is underway to address police reform, including an operational review, ongoing work on the DEIAR framework, a partnership with the Canadian Mental Health Association, and increased dialogue with City Council on the NWPD budget.

Jacqueline Dairon, Finance Supervisor, provided a brief summary of the 2022 capital expenditure plan and operating budget reports, highlighting the key aspects, increase requests and decreases, as discussed in earlier Police Board meetings.

The Police Board noted appreciation for the work that has gone into the budget process and commented that the budget reflects a thoughtful approach for the coming year and the ability to work through the challenging issues facing the NWPD.

MOVED AND SECONDED:

THAT the New Westminster Police Board approve the 2022 Provisional Capital Expenditure Plan.

CARRIED

MOVED AND SECONDED:

THAT the New Westminster Police Board approve the 2022 Provisional Operating Budget.

CARRIED

4. NEW BUSINESS

4.1. Indigenous Land Acknowledgment

Mayor Cote noted that the Indigenous land acknowledgement, as described in the report, was researched and prepared by staff at the City of New Westminster, and that this report looks to adopt the same acknowledgement at the NWPD.

MOVED AND SECONDED

THAT the New Westminster Police Board adopt the practice of using an Indigenous land acknowledgement as detailed in the report.

CARRIED

ADJOURNMENT of Open Meeting

Chair Jonathan Cote adjourned the meeting at 1521 hrs.

Next meeting

The next meeting of the New Westminster Police Board will take place on January 18, 2022 at 0930, in Council Chambers at New Westminster City Hall, and by Zoom Video.

MAYOR JONATHAN COTE
CHAIR

HEATHER CORBETT
RECORDING SECRETARY

DRAFT

Ceremonial Protocols

AC30

Revised: October 2021

AC30

Risk Assessment: Low

POLICY

1. The New Westminster Police Department (NWPD) will ensure that appropriate and consistent protocols are followed with regards to formal ceremonies including parades, funerals and flying of flags related to the deaths of police officers, dignitaries or other community leaders.

REASON FOR POLICY

2. To ensure that appropriate and consistent protocols are followed with regards to formal ceremonies including parades, funerals and flying of flags related to the deaths of police officers, dignitaries or other community leaders.
 - a) A serving sworn member of the NWPD who has died on or off duty;
 - b) A serving sworn member from another agency killed in the line of duty;
 - c) Death of The Sovereign;
 - d) Death of a member of the Royal Family related in the first degree to the Sovereign;
 - e) Death of the current or a former Governor General;
 - f) Death of the current or a former Prime Minister of Canada;
 - g) Death of a federal Cabinet Minister;
 - h) Death of the serving Lieutenant–Governor of British Columbia;
 - i) Death of the current or former Premier of British Columbia;
 - j) Death of the current Mayor of New Westminster;
 - k) Death of a community or significant leader or dignitary approved by the Chief Constable.
 - l) On any occasion approved by the Chief Constable.

PROCEDURES

Flag Protocols

1. Department flags should be flown at half-mast during the following:
2. The Department's flags shall be lowered to the half-mast position from the date of death until sunset on the day of the funeral or burial, on the death of anyone listed in paragraph 2 of this policy.
3. The Department's flags may be lowered to the half-mast position at any time, at the discretion of the Chief Constable.
4. The Deputy Chief Constable shall be responsible for ensuring that the flag is placed in the half-mast position when required.

Honour Guard

Composition

5. The Honour Guard will generally consist of seven (7) members.
6. The Honour Guard must be drawn into line according to height, with the tallest Member on the right flank, shortest on the left flank, as viewed by the member in charge of the Honour Guard for the detail.

Dress

7. Members of an Honour Guard must wear full dress uniform with black gloves.

Inspection

8. The Honour Guard shall be paraded for inspection and instruction by the member in charge of the Honour Guard in an appropriate place at least forty-five (45) minutes before the funeral services commence.

Active Sworn Members

9. The New Westminster Police Department (NWPD) will provide an Honour at the funerals of sworn, serving Members of the Department, unless otherwise requested by the family.

10. The NWPDP, in cooperation with the New Westminster Police Officers' Association (NWPOA) and other appropriate parties, may organize a ceremonial service to honour deceased serving members of the Department.

Retired Sworn Members

11. The New Westminster Police Department (NWPDP) will not as a general practice provide an Honour Guard at the funerals of retired Members of the Department, unless specifically requested by the family and approved by the Chief Constable.

Other Occasions

12. At the discretion of the Chief Constable, an Honour Guard may be provided at the funerals of non-members, which may include:
 - a) leading citizens,
 - b) political leaders, or;
 - c) other community dignitaries.

Funeral Protocols

Commencement of Service

13. Left Flank Leads - The left flank of the Honour Guard must be led by the member in charge into the place of the service.
14. Remove Caps - At the entrance to the place of the service, the Honour Guard must remove their caps and carry them on their right forearms, peak to the front, throughout the service.
15. Required Position - When in the required position, the Honour Guard will turn to face front and await the order to be seated.

Receiving Casket

16. The Honour Guard may be required to receive the casket at the entrance to the place of the service, and escort it in before the services begin.
17. Approach to Entrance - The Honour Guard will form two columns with the member in charge leading by the right flank, and Honour Guard Members facing each other.
18. Hearse Approach - On approach of the hearse (which should be backing into position) the member in charge must give the order:

"Guard, attention!"

19. Turn In - The member in charge must salute and give the order:

"Guard, right and left turn!"

20. Pallbearers - The casket will be removed from the hearse by the pallbearers and they will pass between the two lines formed by the Honour Guard.

21. Procession - As the casket passes beyond the Honour Guard at the entrance, the member in charge must take up the position in the front center of the two lines and lead them behind the casket until reaching the required position, at which the Honour Guard Members will face front and await the order to be seated.

22. End of Service - At the end of the funeral service, when the casket is removed by the pallbearers, the Honour Guard will follow, and as the exit is approached, the Honour Guard will be allowed to pass ahead on the flanks and proceed to its position at the rear of the hearse.

End of Service

23. At the end of the service, and having been given the order to stand, the Honour Guard must file past the casket on the order:

"Follow Me!"

24. Come to Attention - Each Member in turn must come to attention beside the casket and then leave by the designated exit, and upon reaching the main exit of the place, will then replace his cap on his head.

25. Approach to Casket - As the Honour Guard approaches the casket and hearse, the member in charge will move by the casket to the right rear of the hearse but in line with the end of the casket, with each Honour Guard Member then alternating to the left and right sides to form up on either side of the casket to await the order:

"Guard, inward, turn! Stand at, ease!"

26. Come to Attention - Before the casket is placed into the hearse, the member in charge must give the order:

"Guard, attention!"

27. Salute to Casket - The member in charge must salute and hold the position until the casket is placed into the hearse, at which time the Honour Guard will be ordered:

"Guard, stand at, ease!"

28. Hearse Departs - As the hearse leaves, the member in charge will give the order:

"Guard, attention!"

29. Salute to Mourners - The member in charge must salute, the Honour Guard must stand at attention until the mourners leave, and then the member in charge must salute a final time.

30. Dismiss Order - The member in charge must dismiss the Honour Guard with the order:

"Guard, dismiss!"

31. Dismiss - The two ranks will dismiss in line, away in opposite directions to the left and to the right.

Salutes

32. Members of the New Westminster Police Department (NYPD) will salute or pay compliments as required to the following:

- a) Her Majesty, the Queen,
- b) Members of the Royal Family,
- c) Governor General of Canada,
- d) Prime Minister of Canada,
- e) Heads of state of any country.
- f) Lieutenant Governor of British Columbia,
- g) Premier of British Columbia,
- h) The Mayor of the City of New Westminster.
- i) All commissioned officers of any police agency.
- j) All commissioned officers of Canadian Forces.
- k) Uncased Colours and Standards when borne by troops of the Canadian Armed Forces, and
- l) the body, when passing a funeral of the Canadian Armed Forces,

33. When the following renditions are played at any function Members, while in uniform and wearing head dress, must stand to attention and salute:

- a) God Save the Queen,
- b) O Canada, and
- c) The Last Post

34. When Members are formed up on parade, only the Officer or Non-Commissioned Officer in charge of the formed unit will salute.

35. The NWPD will appoint a member to co-ordinate all aspects of the ceremonial event with the family and the NWPOA.35. The NWPD may assume financial responsibility for aspects of the ceremonial event. Items which may be included are transportation arrangements, a rally point, a suitable venue for the event (including audio/visual arrangements) and a reception following the event. Detailed arrangements for each event will be co-ordinated with the NWPOA and other participating parties.

Property Crimes	Nov 2021	Nov 2020	Nov avg range	2021 YTD	2020 YTD	+/-	% change
All Property Offences	249	260	249-298	2788	2829	-41	-1%
Break and Enter – Total	30	22	20-48	317	354	-37	-10%
Break and Enter – Business	11	15	11-26	181	167	14	8%
Break and Enter – Residence	9	3	4-14	59	86	-27	-31%
Break and Enter – Other	9	4	1-12	74	99	-25	-25%
Theft of Vehicle	15	17	13-20	124	148	-24	-16%
Recovered Stolen Vehicle	5	3	1-11	33	38	-5	-13%
Theft From Vehicle	63	71	59-88	733	843	-110	-13%

Drug Offences	Nov 2021	Nov 2020	Nov avg range	2021 YTD	2020 YTD	+/-	% change
Drug Possession (all)	5	0	1-13	39	28	11	39%
Trafficking (all)	0	1	1-3	31	28	3	11%

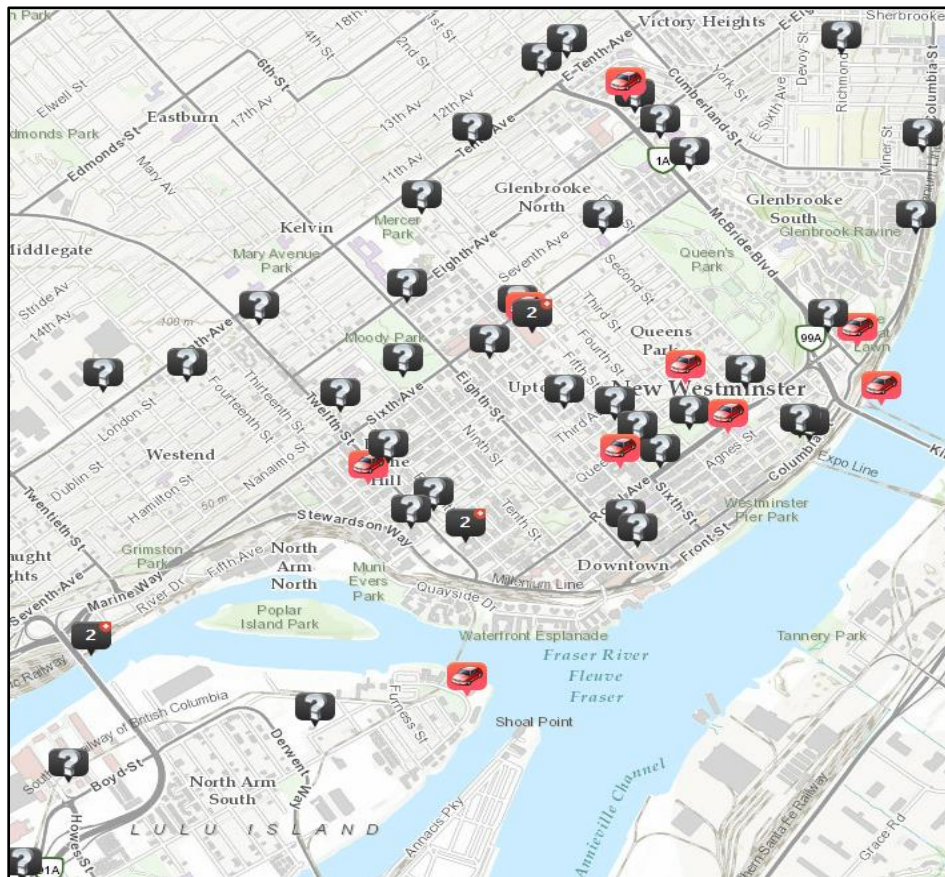
Other Crimes	Nov 2021	Nov 2020	Nov avg range	2021 YTD	2020 YTD	+/-	% change
Possession of Firearms	0	1	0-1	5	26	-21	-81%
Possession of Weapons	6	5	0-6	71	66	5	8%
Hate Motivated Crime	1	0	0	2	3	-1	-

Other Non-Criminal	Nov 2021	Nov 2020	Nov avg range	2021 YTD	2020 YTD	+/-	% change
Missing Persons	7	12	7-12	140	127	13	10%
Missing Persons – High Risk	2	6	7-11	66	67	-1	-1%
Mental Health related (study flag B)	44	74	45-60	740	553	187	34%
Mental Health related (s. 28 arrests)	34	31	20-40	409	308	101	33%
Disturbed Person/Att. Suicide	59	55	47-72	587	610	-23	-4%
Sudden Deaths	13	12	5-10	143	120	23	19%
Domestic Dispute – No Assault	31	38	30-44	400	449	-49	-11%
Street Checks			0			0	#DIV/0!
Overdoses	1		1	18	8	10	125%

	Nov 2021	Nov 2020	+/-	2021 YTD	2020 YTD	+/-	% change
Homelessness-related files	18		18	128	n/a	n/a	n/a

Traffic/Driving	Nov 2021	Nov 2020	Nov avg range	2021 YTD	2020 YTD	+/-	% change
Collision - Non-fatal Injury	5	5	7-17	105	81	24	30%
Collision - Fatal	0			0			
Collision - Damage under \$10,000	44	26	n/a	329	291	38	13%
Collision - Damage over \$10,000	7	10	n/a	73	59	14	24%
Impaired Driving	0	1	10-19	105	42	63	150%
IRP	9	14	10-20	179	124	55	44%

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.



Crime Type Category ¹	2021 Nov	2021 Dec	Dec 3YR Avg	YTD 2019	YTD 2020	YTD 2021	YTD 3YR Avg	% Change 2021-2020
Persons Offences								
HOMICIDE	0	0	0	1	0	5	2	N/A ²
ATTEMPTED HOMICIDE	0	0	0	3	1	1	2	0%
SEXUAL ASSAULTS	5	3	5	60	67	57	61	-15%
ASSAULT-COMMON	21	38	33	386	377	350	371	-7%
ASSAULT-W/WEAPON OR CBH	15	13	9	112	123	163	133	33%
ASSAULT-AGGRAVATED	0	0	0	2	2	6	3	200%
ROBBERY	5	1	2	33	31	56	40	81%
Total Monitored Persons Offences	46	55	49	597	601	638	612	6%
Domestic Violence								
DOMESTIC VIOLENCE	46	52	51	781	591	597	656	1%
FAMILY VIOLENCE	14	23	25	350	319	260	310	-18%
Property Offences								
BREAK & ENTER-BUSINESS	12	20	20	235	205	217	219	6%
BREAK & ENTER-RESIDENCE	10	5	6	115	91	59	88	-35%
BREAK & ENTER-OTHER	7	7	6	85	91	74	83	-19%
THEFT OF VEHICLE	13	14	13	222	167	129	173	-23%
THEFT FROM VEHICLE	68	43	65	883	933	796	871	-15%
THEFT-OTHER OVER \$5000	0	1	2	23	11	12	15	9%
THEFT-OTHER UNDER \$5000	41	37	34	499	421	386	435	-8%
MISCHIEF OVER \$5000	2	1	1	9	9	12	10	33%
MISCHIEF \$5000 OR UNDER	34	33	37	485	475	511	490	8%
Total Monitored Property Offences	187	161	183	2556	2403	2196	2385	-9%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	1	1	0	1	-100%
COLLISION-NON-FATAL INJURY	6	10	10	132	107	110	116	3%
COLLISION-ALL OTHERS	52	54	48	566	396	445	469	12%
Total Collision Offences	58	64	58	699	504	555	586	10%
215 Impaired								
215 ALCOH-24HR & DRUG	4	9	6	67	45	65	59	44%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	14	20	17	205	109	168	161	54%
215 ALCOH IRP WARN	2	6	8	90	44	50	61	14%
IMPAIRD OP MV (DRUGS & ALCOH)	19	20	11	114	67	132	104	97%
Weapons Offences								
WEAPONS-POSSESSION	8	7	5	66	72	81	73	13%
Other Non-Criminal Offences								
BYLAW	20	19	24	429	543	315	429	-42%
CYBERCRIME	3	2	4	166	114	90	123	-21%
FALSE ALARMS	74	78	75	958	719	779	819	8%
MISSING PERSONS	11	24	20	284	208	237	243	14%
MENTAL HEALTH RELATED	40	45	55	827	667	725	740	9%
DISTURBED PERSON/ATT SUICIDE	59	51	60	870	729	656	752	-10%
SUDDEN DEATH	13	14	10	78	125	171	125	37%
DOMESTIC DISPUTE-NO ASSAULT	31	34	36	510	486	432	476	-11%
OVERDOSES	1	0	1	24	20	19	21	-5%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2021-01-10. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

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

Heather CORBETT

Subject: FW: BCOHRC's Submissions to the Special Committee on Reforming the Police Act

From: Engagement OHRC:EX [mailto:Engagement@bchumanrights.ca]

Sent: November-25-21 11:14 AM

To: Heather CORBETT <HCORBETT@NWPolice.org>

Subject: BCOHRC's Submissions to the Special Committee on Reforming the Police Act

Good morning Heather,

We are emailing today to let you know that on November 24, 2021 the Office of the Human Rights Commissioner released our submissions to the Special Committee on Reforming the Police Act, including a supplementary report analyzing policing data prepared by Dr. Scot Wortley. Those submissions and data analysis are now publicly available here: <https://bchumanrights.ca/publications/scorpa/>

This analysis reveals significant patterns of racial disparities across several policing activities. In addition, the Commissioner's submission offers 29 recommendations for reforming policing in B.C. On behalf of Commissioner Govender, the Office of the Human Rights Commissioner would like to share this research with your police board.

We would be happy to discuss the report or recommendations further and we hope that these submissions will be useful to you in your work to oversee and advise on better policing practices in B.C. communities.

If you have any questions about the report or release, please feel free to reach out to Charlotte Kingston, Director of Communications, at Charlotte.Kingston@bchumanrights.ca

Best regards,
Emily

Emily Chan (*she/her*)

Engagement Advisor

BC's Office of the Human Rights Commissioner

Office: 1-844-922-6472

bchumanrights.ca | [@humanrights4bc](https://www.instagram.com/humanrights4bc)



To the Indigenous peoples of this place we now call British Columbia: Today we turn our minds to you and to your ancestors. You have kept your unceded homelands strong. We are grateful to live and work here.

Heather CORBETT

From: PSSG Policing and Security Branch PSSG:EX <SGPSPB@gov.bc.ca>
Sent: December-09-21 2:30 PM
To: Dave JANSEN; Jonathan Cote (Mayor)
Cc: Heather CORBETT; Daisy DYER
Subject: Re: Compliance Evaluation of BCPPS Use-of-Force Training and Firearm Qualification in 2020 - 625704
Attachments: 625704 NRPD Final.pdf; 625704 NRPD Enclosure.pdf

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# 625704*



December 9, 2021
Ref: 625704

Chief Constable Dave Jansen
New Westminster Police Department
555 Columbia Street
New Westminster BC V3L 1B2

New Westminster Police Board
c/o His Worship Jonathan Cote, Chair
511 Royal Avenue
New Westminster BC V3L 1H9

Dear Chief Constable Dave Jansen and Mayor Jonathan Cote:

As you may be aware, Policing and Security Branch staff evaluated compliance with select BC Provincial Policing Standards (BCPPS) related to use-of-force training and firearm qualification in 2020. I am writing to share the results of the evaluation with you.

The project was led by Mike Massine, Senior Program Manager, Standards and Training. I would like to extend and echo his sincere appreciation for the full cooperation and flexibility he received from all of your staff who assisted with this project.

Attached to this letter, you will find a copy of the Provincial summary as well as results specific to your agency. The latter includes one recommendation aimed at developing a way to internally audit use-of-force training compliance rates. I ask that you provide a written response setting out how the recommendation has been or will be addressed, within 6 months of receiving this letter.

The Provincial summary report will be published on the government website approximately two-weeks from the date of this letter. I ask that you do not share either the Provincial or agency-specific results until the Provincial report is published.

.../2

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If you have any questions regarding the reports, please contact Mike directly at Mike.Massine@gov.bc.ca or 778-572-3407.

Thank you in advance for your anticipated cooperation.

Regards,



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

Enclosure: BC Provincial Policing Standards Compliance Evaluation Focused on Select Use-of-Force Standards – Provincial Summary and Departmental Report for the New Westminster Police Department

BC Provincial
Policing Standards
Compliance Evaluation
Focused on Select
Use-of-Force Standards

REPORT TO THE DIRECTOR OF POLICE SERVICES

November 2021

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Glossary of Abbreviations

AED	Automated External Defibrillator
APD	Abbotsford Police Department
BBSG	Beanbag Shotgun
BC	British Columbia
BCPA	British Columbia Police Academy
BCPPS	British Columbia Provincial Policing Standards
CEW	Conducted Energy Weapon
CID	Crisis Intervention and De-Escalation
CPKN	Canadian Police Knowledge Network
CSPD	Central Saanich Police Department
CTS	Course Training Standard
CUFIC	Certified Use-of-Force Instructor Course
CV	Curriculum Vitae
DPD	Delta Police Department
EDP	Emotionally Disturbed Person
EPP	Effective Presentation Program
ERIW	Extended Range Impact Weapon
ETU	Education Training Unit
FOTU	Force Options Training Unit
FPI	Foundations of Police Instruction
FROIC	Force Response Options Instructor Course
GVERT	Greater Victoria Emergency Response Team
HRMIS	Human Resource Management Information System
IARD	Immediate Action Rapid Deployment
IPDMA	Purpose-built software
IRD	Immediate Rapid Deployment
ISW	Instructional Skills Workshop
JIBC	Justice Institute of British Columbia
KEIW	Kinetic Energy Impact Weapon
LMD ERT	Lower Mainland District Emergency Response Team
MOU	Memorandum of Understanding
MVTP	Metro Vancouver Transit Police
NCO	Reality-Based Training
NPD	Nelson Police Department
NWPD	New Westminster Police Department
NUFF BC CID	National Use of Force Framework British Columbia Crisis Intervention De-Escalation
OBPD	Oak Bay Police Department

OC	Oleoresin Capsicum
OSU	Operational Skills Unit
PMPD	Port Moody Police Department
PRTC	Pacific Regional Training Centre
PSB	Policing and Security Branch
PSS	Professional Standards Section
PSU	Professional Standards Unit
RBT	Reality-Based Training
RCMP	Royal Canadian Mounted Police
SBOR	Subject Behaviour Officer Response
SPC	Special Provincial Constable
SPD	Saanich Police Department
STPS	Stl'atl'imx Tribal Police Service
SUFIC	Standardized Use-of-Force Instructor Course
TSERT	Tactical Skills Enhancement & Re-Certification Training
TTC	Tactical Training Center
UCO	Under Cover Operator
VICPD	Victoria Police Department
VNR	Vascular Neck Restraint
VPD	Vancouver Police Department
WVDPD	West Vancouver Police Department

Provincial Summary

Background

Various BC Provincial Policing Standards (BCPPS) related to use-of-force training have been in effect since 2012. Many of these were developed as a result of recommendations from the Braidwood Commission on Conducted Energy Weapon Use (2009)¹.

Under Section 40 of the *Police Act*, the Director of Police Services has the authority to evaluate police agency compliance with the BCPPS. Between January and October 2020, Policing and Security Branch (PSB) staff conducted a compliance evaluation focussed on the BCPPS related to use-of-force training. Specifically, these included:

- BCPPS 1.1.2 Firearms Training and Qualification (Standards (1) – (9)) [\[see End Note i\]](#)
- BCPPS 1.2.2 Intermediate Weapons (Standards (3)-(5)) [\[see End Note ii\]](#)
- BCPPS 3.2.1 CEW Training (Standards (1) – (4), (7)) [\[see End Note iii\]](#)
- BCPPS 3.2.2 CID Training (Standards ((1)-(3)) [\[see End Note iv\]](#)
- BCPPS 3.2.3 Use-of-Force Instructor Training (Standards (2)-(9)) [\[see End Note v\]](#)

It is worth noting that during the course of the evaluation, these standards were temporarily suspended due to the challenges associated with safely maintaining in-person training during the COVID-19 pandemic. The suspension took effect on March 21, 2020 and as of the time of writing this report, it continues to be in place. Aside from delaying some of the site visits, the suspension did not significantly impact the evaluation methodology or the findings.

¹ Braidwood, T.R. (2009), Restoring public confidence: Restricting the use of conducted energy weapons, Braidwood Commission of Inquiry on Conducted Energy Weapon Use (B.C.), The Braidwood Commission of Inquiry on Conducted Energy Weapon Use, Vancouver, BC

Approach and Methodology

The evaluation process included two parts:

1. An advance questionnaire, to provide an overview of agency policies, practices and programs related to these standards. The questionnaires were completed by agencies and returned to the PSB for analysis prior to site visits; and
2. Site visits, where PSB staff (the evaluation team) met with agency personnel who provided access to relevant training records for inspection. The site visits also provided an opportunity for the evaluation team to clarify questionnaire responses as needed.

Advance Questionnaire

The evaluation team sent the advance questionnaire to the eleven BC municipal police agencies, Metro Vancouver Transit Police (MVTP), St'at'l'imx Tribal Police Service (STPS), and RCMP beginning in January 2020. The questionnaire requested the following information:

- Relevant policies and procedures;
- Description of processes used by police agencies to ensure that officers requalify in pistols, other firearms, intermediate weapons, and Crisis Intervention and De-Escalation (CID) training as required by the standards;
- The date and results of the agency's most recent internal audit for compliance with requalification/qualification requirements, and what steps were taken to address any significant variance discovered;
- Information related to BCPPS 1.1.2 Firearms Training and Qualification (Standards (1)-(9))ⁱ, including an inventory of firearms approved for use by the chief constable, chief officer, or commissioner, and a description of the agency firearms training program;
- Information related to BCPPS 1.2.2 Intermediate Weapons (Standards (3)-(5))ⁱⁱ, including an inventory of intermediate weapons approved for use by the chief constable, chief officer, or commissioner, and a description of the training provided for each type of intermediate weapon;
- Information related to BCPPS 3.2.1 Conducted Energy Weapon (CEW) Operator Training (Standards (1)-(4), (7))ⁱⁱⁱ, including an inventory of CEWs used by the agency, and a description of their agency's selection criteria for CEW operators and CEW training program;

- Information related to BCPPS 3.2.2 Crisis Intervention De-escalation (CID) Training (Standards (1)-(3))^{iv}, and what process is in place to identify officers who may need to requalify prior to their next scheduled requalification date, including officers whose ability to effectively utilize CID techniques is not sufficient; and
- Information related to BCPPS 3.2.3 Use-of-Force Instructor Training (Standards (2)-(9))^v, including what course(s) the agency uses to fulfill the instructional skills training requirement, and if the agency has difficulty identifying potential or retaining certified use-of-force instructors.

The evaluation team used the questionnaire responses to assess whether agency policy was in compliance with the standards, as well as to assist in preparing for the compliance evaluation of training records during the site visits.

On-Site Inspection Methodology

Between March and August 2020, the evaluation team attended each municipal police department, MVTP and STPS, and were provided access to the agency's training records.² For agencies with 100 or fewer officers, the evaluation team inspected the training records for all police officers. For agencies with more than 100 officers, the evaluation team inspected the training records of a random sample of 100 officers.

The RCMP has over 6,000 officers working in BC, with considerable movement of officers between different policing jurisdictions. This requires a complex and centralized system of maintaining training records and delivering training. As a result, the evaluation team took a different approach with the RCMP. The evaluation team did not inspect the training records of individual officers. Rather, staff at Pacific Regional Training Centre (PRTC) provided reports generated from their records management software detailing the number of officers required to requalify in each discipline and the corresponding numbers of officers who had completed the requalification, and the number who had not, on the date the reports were prepared. The RCMP reports provided the evaluation team with 'point-in-time' information to assess the level of compliance with the standards.

² The timing of some of the site visits was delayed due to the COVID-19 pandemic.

Findings

Compliance with the BCPPS

Overall, the evaluation demonstrated that agencies are meeting the use-of-force training requirements set out in the BCPPS.

The evaluation team found that police agency policies and procedures incorporated the direction regarding use-of-force training from the BCPPS as either directly required by the BCPPS or to support awareness of and compliance with the BCPPS by the police agency. Where gaps were noted, they were minor and identified to the agency contact for attention as well as noted in the agency-level reports. Gaps noted in more than one jurisdiction included:

- Policy not reflecting the full range of requirements under the BCPPS to maintain CID qualification (in particular, as a prerequisite to annual firearm certification);
- Policy not reflecting the requirements in the BCPPS related to lethal force articulation and practice training (tactics, decision-making and shooting at distances greater than 25 metres);
- Not describing the agency's CEW operator selection criteria in written policy;
- Not having policy governing the requirements for use-of-force instructors;
- Not having updated a policy following the introduction or amendment of a relevant BCPPS.

Generally, self-audits indicated high compliance with requalification requirements for firearms, CEWs, intermediate weapons and CID, and these findings were consistent with the evaluation team's examination of training records during site visits. In a few cases, compliance rates below 95% were noted either for a specific type of requalification within a municipal or designated police agency that otherwise had high compliance (3 police agencies), or across multiple types of requalifications within a police agency (2 police agencies). Where compliance rates below 95% were noted, the police agency was either able to provide an explanation that mitigated the finding to the satisfaction of the evaluation team (e.g., delays in updating some officers' training records upon training completion or limitations of the record keeping system that prevented them from excluding officers who were away from active duty due to injury or other leave, or re-assigned to a different role which no longer required a specific requalification, from the analysis) and/or had taken corrective action to address the

non-compliance (e.g., officers had since been registered for and completed outstanding training). As noted above, for the RCMP, the evaluation team reviewed reports generated from their records management software rather than individual officers' training records. This review also indicated high compliance, though some variance was evident. The RCMP advised that officers found to be behind schedule on any requirement on the day the report was generated would be scheduled for training/requalification in the near future, which would bring them in compliance with the BCPPS. The evaluation team made recommendations to police agencies regarding training and record-keeping as appropriate.

While all police agencies were found to be maintaining records of training, the methods used varied considerably. Examples include:

- Excel spreadsheets
- Electronic folders containing training documents (Word, PowerPoint, etc.)
- Paper files
- Purpose-built software programs.

The evaluation team found that purpose-built software programs offered the greatest efficiencies for training units/coordinators in tracking and scheduling training for officers as well as for auditing/evaluating compliance with the BCPPS.

Use-of-force instructor requirements under BCPPS 3.2.3 include not only completion of the Standardized Use-of-Force instructor Course (SUFIC) or other provincially-approved training for use-of-force instructors, instructional skills training, but also non-training requirements such as delivering at least 30 hours of use-of-force instruction each year and not having any substantiated use-of-force complaints within the previous 5 years. When BCPPS 3.2.3 was introduced in 2017, it was understood that it was intended to cover instruction in less-lethal force options. One of the key considerations was that standardized training for firearms instructors was not readily available and would need to be developed. While this scope is not clearly stated in the standard, in practice this continues to be how the standard is being interpreted and applied and the evaluation team observed high compliance with BCPPS 3.2.3 for less lethal use-of-force instructors.

The site visits also provided an opportunity for the evaluation team to discuss challenges or gaps with the BCPPS. There was consensus that the absence of prerequisites or training standards for firearms instructors is an important gap to address in the BCPPS moving forward. As a lethal force option, it is critical that

training is consistent and relevant to the BC policing context, and that training on the technical aspects of firearms also incorporate information related to decision-making and crisis intervention de-escalation. The evaluation team is aware that a new pistol instructors' course is being developed for municipal police and recently reviewed and observed the training to assist in determining the viability of developing a BCPPS for firearms instructors.

Overall, while all police agencies were found to be in compliance with the BCPPS, some agencies appeared better positioned to meet and exceed the standards and fulfill other responsibilities of the training function not explicitly required by the BCPPS. For example,

- Agencies with more than one staff member assigned to training units on a full-time basis appeared to more easily manage both the administrative and operational aspects of a training function. These agencies typically had more advanced record-keeping capabilities (Excel or purpose-built software programs), staff to assist with robust course development (course training standards, lesson plans, and related reference documents) and were able to have more instructors, role players, and support staff on hand for all training sessions.
- Many police agencies require requalification on intermediate weapons every year. This exceeds the requirements of the BCPPS, which mandate requalification at minimum every three years.

Related Challenges Described to the Evaluation Team

Training personnel spoken to during the course of this evaluation identified three common challenges: facilities, staffing and funding.

1. FACILITIES:

To conduct use-of-force training as required by the BCPPS and/or local agency policies, agencies need access to firearms ranges (for firearm requalifications and practice), reality-based training facilities (for practical components and scenario-based exercises), classrooms (for theoretical components and computer-based learning) and gymnasiums (for hands-on components that require space and protective equipment such as mats). Currently, the only agencies with all of these facilities are the RCMP (Pacific Region Training Centre) and Vancouver Police Department (Tactical Training Centre). Few of the remaining

agencies have ready access to designated training facilities and instead rely on renting community-based or private facilities. A partnership has also been formed between the Delta, New Westminster, Port Moody, West Vancouver, and Metro Vancouver Transit police departments who have collaborated on developing the Regional Municipal Training Centre. Although this facility does not have a live-fire firearms range, the centre includes a state-of-the-art virtual reality training simulator, a classroom, and a full mat room for practicing physical control techniques.

The lack of readily available full training venues for all agencies creates challenges and risks associated with cost (rentals and in some cases, significant travel to and from the facility), availability and reliability as police agencies compete for time with other user groups who have priority, privacy from the public during training exercises, the suitability of the facility as a learning environment, and the health and safety of officers, particularly where abandoned and derelict buildings are used for reality-based training venues. The lack of designated training facilities makes the delivery of training and compliance with the BCPPS challenging.

2. STAFFING:

The size and staffing model for training functions varies. Some small and mid-sized agencies have one, full-time use-of-force instructor who is responsible for both delivering all use-of-force training as well as administrative functions such as creating defensible training documents, record-keeping, scheduling the required training facilities and equipment, as well as managing the budget. Not only can this be an unsafe practice (e.g., high learner to instructor ratios creates risks), but it also limits the training function to skill maintenance versus continuing to advance the skills of officers throughout their careers.

In other agencies, training is a part-time responsibility on top of other job duties. Like their full-time counterparts described above, part-time trainers are responsible for administrative functions in addition to delivering training. This part-time job becomes full-time in practice and trainers described being criticized for neglecting their primary job functions for the training portfolio.

Larger agencies with full-time training staff are better positioned to deliver a robust training function. That said, training staff in these agencies stated that they too struggle on occasion to ensure that, depending on the training topic, they have sufficient staff available to ensure safe and effective training. In some of the

agencies with full-time trainers, these personnel focus solely on the delivery of training. They have staff to book outside facilities or have ready access to in-house facilities, create defensible training documents, manage the budget, etc.

To ensure they are able to comply with the BCPPS related to Conducted Energy Weapons, most police agencies have created a CEW Coordinator position. Agencies with full-time training sections are better positioned to dedicate this role to an individual who can manage all aspects of the associated BCPPS. Agencies with part-time training staff most often had a part-time trainer take on this position, adding further to the challenges faced by part-time trainers described above.

Lastly, the evaluation team also noted that small and large training sections alike lacked succession planning to support them in quickly replacing certified use-of-force instructors when they are lost due to turnover or re-assignment.

3. FUNDING:

Training is an essential function of a police agency. It is also expensive. A consistent theme in discussions with training personnel was a concern that training is underfunded. This was closely tied to challenges noted above related to facilities and staffing. For example, some use-of-force trainers observed that a large portion of the training budget is spent on renting firearms ranges. While they agreed that the yearly requirement to qualify on firearms is necessary to avoid skills decay and potential liability, these rental costs often mean that other areas of training, such as skill enhancement, are minimized or deleted from programs. For example, instructors stated that departments are reluctant to bring additional training staff (full or part-time) in on overtime to assist with training sessions or to pay for facility rentals when doing advanced training such as Immediate Rapid Deployment (IRD).

Limited budgets also mean that instructor development is often limited as training staff are not attending conferences or workshops designed to promote knowledge of emerging trends and best practices and further develop instructor skills.

Put another way, while use-of-force training budgets may be generally sufficient for complying with the training and requalification requirements set out in the BCPPS, it can be challenging to fund training that goes beyond those mandatory, minimum requirements within existing budgets.

Limited budgets also leave little contingency funding for unanticipated costs.

Summary of Findings and Recommendations

Table 1: Findings

	Standard Met	Standard Met In Practice	Standard Not Met
BCPPS 1.1.2 Firearms Training and Qualification (Standards (1) – (9)):	<ul style="list-style-type: none"> Abbotsford PD Delta PD MVTP New Westminster PD Saanich PD Vancouver PD Victoria PD West Vancouver PD 	<ul style="list-style-type: none"> Central Saanich PD Nelson PD Port Moody PD St’atl’imx Tribal PS RCMP 	<ul style="list-style-type: none"> Oak Bay PD
BCPPS 1.2.2 Intermediate Weapons (Standards (3)-(5)):	<ul style="list-style-type: none"> Abbotsford PD Delta PD MVTP New Westminster PD Port Moody PD Saanich PD Vancouver PD Victoria PD West Vancouver PD RCMP 	<ul style="list-style-type: none"> Central Saanich PD Nelson PD St’atl’imx Tribal PS 	<ul style="list-style-type: none"> Oak Bay PD
BCPPS 3.2.1 CEW Training (Standards (1)-(4), (7)):	<ul style="list-style-type: none"> Abbotsford PD MVTP New Westminster PD Port Moody PD Saanich PD Vancouver PD Victoria PD West Vancouver PD RCMP 	<ul style="list-style-type: none"> Central Saanich PD Delta PD Nelson PD St’atl’imx Tribal PS 	<ul style="list-style-type: none"> Oak Bay PD
BCPPS 3.2.2 CID Training (Standards (1)-(3)):	<ul style="list-style-type: none"> Abbotsford PD Delta PD MVTP New Westminster PD Saanich PD Vancouver PD Victoria PD West Vancouver PD RCMP 	<ul style="list-style-type: none"> Central Saanich PD Nelson PD St’atl’imx Tribal PS 	<ul style="list-style-type: none"> Oak Bay PD Port Moody PD

BCPPS 3.2.3 Use-of-Force Instructor Training (Standards (2)-(9)):	<ul style="list-style-type: none"> • Abbotsford PD • Delta PD • MVTP • New Westminster PD • Victoria PD • West Vancouver PD 	<ul style="list-style-type: none"> • Central Saanich PD • Nelson PD • Oak Bay PD • Port Moody PD • Saanich PD • Stl'atlimx Tribal PS • Vancouver PD • RCMP 	
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Table 2: Overview of Recommendations

Recommendations	Agencies
Recommendations related to amending, developing, or reviewing written policies and procedures to ensure full compliance with the BCPPS.	<ul style="list-style-type: none"> • Central Saanich PD • Delta PD • Nelson PD • Oak Bay PD • Port Moody PD • Saanich PD • Stl'atlimx Tribal PS • Vancouver PD • Victoria PD • RCMP
Recommendations related to amending policies and procedures to ensure alignment with related legislation or best practices.	<ul style="list-style-type: none"> • Central Saanich PD • Victoria PD
Recommendations related to refining record keeping to better support tracking and compliance monitoring.	<ul style="list-style-type: none"> • New Westminster PD • Oak Bay PD • Vancouver Police Department
Recommendations related to ensuring members found to be behind on training / requalification have since completed the training / requalification.	<ul style="list-style-type: none"> • Nelson PD • Port Moody PD
Recommendations related to providing information to the Director of Police Services.	<ul style="list-style-type: none"> • Oak Bay PD • Stl'atlimx Tribal PS • RCMP
No recommendations	<ul style="list-style-type: none"> • Abbotsford PD • Metro Vancouver Transit Police • West Vancouver Police Department

Next Steps

Each agency will receive a report summarizing the findings and recommendations related to their agency. PSB will follow up with agencies regarding the recommendations in 6 months of report distribution.

The evaluation revealed considerable support for bringing firearms instructors into the scope of the BCPPS governing use-of-force instructors. PSB will continue to monitor the development of pistol instructor training and will explore the development of a BCPPS specific to firearms instructors.

Departmental Report

New Westminster Police Department (NYPD)

Site Visit

- February 21, 2020

Evaluation Criteria

The scope of the evaluation included the following BC Provincial Policing Standards:

- BCPPS 1.1.2 Firearms Training and Qualification (Standards (1) – (9)) [[see End Note i](#)]
- BCPPS 1.2.2 Intermediate Weapons (Standards (3)-(5)) [[see End Note ii](#)]
- BCPPS 3.2.1 CEW Training (Standards (1) – (4), (7)) [[see End Note iii](#)]
- BCPPS 3.2.2 CID Training (Standards ((1)-(3)) [[see End Note iv](#)]
- BCPPS 3.2.3 Use-of-Force Instructor Training (Standards (2)-(9)) [[see End Note v](#)]

Methodology

NYPD was asked to designate a contact person to assist the evaluation team. In advance of the site visit, the evaluation team provided a questionnaire to the contact person for completion. The questionnaire (see Appendix A) was designed to provide the evaluation team an overview of agency policies, procedures and practices related to the Standards included in the scope of the evaluation, and the results of internal auditing or compliance evaluation.

After reviewing and analyzing information received through the questionnaire, the evaluation team conducted a site visit where they met with the Inspector in charge of the Training Section and inspected officer training records. This provided an opportunity to verify internal audit results and address any questions related to the completed questionnaire.

Observations

Policies and Procedures

- OH 20 – Use of Force (February 2020)

The evaluation team found the NYPD policies and procedures to be very thorough and in compliance with the relevant BCPPS.

Practice

NWPD has two full-time and five part-time use-of-force instructors who are supported by a civilian administrative assistant. A self-audit has never been completed and the tracking of the qualifications is kept up to date by the Training Section personnel who ensure officers maintain their qualifications by sending emails, speaking in person with officers, and advising of non-operational status for failure to requalify with specific force options. In addition, the Training Section administrative assistant's primary responsibility is to assist with record keeping and administrative duties, including directly contacting officers whose qualifications have expired.

All requalifications are tracked through Excel spreadsheets and entered on IPDMA as follows:

- Pistol qualifications:
 - Also logged on a pistol qualification sheet that is then scanned into the folder for the training for the yearly requalification.
- CID training
- Rifle requalification
- Force options, including CEWs and other Intermediate Weapons, requalification conducted yearly.

Officers must requalify with the Patrol Rifle on a yearly basis. If an officer misses a year, they are not allowed to deploy with the patrol rifle. If they can requalify in the following year and are assessed by a rifle instructor, they can become operational with the patrol rifle again. If an officer misses two years of requalifications on the patrol rifle they must complete the full patrol rifle course to be qualified again.

Officers who deploy with the ARWEN less lethal launcher (Intermediate Weapon) are requalified yearly.

In addition to the general observations outlined above, the evaluation team also made the following observations specific to each Standard included in the scope of the evaluation:

BCPPS 1.1.2 – Firearms Training and Qualification

The Chief Constable of NWPD has authorized issuing the following pistols to officers who are required to requalify annually:

- Glock Model 17, 9mm pistol

- Glock Model 19, 9mm pistol

In addition to duty pistols issued to all officers, the Chief Constable of NWPD has also authorized the use of the following special purpose firearms to officers working in specialized positions, and who are required to requalify annually:

- Colt C8, 223 calibre rifle

Pistol training and ongoing requalification includes:

- JIBC police academy training (Block 1 and Block 3) or equivalent police academy training for exempts
- Firearms requalification yearly following the Course of Fire in BCPPS 1.1.2., with shooting at 25 metres and greater incorporated into the lesson plan.

The NWPD Patrol Rifle Operator Course (60 hours) includes:

- 40 hours on range live-fire
- 20 hours of RBT (including articulation and decision-making).

NWPD conducts annual mandatory firearms training for each issued firearm as follows:

- The articulation for when lethal force is appropriate is part of any RBT that NWPD conducts, including the Patrol Rifle Operator course, ARWEN Operator Course, CEW operator course, Plain Clothes Operator course, In-house Surveillance Course and use-of-force requalifications.
- NWPD conducts Containment, High Risk Vehicle Stops and Immediate Rapid Deployment training on a three-year cycle (one topic per year) for the entire department. These days are focused on reality-based scenarios and some of the scenarios involve the use of lethal force. After every scenario officers are debriefed where they must articulate their actions for each scenario.

BCPPS 1.2.2 Intermediate Weapons

The Chief Constable of NWPD has authorized issuing the following Intermediate Weapons to officers who requalify as outlined for each weapon:

- CEW (see below)
- ASP Baton
 - All NWPD officers are issued an expandable baton.
 - JIBC Police Academy Training or equivalent basic training is required for exempt officers.
 - Annual force options requalification with baton includes reviewing CID techniques (before and after force used), target zones, use of

- baton, and SBOR requirements.
- Officers must demonstrate to a use-of-force instructor the ability to effectively use a baton.
- OC Spray
 - All NWPD officers issued OC Spray.
 - JIBC Police Academy Training or equivalent basic training is required for exempt officers.
 - Annual force options requalification with OC spray include reviewing use, CID techniques before and after application, environmental concerns, limitations, decontamination, and course of fire displaying they can effectively deploy OC spray.
- ARWEN 37mm rotary less lethal launcher with AR1 round
 - Eight-hour ARWEN Operator Course
 - Patrol-based officers receive priority for this training; however, it is open to all NWPD officers.
 - Annual requalifications include a course of fire, CID techniques before and after application, targeting zones, and SBOR requirements.

BCPPS 3.2.1 CEW Operator

NWPD only uses X26P model CEWs and all NWPD officers are trained on the CEW.

NWPD provides the following training for CEW:

- One day CEW Operator Course (classroom and practical)
- CPKN BC CEW Operator online course (once per year adopted in 2020)
- Ongoing reality-based training with CEW
- Any reality-based training that NWPD conducts also involve using the CEW.

Training Section reviews all deployments of CEWs through SBORs to identify officers who may need additional training prior to their next scheduled requalification. This includes an audit to determine any officers who have operated a CEW in a manner that is not consistent with the standards.

Training Section also reviews all negligent discharges of CEWs that occur, and any training needs or recommendations discovered are managed by Training Section.

BCPPS 3.2.2 CID Training

Training Section uses an Excel spreadsheet and IPDMA to track officers' qualifications for CID and officers must complete the online CPKN CID course every three years.

In addition, NWPD training section incorporates CID into all reality-based training and the annual force options requalifications. CID principles are discussed during debriefs of all RBT scenarios.

If an officer's ability to effectively utilize CID techniques in an operational setting is deemed insufficient, their direct supervisor will initiate follow-up action with the Training Section. The officer in question will be made non-operational and the Training Section will assess the officer's needs, draft a remedial training plan, and implement it.

If improper CID use occurs during training, NWPD Training Section officers will address this with the officer and immediately conduct remedial training. NWPD trainers advised the evaluation team that they have not come across a situation in which an officer was not able to effectively use CID techniques.

If improper CID use is noted in an operational setting, the officer's supervisor will refer the officer to the Training Section, who will assess the officer's needs, draft a remedial training plan, and implement it. In the meantime, the officer is placed on non-operational status.

BCPPS 3.2.3 Use-of-Force Instructor Training

This standard has several requirements for officers wishing to become use-of-force instructors, as well as requirements for maintaining certification through instructional hours, professional development, and continued compliance with the prerequisites (see End Note v).

At the time of the evaluation, NWPD had two full-time and five part-time certified use-of-force instructors. NWPD practice is that individual instructors are responsible to track their own hours and submit proof of the thirty hours of teaching when requested by the Training Section.

NWPD is a small agency and instructors would have to self-disclose whether they have any incidents that would affect them remaining as an instructor

(BCPPS 3.2.3 (4)(d)-(f)). NWPD reported that to date, this has not been an issue with any instructor.

Internal Audit Results

As noted under Methodology, the advance questionnaire requested information about the approach to and the results of the department's internal auditing for compliance with use-of-force training requirements. NWPD did not conduct an internal audit for this evaluation. Although a formal internal audit was not conducted, as noted in this report the Training Section has resources in place to assist in tracking training dates on an ongoing basis.

PSB Site Visit Observations

NWPD has an adjusted strength of 115 officers³. The evaluation team examined the training records of 100 officers, including a mix of officers from across all operational units and all current use-of-force instructors.

The evaluation team compared the training completed, and the date each type of training was last completed, to the training requirements and frequency set out in the Standards regarding CID, pistols, special purpose firearms, CEWs, and other intermediate weapons. In addition, for use-of-force instructors, the evaluation team examined records related to the completion of instructional skills training, Provincially-approved use-of-force instructor training, and the number of hours of use-of-force instruction provided by each instructor.

Records examined by the evaluation team showed one hundred percent compliance with the standards.

Findings

BCPPS 1.1.2 Firearms Training and Qualification (Standards (1) – (9)):	Standard met
BCPPS 1.2.2 Intermediate Weapons (Standards (3)-(5)):	Standard met
BCPPS 3.2.1 CEW Training (Standards (1)-(4), (7)):	Standard met
BCPPS 3.2.2 CID Training (Standards (1)-(3)):	Standard met
BCPPS 3.2.3 Use-of-Force Instructor Training (Standards (2)-(9)):	Standard met

Recommendations

1. Develop a way to internally audit use-of-force training compliance rates.

³ Obtained from <https://www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/publications/statistics/police-resources.pdf>, Page 10, accessed on April 19, 2021.

End Notes

ⁱ BCPPS 1.1.2 – Firearms Training and Qualification requires the chief constable/chief officer/commissioner to ensure that officers successfully complete initial training and annual qualification for each type of firearm they are authorized to carry and use. This includes duty pistols and any special purpose firearms authorized by the chief constable/chief officer/commissioner. For duty pistols, a standardized course of fire (BC Pistol Qualification, attached to the Standard) must be completed. For other firearms, the qualification is determined by the chief constable/chief officer/commissioner. The Standard also requires officers equipped with firearms to comply with the CID training requirements set out in BCPPS 3.2.2 (see below), and to, at least once every three years, articulate the grounds for lethal force to a use-of-force instructor and complete practice training regarding firearms and use-of-force decision-making. The Standard also requires that written records of firearms training and testing be maintained, and that written policies and procedures are consistent with the Standards.

ⁱⁱ BCPPS 1.2.2 – Intermediate Weapons requires the chief constable/chief officer/commissioner to ensure that police officers successfully complete initial training and requalify at least once every three years on any intermediate weapon they are authorized to carry and use.

ⁱⁱⁱ BCPPS 3.2.1 – CEW Training requires the chief constable/chief officer/commissioner to ensure that any officer authorized to carry and use a CEW has successfully completed BC’s CEW Operator Training course, or other provincially-approved training for CEW operators. Officers must also qualify on CEW annually, by reviewing provincially-approved training and completing a Provincially-approved assessment. Re-qualification is also required any time a police agency determines that an officer has not operated a CEW in accordance with any of the BC Provincial Policing Standards. Officers equipped with CEWs must also comply with the CID training requirements set out in BCPPS 3.2.2 (see below) and meet the selection criteria established by the police agency for CEW operator training. The Standard also requires that written records of CEW operator certification and requalification be maintained.

^{iv} BCPPS 3.2.2 CID Training requires the chief constable/chief officer/commissioner to ensure that all front-line police officers and supervisors, and recruits graduating from the police recruit training program have completed BC’s Crisis Intervention and De-escalation (CID) Training course, or other provincially-approved CID training. Officers must also update their CID skills by completing provincially-approved training at least once every three years. Completion of the training is also required for any front-line police officer deemed by their police agency as unable to effectively utilize CID techniques. The Standard also requires that written records of CID training and requalification be maintained.

^v BCPPS 3.2.3 Use-of-Force Instructor Training requires the chief constable/chief officer/commissioner to ensure that use-of-force instructors have successfully completed a provincially-approved instructional skills course, and BC’s Standardized Use-of-Force Instructor Course (SUFIC) or other provincially-approved training. These initial training requirements may be waived for persons who were authorized to act as use-of-force instructors in a BC police force prior to 1 April 2013. All use-of-force instructors (including those who are exempt from the initial training requirement) must also satisfy and maintain compliance with other prerequisites listed in the Standard, related to their service history and record. Qualification must be maintained by providing a minimum of 30 hours of use-of-force instruction each year and participating in professional workshops or courses at least once every two years. The Standard also provides guidance re. lapses in qualification and requires that written records of instructor qualification be maintained.

MEMORANDUM

TO: Inspector Diana McDaniel

FROM: Staff Sergeant Neil Collins

DATE: December 31, 2021

RE: Framework for NWPD Use of Force Compliance Audit

Summary

On December 9, 2021 the NWPD received a report with the results of the BC Provincial Policing Standards Compliance Evaluation Focused on Select Use of Force Standards that was conducted by BC Provincial Police Services.

This report was the result of an evaluation conducted by staff at Police Services to determine if the NWPD, along with other police agencies, were in compliance with the BC Provincial Policing Standards (BCPPS) in relation to certain use of force training. The evaluation specifically evaluated the following use of force standards:

1. Firearms Training and Qualification
2. Intermediate Weapons
3. CEW Training
4. CID Training
5. Use of Force Instructor Training

The results of the evaluation determined that the NWPD had met all of the standards required by Police Services in relation to the evaluated use of force. The report also identified a recommendation for the NWPD as a result of the evaluation.

Police Services Recommendation

The report has only one recommendation for the NWPD that stemmed from the evaluation:

1. Develop a way to internally audit use of force training compliance rates.

New Westminster Police Department

On December 16, 2021, I was asked by Inspector Diana McDaniel to provide a framework for a process to audit NWPD's use of force compliance rates. This process will specifically focus on how to determine if all members have complied with the requirement to qualify on Police Services mandated use of force options every year.

Current Practice

Currently, use of force qualifications and training occurs on one or more of the four mandatory training days that members must attend as a requirement of the Collective Agreement. These training days occur on regular days off for Patrol Division members and on regular day shift for all other members. Several dates are scheduled for each of the four mandatory training days to accommodate all the department's sections and units.

In addition to mandated use of force qualifications, these training days also consist of other optional training on an as needed basis. The training days, and the training topic for each of these training days, are scheduled in advance at the start of the calendar year and are usually one training day per quarter. Members are notified of upcoming training day dates, and topic, in advance and are required to sign up for each training day scheduled for their particular section / unit through the InTime system.

At the training day, Training Section Staff record who is in attendance and the result of the training. Specifically, if the training day was a use of force qualification day and whether the member met the standard to qualify on that particular use of force.

Following the training day, the results of the training are recorded by Training Section instructors and entered into the NWPD IPDMA records system by Training Section administrative staff. Specific information captured consists of:

- The type of training / qualification that occurred
- The name of the member in attendance
- The date the member attended
- The results of the training (i.e.: whether the member qualified)

The issue that gives rise to the recommendation from Police Services is not the accuracy of the record keeping, but rather the compliance of all members to attend these mandatory training days and to qualify on the mandated use of force options. At the end of the year, a list is compiled of members who did not attend certain mandatory training days and who did not qualify on the mandated use of force options. The problem with this is that by the end of the year, it is too late to qualify non-compliant members on use of force as mandated by the BCPPS.

New Westminster Police Department

Proposed Framework to Audit Compliance

As mentioned, the keeping of records is not the issue, it is auditing the compliance of members to attend the training days and qualify on use of force.

The following is recommended as a framework to audit compliance:

1. The Training Section schedule use of force qualification in the first two training days of the year (i.e.: in quarter 1 and 2).
2. Supervisors ensure that the members under their command have signed up for the mandatory use of force qualification training days when they are posted. If a member is not able to sign up for their scheduled use of force qualification day, reasons must be provided to their supervisor and every attempt must be made to have the member attend on another use of force training day date with another unit / section.
3. At the end of the third quarter, the Training Section conducts an audit and compiles a list of who has not qualified on the mandated use of force qualification for that year, up to that point.
4. The Training Section schedule an additional use of force training day date(s) as needed in the fourth quarter of the year to ensure that those who have not qualified on use of force options have an opportunity to do so.
5. At the end of the calendar year, the Training Section provide a list to Senior Management consisting of the names of members who have not qualified on the mandated use of force options.
6. Senior Management develop a policy on how to deal with members who are not in compliance with the mandated use of force qualification for that year.

Conclusion

This framework, if accepted, will need to be formalized into policy and practice. There appears to be anecdotal evidence to suggest that some members fail to attend mandatory training days simply because they feel they are not required to, presumably because there are no ramifications for not attending. If that is this case, then education must occur and a culture of compliance developed.

Respectfully submitted,

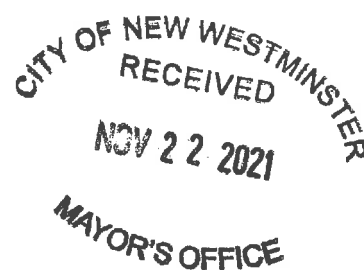
Staff Sergeant Neil Collins
Prevention Services Section



**Emergency
Communications
Professionals of BC**
Canadian Union of Public Employees Local 8911

November 16, 2021

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



Dear Mayor Cote,

I am writing to you today about the critical situation at Emergency Communications for British Columbia Inc. (E-Comm). Recent media stories have shed light on a number of challenges and resulting service delays but have failed to tell the entire story regarding E-Comm's internal challenges and the necessary funding required to protect public health and safety.

In 1999, E-Comm was established as a non-profit corporation to provide emergency call taking and dispatch services, and to provide and maintain the emergency radio system used by police, fire, and ambulance services within Metro Vancouver. When first established, E-Comm provided 9-1-1 call answer for Metro Vancouver and call-taking and dispatch services for a single agency, the Vancouver Police Department. Today, E-Comm answers 9-1-1 calls for 99% of callers in BC and provides call-taking and dispatch services for 33 police agencies and 40 fire departments across the province. E-Comm's expansion represents growth of an effective shared service model in which substantial savings are realized by local government who would otherwise be required to operate their own independent service.

A recent report commissioned by E-Comm from the firm Price Waterhouse Coopers (PwC) found that the organization is substantially understaffed and relies heavily on staff accepting overtime shifts and working through their daily breaks to maintain its base level of operations. This situation is already challenging when call volumes remain within normal, expected levels. During any type of crises that cause call surges - including extreme weather events such as this summer's heatwave - E-Comm has shown it is incapable of meeting its service standards. This translates into delays in taking 9-1-1 calls, delays in dispatching necessary services, and delays in people receiving emergency support when they need it most.

The extreme challenges experienced at E-Comm over the past few months is in part directly related to understaffing at BC Emergency Health Services (BCEHS). However, the PwC report makes it clear that the issues with BCEHS are only one component of the challenges faced by E-Comm: significant deficiencies exist within the organization itself beyond the stressors from BCEHS. E-Comm needs immediate increased revenue to address critical, ongoing deficiencies before these deficiencies result in a public health and safety failure with catastrophic impacts.

Attached to this letter is a full backgrounder on the challenges faced by E-Comm and recommendations for both increased funding and a change to the funding formula. These recommendations will have the greatest impact on municipalities like New Westminster, where both police dispatch and fire dispatch service are procured from E-Comm. Municipalities using multiple services are those most impacted by the ongoing service deficits – it is these communities whose citizens face the greatest risk.

Thank you for taking the time to review our materials. Please do not hesitate to reach out to me directly if you have questions or would like to review the content of our materials in a meeting or via a phone call. You can reach me directly via email at donald.grant@ecpbc.ca or 604-800-6088.

Sincerely,

A handwritten signature in black ink that reads "Donald R. Grant". The signature is written in a cursive style with a stylized "G" at the end.

Donald Grant
President, CUPE Local 8911

Attachment

sb:jk/cope491



**E-COMM 9-1-1:
FIXING A BROKEN
SERVICE**

**A GUIDE FOR
B.C. MUNICIPALITIES**

**BY THE EMERGENCY COMMUNICATIONS
PROFESSIONALS OF BC (CUPE LOCAL 8911)**



**Emergency
Communications
Professionals of BC**

CUPE

EXECUTIVE SUMMARY

E-Comm is the first point of contact for 99% of callers who dial 9-1-1 in B.C. and is the provider of call-taking and dispatch services for 33 police agencies and 40 fire departments across the province. E-Comm provides an essential public service to millions of British Columbians, but ongoing challenges have put this vital service at risk of catastrophic failure.

The CUPE 8911 members who provide this service are committed to their work, but the continuing challenges of understaffing in a high-stress environment have led to severe burnout, poor working conditions, and high staff turnover. Ongoing challenges with recruitment and training of new staff, coupled with serious retention problems, have put this vital service at risk of catastrophic failure.

The main problem is a reactive funding formula, based on cost recovery, that prevents E-Comm from getting ahead of existing problems or meaningfully improving the services it provides. A recent report commissioned by E-Comm from the firm Price Waterhouse Cooper concluded that the company cannot be successful with an understaffed system that relies so heavily on overtime and staff missing breaks or that simply abandons efforts to meet its service levels. The situation is bad enough in normal times, but during a crisis—including extreme weather events such as this summer’s heatwave—E-Comm is simply unable to handle call volumes. The company needs increased revenue right now in order to address existing problems before they snowball: if real solutions are not reached soon, the problems will become untenable.

Recommendations

We are calling for both an immediate infusion of financial resources into E-Comm and a concerted effort by municipalities to right size operations as soon as possible. Ultimately it is up to municipal government, police, and fire for whom our members dispatch to ensure that E-Comm has the staffing levels and support it needs to provide this critical public service. We seek the support of your council for the following recommendations:

- **Recommendation #1:** That E-Comm receive an immediate financial infusion from all its municipal partners to right size operations, consistent with staffing recommendations laid out in the Price Waterhouse Cooper report commissioned by E-Comm. To address the acute risk to public safety, an immediate increase of \$5 million in 2022 is recommended for the recruitment and retention of call-takers and dispatchers, and the hiring of additional front-line supervisors at a 12:1 ratio to support new staff. To meet the recommended staffing levels outlined in the PWC report, additional annual funding

increases of \$3.75 million are needed in the subsequent four years for a total investment of \$20 million over five years.; and

- **Recommendation #2:** That the funding formula for E-Comm be reimagined so that it better reflects inflationary realities of operations and creates room to pre-empt a crisis.

With public safety at stake, there is an urgent need for stabilized funding to hire additional staff and mitigate the extreme stress of dispatchers and call takers.

WHAT IS E-COMM?

- Established in 1999, E-Comm is a non-profit corporation governed under the Emergency Communications Corporations Act. It is owned and governed by various municipal, regional, and provincial emergency services.
- E-Comm owns and maintains the emergency radio system that is used by police, fire, and ambulance services within Metro Vancouver and parts of the Fraser Valley.
- Many of the employees of E-Comm are represented by CUPE Local 8911, with approximately 422 full-time and 94 part-time members based on a 12-month average.



WHAT DOES THE PUBLIC EXPECT?

- When you call 9-1-1, you expect that your call will be answered immediately, that critical information will be gathered accurately, and that you will quickly receive the help that you need.
- When you call the non-emergency line, you expect a knowledgeable and timely response from a call-taker who can support you or direct your call as needed.
- In either case, you expect that the call-takers and dispatchers providing these services can recover between traumatic calls, that they have the necessary psychological supports to overcome trauma, and that they are able to attend to basic bodily functions.

THE PROBLEMS

A report commissioned by E-Comm from the firm Price Waterhouse Cooper outlines the staffing shortage and calls for rightsizing the organization. The report calls for the immediate addition of 125 full-time equivalent staff. Even maximizing the efficiencies outlined in the report as alternate options to adding staff, the authors concede that no less than 45 additional FTEs are needed in a best-case scenario.

- Throughout this year, 9-1-1 Operators have seen service levels deteriorate:
 - In January, we were hearing of wait times (before a call is answered) for police emergency lines of more than 7 minutes, and non-emergency wait times of 63 minutes.

E-COMM'S 9-1-1 AND POLICE CALL-TAKING & DISPATCH SERVICES



9-1-1

- Should be answered in 5 seconds or less
- 1.8 million calls annually
- 99% of 9-1-1 calls in British Columbia



POLICE EMERGENCY LINE

- Should be answered in 10 seconds or less
- 650,000 police emergency calls annually
- 50% of all of B.C.'s police calls to 9-1-1



POLICE NON-EMERGENCY LINE

- Should be answered in 180 seconds or less
- 700,000 police non-emergency calls annually

- In March, we were hearing of police emergency wait times of more than 10 minutes and non-emergency wait times of over 72 minutes.
- During the heatwave in June, we received the worst reports yet of more than 47-minute wait times for the police emergency line and non-emergency wait times of more than 3 hours.
- In August, wait times continued with police emergency wait times reaching more than 21 minutes and non-emergency wait times exceeding five hours.

STAFFING

- Understaffing continues to be a problem for E-Comm, with both recruitment and retention needing improvement.
- In a recent survey of CUPE Local 8911 members (primarily call takers and dispatchers), 54% reported having actively looked for other employment outside of E-Comm in the last year, and an additional 9% planned to begin looking.
- There are significant costs associated with training new staff to work in E-Comm, and many who go through training do not transition into staff roles.
- Retention is often a more cost-effective way to address staffing problems than recruitment and such is the case for E-Comm, especially in consideration of the extensive training required to qualify new staff.

FUNDING

One of the root causes is a deeply flawed funding formula that lacks responsiveness to technological and human resources changes, and that cannot adequately predict crisis situations. Under the current funding structure, 9-1-1 and emergency wait times are increasing and non-emergency service is deprioritized, resulting in significant wait times.

- E-Comm operates using a cost-recovery model based on a cost-sharing fee levy structure: it collects revenue from the regional districts and municipalities that use E-Comm for 9-1-1 services, police services, and fire services.
- This deeply flawed funding formula has resulted in a substantial and ongoing staff shortage that requires current staff to work excessive amounts of overtime, to work without rest breaks, leaving them unable to leave their station to go to the bathroom in a timely manner. Staff report feeling overwhelmed by the cumulative effects of the occupational stress they are exposed to daily.

GOVERNANCE

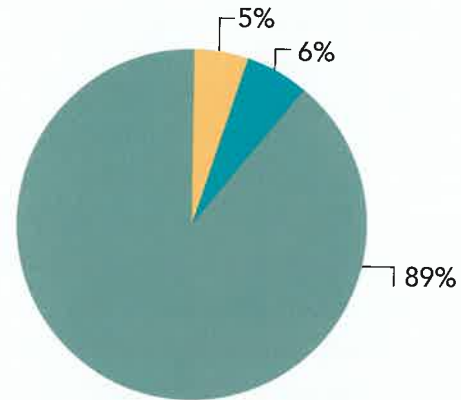
E-Comm is governed by a 22-person board of directors, with representatives from shareholder groups.

- The board is responsible for overseeing the Corporation's strategic direction, finances, and operating results.
- The board also includes representatives from the RCMP, independent police boards, the BC government and independent directors appointed by government.

SURVEY OF CUPE 8911 MEMBERS – KEY RESULTS

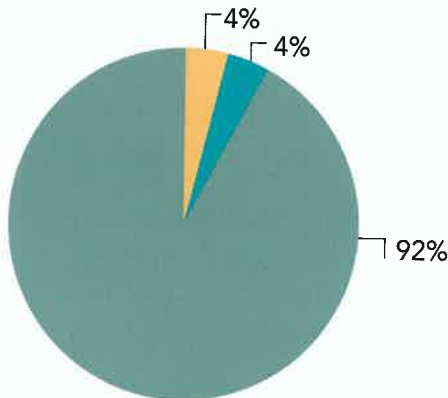
CUPE recently conducted a survey of E-Comm staff represented by Local 8911. The results illustrate the impact of the staffing crisis at E-Comm, and raise the possibility of increased staff turnover.

Does workload impact the level of service you are able to provide?



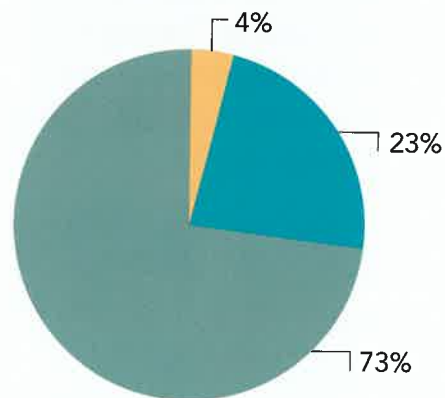
■ Yes
 ■ No
 ■ No, but I plan to start looking for other work

In the past month, have you been negatively impacted by understaffing?



■ Yes
 ■ No
 ■ I don't know

In your opinion, has the quality of service worsened over the last three years?



■ Yes
 ■ No
 ■ I don't know

NON-EMERGENCY CALLS

- E-Comm refers to calls that do not go to 9-1-1 as non-emergency, although there is some confusion among the public about what does and does not constitute an emergency.
- Fees are incurred by E-Comm for failing to meet benchmarks for answering emergency calls within the set parameters. This financial structure is a further inducement to prioritize emergency calls over those that come in through the non-emergency lines.
- This de-prioritization of non-emergency calls has led to a significant increase in wait times, causing a higher number of callers to hang up while on hold. The nature of these calls varies greatly, from actual emergencies to information inquiries and messages left for police.
- In response, E-Comm is considering adjusting expectations or looking at alternatives moving forward, but that should not mean downsizing the service and the public's expectations. **The current situation makes clear that call volumes are unmanageable; adjusting expectations is shorthand for limiting service.**

NEXT GENERATION 9-1-1

- Next Generation 9-1-1 is the modernization from analog to digital or IP-based 9-1-1 services that will revolutionize 9-1-1 service as we know it, enabling 9-1-1 operators to respond to video, photo, and text calls for service through 9-1-1.

- One of the first phases is moving 9-1-1 voice calls to digital or IP-based infrastructure, currently mandated by the CRTC to be completed by March 1, 2022. E-Comm is preparing for this transition and has communicated the need for an additional significant funding commitment from each 9-1-1 service partner into 2022 and beyond.

SOLUTIONS TO E-COMM'S PROBLEMS

Recommendation 1:

E-Comm needs an immediate financial infusion from municipal partners to right size operations, consistent with staffing recommendations laid out in the Price Waterhouse Cooper report.

A serious staffing crisis at E-Comm is at risk of getting worse, and this will only increase risk to the public. The PWC report lays out a series of recommendations, including a call for significant staffing increases. Based on contents of the report, an investment of \$20 million in new funding is needed over the coming five years. It is recommended that this investment begin in 2022 with an additional \$5 million in funding, followed by four consecutive years of \$3.75 million funding lifts to right size the organization by 2027.

While the cost of not acting could have harmful impacts on public health and safety, the cost of meeting the service needs of the public is, as compared to many other municipal finance priorities, relatively minor. In West Vancouver, where E-Comm has advised the West Vancouver Police Board of additional funding requirements for 2022, the increase equates to between \$1.81 and \$2.15 per person. The total increase, between \$76,800 and \$91,200, is negligible in comparison to the impacts on community health and safety. .

In 2020 alone, E-Comm spent \$2,950,000 on overtime, the equivalent of 35 FTEs. This indicates an organization in distress and also points to a source of significant savings. Fixing the funding crisis will better spend public funds by prioritizing recruitment and training of new staff right now and improved working conditions and supports for existing staff. With additional resources, E-Comm can make its current operations sustainable, meet the needs of the public served and represented by its shareholding municipalities, and potentially generate savings to offset future funding needs.



Recommendation 2:

The funding formula for E-Comm must be reimagined so that it better reflects inflationary realities of operations and creates room to pre-empt a crisis.

The funding model of E-Comm does not allow it to be effectively responsive to problems, nor does it create space for disaster preparedness, call surges, or innovation. In an environment that is highly technological, the inability to be responsive creates significant challenges. In this environment, funding challenges can have life or death implications because underfunding and staffing problems directly impact the public in the form of responsiveness to emergency and non-emergency calls.



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board **Date:** January 18, 2022

From: Chief Constable David Jansen **Item #:** 2.6

Subject: Amendment to New Westminster Police Board Governance Manual – Police Board Honorarium

RECOMMENDATION

That the New Westminster Police Board approve the amendment to the Police Board Governance Manual with the addition of “Appendix 11: Police Board Honorarium.”

PURPOSE

The purpose of this report is to formalize the addition of a new appendix to the New Westminster Police Board Governance Manual, which details the rules and circumstances around an honorarium for Police Board members.

BACKGROUND

In April 2021, the City of New Westminster submitted a written proposal to the Special Committee on Reforming the *Police Act* and, within their submission, they recommended that board compensation be considered to allow under-represented people to serve on the police board.

The above recommendation led to the Police Board requesting that a review of this recommendation be completed and has in turn led to the proposed appendix to the Police Board Governance Manual being proposed.

OPTIONS

Option #1 – That the New Westminster Police Board approve the amendment to the Police Board Governance Manual with the addition of “Appendix 11: Police Board Honorarium”.

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

Staff recommends option 1.

ATTACHMENTS:

1. Report to the Board dated October 12, 2021.
2. Proposed Appendix 11 of Police Board Governance Manual

This report has been prepared by:



Chief Constable David Jansen



New Westminister Police Department

REPORT

To: Mayor Jonathan Coté and Members of the
New Westminister Police Board

Date: October 12, 2021

From: Inspector Andrew Perry

Item #: 3.7

Subject: Police Board Honorarium Proposal

RECOMMENDATION

That the New Westminister Police Board provide direction to the New Westminister Police Department on the amount that an honorarium payment should be and under what circumstances should a Board member be eligible for an honorarium payment.

PURPOSE

The purpose of this report is to inform the members of the New Westminister Municipal Police Board (NWPB) about the issues that will need to be addressed in developing a policy to compensate Board members with an honorarium payment for their time and expenses incurred by the member in the course of carrying out their official Police Board member duties.

This report will also provide a summary of payment rates and policies for other municipal Police Boards in British Columbia.

BACKGROUND

Chief Constable David Jansen requested that Inspector Andrew Perry review the Municipal Police Board compensation policies of other Municipal Police Boards within the Province of BC and provide a report to the NWPB, including a summary of these policies and some draft content for a NWPB honorarium policy.

ACKNOWLEDGMENTS

Inspector Perry would like to recognize and thank Mr. Volker Helmuth, Manager, Legal / Risk Management from the Delta Police Department for sharing his work in this area with the New Westminster Police Department. Mr. Helmuth had already completed a lot of the work that was needed to be done in this area, and some of his thoughts and work have been included in this report.

HONORARIUM VS PER DIEM

An honorarium is a voluntary payment that is given to a person for services for which fees are not legally or traditionally required. Honoraria are typically used to help cover costs for volunteers or guest speakers and may be considered taxable income.

An honorarium is a different type of payment than a per diem, which is a daily allowance paid to employees or consultants to cover business trip expenses, like a hotel stay, travel, and food^{1,2}.

It would appear that the term honorarium is the most suitable classification for this type of compensation for Board members².

COMPENSATION RATES IN BRITISH COLUMBIA

The following municipal Police Boards in British Columbia receive some form of Honorarium payment or Per Diem: Vancouver, Delta, New Westminster, SCBCTAPS, Victoria and Nelson.

Table of Police Board Per Diem/Honorarium Rates in British Columbia²:

Board	Regular Board /Committee Meeting	If over 4 hours	Annual Compensations
Vancouver	\$273	\$548	None
Delta	\$273	\$548	None
SCBCTAPS	<ul style="list-style-type: none"> • No per diem is paid for meetings under 2 hours • \$401 - per diem for attendance at Board or Committee meetings that are a minimum of 2 hours • \$172 - for attendance by conference call 	N/A	<ul style="list-style-type: none"> • \$5000 – Chair • \$2500 - Committee Chair (for standing Committees of the Board)
Victoria	<ul style="list-style-type: none"> • \$100 (under 2 hours) • \$175 (2-4 hours) 	\$250 (4-8 hours)	None

New Westminster	None Note: \$100 per diem for attendance at BCAPB and CAPG meetings, and can submit for reimbursement of expenses for travel/training	None	None
Nelson	None Note: Members receive a per diem for travel to Conferences based on City of Nelson amounts \$70 full day; \$15 breakfast; \$20 lunch; \$35 dinner; mileage at 0.59	None	None

DISCUSSION

Honorariums are paid to give due recognition to a Board members' commitment, i.e., the giving of their expertise, effort and time, to the oversight and betterment of the Department.

It would appear that the regular Board meeting rates [in Vancouver, Delta and SCBCTAPS policies] are intended to reflect the Board members' required time commitment [ie. less than and more than four hours], but some meetings may be scheduled for just one hour, yet attract the same rate as a regular Board meeting routinely scheduled for four hours². Should there be additional hourly rate tiers for meeting compensation [ie. Less than 2 hours, less than 4 hours, 4 hours or more]?

Vancouver, Delta and SCBCTAPS Boards have a lesser rate of \$150 to attend BC Association of Police Boards (BCAPB) and Canadian Association of Police Boards (CAPB) meetings and New Westminster has a rate of \$100, although it is understood that these meetings can be lengthy in time. These meetings, however, are intended to be for educational reasons for Board members as opposed to activities where Board members are carrying out their official core Police Board duties.

In the Vancouver and Delta policies, some of the other related meetings and activities that have the lowest \$50 payment rate are quite variable and can be as long as regular Police Board meetings. If rates are not logically based on Board members' required time commitment, it may be that "effort" is also intended to be recognized and provides a partial rationale for the differing rates; but, again, the effort associated with the various activities is highly variable among the various rate categories. The SCBCTAPS policy is much simpler and focuses only on official Police Board meetings and does not compensate for other activities such as ride-a-longs, Chief Constable Performance review, Board member interviews, etc.²

At the same time, given that neither "time" nor "effort" is recognized in a clearly discernable manner in the current lists of payment entitlements in the Vancouver and Delta policies, whereas the SCBCTAPS policy does focus more on time taken.²

CONSIDERATIONS

Based on the review of the compensation policies from SCBCTAPS, Vancouver, and Delta, the New Westminster Police Board should consider the following key honorarium policy issues:

1. Should Board members be eligible for an honorarium payment for only core official Police Board meetings or should they also be eligible for other related meetings and activities which are related to a Board member's official capacity?
2. Should there be additional hourly rate tiers for meeting compensation [ie. Less than 2 hours, less than 4 hours, 4 hours or more] to be able to better capture the actual amount of time commitment for payment?
3. How long do you need to attend the meeting for to be eligible for an honorarium [ie. Board member needs to leave early]?
4. Should there be a difference in the honorarium rate for in-person vs virtual/conference call meetings?

FINANCIAL IMPLICATIONS

The following cost estimate for implementing an honorarium payment with the assumptions in option #1 (below) has been provided to see the potential financial implications of implementing an honorarium payment policy for Board members:

BOARD MEMBERS (MAYOR EXCLUDED)	BOARD MEETINGS PER YEAR	4 HOURS OR LESS (\$273)
4	11	\$12,012
5	11	\$15,015
6	11	\$18,018

OPTIONS

Inspector Perry suggests the following options:

Option #1 – The NWPB policy includes honorarium payments for:

- Only core NWPB official meetings (consistent with SCBCTAPS Police Board policy).
- A payment amount of \$273 for in person meetings four (4) hours or less (consistent with the Police Boards from Vancouver and Delta).
- For virtual attendance or by conference call the rate will be \$137 (50% of \$273) for meetings four (4) hours or less.
- Meetings next to each other are treated as one meeting for the purposes of an honorarium.

Option #2 – The NWPB policy includes honorarium payments for:

- Core NWPB official meetings and a payment amount \$273 for meetings four (4) hours or less (consistent with the Police Boards from Vancouver and Delta).
- This option would also include other honorarium payment rates for other related meetings and activities which are related to a Board member's official capacity (consistent with the Police Boards from Vancouver and Delta).
- For virtual attendance or by conference call the rate will be \$137 (50% of \$273) for meetings four (4) hours or less.
- Meetings next to each other are treated as one meeting for the purposes of an honorarium.

Option #3 – The NWPB create a more customized policy consistent with the policies of those municipal police boards across the Province of BC not just the Lower Mainland.

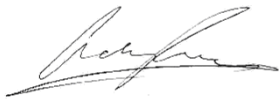
RECOMMENDATION

The Senior Management Team recommends option 1.

ATTACHMENTS

1. NWPB Honorarium Policy DRAFT - The draft was created to be consistent with the policies of the Vancouver, Delta and SCBCTAPS Police Boards. It currently includes option 1 and option 2 information.

This report has been prepared by:



Inspector Andrew Perry

REFERENCES

1. Retrieved from <https://www.investopedia.com/terms/h/honorarium.asp> on October 8, 2021.
2. Helmuth, Volker – Discussion of Honorarium Policy Options – Delta Police Department – September 2021.

APPENDIX 11: New Westminster Municipal Police Board Honorarium

1. ELIGIBILITY

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

2. PURPOSE

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

3. HONORARIUM RATE REVIEW

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

4. BOARD MEETING HONORARIUM RATES

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

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

5. ELIGIBLE MEETINGS FOR HONORARIUM

The Board meeting honorarium will be paid for attendance at:

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

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

6. MINIMUM MEETING LENGTH AND ATTENDANCE

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

7. HONORARIUM RATES FOR OTHER MEETINGS AND ACTIVITIES

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

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

8. ATTENDANCE IN AN OFFICIAL CAPACITY AT SOCIAL EVENTS

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

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

Exclusions:

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

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

9. OTHER MEETINGS AND ACTIVITIES NOT ELIGIBLE FOR HONORARIUM

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

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

10. HONORARIUM SUBMISSION FOR PAYMENT

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

11. RECORD KEEPING

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



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board
Date: January 18, 2022

From: Deputy Chief Constable Paul Hyland
Item #: 2.7

Subject: NWPD Sanctuary City Guidelines

RECOMMENDATION

That the New Westminster Police Board approve the proposed guidelines that are in support of the City of New Westminster's Sanctuary City Policy

PURPOSE

The purpose of this report is to provide the New Westminster Police Board (the Board) with an overview of the City of New Westminster's Sanctuary City Guidelines, along with recommendations on how the Board and the New Westminster Police Department (NWPD) should move forward on supporting the City policy with its own internal guidelines.

BACKGROUND

On February 25, 2019, New Westminster City Council adopted the following motion:

***THAT** Council direct staff to develop a draft Sanctuary City Policy and Implementation Plan, with the input of the Multiculturalism Advisory Committee and Welcoming and Inclusive New Westminster Local Immigration Partnership and report back to Council.*

The intent of this Sanctuary City Policy was to support New Westminster community members with uncertain, precarious, undocumented, refugee or no immigration status to access City facilities, programs and services with the knowledge that City of New Westminster staff will not ask for information about their immigration status and will not provide information about immigration status to other levels of government.

The topic of Sanctuary City was formally discussed at joint Police Board and City Council meetings in May and October of 2019, which included presentations by City staff and dialogue on the scope and intent of the policy.

Deputy Chief Constable Paul Hyland and Inspector Diana McDaniel were engaged with City staff on this process with the understanding that the Police Board would ultimately be responsible for approving any new policy or guidelines that would affect the Police Department on this issue.

On July 12, 2021, City Council unanimously passed the *City of New Westminster Sanctuary City Policy: Access to City Facilities, Programs and Services for all Community Members, Regardless of Immigration Status*.

This new City policy was again discussed by the Board on July 20, 2021. Chief Constable Jansen updated the Board and advised that NWPD Staff would be producing a report on recommended NWPD policy or guidelines that would support the City's policy.

DISCUSSION

City Policy

The policy statement of the City of New Westminster's Sanctuary City Policy reads as follows:

"The City of New Westminster places high value on the principles of equality and equity and the rights of all community members, regardless of immigration status, to access City facilities, programs and services.

The intent of this policy is to support New Westminster community members with uncertain, precarious, undocumented, refugee or no immigration status to access City facilities, programs and services with the knowledge that the City of New Westminster will not ask for information about immigration status and will not provide information about immigration status to other institutions or orders of government."

As stated, the policy "...applies to facilities, programs and services directly provided by the City of New Westminster." And will "...guide the actions of the City, including elected officials, City staff, City volunteers and contractors or consultants providing services on behalf of the City, and Fire and Rescue Services."

It was also clarified in the policy that "The New Westminster Police Department will be developing their own policy and/or guidelines in support of the objectives of this policy, which will go to their Police Board for approval."

The specific policy provisions included:

- a) *Access to City facilities, programs and services is not dependent on immigration status.*

- b) *Welcome persons of all immigration statuses, including uncertain, precarious, undocumented, refugee or no immigration status, into the community through access to City facilities, programs and services.*
- c) *Treat persons of all immigration statuses, including uncertain, precarious, undocumented, refugee or no immigration status, with respect and dignity when accessing City facilities, programs and services.*
- d) *Improve access for persons of all immigration statuses, including uncertain, precarious, undocumented, refugee or no immigration status, to City facilities, programs and services, by not asking for information about immigration status and not providing information about immigration status to other institutions or orders of government.*
- e) *City policies and procedures to be consistent with the Sanctuary City policy.*

In the Canadian context, similar policies typically refer to the removal of barriers for individuals with precarious, unknown or no immigration status in Canada so that they can access municipal facilities, programs and services, and to feel welcome while doing so. These policies are often referred to as “access without fear” policies, intended to create safe and welcoming experiences for all individuals, regardless of their immigration status.

Sanctuary City policies are also sometimes referred to as “don’t ask/don’t tell” policies. “Don’t ask” highlights that individuals will not be asked about their immigration status when accessing municipal facilities, programs and services, and “don’t tell” highlights that if information about immigration status is disclosed, that the information will not be shared with other government agencies.

NWPD Community and Stakeholder Engagement

The City process of research and engagement which involved both Deputy Chief Hyland and Inspector McDaniel, included the following (note: the Covid-19 Pandemic imposed some significant delays in the engagement schedule):

1. Literature review of other Canadian cities with similar policies (Edmonton, London, Montreal, Vancouver, Hamilton and Toronto).
2. Ongoing Engagement with the City’s Multiculturalism Advisory Committee.
3. Public Open House (March 2020)
4. Online Survey (March-June 2020)
5. Virtual Stakeholder Workshop (April 2021)
6. Lived Experience Workshop (June 2021)

Some key themes emerged through the engagement process including:

1. Individuals from affected communities reviewing the policy;
2. The Police policy aligning with the City policy;

3. Ensuring that all community members feel welcome when accessing the City;
4. Ensuring adequate focus and resources on implementing the policy;
5. Developing training and communications materials with affected communities; and,
6. Companion anti-racism training.

During the research and engagement process, it was determined that the City of Vancouver and the Vancouver Police Department (VPD) had previously engaged in a similar exercise. In 2016, the City of Vancouver passed an Access to City Services without Fear Policy, similar in scope and intent to the one recently approved in New Westminster.

Subsequent to this, the VPD conducted a series of consultations with stakeholders and developed guidelines that supported the spirit and objectives of the Vancouver City policy. These guidelines were intended to provide assurance to victims, witnesses and complainants that their immigration status would not be of a primary concern to the VPD or disclosed to the Canada Border Services Agency (CBSA) unless “bona fide” reasons existed to do so.

The Immigration and Refugee Protection Act

The *Immigration and Refugee Protection Act* (commonly referred to as IRPA) is a Federal enactment of Parliament which creates a foundation for immigration policies, processes and procedures.

Municipal police officers have authority under IRPA which falls into two main categories:

1. Section 55 (2) of the Act provides authority for an arrest without warrant and reads as follows:

Arrest and detention without warrant

(2) An officer may, without a warrant, arrest and detain a foreign national, other than a protected person,

(a) who the officer has reasonable grounds to believe is inadmissible and is a danger to the public or is unlikely to appear for examination, an admissibility hearing, removal from Canada, or at a proceeding that could lead to the making of a removal order by the Minister under subsection 44(2); or

(b) if the officer is not satisfied of the identity of the foreign national in the course of any procedure under this Act.

2. Sections 142 and 143 of the Act provide the authority for an arrest with a warrant and read as follows:

Duties of peace officers to execute orders

142 Every peace officer and every person in immediate charge or control of an immigrant station shall, when so directed by an officer, execute any warrant or written order issued under this Act for the arrest, detention or removal from Canada of any permanent resident or foreign national.

Authority to execute warrants and orders

143 A warrant issued or an order to detain made under this Act is, notwithstanding any other law, sufficient authority to the person to whom it is addressed or who may receive and execute it to arrest and detain the person with respect to whom the warrant or order was issued or made.

Currently, there are no specific formal provisions or guidelines governing situations in which NWPD members handle immigration related matters. As municipal police officers, NWPD members have the authority to enforce the *Immigration and Refugee Protection Act* which includes the ability to arrest individuals who have arrest warrants under the Act and also the ability to arrest persons without warrant found violating the Act.

To provide some level of context on how prevalent this issue is in New Westminster, between 2019 and 2021 the NWPD taken approximately 65,000 calls for service. During this same time, NWPD members opened 10 IRPA related files (roughly 0.02% of all police calls for service), resulting in four arrests. Of the four arrests, none were complainants, witnesses or victims seeking police assistance.

NWPD Mandate and Current State

The primary mandate of the NWPD is to maintain public safety in New Westminster. This is accomplished through sworn members engaging in the execution of their common law and statutory duties, preserving the peace, protecting life and property, preventing crime, enforcing the law, and apprehending offenders. In the situation at hand, it is important that the NWPD strike the appropriate balance between supporting the principles of the City's Sanctuary City policy while also maintaining our public safety mandate.

The NWPD prides itself on its level of integrity, empathy and compassion for all members of the community. NWPD staff have a responsibility to perform their duties with professionalism and to display ethical behaviour in everything they do. It is expected that all staff, both sworn and civilian, will ensure their actions and behaviours do not discriminate against any person on the grounds of their race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or any other similar factor.

The implementation of a Sanctuary City policy or guidelines presents some unique challenges to the NWPD, given its law enforcement function. It is therefore important to differentiate between those who wish to access police services as complainants, witnesses or victims, and those that come into contact with the police while being investigated for offences under Federal, Provincial or Municipal

laws. It is certainly the desire of the NWPD that anyone requiring our services feels safe in doing so, while at the same time ensuring we continue to maintain community safety.

NWPD Relationship with Canada Border Services Agency (CBSA)

The NWPD performs its public safety mandate in part by utilizing relationships with other law enforcement agencies such as CBSA with which there is no formal agreement or MOU. In the rare instances that NWPD members find themselves in an IRPA related investigation or arrest, CBSA is contacted by the investigating member for further direction, similar to other law enforcement partners.

During the engagement process, there was some opinion expressed that the NWPD should cease any enforcement of IRPA and not engage in any information sharing with the CBSA. With respect, a complete cessation of IRPA related enforcement and contact with CBSA would not appear to be a viable option given the lawful duties required to be performed by police officers. While police officers certainly maintain discretion when performing their lawful duties, to direct them to ignore a law or a power of arrest that they are duty bound to enforce would be problematic, and the same challenges noted in the VPD report from 2018 would also apply to the NWPD:

“The VPD cannot relinquish powers of arrest and agree to never work with the CBSA – particularly when it comes to a person who may be a legitimate threat to public safety. The effect of completely detaching partnerships would negatively impact important work such as cross-border investigations, human trafficking, organized crime, drug trafficking, etc.”

Recommended Guidelines

Community members with uncertain, precarious, undocumented, refugee or no immigration status often live in fear of being discovered and removed from the country. This fear may be such that it would prevent them from contacting police, even in situations where police involvement is required. This barrier may be further exacerbated for persons who have come to Canada from countries where policing is seen as unreliable or even corrupt, or where their culture stigmatizes access or reporting to policing services.

The NWPD needs to strike a balance so that those who are legitimately seeking police assistance can do so without fear, while at the same time ensuring it continues its public safety mandate. The proposed guidelines will provide reassurance to community members with uncertain, precarious, undocumented, refugee or no immigration status who are victims, witnesses, or complainants, that their immigration status will not be inquired into or further disclosed unless there is a lawful, legal or public safety reason for doing so. At the same time, these guidelines would not unduly restrict NWPD members from performing their lawful duties when it comes to persons who are being investigated for offences under Federal, Provincial or Municipal laws.

CONCLUSION

Maintaining public safety in New Westminster is the primary responsibility of the NWPD. In support of the spirit and objectives of the City of New Westminster Sanctuary City policy, the proposed NWPD guidelines provide access to police services to victims, witnesses, and complainants, while maintaining the NWPD's public safety obligations. The NWPD recommends that the Board approve these proposed guidelines.

If approved, the NWPD will ensure that all staff are made aware of the guidelines and the expectations required, and provide any additional training that may be required to ensure full understanding and compliance.

OPTIONS

Option # 1 – That the New Westminster Police Board approve the proposed guidelines that are in support of the City of New Westminster Sanctuary City Policy.

Option # 2 - That the New Westminster Police Board provide input on possible revisions to the proposed guidelines.

Staff are recommending Option # 1

ATTACHMENTS:

1. Proposed NWPD Guidelines on Sanctuary City
2. City of New Westminster Report to Council - Sanctuary City Policy

This report has been prepared by:



Deputy Chief Constable Paul Hyland



REPORT

Development Services

To: Mayor Côté and Members of Council **Date:** 7/12/2021

From: Emilie K Adin, MCIP **File:** 13.2630.10
Director of Development Services **Item #:** 260/2021

Subject: **City of New Westminister Sanctuary City Policy: Access to City Facilities, Programs and Services for All Community Members, Regardless of Immigration Status**

RECOMMENDATION

THAT Council endorse the City of New Westminister Sanctuary City Policy: Access to City Facilities, Programs and Services for All Community Members, Regardless of Immigration Status.

THAT Council endorse the recommended actions for implementation phase one and phase two as contained under the 'Next Steps' section of this report.

THAT Council direct staff to include \$5000 in the 2022 budget process for ongoing implementation of the Sanctuary City Policy through the Diversity, Equity, Inclusion and Anti-Racism Framework.

EXECUTIVE SUMMARY

Council, at its Regular Meeting of February 25, 2019, directed staff to develop a Sanctuary City Policy and Implementation Plan with the input of the City's Multiculturalism Advisory Committee and the Welcoming and Inclusive New Westminister Local Immigration Partnership Council.

In spring 2019, City staff initiated a collaborative process to develop a draft Sanctuary City Policy with the Multiculturalism Advisory Committee and the Welcoming and Inclusive New Westminister Local Immigration Partnership Council, which included case study

research, policy development, community and stakeholder engagement, and consultation with individuals with lived and/or living experience of no or precarious immigration status. With the completion of the Sanctuary City Policy, staff is seeking Council endorsement of the policy and the recommended actions for implementing the policy.

PURPOSE

The purpose of this report is fourfold: (1) to update Council on the process to develop the Sanctuary City Policy; (2) to outline next steps for implementing the policy, including staff training, education, public awareness, and communications; (3) to recommend that Council direct staff to include \$5000 in the 2022 budget process for ongoing implementation; and, (4) to seek Council's endorsement of the Sanctuary City Policy.

POLICY CONTEXT

For information on the policy context, please refer to Attachment 1.

BACKGROUND

Previous Council Direction

At the Council Meeting of February 25, 2019, Council adopted the following motion:

***THAT** Council direct staff to develop a draft Sanctuary City Policy and Implementation Plan, with the input of the Multiculturalism Advisory Committee and Welcoming and Inclusive New Westminster Local Immigration Partnership and report back to Council.*

At the Council Meeting of January 28, 2019, Council adopted the following motion:

***THAT** Council direct city staff to do a report on the feasibility of making New Westminster a Sanctuary City.*

***THAT** this report be vetted through the Multiculturalism Advisory Committee for discussion and review.*

Sanctuary City Policies

In Canada, Sanctuary City policies typically refer to interventions that remove barriers for individuals with no or precarious immigration status to access municipal facilities, programs and services and to feel welcome while doing so. These policies are commonly referred to as "access without fear" policies, highlighting the fundamental principle of striving to create safe and welcoming experiences for all individuals regardless of their immigration status. Sanctuary City policies are also sometimes referred to as "don't ask/don't tell" policies.

“Don’t ask” highlights that individuals will not be asked about their immigration status when accessing municipal facilities, programs and services, and “don’t tell” highlights that if information about immigration status is disclosed, that the information will not be shared with others unless required by the law.

Demonstrated Need for A Policy

While most people enter and stay in Canada through government processes, there are some who are here with uncertain, precarious, undocumented, refugee, or no immigration status. This includes temporary foreign workers whose work permits have expired, people with a sponsorship breakdown resulting from a marital separation, students who overstay their study or work permits, and individuals who have had their status taken away, been coerced by human traffickers, or had their refugee claim denied.

Like many other municipalities in Metro Vancouver, New Westminster is home to many immigrants and refugees. In 2016, over one in three residents (35%) were immigrants, of which approximately 10% were refugees. While there are few reliable statistics at the provincial and municipal levels on individuals with no or precarious immigration status, there is estimated to be upwards of 1.6 million Canadians who do not have citizenship or permanent resident status, with this including temporary foreign workers, international students, and individuals with no or precarious status (Migrant Workers Alliance for Change).

PROPOSED SANCTUARY CITY POLICY

The proposed City of New Westminster Sanctuary City Policy: Access to City Facilities, Programs and Services for All Community Members, Regardless of Immigration Status, is included as Attachment 2. The Sanctuary City Policy was developed through an extensive engagement process (see Development of Proposed Policy Section), which included feedback from individuals with lived and/or living experience of no or precarious immigration status, which was closely considered to ensure that the policy reflects their voices.

The intent of the Sanctuary City Policy is to support New Westminster community members with uncertain, precarious, undocumented, refugee or no immigration status to access City facilities, programs and services with the knowledge that the City of New Westminster will not ask for information about their immigration status and will not provide information about immigration status to other institutions or orders of government.

Summary of Sanctuary City Policy Provisions

- Applies to facilities, programs and services directly provided by the City of New Westminster; guiding the actions of the City, including elected officials, City staff, City volunteers, and contractors or consultants providing services on behalf of the City, including Fire and Rescue Services, but excluding The New Westminster Police Department which will develop an independent policy, to be approved by the Police Board.
- City facilities, programs and services will welcome, treat with respect and dignity, and improve access for persons of all immigration statuses.
- The City will accept various forms of identification, keeping identification records strictly confidential and solely for the purposes for which it is collected, will not request or gather personal information concerning immigration status, and will not share immigration status to other authorities unless required by law.
- City policies and procedures to be consistent with Sanctuary City Policy.

DISCUSSION

Development of the Proposed Policy

The process to develop the City's Sanctuary City Policy and implementation provisions was a collaborative one with the City's Multiculturalism Advisory Committee, the WINS Local Immigration Partnership Council, a group of individuals with lived and/or living experience of no or precarious immigration status, and non-profit organizations working with individuals with no or precarious immigration status. The process, including consultation, is outlined in Attachment 3, and included: Case Study Review (March/April 2019); Policy Development with MAC and WINS LIP (May 2019 to June 2021); Inter-Departmental Review (November 2019 - ongoing).

Key Themes

Key themes that emerged through the process included the importance of:

- individuals from affected communities reviewing the policy;
- the NW Police policy aligning with the City policy;
- ensuring that all community members feel welcome when accessing the City;
- ensuring adequate focus and resources on implementing the policy;
- developing training and communications materials with affected communities; and,
- companion anti-racism training.

Implementation Objectives

The case study review of other Canadian municipalities with Sanctuary City or similar policies highlighted that municipal implementation of these policies can be challenging. Reasons cited include limited resources, lack of knowledge about such policies, unconscious and conscious bias and discrimination, and the limited powers of Canadian municipalities over policing and immigration.

The following key objectives will guide the implementation of the City of New Westminster Sanctuary City Policy:

- Inform and educate community members about the policy, how it aligns with the City's priorities, what it is, why it is important, and how it affects them.
- Inform, educate and train City staff about the policy provisions and how to apply the provisions in their day-to-day jobs so that all community members, regardless of their immigration status, know they are welcome to access City facilities, programs and services and that they will not be asked about immigration status when doing so.
- Align the policy, especially training and public awareness, with the City's Diversity, Equity, Inclusion and Anti-Racism Framework (currently underway) including anti-racism training for all City staff anticipated to start in late 2021.
- Collaborate with the Welcome Centre as a key resource for information about the policy and with local non-profit settlement and social service organizations.

NEXT STEPS

Implementation

The implementation approaches presented below were reviewed and updated with input collected at the workshop with individuals with lived and/or living experience of no or precarious immigration status, the Multiculturalism Advisory Committee and WINS Local Immigration Partnership.

Sanctuary City Policy

If Council endorses the Sanctuary City Policy, staff propose two phases for implementation, detailed in Attachment 4, with the following steps:

Phase 1

- Staff Training and Education (July – September 2021)
- Communications and Public Awareness (July – September 2021)
- Language about intent of the Sanctuary City Policy will be added to City contracts with third parties, such as consultants and contractors, and to the City's Community Grants application form.

Phase 2

- Communications and Public Awareness (Fall / Winter 2021)
- Staff Training and Education, including anti-racism training, as part of the Diversity, Equity, Inclusion and Anti-Racism Framework (Winter 2021)
- Reporting and Evaluation (Winter 2021)
- Identification Bank

Staff training and education on the Sanctuary City Policy will also be included as part of the Corporate Training Program administered by the Human Resources Department.

INTER-DEPARTMENTAL LIAISON

The Development Services Department is working with all City Departments on the implementation of the Sanctuary City Policy and working closely with the Human Resources Department on staff training and education and the Communications Department on the Public Awareness and Education component of the implementation plan.

FINANCIAL IMPLICATIONS

The City's Development Services Department, as part of its 2021 Operating Budget, has allocated \$5,000 for implementation related to the Sanctuary City Policy. Staff is recommending that an amount of \$,000 be included in the 2022 budget process in order to cover costs related to ongoing implementation through the Diversity, Equity, Inclusion and Anti-Racism Framework.

OPTIONS

The following options are presented for Council's consideration:

1. That Council endorse the City of New Westminster Sanctuary City Policy: Access to City Facilities, Programs and Services for All Community Members, Regardless of Immigration Status.
2. That Council endorse the recommended actions for implementation phase one and phase two as contained under the 'Next Steps' Section in this report.
3. That Council direct staff to include \$5000 in the 2022 budget process for ongoing implementation of the Sanctuary City Policy through the Diversity, Equity, Inclusion and Anti-Racism Framework.
4. That Council provide staff with other direction.

Staff recommends options 1, 2 and 3.

ATTACHMENTS

Attachment 1: Policy Context

Attachment 2: Proposed Sanctuary City Policy

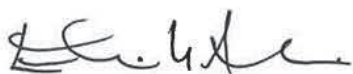
Attachment 3: Policy Development Process

Attachment 4: Implementation

This report has been prepared by:
Claudia Freire, Housing Social Planner

This report was reviewed by:
Jackie Teed, Senior Manager of Development Services

Approved for Presentation to Council



Emilie K Adin, MCIP
Director of Development Services



Lisa Spitale
Chief Administrative Officer



Attachment 1
Policy Context

POLICY CONTEXT

Council Strategic Plan: 2019-2022

The *Council Strategic Plan: 2019-2022* (July 8, 2019) includes the following key directions:

- *Create a welcoming, inclusive, and accepting community that promotes a deep understanding and respect for all cultures.*
- *Apply a social equity lens throughout the organization to ensure that all residents can access, participate in, and benefit from City facilities, infrastructure, programs, and services.*

Official Community Plan

The *Official Community Plan* (2017) includes the following four policies under Community and Individual Wellbeing.

Policy 1.2 Create a community that is welcoming, inclusive and accepting of people with different backgrounds, cultures and lifestyles.

Policy 1.4 Encourage social connectedness, neighbourliness and community building.

Policy 1.5: Facilitate and support civic engagement, including with at-risk, marginalized and vulnerable populations.

Policy 1.7: Create a safe community for residents, students, visitors and workers.

Safe Harbour Program

The City received certification under the *Safe Harbour Program* in 2013, which included staff training in the following areas:

- *Increased awareness of the various dimensions of diversity that exist in the workplace and community;*
- *Critical reflection and understanding of stereotyping; and,*
- *Preparedness to address discrimination on the spot.*

Multiculturalism Policy

The City's *Multicultural Policy* (2008) includes the following statements:

- *The City of New Westminster recognizes and values the ethno-cultural diversity of its people and strongly believes that this diversity is a source of enrichment and strength;*
- *The City of New Westminster promotes understanding, sensitivity and positive attitudes towards people of different ethno-cultural backgrounds, amongst municipal politicians, staff and committees, and in the community; and,*
- *The City of New Westminster supports equality and the rights of all people to access municipal programs and services*



Attachment 2

Proposed Sanctuary City Policy

PROPOSED SANCTUARY CITY POLICY

City of New Westminster Sanctuary City Policy: Access to City Facilities, Programs and Services for All Community Members, Regardless of Immigration Status

A. POLICY STATEMENT

The City of New Westminster places high value on the principles of equality and equity and the rights of all community members, regardless of immigration status, to access City facilities, programs and services.

The intent of this policy is to support New Westminster community members with uncertain, precarious, undocumented, refugee or no immigration status to access City facilities, programs and services with the knowledge that the City of New Westminster will not ask for information about immigration status and will not provide information about immigration status to other institutions or orders of government.

B. POLICY APPLICATION

This policy applies to facilities, programs and services directly provided by the City of New Westminster.

This policy will guide the actions of the City, including elected officials, City staff, City volunteers and contractors or consultants providing services on behalf of the City, and Fire and Rescue Services.

The New Westminster Police Department will be developing their own policy and/or guidelines in support of the objectives of this policy, which will go to their Police Board for approval.

C. DEFINITIONS

Immigration Status: The legal means through which an immigrant can remain in Canada. An immigrant is a non-citizen who has been granted the right to live in Canada permanently or temporarily by federal immigration authorities. This includes those who have come through various immigration pathways, such as a refugee, student, temporary worker, or visitor.

Uncertain Immigration Status: Refers to individuals who may have a pending status and/or unknown immigration status. This could include an individual who has received a negative decision on their application to stay in Canada and is actively appealing that decision.

Precarious Immigration Status: Refers to individuals who do not have permanent immigration status and who may be at risk of losing their temporary status or who have lost their legal immigration status through various means. Precarious status in Canada can include temporary workers, students and refugee applicants, as well as people who have overstayed their visa and permits, denied refugee claimants and undocumented entrants.

Undocumented: An individual who does not have formal or legal status to reside in Canada. Undocumented individuals may have entered Canada either voluntarily or through coercion without any legal documentation or visa, or may have entered Canada with a visa that has since expired or been revoked.

No Immigration Status: A person who has entered and/or remains in Canada without the permission of the federal government.

Refugee: A person forced to flee from persecution for reasons of race, religion, nationality, or membership of a particular social group or political opinion.

D. POLICY PROVISIONS

1. Access to City Facilities, Programs and Services

- a) Access to City facilities, programs and services is not dependent on immigration status.
- b) Welcome persons of all immigration statuses, including uncertain, precarious, undocumented, refugee or no immigration status, into the community through access to City facilities, programs and services.
- c) Treat persons of all immigration statuses, including uncertain, precarious, undocumented, refugee or no immigration status, with respect and dignity when accessing City facilities, programs and services.
- d) Improve access for persons of all immigration statuses, including uncertain, precarious, undocumented, refugee or no immigration status, to City facilities, programs and services, by not asking for information about immigration status and not providing information about immigration status to other institutions or orders of government.
- e) City policies and procedures to be consistent with the Sanctuary City policy.

2. Identification, Privacy and Reporting

- a) City staff will not request or gather personal information concerning immigration status in the course of providing City services or when community members are accessing City facilities and programs, and identification will be requested only when necessary.
- b) A variety of forms of identification will be accepted.
- c) Records of identification provided to City staff will be kept strictly confidential and used solely for the purposes for which intended.
- d) City staff will not report immigration status to the New Westminster Police Department (NWPD), Royal Canadian Mounted Police (RCMP), or Canadian Border Services Agency (CBSA) unless required by law.

E. IMPLEMENTATION PROVISIONS

1. Training and Education

- a) Ongoing training for City staff on the Sanctuary City Policy, especially on the importance of confidentiality and the right of all persons to access City facilities, programs and services. Develop training materials in consultation with affected communities.
- b) Integrate training on the Sanctuary City Policy with other City staff training programs whenever possible.
- c) Align with future training delivered through the City's Diversity, Equity, Inclusion and Anti-Racism Framework.

2. Communication & Public Awareness

- a) Develop a communication strategy to keep the community informed about the Sanctuary City Policy.
- b) Facilitate awareness about the Sanctuary City Policy with public and community partners.
- c) Create a list of the types of identification that will be accepted by the City.

3. Reporting & Evaluation

- a) Establish and implement a complaint protocol and monitoring program.
- a) Report to Council every two years.



Attachment 3

Policy Development Process

POLICY DEVELOPMENT PROCESS

Case Study Review (March/April 2019)

As a first step, staff reviewed six Canadian municipalities that have implemented policies to support individuals with no or precarious immigration status:

- City of Edmonton, Access to Municipal Services Without Fear Policy, 2018
- City of London, Free of Fear Services for All Policy, 2018
- City of Montreal, Sanctuary City Designation, 2017
- City of Vancouver, Access to City Services Without Fear Policy, 2016
- City of Hamilton, Access to Services for Undocumented Individuals Policy, 2014
- City of Toronto, Access to City Services for Undocumented Torontonians Policy, 2013

These policies converged on several key objectives: (1) provisions for removing barriers to accessing municipal facilities, programs and services; (2) privacy of information; (3) staff training and education; (4) companion anti-racism training; (5) communication and public awareness; and, (6) police service companion policies.

Policy Development with MAC and WINS LIP (May 2019 to June 2021)

Learnings from the case study research were presented to the Multiculturalism Advisory Committee and WINS Local Immigration Partnership Council, and the draft policy and implementation provisions were developed over several meetings between May 2019 and June 2021 (of note, work on the Sanctuary City Policy was paused from March 2020 to March 2021 due to the COVID-19 pandemic).

Inter-Departmental Review (November 2019 - ongoing)

Consultation with various City Departments began in winter 2019 with a focus on the proposed implementation provisions, including identifying programs and services that require identification, the types of identification accepted, ideas for acceptable alternate forms of identification, circumstances where staff might ask about immigration status, and feedback on staff training and education.

CASE STUDY REVIEW

Municipality	Key Principles / Actions	Collaboration with Police
<p>EDMONTON Access to Municipal Services Without Fear Policy, 2018</p>	<ul style="list-style-type: none"> • Promote full integration of persons of all immigration statuses, including precarious or undocumented status, into the community through information, education, and the provision of City services. • Ensure that persons of all immigration statuses treated with respect and dignity when accessing City services. • Limit barriers to participation as required by persons with precarious or undocumented immigration status. • Identification requested only when necessary. • Accept a variety of forms of identification for City services and programs. • Records of identification provided kept strictly confidential & used solely for the purposes for which intended. 	<p>Staff report recommends exploring further policy and procedure alignment opportunities with Edmonton Police Service.</p> <p>Orientation and training for Community Peace Officers for consistency with City’s identification requirements</p>
<p>LONDON (ON) Free of Fear Services for All Policy, 2018</p>	<ul style="list-style-type: none"> • Access to City services free of fear, treated with respect & dignity – access not dependent on immigration status • Adoption of non-disclosure practice by City staff to enquire about immigration status, unless legally required to do so to access specific city services • No reporting of any residents immigration status to CBSA, London Police Service, Campus Community Police Service, Ontario Provincial Police, RCMP unless required to do so by law. 	<p>Policy states that it does not apply to London Police Services Board.</p>

Municipality	Key Principles / Actions	Collaboration with Police
<p>MONTREAL Sanctuary City Declaration, 2017</p>	<ul style="list-style-type: none"> • Offer access to city programs and services & improve access for persons without legal status to services provided by the city and its partners, without fear of being denounced or deported. • Training and education for front-line staff. • A complaint protocol and communication strategy to keep Montrealers informed of the scope of the city’s commitment to be a Sanctuary City. 	<p>City request for Police to develop an approach to ensure that persons without legal status and in vulnerable situations can have access to municipal public safety services without a risk of being denounced to immigration authorities or deported, unless this person is specifically subject to a compliance order issued by a jurisdictional authority in a criminal and security matter.</p>
<p>VANCOUVER Access to City Services Without Fear Policy, 2016</p>	<ul style="list-style-type: none"> • Access to City services is not dependent on immigration status - staff will not ask for or seek out an individual’s immigration status. • Privacy of Information - personal information concerning immigration status is not requested or gathered in the course of providing City services unless required by law. • Relationship with Canada Border Services Agency, CBSA - voluntary disclosure of immigration status and enforcement of immigration law is outside the scope of the City’s jurisdiction, City staff are not permitted to disclose personal information as a general rule except in accordance with the law. 	<p>The Vancouver Police Board was asked to develop policy that supports the “spirit and objectives” of the City’s policy.</p> <p>2018 - VPB approved the “Access to Police Services without Fear – VPD Guidelines”.</p>

Municipality	Key Principles / Actions	Collaboration with Police
HAMILTON Access to Services for Undocumented Individuals Policy, 2014	<ul style="list-style-type: none"> • Anti-racism training, enhanced to discuss providing services to undocumented individuals. • Public education / leadership with public partners, NPOs • Advocate to senior government to remove barriers to achieving full status. 	City report shared with Hamilton Police Services (HPS) – HPS cited need for further work to understand the implications for HPS and linkages to Police Services Act.
TORONTO Access to City Services for Undocumented Torontonians Policy (Access T.O.), 2013	<ul style="list-style-type: none"> • Immigration/citizenship information for the purposes of determining service/program eligibility will only be collected where specifically required by either provincial or federal legislation, policies or agreements. • City divisions, agencies and corporations policies and procedures to be consistent with policy. • Training program to inform, educate and train appropriate City staff. 	Work with the Toronto Police Services: <ul style="list-style-type: none"> • To ensure victims and witnesses of crime will not be asked about immigration status; • To articulate bona fide law enforcement reasons that would require the Toronto Police Service to ask about immigration status; • Police mechanisms to encourage victims and witnesses of crime to come forward without fear of exposing their status.

INTERDEPARTMENTAL REVIEW

Are there any programs or services offered by your Department that would require a resident to provide identification? If immigration status were revealed in the course of providing services, would staff report to the NW Police or CBSA?	
Engineering Operations	Discounted rate at cemetery and at Animal Services when animal surrendered / redeemed. Recycling depot for green waste disposal. <i>Report immigration status: No</i>
Financial Services	When record copies requested (e.g. bill, statement, etc.) to verify ownership and when picking up cheques. <i>Report immigration status: No</i>
Parks & Recreation	Financial Assistance Program. Century House Association - Program Registration (name, address, phone, e-mail if they have it). <i>Report immigration status: No</i>
Museum + Heritage	Museum donations <i>Report immigration status: No</i>
Anvil Centre	ID for liquor service and Conference Client requires ID for their events. Programs with community partners where the partner requires ID (e.g. generally a program for youth). <i>Report immigration status: No</i>
Licensing & Integrated Services	Business License Application and Bylaws may ask someone to produce ID to issue a ticket. Sometimes ask for ID to confirm who we are speaking to <i>Report immigration status: Only if individual is at risk (e.g. victim of human trafficking)</i>
Library	Photo ID for Library Card Full membership. Other low-barrier membership cards available that do not require ID – e.g. an Internet Only card that allows people with no ID whatsoever to use the public computers. Also, have the Access Card for people with no proof of address, which includes internet use and ability to borrow materials. <i>Report immigration status: No</i>
Fire Dept.	Emergency medical services, Emergency evacuation services <i>Report immigration status: No</i>

When identification is required, what type of identification would be accepted and what alternatives would you consider.	
Engineering Operations	<i>Accepted:</i> BCID / BCDL. <i>Alternatives:</i> Letter from NPO that fulfills any bylaw requirements (Cemetery requires someone to live in the city for at least 3 months).
Financial Services	<i>Accepted:</i> Any one of photo ID including DL, passport, permanent resident card, BC Care Card (PHN), etc. <i>Alternatives:</i> any other photo ID.
Parks & Recreation	<i>Accepted:</i> Proof of NW residency, Utility bill. <i>Alternatives:</i> Can work with community organizations to indicate NW residency, would accept a letter of verification from SD40.
Museum + Heritage	<i>Accepted:</i> BCID / BCDL. <i>Alternatives:</i> Utility bill, library card, letter from non-profit.
Anvil Centre	<i>Accepted:</i> BCID / BCDL, work ID card, University ID. <i>Alternatives:</i> any other photo ID.
Licensing & Integrated Services	<i>Accepted:</i> What is acceptable depends on the situation. For a business license application, ticketing, and sensitive conversations with property owners or business owners request some sort of government issued ID. <i>Alternatives:</i> in addition to those listed above a passport, BC Care Card (PHN), landed immigrant document would suffice. Other situations are satisfied by the person just providing their first and last name verbally.
Library	<i>Accepted:</i> Any photo ID, Utility bill, Bank card, and will mail a letter to residence, which can be brought back as proof of residence. <i>Alternative:</i> Accept almost anything from an organization that has their address on it.
Fire Dept.	<i>Accepted:</i> Any photo ID, BCID, BCDL, BC Care Card (PHN). <i>Alternatives:</i> Still provide services, even without ID for both emergency medical and Emergency Evacuation Services - can still be received by Emergency Management BC which provides 72 hours of lodging and food.

Are there obstacles or barriers in applying the policy to volunteers? Are there obstacles or barriers in applying the policy to facilities, services or programs arms length to the City	
Engineering Operations	<i>Barriers for volunteers:</i> No <i>Barriers for arms-length to City:</i> No
Financial Services	<i>Barriers for volunteers:</i> No <i>Barriers for arms-length to City:</i> Yes, will need to add language to contracts with consultants/contractors.
Parks & Recreation	<i>Barriers for volunteers:</i> Volunteer, applications asks for name, address, phone, email, so that they can be put in the database, after which no ID required. <i>Barriers for arms-length to City:</i> No
Museum + Heritage	<i>Barriers for volunteers:</i> Yes, criminal check required for volunteers working with vulnerable populations and for working with sensitive items in the collection. <i>Barriers for arms-length to City:</i> N/A
Anvil Centre	<i>Barriers for volunteers:</i> No <i>Barriers for arms-length to City:</i> N/A
Licensing & Integrated Services	<i>Barriers for volunteers:</i> No <i>Barriers for arms-length to City:</i> N/A
Library	<i>Barriers for volunteers:</i> No <i>Barriers for arms-length to City:</i> No
Fire Dept.	<i>Barriers for volunteers:</i> No <i>Barriers for arms-length to City:</i> No

Feedback for staff training	
Engineering Operations	<p>Key Information: Need to educate staff on why the policy is important and that it promotes equity.</p> <p>Tools: Short training video, brochure.</p> <p>Approach: Train the trainer, with short video & brochure. More accountability if delivered by managers / supervisors.</p>
Financial Services	<p>Key Information: Communicate that at this time, photo verification is required prior to release of any information.</p> <p>Tools: Ok with proposed.</p> <p>Approach: Ok with proposed.</p>
Parks & Recreation	<p>Key Information: Ok with proposed.</p> <p>Tools: Ok with proposed.</p> <p>Approach: Support need for anti-racism training citywide as it is an opportunity for dialogue resulting in a deeper understanding of the policy. This approach needs to be integrated in the way we do business and cannot be a stand-alone approach.</p>
Museum + Heritage	<p>Key Information: Ok with proposed.</p> <p>Tools: Ok with proposed.</p> <p>Approach: Ok with proposed.</p>
Anvil Centre	<p>Key Information: Ok with proposed.</p> <p>Tools: Ok with proposed.</p> <p>Approach: This content should be added to all venue Orientations and all staff should be required to go through the training prior to working their first shift.</p>
Licensing & Integrated Services	<p>Key Information: Ok with proposed.</p> <p>Tools: Education video showing the dire challenges for individuals without status and the importance of policy.</p> <p>Approach: Ok with proposed.</p>
Library	<p>Key Information: Ok with proposed.</p> <p>Tools: Ok with proposed.</p> <p>Approach: Ok with proposed.</p>
Fire Dept.	<p>Key Information: Ok with proposed.</p> <p>Tools: Ok with proposed.</p> <p>Approach: Ok with proposed.</p>

CONSULTATION

Community and Stakeholder Engagement

Public engagement on the draft Sanctuary City Policy occurred in two phases. The first phase launched in March 2020 and paused shortly after due to the COVID-19 pandemic, and the second phase launched in April 2021 to June 2021. The purpose of the engagement was:

- to share information about the purpose, intent and content of the City’s draft Sanctuary City Policy with community members, including what it is and why it is important;
- to consult key stakeholders, such as individuals with lived and/or living experience of no or precarious immigration status and local settlement organizations and non-profits that work with them, on the draft policy and proposed implementation steps identifying any suggested changes or additions to the policy before it was finalized and presented to Council for endorsement;
- to discuss with stakeholders any suggestions for the New Westminster Police Department as they develop a companion policy; and,
- to build awareness about the policy so that participants will be able to share information with their clients and networks.

Engagement Summary

Engagement activities consisted of two online surveys, one public open house, one virtual stakeholder workshop with non-profits who work with individuals with no or precarious immigration status, one virtual workshop with individuals with lived and/or living experience of no or precarious immigration status, and information through the BE Heard New West platform.

- Survey #1 (March 9 to June 5, 2020) – 38 surveys completed
- Public Open House May 10, 2020 – low attendance because of COVID-19 pandemic
- Survey #2 (April 22 to May 25, 2021) – 23 surveys completed
- Virtual Stakeholder Workshop (April 23, 2021) – 14 participants from 8 non-profits
- Virtual Workshop with Individuals with Lived/Living Experience (June 9, 2021) – 7 participants
- Be Heard New West Platform - 219 participants who visited at least one of the Sanctuary City Policy pages

Engagement Activities

Survey #1 (March 9 to June 5, 2020)

An online survey was posted on the City website from March 9 to June 5, 2020. The survey asked respondents to review the draft policy statement, policy provisions, and implementation provisions and comment on whether they agree or disagree, and to provide their reasons if they disagree. There were 38 completed surveys.

Public Open House (May 10, 2020)

A two-hour public open house was held on May 10, 2020. The open house consisted of display boards on all sections of the policy and included opportunities for discussions with staff, for providing feedback directly on the display boards and to complete survey #1. The open house was held on the same week that the Provincial Health Orders were declared in regards to the Covid-19 pandemic and as such, attendance was very low with five participants.

Survey #2 (April 22 to May 25, 2021)

An online survey was posted on the Be Heard New West platform from April 22 to May 25, 2021 inclusive. The survey asked respondents to review the various sections of the draft policy including the statement, policy provisions, implementation provisions and feedback for New Westminster Police Department. There were 23 completed surveys.

Virtual Stakeholder Workshop (April 23, 2021)

A 90-minute online workshop engaging with stakeholders from local non-profit organizations working with individuals with lived/living experience of no or precarious immigration status was held on April 23, 2021. It consisted of a brief overview presentation on the draft Sanctuary City Policy, followed by a world café style session where participants rotated between three breakout rooms to provide feedback on different sections of the policy. There were three rounds, which allowed all participants to provide feedback on all aspects of the policy followed by a question and answer period and dedicated time to provide feedback to the NWPD for their future policy. There were 14 participants representing 8 non-profit organizations. Organizations invited to the workshop included (organizations who participated in the workshop are in bold italicized font):

WINS LIP Members

<i>Umbrella Multicultural Health Coop</i>	Pacific Immigrant Resource Society	<i>Family Services of Greater Vancouver</i>
<i>Mosaic</i>	NW Family Place	<i>Lower Mainland Purpose Society</i>
SUCCESS	Elizabeth Fry Society	Douglas College
New West Hospice Society	Seniors Services Society	Fraserside Community Services
<i>Immigrant Services Society of BC</i>	<i>Fraser Works Co-op</i>	

Regional Serving Organizations

Affiliation of Multicultural Societies & Service Agencies BC	Vancouver Association for Survivors of Torture	Migrant Workers Dignity Association
<i>Sanctuary Health</i>	Inland Refugee Society	Migrant Workers Centre BC
Muslim Food Bank	No One is Illegal	<i>Journey Home</i>
Rainbow Refugee	SWAN Vancouver	Westcoast Leaf
Battered Women’s Support Services	WATARI Counselling & Support Services Society	

Virtual Workshop with Individuals with lived/living experience (June 9, 2021)

A two our workshop was held with participants with lived/living experience of no or precarious immigration status on June 9, 2021. The workshop consisted of a brief overview

presentation on the draft Sanctuary City Policy followed by a facilitated discussion on all sections of the policy and proposed implementation steps. The participants also provided feedback on the key messages and draft content for the communications brochure. There were 7 participants including 3 members of the Community Action Network.

Be Heard platform

There were 219 participants who visited at least one of the Sanctuary City Policy pages on the Be Heard New West platform. Of these 219 participants there were 107 who were more involved, including 80 visiting multiple project pages and 40 downloading documents. Of these 169 more involved participants, 23 completed the survey.

What We Heard

The following is a summary of what we heard from all engagement activities.

Policy Statement, Application and Framework

- Support for the policy, it is inclusive and confidentiality is maintained.
- Without the New Westminster Police Department (NYPD) developing its own corresponding policy, the name ‘Sanctuary City Policy’ would be misleading to individuals seeking sanctuary in the City.
- Instead of changing the name, the NYPD should develop a policy that mirrors that of the City, which would make the name Sanctuary City Policy more authentic.
- “Without fear” should be replaced with “with knowledge” since a policy may not always incite fear and also fear may not be removed because of this policy, fear may still be present for other reasons unrelated to this policy or regardless of this policy
- The Policy Statement reads too long and important themes are lost; consider separating into its key statement themes through simple line breaks.
- In the Policy Application section, it is important that the policy clearly define where and to whom the policy applies.
- Under Policy Framework, consider moving ‘Scope’ to the ‘Policy Application’ section as it more closely relates to the where and to whom the policy applies.
- The Scope should clarify that the policy will also guide the actions of recipients of the City’s community grants and other types of funding as appropriate.
- There were questions about the use of the word “New Westminster residents” and if the policy applies to non-residents – it should be clear that the policy applies to everyone.
- It was suggested that the word resident itself may be problematic and that an alternative term could be considered, such as ‘community member’.
- There was support for the comprehensive Definitions section noting that it captured the wide spectrum of status that individuals may be facing but there was also concern that this could put staff in a difficult position of having to interpret separated definitions that cover similar themes.
- It was suggested that reference to refugees be included in the Policy Statement alongside all the other status conditions reflected in the Definitions.
- The word ‘citizenship’ could be problematic for people who come from countries where no citizenship provided.

- Affected individuals should have the opportunity to review and comment on the draft policy.
- A majority of participants praised the City’s efforts in developing a “progressive policy”, and urged the NWPD to develop a corresponding policy.
- “Without fear” can be replaced with “with knowledge” since a policy may not always incite fear and also fear may not be removed because of this policy, fear may still be present for other reasons unrelated to this policy or regardless of this policy.
- The Policy should clearly state what services, programs, facilities it applies to including if it applies to services at arms-length of City (Century House Association cited as an example).
- Develop a list of services to which the policy applies.
- Reasons provided for disagreeing included concerns about illegal immigration, the potential use of taxpayer dollars, the possible impacts on municipal services, and the need for such a policy.

Policy Provisions – Access to City Facilities, Programs & Services and Identification, Privacy & Reporting

- It is important to ensure that the police in particular are required to conform, for example with respect to the relationship to CBSA.
- If we want to encourage full participation, need to consider how undocumented residents can participate as volunteers or within City activities.
- Overall happy to see this policy and satisfied with provisions.
- ‘Access’ is usually with the support of non-profit organizations because language is a barrier to many with precarious status, which impedes access to City services, programs, facilities.
- Fear is a big issue and individuals rely on non-profit organizations to help navigate (including because of language barriers).
- Listing all types of statuses could be confusing to the public, but it is important to make sure that it covers all experiences of precariousness. Keep in policy but simplify to ‘precarious status’ when communicating to public.
- The idea of safety is important; consider adding the word safety to the provisions.
- City services sometimes use external security guards who can be aggressive towards people (can cause profiling based on how you dress). Policy needs to apply to city sub-contract positions.
- Even if Policy does not apply to other agencies (i.e.: Healthcare), can still share this policy to create more knowledge.
- List all types of acceptable IDs as certain kinds of IDs reveal status. Important to address this in implementation (staff training) (examples cited included, a letter from a non-profit organization, lawyer or other representative).
- Consider establishing a City ID for that can allow people to access all services and programs, rather than at just one specific service.
- Should not have to prove who you are to participate in the City – there should be no questions asked.

- Example of Covid-19 Vaccines: Temporary health number provided to those who do not have ID, so they can still get vaccination. Same concept of access for all can be applied to this policy.
- Reasons provided for disagreeing included concern about not reporting to federal and policing agencies when asked and that identification should be required for providing evidence of financial needs or signing contracts.

Implementation – Training and Education

- Policy is a great tool, but implementation is the key and the most important aspects of implementation are training, funding, and guidelines shaped by affected communities.
- Anti-racism training (which includes profiling) and cultural awareness training should be fully integrated into Sanctuary City training. We cannot assume all front-line staff have the awareness they will need.
- Ensure that there is an adequate budget for City staff training, as this is essential to successful implementation of the policy. The City of Vancouver did not allocate sufficient funds and this contributed to the inconsistent application of its policy.
- Educate City management and staff as to the need for the policy, including through profiles and stories, which will build commitment towards implementation.
- Offer any unutilized training spaces to faith-based and non-profit organizations, as this is very much relevant to this sector too.
- Retain outside professionals to conduct the training rather than human resources staff, as it requires a specific skill set, including an understanding of entitlement and unconscious bias.
- Recognize that training materials should be prepared in consultation with those with lived and living experience, and that this takes adequate resources and time.
- Ensure that there is consistent application between departments and facilities, including the Fire and Police Departments.
- Ensure that there is continuous review and evaluation of the policy, including its implementation, with specific reference to training and education.
- Reasons provided for disagreeing included the potential use of taxpayer dollars.

Implementation – Communication & Public Awareness

- Human needs and civil liberties should supersede the enforcement of law.
- Educate the community as to the need for the policy, and how it benefits everyone, including those with uncertain, precarious or no immigration status.
- It is not enough to just inform the community, there needs to be a robust education piece that addresses unconscious bias
- Work closely with impacted communities and consult with affected communities with regard to the development of an emblem or a sticker which indicates that the facility or service abides by the Sanctuary City Policy – e.g., similar to Safe Harbour.
- Work with public partners, including School District #40, to ensure consistency with regard to similar policies or practices.
- Ongoing implementation (communications and training) is key.
- Emphasize the importance of communication and public awareness. People who benefit from this policy need to learn that it exists.

- City should share information with organizations who are dealing with refugees as they are the people who are most likely to seek out these services.
- Reasons provided for disagreeing included the potential use of taxpayer dollars and that there is no need for the policy based on the opinion that this is not a major issue in New West.

Feedback on Draft Public Information Brochure

- Utilize plain or simplified language, and visual images, to communicate key information.
- Important to translate the communications brochure into other languages. Need Arabic/ Swahili translation because not common to have materials in this language and community members have voiced this need.
 - Look at which languages overrepresented in refugee groups rather than census, which accounts for everyone.
- Include a statement in the brochure that New West Police will be adopting their own policy and that this one doesn't apply to policing

Implementation – Reporting & Evaluation

- Ensure that there are consequences for non-compliance with the policy, which will contribute to accountability.
- Need to ensure accountability if mistakes are made and important to communicate what the follow-up will be for staff who do not follow the policy.
- Reporting mechanism so that if an issue comes up with policy implementation, City staff has a way to track and see what steps are missing (e.g. staff asking about immigration status)
- Communicate the relationship between the DEIAR framework and the Sanctuary City Policy.
- Learn from other bodies and jurisdictions, including School District #40. More specifically, what worked and what did not work, and what are the lessons learned. Where possible, try to avoid preventable missteps.
- Consider reporting to Council within one year of policy implementation, particularly if there are breaches of the policy.
- Add a provision that the policy will be re-evaluated and revised over time (at least every 5 years)
- Reasons provided for disagreeing included the potential use of taxpayer dollars and that there is no need for a complaint protocol.

Feedback for New Westminster Police

- The Policy should apply to New West Police Department.
- Ultimately, best if this is a joint policy.
- The NW Police Policy should consider Transit Police and be as far-reaching as possible.
- Good that there is no MOU with CBSA, but go further with the NW Police policy stating there will be no active reporting to CBSA.
- “No line of communication between NWPD and CBSA” needs to be very clear in the NW Police policy.

- Need to ensure accountability if mistakes are made. For example, that there are procedures if a police officer becomes aware of a persons immigration status and reports it.
- Other NRPD policies, such as the Code of Ethics, should reflect the principles of the Sanctuary City Policy.
- Do members of the police force receive this (anti-racism, cultural sensitivity training now?



Attachment 4
Implementation

IMPLEMENTATION

Staff Training and Education – Implementation Phase 1 (July – September 2021)

Phase 1 implementation for staff training and education proposes a train-the-trainer delivery model that would involve training Managers and Supervisors from all City Departments on the policy, with a focus on the following key messages:

- What are the provisions of the policy?
- Why is it important?
- How does it affect my job? What do I do differently? What do I need to know?
- Where do I find information about the policy?
- Whom do I contact if I have questions?

Social Planning, with input from affected communities and support from Human Resources, would coordinate Phase 1 of staff training, and training materials would include:

- A PowerPoint presentation based on the above key messages.
- A Frequently Asked Questions handout.
- Copies of communications materials prepared for the community.
- Resources on unconscious and conscious bias and anti-racism.

Staff Training and Education – Implementation Phase 2 (Winter 2021)

The importance of anti-racism training and cultural awareness training as part of implementing Sanctuary City policies emerged as a key theme through the case study research and during engagement. A key part of training includes building awareness in staff and the deeper work of confronting one's unconscious and conscious bias. Given that the City has recently embarked on a Diversity, Equity, Inclusion and Anti-Racism framework (DEIAR), it would be beneficial for the Sanctuary City Policy to be aligned with and housed within that framework, which will include City-wide training anticipated to begin in winter 2021.

Communications and Public Awareness - Implementation Phase 1 (July – September 2021)

Phase 1 implementation for communications and public awareness will focus on the following key messages:

- What does it mean to be a Sanctuary City?
- How will it be applied?

- Who does it apply to?
- How does it affect me?

A user-friendly brochure was developed with feedback from the workshop with individuals with lived and/or living experience of no or precarious immigration status, the Multicultural Advisory Committee and WINS Local Immigration Partnership. The brochure underwent a plain language review by Literacy New West and will be translated into the following languages: Arabic, Tigrinya, Spanish, Farsi/Dari, and Swahili. These are the languages identified by local settlement organizations as most frequently spoken by their clients and guests.

Other communications and public awareness materials for Phase 1 include:

- A short video with the key messages from the brochure posted on the City webpage, shared through social media, with local settlement and social service organizations, and with public partners including the Fraser Health Authority and the New Westminster School District.
- Frequently Asked Questions posted on the City webpage.
- Links to resources on unconscious and conscious bias and anti-racism on the City webpage.
- A poster with key messages from the brochure placed in visible locations at all City facilities.

Communications and Public Awareness - Implementation Phase 2 (Fall / Winter 2021)

Identification was another key theme that emerged from the engagement process where it was noted that there could be individuals who do not have identification and that some types of identification could reveal immigration status. It was recommended that the City develop a list of all types of identification that would be accepted for those programs or services that require identification and that the list include options outside of traditional identification, such as a letter from a non-profit organization. Another recommendation was that the City develop a list of all the facilities, programs and services to which the Sanctuary City Policy would apply and indicate when identification would be required. These two lists would be developed collaboratively with all City Departments.

Reporting and Evaluation - Implementation Phase 2 (Winter 2021)

The need to ensure accountability if staff makes a mistake and asks for information about immigration status was highlighted at the workshop with individuals with lived and/or living experience of no or precarious immigration status. A reporting system for community members and follow-up by the City will be important to the success of the policy in achieving its primary objective of making sure that all community members feel welcome and safe when accessing the City. It will also assist with the evaluation of the policy over

time. A reporting and evaluation protocol will be developed in collaboration with all City departments and reviewed by affected communities.

Identification Bank – Implementation Phase 2 (Winter 2021)

Development Services staff, in collaboration with the COVID-19 At-Risk and Vulnerable Populations Task Force, are also looking into establishing an Identification Bank in New Westminster, where individuals would receive no-cost assistance in applying for identification to access financial assistance, government benefits, health supports and more. While such banks typically assist individuals with obtaining and/or replacing identification such as Canadian Birth Certificate, Canadian Citizenship Card/Certificate or Permanent Resident Cards, or applying for the BC Photo Services Card and/or the BCID Card, there is an opportunity to explore expanding the program to serve individuals with no or precarious status.



There is no Report with this Item.
Please see Attachment(s).



New Westminister Police Department

New Westminister Police Department Guidelines on the City of New Westminister Sanctuary City Policy

The intent of these guidelines is to support the City of New Westminister's Sanctuary City Policy which is intended to provide safe access to City facilities, programs and services for community members with uncertain, precarious, undocumented, refugee or no immigration status, while at the same time acknowledging the unique position the New Westminister Police Department (NWPD) holds as the law enforcement agency responsible for public safety.

The NWPD is mindful of the challenges community members with uncertain, precarious, undocumented, refugee or no immigration status have. Public safety is without question the central objective of the NWPD, one which applies equally to all members of the community regardless of their immigration status. Public trust is also an important factor in the community-police relationship and persons needing police assistance should feel safe in doing so and confident that their immigration status will not be requested or inquired into unless a legal reason exists to do so.

The NWPD remains committed to its compassionate and empathetic approach to anyone who requires our help, and ensuring public safety services are accessible to all members of the community. In support of the "spirit and objectives" of the City of New Westminister's Sanctuary City policy, and to address the concerns of those with uncertain, precarious, undocumented, refugee or no immigration status, NWPD members will adhere to the following principles:

1. NWPD members should not inquire about the immigration or residency status of a complainant, victim or witness, nor communicate with Canada Border Services Agency (CBSA) regarding their immigration or residency status during the course of a police investigation unless a legal reason exists to do so.



New Westminster Police Department

2. The NWPD will not engage in planned or proactive operations or investigations wherein the primary purpose or intention is the enforcement of the Immigration and Refugee Protection Act (IRPA).
3. NWPD members will continue to use all of their lawful authorities when dealing with persons who are the subject of a lawful police investigation under Federal, Provincial or Municipal laws. This will include the discretion to enforce all applicable laws (including IRPA), powers of arrest and search, the use of police databases and communication with other law enforcement organizations (including CBSA) where necessary and appropriate.
4. Nothing in these guidelines should be construed as prohibiting NWPD members from fulfilling their common law or statutory duties, including but not limited to the execution of warrants, written orders or the use of police database queries where appropriate.

These guidelines will enable the NWPD to continue to meet its public safety obligations while supporting the Sanctuary City policy and addressing the concerns of complainants, victims and witnesses with uncertain, precarious, undocumented, refugee or no immigration status, who are seeking our help.



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board **Date:** January 18, 2022

From: Inspector Diana McDaniel
Prevention Services **Item #:** 2.8

Subject: Summary of the new *BC Provincial Policing Standards* on the Promotion of Unbiased Policing
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

RECOMMENDATION

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

PURPOSE

The purpose of this report is to provide an overview of the new *BC Provincial Policing Standards* on the Promotion of Unbiased Policing.

SUMMARY

The Minister of Public Safety and Solicitor General approved new *BC Provincial Policing Standards* on the Promotion of Unbiased Policing on July 30, 2021. All of the new Standards will come into effect on **July 30, 2023**. The following is a summary of these new *BC Provincial Policing Standards*:

BCPPS 6.1.1 Promoting Unbiased Policing

- Communicate duty to promote equitable policing without discrimination to all employees of the police force.
- Commitment and expectation that all employees of the police force will provide services in a culturally safe, responsive and trauma-informed manner.
- Policies and procedures are analyzed through the lens of Gender-Based Analysis Plus.
- Written procedures support equitable policing, the protection of rights, and access to justice.

- Police officers provide information and referral to services to support access to justice, including referrals to victim services in a culturally appropriate manner, and access to interpreters or translation services.
- Annual audits to examine compliance with policies and procedures, and annual analysis of selected records to monitor for systemic inequities in service delivery.
- Policies to guide a police board's response to Service and Policy Complaints, requiring consideration of whether the complaint includes allegations of discriminatory policies or practices.

BCPPS 6.1.2 Community Engagement

- Maintaining a community relations function to liaise with community representatives reflective of the demographic makeup of the community.
- Seek community input on priorities and objectives for policing and law enforcement from a broad spectrum of the community served.
- Conducting a survey of citizen satisfaction at least once every three years.
- Integrating community relationship building into performance assessment/management of police officers.

BCPPS 6.1.3 Promoting Diversity within the Police Force

- Recruitment and promotion policies and practices to include strategies to increase and maintain diversity in the police force, including: recruitment materials that depict gender equity and minority representation; targeted recruitment activities to attract under-represented groups; and monitoring diversity within the police force in relation to the area served.
- Policies and processes to prohibit bullying and any form of harassment in the workplace.

Training Courses Required to Promote Equitable and Unbiased Policing

BCPPS 3.2.5 Training to Promote Equitable and Unbiased Policing

- All front-line police officers and front-line supervisors to have completed *BC Fair and Impartial Policing Training* or a provincially-approved equivalent training course, by no later than **July 30, 2024**.

BCPPS 3.2.6 Training to Enhance Service Delivery to Vulnerable Communities

- All police officers to have completed Indigenous cultural safety training by no later than **July 30, 2024**.
- All front-line police officers and front-line supervisors to have completed trauma-informed practice training by no later than **July 30, 2024**. There is also a requirement to update this training at least every three years for those officers and supervisors in specialized roles responsible for investigations involving vulnerable witnesses or victims.
- All front-line police officers and front-line supervisors to have completed *Evidence-based, Risk-focused Intimate Partner Violence Investigations* training by no later than **December 31, 2022**, and refresh this training every five years.

ATTACHMENTS

Attachment 1 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

This report was prepared by:



Inspector Diana McDaniel
Prevention Services



**BRITISH
COLUMBIA**

PROVINCIAL POLICING STANDARDS

Section 6.0 - Promotion of Unbiased Policing

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 & 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.

Section 6.0 – Promotion of Unbiased Policing	Page 1 of 5
Sub Section 6.1 – Community Partnerships and Equitable Policing	Effective: July 30, 2023 Revised: n/a
Subject 6.1.1 – Promoting Unbiased Policing	

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 – Promotion of Unbiased Policing	Page 1 of 2
Sub Section 6.1 – Community Partnerships and Equitable Policing	Effective: July 30, 2023 Revised: n/a
Subject 6.1.2 – Community engagement	

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 – Promotion of Unbiased Policing	Page 1 of 1
Sub Section 6.1 – Community Partnerships and Equitable Policing	Effective: July 30, 2023 Revised: n/a
Subject 6.1.3 – Promoting diversity within the police force	

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 – Training Courses and Development	Page 1 of 1
Sub Section 3.2 – Provincially-Approved Training Courses	Effective: July 30, 2024 Revised: n/a
Subject 3.2.5 – Training to promote equitable and unbiased policing	

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 –	Training Courses and Development	Page 1 of 2
Sub Section 3.2 –	Provincially-Approved Training Courses	Effective: Standards (1)-(5): July 30, 2024 Standards (6)-(7): December 31, 2022
Subject 3.2.6 –	Training to enhance service delivery to vulnerable communities	Revised: n/a

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.

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“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.

Placeholder for NWPD Strategic Plan Docs

Heather CORBETT

From: Canadian Association of Police Governance (CAPG) <communications@capg.ca>
Sent: December-31-21 10:34 AM
To: Heather CORBETT
Subject: CORRECTION: 2022 Call for Resolutions - Due May 31

[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.



IMPORTANT: The email that went out yesterday included the incorrect due date in the body of the email. Please note the correct date below and in the corresponding PDF. Sorry for any confusion.

CALL FOR RESOLUTIONS

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 **May 31, 2022.**

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 33rd Annual General Meeting on September 10th, 2022 in Saskatoon SK.

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

THIS IS YOUR CHANCE TO ENSURE YOUR VOICE IS HEARD!

Email your Resolutions by May 31, 2022 to: jmalloy@capg.ca

SUBMISSION REQUIREMENTS

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 preambles “(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 MAY 31, 2022.
- 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.

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CAPG CALL FOR RESOLUTIONS

CAPG's 33rd Annual Meeting - September 10th, 2022 (Date/Time TBC)

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NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, February 15, 2022 at 9:30 am

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

✓ Indicates Attachment

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.

1	ADOPTION & PRESENTATIONS	
	1.1 Land Acknowledgment	<i>Mayor Cote</i>
✓	1.2 Adoption of Open Agenda: February 15, 2022	<i>Police Board</i>
2	CONSENT AGENDA	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: January 18, 2022	
	2.2 Police Board Member Reports	
✓	2.3 Statistics: January 2022	
✓	2.4 Street Checks Policy (Police Stops) OB235 – Audit Report	
✓	2.5 Police Board Correspondence:	
	2.5a CAPG Survey	
3	ONGOING BUSINESS	
✓	3.1 Response to Downtown Livability Concerns	<i>Chief Constable Jansen</i>
✓	3.2 Special Investigation Unit – Review of Recommendations	<i>Chief Constable Jansen</i>
4	NEW BUSINESS	
✓	4.1 NWPD 2021-2024 Strategic Plan	<i>Kyle Stamm, Sirius Strategy</i>
	NEXT MEETING	
	Date: Tuesday, April 19, 2022 at 9:30 am	
	Location: Zoom and/or Council Chamber, New Westminster City Hall (TBD)	
	ADJOURNMENT OF OPEN MEETING	



NEW WESTMINSTER MUNICIPAL POLICE BOARD

January 18, 2022 at 1000

Via ZOOM

MINUTES of Open Meeting

PRESENT:	Mayor Jonathan Coté	Chair
	Ms. Heather Boersma	
	Ms. Ruby Campbell	
	Mr. Karim Hachlaf	
	Mr. Sasha Ramnarine	
REGRETS:	Ms. Shirley Heafey	
STAFF:	Chief Constable Dave Jansen	
	Deputy Chief Paul Hyland	
	Inspector Trevor Dudar	
	A/Inspector Aman Gosal	
	Inspector Diana McDaniel	
	Inspector Andrew Perry	
	Ms. Jacqueline Dairon	Finance Supervisor
	Ms. Heather Corbett	Acting Board Secretary
GUESTS:	Ms. Karima Jivraj	President, Downtown NW BIA
	Ms. Kendra Johnston	Executive Director, Downtown NW BIA

The meeting was called to order at 10:22 a.m.

1.1. Introduction of New Police Board Member

Mayor Cote welcomed Ruby Campbell to the Police Board.

1.2. Adoption of Open Agenda: January 18, 2022

MOVED AND SECONDED

THAT The New Westminster Police Board approve the January 18, 2022, Open Agenda.

CARRIED

1.3. Delegations

- a) Kendra Johnston, Executive Director, and Karima Jivraj, President, Downtown New Westminister Business Improvement Association (DNWBIA), presented to the Police Board about feedback received from the DNWBIA's members regarding safety concerns in the downtown area, including increased vandalism, shoplifting, harassment, unsafe street behaviours, and open drug use.

In addition, Ms. Jivraj outlined anecdotal feedback received from the BIA's members about the length of time it currently takes to report crimes through the non-emergency line, constraints and lack of feedback experienced when using the NWPD's online reporting service, and a desire for improved, consistent and transparent communication with the business community.

In response, Chief Constable Jansen assured the BIA representatives that the NWPD is aware of the concerns and is working with the City of New Westminster to address issues in the downtown. In October 2021, the NWPD reassigned the Crime Reduction Unit (CRU) to focus solely on the downtown, and doubled the vulnerable person liaison unit from one to two members. In addition, Chief Constable Jansen noted that the operational review of the NWPD would hopefully assist with staffing decisions that may help to address the issues raised.

Police Board members thanked the DNWBIA representatives for the presentation and provided the following comments:

- The issues that have been raised are important to the Board, and stem from broader issues such as the housing and opioid crises;
- The NWPD and the City will continue to work hard to address the broader issues; however, they do take time;
- The comments about the communication channels may be more easily addressed through greater connection with groups such as the DNWBIA;
- The issues raised about the decrease in E-COMM's services, particularly the non-emergency lines, have been brought to the Board's attention previously, and options to address these concerns are forthcoming; and,
- In future, it would be important to examine the language contained in the letters included in the agenda package, as these documents are public record and some of the terminology may be uncomfortable to the unhoused and vulnerable populations.

2. CONSENT AGENDA

2.1. Approval of Open Minutes: November 16, 2021

2.2. Police Board Member Reports

2.3. Policy: AC30 – Ceremonial Protocols

2.4. Statistics: November and December 2021

2.5. Police Board Correspondence

- a) BCOHRC's Submissions to the Special Committee on Reforming the *Police Act*
- b) Compliance Evaluation of BCPPS Use-of-Force Training and Firearm Qualification in 2020

2.6 Amendment to New Westminster Police Board Governance Manual – Appendix 11: Honorarium

2.7 NWPB Guidelines on City of New Westminster Sanctuary City Policy

2.8 Summary of New BC Provincial Policing standards on the Promotion of Unbiased Policing

MOVED AND SECONDED

THAT Item 2.5c be removed from the Consent Agenda; and,

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

CARRIED

ITEMS REMOVED FROM CONSENT

2.5 Police Board Correspondence

c) Letter from Emergency Communications Professionals of BC (CUPE Local 8911)

Police Board members acknowledged the letter from the Emergency Communications Professionals of BC CUPE President and offered thanks for taking the time to communicate their concerns to the Board. It was further noted that the requested funding and issues at E-COMM would form an ongoing part of the Board's discussions and meeting agendas in future.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the correspondence from Emergency Communications Professionals of BC (CUPE Local 8911) for information.

CARRIED

3. ONGOING BUSINESS

3.1. Report on Non-Emergency Response Lines (Verbal)

Chief Constable Jansen noted that Inspector Perry, Administration Division, has been instructed to provide the Board with an overview of programs being explored by two other municipal policing agencies, including costing and approaches, as an alternative to the provision of non-emergency response lines by E-COMM. This report will be presented to the Board at a future meeting and will include potential strategies and partnerships. In the meantime, the following data had been gathered for the Board's information:

- In 2021, 27,000 non-emergency calls were received, of which 12,000 (44%) were abandoned;
- The wait time averages of these calls were far below the expected standard;
- In Q4 of 2021, abandoned calls went up from 44% to 58%; and,

- It can be hypothesized that the crime statistics reflect the above statistics, in that, for example, property crime levels have decreased, which may be due to the abandonment rate.

Police Board members provided the following comments:

- The Board was made aware of the failures of the non-emergency line at a previous meeting, along with E-COMM's main priority to maintain the emergency line; however, there is a serious community expectation of a functioning line that needs to be addressed; and,
- It would be important to explore partnerships with other similar-sized municipalities to ensure that a more cost-effective model is identified.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the verbal report.

CARRIED

4. NEW BUSINESS

4.1. Call for Resolution

Mayor Cote noted that the deadline to submit resolutions to the Canadian Association of Police Governance (CAPG) annual general meeting is May 31, 2022. Mayor Cote also noted that the provincial body usually brings forward resolutions; however, if Board members had any interest in moving a resolution forward, then to bring it to the Mayor and Chief Constable's attention.

ADJOURNMENT of Open Meeting

Chair Jonathan Cote adjourned the meeting at 10:51 a.m.

Next meeting

The next meeting of the New Westminster Police Board will take place on February 15, 2022 at 9:30 a.m., by Zoom Video.

MAYOR JONATHAN COTE
CHAIR

HEATHER CORBETT
RECORDING SECRETARY



New Westminster Police Department

PROTECTED A
February 07, 2022

Crime Type Category ¹	2021 Dec	2022 Jan	Jan 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	0	0	0	0	0	N/A ²
ATTEMPTED HOMICIDE	0	0	0	0	0	0	0	N/A
SEXUAL ASSAULTS	3	5	4	3	5	5	4	0%
ASSAULT-COMMON	38	23	25	30	22	23	25	5%
ASSAULT-W/WEAPON OR CBH	13	10	10	7	13	10	10	-23%
ASSAULT-AGGRAVATED	0	1	0	0	0	1	0	N/A
ROBBERY	1	2	4	4	6	2	4	-67%
Total Monitored Persons Offences	55	41	44	44	46	41	44	-11%
Domestic Violence								
DOMESTIC VIOLENCE	52	44	51	63	46	44	51	-4%
FAMILY VIOLENCE	23	24	24	26	21	24	24	14%
Property Offences								
BREAK & ENTER-BUSINESS	20	6	17	16	30	6	17	-80%
BREAK & ENTER-RESIDENCE	5	2	4	6	4	2	4	-50%
BREAK & ENTER-OTHER	7	1	5	6	7	1	5	-86%
THEFT OF VEHICLE	14	16	15	16	13	16	15	23%
THEFT FROM VEHICLE	43	65	71	61	86	65	71	-24%
THEFT-OTHER OVER \$5000	1	1	1	1	1	1	1	0%
THEFT-OTHER UNDER \$5000	37	31	34	38	32	31	34	-3%
MISCHIEF OVER \$5000	1	1	1	2	0	1	1	N/A
MISCHIEF \$5000 OR UNDER	33	43	45	44	48	43	45	-10%
Total Monitored Property Offences	161	166	192	190	221	166	192	-25%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	1	0	0	0	1	0	N/A
COLLISION-NON-FATAL INJURY	10	3	9	13	10	3	9	-70%
COLLISION-ALL OTHERS	54	50	40	31	40	50	40	25%
Total Collision Offences	64	54	49	44	50	54	49	8%
215 Impaired								
215 ALCOH-24HR & DRUG	9	5	6	6	6	5	6	-17%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	20	15	11	9	8	15	11	88%
215 ALCOH IRP WARN	6	7	5	4	5	7	5	40%
IMPAIRD OP MV (DRUGS & ALCOH)	20	13	9	9	4	13	9	225%
Weapons Offences								
WEAPONS-POSSESSION	7	3	3	2	5	3	3	-40%
Other Non-Criminal Offences								
BYLAW	19	12	24	26	33	12	24	-64%
CYBERCRIME	2	4	9	11	12	4	9	-67%
FALSE ALARMS	78	66	63	78	46	66	63	43%
MISSING PERSONS	24	21	19	18	19	21	19	11%
MENTAL HEALTH RELATED	45	25	52	61	69	25	52	-64%
DISTURBED PERSON/ATT SUICIDE	51	40	57	76	54	40	57	-26%
SUDDEN DEATH	14	12	8	5	8	12	8	50%
DOMESTIC DISPUTE-NO ASSAULT	34	29	35	49	28	29	35	4%
OVERDOSES	0	0	0	0	1	0	0	-100%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-02-07. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

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



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board **Date:** February 15, 2022

From: Inspector Trevor Dudar **Item #:** 2.4

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

RECOMMENDATION

That the New Westminster Police Board receives this report for information.

BACKGROUND

The Government of British Columbia completed a public engagement process in April 2018, and released a document called “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. 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 NWPD members to ensure compliance with the new British Columbia Provincial Policing Standard (BCPPS) 6.2.1 Police Stops standard. Also, in early 2020, all NWPD members received in-house training for the new BCPPS for Police Stops and the newly developed NWPD policy. Later in 2020, all NWPD members also completed an on-line course through the Canadian Police Knowledge Network (CPKN).

STREET CHECK POLICY OVERVIEW

As a refresher, 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 or 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 year 2021
2. Ethnicity of persons that were the subject of a Street Check in 2021
3. Analysis of any Street Check files

STATISTICS

1. Yearly totals of Street Check files 2021 – 0
2. Ethnicities of persons checked 2021 – Not applicable
3. Analysis of any Street Check files – Not applicable

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”). The New Westminster Police Department’s policy ensures that Street Checks will be performed and documented in an unbiased and lawful manner.

OPTIONS

Option 1: That the New Westminster Police Board receives this report for information.

Option 2: That the New Westminster Police Board provides further direction to staff

Staff recommends option 1.

This report has been prepared by:

Inspector Trevor Dudar
Patrol Division

Heather CORBETT

From: Heather CORBETT
Sent: February-01-22 10:08 AM
To: Heather Boersma; Jonathan Cote (Mayor); Karim Hachlaf (Police Board); Ruby Campbell; Sasha Ramnarine (Police Board); Shirley HEAFEY (Police Board)
Subject: FW: 2022 CAPG Advocacy Survey
Categories: Police Board

Dear Police Board members,

Please see below for a survey from CAPG on issues of national significance. The deadline to complete the survey is Tuesday, February 22.

Here is a direct link: [CAPG Advocacy Survey](#)

Kind regards,
 Heather



Heather Corbett
 Police Board Secretary
 New Westminster Police Board
Phone: 604-529-2412
Mobile: 778-789-6738
Email: hcorbett@nwpolice.org

New Westminster Police Department
 555 Columbia Street
 New Westminster, BC V3L1B2

Join us on social media



From: communications@capg.ca [mailto:communications@capg.ca]
Sent: February-1-22 9:04 AM
To: Heather CORBETT <HCORBETT@NWPolice.org>
Subject: 2022 CAPG Advocacy Survey

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CAPG Members,

On behalf of the CAPG Advocacy Committee, I am sending you the following survey on issues of national significance for your Police Board / Commission. This survey can be completed by the board as a whole or individual board members

Please rank the issues in order of priority to your Police Board / Commission. If your Police Board / Commission has an issue of national significance that is not set out below please add it to the end of the survey.

We will be using your input to select a short list of issues to use as our advocacy platform for 2022.

The deadline for returning the survey is Tuesday, February 22, 2022.

Best regards,
Rebecca Boss

2022 CAPG Advocacy Survey

This survey can be completed by board as a whole or individual board members. If your Police Board / Commission has an issue of national significance that is not set out below please indicate those issues at the end of the survey.

We will be using your input to select a short list of issues to use as our advocacy platform for 2022. The deadline for returning the survey is Tuesday, February 22, 2022.

MENTAL HEALTH FOR FIRST RESPONDERS

There are many factors contributing to mental health issues of first responders. Need for resources, training and collaborations to address the mental well-being of first-responders.

	0	1	2	3	4	5	
Not at all important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very important

MENTAL HEALTH RELATED CALLS

With an escalation in mental health related calls, there is a need to increase attention to, support and funding for, resources that respond more proactively, directly and adequately to the impacts of the mental health crises occurring in communities – namely the ministries responsible for the health and well-being of society (social welfare, health, housing).

	0	1	2	3	4	5	
Not at all important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very important

NATIONAL STRATEGY ON ADDRESSING CYBERCRIME

The nature of crime has changed. Crimes using technology evolve faster than the law, this diminishes the ability of law enforcement agencies to protect the public. The CAPG supports the Government of Canada building a National Cyber Security Action Plan that protects all Canadians, and includes protection of critical municipal infrastructure.

	0	1	2	3	4	5	
Not at all important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very important

NATIONAL TASK FORCE ON THE FUTURE OF POLICING & POLICE GOVERNANCE IN CANADA

Policing in Canada is at a crossroads. Community trust and confidence has eroded and urgent change is needed. CAPG believes now is the time for a National Task Force to address the myriad of emerging issues and modernize the current approaches to policing and police governance in Canada. CAPG is

prepared to work with the Government of Canada in determining the scope of work and delivery of a meaningful and timely task force.

0 1 2 3 4 5

Not at all important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very important
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FIRST NATIONS POLICING, RECONCILIATION & VULNERABLE INDIGENOUS POPULATIONS

Pass legislation to fund First Nations Policing as an essential service with resources to provide adequate, effective and culturally appropriate police and governed by a properly trained and resourced governance body. Work on reconciliation, calls to action & calls to justice from TRC & MMIWG. Review overincarceration and under-serving of indigenous people.

0 1 2 3 4 5

Not at all important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very important
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DRUG POLICY

De-criminalization of drugs / Harm reduction. Abuse of prescription drugs & criminal use

0 1 2 3 4 5

Not at all important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very important
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VIOLENT CRIMES

Intimate partner violence / sexual assault. Human trafficking / Crimes of opportunity / guns & gangs

0 1 2 3 4 5

Not at all important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very important
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POLICE GOVERNANCE

Establish national training and accreditation, in conjunction with a national awareness campaign, to position Canadian Police Governance as a progressive and leading standard world-wide. There has never been a better opportunity for the Government of Canada to invest in a CAPG movement to establish enhanced credibility, accountability, principle-based guidelines, and broad-based awareness of the critical responsibility, commitment and service that citizens across our country, passionately contribute to the realm of Canadian Police Governance.

0 1 2 3 4 5

Not at all important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very important
----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

USE OF FORCE

Standardized training especially on the use of force on vulnerable populations. Modernize the current use-of-force intervention model by increasing the focus on de-escalation and by increasing public awareness of the complexity of police interactions.

0 1 2 3 4 5

Not at all important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very important
----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	----------------

SAFE ROADS & TRAFFIC ENFORCEMENT

Best practices and use of emerging technologies to keep both communities and police personnel safe.

0 1 2 3 4 5

Not at all important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very important
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Please indicate any additional issues of national significance that are not set out above.

Please indicate their level of importance.

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New Westminister Police Department

REPORT

To: Mayor Coté and Members of the New Westminister Police Board **Date:** February 15, 2022

From: Chief Constable David Jansen **Item #:** 3.1

Subject: Response to Downtown Livability Concerns

RECOMMENDATION

THAT the New Westminister Police Board receives this report for information.

PURPOSE

To provide information on the status of New Westminister Police Department (NYPD) immediate and short term actions taken following complaints from residents and businesses regarding the downtown core, as well as challenges faced.

BACKGROUND

Over the last several months the NYPD as well as New Westminister Police Board (NWPB) have received emails, letters, presentations and calls from city residents and business owners regarding their concerns around vandalism, shoplifting, open drug use, and an increase in homelessness and the overall livability of the area.

This report provides information on the short term actions taken, as well as information on challenges that are faced moving forward and possible longer term actions that may have a positive impact for the Downtown and in other neighborhoods of the city.

DISCUSSION

At both the November 2021 and January 2022 NWPB meetings, delegations have presented to the Board raising their concerns regarding several issues related to livability within the city.

In addition to the presentations to the NWPB, the NWPB has received letters, emails and requests for information from residents raising similar concerns in other parts of New Westminster as well as the downtown.

The areas of concern raised to the NWPB have covered many areas but can be summarized as follows:

- Increase in mischief
- Increase in graffiti
- Verbal harassment
- Open drug use
- Increase in violent behavior

Downtown Statistics

A review of the reported events in the downtown core of New Westminster for the months of September-January 2019, 2020, and 2021 show some crime categories up in 2021 (business break and enters, theft from vehicles etc.) while others were down or consistent with previous years.

Downtown September – January					
Crime Type Category ¹	2019	2020	2021	3YR Avg	Jan 2022
Persons					
SEXUAL ASSAULTS	1	9	2	4	1
ASSAULT-COMMON	40	47	36	41	10
ASSAULT-W/WEAPON OR CBH	17	15	27	20	5
ASSAULT-AGGRAVATED	0	0	0	0	1
ROBBERY	8	5	7	7	1
Total Monitored Persons Offences	66	76	72	71	18
Domestic					
DOMESTIC VIOLENCE	47	45	52	48	8
FAMILY VIOLENCE	21	15	10	15	2
Property					
BREAK & ENTER-BUSINESS	29	20	43	31	2
BREAK & ENTER-RESIDENCE	4	5	6	5	0
BREAK & ENTER-OTHER	1	7	6	5	0
THEFT OF VEHICLE	9	15	12	12	1

Downtown September – January					
Crime Type Category¹	2019	2020	2021	3YR Avg	Jan 2022
THEFT FROM VEHICLE	54	91	103	83	22
THEFT-OTHER OVER \$5000	2	2	1	2	0
THEFT-OTHER UNDER \$5000	39	47	58	48	15
MISCHIEF OVER \$5000	2	3	1	2	0
MISCHIEF \$5000 OR UNDER	46	81	65	64	17
Total Monitored Property Offences	186	271	295	251	57
Weapons					
WEAPONS-POSSESSION	6	14	13	11	2
Other Non-Criminal					
MENTAL HEALTH RELATED	47	82	67	65	4
DISTURBED PERSON/ATT SUICIDE	52	64	61	59	14
SUDDEN DEATH	5	8	20	11	6
DOMESTIC DISPUTE-NO ASSAULT	24	27	35	29	5
OVERDOSES	6	3	5	5	0

In response to some of the complaints from residents regarding call wait times for non-emergency calls it was determined that in 2021 the NWPD received approximately 27,000 non-emergency calls of which approximately 12,000 were abandoned, or 44%. In the last quarter of 2021, the call abandonment rate was approximately 58%.

Short Term Actions Taken

In response to complaints, conversations and observations, the Crime Reduction Unit (CRU) was redeployed from their normal duties to focus solely on the downtown core for the month of October 2021.

It was recognized that the frustrations shared with the NWPD were mainly tied to what could be predominately identified as nuisance type behaviour observed in an around the downtown core.

The goal of this redeployment was to see what part the police could play in addressing the frustrations felt by the downtown businesses and residents while recognizing the systemic and institutional challenges those most complained about on a daily basis.

Consultation with Community

CRU engaged with a cross section of 16 local businesses, six (6) retail, four (4) smaller food/café style establishments, five (5) entertainment mixed use establishments serving a combination of food/alcohol, and one (1) non-profit with a direct connection to assisting the sector being discussed in this probe. The focus of this engagement was to obtain feedback on the issues, if any, and to gauge what businesses viewed as possible solutions.

The Chief Constable also met with the Downtown Residents Association at an in-person meeting to hear their concerns and observations as well as to provide information on the NWPD's work in the area and challenges faced.

The overarching issues highlighted by most were tied to nuisance type behaviour with some of the examples being the following:

- Urinating and defecating in and around the business;
- Sleeping in the alcove/entrance to the local business and having to engage individuals in order to gain access to their business;
- Intimidating customers/staff;
- Loitering in and around the business;
- Open air drug use;
- Garbage and drug paraphernalia left behind.

The above noted points made up the bulk of the complaints with the following areas also being noted and falling more in the areas that police would have the ability to engage in:

- Open air drinking in non-designated areas;
- Intoxication and fighting;
- Theft of merchandise;
- Inappropriate sexual acts.

It should be noted that a few businesses, although touching on some of the nuisance type behaviour above, were not concerned with what was occurring in the area.

Those businesses that were engaged were asked their opinion on possible solutions. The following were some of the suggestions put forward by the businesses:

- More fines in relation to urination and defecating;
- Increased police patrols both in vehicles and on foot;
- Assistance in moving people along who are sleeping and loitering;
- More assistance with homeless and drug addiction;
- Develop a long term plan to reduce the homelessness in the community;
- Need for more shelters for the homeless;
- Address long wait time on non-emergency number.

CRU Observations

Over the course of the 18 shifts CRU were on duty and redeployed, 48 calls for service were identified as being tied to the downtown core. Just over 52% of these calls were generated in the morning hours with the second biggest percentage of 29% tied to the afternoon hours, and the balance tied to the evening hours.

In breaking these calls down, a further 30 can be categorized as nuisance type calls with no real criminal component, which represents 62.5% of the total calls. When talking about the above noted 30 nuisance type calls, they are categorized for the most part as follows:

- Unwanted person sleeping at or in front of a business;
- Unwanted tent at or in front of a business.

Essentially, these calls that the police are being asked to deal with all revolve around the police being asked to move the vulnerable and homeless along. When we look at the locations of these types of calls they are predominately public spaces, where access is open for the general public to walk freely through.

The balance of the calls were predominantly broken into two additional categories:

- Calls for service where the individual ended up having an outstanding warrant for their arrest;
- Theft of merchandise calls for service.

Vulnerable Persons Liaison Officers Observations

In addition to the re-deployment of CRU, the NWPD also re-deployed a front line resource to work with the Vulnerable Persons Liaison Officer (VPLO) for the month of November. This re-deployment was meant to supplement the work of the current VPLO in response to similar concerns mentioned above.

The focus of the VPLO is not enforcement but rather to work to provide a compassionate support to the most vulnerable in our community.

During this redeployment, the two VPLOs were able to provide expanded hours of service and worked on the following initiatives:

- Continued to engage every morning with vulnerable clientele and downtown business owners.
- The VPLO and Purpose Society (Project Allies) have continued to collaborate together for outreach services and deploy together twice a week.
- VPLO has taken a significant role in working with City departments within the newly established Downtown Livability working group. This group has created a detailed work plan with immediate, short and long term actions to address several issues related to livability in the city.
- VPLO is engaged with the City of New Westminster in the creation of a new Homeless Strategic Plan. The long-term Strategic Plan working group is comprised of representation

from various City departments, Fraser Health, non-profit associations, faith-based organizations, Spirit of the Children Society, and New Westminster Resident Associations and Business Associations.

- VPLO has worked with the New Westminster Fire and Rescue Service in facilitating ride-alongs to their staff to assist them in their work related to the opioid crisis.
- As a result of participation in the Downtown Livability working group, Constable Oliveira developed a training curriculum on Homelessness Initiatives for city staff members. The training session addresses myth-busters on homelessness, the opioid crisis, police lawful authorities and limitation in dealing with our homeless population, enforcement options for Bylaws, trauma informed practises, de-escalation and communication strategies. This training has also been delivered to all front line staff.
- In order to properly address business community concerns the VPLOs have had an informal meeting with the Downtown BIA. The VPLOs and Deputy Chief Hyland subsequently met with several different business organizations to discuss their concerns
- The VPLO worked collaboratively with City staff to create a series of educational webinars for business owners focused on nuisance behavior, homelessness issues, the opioid crisis, and Crime Prevention Through Environmental Design (CPTED).
- The VPLO reached out to the strata council members and property managers for the Queensborough Port Royal community as they have expressed interest in community based solutions to reduce crime in the area.

Challenges

As mentioned several times both within this report and at past NWPB meetings, a high percentage of the concerns raised relate to nuisance or non-criminal related matters.

The NWPB is committed to protecting the safety and security of all persons while respecting their fundamental human rights and these are not easy issues to resolve. They most certainly are not going to be solved solely by police, and I, as Chief Constable, would suggest that the police should not be seen to be the best solution for what is occurring.

Homelessness is not a crime. Time and again, we are asked to get involved in issues that are outside of our mandate. The unhoused need housing, they do not need police. We play a role in this issue and, to address that, have created policy that lays out our role, the applicable laws, and the most appropriate resources for staff to call upon to assist in these situations. We assigned, with no additional funding, a full-time staff member as a Vulnerable Persons Liaison Officer whose job it is to work collaboratively with service providers, City staff, and others to find real solutions to the challenges that some face. By all accounts, this officer has done extraordinary work but she is overwhelmed, under staffed, and challenged to continue with the work she is asked to do, so we again moved a resource internally to assist with this work.

Open drug use. This issue is even more difficult for front line officers to navigate. Some or most of those who are seen openly using drugs have an addiction. They need medical intervention, safe supply, and treatment on demand. Rarely do they need the police. Once again, we do play a role though. For now, illicit drug possession is a criminal offence, but the Public Prosecution Service of Canada will not, except in rare circumstances, prosecute simple possession charges. Our officers are aware of this and it creates a very challenging situation for them if they encounter such a situation. Our focus has been, and will continue to be, investigating the production and trafficking in controlled substances, not possession. Front line staff know that any seizure of drugs from those openly using will take away the only source most of them have to get them through the day and manage their addiction. There is no other source of safe supply! In addition, the officers know that there will be no charges laid so what are they to do? I recognize as the Chief that these officers and honestly everyone from the individual stuck using an unsafe supply in a doorway, to those living in the area, are all in impossible situations. We are working on some guidelines and principles to assist our front line staff and, when completed, will be brought to the Board for review and approval. For now, we have to approach this issue with a compassionate and reality based lens. Again, the solution isn't the police, nor is the seizure and arrest of those using the solution. Rather, a medical based approach is needed.

The Board has also wrestled with these challenging issues. In the June 2020 police reform motion, the Board discussed the need for the NWPD to deprioritize resources away from the enforcement of laws that criminalize the survival of society's most vulnerable people who would be better served by a public health or community care framework. Staff has heard from the Board on this issue and as we move to follow the Board's wishes, there are difficult and challenging times that will occur, such as now. The resources and programs may not be in place quickly, so I ask - how do we all best deal with the challenges everyone is facing while these programs are researched and implemented?

There is also the reality that the New Westminster community is growing at a pace that is significantly faster than some other communities and with that there has been a significant decrease (about 36 percent) in the police to population numbers. The front line staffing numbers have not changed in over 20 years. Simply put, there are fewer officers per resident now than 10 years ago while at the same time the community ranked the #1 emerging priority as "City's response to addressing crime," in the City's recent 2022 budget survey.

The growth of the city is also evident when you analyze the growth of City budgets compared to the police budget. From 2001 to 2020, the percent increase of the City budget, net of police, is 96% while at the same time the percentage increase in the police budget has been 81% (net of secondments). This is mentioned only to point out that it is clear the city is growing faster than the police department, which will eventually lead to challenges.

I also think that there is not always a clear picture of how many actual police officers are working on any given shift. We do not generally provide specific numbers, but in general terms there are usually no more than 6-8 uniform police officers working in the entire city at any given time. This obviously fluctuates, but that is an average number.

When we have peaks of incidents in various areas of town we currently do not have extra officers to deploy to those areas. To do this, we have to redeploy staff from their normal jobs thus leaving those tasks vacant. So we have to be very purposeful and informed before we can do that.

These challenges and others have been recognized by the Board, and we are currently several months into the largest department-wide evaluation, being conducted by an external consulting firm. This review is looking at every aspect of our department. This report is scheduled to be completed in July 2022.

Ongoing Actions

1. On a weekly basis our analysts, senior leaders and various staff meet to review our weekly trends and hotspots and then provide this information to all staff so that they can utilize data to assist them in their daily work, and for our front line staff to focus their patrol time in the trending areas when they find time outside of responding to calls for service. This will continue and will help to drive evidence-based deployment where it is needed the most.
2. Though contingent on staffing flexibility, an additional uniformed resource will be allocated to the CRU to assist with their work in city-wide hotspots.
3. Continue working with the city of New Westminster on longer term solutions. The City is leading the work on a multi-faceted approach to these issues. An immediate and short-term (one to three months) plan has been laid out, that is aimed at improving the livability of the downtown. Specifically, five categories of issues were identified with actionable items assigned to each. The five areas are:
 1. Need to improve general cleanliness and the provision for 24 hour, public toilets in the downtown;
 2. Homeless outreach and added emergency shelter capacity;
 3. Opioid epidemic and illicit drug response;
 4. Business support and engagement;
 5. Need to work with Fraser Health in addressing mental health issues which are contributing to increase homelessness and illicit drug use.
4. Continue to support the city led work regarding the development of a new model to address crisis health management with the goal of creating a pilot community based crisis management program in New Westminster.

CONCLUSION

This report is provided to the New Westminster Police Board for information purposes.

OPTIONS

Option 1: That the New Westminster Police Board receives this report for information.

Option 2: That the New Westminster Police Board provides further direction to staff

Staff recommends option 1.

This report has been prepared by:

Chief Constable Dave Jansen



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board **Date:** February 15, 2022

From: Inspector Diana McDaniel **Item #:** 3.2

Subject: Special Investigation Unit – Review of Recommendations

RECOMMENDATION

That the New Westminster Police Board receives the submitted report for information.

PURPOSE

The purpose of this report is to provide the New Westminster Police Board with a copy of the report “*Final Draft Report – an Evaluation of the New Westminster Police Department Special Investigations Unit*” completed by Garth Davies, SFU and Carla Hotel, Douglas College. Within this report, there are a series of recommendations regarding the Special Investigations Unit (SIU). This report to the New Westminster Police Board provides a detailed response to these recommendations by the NWPDP.

BACKGROUND

In 2017, a report conducted by the *Globe and Mail*, revealed that one in every five sexual assault allegations made to police were dismissed as unfounded. The New Westminster Police Board directed the New Westminster Police Department to look into how sexual assaults were being investigated. The Special Investigations Unit was formed in 2018 and the attached report was completed to review the Unit and its effectiveness in investigating sexual assaults.

DISCUSSION

In 2017, a report conducted by the *Globe and Mail*, revealed that one in every five sexual assault allegations made to police were dismissed as “unfounded”. This can be translated to mean that no offence occurred. Overall, the national unfounded rate was 19.39%, much higher than other crime

types, including physical assaults. The New Westminster Police Board (NWPB) was informed of this information and directed the New Westminster Police Department (NYPD) to analyze the way in which sexual assault investigations were investigated. The NYPD completed an extensive internal review that focused on best practices, which included a victim-centered approach and trauma informed practice.

As a result of the above-noted review and direction from the NWPB, the Specialized Investigations Unit (SIU) was created in March 2018 with one Detective Constable assigned to the position. This position was created to ensure best practices in a victim-centered approach while investigating sex assaults. Every sexual assault file is reviewed by the SIU and they provide feedback and direction regarding the investigation. SIU makes the determination whether the investigation will remain with the Patrol member or if they will take over the investigation.

The NYPD determined that it would be useful to evaluate the SIU to measure its effectiveness and to see if it is operating as anticipated. The COVID-19 pandemic put the evaluation by SFU on hold and it was delayed until September 2021, when the NYPD received the report. The SFU researchers determined that the SIU results have been very positive. The principles under which the SIU is functioning are in line with recognized best practices – being trauma-informed and client centered, and anecdotal evidence suggests that clients are benefiting from the existence of the SIU. There are, however, some areas for improvement. The evaluation of the NYPD SUI was completed by Garth Davies, SFU and Carla Hotel, Douglas College, and entitled: *“Final Draft Report – an Evaluation of the New Westminster Police Department Specialized Investigations Unit.* A copy of the report is attached for your reference. In this review, there are a series of recommendations, which this report will discuss. Some of the recommendations have already been implemented and we will discuss their value. Some of the recommendations have yet to come to fruition.

RECOMMENDATIONS – SPECIAL INVESTIGATIONS UNIT

1. **Create an advisory team that would meet regularly to share strategies and discuss how to improve services for victims of sexual assaults.** This recommendation was included in the original SIU proposal, and continues to be timely. The team could be made up of other police department sexual assault investigators and include advocates and partnership agencies.
 - The NYPD are a part of the British Columbia Provincial Policing Standards (BCPPS) group that has representatives from municipal and federal policing organizations in BC. The working group consist of subject matter experts regarding sexual assault investigations. This group is in the process of developing new Provincial Policing Standards (standards) regarding sexual assault investigations. The police subject matter experts and practitioners are to provide input and advice to the project leads in relation to the development of the standards. They will also assist in the assessment of the need for additional resources, materials, or training-related considerations. This is an ongoing working group and the new standards can be expected by 2023.

- SIU, Victim Assistance Unit (VAU) and Family Services of Greater Vancouver (FSGV) are currently meeting weekly to discuss current cases and strategies for sexual assault investigations and victim support.
- The NWPD would like to extend this meeting to external police agencies and community advocates like Women Against Violence Against Women (WAVA) Rape Crisis Center who support survivors of sexual violence. The meeting would include the discussion of trends in investigations and would allow constructive feedback. This meeting would not involve the discussion of personal information but would assist to identify trends in investigations and ways to improve victim support.

2. Have sexual assault files reviewed and coded by the supervisor for the SIU. Given the turnover that the SIU has experienced, it is important to maintain consistency in the processing of sex assault files.

- The first level of oversight is done by the Patrol Unit Supervisor after a Patrol member submits their report. The Supervisor would complete the investigative review (Patrol Supervisor Checklist) we developed to assist with Sexual Assault Investigations. The Supervisor would ensure it was coded in PRIME correctly and that best practices for the investigation are met. The Patrol Supervisor Checklist is attached for your reference. Not only is this checklist used by Supervisors but it is also a tool for Patrol members to help guide them through a sexual assault investigation.
- The Sergeant in SIU reviews all of the sexual assault files that are coded in PRIME as sexual offence files. All of these files are routed to the Sergeant's review handle. This is a second review (after the Patrol Supervisor) to determine if SIU will take over the investigation, or discuss the file with the Patrol members/supervisor for further investigative direction to ensure best investigative practices have been met.
- The Sexual Assault Review Committee consists of the Staff Sergeant in charge of MCU, the Sergeant in charge of SIU, and the File Quality Reviewer Supervisor from Records Management. They ensure that all concluded investigations have been conducted in a thorough and professional manner. Reviewed files that require additional investigation are referred back to the original investigator.

3. Make mandatory trauma-informed interviewing techniques, and sex assault training, for all Patrol members. Most sex assault cases begin with Patrol officers. The initial contact of the officer with the victim sets the context for the rest of the victim's experience with the NWPD. Problems of communication that may arise during these earliest interactions are challenging to rectify later in the process.

- An online CPKN course for Trauma Informed Practice (TIP) has been completed by all Patrol members. BC Police Services are developing mandated courses for two levels.

The first course will be for police recruits at the JIBC and the second for current serving police officers. Due to the COVID-19 pandemic, this has been delayed but is still being developed to be implemented in the future.

4. Provide regular briefings/training for entire organization regarding the role and function of the SIU. This would address concerns that some Patrol officers still do not have a clear idea as to what the SIU does, and how it can aid Patrol officers in their work. This education would also include clarification about how cases are divided between the SIU and MCU.

- The SIU members schedule regular attendances at Patrol briefings throughout the year. At these briefings, the SIU discuss the mandate of the Unit, what types of files they investigate, and how they can assist Patrol members with sexual assault investigations. At the most recent visit to briefing, the Sexual Assault Checklist was introduced and explained.
- SIU members also attend the supervisor course where they provide training to new supervisors on best practices and investigative techniques regarding sexual assault investigations.
- The current Sergeant in charge of SIU worked to bridge the gap between Patrol members and SIU. She has ongoing communication with Patrol supervisors advising that they are there for support, can take over investigations or alternatively, provide guidance throughout the investigation. This has been a crucial development to ensure that Patrol members feel supported when investigating difficult and complex sexual assault investigations.

5. Create better mechanisms for collecting data on the SIU. The online client survey is a first step in collecting the types of information that are relevant to evaluating the work of the SIU. Ideally, this collection of data relating to client experiences should be systematized and made more comprehensive. This would allow for a more detailed understanding of how the SIU is meeting its mandate, as well as facilitate the assessment of any changes in client experiences over time.

- This has yet to come to fruition but a variety of methods for collecting data regarding victim experiences has been discussed. Support counsellors feel this would re-traumatize victims (having to discuss their experience); however, a less obtrusive manner of collecting data would be to provide a link on the NRPD brochure or on the back of a member's business card. This link would allow the victim to provide anonymous feedback. Other police departments have used this method. The Sergeant in SIU is looking at options to implement the availability of a link for victims and thus allow the collection of data relating to client experiences.

6. Include client feedback and related information in the performance measures for review and promotion of SIU investigators. As noted earlier, traditional measures of police effectiveness may not be as relevant for SIU clients. Consequently, it is necessary to re-evaluate the criteria on which investigators should be judged. Given the client-centered orientation of the unit, it is critical that evaluation criteria reflect considerations and outcomes that are important to clients.

- Victims do provide feedback; however, it is not documented and only anecdotal in nature. SIU members advise that victims have told them that they have had bad experiences with other police agencies but that they felt very comfortable at the NWPD and have built trusted relationships. They further advised that the NWPD has provided a very welcoming, non-judgemental and professional environment. The sexual assault investigations could be assessed based on positive outcomes (charges approved, victim centered approach, trauma informed practice being utilized) which would give a measure of police effectiveness.

7. Proactively plan for recruitment of new SIU investigators. Develop strategies for education and training for all officers about the principals of the unit, the objectives of SIU investigations, and how performance will be assessed.

- The NWPD have had members work in the SIU in a seconded position. This allows them first-hand experience in the responsibilities and investigation of the unit. This unit is not conducive to short secondments because it takes time to build relationships with victims and to build trust. One police officer dedicated for at least three years is ideal. Most members have MCU experience prior to taking the position. The DVRT Detective and SIU investigator have started to work together as more of a team. Their collaboration has made a significant difference in work satisfaction. They monitor each other's interviews, cover each other on vacation, attend calls together in the community and participate in offender management. This team environment has made the position more attractive to members. This needs to be advertised to members at the NWPD.
- Education and training are ongoing in the SIU. A selection of the courses offered are Child Interviewing, BE-SAFER, Sara Volume 3, risk assessment and in depth safety planning. These should be mandatory prior to becoming an SIU Detective.
- Members of the unit are encouraged to source their own courses to aid in their professional development. An organization called "Protect International, Risk and Safety Services" provides municipal and federal police officers a multitude of training opportunities. The Sergeant engages members and they develop a training plan together as they gain more experience in the Unit.

8. Reconsider the organization placement of the SIU, particularly in relation to the MCU. The issue of how the SIU operates in relation to the MCU continues to raise questions. Legitimate concerns over silos, lack of resources, and the need for collaboration suggest that it may be possible for the organization to better leverage the work being done by the SIU. As such, it would be useful for the NWPD to revisit this issue. At the same time, it would also be helpful to further consider the name of the unit, as well as the physical placement in the office.

- This has been the topic of discussion for several years. There are definitely pros and cons to having SIU in the Major Crime Unit (MCU). An advantage to having SIU under the MCU umbrella is the available resourcing. The MCU is staffed with experienced police officers and supervisors that work on serious and complex files. This team is available for their input and they can also utilize the Major Case Management model for complex sexual assault investigations. The opposing viewpoint to SIU being under MCU would be that SIU would get pulled away from sexual assault investigations and into other high priority MCU files. This would then remove their sole focus on sexual assault investigations. To be successful, the SIU would require their own supervisor/Corporal and there must be a strict mandate as to their focus and responsibilities in MCU.
- Best practices in other municipal and federal police agencies have SIU under the MCU umbrella. Agencies such as Port Moody Police, Burnaby RCMP, Coquitlam RCMP, West Vancouver Police, Vancouver Police Department and Delta Police Department IPVU's fall under MCU.
- The DVRT Policy is currently undergoing a revision which will change the current name to the Intimate Partner Violence Unit (IPVU) which is an updated term used by most other police agencies. The word "domestic" can be limiting as it relates to a household or a family domestic life. Intimate Partner is a more broad term which include all types of relationships and best practices dictate changing the name of the unit.
- The current physical placement of the SIU is appropriate as they are required to be close to VAU as they interact on a daily basis with respect to victim management and support services.

9. Clarify policies and procedures for sexual assault victims under 18 years of age. Given the specialization of the SIU, it remains unclear as to why it is excluded from handling this subset of cases, including the work of the counsellors. Given the high number of young sexual assault victims, it would be best to have members who are specifically training in such investigations as well as have a strong understanding of the impact and needs of victim.

- FSGV Support workers are restricted from supporting children. These referrals go to an external agency called "Cameray Child and Family Services". VAU is responsible

for making these referrals. Our current policy states that any sex crimes against children are to be investigated by MCU. This is another support for SIU to be under the MCU umbrella as they would be part of the Unit and able to take these complex files, as they have the training to do so and they would have the MCU resources as support. There are many challenges to investigating these files – a tremendous amount of resources are required. Currently, the normal course of action is that the file will be assigned to MCU and the SIU Detectives will assist them with the investigation.

10. Develop standard set of training courses for SIU investigators. In consultation with other units and experts in the field, it would be beneficial to develop a standard set of course for SIU investigators. Members could be encouraged to take other training, but this group of courses would constitute the minimum requirements. (See paragraph 7)

11. Develop a social media presence. Campaigns could be conducted to alert the public to the under-reporting of sexual assaults with the goal of making victims aware of the supportive response they would receive through the NWPD. These campaigns would include descriptions of the SIU and emphasize how the unit is there to help victims with their experiences, not necessarily to secure criminal justice system responses.

- The NWPD have had several campaigns run through our Communications Unit via social media during the pandemic reminding the public they do not have to stay in an unsafe situation and to be encouraged to speak with the police.
- There are flaws in advertising SIU, as an investigation may stay with a Patrol member and not be assigned to SIU. Most sexual assault reports are initially taken by Patrol members.
- No media specifically related to sex crimes has been done to date; however, this could be discussed with the NWPD Communications team as to an appropriate manner in which this could be done.

12. Consider the role of blind reporting. Reporting where the identity of the victim is protected would allow the police to have a fuller understanding of these crimes, and even identify connections about serial offenders, while encouraging the victim to report without the fear of perceived consequences. This option could potentially create an opportunity for the victim to build confidence in the NWPD, and ultimately seek further communication with investigators, which could eventually result in a decision to participate in a full investigation.

- ViCLAS (Violent Crime Linkage Analysis System) linkage achieves this goal by keeping victims anonymous, but allows analysis of current trends in sexual assault investigations.

- Third Party Reporting (TPR) is similar to blind reporting in that the victim's identity is protected. The NWPD can work on messaging that promotes victims to seek help, without committing to the entire judicial process of reporting the sexual assault to police. Third Party Reporting is included in the NWPD Sexual Assault Investigations Policy (OB220). It states, "The New Westminster Police Department (NWPD) shall receive and accept for investigation all complaints alleging a Sexual Offence including Third Party Reporting". This process is monitored and reviewed by the Provincial Coordinator who is an RCMP member. TPR files can be received from a community based victim assistance agency or the Provincial Coordinator. Every TPR submitted will have a unique TPR tracking number assigned. If a TPR sexual offence report occurred in New Westminster, a General Occurrence Report will be created. The NWPD see this as an opportunity to offer services through the person reporting for the victim.
- FSGV report workers currently support victims that have not reported to the police. They have client confidentially and a police report may never be created. The public needs to be informed that this option is available to them.

The SIU has been successful in meeting most of the above-noted recommendations. The Unit still has difficulty attracting members to the position due to the perceived lack of support and team environment. The current Sergeant has changed this perception and both the Domestic Violence Detective and SIU Detective have a partnership where they work as a team in their investigations. From monitoring and planning interviews to victim support and arresting suspects, they support each other and the SIU has become a team environment. The extra resources that MCU would offer would definitely be an asset; however, losing the ability to focus on their mandate may negatively impact these investigations. The NWPD are currently undergoing an Operational Review of the police department which should be completed in summer of 2022. This will most likely help the NWPD decide in the direction of the SIU and where it should most effectively be situated within the organization.

SUMMARY OF FUTURE WORK REGARDING RECOMMENDATIONS

- Continue our work with the Province in the development of the standards regarding sexual assault investigations. Implement the recommended training, resources and related materials.
- Plan a meeting with external police agencies and community advocates to discuss trends and best practices.
- Create a way to collect data on the SIU. One suggestion being discussed is to have a link on the NWPD brochure or on the back of a member's business card. Victims could anonymously access this link and provide feedback on the unit.
- Police effectiveness could be measured by charge approval, using victim centered approach and trauma informed practice during investigations.

- Consider moving SIU under MCU for greater resources and team environment. This would make it more attractive for members and could result in an increase in applications to the unit.
- Policies and procedures regarding sexual assault victims under the age of 18 years need to be reviewed and best practices applied.
- Social media plan to increase public awareness of SIU and what it can offer.
- Inform the public and counsellors about blind reporting and third party reporting so they know its availability.
- We anticipate the completion of the Operational Review in summer 2022 and believe that we will have more clarity in deciding on the placement of SIU within the NWPD. We want to ensure the Unit will operate at optimal effectiveness and to continue to provide a professional and compassionate approach to sexual assault investigations.

FINANCIAL IMPLICATIONS

None.

OPTIONS

Option 1: That the New Westminster Police Board receives the submitted Report for information.

Option 2: That the Board provides staff with alternate direction.

Staff recommends option 1.

ATTACHMENTS:

1. *Final Draft Report – an Evaluation of the New Westminster Police Department Specialized Investigations Unit*
2. Sexual Assault Investigation Checklist

This Report has been prepared by:

Inspector Diana McDaniel

**Final Draft Report - An Evaluation of the
New Westminster Police Department
Specialized Investigations Unit**



Garth Davies
Simon Fraser University

&

Carla Hotel
Douglas College

September 14, 2021

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Executive Summary

- A 2017 report conducted by the *Globe and Mail* revealed that a troublingly high rate of sex assault investigations were cleared as “unfounded.” This report led many police departments in Canada, including the New Westminster Police Department (NWPD) for re-evaluate their approaches to sex assault investigations
- Following an extensive internal review that identified best practices, the NWPD introduced a Specialized Investigations Unit (SIU) to conduct sex assault investigations
- In particular, the SIU was founded on a trauma-based approach that emphasized the needs of the victim
- It was originally hoped that the SIU would handle all sex assault investigations; however, resource limitations and other considerations have resulted in the SIU handling select investigations only. In some instances, sex assault investigations remain with the originating patrol officer, while in others, the investigation is transferred to the Major Crimes Unit (MCU)
- The NWPD determined that it would be useful to evaluate the SIU as a comparatively early stage in its implementation, to see it was operating as anticipated
- The evaluation involved 11 interviews with members of the NWPD and 1 member of Family Services of Greater Vancouver. Because of resource limitations caused by the Covid-19 pandemic, a review of data pertaining to the SIU was postponed.
- The second key part of the evaluation involved the development and implementation of an online client feedback survey. The survey was developed in consultation and cooperation with the SIU. The research team will report back on the survey results after sufficient time has passed to secure a viable sample size (expected to take at least 4-6 months)
- Overall, the results for the SIU have been very positive, particularly given the challenges wrought by the pandemic. The principles under which the SIU is functioning are in line with recognized best practices (especially with regard to being trauma-informed and client centered), and anecdotal evidence suggests that clients are benefiting from the existence of the SIU
- Still, the interviews suggested a number of areas of potential improvement
- The resulting recommendations involved potential structural/organizational changes, revisions to the procedures for coding sex assault files, more standardized training, improvements to data collections, and a more proactive approach to the recruitment and retention of SIU investigators
- A full list of recommendations can be found [here](#)

Background: The Impetus for Creating the Specialized Investigations Unit

In 2017, a *Globe and Mail* national report focussing on police investigations of sex assault revealed that, in the five year period between 2010 and 2015, nearly one in five sex assault allegations were classified as “unfounded” (Doolittle, 2017). While there were inaccuracies in the data initially provided by NWPD, their revised the numbers still identified areas of concern for sex assault cases, in comparison to other comparable crime data. The troublesome results highlighted by the *Globe and Mail* report prompted many police agencies, including the New Westminster Police Department (NWPD) to review their policies and practices in relation to sex assault cases. Several areas of concern were identified, including the following:

- There existed no specialized police officer or caseworker to assist with sex assault/power-based crimes;
- Client-centered support in sex assault files was lacking; this included initial support, safety planning, and on-going support through the criminal justice process;
- The NWPD did not have the participation of external stakeholders who specialize in sex assaults;
- Gaps in the knowledge/training of police members investigating sex assaults;
- Not all sex assault files were overseen by a specialized investigator;
- Patrol members did not have a specialized unit from which to seek advice for sex assault cases
- A lack of knowledge in trauma-based evidence gathering; and,
- A lack of follow-up with the victim once the file proceeded to court or concluded without charges, potentially leading to victim disengagement.

Response

In response to the challenges identified above, NWPD proposed a new unit focussed on sex assault in 2017. The new unit was developed around the following recommendations:

1. Create a new Power-based Crimes Unit¹

¹ The Ministry of Public Safety and Solicitor General, Policing and Community Safety Branch defines victims of Power-Based Crimes as:

All victims of violence in relationships (adult, youth, or child), victims of sex assault, victims of criminal harassment, victims of child abuse/assault (both physical and sex), adult survivors of childhood abuse (both physical and sex), and child witnesses of family violence.

Prior to the creation of this unit, the NRPD needed to identify both the appropriate human resources and organization structure placement. The resulting unit was called the Special Investigation Unit (SIU).

2. Review and revise existing policy (OB220)

The purpose of this review and revision was twofold: a) to introduce new objectives and goals to reflect the focus on sex assault and b) to ensure inclusivity for all sex assault victims.

3. Identify gaps in training, policy, and investigative approaches

Through this process, the new unit was to include best practices in victim-centred and continuum of care, as well as trauma-informed practices. The availability of alternative justice options, including restorative approaches,² could be usefully employed.

4. Identify partners/stakeholders for cross-training and unit capacity building

A key partnership included an external counsellor. The role the counsellor and the distinction in roles between the new unit and the victim assistance unit needed to be clarified.

5. Implement program evaluation to assess effectiveness in objectives and goals

A multi-method approach to evaluation was envisioned, one that could involve a number of tools, including feedback forms, questionnaires, interviews and the analysis of PRIME data.

The Focus of SIU Practice would be a Victim-Centred Approach

It terms of structure, it was determined that a NRPD detective 'would be paired with a community counsellor from Family Services of Greater Vancouver (FSGV) to ensure a victim-centered approach to sex assault cases. To support the development of knowledge and the sharing of information and expertise, the SIU would foster relationships with other agencies to provide support to the victim they choose not to proceed with a police investigation.

At a minimum, this would partner agencies such as FSGV, Ministry of Children and Family Development (MCFD), Community Corrections, Royal Columbian Hospital, and various advocacy groups. The SIU would also work with Crown Counsel to push

² Wemmers, (2017), International Centre for Comparative Criminology, University of Montreal. Although only 5% of sex assault victims report to police, 1 in 4 are interested in restorative justice and this option may be beneficial for the well-being of the victim by reducing the effects of the trauma.

for testimonial aids and to consider expert testimony evidence of neurobiology of trauma to explain reaction in victims (for example, paralysis during assault). In addition, SIU would collaborate with groups such as Communities Embracing Restorative Action (CERA) regarding the use of restorative justice alternative in known offender cases when the victim is open to this approach. At present, monthly (K-File) meetings are held to bring together various stakeholders, including the NWPD Victim Assistance Unit, MCFD, Community Corrections, Community Victim Services, and Crown Counsel.

To ensure that all files were properly coded as founded or unfounded³ in accordance with the changes to UCR reporting requirements, the coding of all files is reviewed by the Supervisor for the SIU. As well, the NWPD proposal suggested the creation of an advisory team that would meet regularly to discuss how to improve services for victims of sex assaults. The team could be made up of sex assault investigators from other police departments, and also advocates and partner agencies. Thus far, this recommendation has not been implemented.

Determining Case Management

At the beginning of the process, the SIU was intended to perform a triage function. That is, the SIU detective was to review all reported sex assaults (in consultation with the Supervisor where necessary) to determine how best these cases should proceed. Specifically, this intake process would identify those cases that would:

- a) remain with the initial patrol investigator;
- b) have SIU assume command of the investigation; or
- c) forward to the Major Crime Unit.

The decision regarding how each sex assault should be investigated is intended to take into account a range of factors, such as:

- the level of risk to the victim;
- the level of risk to the public;
- the severity of the crime, including the impact on the victim;
- the vulnerability of the victim;
- whether the identity of the suspect is known to the victim; and
- the level of resources and/or expertise needed to fully investigate the file.

³ **January 2018:** A new definition of 'unfounded' and new standards for reporting incidents by clearance status were established for the UCR Survey and disseminated to all police services.

September 2018, the SIU was directed to try to assume control over as many files that met the definition of a power-based sex offence crime as possible. That is, in contrast to the DVRT, the SIU was not to assume control over only the “highest risk” designated files. This directive was designed to help the NWPD achieve its SIU objectives. However, detective workload quickly increased to the point where outstripped SIU capacity. As a result, in December 2018, the unit was instructed to assume conduct only of complex power-based sex offence crime investigations. As the same time, NWPD began monitoring the situation to assess whether the SIU might require a second officer.

Literature Review

A full literature review was conducted as a part of this research study. The review provides a broader and more comprehensive picture of sex assault reporting and investigations, particularly with regard to the issue of unfounded cases. It also identifies a number of recommendations for how policing agencies might improve their responses to reported sex assaults. The recommendations were considered a part of this assessment. The full literature review is provided in [Appendix A](#).

Evaluation Methods

The overall aim of this evaluation was to measure the implementation and the impact of the SIU. Specifically, is the unit operating as intended, and has the unit improved the approach to and investigation of power-based crimes.

There are a number of elements that are involved in such as assessment. First, interviews with key stakeholders provide important background into the process of creating and implementing the SIU. It allows stakeholders to elucidate both “what they hoped that unit be” and “what the unit actually is.”

Stakeholders were also invited to reflect on any challenges that were experienced, either during the creation of the unit or during its early-stage operations, to provide guidance to police services that might be interested in creating a similar unit in the future. The results presented in this report are drawn from 12 interviews with key stakeholders. These interviews were conducted between January and April, 2021.⁴

A second method of evaluation would involve data analysis. Given the events that precipitated the creation of the unit, the statistics pertaining to the proportion of founded to unfounded cases would be of significant interest. At the same time, the data collected by the NWPD can be utilized to determine whether the unit was producing increased compliance with investigative standards. Data can be aggregated to

⁴ A copy of the interview questions is presented in [Appendix B](#).

demonstrate trends. For example, one of the intended outcomes of the SIU was to decrease victim apprehension and/or fears about the reporting process, and therefore more apt to report sex assaults. Monthly and annual snapshots of data can reveal changes in the reporting of sex assaults, and potentially provide some valuable insights into the extent to which the SIU may be operating successfully. Due to resource limitations, NRPD was unable to provide data for this report. But the framework for a future analysis of the data is set out in the *Data Analysis* section below.

The third, critically important, facet of evaluating the SIU would include an assessment of client feedback. As mentioned previously, a foundational element of the SIU is to provide assistance to clients at all phases of case investigation. The most direct ways to solicit input are through surveys and/or interviews with the clients. At present, these feedback mechanisms do not exist. In deference to privacy considerations, it was determined that the research could not “go back” and try to contact clients who had already been served by the SIU.

Instead, the authors of this report worked with the SIU to develop an online survey. Moving forward, the SIU, at their discretion, may make a client aware of the survey. The survey also contains contact information that links the clients to the researchers should they wish to be interviewed or provide more detail about their experiences with the SIU. The survey results will be monitored, and NRPD will be notified when there are a sufficient number of responses to analyze the results. More details on the survey are available in the *Client Feedback* section below.⁵

Client feedback can also be assessed through testimonials and other comments offered by clients. Although anecdotal, these unsolicited comments nonetheless provide insights regarding the clients’ feelings toward the SIU. These comments will also be discussed in the *Client Feedback* section below

Interview Results

Overall, interview participants were positive in their assessments of the SIU. They indicated that the SIU was for the most part, functioning as it was originally hoped. The earliest stages of the unit were not without their challenges, of course, and the Covid-19 pandemic created further obstacles. But the weight of opinion was that the SIU was “definitely moving in the right direction.” Through their insights, participants identified a number of areas that could be improved and issues that need to be addressed, for the continued success of the SIU.

⁵ A copy of the client feedback survey is presented in [Appendix C](#).

Communication / Integration

Irrespective of organizational structure, the majority of victims most often have first contact not with a member of the SIU, but rather, with a patrol member. The initial stage of contact between the victim and investigators is critical in establishing trust. Put another way, mistakes that are made at this stage can be very difficult to rectify later on. Although the case may not remain with the patrol officer, it is essential that the investigation “start off on the right foot.” As a result, patrol officers need have a clear understanding of the work that SIU does; that is, they need some capacity around the specifics of sex assault investigation, including initial victim contact and trauma-based interviewing.

For their part, participants indicated that the SIU is a good resource for them to draw upon. They noted that the SIU was effective at giving feedback on files, and at increasing their understanding of what is important for working with victims. This, in turn, allows patrol members to be more effective throughout their role in these investigations.

Participants argued that patrol needs SIU support, given that a lack of follow-up is a major complaint from victims. Through helping to build connections with victims, the SIU has in most cases been able to address this concern.

One area that participants felt needed to be addressed was the confusion that remains of the “ownership” of cases: that is, which cases are the responsibility of Patrol, SIU, or Major Crimes. It would appear that the process of making these decisions needs to be clearer. As well, participants would welcome increased communication and follow-up, as some participants mentioned they would like to know the case “turned out” in order to build their understanding of sex assault cases.

File identification and role of SIU

The confusion around the classification of files is not limited to the patrol officers; rather, it extends to SIU members as well. Some of this confusion rests with the broader term “power-based crimes,” which has proven to be problematic in practice. Simply put, all sex assaults are power-based crimes; but the SIU does not take on all sex assaults (e.g., assaults against youth and children).

With the Domestic Violence Response Team (DVRT), the key consideration is lethality. In instances where the victim’s life is threatened and it is a life-or-death situation, a DVRT investigator becomes involved. Because there is no equivalent foundational consideration that anchors the SIU, the scope of unit remains nebulous. It would be beneficial if better, more direct criteria were developed and regularly communicated to the entire department. For example, a clear description of the types or stages of

involvement of SIU may have in a file would be useful. This description could illustrate that involvement thresholds may be influenced by varying factors including SIU resources.⁶

Unit name and location within NRPD

Some of the participants in the study commented that the moniker of *Specialized Investigation Unit* was not ideal. First, compared to other units, such as DVRT, it is not immediately clear what the focus of the unit is. Most concerning, this lack of clarity extends to clients. Participants recounted situations where clients asked if there was “something special” about the investigation into their case.

Although there is nothing beyond anecdotal evidence to suggest this is the case, there is mixed reaction and sometimes concern or suspicion by the thought of a “special” investigation. More generally, concerns were expressed that that name may inadvertently function to set expectations that might not be consistent with the true nature of the unit. A more direct and specific name might help avoid misunderstandings. Given that the unit is focused on power-based crimes, it would be useful for that connected to be explicitly acknowledged.

Other examples of where language can have powerful effects on perception were also mentioned by respondents. For example, in the context of power-based crimes, categorization of an incidents as “domestic” is arguably problematic.⁷ This distinction has been argued to inherently imply or communicate that the violence occurring during these crimes is less serious, and potentially private. The use of term domestic has gendering effect so is also less inclusive. Intimate partner violence recognizes and includes violence beyond what is by traditional household and typically hetero-normative. Obviously, that is not the intent of anyone in the NRPD using this terminology. But as implicit bias is being discussed and recognized in public safety sector, expunging this language would be a positive step to neutralize these distinctions and underscore the seriousness of the work undertaken by the SIU.

In this same theme, some participants further indicated that the use of the term “alleged” is similarly challenging, in that appears to imply that the victim has something more to “prove” with regards to the charge. A more concrete, less loaded

⁶ In addition, questions were raised about the name “Prevention Services”. While some of the follow up work carried out with victims may be aimed at reducing reoccurring victimization, neither the DVRT nor SIU are truly, or even primarily, preventative in nature. A re-naming of this branch of the organization should be considered. Moreover, the language pertaining to the Domestic Violence Response Team could also be made more inclusive (e.g., Intimate Partner Violence).

⁷ <https://www.theatlantic.com/family/archive/2019/06/domestic-violence-term/590848/>

description, such as “reported,” might better send a more welcoming message to victims.

Relatedly, two participants felt that the separation of SIU from Major Crimes gave the unintended impression that the work of SIU was less “serious” than that undertaken by Major Crimes. On one hand, this could lead victims to assume that their cases were some less important than Major Crime cases. If potential new applicants perceive this to be true, they could be less likely to apply for the less “serious” position.

Finally, although the SIU does engage in prevention efforts, that is not the primary focus of its work. As a result, participants argued that the SIU should not be located under Prevention Services. It will be further noted below the NWPD has experienced challenges in trying to fill SIU investigator positions. To this end, concerns were raised that the lack of clarity and importance about the SIU may deter suitable candidates from applying. In short, there are several reasons for NWPD to reconsider both the name of the unit and where it fits in the organizational structure.

There may also be an argument to be made to assess the physical location of SIU. Although participants were not unanimous about best placement, several commented that the SIU offices were not easily accessible. On one hand, this was seen as hindering communications with other NWPD members. The idea that the SIU might be better served by being in closer proximity to Major Crimes was raised in a variety of interviews. While its current placement leaves SIU cut-off from these more informal, day-to-day communications with investigators, it does allow easier communications with the Victim Assistance Unit.

Office space and allocation is always at a premium in large organizations, and there are always a number of considerations that go into such decisions. These issues should be purposefully weighed in terms of the role and direction for SIU going forward.

Placement within organizational structure of NWPD

The nature of the relationship between Major Crimes and SIU is an important issue to consider in its own right. There were several discussions about how SIU is situated and interacts with the Major Crimes Unit (MCU). We, the researchers, are well aware that this issue has been debated within NWPD. A number of participants were of the opinion that SIU would best be served by having a closer connection with MCU. While some argued that the SIU should be absorbed into MCU, others favored closer cooperation and coordination.

Several justifications for both propositions were provided. Perhaps most heavily weighted, MCU was perceived as having appropriate resources and team-work orientation, both of which would be beneficial to the SIU. The SIU’s work was often

described as “siloe d”, which resulted in difficult working conditions for investigators. This is an extremely challenging work environment; instead, the SIU needs greater support, and to function in a more collaboration setting. Given that nature of the cases handled by the SIU, some participants felt that such collaboration would best be achieved through a closer partnership with MCU.

A related issue that invited comment was the fact that sex assault files involving youth were automatically placed with MCU. It is not clear as to why this distinction is made. Moreover, it is puzzling that the SIU counsellor is not permitted to participate in cases where the victim is under 18 years of age, especially given that many sex assault victims are young. This is a good example where greater collaboration between the SIU and MCU would potentially better serve the needs of clients.

In terms of recognizing and formalizing connections, participants also suggested that there was a need for greater policy and procedural clarity around the SIU’s connection to the Domestic Violence Response Team (DVRT) and the Victim Assistance Unit (VAU). Again, strengthening collaboration with these units is central to the functioning of the SIU. As one participant noted, the case-level relationship between the SIU and these units is complex and dynamic:

“We worked with them (VAU) a ton. They have victims that they are mandated to work with, on 24/7. They might send one of their volunteers to deal with the victim in the middle of the night for example. Then there would be that decision to have them deal with SIU and the counsellor or VAU; this was done on a case-by-case basis and it worked very well. We had a good relationship with them – with the siloe d piece it was getting frustrating to DVRT – the VAU and domestic violence files. I worked very well to try and keep the communication open. If the victim bonded with the VAU worker then we try to keep the victim with that worker.”

Finally, as previously mentioned, some participants did also indicate that the SIUs present home in Prevention Services did not reflect that true nature of the work done by the SIU. There is certainly an element of prevention, but it is only a small part of the SIU’s portfolio, which is dominated by investigation and the work that it does serving as an invaluable resource for patrol officers. This is not necessarily an argument for greater coordination with MCU, but it does suggest that a rethinking of the work of the SIU and how it fits into the organizational structure of the NWP D.

Difficulties attracting suitable applicants for the role of SIU investigator

The siloe d and too often solitary nature of SIU work may also be implicated in one of the biggest problems experienced thus far by the SIU: the recruitment and retention of investigators. Participants from the executive level of the NWP D routinely commented

that it was difficult to attract and retain interested applicants. There are several possible explanations for this challenge. First, sex assault cases are generally regarded as very difficult, and very complex. As one participant noted:

“When you’re on patrol, most people dread SA calls. They can be quite involved, a time commitment, a purely investigative role. This is not an interest for a lot of people, not an action call, not over with a quick report. There are many elements: witnesses, training, involving children, interviews, people with different disabilities etc.”

In other words, these cases require a diverse skill set and career interest that can be difficult to find among patrol officers.

Second, as it is a relatively new unit, there is some indication that the work of the SIU is not widely understood. That is, applicants make not be sure “what they are getting into” as SIU investigators. Clear and detailed job descriptions are recommended for postings and where possible, opportunities established to observe and be mentored into the role by experienced investigators.

In addition, this lack of clarity clouds assessment and performance measures. The work conducted by the SIU is distinct from many other units. Clients have a wide range of reasons for reporting sex crimes, and many are not interested in more traditional measures of cases success, such as charges and convictions. Instead, they may want the behavior to stop, to have it “on the record”, and/or to get assistance through the resources provided by the SIU. These experiences may be deemed successful by clients but are then not reflected in officer assessment.

As a result, standard assessment criteria for promotion, including arrests and charge approvals, do not accurately reflect the work done by SIU investigators. At the same time, alternative evaluative criteria have not been specified, leaving investigators in a tenuous position in terms of understanding their role and knowing how to define their successes.

Third, the SIU is widely perceived as being under-resourced. Simply put, one detective is not sufficient to cover the number of cases that would benefit from SIU involvement. The work of the unit is heavily labour intensive and involves some of the highest risk cases handled by the department. Because of a lack of resources, SIU investigators are “spread very thin.” There are many files with which investigators would like to engage, and that would benefit from the investigator’s input and expertise, but for which the investigators simply do not have the bandwidth.

Moreover, there is no appropriate way to “speed up” the processing of many of these cases, as making connections and establishing rapport with victims takes time; it cannot be rushed, lest the entire justification for the unit be disregarded. Developing trust is

made all the more difficult by standard shift work. The complexity of many of these cases requires a consultation and a team approach, both of which are lacking under the current SIU model. In sum, investigators are not able to review and respond to all sex assault, as was originally intended with the creation of the SIU. Limited further by detectives working alone, it is impossible consult and collaborate on all such cases.

At the same time, the under-resourcing of the SIU means that its ability to engage in proactive work, especially reaching out to more vulnerable populations, is highly limited. Some participants suggested this was a serious setback, because there were many people in the community who might be encouraged to engage with the SIU but who were unaware of its existence, and how it might assist. Again, it is important to bear in mind that many victims may not be necessarily looking for a criminal conviction and may in fact be fearful of coming forward to report an assault. Community awareness about the SIU and how it works to assist victims would be beneficial. As the unit develops, it is important that the community, and the most vulnerable groups in particular, become aware of the resources offered by the SIU.

Finally, in addition to potentially serving as a barrier to recruiting investigators, there was also some suggestion that retention may be adversely impacted by fatigue and burn out. Given the time that is required to get “up to speed” on the intricacies of the SIU work, and the specialized skills that are acquired by investigators, frequent turnover is problematic, from both client and organizational perspectives. It is in the best interest of both clients and the NRPD to develop mechanisms to support and encourage investigators to stay in their positions. Some recommendations on how this might be accomplished are provided below.

Training

For the most part, SIU investigators did not receive specific training prior to starting. One area of concern was a lack of crossover between outgoing and incoming investigators. Given the complexities and nuances of the position, it would be highly advantageous for new SIU investigators to be able to job shadow departing investigators.

It was also evident that there was no consistent set of training for SIU investigators; rather, it is currently more of a patchwork approach. Training is encouraged, and NRPD has supported and made training available when requested by investigators, but this approach has led to inconsistent resources and training among SIU officers. Having officers identify their own training needs is especially challenging early on, as they may have little knowledge as to what types of training they may require.

A consistent set of initial training requirements made available as part of onboarding might streamline the onboarding process. This training could be followed by options to update and refresh skill sets. In light of concerns about silos, it might also be beneficial if there some crossover training was provide together to the SIU and the DVRT.

Impact of the counsellor

The role of the counsellor in the SIU was universally praised. According to the participants, the counsellors have had a demonstrably positive effect on case outcomes for victims. The overall feedback suggests that the addition of the counsellor to the SIU model is achieving its intended effect. Aside from the obvious challenges of the Covid-19 pandemic, the perspective of the participants is that the SIU model resulted in better outcomes for victims. Counsellors are generally able to stay in weekly contact with victims, enabling them to develop the types of bonds that would be much harder for regular patrol officers and investigations to develop or maintain.

The counsellor position is a collaborative resource that allows for a more holistic trauma informed / victim centered approach, and as such it consistently impacts the work for detectives and the experiences of the victims. Participants reported that investigators were able to “check in” with the counsellor regarding the state of mind or current situation of particular victims. In some cases, when updates were available, the information was conveyed when it would be best for victim (e.g. non-urgent update provided after an unrelated challenge has past).

In one case example that was provided, a victim, the counsellor and the detective participated in a three-way call to share information and discuss case. The counsellor was able to assist in communication, provide updates, and direct the victim to further external resources. Participant also noted that investigators were able to assess various options or approaches to specific cases with counsellors, who can uniquely comment on how the victim might respond to different courses of action. There also have been examples where the counsellor has been able to provide assistance conveying information to the victim. Finally, the counsellors are also important in supporting follow up on community resources and safety plans.

Client Feedback

In light of the specific contexts within which the SIU was developed, it was envisioned that the unit would produce a number of outcomes. Perhaps most importantly, the integrated support provided by the SIU model would improve the overall quality and consistency of NRPD’s response to the individual needs of sex assault victims. For example, the integration of both a detective and counsellor would ensure that the

victim of a sex assault crime would gain timely access to supports that would increase the likelihood of the victim remaining engaged in the criminal justice process. At the same, the integrated unit would ensure that victims have access to comprehensive support, from the initial reporting of the crime through to the end of the criminal justice process and beyond if required. The SIU was also expected to conduct safety planning and aid victims in reducing incidences of re-victimization.

It was also anticipated that the SIU investigator would develop specific skill that would improve the way NRPD was able to assist sex assault victims. For instance, was expected that the investigator would become skilled in techniques of trauma-informed interviewing and able to obtain the most detailed and accurate recollection from the victim. This approach would support the victim, reduce the risk of further trauma, while simultaneously strengthening the case.

The specialized skill set developed by the SIU investigator would also provide benefit to the NRPD more generally. It would allow the unit to provide best practice training and guidance to patrol resources, which would, in turn, assist in patrol officers' initial response to sex assault cases. Similarly, the SIU could serve as a resource for sex assault cases that are not investigated by the unit; that is, for those cases that remain with the originating officer, or that are transfer to Major Crimes.

At the moment, no systematic, direct feedback from clients is available. There is however notable anecdotal evidence, in the form of informal feedback and comments provided by clients to SIU investigators and counsellors that highlights the positive effects of the unit. Examples of this feedback include the client:

- telling family and friends about how good the police had been to them;
- reporting a second, separate crime as a result of their interactions with the SIU;
- eventually coming forward to report a crime, after having initially denying that the offence occurred;
- relaying feelings of emotional release following their interactions with the SIU;
- feeling encouraged and supported when they discovered that there is a specific unit for sex assault;
- expressing satisfaction that their experience had been heard and documented (in some cases, this was, for the client, the intended outcome); and
- having another family member come forward with their own victimization and open a separate file

Going forward, the NRPD would be well served by more formally gathering client feedback for evaluation. An online client feedback survey has been developed and vetted through NRPD investigators and the counsellors. It is recommended that SIU detectives, counsellors, and VAU workers discuss strategies to ask clients to complete the survey (e.g. taking into account factors such as timing, receptivity, state of mind,

and external constraints or issues). The survey is to be completed anonymously, and no identifying features are to be gathered from the survey participants. Sensitive to the possibility of distressing and/or re-traumatizing victims, the survey is relatively short. The combination of closed (check box) and short open-ended questions were developed in consultation with the SIU investigator and counsellor, to create a few different options for clients to provide feedback.

Beyond the standard measures of success for police organizations, and in addition to the anecdotal comments presented earlier, the following is a list of, or starting point for, what could be interpreted as success from the point of view of the clients:

- feeling a sense of closure;
- experiencing enhanced emotional well-being;
- feeling satisfied with having reported (irrespective of criminal justice system outcome);
- knowing the report is “out there” or “on the record”;
- feeling respected;
- feeling included;
- feeling supported;
- having a positive experience with police;
- feeling of inclusion having been kept informed regularly; and
- feeling an increased trust of police.

A copy of the online client survey is provided in Appendix C.

Data Analysis

Originally, we had hoped to conduct a data analysis related to the SIU. As a result of staffing challenges caused by the Covid-19 pandemic, the resources required to collect the data were unavailable. We are hopeful that the data will be available in the future. The review of case file data would be intended to address the following questions (all of the questions, with the exception of #8, would have Yes/No responses):

1. Were there reasonable grounds to believe a sex offence occurred?
2. Were charges recommended?
3. If the file met the standard for the BC Domestic Violence policy, were K file procedures followed?
4. Were all investigative tasks followed up on?
5. Was the victim informed of the outcome of the investigation?
6. Was the SIU investigator engaged?

7. Was the SIU counsellor engaged?
8. What was the time to complete the investigation (in months) or until charges were recommended?

With future research, the case file review could be extended to assess issues such as the quality of investigation, compliance with policy and practice at both patrol and MCU levels, and the potential presence of bias.

Recommendations

Create an advisory team that would meet regularly to share strategies and discuss how to improve services for victims of sex assaults. This recommendation was included in the original SIU proposal, and continues to be timely. The team could be made up of other police department sex assault investigators and include advocates and partnership agencies.

Have sex assault files reviewed and coded by the supervisor for the SIU. Given the turnover that the SIU has experienced, it is important to maintain consistency in the processing of sex assault files.

Make mandatory trauma-informed interviewing techniques, and sex assault training, for all patrol members. Most sex assault cases begin with patrol officers. The initial contact of the officer with the victim sets the context for the rest of the victim's experience with the NWPD. Problems of communication that may arise during these earliest interactions are challenging to rectify later in the process. While work is underway to have all members trained in trauma informed practices,

Provide regular briefings/training for entire organization regarding the role and function of the SIU. This would address concerns that some patrol officers still do not have a clear idea as to what the SIU does, and how it can aid patrol officers in their work. This education would also include clarification about how cases are divided between the SIU and MCU.

Create better mechanisms for collecting data on the SIU. The online client survey is a first step in collecting the types of information that are relevant to evaluating the work of the SIU. Ideally this collection of data relating to client experiences should be systematized and made more comprehensive. This would allow for a more detailed understanding of how the SIU is meeting its mandate, as well as facilitate the assessment of any changes in client experiences over time.

Include client feedback and related information in the performance measures for review and promotion of SIU investigators. As noted earlier, traditional measures of

police effectiveness may not be as relevant for SIU clients. Consequently, it is necessary to re-evaluate the criteria on which investigators should be judged. Given the client-centered orientation of the unit, it is critical that evaluation criteria reflect considerations and outcomes important to clients.

Proactively plan for recruitment of new SIU investigators. Develop strategies for education and training for all officers about the principles of the unit, the objectives of SIU investigations, and how performance will be assessed.

Reconsider the organizational placement of the SIU, particularly in relation to the MCU. The issue of how the SIU operates in relation to the MCU continues to raise questions. Legitimate concerns over silos, lack of resources, and the need for collaboration suggest that it may be possible for the organization to better leverage the work being done by the SIU. As such, it would be useful for the NRPD to revisit this issue. At the same time, it would also be helpful to further consider the name of the unit, and well as the physical placement of its office.

Clarify policies and procedures for sex assault victims under 18 years of age. Given the specialization of the SIU, it remains unclear as to why it is excluded from handling this subset of cases, including the work of the counsellors. Given the high number of young sex assault victims, it would be best to have members who are specifically trained in such investigations as well have an strong understanding of the impact and needs of victims.

Develop standard set of training courses for SIU investigators. In consultation with other units and experts in the field, it would be beneficial to develop a standard set of course for SIU investigators. Members could be encouraged to take other training, but this group of courses would constitute the minimum requirements.

Develop a social media presence. Campaigns could be conducted to alert the public to the under-reporting of sex assaults with the goal of making victims aware of the supportive response they would receive through the NRPD. These campaigns would include descriptions of the SIU and emphasize how the unit is there to help victims with their experiences, not necessarily to secure criminal justice system responses.

Consider the role of blind reporting. Reporting where the identity of the victim is protected would allow the police to have a fuller understanding of these crimes, and even identify connections about serial offenders, while encouraging the victim to report without the fear of perceived consequences. This option could potentially create an opportunity for the victim to build confidence in the NRPD, and ultimately seek further communication with investigators, which could eventually result in a decision to participate in a full investigation.

Appendix A: Literature Review – Sexual Assault in Canada

“The personal cost for nothing to happen was too unbalanced for me, and that was why I didn’t report. There’s no guarantee that I am going to be heard and listened to and believed, and the skepticism that policing seems to have with sexual assault and all forms of unwanted sexual contact is a huge barrier to me” (Interview 4).

- *Women’s Experiences of the Barriers to Reporting Sexual Assault*
Prochuk (2018)

Introduction

Sexual assaults are significantly underreported in Canada (Benoit et al., 2015; Sinha, 2013). A total of 5.9 million individuals aged 15 years or older have experienced sexual assault – 4.7 million of these victims were women, while 1.2 million were men. Overall, women were four times more likely to have experienced sexual victimization than men (Cotter & Savage, 2019). Sexual victimization has several detrimental and long-term mental and physical health consequences, including: depression, posttraumatic stress disorder (PTSD), anxiety (e.g., Khadr et al., 2018; Tarzia et al., 2018), substance abuse (Abbey et al., 2004), poor physical health (Weissbecker & Clark, 2007), and suicidal ideation and behavior (Gilmore et al., 2020). Many sexual assault victims have difficulty functioning in their daily lives (Conroy & Cotter, 2017; Cotter & Savage, 2019).

Recently, there has been an increase in collective awareness about sexual assault. Prevalent social movements such as #MeToo or Time’s Up have widely informed the public on the pervasiveness and detrimental impacts of sexual assault (Cotter & Savage, 2019; Rotenberg & Cotter, 2018). To evaluate sexual assault prevalence, Statistics Canada uses information from two national surveys: (1) self-reported data from the General Social Survey (GSS) on Canadians’ Safety (Victimization), and (2) police-reported data from the Incident-based Uniform Crime Reporting (UCR) Survey (Allen, 2015; Perreault, 2015). Police-reported UCR Survey statistics showed a 46% increase in sexual assaults reported to police in October 2017 compared to October 2016 (see Rotenberg & Cotter, 2018). This increase co-occurred with the #MeToo movement, which went viral in October 2017 (Rotenberg & Cotter, 2018). Despite these positive outcomes in rates of reporting to police, the self-reported 2018 Survey of Safety in Public and Private Spaces (SSPPS) indicated that sexual assault was still significantly underreported (Cotter & Savage, 2019). More precisely, only five percent of victims of sexual assault reported to police (Cotter & Savage, 2019; RCMP, 2017). Although it is difficult to directly compare police-reported incidents on the UCR Survey and self-reported victimization data gathered by the SSPPS or GSS, it is essential to note that the

UCR only measures crime that meets two requirements: the crime was reported to, and corroborated by, the police. In other words, police-reported data includes sexual assault incidents that have come to police attention and been substantiated through an official police investigation that confirmed violation of the law (Conroy & Cotter, 2017). Given that most sexual assaults are unreported to police, self-reported GSS data captures the “dark figure” of crime (Perreault, 2015).

Self-Reported Sexual Assaults in Canada

GSS data has shown that over 15 years, from 1999 to 2014, sexual assault rates have remained unchanged (Conroy & Cotter, 2017; Perreault, 2015). For instance, the rate of sexual victimization in Canada for individuals aged 15 years or older was 21 per 1,000 population in 1999 and 22 per 1,000 population in 2014 (Conroy & Cotter, 2017). Of the eight victimization offences assessed in the GSS, sexual assault was the only offence that did not decrease over this timeframe (Perreault, 2015).⁸ By way of comparison, violent victimization involving physical assault and robbery decreased by 35% and 39%, respectively from 1999-2014, while sexual assault rates held constant (Perreault, 2015). GSS data indicates that a total of approximately 636,000 incidents of sexual assault occurred nationwide in 2014 (Conroy & Cotter, 2017).

There are three different types of sexual assault assessed by the GSS: (1) forced or attempted forced sexual activity, (2) “unwanted sexual touching, grabbing, kissing, or fondling,” and (3) sexual activity where the victim was not able to give consent due to “intoxication, manipulation or non-physical force” (Conroy & Cotter, 2017, p. 5).⁹ The most common form of sexual assault reported was unwanted sexual touching (71%), followed by forcible sexual assault (20%), and sexual assault where the victim was not capable of providing consent (9%; Conroy & Cotter, 2017). Research has demonstrated that girls and women (Conroy, 2018; Rotenberg, 2019), sexual minorities (Simpson, 2018), Indigenous women (Boyce, 2016), university women (Muehlenhard et al., 2016), and women with disabilities (Cotter, 2018) are especially vulnerable to sexual victimization. For instance, of the 636,000 sexual assaults reported by Canadians in the 2014 GSS, 87% of victims were women; this figure translates into 37 incidents of sexual

⁸ The eight types of offences measured in the GSS include: sexual assault, robbery, physical assault (i.e., violent victimization), theft of personal property (i.e., theft or attempted theft of personal property), break and enter, theft of motor vehicle or parts, theft of household property, and vandalism (i.e., household victimization; Perreault, 2015).

⁹ Sexual assault is measured on the GSS by three questions: (1) “Has anyone forced you or attempted to force you into any unwanted sexual activity by threatening you, holding you down or hurting you in some way?” (2) “Has anyone ever touched you against your will in any sexual way...anything from unwanted touching or grabbing, to kissing or fondling?” (3) “Has anyone subjected you to a sexual activity to which you were not able to consent...where you were drugged, intoxicated, manipulated or forced in ways other than physically?” (Conroy & Cotter, 2017, p. 5).

assault per 1,000 population (Conroy & Cotter, 2017). The majority of sexual assault perpetrators were men known to the victim, either a friend, acquaintance or neighbour (52%), versus a stranger (44%; see Conroy & Cotter, 2017). Moreover, in 2014, 83% to 90% of the total incidents (i.e., 636,000) were not reported to the police (Department of Justice Canada, n.d.; RCMP, 2017). A more recent 2018 SSPPS revealed that only five percent of women reported sexual assault to police (Cotter & Savage, 2019). Given the low rates of reporting in cases of sexual assault, GSS and other self-reported data sources obtained through community research (e.g., Prochuk, 2018) are extremely important for understanding the prevalence, barriers in reporting, and criminal justice experiences of sexual assault victims in Canada (Benoit et al., 2015).

Barriers to Reporting

Researchers have offered many reasons for underreporting of sexual victimization (e.g., Johnson, 2017). A recent collaborative project conducted by YWCA-Metro Vancouver and West Coast Legal Education & Action Fund (West Coast LEAF), titled *Dismantling the Barriers to Reporting Sexual Assault*, interviewed sexual assault victims from the Vancouver, British Columbia (B.C.) area about their experiences with reporting or not reporting their sexual victimization to the police.¹⁰ The goal was to identify systemic barriers in reporting sexual assault to police for victims and in navigating the Canadian criminal justice system (Prochuk, 2018). From the 30 interviews with women who experienced sexual assault, the most frequently mentioned barriers to reporting to law enforcement were: (a) concern or fear of not being taken seriously by law enforcement or other individuals in the Canadian justice system; (b) concern or fear of skeptical responses from individuals in their support network (e.g., friends, relatives); (c) concern that their profession or physical appearance would reduce their credibility; (d) concern that police will be suspicious or skeptical, especially for marginalized women in society (e.g., substance user, single mothers, those with a criminal record) or minority women (e.g., Indigenous, LGBTQ+); and (e) concern over physical safety or their family's safety and well-being (Prochuk, 2018).

GSS reports also indicate that a vast majority of sexual assault victims stated that they: (1) considered the incident not severe enough to file a police report (Conroy & Cotter, 2017; Brennan & Taylor-Butts, 2008), (2) believed the incident to be a personal issue resolved informally, or (3) suggested that the incident was too minor and that nobody was injured (Conroy & Cotter, 2017). In addition, Pinciotti and Seligowski (2019) applied a victim fight/flight/freeze response theoretical framework to understand the probability of official reporting among sexual assault victims. Victims were more likely

¹⁰ 2014 GSS statistics reveal that the rate of sexual assault in B.C. was 18 per 1,000 population (Perreault, 2015).

to report the sexual assault to police when they responded with forceful resistance during the attack, whilst victims who reacted with nonforceful (froze) resistance were less likely to report (Pinciotti & Seligowski, 2019). A sense of internalized guilt, blame, or humiliation (Johnson, 2012), and a fear of being criticized or revictimized also dissuade victims from reporting (Prochuk, 2018; Venema, 2014). Experts have argued that women are predominantly reluctant to report sexual assault incidents to the police because they fear being treated poorly by law enforcement or other criminal justice officials (Johnson, 2017; Johnson, 2020). Simply put, victims often lack confidence in the police (Conroy & Cotter, 2017). Further, among immigrant women, some studies have suggested that victims were unsure about what specific behaviours represented sexual violence (see Ahmad et al., 2004). Johnson (2020) has argued that:

Despite progressive reforms of Canada's sexual assault laws designed to remove sexist barriers to fair treatment of (primarily) women complainants, and to encourage victims to come forward, women continue to avoid the police. There are many reasons for this, such as shame and embarrassment, or fear of retaliation. But a chief deterrent is a concern they will receive poor treatment by police and courts. These barriers to reporting persist despite police training, specialized sexual assault police units, and improved coordination between police and sexual assault support centres in many communities (para. 2).

A study by Johnson in 2017 investigated the multifaceted decision-making processes that women experience when reporting their sexual assault victimization to the police. This study included 37 Canadian sexual assault victims who reported their victimization to the Ottawa Police Service. Women's experiences were assessed from the initial decision to file a formal report to dealings with police officers, investigators, and other criminal justice system professionals. The goal was to identify points of attrition in these cases. The results show that several officers operated from a professional and non-judgemental perspective, whereas others were influenced by "real rape" or "ideal" victim stereotypes expressed through messages of skepticism and inexperience with trauma (Johnson, 2017; see Randall, 2010). While indictment and court proceeding rates did not increase, approximately 60% of women anticipated positive interactions with officers and criminal justice personnel, which was a roughly a 30% increase from earlier cases (Johnson, 2017). The findings from this study highlight the impact law enforcement can have on invalidating women's victimization through insinuating victim-blame/responsibility (Johnson, 2017). Other researchers have highlighted the need for specialized training to address broader attitudinal structures among officers who investigate sexual violence cases (e.g., Murphy & Hine, 2019).

Unfounded Sexual Assaults in Canada

Recommendations for Law Enforcement

In early 2017, a national investigative report published by *The Globe and Mail* on sexual assault and police procedures in Canada revealed that nearly one in five (19.39%) sexual assault allegations were “unfounded” over five years from 2010-2014 (Doolittle, 2017). More precisely, from 2010 to 2014, there were roughly a total of 143,053 sexual assault allegations reported to police; of these, 27,740 were cleared as baseless (Doolittle, 2017). “Unfounded” sexual assaults are incidents that are categorized as unsubstantiated, whereby law enforcement has concluded that “the reported offence did not occur, nor was it attempted” (Conroy & Cotter, 2017, p. 11). *The Globe and Mail* received information on unfounded sexual assault allegations from 873 police jurisdictions, a 92% response rate out of a total of 1,119 jurisdictions (Rodan, 2017). Provinces in Western Canada had lower unfounded rates than central and eastern provinces. For example, at the provincial level, B.C. had the lowest rate (11%), whereas New Brunswick had the highest (32%; Doolittle, 2017). Toronto, Winnipeg, Surrey, and Windsor had the lowest city rates under 10%, whereas Saint John had the highest city rate at 51% (Doolittle, 2017). Although B.C. represented the lowest provincial rate, percentages varied at the City or municipal level; see Metro Vancouver Regional District data divided by municipality presented in Table 1.

The Globe and Mail also interviewed 54 individuals who recounted their experiences reporting sexual assault allegations to police. Supplemental data, including emails, medical files, court documents, police notes, police reports, and police audio or video interviews, were obtained. Thirty-nine of the 54 cases were classified as unfounded and cleared. Interviewees described conflicting procedural practices: 8 women stated that their experience reporting the crime to police was positive; 11 explained that they were not informed about the status of the case; 12 experienced victim-blaming by police; and a total of 25 had their allegations dismissed (Rodan, 2017). Experts suggested to *The Globe and Mail* that the following actions may perhaps address the problems of unfounded sexual assault cases in Canada:¹¹

1. Unfounded sexual assault statistics need to be consistently reported by Statistics Canada
2. Consistent and standardized practices to manage sexual assault allegations and cases
3. Sexual assault and trauma training for police in all police departments across Canada should be required. For instance, police must know how trauma impacts memory and seek to employ the most effective interview techniques for sexual assault victims

¹¹ “Experts” were educators, criminologists, trauma experts, and lawyers.

4. Consistent accountability and supervision of how police forces deal with sexual assault allegations and cases (Rodan, 2017).

Many of the recommendations cited above correspond with the Philadelphia Model. Over two decades ago, advocates and the public criticized the Philadelphia Police Department (PPD) in the United States (U.S.) for mishandling sexual assault allegations and cases. At this time, the PPD had a high rate of unfounded cases of 18% (RCMP, 2017; Wilson-Raybould, 2017). As a response to these criticisms, the PPD created The Philadelphia Model for managing sexual assault cases. In addition to these high unfounded case rates, the death of Shannon Schieber exposed that the PPD was intentionally downgrading/misclassifying sexual assault cases “under bogus codes” (Walters, 2013, para. 24). Troy Graves, a serial rapist who was active in Philadelphia for over two years in the late 90s, was responsible for the sexual assault and murder of Shannon and for many other sexual victimizations in the area (Walters, 2013). Experts have argued that if police had classified these crimes accurately, some sexual assaults and Shannon’s death may have been preventable (Weber, 2019). John Timoney, former Philadelphia Police Commissioner, implemented reforms shortly after Shannon’s death, which ultimately reduced the rate of sexual assault cases cleared as unfounded (PERF, 2012). An independent committee of external members, including high-ranking police officers, government personnel, and non-governmental organizations (e.g., front-line local sexual violence experts and women’s advocates), examined unfounded sexual assault case files once per year (Sexual Assault Services of Saskatchewan, 2020; Wilson-Raybould, 2017). Specifically, the reforms included utilizing the Women’s Law Project to oversee sexual assault cases within the PPD (PERF, 2012): this became known as the Philadelphia Model. Law professor Michelle Madden Dempsey has argued that the Philadelphia Model should operate as the benchmark for other police departments in the U.S. (Police Executive Research Forum [PERF], 2012). The PERF document titled *Improving the Police Response to Sexual Assault* provided an outline of four critical elements of the Philadelphia Model to prevent the misclassification of unfounded sexual assault cases:

1. Audits to examine sexual assault cases and ensure cases are not being misclassified or intentionally downgraded.
2. A supervisor officer’s approval should be mandatory for sexual assault cases to be labeled as unfounded.
3. Advocacy groups to oversee police procedural management in sexual assault cases; this will help foster transparency and accountability.
4. Special sexual assault and trauma training for police officers.

Similarly, Jody Wilson-Raybould, Minister of Justice and Attorney General of Canada, argued at a #AfterMeToo town hall conference that she supported the Philadelphia

Model for Canadian law enforcement agencies, which would encourage “greater transparency and accountability” (2017). A pilot project is currently underway in Ontario, Canada, based on this model (Wilson-Raybould, 2017).

Furthermore, in early 2017, The Canadian Association of Chiefs of Police (CACP) outlined their action plan to address the limitations in current police methods for handling sexual assault files (2019). The plan included amending the classification of founded and unfounded sexual assault cases measured by the UCR survey to improve police-reported data accuracy; this task was completed in 2018. The use of standardized definitions will establish consistency between the CACP and Statistics Canada (Girt, 2018). Next was the implementation of trauma-informed, evidence-based, and victim-centered education and procedural justice strategies. The CACP and Ontario Association of Chiefs of Police (OACP) published the *Canadian Framework for Collaborative Police Response on Sexual Violence* guidelines in 2019. The *Framework* highlights the need for a collaborative effort between agencies, victim-centered training, specialized personnel, support services for victims, and prevention and community education (CACP & OACP, 2019). For instance, several important procedural guidelines for police interviews and investigations into sexual assault cases are detailed. These include the need to pay attention to the victim's immediate health and safety needs before conducting the interview and to understand that the victim has the right/option to receive all, some, or none of the services offered (e.g., medical, support, or legal services). Finally, police need to carry out and guarantee a comprehensive investigation and re-establish victims' sense of self-control by involving them in the decision-making processes (CACP & OACP, 2019). Within the document, a methodological approach delineates the steps in reviewing sexual victimization incidents in a collaborative team environment, including items for both internal and external reviewers. The recommended training guidelines for external reviewers cover these modules: (1) Confidentiality training: How to manage confidential information, (2) Review of the *Municipal Freedom of Information and Protection of Privacy Act*, (3) Review confidentiality and non-disclosure agreement police and advocacy agencies, (4) Learn relevant law enforcement policies, (5) UCR sexual assault case classifications, (6) Sexual assault law, and (7) Expectations and results (CACP & OACP, 2019). Overall, this framework exemplifies the core Philadelphia Model components.

Law Enforcement Response & Preliminary Results

This section of the review focuses on the response from specific law enforcement departments across Canada after the 2017 publication of *The Globe and Mail* unfounded sexual assaults in Canada (Doolittle, 2017).

Royal Canadian Mounted Police

After *The Globe and Mail* (Doolittle, 2017) report on unfounded sexual assault cases in Canada, the Royal Canadian Mounted Police (RCMP, 2017) released their victim support action plan in 2017 for sexual assault cases.¹² “The RCMP stated that they were “taking action to strengthen police training and awareness, investigative accountability, victim support, and public education and communication” (RCMP, 2017, p. 1). There were a total of 10,038 sexual assault allegations reported to the RCMP in Canada during 2016. Out of these cases, the RCMP evaluated the 2,225 (~22%) sexual assault cases categorized as unfounded during the year – 1,260 (57%), which were misclassified. Of the 1,260 misclassified cases, 284 (13%) required additional investigation; this brought the rate of unfounded sexual assault incidents down to 9% (RCMP, 2017). The RCMP enlisted the assistance of other law enforcement agencies in Canada and internationally, as well as NGO’s, to review best procedural justice practises for sexual assault files. The team identified four key areas that required attention: (1) trauma-informed police training and awareness; (2) investigative accountability through external advisory committees; (3) victim support services; and (4) public education and awareness (RCMP, 2017); the CACP and OACP (2019) guidelines also incorporate these main elements.

New Westminister Police Department

Similarly, in 2018, the New Westminister Police Department (NWPD) revealed the implementation of a new Specialized Investigation Unit (SIU) devoted exclusively to sexual assault cases (Bernard, 2018; New Westminister Police, n.d.).¹³ The SIU applied a previously established and effective interpersonal violence (IPV) model to sexual assault cases (New Westminister Police, n.d.). Specifically, the model utilizes a collaborative approach whereby a specialized police officer is paired with a community counselor to deliver support services throughout the entire duration of the sexual assault case – from reporting to criminal proceedings (New Westminister Police, n.d.). The Canadian framework for IPV focuses on a trauma-informed strategy that uses multi-agency co-operative response teams specializing in IPV incidents – similar to the core principles in the Philadelphia Model. The goal is to support victims and families of IPV by providing safety, support, and resources (University of New Brunswick [UNB] & CACP, 2016). Additional goals included using public awareness and education campaigns as well as implementing systematic evaluations of the effectiveness of police IPV strategies (UNB & CACP, 2016). The NWPD has maintained that this “victim-

¹² The RCMP is the national police service in Canada with over 20,000 police officers serving eight provinces, except Ontario and Quebec (RCMP, 2013).

¹³ New Westminister is a city located in the Metro Vancouver Regional District in the province of British Columbia, Canada. The NWPD serve approximately 70,996 residents in this city (Statistics Canada, 2016).

centered approach” is essential as “sexual assault is one of the most personal, invasive, and traumatic crimes a victim can suffer” (New Westminster Police, n.d.). The *Globe and Mail* reported that the 5-year (2010-2014) unfounded sexual assault rate for NWPD was 27% (Doolittle, 2017); details are presented in Table 1. In more recent years, after implementing the SIU, data for 2018 and 2019 suggest a decrease in unfounded sexual assault rates for the NWPD, 13.8% and 15.2%, respectively (Godfrey, 2020).¹⁴

Hamilton Police Services

According to the *The Globe and Mail* report, Hamilton Police Services (HPS) dismissed just under one-third of sexual assault cases (30%). As a result, the Hamilton Police Services Board (HPSB) instructed Chief of Police for Hamilton to undertake a review of the HPD record management practices and a comprehensive internal and external review of HPD unfounded sexual assault files (Girt, 2018).¹⁵ The Chief established the Sexual Assault Community Review Team (SACRT), a multisectoral committee.¹⁶ The internal review assessed unfounded sexual assault cases reported to the HPS from 2010 to 2014, and look at both the Child Abuse Unit (CAU) and the Sexual Assault Unit (SAU).¹⁷ This evaluations concluded that (CAU and SAU cases) 75% of unfounded sexual assault investigations were accurately classified, while in almost 25% of misclassified cases, the police should have cleared with a different category (Girt, 2018). At the same time, the SACRT conducted an external review for unfounded investigations between 2010 to 2016 within the SAU. A total of 65 unfounded SAU investigations were randomly selected for evaluation.¹⁸ SACRT concluded that 70% of these files were misclassified. There were several reasons for misclassification:

- Detectives not correctly applying “Reasonable Grounds”
- All relevant witnesses not being interviewed
- All forensic testing not being requested, and results returned
- Disproportionate weight given to the accused version of events
- Use of investigative interviewing and interrogation techniques with victims
- Reliance on corroboration being required
- Predetermining outcomes prior to a full investigation (Girt, 2018, pp. 21-22).

¹⁴ 2019 rates were based on data collected from January to September 2019.

¹⁵ The HPS serves 545,000 residents in the Hamilton, Ontario, Canada (HPS, n.d.).

¹⁶ SACRT consisted of the following members: Chief Eric Girt, Staff Sergeant Dave Dunbar (HPS Investigative Services), Sunny Marriner (Gender Equality Network Canada), Cindilee Ecker-Flagg (Native Women’s Centre), Monica Mackenzie (Ministry of the Attorney General), Diana Tikasz (Sexual Assault/Domestic Violence Centre HHS), Lenore Lukasik-Foss (Sexual Assault Centre of Hamilton and Area), Susan Double (HPS Victim Services), and Inspector Dave Hennick (HPS inspector; Girt, 2018).

¹⁷ The SAU investigate sexual assault cases for victims 16 years of age or older, whereas the CAU investigate sexual assault cases for victims 15 years of age or under (Girt, 2018).

¹⁸ The committee excluded two cases from the sample (Girt, 2018).

The HPS accepted and agreed to implement all SACRT recommendations, and expressed its intent to work collaboratively with community partners to guarantee sexual assault victims gain support from HPS and other community agencies (Girt, 2018).

The Effectiveness of Specialized Police Sex Crime Units

The Globe and Mail investigation revealed several concerns regarding police response to, and classification of, sexual assault allegations across Canada (Doolittle, 2017). Several agencies have substantiated these claims and suggested various recommendations that coincide with the Philadelphia Model used in the U.S. (e.g., UNB & CACP, 2016). Given the concerns around unfounded cases, many police agencies in Canada have implemented significant changes within their respective agencies to address concerns described in *The Globe and Mail* report (e.g., Girt, 2018; New Westminster Police, n.d.; RCMP, 2017). As a result, many law enforcement agencies across the nation have assembled specialized sexual assault units to improve victim services and/or enacted reforms to use multiagency/interdisciplinary approaches to dealing with allegations and investigations of sexual assault (e.g., Girt, 2018; RCMP, 2017). In Canada, there are numerous police agencies with specialized sex crime units, many of which work collaboratively with other local agencies.

Few studies have evaluated the effectiveness of specialized crime units in law enforcement departments, including domestic violence (DV) units or sexual assault units (see Rumney et al., 2020). Compared to earlier investigations (e.g., van Staden & Lawrence, 2010), current studies have utilized more rigorous methodologies and have found promising results for specialized DV units. For instance, police departments with specialized DV units have witnessed a significant increase in the number of case files advancing through to the U.S. criminal justice system in Cleveland, Ohio (Regoeczi & Hubbard, 2018). Although there is a dearth of research evaluating specialized sexual assault units specifically, from the limited studies available, the findings have shown positive impacts (see Rumney et al., 2020). For example, in Victoria, Australia, sexual assault victims reported that, compared to the average officer, officers in specialized sex crime units were more victim-centered; this included officers being attentive, caring, and communicative in their investigations (Powell & Cauchi, 2013). In addition, experts – i.e., police, counsellors, medical officers, child protection workers, and prosecutors – perceived the changes/reforms adopted by Victoria police as encouraging. The inclusion of multiagency cooperation, victim-centered approaches (including the focus on victim satisfaction, support), and communication, were consistently viewed as promising improvements for Victoria Police (Powell & Wright, 2012). Others have studied Australian police officers' perceptions of specialized training for sexual assault

cases before, directly after, and several months after (i.e., 9-12 months) receiving specialized training (Tidmarsh et al., 2019). At the final follow-up, police officers attached greater significance to specialization in sexual assault investigations. In addition, officers indicated that specialized sex crime investigators should possess the attributes/qualities of empathy, communication skills, and open-mindedness, whereas before receiving training, officers would often emphasize investigative skills (Tidmarsh et al., 2019). Months after training, officers indicated that the most critical details to garner during an interview with a sexual assault victim were the 'whole story,' relationship details, and grooming compared to corroboration, background/history, and victim welfare, which were indicated before receiving specialized training (Tidmarsh et al., 2019). From the victim's perspective, Rich (2019) argued that "police officers who engage in trauma-informed procedures while taking rape complaints are more likely to retrieve accurate memories and produce actionable statements" (p. 475). For clinicians, trauma informed care has been outlined as a series of guiding principles that are victim centered. The main guiding principle is to "do no (more) harm" to clients; in other words, to avoid retraumatization (Butler et al., 2011, p. 188). The clinician framework includes by five trauma-informed aims that encompass: safety, trustworthiness, choice, collaboration, and empowerment (see Butler et al., 2011). In the context of sexual assault investigations, interviews with victims should be facilitated by a highly skilled and trauma-informed officer (Rich, 2019).

In the United Kingdom, a more recent evaluative study compared police officers' performance in a specialized sex crime unit with officers from a non-specialized criminal investigation division (CID) in executing sexual assault investigations (U.K.; Rumney et al., 2020). Using a mixed-methods approach, Rumney et al. (2020) interviewed nine officers who had experience working in both specialized units and non-specialized CID. Many stated that the specialized sex crime unit (i.e., Bluestone)¹⁹ obtained motivated and committed officers with specific expertise in investigating sexual assault allegations. As one interviewee stated: "Bluestone was [about] having officers there who were interested, passionate and motivated around rape investigation. Having the skillset and knowledge around rape investigations, around the psychology of the victim, the psychology of the offender and...the different ways that victims present" (Rumney et al., 2020, p. 553). It was also noted that some non-specialist CID officers were unwilling, reluctant, or frightened to partake in sexual assault investigations. Others emphasized the complexities of sexual assault cases, which require a specialized approach where highly skilled officers can address victim needs, trauma, intersecting vulnerabilities and work successfully within a multiagency team environment (Rumney et al., 2020). Officers who specialized in sexual assault investigations stated that when they worked in a general CID environment, they were

¹⁹ Bluestone is a specialist rape investigation unit in Bristol (Rumney et al., 2020).

often subjected to a degree of separation (McMillan, 2015; Rumney et al., 2020). One officer argued that “we’re sat with CID so we’re sort of more of a team of work people but they’re not necessarily dealing with the same work as us. So, it’s not a team as in work team...” (Rumney et al., 2020, p. 555). The quantitative data in this mixed-methods study determined that specialized sex crimes units (i.e., Bluestone) outperformed non-specialist investigative methods (i.e., Comparator) on several measures of performance including:

- The offender was charged (Bluestone 35.5% vs. Comparator 31.5%)
- The case reached the courts (Bluestone 35.5% vs. Comparator 31.5%)
- Retention of cases with multiple victim vulnerabilities (i.e., 2 vulnerabilities):
 - Charged (Bluestone 32.8% vs. Comparator 25%)
 - Reached the court (Bluestone 27.6% vs. Comparator 25%)
- Victim care, i.e., support referrals (Bluestone 85.1% vs. Comparator 78%)
- Accurate crime recording based on Home Office Counting Rules for Recorded Crime (HOOCR; Bluestone 77.5% vs. Comparator 64.7%; Rumney et al., 2020)

Overall, from the limited scholarly research available, findings show that specialized sexual assault units that train officers on trauma and victim-centered approaches were most effective for sexual assault investigations particularly improving case accuracy, victim support services, and advancements in the criminal justice system process.

Table 1. 5-Year (2010-2014) Unfounded Sexual-Assault Rates in Metro Vancouver Regional District by Municipality

Member	Percentage of Sexual Assault Allegations Cleared as Unfounded	Number of Unfounded out of Total Allegations	Policed Population	Police Department
Delta	29%	56 of 190	107,380	Delta Police Department
New Westminster	27%	51 of 189	70,731	New Westminster Police Department
West Vancouver	21%	19 of 89	48,718	West Vancouver Police Department
White Rock	17%	16 of 94	20,931	RCMP
Port Coquitlam	16%	34 of 218	59,580	RCMP
Bowen Island	16%	3 of 19	3,605	RCMP
Vancouver	13%	337 of 2557	650,719	Vancouver Police Department
Port Moody	13%	6 of 67	35,062	Port Moody Police Department
Coquitlam	12%	63 of 506	135,284	RCMP
Maple Ridge	10%	45 of 471	81,080	RCMP
Richmond	11%	66 of 582	203,593	RCMP
City of Langley	11%	21 of 185	26,941	RCMP
Pitt Meadows	11%	8 of 72	18,903	RCMP
District of North Vancouver	10%	19 of 192	89,914	RCMP
Township of Langley	8%	40 of 509	111,615	RCMP
Surrey	8%	283 of 3760	499,880	RCMP
Burnaby	8%	98 of 1223	239,579	RCMP
Total	11%	1165 of 10,923	2,403,515	N/A

Note. Data were retrieved from Doolittle (2017). Data for Anmore, Lions Bay, Tsawwassen, Belcarra, Electoral Area A was not available.

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Appendix B: Interview Questions

- 1) Describe the creation of the SIU
 - Who started the SIU?
 - What was the purpose for the creation of the SIU?
 - What problem(s) was the SIU designed to correct?
 - What does the SIU replace?
 - Where other possible approaches considered?
 - If so, why was the SIU model selected?
- 2) Describe the initial implementation actions/steps?
 - Who was involved?
 - How was it implemented?
 - How was it received? (at each level of organization)
 - What data has been gathered?
 - How are clients referred / identified?
 - What client needs are the unit designed to meet?
- 3) What are the anticipated outcomes of the SIU?
- 4) Are there any obstacles to the unit achieving its intended goals? If so, what are they, and how have they been/should they be addressed?
- 5) How will you know if there are unexpected/unintended results? Have any unintended results been identified?
- 6) What is the capacity of the SIU?
 - How many officers? Qualifications?
 - How many civilians? Qualifications?
 - Additional required /expected training?
 - How many clients is the unit intended to serve?
 - What is the anticipated average caseload per service professional?
- 7) Are there any individuals or groups that may be indirectly impacted by the SUI?
- 8) Has the SIU had an effect on how others NRPD officers do their jobs?
- 9) Has the SIU resulted in any organizational changes?
- 10) Can you think of any ways that the operation of the SIU could be improved?

For SUI Officers Only:

- 11) Can you provide an example(s) of where you feel the SIU has worked well?
- 12) Can you provide an example(s) of where you feel the SIU has not worked well?

Appendix C: Client Feedback Online Survey

Hello. We are seeking your input about your experiences with the New Westminster Police Department and with the Special Investigations Unit (NWSIU). This brief survey is entirely voluntary and completely anonymous. We anticipate that it will take approximately 5 minutes to complete, but you have as much time as you want to finish. You can choose to stop and/or skip questions at any point.

Your important feedback will be used to evaluate and improve the responses and services of the NWSIU in responding to cases such as yours. Thank you for providing your valuable input.

Q1. Overall, how would you rate your experience with the NWPD?

- Very Good Good Average Poor Very Poor
-

Q2. Is there anything you would like to share with the NWPD about your experience?

Q3. Did you have any challenges or barriers in coming forward to report (please check all that apply)?

- Fear of perpetrator
 - Fear of other consequences
 - Feelings of trauma
 - Lack of trust in the police
 - Lack of trust in the criminal justice system
-

- Lack of stable housing
 - Lack of financial support
 - Lack of emotional support
 - Other (please explain): _____
-

Q4. What influenced your decision to report (please check all that apply)?

- Felt it would be helpful to me
 - Was supported by someone I trusted
 - Wanted to stop it from happening again
 - Wanted to prevent it from happening to anyone else
 - Wanted consequences for the perpetrator
 - Other (please explain): _____
-

Q5. What services/resources/people helped you through the process of reporting: before, during and/or after (please check all that apply)?

- Friend
 - Family member
 - NWPD SIU detective
 - Other member of NWPD
 - Family Services counsellor
 - Victim Service Worker
 - Doctor
 - Other counsellor or health/mental health professional
 - Other (please explain): _____
-

Q6 Based on your experiences, if there were things you could change anything about the way the police respond to your experience of sexual violence, what would those be?

Q7 Are there any other comments you would like to make?

We sincerely value your input. It will assist us to help others who have had similar experiences.

If you have any further comments, questions or concerns about the survey, please contact the researchers:

Carla - mercconsultinginc@gmail.com

Garth - garth@donnybrookresearch.ca

Should you find you need immediate emotional support during or after this survey, please contact: VictimLink 24 hour Crisis Assistance Line at 1-800-563-0808

Or WAVAW 24 hour Crisis Line at 604-255-6344 or text 604-245-2425.

**NEW WESTMINSTER POLICE DEPT
NARRATIVE TEXT HARDCOPY**

GO# NW 2006-3939

- [] Is the suspect known to the victim?
 - [] Is this an intimate partner relationship? (K) File?
 - [] Was a safety plan completed?
 - [] Were photographs exchanged between the victim and suspect? Obtain images.
 - [] Was there electronic communication(s) between the victim and suspect?
-
-

SEXUAL ASSAULT NURSE EXAMINER (SANE Exam) [] Check if no SANE completed.

- [] Was a SANE Exam offered if within 7 days of incident?
 - [] Was a Medical Release form signed by the Victim and provided to Forensic Nursing Staff?
 - [] Was the Sane Exam kit seized and lodged in PSS?
-
-

WITNESS

- [] Were all witnesses (including disclosure statements) identified and interviewed?
-
-

SUSPECT [] Check if not identified.

- [] Was an attempt made to obtain an audio / video statement with the suspect?
 - [] Were photographs taken of the suspect?
 - [] Was the suspect's phone seized?
 - [] Were clothing / items seized from the suspect?
-
-

SPECIALTY UNITS

- [] Was a referral to VAU completed?
 - [] Was MCU notified for stranger or unknown suspect, aggravated sexual assaults, multiple victims, multiple suspects, and offences involving children?
 - [] Was the Special Investigations Unit notified?
-
-

VICLAS - SEX OFFENDER REGISTRY

- [] Was a VICLAS submitted within 24 days of report date?
If not, assign follow-up.
- [] Was the Sex Offender Registry contacted?

Date: [] Supervisor Signature: []

*** CONFIDENTIAL ***

**NEW WESTMINSTER POLICE DEPT
NARRATIVE TEXT HARDCOPY**

GO# NW 2006-3939

***** END OF HARDCOPY *****

***** CONFIDENTIAL *****



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board **Date:** February 15, 2022

From: Chief Constable David Jansen **Item #:** 4.1

Subject: 2022-2024 New Westminster Police Department Strategic Plan

RECOMMENDATION

That the New Westminster Police Board approve the 2022-2024 New Westminster Police Strategic Plan.

PURPOSE

The purpose of this report is to provide a summary of the work done to formulate the 2022-2024 Strategic Plan and to gain approval from the New Westminster Police Board (NWPB) for the plan.

BACKGROUND

In April 2019, the New Westminster Police Department (NYPD) embarked on a process to refresh its current strategic plan (2016-2019).

The process undertaken by the NYPD initially involved undertaking environmental scans. One of the scans surveyed the community of New Westminster via a publicly available web-based survey, while another surveyed the staff within the police department itself.

In addition, four consultative community meetings were held at the main branch of the New Westminster public library and more than two dozen community partner organizations were approached for comment.

In each of the environmental scans, questions were asked and the responses were themed and analyzed.

In late 2019, three dozen members of the police department, as well as members of the NWPB, participated in a strategic planning workshop. The workshop's stated purpose was to gather further data and information from the participants regarding the content and focus of the NWPD's future strategic plan.

DISCUSSION

In March of 2020, the strategic planning process was placed on hold in order to respond to the urgent operational needs emerging from the Covid-19 pandemic. During the pandemic, several high profile and galvanizing events occurred, such as the murder of George Floyd in the US by a Minneapolis police officer during an arrest. In response, the NWPB recognized the importance of re-assessing the future of policing to understand the implications for NWPD.

In June 2021, the NWPB engaged a strategic planning expert with Sirius Strategy to take on the work of moving the strategic plan to its conclusion. Some of the goals established at that time were to:

1. Leverage completed engagement and analysis activities.
2. Identify clear outcomes that should be achieved over the next three years.
3. Reflect the Board priority of Police Reform as a strategic priority.
4. Improve the visual appearance of the plan.
5. Provide a concise version of the plan, and a one-page at-a-glance summary.
6. Create a stronger message for NWPD's Vision.
7. Enable the Board and NWPD to track its progress through the duration of the plan.

Through a series of working sessions with the NWPB and the NWPD leadership team, as well as a department wide town hall, a final version of the 2022-2024 strategic plan was completed in late 2021.

CONCLUSION

Although delayed due to several significant issues, the NWPD and NWPB are proud to have completed the 2022-2024 strategic plan that is attached to this report. It is felt that this plan accurately reflects the current global landscape and the work that the NWPD and NWPB plan to achieve over the next several years.

OPTIONS

Option #1 – That the New Westminster Police Board approve the 2022-2024 New Westminster Strategic Plan.

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

Staff recommends option 1.

ATTACHMENTS:

1. 2022-2024 New Westminster Police Strategic Plan

This report has been prepared by:

Chief Constable David Jansen



New Westminster Police Department

A photograph of two police officers, a woman on the left and a man on the right, walking towards the camera. They are both smiling. The woman is wearing a dark uniform with a vest that has "POLICE" written on it. The man is wearing a dark jacket with "POLICE" on the sleeve. The background is a dark blue, stylized image of a police station interior with a car and a sign that says "POLICE NEW WESTMINSTER".

2022-2024 STRATEGIC PLAN



We recognise and respect that New Westminster is on the unceded and unsundered land of the Halq'eméylem 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.

Halq'eméylem

The following Strategic Plan has been developed as a three-year roadmap for the New Westminster Police Department (NWPD). It sets out concrete actions, building and expanding upon the significant work that has been completed over the last several years.

The last three years have been characterized by resiliency. The NWPD remained flexible during the COVID-19 pandemic to ensure the community received the policing services it needed during a challenging time and placed a continued emphasis on organizational wellness. A Gang Unit was created, and crime was reduced throughout the City of New Westminster.

The NWPD respects its unique position to serve the community and protect each of its residents, regardless of race, ethnicity, age, and mental or physical ability. The Department is focused on tackling systemic discrimination in all its forms, working with the community to better understand how diverse groups of people experience NWPD policies and services and ensuring its workforce composition is reflective of the community it serves. The NWPD's Strategic Plan lays out three priorities for the next three years, including:

- **Strengthening community engagement**

The NWPD will continue serving the community at a time when people continue to face significant challenges as a result of the pandemic, and racialized and marginalized people face historic and present-day barriers that limit their full participation in the community.

- **Modernizing community safety**

The NWPD will continue its transformation to a modern police department through innovation, transparency, inclusiveness, and community partnerships.

- **Investing in our people**

The NWPD recognizes its people as its greatest asset and will continue putting significant effort towards the growth and development of its team members and building future leaders, while ensuring diversity and inclusion are a pillar of its operations.





OUR PURPOSE

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

We serve everyone.

We want every person, in particular those that have had negative experiences with police, to feel safe enough to reach out to us, and to be served with compassion, integrity, and professional excellence.

We want to earn the trust of everyone in our community, so that we can assist in the moments when they need help.

With integrity, excellence, and compassion.

In 2019, a member of our community came to us looking for help. She explained that, as a sex worker, she had many negative experiences with police and, as a result, did not trust police.

However, as we worked with her, she was surprised to be treated with respect, compassion, and dignity. Because she felt safe, and that we cared for her well-being, she had confidence to continue with the investigation, and allowed us to help.



OUR VALUES

Integrity | Excellence | Compassion

Integrity

We are open, honest, and accountable for the work we do. We are transparent about our successes and failures.

Excellence

We serve with commitment and dedication to the highest standard.

Compassion

We treat everyone with dignity, humility, and empathy and we are sensitive to each person's experiences.

STRATEGIC GOALS

The New Westminster Police Department (NWPD) has set three strategic goals that define its direction over the next five to ten years. These goals align to the NWPD's vision and will be used to evaluate the department's progress towards its vision. The NWPD's strategic goals are as follows:

NEW WESTMINSTER POLICE DEPARTMENT STRATEGIC GOALS



STRATEGIC GOALS

MEASURED BY

1 LISTENING TO OUR COMMUNITY

We are a valued community partner. We engage with our diverse community, listen to their needs, and collaborate to ensure their needs are met.



1. Public satisfaction
2. Public trust of police
3. Stakeholder satisfaction

2 SERVING OUR COMMUNITY

We ensure community safety with integrity, compassion, and excellence.



4. Crime rates
5. Response times
6. Police costs
7. Police effectiveness

3 SUPPORTING OUR PEOPLE

We have a diverse, inclusive, healthy, and engaging workplace that promotes employee equity, growth, wellness, and fulfillment.



8. Employee engagement
9. Attrition
10. Vacancy

OUR ACCOUNTABILITY

The 2022 - 2024 New Westminster Police Department (NWPD) Strategic Plan was prepared under the direction of the Police Board, Chief Constable, and police department. Collectively, we are committed to implementing the Strategic Plan.

We are accountable for the contents of this plan and for regularly communicating progress on our results. Publishing this strategy is the first step towards transparency and accountability. Looking forward, we will regularly make available public-facing progress reports to identify how we are tracking against our milestones and report out on our key performance indicators, annually. It is our expectation that the community, the Police Board, our leaders, and every member of our department, holds us accountable to each of the priorities we have committed to.

Continuous engagement with the community will be key to our progress - and feedback received during these discussions and touchpoints will allow us to evolve our policies and programs in a way that best serves the community. Ultimately, this plan will only be successful if it is executed in a way that best aligns our policing services with the needs of the entire community.

The New Westminster Police Board, Chief Constable and Police Department are committed to implementing this Strategic Plan and the priorities and goals outlined within that will support us in listening, serving, and supporting our people and community. These activities will bring us closer to creating a future where the department is known and recognized for its integrity, excellence, and compassion.

Mayor Jonathan X. Cote
Chair, New Westminster Police Board

Dave Jansen
Chief Constable, New Westminster Police



2022-2024 PRIORITIES:

Over the next three years we will focus on three priorities and several key milestones to help us achieve our strategic goals.



**Strengthen
Community Engagement**

By December 31, 2022

- Create an Indigenous Peoples Engagement Plan
- Establish an NWPD Diversity and Engagement Team
- Begin community engagement

By December 31, 2023

- Engage with local First Nations
- Engage with community groups
- Identify and Implement recommended actions

By December 31, 2024

- Continue engagement activities
- Identify and Implement recommended actions



**Modernize
Community Safety**

By December 31, 2022

- Complete the operations review
- Support committee work to clarify police role for homelessness, mental health and addiction
- Establish Key Performance Indicators

By December 31, 2023

- Milestones for this year will be identified based on committee work, public engagement and the operations review

By December 31, 2024

- Milestones for this year will be identified based on committee work, public engagement and the operations review



**Invest
in our People**

By December 31, 2022

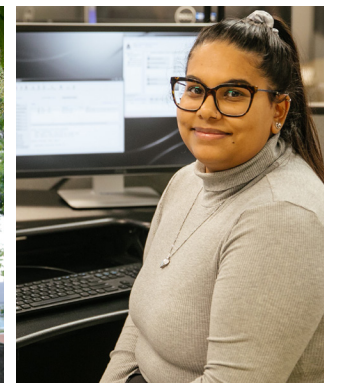
- Implement an employee engagement survey
- Implement DEIAR recommendations
- Pilot performance and growth reviews

By December 31, 2023

- Create a module-based leadership development program
- Implement performance and growth reviews
- Continue to act on employee engagement results

By December 31, 2024

- Measure impact of leadership development
- Expand leadership development program
- Continue to act on employee engagement results





NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, April 19, 2022 at 9:30 am

Council Chamber, New Westminster City Hall and

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

✓ Indicates Attachment

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

1	ADOPTION & PRESENTATIONS	
	1.1 Land Acknowledgment	<i>Mayor Cote</i>
✓	1.2 Adoption of Open Agenda: April 19, 2022	<i>Police Board</i>
	1.3 Distracted Driving Awards	<i>Chief Constable Jansen</i>
2	CONSENT AGENDA	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: February 15, 2022	
	2.2 Police Board Member Reports	
✓	2.3 Policy: AF70 – Disclosure and Protection of Information	
✓	2.4 Policy: OM10 – Media Relations	
✓	2.5 Policy: OG40 – Communicable Disease Prevention & Control	
✓	2.6 Statistics: February 2022 & March 2022	
✓	2.7 GOVERNANCE: NWPD Communications Update	
✓	2.8 GOVERNANCE: Annual Review of Integrated Services	
	2.9 Police Board Correspondence:	
✓	2.9a Letter from City of New Westminster Council re E-COMM 911	
✓	2.9b BCAPB 2022 Conference – May 26-27, Surrey	
✓	2.9c BCAPB 2022 Notice of AGM & Call for Resolutions	
✓	2.9d CAPG 2022 Awards for Excellence in Police Governance	
✓	2.9e CAPG 2022 Annual Conference – Sept 7-11, Saskatoon	
✓	2.9f CAPG 2022 Resolutions Reminder	
✓	2.9g CAPG 2022 Virtual AGM – Sept 1	
✓	2.9h Updated Report – BCPPS Use of Force and Training	
3	ONGOING BUSINESS	
✓	3.1 Strategic Plan Tracking Document	<i>Deputy Chief Constable Hyland</i>
✓	3.2 Special Investigation Unit – Implementation Timeline	<i>Inspector Diana McDaniel</i>
4	NEW BUSINESS	
✓	4.1 BCAPB 2022 Conference & AGM Sponsorship Request	<i>Police Board</i>
	NEXT MEETING	
	Date: Tuesday, May 17, 2022 at 9:30 am	
	Location Council Chamber, New Westminster City Hall and By Zoom	
	ADJOURNMENT OF OPEN MEETING	



NEW WESTMINSTER MUNICIPAL POLICE BOARD

February 15, 2022 at 9:30 a.m.

Via ZOOM

MINUTES of Open Meeting

PRESENT:	Mayor Jonathan Coté	Chair
	Ms. Heather Boersma	
	Ms. Ruby Campbell	
	Mr. Karim Hachlaf	
	Ms. Shirley Heafey	
	Mr. Sasha Ramnarine	
STAFF:	Chief Constable Dave Jansen	
	Deputy Chief Paul Hyland	
	Inspector Trevor Dudar	
	A/Inspector Aman Gosal	
	Inspector Andrew Perry	
	Ms. Jacqueline Dairon	Finance Supervisor
	Ms. Heather Corbett	Acting Board Secretary
GUEST:	Kyle Stamm	Sirius Strategy

The meeting was called to order at 9:30 a.m.

1.1. Land Acknowledgment

Mayor Cote provided a land acknowledgement, as follows:

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

1.2. Adoption of Open Agenda: February 15, 2022

MOVED AND SECONDED

THAT The New Westminster Police Board approve the February 15, 2022, Open Agenda, with the following amendment to the order of business:

- Item 4.1 to be addressed following Item 2

CARRIED

2. CONSENT AGENDA

2.1. Approval of Open Minutes: January 18, 2022

2.2. Police Board Member Reports

2.4 Street Checks Policy (Police Stops))B235 – Audit Report

2.5 Police Board Correspondence

a) CAPG Survey

MOVED AND SECONDED

THAT Item 2.3 be removed from the Consent Agenda; and,

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

CARRIED

ITEMS REMOVED FROM CONSENT

2.3 Statistics: January 2022

In response to a question from the Police Board, Acting Inspector Gosal provided the following information:

- Impaired Op MV stands for Impaired Operation of a Motor Vehicle; and,
- The 225% change listed in the report signifies the difference from 2021 to 2022, in that there has been an increase for that statistic by 225%.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the January 2022 Statistics Report for information.

CARRIED

Procedural Note: The Police Board agreed to address Item 4.1 as the next item of business. The minutes are recorded in numerical order.

3. ONGOING BUSINESS

3.1. Response to Downtown Livability Concerns

Chief Constable Jansen summarized the report entitled “Response to Downtown Livability Concerns”, noting that the comments and information contained within the report had been compiled in response to concerns that had recently been expressed by community partners and residents.

In response to a question from the Police Board, Chief Constable Jansen noted that the difference between police engagement with open air drug use and open air alcohol consumption involves the likelihood of prosecution, and the tools available to police for enforcement of both activities.

Police Board members expressed their appreciation for the information included in the report and provided the following comments:

- The information included in the report is very helpful for the community and city stakeholders, and it would be beneficial to distribute this report to a wider audience so that the extent of the Police Department’s activities, efforts and challenges are more widely recognized;
- The report discusses many issues that are prevalent in the community, which the NWPB are supporting, and that other services could be involved in providing or supporting; and,
- The report clearly demonstrates the core services and priorities that the Police Department should be focusing on, as detailed in the strategic plan, in contrast to the perception and limitations of what police do, and the actual work that is carried out, despite numerous challenges and issues in the city’s downtown.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the report entitled “Response to Downtown Livability Concerns”.

CARRIED

3.2. Special Investigation Unit (SIU) – Review of Recommendations

Chief Constable Jansen discussed the background to this report, outlined the conclusions and recommendations included in the report, and thanked the Board for supporting the independent review of the Special Investigation Unit (SIU).

Police Board members expressed appreciation for the extensive work that was carried out in producing the report, and provided the following comments:

- It is encouraging that the report showed that the NWPB is on the right track with the SIU model; and,
- It would be beneficial for the Senior Management Team to provide an evaluation of the short, medium and long-term actions and resources that would be required to implement the recommendations included in the report.

MOVED AND SECONDED

THAT the New Westminster Police Board endorse the report entitled “Special Investigation Unit – Review of Recommendations”; and,

THAT the Board direct staff to provide a follow-up report indicating the required actions and timelines needed to fulfill the recommendations, as listed in the report.

CARRIED

4. NEW BUSINESS

Procedural Note: The Police Board addressed Item 4.1 prior to Item 3.1. The minutes are recorded in numerical order.

4.1 NWPD 2021-2024 Strategic Plan

Chief Constable Jansen introduced Kyle Stamm, Consultant from Sirius Strategy, and provided background information on the strategic planning timeline and development process.

Kyle Stamm, Sirius Strategy, presented a final version of the NWPD Strategic Plan to the Police Board, including a review of the planning and consultation process that had occurred in the lead up to this version. Mr. Stamm reviewed each page of the document, covering details of the overall theme, and each section of the document.

The Police Board expressed appreciation for the input and work that was involved in developing the Strategic Plan, and provided the following comments:

- The collective work that all NWPD staff, Board members contributed to the process should be acknowledged;
- The strategic plan sets a strong foundation for the next four years of the NWPD;
- It is important to acknowledge that the strategic planning process was paused and adjusted to reflect the pandemic and the impacts of a changing conversation about policing; and,
- It would be beneficial to embed the work plan in the Police Board meetings to track the progress and ensure that the milestones are being met.

MOVED AND SECONDED

THAT the New Westminster Police Board approve the New Westminster Police Department 2021-2024 Strategic Plan.

CARRIED

ADJOURNMENT of Open Meeting

Chair Jonathan Cote adjourned the meeting at 10:17 a.m.

Next meeting

The next meeting of the New Westminster Police Board will take place on April 19, 2022 at 9:30 a.m.

MAYOR JONATHAN COTE
CHAIR

HEATHER CORBETT
RECORDING SECRETARY

Disclosure and Protection of Information

AF70

Revised: February 2022

AF70

RISK ASSESSMENT: Medium

POLICY

1. The New Westminster Police Department (NWPD) will establish and maintain a Disclosure and Protection of Information function that will ensure:

Protection of NWPD Employee Personal Information

- a) Under no circumstances is the personal information of an NWPD employee to be provided to anyone outside of the NWPD without the express permission of that employee.
- b) The personal information of all employees is to be kept secure at all times and only accessible to supervisors (sworn and civilian) or other authorized employees for employment-related reasons only.

External Release of Information

- c) The security and confidentiality of designated confidential information and NWPD records and documents.
- d) That disclosure of information from NWPD records is consistent with case law and the applicable provincial and federal legislation.
- e) Requests for information will be accepted only from personnel of an authorized agency. Those making requests are required to identify themselves.
- f) Generally, the NWPD will not oppose the release of our own investigation files to assist an outside agency, but the request must be in written form and processed through the Information and Privacy Coordinator (Coordinator) or designate.
- g) Compliance with the privacy provisions of the Freedom of Information and Protection of Privacy Act (FOIPPA).

Internal Release of Information

- h) All information obtained from PRIME data files are for investigational purposes only.
- i) Computer files of another jurisdiction must not be used as a basis for action without written authorization from the originating agency of the initial record or any related records.

Accessing Agency Responsibility

- j) The NWPDP is an agency with direct access via computer to PRIME files. As such, the NWPDP is responsible for the confidentiality and release of information ONLY to those agencies legislatively responsible for law enforcement for the purpose of an investigation.

Disclosure of Information Acquired From Other Agencies

- k) Written consent must be received from the originating police agency before any part of their police file may be released to Crown Counsel.
- l) In the event that a NWPDP police officer has used PRIME information from another agency during the course of an investigation, the member shall disclose only that this occurred, the name of the police agency, the file number and the event caption.
- m) Crown Counsel requests for further file information may be made by Crown to outside police agencies directly, or through NWPDP members via Court Services, who will request the file disclosure and obtain written consent to release the information to Crown Counsel.
- n) Court Orders for the release of information will be received by NWPDP for NWPDP files only.

REASON FOR POLICY

2. The NWPDP is legally obligated to protect any personal information that has been collected, used or disclosed, whether the information is about its employees, and members of the public or others.
3. To ensure all NWPDP employees collect, use, disclose, store and destroy personal information appropriately.
4. To provide for the access and confidentiality of the NWPDP records, and to ensure that information contained within those records are disclosed to authorized persons/agencies only.

SCOPE

5. This policy applies to all NWPD employees.

DEFINITIONS

Personal information: means information about an identifiable individual. Some examples of personal information include:

- a) Name, sex, age, weight, height
- b) Home address, phone number or other personal contact information
- c) Race, ethnic origin, sexual orientation
- d) Credit History
- e) Medical information
- f) Blood type, DNA code, fingerprints
- g) Marital or family status
- h) Religion
- i) Education
- j) Employment information

Personal information does not include a person's business contact information.

PROCEDURES

Freedom of Information and Protection of Privacy Act

6. All requests received by the NWPD under the FOIPPA (the "Act") must be processed in accordance with the policy and procedure set out in this chapter.
7. The records held by the NWPD are of a confidential nature and the NWPD has, as one of its responsibilities, the duty to protect its records from any unauthorized disclosure or access. It will be the duty of each Member and employee of the NWPD to ensure that no unauthorized disclosure of or access to records occurs.
8. This section of the policy does not apply to requests for access to records covered by the Operational Records, Security and Access section or information routinely made available to the public. The only exception is where third party personal information forms part of a record. Where a record is covered by the Operational Records, Security and Access section, or is information routinely made available to the public and it contains the personal information of a third party, that information may be disclosed only in accordance with this chapter and as permitted under the Act.

9. The Chief Constable of the NWPD is designated as “head” of the NWPD for the purposes of the Act. The Coordinator, under the direction of the Chief Constable, will be responsible for the Administration of the Act within the NWPD. The Coordinator will report to the Chief Constable through the chain of command.
10. A person receiving a request under the Act must forward it to the Coordinator within one day from the day the request is received.
11. The Coordinator must review the request to ensure it complies with the requirements of a formal request under the Act. The request will then be logged in the Information and Privacy File Log and an administrative file opened.
12. The Coordinator retains the original request and may contact the applicant to clarify and refine the request.
13. The Coordinator may transfer the request to another public body, under s. 11 of the Act, after consultation with the other public body and if the record requested:
 - a) Was produced by or for another public body.
 - b) Was first obtained by another public body.
 - c) Is in the custody or control of another public body.
14. The Coordinator must determine the extent of the search necessary to locate requested records and estimate the search time required.
15. Where necessary, the Coordinator must prepare an estimate of the fee for processing a request in accordance with the FOIPPA Regulation, B.C. Reg. 323/93, Schedule of Maximum Fees.
16. The Coordinator may consider waiving any fee less than \$100.00 pursuant to section 75(5) of the Act.
17. Fees in excess of \$100.00 may only be waived by the Chief Constable.
18. Where a deposit is required:
 - a) Processing of a request must stop once a letter of acknowledgement and fee estimate have been sent to the applicant.
 - b) Request processing must not continue until the deposit is paid in full by the applicant.
19. As soon as is practicable, but no later than 7 working days from the date a request is received:

- a) The Coordinator must send the applicant a letter acknowledging receipt of request or make contact by telephone.
 - b) The letter or phone call must specify the name of a person to whom the applicant may direct questions about the processing of the request.
20. Section 16 does not apply where a request has been processed within 7 working days of having been received and a complete response has been sent to the applicant within that time.

Search and Retrieval of Records Requested

21. In this Chapter, the term “records” will include: original files, working files, notes, officers notebooks, marginal notes, drawings, maps, photographs, videotapes, audiotapes and information stored by any electronic means.
22. The Coordinator must send a written request or email to each Section and Division of the NWPD that may, in the opinion of the Coordinator, have control or custody of records subject to a request.
23. Where the person in charge of a Section or a Division receives a request for records from the Coordinator, the person in charge will be responsible for a thorough search of the records held within the Section or Division and must provide the records requested or exact copies thereof, to the Coordinator within 5 days of receiving a request.
24. Upon the completion of a search for records, whether or not any of the records requested are located, the person in charge of the Section or Division must send a report or an e-mail to the Coordinator which should include the following information:
- a) A description of the search conducted in the Section or Division.
 - b) A description of where the records were located.
 - c) An exact report of the time spent searching for and retrieving the records including the name of the person who conducted the search and the date (do not include photocopying time).
 - d) Notice of any relevant records that have been destroyed or transferred to another site and, where a record has been transferred, the current location of that record.
 - e) Notice that a requested record will have to be created from a computer or other electronic record.
 - f) Notice of any reason the record should be protected or whether the record, or any portion of it, was received in confidence.
25. Where, due to the number of records requested, it is not possible to complete a search within 5 days the person in charge of a Section or Division must notify the Coordinator immediately.

Third Party Notice

26. Where a request is received for a record that contains the personal information of an individual, other than the applicant, s. 22 and s. 23 of the Act must be considered.

Consultation with Investigator

27. Prior to making an access or non-disclosure decision, the Coordinator may consult with the Member responsible for the investigation of a general occurrence file.

28. In consulting with the investigator, the Coordinator must determine if the disclosure of a record involves any potentially sensitive issues or whether any record was provided to the NWPDP in confidence.

Record Analysis and Response Preparation

29. The Coordinator must analyze each record requested, line-by-line, and carefully consider the applicability of all exceptions provided under the Act.

30. Where appropriate, the Coordinator may except records and sever excepted portions of records in accordance with the Act.

31. It will be the duty of the Coordinator to apply the statutory exceptions in a judicial manner, being careful to balance the right to access with the protection of law enforcement matters and the protection of the personal privacy of others.

32. The Coordinator must prepare a response for each request. The response must:

- a) Be comprised of a letter and copies of any records available to the applicant after an analysis has been completed.
- b) Comply with Section 8 of the Act.

Authority to Release a Response

33. Applicants are given an option to attend NWPDP for pick up or to have it sent by regular mail. Request to have a FOI Package emailed will be at the discretion of the FOI Coordinator.

34. The Coordinator is responsible for complying with formal requests for information access under the Act. The Coordinator has delegated authority under the Act. The Coordinator will sign the information released under the Act.

35. The Coordinator will represent the NWPDP in any dealings with the Office of the Information and Privacy Commissioner (OIPC) and upon judicial review.

36. Documentation generated in response to a request for access under the Act, must be retained in accordance with the Act.

PUBLIC DISCLOSURES: SECTIONS 25 AND 33 (FOIPPA)

37. Public disclosure of personal information is a very contentious issue and in the case of law enforcement information, there is a delicate balance between the individuals' right to privacy versus disclosure of police information to the public. In appropriate cases, NWPD may consult with legal counsel to determine if the concern for public safety outweighs the potential civil liability from the individual whose privacy is invaded.

38. Section 25 of the Act imposes on the Chief Constable a duty to disclose to the public, or an identifiable affected group, information:

- a) About a risk of significant harm to the environment or to the health or safety of the public or a group of people.
- b) The disclosure of which is clearly in the public interest.

39. This duty will exist whether or not a request for access is made, and may require the release of personal information that would otherwise be protected by the privacy provisions of the Act.

40. Any Member of the NWPD who comes into possession of information that falls within the criteria set out in Section 25 must immediately bring that information to the attention of the Coordinator or the Chief Constable, in writing.

41. Public disclosure of NWPD information is made under the authority of the Chief Constable or delegate. Under no circumstances are Members to disclose information without prior approval through the chain of command.

(See also: OM10 – Media Relations)

Assessing Information for a Section 25 Release

42. Where the Coordinator receives information that may fall under Section 25 of the Act, the Coordinator must, as soon as is practicable, conduct an analysis in accordance with this Chapter and provide to the Chief Constable a written recommendation in regard to the Chief Constable's duties pursuant to Section 25 of the Act.

43. Upon receiving information that may require a release under Section 25 of the Act, the Coordinator must immediately determine:

- a) The risk to the environment, public or individual.
 - b) The urgency of the matter.
 - c) Whether the disclosure of information is required.
 - d) Where disclosure is required, the appropriate method and target for release.
44. In determining the level of risk to the environment, public or individual, the Coordinator must consider all the relevant circumstances and, where the risk is posed by an individual, that consideration may include:
- a) The history of the individual including criminal history and criminal convictions.
 - b) The information provided about the individual by any correctional facility or program.
 - c) Any treatment the individual may have received and the individual's response to the treatment.
 - d) Any relevant psychiatric information.
 - e) The individual's access to potential victims.
 - f) The individual's current residential and employment status where relevant.
 - g) Relevant expert advice where immediately available and accessible.
 - h) Any other relevant information about the individual.
45. In determining the urgency of the matter, the Coordinator must consider all the relevant circumstances, including:
- a) The imminence of the risk.
 - b) The level of harm anticipated.
 - c) Any interim measures that may be taken to remove the risk of harm other than disclosure.
 - d) The right of the public to know the risks to which they are exposed and the right to make informed decision about those risks.
46. In determining whether to recommend disclosure of information under Section 25 of the Act, the Coordinator must consider all the relevant circumstances including whether:
- a) Less intrusive means may be used to remove the risk of harm.
 - b) The disclosure is likely to lessen the risk of harm.
 - c) The disclosure could reasonably be expected to result in physical harm to any individual.
47. Where the Coordinator intends to recommend that information must be released under Section 25 of the Act, and having regard to the extent of the disclosure required, the Coordinator may recommend to the Chief Constable or the Media Relations Officer the means by which the disclosure should occur.

Assessing For Section 33 Release

48. Under Section 33 of the Act, a public body may disclose personal information only if the head of the public body determines that compelling circumstances exist that affect anyone's health or safety.
49. If the notice of disclosure is mailed, it is mailed to the last known address of the individual that the information is about and is to be mailed at the same time or before the disclosure is made to the public.

Unauthorized Disclosure of Sensitive Information

Definitions:

Sensitive Information and Assets - is defined as police information and assets that have been categorized as Protected or Classified.

Protected Information - Unauthorized disclosure could reasonably be expected to cause injury to a non-national interest; that is, an individual interest such as a person or an organization. Protected information is categorized, based on the degree of injury, as Protected A, Protected B, or Protected C.

Protected A - Information where unauthorized disclosure could cause injury to an individual, organization or government. Examples include: addresses, age, race, date of birth, and unique identifiers such as social insurance number.

Protected B - Information where unauthorized disclosure could cause serious injury to an individual, organization or government. Examples include: medical information, law enforcement information, information protected by solicitor-client or litigation privilege, and information received in confidence from other government departments and agencies.

Protected C - Applies to information or assets that, if compromised, could cause extremely grave injury to an individual, organization or government. Examples include: Confidential Informant information.

Reporting of Unauthorized Disclosure of Sensitive Information

50. Any improper and unauthorized access, use and disclosure of sensitive information by any employee of the New Westminster Police Department must be reported to the following agencies if applicable:
 - a) The Office of the Police Complaints Commissioner; and/or

- b) The Office of the Information and Privacy Commissioner; /and or
 - c) Director General (DG) of the CPI Centre through the CPIC Field Operations BC/YT office at 'E' Division Headquarters (for all CPIC related improper/unauthorized disclosures).
51. Unauthorized disclosure of sensitive information, intentional or otherwise, may take many forms including, but not limited to:
- a) verbal communication;
 - b) viewing files or records on computer screens and printouts;
 - c) reproduced/copied material and information taken from computerized records;
 - d) overheard radio transmissions; and improperly stored or disposed material.
52. A Member of the NWPDP must not:
- a) Access, or attempt to access, any record without proper authorization.
 - b) Use NWPDP records for an unauthorized purpose.
53. Any Member who obtains unauthorized access to a record will be personally liable for any use or disclosure of the record resulting from the unauthorized access.

Release of Records

54. Request for records from non-police agencies must be in writing and on the letterhead of the agency requesting access to the records.
55. Requests by any off duty member to query or access any police records or police computer must be processed through the on duty Watch Commander, or their designate. The Watch Commander is responsible for ensuring that the query is made for a lawful law enforcement purpose.
56. All written requests for information must be forwarded to and released by the Coordinator, unless the request was made by another Police Agency or Crown Counsel, in which case, Operational Records Unit (ORU) personnel or the Civilian Staff Manager have authorization to release under this policy and procedure.
57. Verbal requests for records from non-police agencies:
- a) May be considered where there exists exigent circumstances that prevent a written request.
 - b) May be referred to the Coordinator or their assistant.
58. Requests for records from law enforcement agencies may be considered where:

- a) The information is required for an on-going investigation.
 - b) The information is required for a law enforcement purpose.
59. Telephone requests for access to a record from law enforcement agencies will be considered only where:
- a) The identity and position of the requester is verified by a telephone call to the requester's agency.
 - b) A facsimile, letter, CPIC or e-mail message may be requested for verification.
60. No record, or other information, will be disclosed in the initial telephone contact or prior to the requester's identity being verified.
61. Access to a record may be denied where there is a possibility that access might:
- a) Compromise an investigation, prosecution or trial.
 - b) Reveal investigative techniques or operations.
 - c) Jeopardize the health or safety of any person.
62. Each time access to a general occurrence file is granted to an outside agency, that the person providing access must document access on the file.
63. Under no circumstances will original records be released to any person or agency.
64. Each page of a record copied and intended for release to an outside agency must be stamped with the following:

CONFIDENTIAL

This police report is supplied to you for your information only. It is not to be made known to any other agency or person without the written permission of the
NEW WESTMINSTER POLICE DEPARTMENT.

65. Requests for access to records not covered in this policy and procedure must be forwarded to the Coordinator.

Criminal Records

66. In the case of personal written requests for criminal records checks, possible "hits" must be verified by way of fingerprint submission to RCMP, Ottawa.

67. All requests by individuals for criminal records must be processed by ORU.
68. Any New Westminster police officer may release the criminal record of an accused person to Crown Counsel for the purpose of prosecuting a matter.
69. Crown Counsel requests for the criminal record of any other person must be forwarded to the Court Services Clerk.

Release of Information by Police Personnel

70. Any New Westminster police officer may release:
 - a) A vetted copy of an MV6020 to any person involved in a motor vehicle accident, in the first instance, after the initial release, all further release of information to be done under FOI.
 - b) The name of any witness to a motor vehicle accident to any person involved in the accident.
 - c) A copy of a person's own contribution to a record.
 - d) A general description of an event, absent the personal information of any person and any matter sensitive to law enforcement, to anyone with a legitimate interest in the event.
 - e) Information, or a copy of a record, to a law enforcement agency for a law enforcement purpose.
 - f) A copy of a NWPD General Occurrence with a valid court order.

Disclosure to Crown Counsel – Supplementary Information

71. Crown Counsel may request disclosure of additional NWPD operational records (General Occurrence Reports) separate from the initial charge disclosure (RTCC).

An example of this type of record may include a General Occurrence Report which was reviewed by a police officer before the charge submission for the purpose of establishing reasonable and probable grounds.

A NWPD police officer may disclose a copy of a NWPD General Occurrence to Crown Counsel, upon request by Crown Counsel that has been approved for release by the NWPD Freedom of Information and Protection of Privacy Coordinator, and vetted of information that could reasonably be expected to:

- a) Disclose privileged communication.
- b) Harm a law enforcement matter.
- c) Prejudice the defence of Canada or of any foreign state allied to or associated with Canada or harm the detection, prevention or suppression of espionage, sabotage or terrorism.

- d) Harm the effectiveness of investigative techniques and procedures currently used, or likely to be used, in law enforcement.
- e) Reveal the identity of a confidential source of law enforcement information.
- f) Reveal criminal intelligence that has a reasonable connection with the detection, prevention or suppression of organized criminal activities or of serious and repetitive criminal activities.
- g) Endanger the life or physical safety of a law enforcement officer or any other person.
- h) Reveal any information relating to or used in the exercise of prosecutorial discretion.
- i) Deprive a person of the right to a fair trial or impartial adjudication.
- j) Reveal a record that has been confiscated from a person by a peace officer in accordance with an enactment.
- k) Facilitate the escape from custody of a person who is under lawful detention.
- l) Facilitate the commission of an offence under an enactment of British Columbia or Canada.
- m) Harm the security of any property or system, including a building, a vehicle, a computer system or a communications system.
- n) Is in a law enforcement record and the disclosure would be an offence under an Act of Parliament.
- o) Is in a law enforcement record and the disclosure could reasonably be expected to expose to civil liability the author of the record or a person who has been quoted or paraphrased in the record.
- p) Is about the history, supervision or release of a person who is in custody or under supervision and the disclosure could reasonably be expected to harm the proper custody or supervision of that person.
- q) Interfere with public safety.
- r) Identify a third party, including personal identify information and personal information as defined in the *Freedom of Information and Protection of Privacy Act*.
- s) Disclose any CPIC Information.

In the event that the information requested by Crown Counsel has been vetted in any way as noted above in paragraph 73 (1) through (19), the police officer shall bring this to the attention of Crown Counsel as soon as possible.

All NWPD records disclosed to Crown Counsel shall comply with the “Memorandum of Understanding on Disclosure between the Provincial Prosecution Service and Police in British Columbia”.

Insurance Companies, Lawyers and Other Agents

72. If an insurance company, lawyer or other agent requests a record on the behalf of their client, the Coordinator will process that request. This will include requests under section 76 of the Motor Vehicle Act.

Requests from the City of New Westminster

73. Upon approval of the Inspector in Charge, the City of New Westminster or the Municipal Solicitor may request and receive copies of records, through the Coordinator, for the purposes of a law suit where the City, the NWPD or any employee has been named as a party to the suit.
74. Requests from the City of New Westminster or the Municipal Solicitor that are not in relation to a law suit involving the City, the NWPD or an employee, must be referred to the Coordinator.

(See also: AB40 - Oath of Office, AF80.1 – CPIC, and AC140 – Police Act Investigations)

Media Relations

OM10**Revised: April 2022****OM10**

Risk Assessment: Medium

POLICY

1. The New Westminster Police Department (NWPD) is committed to open, honest and transparent communication with the public and media regarding its mandate, including operational and administrative functions.
2. Communication with the public and the media are part of the duties and responsibilities of the Strategic Communications Team. Communication will be timely, transparent, and aim to communicate public safety information, NWPD initiatives, while maintaining transparency and public confidence in the work of the NWPD.

REASON FOR POLICY

3. To establish a consistent approach for dissemination of information to the media and public regarding police related events or incidents.
4. To ensure that information regarding a police related event or incident meets at least one of the following guiding principles before being disseminated to the public or media:
 - a) The release will help further a police investigation.
 - b) The release will inform the public about crime trends or topics or help prevent crime.
 - c) The release will serve as the source for factual information on a police related event or incident of public interest.
 - d) The release will serve to connect people to victim services.
 - e) The media release will highlight work the police department is doing that is of interest to the public or others working in the field of public safety.

PROCEDURES

5. The NWPDP will ensure that the public is informed about investigations and activities undertaken by police personnel that meet the requirements for a media release, having regard to protecting the privacy rights of all persons in compliance with the Freedom of Information and Protection of Privacy Act (FOIPPA).
6. A professional relationship between the police and the media is essential in order to keep the public accurately informed of current criminal and newsworthy occurrences, encourage media involvement in police/community programs, and inform the public of services performed by the police to enhance community well-being.
7. The availability of news released from the NWPDP shall remain constant and fair to all media agencies. The policy shall not be dependent upon personal attitudes towards certain cases, persons, places or organizations.
8. No policy can cover all eventualities. When in doubt, authorized personnel must exercise good judgment.

Media Relations Officer

9. The MRO shall be trained in the field of Media Relations. The MRO must also have good working knowledge of NWPDP policies and procedures.
10. Responsibilities of the MRO include the following:
 - a) provide a consistent and approved approach for disseminating information to the public,
 - b) providing training and guidance in the manner in which police personnel conduct themselves with the media,
 - c) developing and maintaining a close working relationship and liaison between the various media and the NWPDP,
 - d) assisting media personnel in covering both routine news stories and on-scene incidents,
 - e) when available, respond to on-call media requests,
 - f) arrange for and assist at news conferences,
 - g) ensure confidentiality and security of information, and

- h) comply with the Freedom of Information and Protection of Privacy Act (FOIPPA), and
- i) work with the Communications Coordinator to execute the NRPD communications strategy.

Watch Commander

- 11. The Watch Commander will coordinate and disseminate social media updates MRO outside of the hours the MRO and Communication Coordinator work.
- 12. The Watch Commander will send out social media updates and be available to the media, in cases of:
 - a) a major incident,
 - b) an emergency, extreme weather event, or dangerous conditions to the public,
 - c) the police seeking public assistance in locating missing or wanted persons or vehicles.
- 13. When dealing with members of the media, the Watch Commander will:
 - a) promptly disseminate current information to the media,
 - b) refer the media to the MRO when further information is required, and
 - c) when contacted by a member at the scene of a major incident and informed of the details of the event, release or authorize the release of information within the Media Relations guidelines.

Authority to Release Information

- 14. When unusual or emergent situations arise which create extreme public interest or concern, the Watch Commander shall ensure that the Duty Officer and MRO or Communications Coordinator are notified as soon as possible.
- 15. Subject to any restrictions in this policy, the following personnel are authorized to release media information:
 - a) MRO,
 - b) Communications Coordinator,
 - c) Watch Commanders,
 - d) Senior Management Team,
 - e) Chief Constable or designate.

16. In the event that a member of the media requests information from personnel that are not authorized to release information, that media representative should be directed to an authorized person.
17. Where several agencies or police jurisdictions are involved the lead agency shall be responsible for the release of information. The lead agency is the jurisdiction in which the incident occurred.

Release of Information – Formal Requests

18. The Information and Privacy Coordinator for the NWPD is responsible for complying with formal requests for information access under FOIPPA.

(See also: AF70 – Disclosure and Protection of Information)

Media Access to Crime Scene

19. When dealing with the media at a crime scene, members should establish a reasonable security perimeter to complete their investigation without unlawful interference or unauthorized or inadvertent disclosure of information.
20. When establishing a security perimeter at the crime scene, the following should be considered:
 - a) the security perimeter shall be established to ensure the safety of all persons, the preservation of evidence, and the integrity of the investigation;
 - b) the media will not be permitted special access to crime scenes or emergency situations except where the Duty Officer or Inspector responsible for the investigation approves access for public safety or investigative reasons;
 - c) where media access to a crime scene is approved they shall be accompanied by the MRO or a member of the investigative team;
 - d) members at a crime scene or emergency situation, other than authorized personnel, shall not supply the media with information concerning incidents or crimes, and
 - e) all media requests for information are to be directed to the MRO and the Watch Commander.

Media Release Guidelines

21. If information cannot be released to the media, an explanation should be provided where reasonable.
22. The following information **should** be contained in an initial media release:
 - a) nature of the crime when positively determined, (for example: murder, robbery, etc.),
 - b) location and time of the crime in general terms,
 - c) the victim's age and general terms regarding injuries, and
 - d) identity of other special investigative agencies.
23. Information should be withheld from the media when the release of the information could:
 - a) jeopardize or hinder an investigation or operation, (for example: the release of details of a crime which could be known only to the offender, or the release of confidential investigative techniques or operational tactics which could reduce their effectiveness),
 - b) endanger human life, (for example: in a ransom kidnapping),
 - c) prejudice court proceedings or violate the rights of an accused, criminal record, disclosing any confession or statement made by the accused and commenting on cases before the courts, or
 - d) violate the law, (for example: releasing the name of a young offender or the names of family members which may tend to identify the youth).
24. In addition, the following will not normally be supplied to the media:
 - a) names of deceased persons where next-of-kin have not yet been notified and consented to release of the name,
 - b) names of suspects not yet charged,
 - c) names of victims in sex crimes (age and gender may be supplied), or
 - d) amounts of money obtained in the commission of an offence.
25. Information that may be supplied to the media following the laying of charges includes:
 - a) name of the accused, age and address (except young offenders),

- b) specific charges,
- c) date,
- d) time and location of offence, and
- e) date of court appearance.

26. Information provided to the media shall not prejudice court proceedings by:

- a) discussing the evidence,
- b) discussing admissions, confessions, statements or possible pleas,
- c) referring to the accused's character or reputation,
- d) discussing any previous record of the accused other than being on parole or bail,
- e) releasing the names of young offenders,
- f) speculating or expressing opinions,
- g) releasing information detrimental to the police investigative position, or

27. Caution must be exercised when releasing descriptions of suspects to the media, so as not to malign specific ethnic or racial groups. Members who have been designated to release information to, or are being interviewed by, the media may release information related to the physical description and gender expression of a person by using phrases like: "The suspect is described as..."

28. Nothing in this policy is intended to prevent the use of specific facts which may assist in an investigation where the suspect has been positively identified as a member of a specific group, and the information is intended to appeal to a specific ethnic community for assistance. However, as a general rule, where a description is obtained from a witness indicating a specific visible racial or ethnic group, based on the opinion of the witness, that description should be made in broad generic terms.

NOTE: Persons who are thought to be Chinese, Vietnamese, Korean, Filipino, or Japanese should be described as being "Asian in appearance". Persons from India, Pakistan, Bangladesh and other South Asian cultures should be described as being "South Asian in appearance". Indigenous persons of North America should be described as being "Indigenous in appearance". Persons of colour from Africa or the Caribbean Islands should be described as being "Black".

29. Regarding missing person's investigations, the investigating officer is invited to connect with the MRO, Communications Coordinator, or Watch Commander for

communications support. The investigating officer is required to inform the communications team member who provided assistance if the missing person is located so an update can be made to the public and images of the missing person can be deleted.

30. Requests for information concerning criminal cases before the courts will be referred to Crown Counsel.
31. Media wishing to do feature stories or in-depth interviews with particular members are to contact the MRO or Communications Coordinator. Interview and feature story requests are approved only on the condition that the Members involved feel comfortable with the situation and are willing to participate.
32. The Member being interviewed will liaise with the Strategic Communications Team to ensure that the nature of information being released is appropriate and is within the NRPD policies and FOIPPA guidelines.
33. Members who want media access restricted should ensure that this information is clearly noted on all applicable files or communicate it to the MRO or Strategic Communications Coordinator.
34. FOIPPA legislation precludes media access to investigation reports. No NRPD documents/reports/correspondence will be released to the media without the approval of the Freedom of Information Coordinator.

Investigator Release Authority

35. No member will make any public statement or media comment on any matter which is critical or could be construed as criticism of any police or public safety related agency, police policy, government department or official without the written permission of the Chief Constable. Members who have a concern about any of these agencies will submit a report to the Chief Constable.
36. Where an incident may impact on the reputation of the NRPD, the Chief Constable or their designate, must be notified prior to any statement or media release.

Media Filming In A Public Place

37. Although the media may be restricted from entering a crime scene like any other citizen, the media do have a right to film or photograph anyone or any event in a

public place, including police Members and their actions. Where a concern exists about withholding a suspect's identity, the suspect's face should be obscured before being brought into a public place. In the case of a young offender arrest, Members, if practicable, should advise the media regarding restrictions prior to the young offender being brought into a public place.

38. Members must have the permission of the Chief Constable to take media personnel on a ride-along.
39. Where Members of the NWPD have media personnel on a ride-along or are working with the media, the media shall not accompany members into commercial or residential premises without the member first obtaining the consent of the occupants. Members shall advise the occupants that they may refuse entry to members of the media.

Photographs of Members

40. Representatives of media agencies may photograph NWPD members. Members must ensure that such photographs in no way adversely affect the dignity of the NWPD or compromise the security of the Members.

Pre-Planned Events

41. Any Member of the NWPD responsible for any pre-planned major event where the media is to be in attendance should request that the MRO attend the event. The Member responsible for the event and the MRO will liaise to ensure that accurate and timely information is released to the media.

Protection of Information Sources

42. It is the responsibility of investigating members to protect their sources of information. This can be accomplished by not including names and addresses of confidential informers in case reports.

(See also: OD50 – Confidential Informer and Agents)

43. It will be the responsibility of investigating members to advise the MRO if there are details of a case that should not be released.

Publication of Police Activities

44. Subject to the right exercisable by an employee under the Labour Relations Act, it is not permissible for any person employed by the NRPD to make any public statement or comment concerning the administration or operations of the NRPD or relating to the policies or instructions of their Supervisors, except with the permission of the Chief Constable.
45. In certain circumstances police photographs of suspects, accused or convicted persons may be released to the media for the purpose of locating suspects, accused or convicted persons wanted by the police. All requests shall be referred to the Strategic Communications Team for consideration. The concurrence of Division Managers shall be obtained prior to the release of a photograph to ensure that ongoing investigations are not affected.
46. Once the suspect is located or the case is otherwise concluded, the requesting Member must notify the MRO, who will notify the media of that result.

Witness at Scene

47. Police personnel are not to instruct witnesses to refrain from talking to the news media.

(See also: AF70 – Disclosure and Protection of Information)

(See also: OM15 – Social Media)

Communicable Disease Prevention & Control

OG40

Revised: April 2022

OG40

Risk Assessment: Medium

POLICY

1. The New Westminster Police Department (NWPD) will provide NWPD employees with the best information possible and adopt practical public health practices to help prevent and control the transmission of communicable diseases.

PURPOSE

2. The purpose of this policy is to ensure the NWPD can respond quickly and appropriately to communicable diseases.
3. Provide guidance for operations and employees to protect themselves.
4. Maintain compliance with Worksafe BC and Public Health expectations of employers.

SCOPE

5. This policy applies to all NWPD employees, Police Board members, contractors, volunteers and members of the public/visitors.

DEFINITIONS

"Communicable disease" means an illness, due to a specific infectious agent or its toxic products, which arises through the transmission of that agent or its product (a) directly from an infected person or animal, or (b) indirectly through the agency of an intermediate host vector or the inanimate environment (*Health Act Communicable Disease Regulation - B.C. Reg. 115/2007, May 11, 2007*).

Examples of common communicable diseases are:

- Acquired immunodeficiency syndrome (AIDS)
- Viral Hepatitis (Hepatitis A, Hepatitis B, or Hepatitis C)

- Tuberculosis (TB)
- Influenza
- Novel Coronavirus (COVID-19)

PROCEDURES

6. All NWPD employees who have or suspect they may have a communicable disease are expected to report their concerns to a health professional and adopt responsible health care practices.
7. If an employee believes they have a communicable disease or has any symptoms of a communicable disease, they should notify their Supervisor, seek medical assistance and stay home.
8. If an employee reports having any communicable disease-like symptoms before or while at work, the Supervisor should advise the employee to stay home or send them home and advise them to call 8-1-1 for direction. The Supervisor should ensure that the employee's work area and/or equipment are cleaned and disinfected.
9. If an employee has been exposed to or suspects they may have been exposed to a communicable disease while on duty, they will seek medical assistance and report the suspected exposure to a Supervisor as soon as possible.
10. The NWPD will monitor and assess developing communicable disease issues, and prepare the NWPD protocol against transmission to employees and the public, in accordance with the medical health officer's consultation and/or direction.
11. The NWPD will follow the medical advice and direction from the appropriate medical authorities (the Regional Medical Health Officer, BC Centre for Disease Control and Health Canada).
12. The NWPD will follow any applicable Worksafe BC requirements.
13. The NWPD will establish operational guidelines and protocols as required to address specific communicable diseases.
14. The NWPD will meet all legal requirements from the appropriate medical authorities for quarantine or isolation of any NWPD employee infected with a communicable disease.

CONTROLS FOR RISK OF TRANSMISSION

15. Communicable Diseases are most commonly spread from an infected person through:
 - a) Respiratory droplets when you cough or sneeze.
 - b) Close personal contact, such as touching or shaking hands.

- c) Touching something with a virus on it, then touching your eyes, nose or mouth before washing your hands.
16. In collaboration with Public Health, the risk of transmission in NWPD facilities or operations is subject to two primary variables that may need to be modified to reduce transmission risk: contact intensity (how close you are to someone and for how long) and the number of contacts (how many people are in the same setting at the same time).
17. Once the risks levels have been identified with guidance from Public Health, the principles used to reduce the risk are based upon the Hierarchy of Controls. The hierarchy of controls in order of their effectiveness:
- a) **Elimination or substitution:** Can the work tasks that may create a risk of exposure be eliminated or postponed? Can work processes be changed to eliminate or reduce contact with others?
 - b) **Engineering controls:** Are engineering controls, such as physical barriers, practicable?
 - c) **Administrative controls:** Can work practices be altered to minimize exposure, such as physical distancing or enhanced cleaning protocols?
 - d) **Personal protective equipment (PPE):** This last form of protection should only be considered after careful consideration of the previous control measures. The use of gloves and face masks may be considered where none of the above controls are possible/effective. If gloves and masks are used, proper usage guidelines should be followed.

BC CENTRE OF DISEASE CONTROL & CURRENT BEST PRACTICES FOR SPECIFIC DISEASES

18. NWPD employees seeking information concerning measures for the control of specific diseases and management of outbreaks should refer to the BC Centre for Disease Control's website ([BC Centre for Disease Control \(bccdc.ca\)](http://bccdc.ca)) to learn more about current best practices.

PROTECTION OF PRIVACY

19. Pursuant to the *Freedom of Information and Protection of Privacy Act* (FOIPPA), the NWPD will take all reasonable steps to protect the privacy of individuals who have communicable diseases. In administering this policy, the NWPD will not disclose the identity of any individual who has a communicable disease, except as authorized or required by law. The NWPD may be required to disclose personal information if there is a risk of significant harm to the health or safety of another person, the public or a group of people or if requested by the medical health officer or designate under the *Public Health Act*.

HANDLING POTENTIALLY CONTAMINATED OBJECTS

20. The following are standard precautions when handling objects potentially contaminated with a communicable disease:
- a) wear disposable gloves until the objects have been decontaminated,
 - b) wash hands after disposing of gloves with soap and water,
 - c) if a procedure is likely to produce splashing, protective clothing (disposable coveralls) and face protection should be worn in addition to gloves,
 - d) decontamination is achieved by:
 - i) wiping away excess blood, fluid or crusting with disposable paper or cloth and placing same in moisture proof bag,
 - ii) wiping objects with 1:10 dilution of household bleach (sodium hypochlorite) or any of the commercial germicidal agents,
 - e) dispose of contaminated items, in a moisture proof container, which may be discarded with general city refuse,
 - f) persons with open skin wounds or weeping skin diseases should avoid skin contact with all blood or body fluids,
 - g) avoid being pricked by sharp contaminated objects,
 - h) sharp objects should be disposed of in puncture-proof containers,
 - i) never recap needles,
 - j) if clothing or other objects are suspected of being contaminated, they should be labeled "blood/body fluid precautions" for the assistance and protection of other workers who may have to handle them.

HANDLING AND DISPOSAL OF HYPODERMIC SYRINGES OR NEEDLES

21. Members must use extreme caution at all times when handling hypodermic or other types of syringes or needles and treated as though they are bio-medical hazardous material. Syringes or needles must be disposed of in a designated "sharps container" only.
22. Only those containers intended for the storage of bio-medical waste are approved as storage containers for "sharps".
23. Approved containers, gloves and forceps are located in all patrol vehicles and at designated sharps disposal locations within the police facility.
24. At all times when handling syringes or other "sharp" objects, members must wear a pair of protective (latex or rubber) gloves. Whenever possible, the item should be handled with a pair of forceps or tongs. When that is not possible, members should:
- a) handle all syringes by the barrel,
 - b) not bend, remove or attempt to remove the needle from the barrel,
 - c) not attempt to cap or re-cap the needle,
 - d) deposit the syringe, needle first, into an approved container.

25. When a container is full, it should be returned to Custodial Services area from where the containers will be removed for destruction by an approved company on a regular basis.

REPORT OF DISCARDED HYPODERMIC SYRINGES OR NEEDLES

26. When a report is received of a discarded sharp or needle from a member of the public, a Member should attend and seize the item using the procedures outlined above.

27. The Property Services Officer will, upon receiving a sharp item from a member, ensure its safe storage, handling and processing in accordance with established policy.

ACCIDENTAL NEEDLE-STICK OR CONTAMINATION

28. If an accidental needle-stick occurs, the Member should:

- a) Wash needle sticks and cuts with soap and water.
- b) Do not squeeze the area of a needle stick or cut. And do not wash the area with antiseptics or bleach. Additionally, the BC Centre for Disease Control recommends allowing the wound to bleed freely.
- c) Attend a health care provider right away. In some cases, medicine may help to prevent infection.

29. If any exposure/contamination to blood occurs, the Member should:

- a) If skin contamination should occur, wash the area thoroughly with soap and water,
- b) If nose, mouth contamination should occur, use water to flush splashed blood from the areas.
- c) If eye contamination should occur, wash eyes with a steady stream of clean water, a saltwater solution, or a sterile wash.
- d) Attend a health care provider right away. In some cases, medicine may help to prevent infection.

30. The Member will:

- a) Advise the Watch Commander of the needle-stick or contamination.
- b) Complete a NWPD "Employee Report of Workplace Incident, Injury, or Illness to Employer" form.

RELATED POLICIES AND DOCUMENTS

1. AB170 - Absence from Duty - Illness
2. AB230 – Occupational Health and Safety
3. OG30 – Medical and Non-Medical Masks
4. NWPD 2022 Communicable Disease Prevention Plan



New Westminster Police Department

PROTECTED A
February 07, 2022

Crime Type Category ¹	2021 Dec	2022 Jan	Jan 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	0	0	0	0	0	N/A ²
ATTEMPTED HOMICIDE	0	0	0	0	0	0	0	N/A
SEXUAL ASSAULTS	3	5	4	3	5	5	4	0%
ASSAULT-COMMON	38	23	25	30	22	23	25	5%
ASSAULT-W/WEAPON OR CBH	13	10	10	7	13	10	10	-23%
ASSAULT-AGGRAVATED	0	1	0	0	0	1	0	N/A
ROBBERY	1	2	4	4	6	2	4	-67%
Total Monitored Persons Offences	55	41	44	44	46	41	44	-11%
Domestic Violence								
DOMESTIC VIOLENCE	52	44	51	63	46	44	51	-4%
FAMILY VIOLENCE	23	24	24	26	21	24	24	14%
Property Offences								
BREAK & ENTER-BUSINESS	20	6	17	16	30	6	17	-80%
BREAK & ENTER-RESIDENCE	5	2	4	6	4	2	4	-50%
BREAK & ENTER-OTHER	7	1	5	6	7	1	5	-86%
THEFT OF VEHICLE	14	16	15	16	13	16	15	23%
THEFT FROM VEHICLE	43	65	71	61	86	65	71	-24%
THEFT-OTHER OVER \$5000	1	1	1	1	1	1	1	0%
THEFT-OTHER UNDER \$5000	37	31	34	38	32	31	34	-3%
MISCHIEF OVER \$5000	1	1	1	2	0	1	1	N/A
MISCHIEF \$5000 OR UNDER	33	43	45	44	48	43	45	-10%
Total Monitored Property Offences	161	166	192	190	221	166	192	-25%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	1	0	0	0	1	0	N/A
COLLISION-NON-FATAL INJURY	10	3	9	13	10	3	9	-70%
COLLISION-ALL OTHERS	54	50	40	31	40	50	40	25%
Total Collision Offences	64	54	49	44	50	54	49	8%
215 Impaired								
215 ALCOH-24HR & DRUG	9	5	6	6	6	5	6	-17%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	20	15	11	9	8	15	11	88%
215 ALCOH IRP WARN	6	7	5	4	5	7	5	40%
IMPAIRD OP MV (DRUGS & ALCOH)	20	13	9	9	4	13	9	225%
Weapons Offences								
WEAPONS-POSSESSION	7	3	3	2	5	3	3	-40%
Other Non-Criminal Offences								
BYLAW	19	12	24	26	33	12	24	-64%
CYBERCRIME	2	4	9	11	12	4	9	-67%
FALSE ALARMS	78	66	63	78	46	66	63	43%
MISSING PERSONS	24	21	19	18	19	21	19	11%
MENTAL HEALTH RELATED	45	25	52	61	69	25	52	-64%
DISTURBED PERSON/ATT SUICIDE	51	40	57	76	54	40	57	-26%
SUDDEN DEATH	14	12	8	5	8	12	8	50%
DOMESTIC DISPUTE-NO ASSAULT	34	29	35	49	28	29	35	4%
OVERDOSES	0	0	0	0	1	0	0	-100%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-02-07. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

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



New Westminster Police Department

PROTECTED A
March 2022

Crime Type Category ¹	2022 Feb	2022 Mar	Mar 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	1	0	2	0	1	N/A ²
ATTEMPTED HOMICIDE	0	0	0	0	0	0	0	N/A
SEXUAL ASSAULTS	10	2	5	12	16	16	15	0%
ASSAULT-COMMON	23	27	24	76	77	75	76	-3%
ASSAULT-W/WEAPON OR CBH	8	12	11	26	38	30	31	-21%
ASSAULT-AGGRAVATED	1	0	0	0	2	1	1	-50%
ROBBERY TO STEAL FIREARM	0	0	0	0	0	0	0	N/A
ROBBERY W/FIREARM	0	0	0	2	0	1	1	N/A
ROBBERY W/OTHER OFFENSIVE WPN	1	1	2	3	8	2	4	-75%
ROBBERY-OTHER	3	3	2	5	6	7	6	17%
ROBBERY	4	4	4	10	14	10	11	-29%
Total Monitored Persons Offences	46	45	45	124	149	132	135	-11%
Domestic Violence								
DOMESTIC VIOLENCE	36	46	50	146	149	131	142	-12%
FAMILY VIOLENCE	22	13	24	75	72	61	69	-15%
Property Offences								
BREAK & ENTER-BUSINESS	10	11	21	49	72	28	50	-61%
BREAK & ENTER-RESIDENCE	9	7	7	22	13	18	18	38%
BREAK & ENTER-OTHER	7	9	7	17	16	17	17	6%
THEFT OF VEHICLE	16	16	12	33	35	48	39	37%
THEFT FROM VEHICLE	45	65	71	206	216	175	199	-19%
THEFT-OTHER OVER \$5000	1	0	0	4	2	2	3	0%
THEFT-OTHER UNDER \$5000	38	41	36	113	88	112	104	27%
MISCHIEF OVER \$5000	1	0	0	2	1	2	2	100%
MISCHIEF \$5000 OR UNDER	42	40	40	106	137	125	123	-9%
Total Monitored Property Offences	169	189	193	552	580	527	553	-9%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	0	0	1	0	N/A
COLLISION-NON-FATAL INJURY	7	6	6	27	19	17	21	-11%
COLLISION-ALL OTHERS	55	44	35	102	96	148	115	54%
Total Collision Offences	62	50	42	129	115	166	137	44%
215 Impaired								
215 ALCOH-24HR & DRUG	2	4	4	9	15	11	12	-27%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	12	14	12	31	38	41	37	8%
215 ALCOH IRP WARN	5	4	4	10	16	17	14	6%
IMPAIRD OP MV (DRUGS & ALCOH)	9	12	7	19	14	33	22	136%
Weapons Offences								
WEAPONS POSS-CONTRARY TO ORDER	0	0	0	0	0	0	0	N/A
WEAPONS-POSSESSION	11	5	5	14	20	18	17	-10%
WEAPONS-POSSESSION	11	5	5	14	20	18	17	-10%
Other Non-Criminal Offences								
BYLAW	18	27	32	98	91	57	82	-37%
CYBERCRIME	11	6	8	23	41	30	31	-27%
FALSE ALARMS	88	51	48	190	141	205	179	45%
MISSING PERSONS	21	16	22	55	60	61	59	2%
MENTAL HEALTH RELATED	37	57	55	131	244	121	165	-50%
DISTURBED PERSON/ATT SUICIDE	30	30	53	206	171	103	160	-40%
SUDDEN DEATH	9	12	10	29	25	33	29	32%
DOMESTIC DISPUTE-NO ASSAULT	26	28	35	124	98	82	101	-16%
OVERDOSES	1	1	1	4	3	2	3	-33%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCIS Status: <-A (all files except unfounded) or B:Z (founded). **All PRIVATE files have been excluded from this report.** Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-04-06. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

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



New Westminister Police Department

REPORT

To: Mayor Coté and Members of the New Westminister Police Board
Date: April 19, 2022

From: Strategic Communications Coordinator
Hailey Finnigan
Item #: 2.7

Subject: GOVERNANCE: New Westminister Police Department Communications Update

RECOMMENDATION

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

PURPOSE

The purpose of this report is to provide the New Westminister Police Board (NWPB) with relevant information about the current work of the Strategic Communications Team.

BACKGROUND

The New Westminister Police Department values two-way, transparent communication with residents as a cornerstone of public safety. One of the tools we use in sharing public safety information is the media release, which is posted to our website, social media channels, and distributed to a list of journalists. In order for an event or police incident to be considered for a media release it must fulfill one of the below criteria which is decided on by the Communications Team:

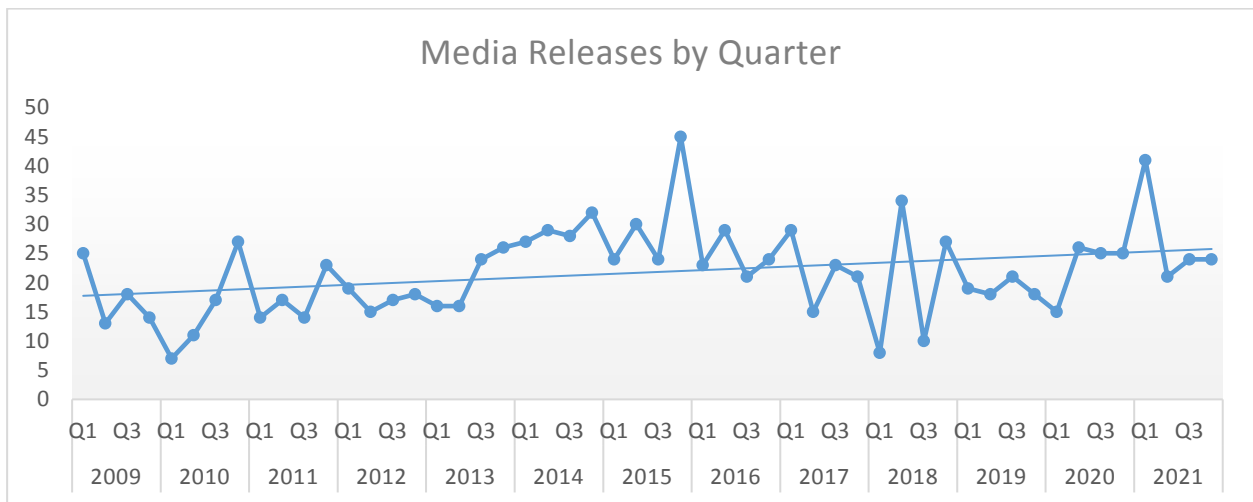
- The media release will help further a police investigation (missing persons files, appeal for additional witnesses).
- The media release will help prevent crime (scams, crime prevention information shared based on trends)
- The media release will serve as the source for factual information on the event (school lock downs, investigations into fires, major collisions)

- The media release will serve to connect people to victim services (an incident happens and we believe victims may have fled before police arrived on scene)
- The media release will highlight internal work the police department is doing that we believe is of interest to the public or others working in the field of public safety (awards to officers, hybrid patrol vehicles, creation of new units)

With the adoption of mobile devices, many residents communicate about crime as they see it unfolding in New Westminster. In following with best practices of police communications, NWPD meets these residents where they are having these conversations with factual information about what has taken place in their city, and provides them with resources, reassurance, and crime prevention information. Directing residents to our website where our media releases are posted are often the ideal tool for this purpose.

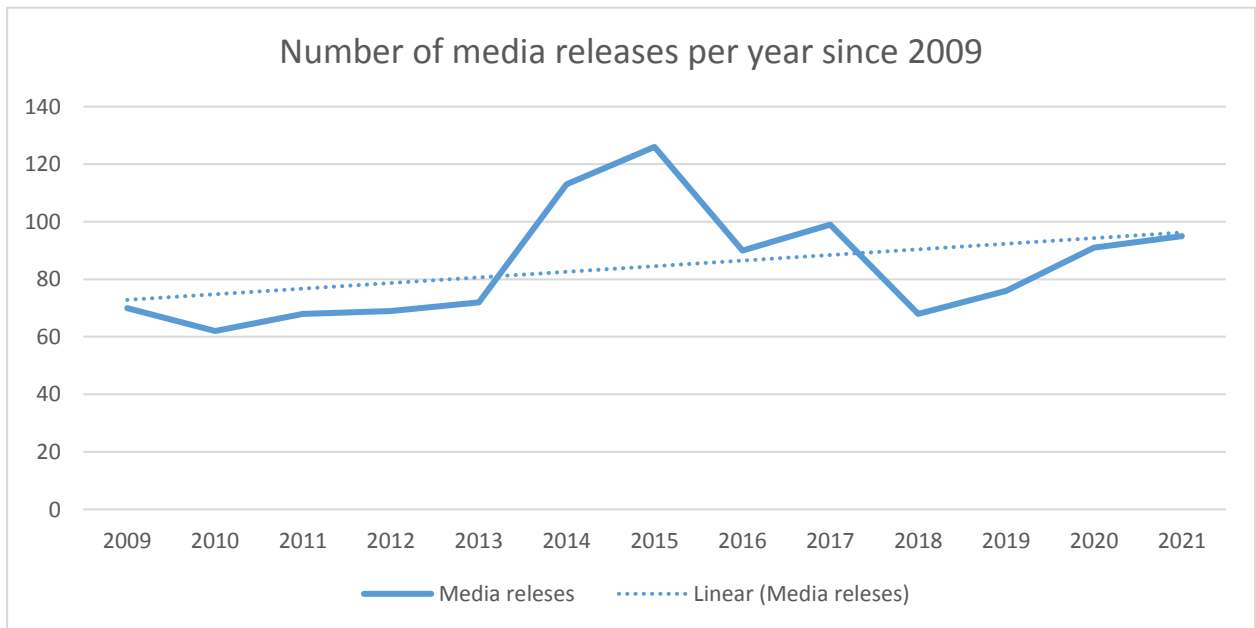
The New Westminster Police Department is aware of increasing calls for police transparency. Past public engagement survey results have stated that residents want to see increased frequency of communications from their local police. Media releases are one tool to make the work of the department as accessible and transparent as possible.

The New Westminster Police Department has been posting media releases to our website since 2009. Monthly frequency can vary dramatically depending on the needs at the time. Quarterly distribution of media releases can vary from as low as 7 to as many as many as 45. In the first quarter of 2022, the New Westminster Police Department distributed 28 media releases.



Media releases by year

The annual number of media releases typically remains between 60 and 80 per year, with a notable increase in 2014 and 2015.



The New Westminster Police Department has a communication function that not only takes a strategic approach, but takes full advantage of the range of tactics, and ensures consistency of purpose and message, identifying and tailoring information to specific audiences. Communications does not end with a media release and it is used as a basis for numerous social media messages, videos, digital signs, and publications to reach the audiences the department is needing to communicate with.

The New Westminster Police Department has adopted best practices to make communications more accessible. Some of the efforts to improve accessibility include: the use of captions in videos, sharing translations of safety information, adding alt text to images, and working towards an internationally accepted standard for web accessibility developed by the World Wide Web Consortium (W3C), an international team of experts.

Measuring results of strategic communications has been a long-standing challenge for even the most seasoned communication professionals. Communications activities are impacted by and interact with all sorts of factors. Despite best efforts, it can be difficult to pinpoint why something did or did not occur, what outside influences might have played a role in the success or failure of an initiative, or how much credit should be given to a communications campaign as opposed to an operational change. The New Westminster Police Department monitors basic social media analytics and community knowledge of police messages at checkpoints during a communications campaign. These mini-evaluations enable the department to make adjustments to the communications campaign as conditions warrant.

This report has been prepared by:

Hailey Finnigan, Strategic Communications Coordinator

This report was approved by: David Jansen, Chief Constable



New Westminster Police Department

REPORT

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

Date: April 19, 2022

From: Jacqueline Dairon

Item #: 2.8

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

RECOMMENDATION

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

PURPOSE

The New Westminster 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.

There are currently a total of 34 members assigned to secondments positions with an estimated salary and benefits costs of \$5.5million, which is fully recoverable. Following is a list of the units that the NWPD is integrated with, a brief overview of the unit, and the 2022 costs.

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 one constable at IMPACT. Member costs are recoverable which include wages, benefits and overtime.

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 two members (one Constable, one Staff Sergeant) at IRSU. Member costs are recoverable which include wages, benefits and overtime.

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 (two constables and one technical position). Member costs are recoverable which include wages, benefits and overtime. NWPD is expected to pay \$550,000 in contract fees for 2022.

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 seven constables at CFSEU. Member costs are recoverable which include wages, benefits and overtime.

E-Comm 9-1-1

E-Comm is the emergency communications center 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 2022 budget includes a service contract fee of \$1,299,280 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.

The 2022 budget includes a service contract fee of \$285,000. NWPD currently has four members (three constables and one sergeant) at LMD ERT. Member costs are recoverable which include wages, benefits and overtime.

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 constable at RTIC. Member costs are recoverable which include wages, benefits and overtime. The 2022 budget includes an annual service contract fee of \$50,000.

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 constables in LMD PDS. Member costs are recoverable which include wages, benefits and overtime. The 2022 budget includes an annual service contract fee of \$411,000.

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 constable at BCHCT. Member costs are recoverable which include wages, benefits and overtime.

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 constable at UHU. Member costs are recoverable which include wages, benefits and overtime.

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 three constables at FSOC. Member costs are recoverable which include wages, benefits and overtime.

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 constable at INSET. Member costs are recoverable which include wages, benefits and overtime.

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. Member costs are recoverable which include wages, benefits and overtime.

British Columbia Municipal Undercover Program (BCMUP)

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

The NWPD currently has two members assigned to the BCMUP. Member costs are recoverable which include wages, benefits and overtime.

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 one member at NWEST. Member costs are recoverable which include wages, benefits and overtime.

Integrated Collision Analysis and Reconstruction Service (ICARS)

The Integrated Collision Analysis & Reconstruction Service (ICARS) is responsible for the forensic reconstruction of fatal or serious injury collisions. Depending on the circumstances, ICARS may also investigate collisions that are complex and involve multiple vehicles, and hit-and-runs where additional investigate expertise may be required. One NWPD member has been assigned to this a full-time secondment. The team consists of 22 RCMP and municipal police officers. ICARS covers the Lower Mainland District and everywhere from Pemberton to Boston Bar, with periodic coverage of other regions around the province and the far north.

NWPD currently has one constable at ICARS. Member costs are recoverable which include wages, benefits and overtime. The 2022 budget includes an annual service contract fee of \$83,000.

Municipal Integrated Professional Standards Unit (IPSU)

The Municipal Integrated Professional Standards Unit (IPSU) was formed in March, 2022, to better coordinate resourcing for investigations into police misconduct, in addition to sharing subject matter expertise. The New Westminster Police Department, Port Moody Police Department, Delta Police Department, Transit Police Department, and the West Vancouver Police Department are all committed to IPSU through an MOU.

Currently, NWPD has two full-time Sergeants committed to IPSU, working out of the New Westminster HQ, and one Inspector, paid for by the Transit Police Department, and working out of the Transit Police HQ. Member costs are recoverable which include wages, benefits and overtime.

This report has been prepared by: Jacqueline Dairon

This report was approved by David Jansen, Chief Constable

Heather CORBETT

From: Jacqueline Killawee <jkillawee@newwestcity.ca>
Sent: February-15-22 10:20 AM
To: Dave JANSEN
Cc: Heather CORBETT
Subject: Council request for report on E-Comm
Attachments: Letter to Police Board re Open Workshop motion requesting report back - with attachments.pdf

Categories: Police Board

Dear Dave,

As you know Council at the January 31st open workshop requested the Police Board provide a report to Council on ways it is responding to the situation at E-Comm.

Please find attached the formal request from Council to the Police Board.

Please let me know if you have any questions,

Jacque Killawee | City Clerk

T 604.515.3764. | E jkillawee@newwestcity.ca

City of New Westminster | Legislative Services
511 Royal Avenue, New Westminster, BC V3L 1H9



NEW WESTMINSTER

February 15, 2022

New Westminister Police Board
c/o Dave Jansen
Chief Constable, New Westminister Police Department
555 Columbia Street
New Westminister, BC V3L 1B2

Via Email: DJansen@NWPolice.org

Dear Chief Jansen,

Re: E-Comm report

At a meeting on January 28, 2022, New Westminister City Council heard a presentation from E-Comm which provided an update on 911 and police call services and general operations review, and received a report titled "E-Comm Financial Background Report." These are enclosed for your review. In response, Council adopted the following resolution:

THAT Council asks the New Westminister Police Board to provide a report back on their response to the issues raised by E-Comm.


Please let me the Police Board's response to Council's request. Your report may go in either closed or open session of Council.

If you have any questions about this or would like more information, feel free to contact me at jkillawee@newwestcity.ca or 604-515-3764.

Yours truly,

Jacque Killawee
City Clerk

Encl: E-Comm 9-1-1 Update PowerPoint
Council Report: E-Comm Financial Background Report

A night scene featuring several emergency vehicles with their lights flashing. In the foreground, a dark-colored vehicle has red and blue lights on top. Behind it, a white ambulance is visible with the number '62750' and the word 'AMBULANCE' on its side. The background is dark with some distant lights.

ON TABLE
Council Workshop
January 31, 2022
re: Item 2.1.a.

**New Westminster City Council Workshop
January 31, 2022
E-Comm 9-1-1 Update**

**Oliver Grüter-Andrew, President & CEO
Stephen Thatcher, VP Operations**

E-Comm Background

- ❑ E-Comm has been providing 9-1-1, police emergency/non-emergency call taking and dispatch services since 1999.
- ❑ An initial base of agency partners (e.g. MetroVan RD for 9-1-1 call-taking, VPD and Highway Patrol) dispatch was expanded on substantially between 2011 and 2019 to include 9 out of 10 independent police departments as well as four large RCMP detachments.
- ❑ Critically, E-Comm's 9-1-1 call-taking responsibilities grew to answering 99% of all 9-1-1 calls made in B.C, making E-Comm a province-wide business.
- ❑ In 2021 E-Comm received and down-streamed 2.08M 9-1-1 calls, and we received 594K police emergency calls and 665K police non-emergency calls on behalf of its agency partners.
- ❑ Since 2019, E-Comm supports all independent municipal police departments in B.C. with communication services, except the Nelson Police Department.



Who is E-Comm?

E-Comm Shareholders		Class A						Class B					
		Ambulance	Fire	Police	Municipal Services	Fire	Police	Municipal Services	Fire	Police	Municipal Services	Fire	Police
Abbotsford			•										
Abbotsford Police Board				•									
BC Emergency Health Services		•											
Belcarra					•	•	•						
Burnaby				•									
Coquitlam		•	•		•								
Delta		•			•								
Delta Police Board				•									
Langley City		•											
Langley Township		•	•		•								
Lions Bay		•											
Maple Ridge			•		•	•							
Metro Vancouver					•								
New Westminster		•			•								
		Class A						Class B					

		Municipal Services	Fire	Police	Municipal Services	Fire	Police	
New Westminster Police Board				•				
North Vancouver City		•	•		•			
North Vancouver District		•				•		
Pitt Meadows		•	•		•			
Port Coquitlam		•	•		•			
Port Moody		•	•		•			
Richmond		•	•		•			
South Coast British Columbia Transportation Authority		•						
Surrey		•	•		•			
Transit Police Board				•				
Vancouver		•			•			
Vancouver Police Board				•				
West Vancouver		•	•		•			
White Rock		•	•					
		Class A			Class B			



What does E-Comm do?

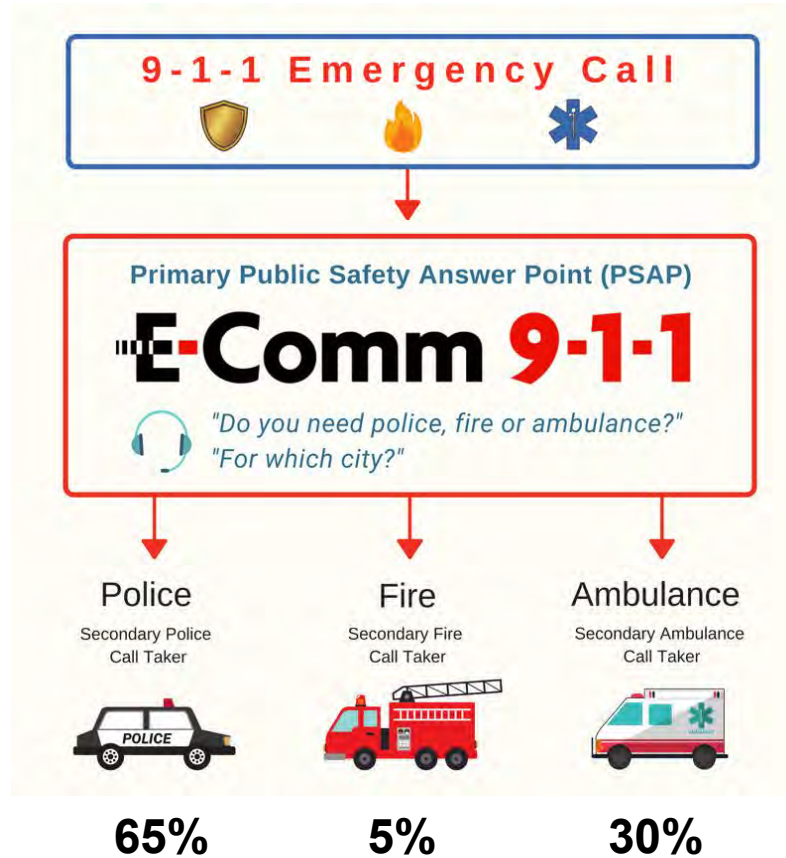
	PCO			FCO	9-1-1	Radio	PRIME-Corp	Fire CAD	Fire RMS	Fire Tech	HLBC
	PERCT	PNERCT	PD								
Service Stability	●	●	●	●	●	●	●	●	●	●	●
Funding Stability	●	●	●	●	●	●	●	●	●	●	●
Governance Effectiveness	●	●	●	●	●	●	●	●	●	●	●
People Engagement	●	●	●	●	●	●	●	●	●	●	●
Customer Satisfaction	●	●	●	●	●	●	●	●	●	●	●

PCO = Police Communication Operations

FCO = Fire Communication Operations



How 9-1-1 works



Who funds E-Comm's Communications work?

25 Regional Districts
Through 8 service
contracts



Primary Public Safety Answer Point (PSAP)

E-Comm 9-1-1

"Do you need police, fire or ambulance?"
"For which city?"

\$7.35M
(\$4.2M)

9 Independent PDs
3 Cities with RCMP
RCMP E Division
Provincial Government



Police
Secondary Police
Call Taker

~\$38M
(\$32.7M)

Fire
Secondary Fire
Call Taker

~\$4.5M

18 Cities
Fraser Valley RD
(for 22 FDs)



A nighttime scene featuring several emergency vehicles. In the foreground, a dark-colored police car is visible with its red and blue emergency lights flashing. Behind it, another police car is partially visible. In the background, a white ambulance is parked with its red emergency lights on. The ambulance has the number '62750' and the word 'AMBULANCE' printed on its side. The overall atmosphere is dark, with the primary light sources being the emergency lights of the vehicles.

9-1-1 and Police Call Taking Services

LMD 911 Service Levels

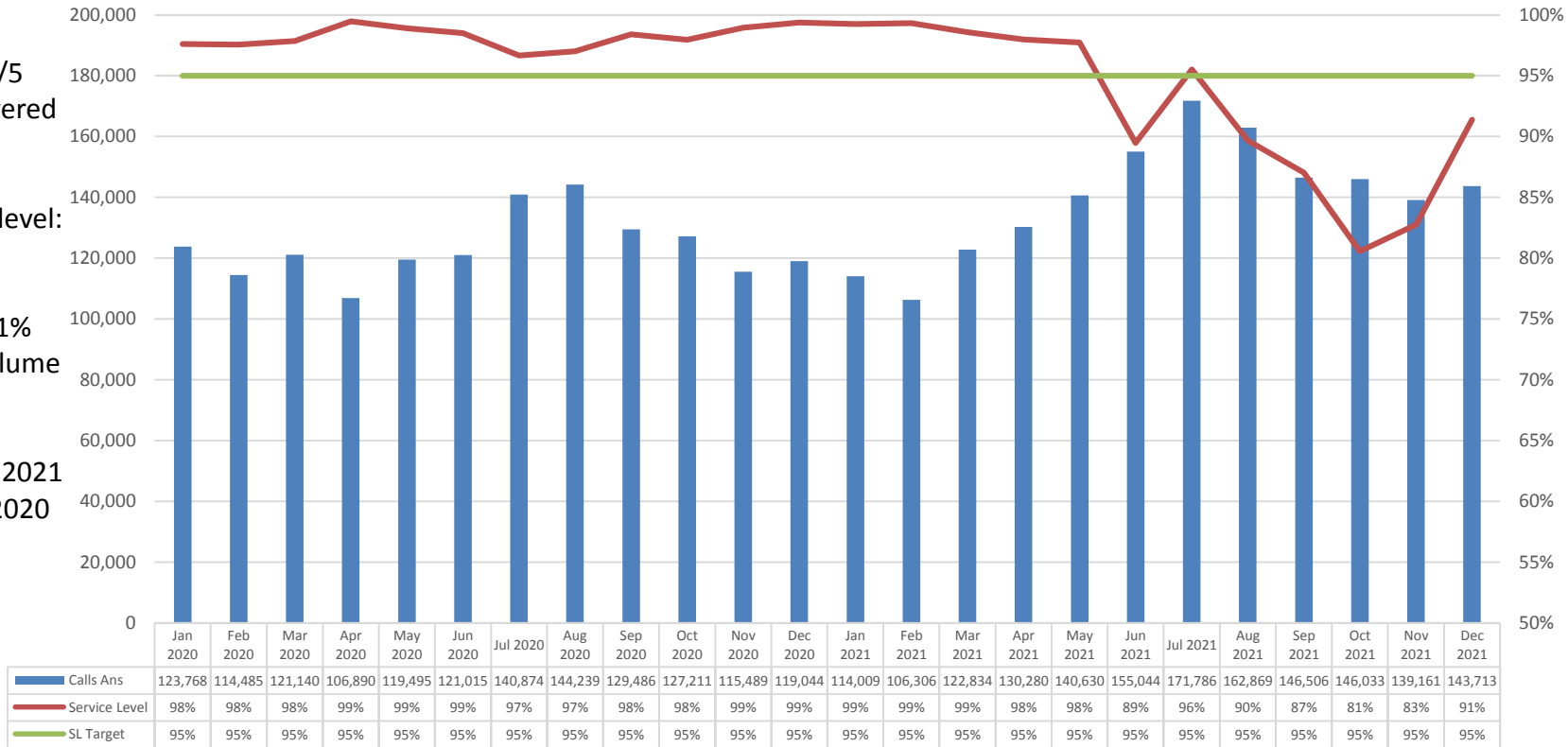
LMD 911 Calls Answered and Service Levels to December 31, 2021

911 Target: 95/5
95% of calls answered
in 5 seconds

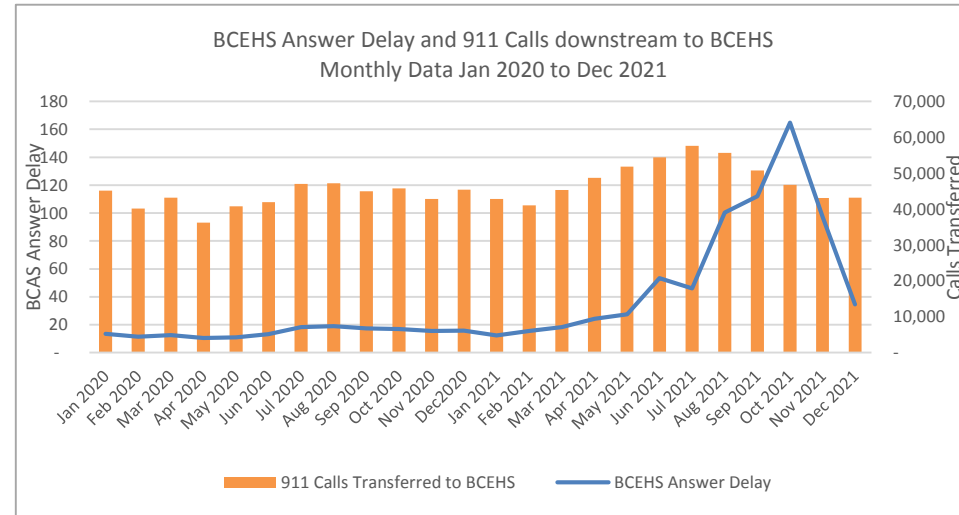
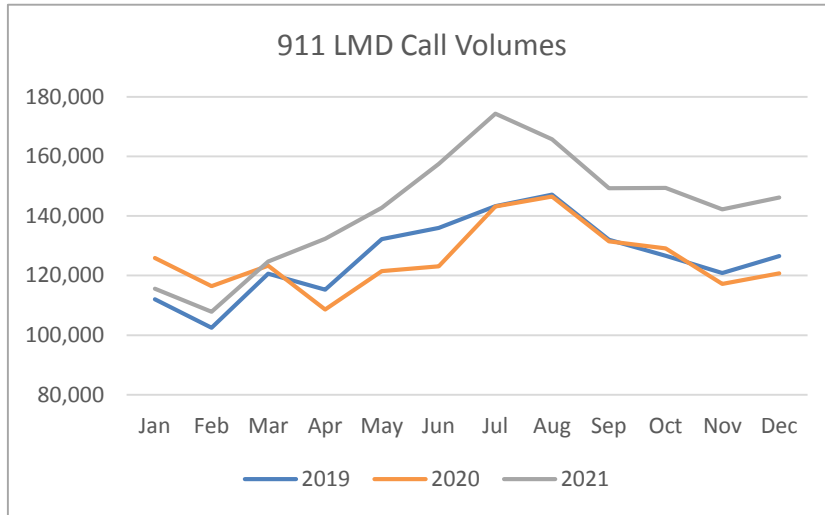
Dec 2021 Service level:
91%

Dec 2021 – 21.1%
increase in call volume
Dec 2020

AHT: 71.5s in Dec 2021
vs. 43.5s in Dec 2020



911 Volumes and Downstream Wait Times Increased



- All regions 9-1-1 call volumes have increased 13.3% over 2020 from 2021 Jan-Dec
- BCEHS volume has been significantly increasing over the last 2 years, 11.7% higher (Jan-Dec) when compared to 2020 and 27.7% higher when compared to 2019.

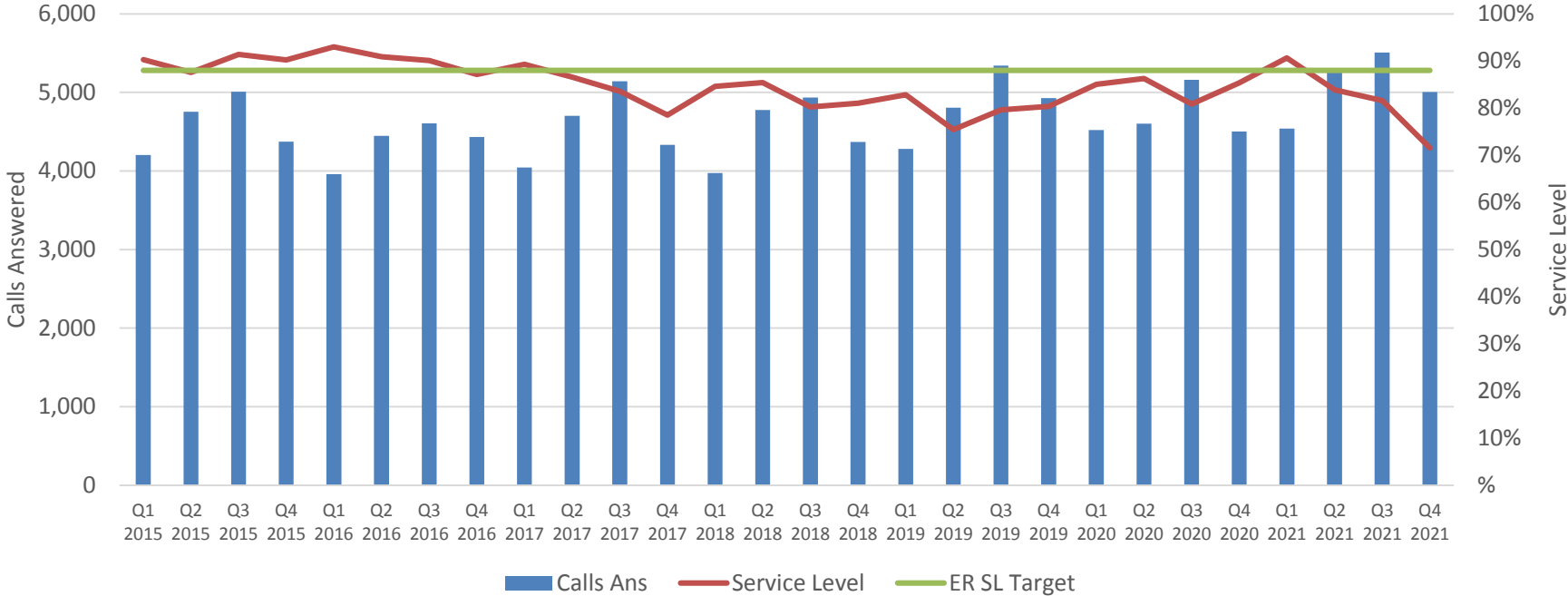
- 2019 avg. answer delay was 15 secs
- Since Apr 2021, answer delay has exceeded 20 secs with Oct 2021 at 165 secs; The frequency and duration of long delays have reduced in December.

2 new processes implemented: Priority queue and abandoned calls form to reduce 9-1-1 backlog or impact to the public and E-comm call takers. If call volumes and wait time persist, 9-1-1 Service level performance will be at risk without additional 9-1-1 resources or a revision in policy or target. Further efforts underway with BCEHS to identify efficiencies.

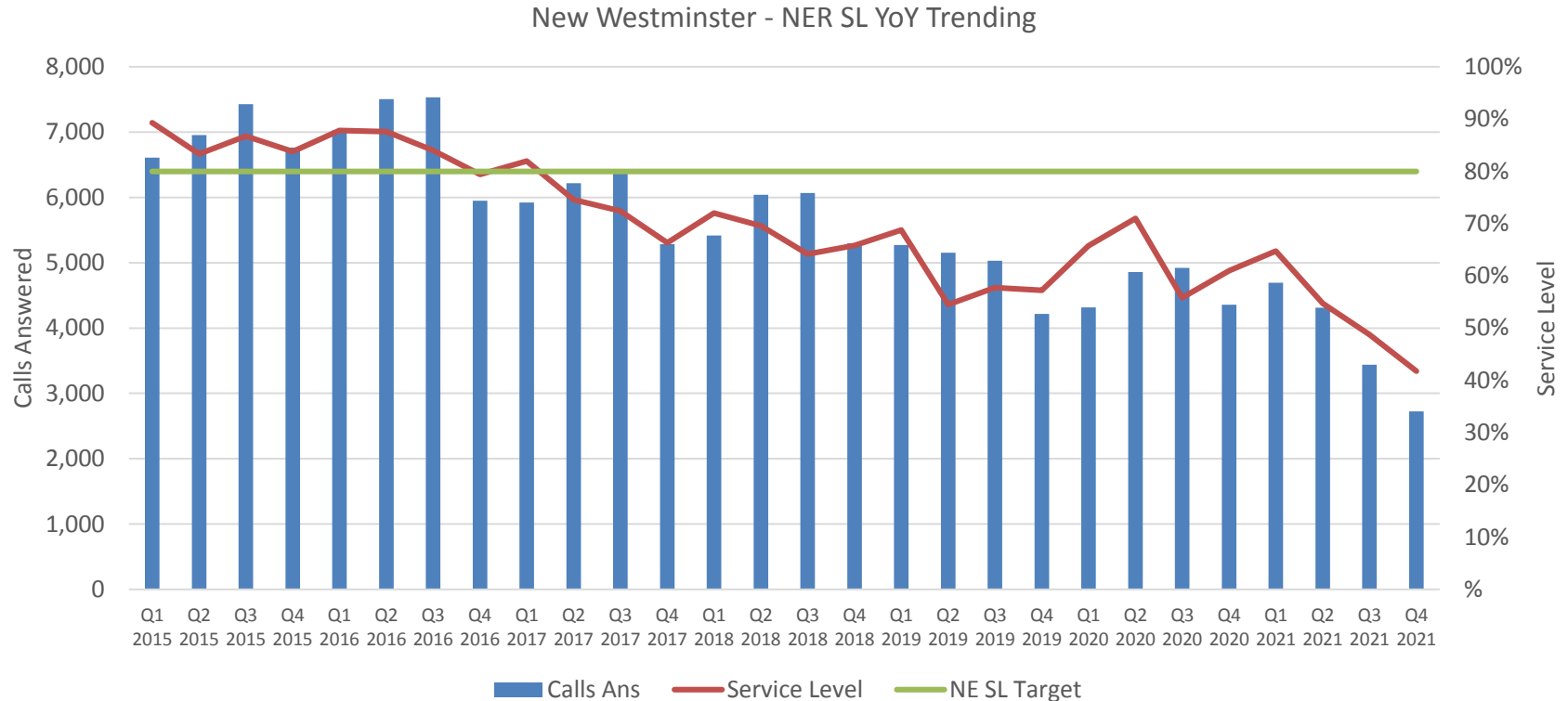


New Westminster Emergency Service Levels

New Westminster - Emergency SL YoY Trending

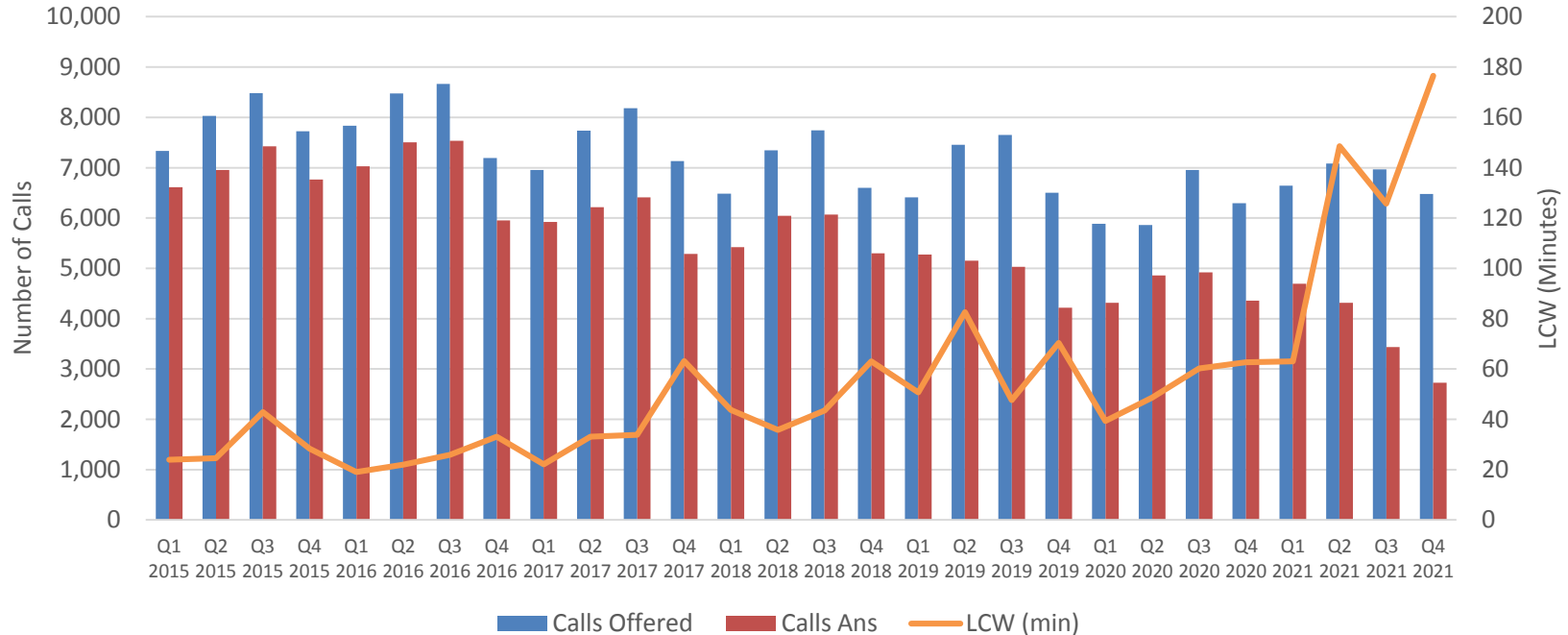


New Westminster Non-Emergency Service Levels

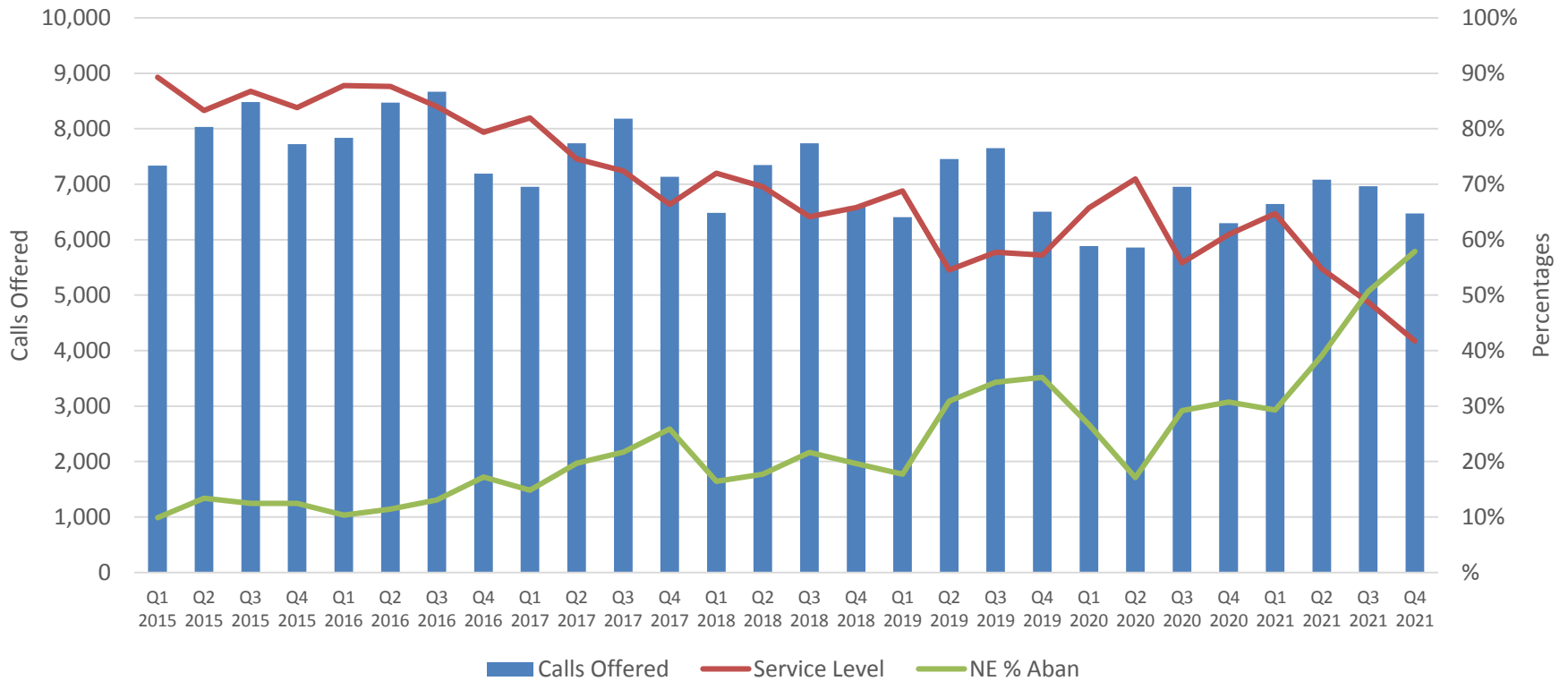


New Westminster NE Longest Call Waiting – YOY trend

New Westminster - NE LCW YoY Trending



New Westminster NE Volume/Abandonment/SL – YOY trend



A photograph of emergency vehicles at night. In the foreground, a dark-colored vehicle with a red and blue light bar is visible. Behind it, a white ambulance with the number 62750 and the word 'AMBULANCE' is partially visible. The scene is illuminated by the flashing lights of the vehicles, creating a high-contrast, dramatic effect against the dark background.

Operations Review

Operations Review Purpose and Scope

Purpose

- ❑ Present a comprehensive information set concerning E-Comm's operational performance challenges
- ❑ Present the data for key indicators over several years (trending)
- ❑ Identify root causes for service performance challenges
- ❑ Demonstrate and quantify E-Comm's need for additional funding
- ❑ Show that the full range of issues has been explored and that there will be no further "catch up" funding requests as a result of areas of work not reviewed

Scope

- ❑ Police call-taking, dispatch and CPIC reporting activities in the Lower Mainland and on Vancouver Island
- ❑ Direct support activities such as supervisory/management, workforce planning/scheduling, training and mentoring, policy and application support services



Operations Review Approach

Phase 1: September – December 2020:

E-Comm operations self-study and internal operations review report. Delivered internally by E-Comm, with guidance on content and structure from our police partner agencies.

Phase 2: January – April 2021:

External validation of internal review findings. Conducted by PwC with representatives of E-Comm police partner agencies and qualified external contributors.

Phase 3: April – September 2021:

Engagement with municipal finance departments in 2022 pre-budgeting process. Funding proposals focused on addressing staffing and capability gaps identified in Phase 2 report.

Phase 4: October 2021 – March 2022:

Develop and present multi-year plan to deliver services to expectations through review of public service needs, changes to our traditional operations practices and further funding increases from our partners.



Operations Review Process – Phase 2

- ❑ Independent analysis of data by PwC; applied expertise in call centre management by using established tools and process evaluation techniques to determine needs as defined by our unique environment.
- ❑ Generated a “Current State Report”.
- ❑ PwC engaged with a Steering Committee comprised of senior police representatives on behalf of the agencies served by E-Comm and two of E-Comm’s board members.
- ❑ PwC finalized, across six broad categories, a series of recommendations that are designed to drive greater operational efficiency and maturity.
- ❑ PwC facilitated discussions with the E-Comm Executive Leadership Team to prioritize these recommendations.
- ❑ PwC’s final draft review and report delivered to E-Comm April 9, 2021.
- ❑ E-Comm shared outcomes with BC Association of Chiefs of Municipal Police and RCMP senior leadership.



Recommendations are summarised in 6 core groups

1. Rightsize



E-Comm is significantly understaffed. To hit service level and occupancy targets (while factoring in shrinkage) the ECC needs to significantly increase FTE in Call Taking and recruitment into Dispatch. Specifics of the increase and initiatives which could reduce the delta are outlined in Section 1.

Also, to support the recommendations in Section 2, E-Comm needs to allocate dedicated resources to manage change in the ECC. Resource 'rightsizing' should be considered on a 'per-project' basis depending on size and complexity.

2. Build enterprise capabilities



E-Comm does not have the ability to evolve in its current structure. To drive change and optimise successfully, E-Comm needs to:

- Build foundational enterprise capabilities that will support operational planning, change and project management.
- Develop interactive governance frameworks with functional level Agency resources to collaboratively solve issues and build confidence.

We are recommending a 'start-small', 'finish-big' approach to developing critical enterprise capabilities and operational maturity.

3. Build core capabilities



Core capabilities of Workforce, Reporting, Training, and Quality Assurance are not evolved to support ECC needs.

E-Comm needs to:

- Configure NICE WFM.
- Enable Real-time Adherence.
- Start gaining efficiency from NICE WFM.
- Enhance Reporting.
- Modify and improve existing training.
- Design and deliver additional training.
- Develop proactive Quality assurance.
- Build soft-skills and competencies with Supervisors, Team Leads, Mentors and Managers.

4. Operational realignment



There is a gap between the core services the ECC is designed to support and the services agencies expect the ECC to deliver.

E-Comm needs to reset service expectations by:

- Developing service catalogues and analysing service ability based on current funding.
- Re-baselining services with agencies.
- Developing data and reporting capabilities to track and forecast future shifts in demand.

5. Optimise efficiencies



Once resources are right-sized, the ECC will be in a position to leverage capacity and begin to optimise efficiencies across operations.

E-Comm should focus on:

- Review of Dispatch and strategies to reduce Dispatch demand.
- Review Call Taking for staffing and channel optimisations.
- Review technology for near and long term call deflection and self-serve techniques to lower the volume of contacts connecting to live Agents.
- Review future-state tech options for optimisation (inc. NG9-1-1).

6. NG9-1-1 readiness



Next Generation 9-1-1 (NG9-1-1) will become a reality over the coming few years. While E-Comm is developing its operational maturity model it is crucial that NG9-1-1 readiness is a fundamental, line-of-sight consideration.

E-Comm should prepare for the transition by:

- Developing operational requirements that drive technical solution design.
- Creating a business readiness roadmap to support effective transition.
- Reviewing 'future-state' operating model options to drive optimisation efficiencies.

While ramping up, innovations can drive significant FTE reductions

**FTE requirements will change over time based on evolving demand & changing needs.*

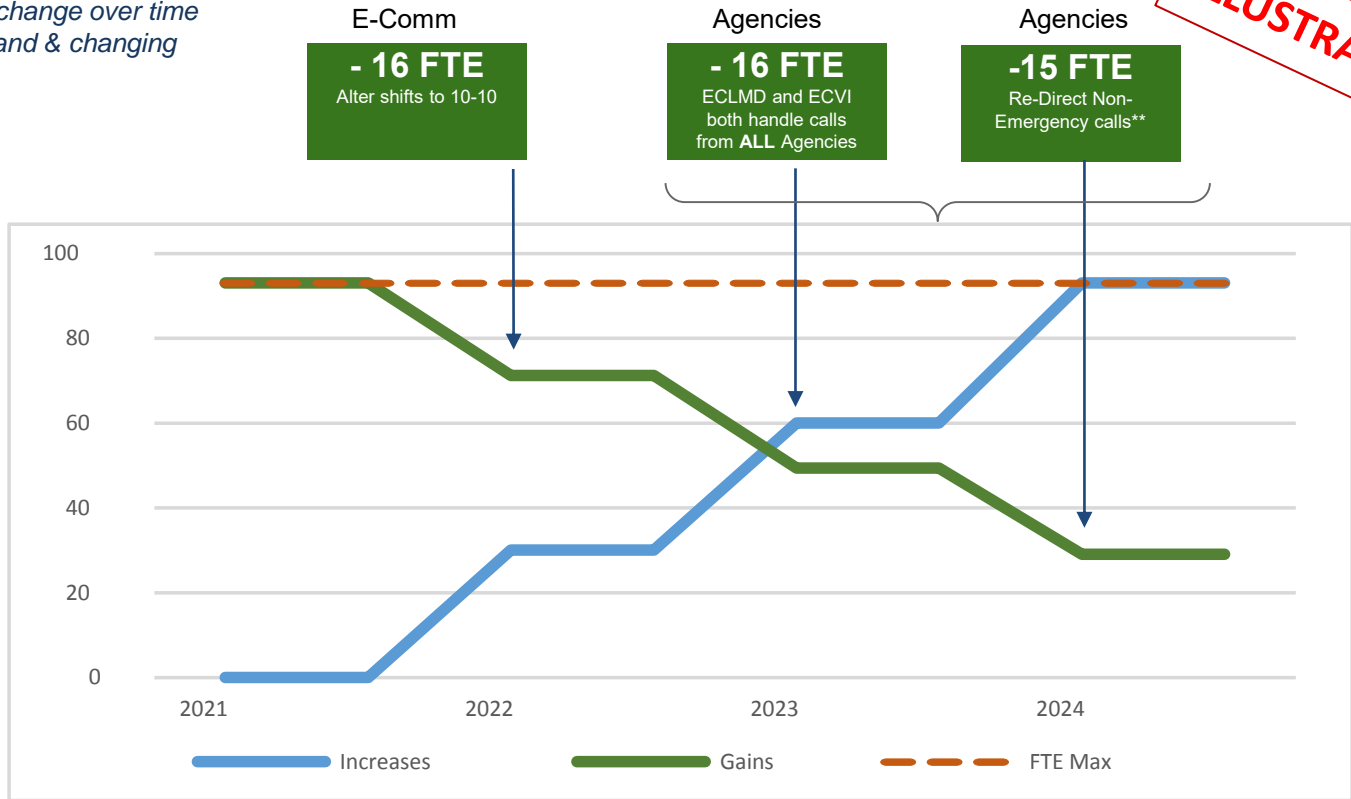
ILLUSTRATIVE

Legend

93 FTE
TARGET INCREASE*

EFFICIENCY GAINS
REDUCE
FTE
REQUIREMENTS

CAPACITY FOR 93
FTE INCREASE
OVER CURRENT
FUNDING



TIME

*** Current topic of E-Comm Board discussion as the main opportunity to ensure emergency service targets are maintained.*



Key Considerations for E-Comm and its Partners

- ❑ **Ability To Fund:** all cities and police agencies are under pressure to maintain or even reduce current funding levels – are the levels of additional funding calculated by the Operations Review team realistically obtainable?
- ❑ **E-Comm's Core Business:** E-Comm's mission is to deliver exceptional emergency communication services. We need an active discussion about the place of non-emergency call-taking, as this is the source of greatest inefficiencies and new funding needs.
- ❑ **It's not just about call taker FTEs:** E-Comm has a multi-year deficit of staff support investments, such as in mental health support, recruiting, training, mentoring and development. Before funding increases are reflected in additional call-takers and service level improvements, we need to invest in these support structures to sustain the change.
- ❑ **Radical Transformation / NG911:** to make the scope of services successful and support our employees' well-being we need to drastically re-think our service delivery model.



NG9-1-1

- ❑ A CRTC-mandated requirement for 9-1-1
 - ❑ Transition from traditional phone systems to Public Safety Broadband Network (PSBN)
- ❑ Modern, resilient technology that will enable the 9-1-1 system to adapt to new technologies including voice, Real Time Text, images and video, as well as enhanced location information
- ❑ Phased rollout schedule to be confirmed, but likely beginning 2022
- ❑ Requires telecommunications carriers as well as Primary and Secondary Public Safety Answer Points (PSAPs) update equipment (hardware and software)
 - ❑ E-Comm actively testing infrastructure “proof of concept”
- ❑ E-Comm will convert its Primary and Secondary PSAP functions
- ❑ Will require both small as well as significant changes to call-handling procedures
- ❑ Costing TBD



Next Steps

- ❑ E-Comm's Board of Directors approved a 2022 funding increase to allow us to begin our foundational build-out.
- ❑ E-Comm will complete and report on a multi-year plan for investment and transformation to return service levels to current targets.
 - ❑ Will also examine scenarios of investment need if some current key assumptions are changed, e.g. about service targets and service scope.
- ❑ E-Comm's Board of Directors discussed the options at a strategic retreat in late December and is providing guidance to management about the preferred future scenario of scope, service model and funding need.
- ❑ The Executive Team will subsequently be in touch with agencies and cities to discuss the Board's direction and work on a mutual multi-year implementation plan.



E-Comm 9-1-1

Dispatch Levies Summary

LMD Police

Call-Taking Increase based on Call Volume Allocation

Agency	2021 Approved Budget	2022 Allocate CT Increase %	2022 Allocate CT Increase\$	2022 BUDGET APPROVED <i>TOTAL</i>	2022 vs 2021 \$ Increase vs PY	2022 vs 2021 % Increase vs PY
New Westminster PD	1,055,850	4.6%	174,800	1,299,280	243,430	23.1%

PRIOR Year Forecast assumptions:

- 3.0% Collective Agreement
- 1.5% CA "Market Rate" Adjustment
- 1.0% Benefits/Step/Other
- 1.0% Deficit Reduction
- 6.5% Total

REVISED Forecast Assumptions:

- Includes additional staffing for CT and backfill
- Plus CA and related increases



Q&A / Closing Remarks



A night-time photograph of an emergency scene. In the foreground, the rear of a dark-colored police vehicle is visible, with its red and blue emergency lights flashing. Behind it, a white ambulance is parked, with its red emergency lights on top and the word "AMBULANCE" printed on its side. The ambulance's identification number "62750" is also visible. The scene is illuminated by the emergency lights, creating a high-contrast, dark environment.

End

E-Comm 9-1-1
Helping to Save Lives and Protect Property

A nighttime photograph of emergency vehicles. In the foreground, the rear of a dark-colored police car is visible, with its red and blue emergency lights flashing. Behind it, a white ambulance is parked, with its red emergency lights on top and the word "AMBULANCE" printed on its side. The number "62750" is also visible on the ambulance. The scene is dark, with the primary light sources being the vehicles' emergency lights.

Appendix

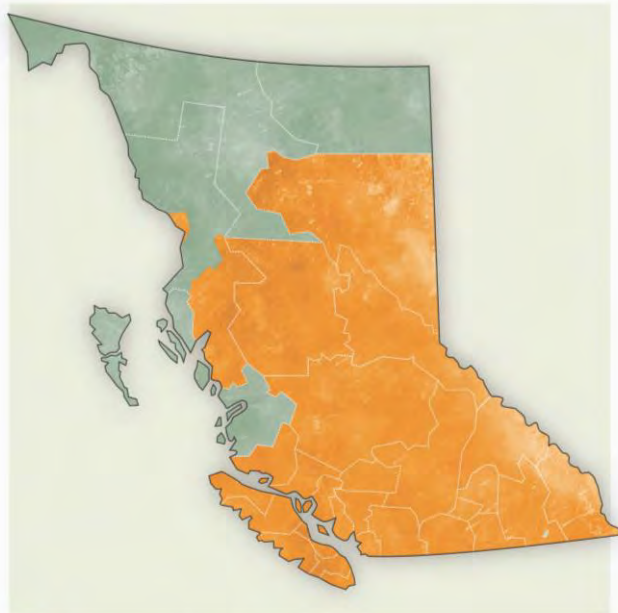
9-1-1 Public Safety Answer Point (PSAP) Service


Services Performed:

- Answer 9-1-1 calls
- Determine the type of emergency service required
- Downstream the call to an emergency response agency

25 Regional Districts total including:

- Metro Vancouver
- Capital Regional District
- Regional District of North Okanagan
- Fraser Valley Regional District



 E-Comm's current 9-1-1 PSAP service areas



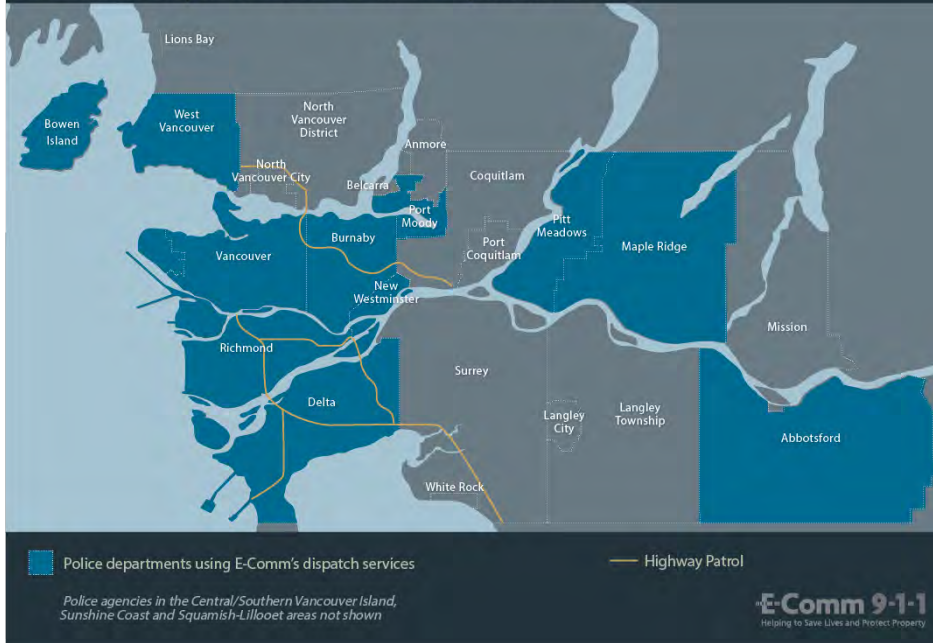
Definitions & Abbreviations

- PASP – Public Safety Answer Point
 - Primary & Secondary
- ACHT – Average Call Handling Time
 - Time call taker is on call before call is downstreamed
- ASA – Average Speed to Answer
- SL – Service Level
- SLT – Service-Level Target



Where we dispatch police and fire in the LMD

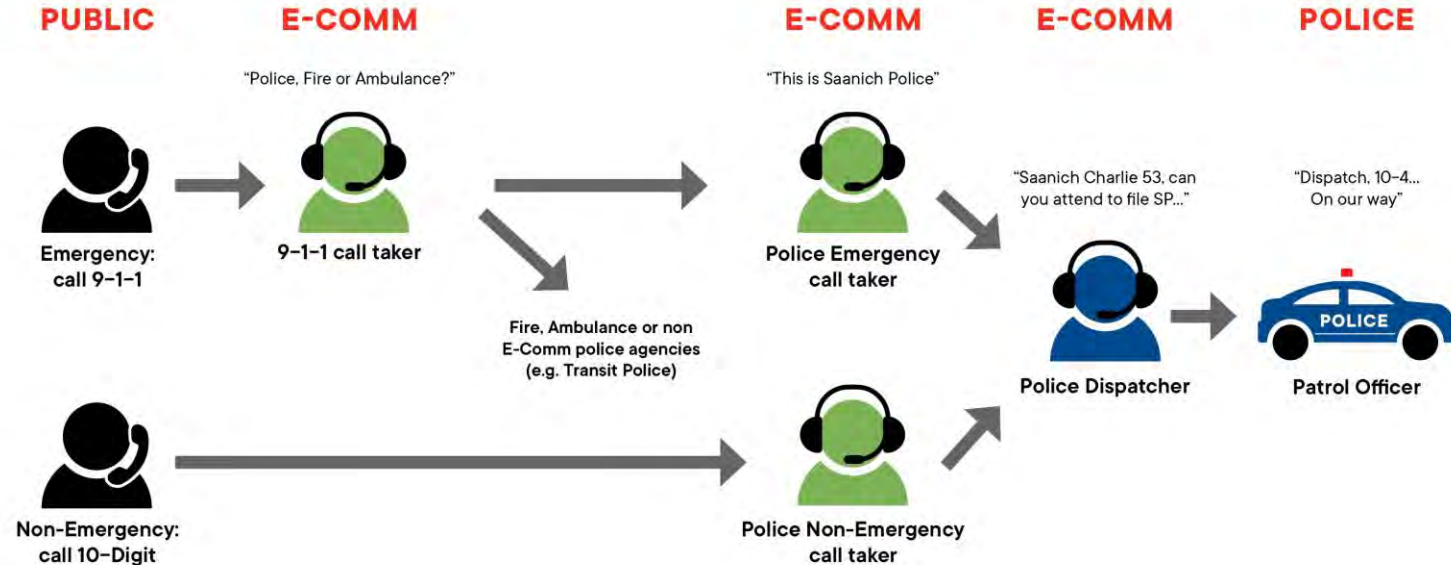
E-Comm's Dispatch Services: Police Departments



E-Comm's Dispatch Services: Fire Departments



How police communications works



In the Lower Mainland
E-Comm receives about 500,000 police
emergency calls and 550,000 police non-
emergency calls per year.



REPORT

Office of the Chief Administrative Officer

To: Mayor Cote and Members of Council
In Open Workshop

Date: January 31, 2022

From: Lisa Spitale
Chief Administrative Officer

File: 05.1035.20

Item #: 2022-67

Subject: E-Comm Financial Background Report

RECOMMENDATION

That Council direct the Fire and Rescue Services to report back in response to the issues raised by E-Comm; and

That Council asks the Police Board to provide a report back on their response to the issues raised by E-Comm.

PURPOSE

To provide information to Council regarding the fees increases by E-Comm.

BACKGROUND

During the development of the 2022 – 2026 financial plan Council was provided information regarding the costs of participating in E-Comm. These costs are:

Fees Paid to E-Comm Emergency Centre			
	2021 Actuals	2021 Budget	2022 Budget
Police	\$1,312,714	\$1,355,900	\$1,598,900
Fire	\$549,293	\$529,730	\$619,000

In the 2022 Police budget received an enhancement of \$243,000 to cover the increase, the Fire budget assumed the increased costs.

During the budget discussion the Police Chief informed Council that the E-Comm budget enhancement comes from a review that E-Comm conducted of their operations which resulted in an additional cost to all municipalities who utilize E-Comm's services in order to stabilize their operating model. The increased cost does not come with an increase in service; however, this will come in future years, particularly on the non-emergency side;

In 2022 the E-Comm budget enhancement for the New Westminster Police Department is designated temporary as it is currently unclear if it will be a permanent increase. The E-Comm service cost increase to New Westminster Fire and Rescue Services (NWFRS) of \$30,000 was absorbed into the NWFRS's budget;

Council provided direction to staff that a report to Council should be made on the E-Comm situation. This report will be provided by E-Comm as part of the January 31st open workshop.

The Police Chief and Acting Fire Chief will be attending the meeting to answer questions Council may have as it relates to the City's operations.

OPTIONS

The options before Council are:

- 1) That Council direct the Fire and Rescue Services to report back in response to the issues raised by E-Comm;
- 2) That Council ask the Police Board to provide a report back on their response to the issues raised by E-Comm;
- 3) That Council receive the presentation and this report for information;
- 4) That Council provide other direction to staff.

Staff recommends option 1 and 2.

This report was prepared by:
Jacque Killawee, City Clerk

This report was approved by:
Lisa Spitale, Chief Administrative Officer

Heather CORBETT

Subject: FW: BCAPB: 2022 Conference & AGM Registration is now available
Attachments: 22_RegistrationForm.pdf; 22_March full DRAFT to go out with registration.pdf

From: bcapbs@gmail.com [mailto:bcapbs@gmail.com]

Sent: March-30-22 9:45 AM

To:

Cc: charla.huber@vicpd.ca; bcapbs@gmail.com

Subject: BCAPB: 2022 Conference & AGM Registration is now available

This Message Is From an External Sender

This message came from outside your organization.

Good morning,

I kindly ask that you disseminate this email with attachments to your board members and police executives on our behalf. A separate email with registration and program is also being sent to board chairs.

Thank you - Veronica

Sending on behalf of Charla Huber

To: To: Police Board Members

I am pleased to invite you to attend the British Columbia Association of Police Boards 2022 Annual General Meeting and, what we hope will be, an outstanding Conference.

Theme: Reconnection

Date: May 26 and 27, 2022

Venue: Civic Hotel, 13475 Central Ave, Surrey, BC

Attached for your information please find a registration brochure and the preliminary conference schedule. Our conferences have a reputation for excellent value combined with a topical and engaging program.

We strongly encourage you to attend this conference. It is an important component to police board training and development and will be of interest to all those working in the field of policing and community safety.

If you have any questions or require further details please contact Veronica Bandet at 250-216-1205 or by email to bcapbs.@gmail.com.

Sincerely,

Charla Huber
President, BCAPB

BC ASSOCIATION OF POLICE BOARDS PRESENTS
 2022 CONFERENCE & ANNUAL GENERAL MEETING
 Hosted by the Surrey Police Board
 MAY 26 & 27, 2022
 Civic Hotel, 13475 Central Ave, Surrey, BC V3T 0L8

RECONNECTION

DRAFT PRELIMINARY PROGRAM

Pending Confirmation of Speakers

Thursday, May 26

Time	Event
10:00-3:00	Arrival/Registration
11:15	Lunch upon arrival
11:30 – 11:45	Opening Remarks – Charla Huber, President BC Association of Police Boards; Introduction of Indigenous Elder Greetings from Indigenous Elder
11:45-12:45	Joint Dialogue Session with BC Association of Municipal Police Chiefs Dave Jones, Vice President BC Association of Municipal Chiefs of Police Charla Huber, President BC Association of Police Boards
12:45-1:15	Minister Mike Farnworth, Minister of Public Safety and Solicitor General
1:15-1:45	Elizabeth Watson - Watson Advisors Inc. (TBC)
1:45-2:45	Networking Session
2:45-3:15	Wayne Rideout, Assistant Deputy Minister and Director of Police Services, Ministry of Public Safety and Solicitor General
4:30-6:00	Welcome Reception Chief Constable Norm Lipinski, Surrey Police Department Mayor Doug McCallum, Chair, Surrey Police Board

Dress Attire for Conference is West Coast Casual

Friday, May 27, 2022

Time	Event
8:00 – 9:00	Registration Breakfast
8:45	Mayor Fred Haynes, Chair, Saanich Police Board – video, Women in Policing
9:00-10:00	Session #1 – Surrey (title, panel TBD)
10:00-10:10	Break
10:10 – 12:10	Session #2 – World Café

12:10-12:25 12:25-1:25	Lunch Keynote Address: MLA Garry Begg – <i>Reforming the Police Act</i>
1:25	Closing Remarks/Farewell Speaker: Charla Huber
1:25-1:30	Break
1:30-3:00	BCAPB AGM (separate agenda)
3:00-3:30	BCAPB Executive Meeting (separate agenda)

BC Association of Police Boards
2022 Annual General Meeting & Conference

May 26 and 27, 2022
Civic Hotel, Surrey, British Columbia

The 2022 conference is hosted by the Surrey Police Board and will be held in Surrey, British Columbia. The overall theme is "Reconnection". The venue for the conference is the Civic Hotel. This will be an informative and exciting conference, of relevance to both veteran and newly-appointed board members and police executives.

Target Audience: Police board members, police executive and community representatives from throughout the Province who have an interest in sharing ideas and building partnerships.

Name of Attendee: _____

Board/Organization: _____

Address: _____

Email: _____

Telephone: _____

Which day(s) attending:

Thursday, May 26th 11:30 – 3:30 Conference 11:15 Lunch 4:30 – 6:00 Reception

Friday, May 27th 8:00 – 9:00 Breakfast 9:00 – 1:30 Conference 12:00 Lunch

1:30 – 3:00 AGM

Dietary Restriction: _____

Registration Fee: (payable to: BC Association of Police Boards)

➤ Registration for Conference: \$205.00 per person (registration includes reception and all meals)

➤ Companion Registration for Conference: \$100.00 per person (registration includes reception and all meals)

Name of Companion(s) _____

Total: _____

Accommodations: Civic Hotel, 13475 Central Ave, Surrey, BC V3T 0L8 (accommodation reservations can be made by calling 1 (877) 829-2429 or (604) 951-3331, group code BCAPB Conference).
(\$212.00 per night plus tax)

Reservations must be made by April 30, 2022

Additional Information: A full package of information will be forwarded to you in the near future.

Email registration to bcapbs@gmail.com or via regular mail to: BCAPB Attention:
Veronica Bandet, 1127 Fort Street, Victoria BC, V8V 3K9

Cheques should be payable to BC Association of Police Boards and mailed to the above address.

For further information please contact Veronica Bandet
via email bcapbs@gmail.com or 250-216-1205

Deadline to Register is May 1, 2022

Confirmation will be sent to you once you have registered!

Heather CORBETT

Subject: FW: BCAPB 2022 - Notice of AGM & Call for Resolutions
Attachments: 22_Notice of AGM.pdf; 22_Call for Resolutions.pdf; BCAPB Resolutions guidelines.pdf

From: BCA Police Boards [mailto:bcapbs@gmail.com]

Sent: March-02-22 3:09 PM

To:

Subject: BCAPB 2022 - Notice of AGM & Call for Resolutions

Good afternoon,

Attached please find the "BCAPB Notice of the 2022 AGM" and the "BCAPB 2020 Call for Resolutions and Guidelines" document for the 2022 BCAPB Conference and AGM. Would you kindly distribute to your individual board members, noting that conference registration packages will follow in the near future.

Much appreciated.

Veronica

Sending on behalf of Charla Huber

BCAPB Notice of Annual General Meeting

Friday, May 27, 2022

Civic Hotel

13475 Central Ave, Surrey, BC V3T 0L8

1:00 p.m.

In accordance with the BC Association of Police Boards constitution and by-laws, notice is hereby given of the **ANNUAL GENERAL MEETING** to be held in conjunction with the 2022 conference. The Annual General Meeting will be held on Friday, May 27, 2022 at 1:00 p.m. at the Civic Hotel, Surrey BC.

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 March or April agendas. It requires immediate action.

Thank you and if you have any questions please contact me at 250-686-7592 or Veronica Bandet, Administrative Assistant at 250-216-1205.

Sincerely,

Charla Huber
President, BCAPB

Attachments



BCAPB Notice of Annual General Meeting

Friday, May 27, 2022

Civic Hotel

13475 Central Ave, Surrey, BC V3T 0L8

1:00 p.m.

In accordance with the BC Association of Police Boards constitution and by-laws, notice is hereby given of the **ANNUAL GENERAL MEETING** to be held in conjunction with the 2022 conference. The Annual General Meeting will be held on Friday, May 27, 2022, at 1:00 p.m. at the Civic Hotel, Surrey, BC.

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 November or December agendas. It requires immediate action.

Thank you and if you have any questions please contact me at 250-686-7592 or Veronica Bandet, Administrative Assistant at 250-216-1205.

Sincerely,

Charla Huber
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 April 22, 2022 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 at the Civic Hotel, Surrey, BC, on May 27, 2022 as part of the BCAPB Annual General Meeting.

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

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.

Heather CORBETT

From: Canadian Association of Police Governance (CAPG) <communications@capg.ca>
Sent: March-21-22 10:59 AM
To: Heather CORBETT
Subject: Call for Nominations: 2022 CAPG Award

Categories: Police Board

The following message is an exclusive CAPG Membership communication sent solely to the contacts provided during your registration and/or renewal of your CAPG Membership. Please distribute this email to all relevant members of your organization.



CALL FOR NOMINATIONS

2022 CAPG Awards for Excellence in Police Governance

Deadline for submissions: June 1, 2022

This year, the award has been extended to include three individual Categories of Excellence:

1. **Staff Award** - An individual employed by a police governance body that has devoted their time and efforts to move the mark in police governance
2. **Director Award** - Past or present director of a police governance board, commission, or advisory committee that has

devoted their time and efforts to move the mark in police governance

3. **Partnership & Leadership Award** - An individual or organization that has provided its time or services to CAPG or to the enhancement of civilian police governance in Canada

How to nominate someone:

Nominators must be CAPG members currently in good standing, committee members or Board members and must provide the following:

- **A completed award nomination form**
- A brief statement citing the accomplishments that make the nominee deserving of this award
- At least one endorsement letter, including one from the board/commission chair or organizational equivalent

Submit all of the above either by fax or email to:

Jennifer Malloy, Executive Director, CAPG

Email: jmalloy@capg.ca

Fax: 613-344-2385

All nominations must be received by 5:00 pm ET on June 1, 2022

Please download the Call for Nominations document below for full nomination criteria and submission requirements. Only

complete nominations will be considered.

Download Call for Nominations

Download Submission Form



Copyright © 2022 Canadian Association of Police Governance, All rights reserved.

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](#).





CALL FOR NOMINATIONS: 2022 CAPG Award for Excellence in Police Governance - **Deadline for submissions: June 1, 2022**

Introduced in 2013 by the Canadian Association of Police Governance (CAPG), the CAPG Award for Excellence in Police Governance recognizes and highlights an individual for their significant contributions, commitment and leadership towards the enhancement of civilian police governance in Canada.

Nominations for the Excellence in Police Governance Award can be submitted by CAPG members in good standing, including members of the Board of Directors, Committees and Working Groups.

This year, the award has been extended to include the following Categories of Excellence:

1. **Staff Award** - An individual employed by a police governance body that has devoted their time and efforts to move the mark in police governance
2. **Director Award** - Past or present director of a police governance board, commission, or advisory committee that has devoted their time and efforts to move the mark in police governance
3. **Partnership & Leadership Award** - An individual or organization that has provided its time or services to CAPG or to the enhancement of civilian police governance in Canada

Criteria

The nominee should demonstrate some or all of the following:

- A passion for the enhancement of police governance
- Consistent effort to work proactively to improve police governance and bring change that will enhance public safety
- Exemplary collaborative leadership
- Shares insights and educates/mentors others on the principles of good governance
- Fosters meaningful relationships based on inclusion, diversity, and representation of views among stakeholders (community, police, government)
- Consistently challenges, inspires or motivates others to work together

- Shows a high level of integrity and ethical standards
- Values tradition, while encouraging innovation and the courage to pursue a vision for a better future

Nominees must not have received a CAPG award previously, and they cannot be serving as a current CAPG director.

Nomination Requirements

Nominators must be CAPG members currently in good standing, committee members or Board members and must provide the following:

- Completed award nomination form.
- A brief statement citing the accomplishments that make the nominee deserving of this award.
 - Nominations should be specific about the achievements for which the award is proposed. A concise summary of the nominee's achievements is most helpful.
 - Accomplishments should be linked to work specific to police governance and the category for which they are being nominated.
- The nomination must be endorsed by at least one letter of support, including one from the board/commission chair or organizational equivalent.

Only complete nominations will be considered.

Recognition:

- Recipient(s) may be recognized at the CAPG Annual Meeting and/or Conference, on our website and social media platforms.
- Recipient(s) and nominating organizations will be notified in advance.

All nominations must be received by 5:00 pm ET on June 1, 2022

**Please submit either by fax or email to:
Jennifer Malloy, Executive Director, CAPG
Email: jmalloy@capg.ca
Fax: 613-344-2385**

CALL FOR NOMINATIONS

2022 CAPG Award for Excellence in Police Governance

Please submit either by fax or email to Jennifer Malloy, Executive Director
Email: jmalloy@capg.ca | Fax: 613-344-2385

Deadline for submissions: June 1, 2022

Nominee

Name:

Name of Organization

Phone #

Email:

Nominated by:

Name of Organization:

Main Contact Name:

Phone #

Email:

Supporting documents:

At least one (1) letter of support, including one from the organization Chair or equivalent

A statement citing the accomplishments that make the nominee deserving of the award

Please give a brief overview of why you are nominating this person

Heather CORBETT

From: Canadian Association of Police Governance <communications@capg.ca>
Sent: April-12-22 9:00 AM
To: Heather CORBETT
Subject: Join us in Saskatoon!

This Message Is From an External Sender

This message came from outside your organization.

[View this email in your browser \[mailchi.mp\]](#)

The banner features a stylized orange outline of a bison on a dark green background. Below this, on an orange background, is the text "Community Partnerships & Engagement" in white, followed by "SASKATOON 2022" and "SEPT 7-11" in smaller white text. To the right of the banner is the CAPG logo, which consists of the letters "CAPG" in blue with a red maple leaf integrated into the letter "A". Below the logo, the text "33rd Annual Conference" is displayed in a dark green font. Further down, a red location pin icon is followed by the text "Delta Hotels Bessborough, Saskatoon" and "with virtual option" in a smaller, italicized font. Below that, the text "Canada's only national Police Governance conference" is shown in a dark green font. At the bottom of the banner is an orange button with the text "REGISTER NOW" in white and a white play button icon. A mouse cursor is pointing at the button.

[\[capg.us7.list-manage.com\]](https://capg.us7.list-manage.com)

Heather ,

For over 30 years, the **CAPG Annual Conference** has brought together thought leaders and those truly engaged in the work of enhancing policing and public safety together to examine key issues and shared challenges facing police boards and commissions across Canada.

As the policing landscape continues to shift, the need for collaboration and knowledge sharing is even more vital. This year's Conference Program will focus on bringing you a variety of session formats that will allow time for sharing, brainstorming and developing new relationships, along with the engaging panels and plenary sessions with policing experts and leadership that our delegates have come to expect from our events.

Join us in Saskatoon - or from the comfort of your own home - for a truly engaging, one-of-a-kind experience for the Canadian civilian police oversight community as we explore our theme of Community Partnerships and Engagement.

Tickets for our in-person conference are limited. Reserve your seat today!
Reduced in-person pricing for members is on now until May 31.

If you would like to learn more about our upcoming conference, including pricing and our hotel group rate, please visit CAPGConference.ca [capg.us7.list-manage.com].

In-Person CAPG Member
Registration [capg.us7.list-manage.com]

In-Person Non-Member
Registration [capg.us7.list-manage.com]

Virtual Registration (CAPG Member and Non-Member) [capg.us7.list-manage.com]

Hosted by the

SASKATOON BOARD OF POLICE COMMISSIONERS

This email was sent to hcorbett@nwpolice.org

[why did I get this? \[capg.us7.list-manage.com\]](#) [unsubscribe from this list \[capg.us7.list-manage.com\]](#) [update subscription preferences \[capg.us7.list-manage.com\]](#)

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

Heather CORBETT

From: Canadian Association of Police Governance <noreply@qemailserver.com>
Sent: March-31-22 12:18 PM
To: Heather CORBETT
Subject: Qualtrics Survey: CAPG Members' Survey - GAUGING INTEREST AND COMFORT LEVEL IN RETURNING TO IN-PERSON CONFERENCES

Categories: Police Board

This Message Is From an External Sender

This message came from outside your organization.

Heather ,

The following survey is for CAPG Members regarding the upcoming CAPG/FNPGC Conference in September, as well as the AGM and future in-person conferences. Please complete ONE survey on behalf of the using the link provided below.

A PDF copy of the survey is available for your reference or meeting agenda here: <https://capg.ca/wp-content/uploads/2022/03/CAPG-Conference-Survey-2022.pdf> [capg.ca]

We do ask, however, that you please complete the survey using the link below and not by filling out the PDF. Many thanks for your continued partnership and cooperation.

Best regards,
Rebecca

**CAPG Members' Survey:
GAUGING INTEREST AND COMFORT LEVEL IN RETURNING TO IN-PERSON CONFERENCES**

Please complete this survey by 5 pm ET on April 29th, 2022.

As we prepare for the First Nations Police Governance Council (FNPGC) conference and the Canadian Association of Police Governance (CAPG) in Saskatoon, Saskatchewan, in September of 2022, we are trying to gauge the interest and comfort level of our members in attending in-person events versus virtual.

Follow this link to the Survey:

[Take the Survey \[qfreeaccountssjc1.az1.qualtrics.com\]](https://qfreeaccountssjc1.az1.qualtrics.com)

Or copy and paste the URL below into your internet browser:

[https://qfreeaccountssjc1.az1.qualtrics.com/jfe/form/SV_doHtdqfkVfSh3pk?Q_DL=Ysk1sVKYtzExANV_doHtdqfkVfSh3pk_MLRP_1MPpvcNLoAmxMBo&Q_CHL=email \[qfreeaccountssjc1.az1.qualtrics.com\]](https://qfreeaccountssjc1.az1.qualtrics.com/jfe/form/SV_doHtdqfkVfSh3pk?Q_DL=Ysk1sVKYtzExANV_doHtdqfkVfSh3pk_MLRP_1MPpvcNLoAmxMBo&Q_CHL=email [qfreeaccountssjc1.az1.qualtrics.com])

Please note that we are capping the registration for the Saskatoon Conferences at 75 for FNPGC and 150 for CAPG in order to manage some of the potential protocols and the comfort of our delegates.

Follow the link to opt out of future emails:

[Click here to unsubscribe \[qfreeaccountssjc1.az1.qualtrics.com\]](https://qfreeaccountssjc1.az1.qualtrics.com)



CAPG Members' Survey: Gauging Interest and Comfort Level in Returning to In-Person Conferences

Please complete ONE survey on behalf of your organization using the link provided in the survey email. This document is for reference only

As we prepare for the First Nations Police Governance Council (FNPGC) conference and the Canadian Association of Police Governance (CAPG) in Saskatoon, Saskatchewan, September of 2022, we are trying to gauge the interest and comfort level of our members in attending in-person events versus virtual.

Please note that we are capping the registration for the Saskatoon Conferences at 75 for FNPGC and 150 for CAPG in order to manage some of the potential protocols and the comfort of our delegates.

IN-PERSON CONFERENCE

Are you comfortable attending the CAPG/FNPGC conference on September 8 – 11, 2022 in Saskatoon, SK?

- Yes
- No
- Not sure

ATTENDANCE

To the best of your knowledge, approximately how many organization members will attend our 2022 Conference in person?

- 0
- 1
- 2
- 3
- 4
- 5+

DECIDING FACTORS

Please rank the following factors in your decision to attend or not attend the CAPG/FNPGC conference in-person with 1 being the most important and 4 (5) being the least important:

- Financial support of your municipal police governance authority
- Location
- Program and theme
- Safety Protocols communicated by and provided by host organization
- Other (please specify) _____

SAFETY PROTOCOLS

Which of the following safety protocols would you expect CAPG/FNPGC to use for our in-person conference taking place in Saskatoon, SK on September 8 to 11, 2022?

- Proof of vaccination or a negative COVID test from all attendees
- Mask mandate
- Attendees agree not to attend if they have COVID-19 symptoms
- Socially distanced room setups
- Altered Food & Beverage serving practices
- Hand sanitizer stations
- Rapid tests available for delegates
- Any and all Provincial and/or Municipal guidelines in place at the time of the event

VIRTUAL OPTION

CAPG/FNPGC will offer a digital/virtual option for those who have made the choice to not attend in-person events. To the best of your knowledge, approximately how many organization members will attend our 2022 Conference virtually?

- 0
- 1
- 2
- 3
- 4
- 5+

VIRTUAL ATTENDANCE

To the best of your knowledge, who will attend our 2022 Conference virtually?

- Board/Commission Chair
- Board/Commission Vice-Chair
- Board/Commission Member(s)
- Mayor
- Executive Director
- Staff
- Other (please specify)

FUTURE CONFERENCES

In years ahead, once things have settled down, and safety is of low concern, for the conferences I have attended in the past / pre-pandemic, I would prefer to attend those:

- Virtual
- In-Person

ANNUAL GENERAL MEETING (AGM)

The CAPG will be holding their AGM virtually in order to encourage maximum participation. The tentative date and time we have set for the AGM is Thursday, September 1, 2022, from 2:00 – 4:30 pm EDT.

Will you attend the CAPG virtual AGM?

- Yes
- No
- Not sure

VIRTUAL AGM ATTENDANCE

To the best of your knowledge, who will attend the virtual AGM?

- Board/Commission Chair
- Board/Commission Vice-Chair
- Board/Commission Member(s)
- Mayor
- Executive Director
- Staff
- Other (please specify)

Heather CORBETT

From: Canadian Association of Police Governance (CAPG) <communications@capg.ca>
Sent: March-24-22 8:00 AM
To: Heather CORBETT
Subject: New Westminster Police Board, ensure your voice is heard!

Categories: Police Board

The following message is an exclusive CAPG Membership communication sent solely to the contacts provided during your registration and/or renewal of your CAPG Membership. Please distribute this email to all relevant members of your organization.



2022 RESOLUTIONS REMINDER

Submission Deadline: June 15

(Extended from May 31)

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.

Dear CAPG Member,

An important part 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 15, 2022.

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.

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

SUBMISSION REQUIREMENTS

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 preambles “(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 15, 2022.
- 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.

THIS IS YOUR CHANCE TO ENSURE YOUR VOICE IS HEARD!
Email your Resolutions by June 15, 2022 to jmalloy@capg.ca

[Download Guidelines for Resolutions](#)





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

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CAPG CALL FOR RESOLUTIONS

An important part 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 15, 2022.

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.

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

THIS IS YOUR CHANCE TO ENSURE YOUR VOICE IS HEARD!
Email your Resolutions by June 15, 2022 to: jmalloy@capg.ca

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 15, 2022. Detailed information will be announced soon with respect to the official date for voting on resolutions.**
- 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 15, 2022**.
- 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 **1st week of July 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 requests that the resolution be 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 **August 2, 2022**. 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 15, 2022** 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.

Heather CORBETT

From: Canadian Association of Police Governance (CAPG) <communications@capg.ca>
Sent: April-07-22 10:59 AM
To: Heather CORBETT
Subject: Virtual AGM - Thursday, September 1, 2022
Categories: Police Board

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[View this email in your browser \[mailchi.mp\]](#)

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



Notice of 33rd Annual General Meeting of the Canadian Association of Police Governance (CAPG)

Date: Thursday, September 1, 2022

Time: 2:00 – 4:30 pm EDT.

Location: Via Zoom (link to follow registration)

Only one person per board/commission/organization is permitted to carry a vote and they must be indicated upon registration.

Please register by August 29, 2022

Register Now [capg.us7.list-manage.com]

New Westminster Police Board,

On behalf of the CAPG Board of Directors, I am writing to invite you to attend the 33rd Annual General Meeting of the CAPG on Thursday, September 1, 2022, 2:00 – 4:30 pm EDT via Zoom.

This session is closed to CAPG Members only. Please register using the link above by Monday, August 29, 2022.

Once your information is verified you will receive login details for the virtual meeting for you and your fellow board members.

Please note that according to the CAPG by-laws, only one member per board/commission/organization is permitted to carry a vote and that person needs to be identified on the form so they can receive the voting login.

If you have any questions please do not hesitate to contact me.

Sincerely,

Jennifer Malloy
CAPG Executive Director

[Download Agenda \[capg.us7.list-manage.com\]](#)



[\[capg.us7.list-manage.com\]](#)



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

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33rd ANNUAL GENERAL MEETING

A G E N D A

Virtual Meeting

Thursday, September 1, 2022

2:00 – 4:30 pm EDT.

Details for logging in and voting to be circulated upon registration.

1. Call to Order and Introduction
2. Establishment of Quorum
3. Approval of Agenda for the 33rd Annual Meeting
4. Announcement of CAPG Award for Excellence in Police Governance
5. Confirmation of Minutes of the 32nd Annual Meeting held virtually on Thursday, September 30, 2021
6. Nomination's Committee Report and Election of a slate for the Board of Directors
7. Nominations from the Floor & Election of final slate
8. Treasurer's Report
9. Receipt of the Financial Statements and Auditor's Report for 2022 Fiscal Year
10. Appointment of a Public Accountant for the 2023 Fiscal Year
11. Members' Resolutions
12. President's Report
13. Consider Other Business
 - a. Committee Reports:
 - i. Research & Policy Committee
 - ii. First Nations Police Governance Council
 - iii. Governance Committee
 - iv. Conference Committee
 - v. Advocacy Committee
14. Closing Remarks and Adjournment

Heather CORBETT

From: PSSG Policing and Security Branch PSSG:EX <SGPSPB@gov.bc.ca>
Sent: February-17-22 3:00 PM
To: Dave JANSEN; Jonathan Cote (Mayor)
Cc: Heather CORBETT; Daisy DYER
Subject: Re: Updated Report - BCPPS Use of Force and Training - 628218
Attachments: 628218 NWPD Final.pdf; 628218 NWPD Enclosure.pdf

Categories: Police Board

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# 628218*



February 17, 2022
Ref: 628218

Chief Constable Dave Jansen
New Westminster Police Department
555 Columbia Street
New Westminster BC V3L 1B2

New Westminster Police Board
c/o His Worship Jonathan Cote, Chair
511 Royal Avenue
New Westminster BC V3L 1H9

Dear Chief Constable Dave Jansen and Mayor Jonathan Cote:

In follow up to my December 30, 2021 correspondence (Ref: 627045), please find enclosed the revised final report of the compliance evaluation focused on BC Provincial Policing Standards (BCPPS) related to use-of-force training and firearm qualification. As noted in my December 30, 2021 correspondence, further examination of the outcomes was required prior to making the Provincial summary report publicly available. The concerns have now been addressed and you will find a copy of the revised Provincial summary and a report specific to your agency enclosed. In most cases, departmental reports are unchanged. Where revisions were made, they occurred with input from the respective police agencies and the changes are acknowledged in the revised reports. These versions replace the ones provided to you on December 9, 2021.

The revised Provincial summary report will be published on the government website approximately two-weeks from the date of this letter.

Thank you in advance for your patience and cooperation. If you have any questions regarding this matter, please contact Mike Massine, Senior Program Manager, Standards and Training at Mike.Massine@gov.bc.ca or 778-572-3407.

Regards,

A handwritten signature in blue ink, appearing to read "Wayne Rideout".

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

BC Provincial
Policing Standards
Compliance Evaluation
Focused on Select
Use-of-Force Standards

REPORT TO THE DIRECTOR OF POLICE SERVICES

January 2022

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Glossary of Abbreviations

AED	Automated External Defibrillator
APD	Abbotsford Police Department
BBSG	Beanbag Shotgun
BC	British Columbia
BCPA	British Columbia Police Academy
BCPPS	British Columbia Provincial Policing Standards
CC	Chief Constable
CEW	Conducted Energy Weapon
CID	Crisis Intervention and De-Escalation
CPKN	Canadian Police Knowledge Network
CSPS	Central Saanich Police Service
CTS	Course Training Standard
CUFIC	Certified Use-of-Force Instructor Course
CV	Curriculum Vitae
DPD	Delta Police Department
EDP	Emotionally Disturbed Person
EPP	Effective Presentation Program
ERIW	Extended Range Impact Weapon
ETU	Education Training Unit
FOTU	Force Options Training Unit
FPI	Foundations of Police Instruction
FROIC	Force Response Options Instructor Course
GVERT	Greater Victoria Emergency Response Team
HRMIS	Human Resource Management Information System
IARD	Immediate Action Rapid Deployment
IPDMA	Purpose-built software
IRD	Immediate Rapid Deployment
ISW	Instructional Skills Workshop
JIBC	Justice Institute of British Columbia
KEIW	Kinetic Energy Impact Weapon
LMD ERT	Lower Mainland District Emergency Response Team
MOU	Memorandum of Understanding
MVTP	Metro Vancouver Transit Police
NCO	Reality-Based Training
NPD	Nelson Police Department
NWPD	New Westminster Police Department
NUFF BC CID	National Use of Force Framework British Columbia Crisis Intervention De-Escalation

OBPD	Oak Bay Police Department
OC	Oleoresin Capsicum
OSU	Operational Skills Unit
PMPD	Port Moody Police Department
PRTC	Pacific Regional Training Centre
PSB	Policing and Security Branch
PSS	Professional Standards Section
PSU	Professional Standards Unit
RBT	Reality-Based Training
RCMP	Royal Canadian Mounted Police
SBOR	Subject Behaviour Officer Response
SPC	Special Provincial Constable
SPD	Saanich Police Department
STPS	Stl'atl'imx Tribal Police Service
SUFIC	Standardized Use-of-Force Instructor Course
TSERT	Tactical Skills Enhancement & Re-Certification Training
TTC	Tactical Training Center
UCO	Under Cover Operator
VICPD	Victoria Police Department
VNR	Vascular Neck Restraint
VPD	Vancouver Police Department
WVPD	West Vancouver Police Department

Provincial Summary

Background

Various BC Provincial Policing Standards (BCPPS) related to use-of-force training have been in effect since 2012. Many of these were developed as a result of recommendations from the Braidwood Commission on Conducted Energy Weapon Use (2009)¹.

Under Section 40 of the *Police Act*, the Director of Police Services has the authority to evaluate police agency compliance with the BCPPS. Between January and October 2020, Policing and Security Branch (PSB) staff conducted a compliance evaluation focussed on the BCPPS related to use-of-force training. Specifically, these included:

- BCPPS 1.1.2 Firearms Training and Qualification (Standards (1) – (9)) [\[see End Note i\]](#)
- BCPPS 1.2.2 Intermediate Weapons (Standards (3)-(5)) [\[see End Note ii\]](#)
- BCPPS 3.2.1 CEW Training (Standards (1) – (4), (7)) [\[see End Note iii\]](#)
- BCPPS 3.2.2 CID Training (Standards ((1)-(3)) [\[see End Note iv\]](#)
- BCPPS 3.2.3 Use-of-Force Instructor Training (Standards (2)-(9)) [\[see End Note v\]](#)

It is worth noting that during the course of the evaluation, these standards were temporarily suspended due to the challenges associated with safely maintaining in-person training during the COVID-19 pandemic. The suspension took effect on March 21, 2020 and as of the time of writing this report, it continues to be in place. Aside from delaying some of the site visits, the suspension did not significantly impact the evaluation methodology or the findings.

Approach and Methodology

The evaluation process included two parts:

1. An advance questionnaire, to provide an overview of agency policies, practices and programs related to these standards. The questionnaires

¹ Braidwood, T.R. (2009), Restoring public confidence: Restricting the use of conducted energy weapons, Braidwood Commission of Inquiry on Conducted Energy Weapon Use (B.C.), The Braidwood Commission of Inquiry on Conducted Energy Weapon Use, Vancouver, BC

were completed by agencies and returned to the PSB for analysis prior to site visits; and

2. Site visits, where PSB staff (the evaluation team) met with agency personnel who provided access to relevant training records for inspection. The site visits also provided an opportunity for the evaluation team to clarify questionnaire responses as needed.

Advance Questionnaire

The evaluation team sent the advance questionnaire to the eleven BC municipal police agencies, Metro Vancouver Transit Police (MVTP), Stl'atl'imx Tribal Police Service (STPS), and RCMP beginning in January 2020. The questionnaire requested the following information:

- Relevant policies and procedures;
- Description of processes used by police agencies to ensure that officers requalify in pistols, other firearms, intermediate weapons, and Crisis Intervention and De-Escalation (CID) training as required by the standards;
- The date and results of the agency's most recent internal audit for compliance with requalification/qualification requirements, and what steps were taken to address any significant variance discovered;
- Information related to BCPPS 1.1.2 Firearms Training and Qualification (Standards (1)-(9))ⁱ, including an inventory of firearms approved for use by the chief constable, chief officer, or commissioner, and a description of the agency firearms training program;
- Information related to BCPPS 1.2.2 Intermediate Weapons (Standards (3)-(5))ⁱⁱ, including an inventory of intermediate weapons approved for use by the chief constable, chief officer, or commissioner, and a description of the training provided for each type of intermediate weapon;
- Information related to BCPPS 3.2.1 Conducted Energy Weapon (CEW) Operator Training (Standards (1)-(4), (7))ⁱⁱⁱ, including an inventory of CEWs used by the agency, and a description of their agency's selection criteria for CEW operators and CEW training program;
- Information related to BCPPS 3.2.2 Crisis Intervention De-escalation (CID) Training (Standards (1)-(3))^{iv}, and what process is in place to identify officers who may need to requalify prior to their next scheduled requalification date, including officers whose ability to effectively utilize CID techniques is not sufficient; and
- Information related to BCPPS 3.2.3 Use-of-Force Instructor Training (Standards (2)-(9))^v, including what course(s) the agency uses to fulfill the

instructional skills training requirement, and if the agency has difficulty identifying potential or retaining certified use-of-force instructors.

The evaluation team used the questionnaire responses to assess whether agency policy was in compliance with the standards, as well as to assist in preparing for the compliance evaluation of training records during the site visits.

On-Site Inspection Methodology

Between March and August 2020, the evaluation team attended each municipal police department, MVTP and STPS, and were provided access to the agency's training records.² For agencies with 100 or fewer officers, the evaluation team inspected the training records for all police officers. For agencies with more than 100 officers, the evaluation team inspected the training records of a random sample of 100 officers.

The RCMP has over 6,000 officers working in BC, with considerable movement of officers between different policing jurisdictions. This requires a complex and centralized system of maintaining training records and delivering training. As a result, the evaluation team took a different approach with the RCMP. The evaluation team did not inspect the training records of individual officers. Rather, staff at Pacific Regional Training Centre (PRTC) provided reports generated from their records management software detailing the number of officers required to requalify in each discipline and the corresponding numbers of officers who had completed the requalification, and the number who had not, on the date the reports were prepared. The RCMP reports provided the evaluation team with 'point-in-time' information to assess the level of compliance with the standards.

Findings

Compliance with the BCPPS

Overall, the evaluation demonstrated that agencies are meeting the use-of-force training requirements set out in the BCPPS.

The evaluation team found that police agency policies and procedures incorporated the direction regarding use-of-force training from the BCPPS as either directly required by the BCPPS or to support awareness of and compliance

² The timing of some of the site visits was delayed due to the COVID-19 pandemic.

with the BCPPS by the police agency. Where gaps were noted, they were minor and identified to the agency contact for attention as well as noted in the agency-level reports. Gaps noted in more than one jurisdiction included:

- Policy not reflecting the full range of requirements under the BCPPS to maintain CID qualification (in particular, as a prerequisite to annual firearm certification);
- Policy not reflecting the requirements in the BCPPS related to lethal force articulation and practice training (tactics, decision-making and shooting at distances greater than 25 metres);
- Not describing the agency's CEW operator selection criteria in written policy;
- Not having policy governing the requirements for use-of-force instructors;
- Not having updated a policy following the introduction or amendment of a relevant BCPPS.

Generally, self-audits indicated high compliance with requalification requirements for firearms, CEWs, intermediate weapons and CID, and these findings were consistent with the evaluation team's examination of training records during site visits. In a few cases, compliance rates below 95% were noted either for a specific type of requalification within a municipal or designated police agency that otherwise had high compliance (3 police agencies), or across multiple types of requalifications within a police agency (2 police agencies). Where compliance rates below 95% were noted, in all but one case the police agency was able to provide an explanation that mitigated the finding to the satisfaction of the evaluation team (e.g., delays in updating some officers' training records upon training completion, limitations of the record keeping system that prevented them from excluding officers who were away from active duty due to injury or other leave, or officers re-assigned to a different role which no longer required a specific requalification). In the remaining case, follow-up evaluation is required to better understand the role that gaps in record-keeping may have played in the observations. In all cases, police agencies had taken corrective action to address the non-compliance (e.g., officers had since been registered for and completed outstanding training).

As noted above, for the RCMP, the evaluation team reviewed reports generated from their records management software rather than individual officers' training records. This review also indicated high compliance, though some variance was evident. The RCMP advised that officers found to be behind schedule on any requirement on the day the report was generated would be scheduled for

training/requalification in the near future, which would bring them in compliance with the BCPPS.

The evaluation team made recommendations to police agencies regarding training and record-keeping as appropriate.

While all police agencies were found to be maintaining records of training, the methods used varied considerably. Examples include:

- Excel spreadsheets
- Electronic folders containing training documents (Word, PowerPoint, etc.)
- Paper files
- Purpose-built software programs.

The evaluation team found that purpose-built software programs offered the greatest efficiencies for training units/coordinators in tracking and scheduling training for officers as well as for auditing/evaluating compliance with the BCPPS.

Use-of-force instructor requirements under BCPPS 3.2.3 include not only completion of the Standardized Use-of-Force instructor Course (SUFIC) or other provincially-approved training for use-of-force instructors, instructional skills training, but also non-training requirements such as delivering at least 30 hours of use-of-force instruction each year and not having any substantiated use-of-force complaints within the previous 5 years. When BCPPS 3.2.3 was introduced in 2017, it was understood that it was intended to cover instruction in less-lethal force options. One of the key considerations was that standardized training for firearms instructors was not readily available and would need to be developed. While this scope is not clearly stated in the standard, in practice this continues to be how the standard is being interpreted and applied and the evaluation team observed high compliance with BCPPS 3.2.3 for less lethal use-of-force instructors.

The site visits also provided an opportunity for the evaluation team to discuss challenges or gaps with the BCPPS. There was consensus that the absence of prerequisites or training standards for firearms instructors is an important gap to address in the BCPPS moving forward. As a lethal force option, it is critical that training is consistent and relevant to the BC policing context, and that training on the technical aspects of firearms also incorporate information related to decision-making and crisis intervention de-escalation. The evaluation team is aware that a new pistol instructors' course is being developed for municipal police

and recently reviewed and observed the training to assist in determining the viability of developing a BCPPS for firearms instructors.

Overall, while all police agencies were found to be in compliance with the BCPPS, some agencies appeared better positioned to meet and exceed the standards and fulfill other responsibilities of the training function not explicitly required by the BCPPS. For example,

- Agencies with more than one staff member assigned to training units on a full-time basis appeared to more easily manage both the administrative and operational aspects of a training function. These agencies typically had more advanced record-keeping capabilities (Excel or purpose-built software programs), staff to assist with robust course development (course training standards, lesson plans, and related reference documents) and were able to have more instructors, role players, and support staff on hand for all training sessions.
- Many police agencies require requalification on intermediate weapons every year. This exceeds the requirements of the BCPPS, which mandate requalification at minimum every three years.

Related Challenges Described to the Evaluation Team

Training personnel spoken to during the course of this evaluation identified three common challenges: facilities, staffing and funding.

1. FACILITIES:

To conduct use-of-force training as required by the BCPPS and/or local agency policies, agencies need access to firearms ranges (for firearm requalifications and practice), reality-based training facilities (for practical components and scenario-based exercises), classrooms (for theoretical components and computer-based learning) and gymnasiums (for hands-on components that require space and protective equipment such as mats). Currently, the only agencies with all of these facilities are the RCMP (Pacific Region Training Centre) and Vancouver Police Department (Tactical Training Centre). Few of the remaining agencies have ready access to designated training facilities and instead rely on renting community-based or private facilities. A partnership has also been formed between the Delta, New Westminister, Port Moody, West Vancouver, and Metro Vancouver Transit police departments who have collaborated on developing the

Regional Municipal Training Centre. Although this facility does not have a live-fire firearms range, the centre includes a state-of-the-art virtual reality training simulator, a classroom, and a full mat room for practicing physical control techniques.

The lack of readily available full training venues for all agencies creates challenges and risks associated with cost (rentals and in some cases, significant travel to and from the facility), availability and reliability as police agencies compete for time with other user groups who have priority, privacy from the public during training exercises, the suitability of the facility as a learning environment, and the health and safety of officers, particularly where abandoned and derelict buildings are used for reality-based training venues. The lack of designated training facilities makes the delivery of training and compliance with the BCPPS challenging.

2. STAFFING:

The size and staffing model for training functions varies. Some small and mid-sized agencies have one, full-time use-of-force instructor who is responsible for both delivering all use-of-force training as well as administrative functions such as creating defensible training documents, record-keeping, scheduling the required training facilities and equipment, as well as managing the budget. Not only can this be an unsafe practice (e.g., high learner to instructor ratios creates risks), but it also limits the training function to skill maintenance versus continuing to advance the skills of officers throughout their careers.

In other agencies, training is a part-time responsibility on top of other job duties. Like their full-time counterparts described above, part-time trainers are responsible for administrative functions in addition to delivering training. This part-time job becomes full-time in practice and trainers described being criticized for neglecting their primary job functions for the training portfolio.

Larger agencies with full-time training staff are better positioned to deliver a robust training function. That said, training staff in these agencies stated that they too struggle on occasion to ensure that, depending on the training topic, they have sufficient staff available to ensure safe and effective training. In some of the agencies with full-time trainers, these personnel focus solely on the delivery of training. They have staff to book outside facilities or have ready access to in-house facilities, create defensible training documents, manage the budget, etc.

To ensure they are able to comply with the BCPPS related to Conducted Energy Weapons, most police agencies have created a CEW Coordinator position. Agencies with full-time training sections are better positioned to dedicate this role to an individual who can manage all aspects of the associated BCPPS. Agencies with part-time training staff most often had a part-time trainer take on this position, adding further to the challenges faced by part-time trainers described above.

Lastly, the evaluation team also noted that small and large training sections alike lacked succession planning to support them in quickly replacing certified use-of-force instructors when they are lost due to turnover or re-assignment.

3. FUNDING:

Training is an essential function of a police agency. It is also expensive. A consistent theme in discussions with training personnel was a concern that training is underfunded. This was closely tied to challenges noted above related to facilities and staffing. For example, some use-of-force trainers observed that a large portion of the training budget is spent on renting firearms ranges. While they agreed that the yearly requirement to qualify on firearms is necessary to avoid skills decay and potential liability, these rental costs often mean that other areas of training, such as skill enhancement, are minimized or deleted from programs. For example, instructors stated that departments are reluctant to bring additional training staff (full or part-time) in on overtime to assist with training sessions or to pay for facility rentals when doing advanced training such as Immediate Rapid Deployment (IRD).

Limited budgets also mean that instructor development is often limited as training staff are not attending conferences or workshops designed to promote knowledge of emerging trends and best practices and further develop instructor skills.

Put another way, while use-of-force training budgets may be generally sufficient for complying with the training and requalification requirements set out in the BCPPS, it can be challenging to fund training that goes beyond those mandatory, minimum requirements within existing budgets.

Limited budgets also leave little contingency funding for unanticipated costs.

Summary of Findings and Recommendations

Table 1: Findings

	Standard Met	Standard Met In Practice
BCPPS 1.1.2 Firearms Training and Qualification (Standards (1) – (9))	<ul style="list-style-type: none"> • APD • DPD • MVTP • NWPD • SPD • VPD • VicPD • WVPD 	<ul style="list-style-type: none"> • CSPS • NPD • PMPD • STPS • RCMP
BCPPS 1.2.2 Intermediate Weapons (Standards (3)-(5))	<ul style="list-style-type: none"> • APD • DPD • MVTP • NWPD • PMPD • SPD • VPD • VicPD • WVPD • RCMP 	<ul style="list-style-type: none"> • CSPS • NPD • STPS
BCPPS 3.2.1 CEW Training (Standards (1)-(4), (7))	<ul style="list-style-type: none"> • APD • MVTP • NWPD • PMPD • SPD • VPD • VicPD • WVPD • RCMP 	<ul style="list-style-type: none"> • CSPS • DPD • NPD • STPS
BCPPS 3.2.2 CID Training (Standards (1)-(3))	<ul style="list-style-type: none"> • APD • DPD • MVTP • NWPD • SPD • VPD • VicPD • WVPD • RCMP 	<ul style="list-style-type: none"> • CSPS • NPD • STPS • PMPD
BCPPS 3.2.3 Use-of-Force Instructor Training (Standards (2)-(9))	<ul style="list-style-type: none"> • APD • DPD • MVTP • NWPD • VicPD • WVPD 	<ul style="list-style-type: none"> • CSPS • NPD • OBPD • PMPD • SPD • STPS • VPD • RCMP
<p>NOTE: After the findings of this evaluation were shared with police agencies, the CC of OBPD expressed concerns with the completeness and accuracy of the information provided to the evaluation team. The evaluation team will conduct a follow-up evaluation and will update this report to incorporate findings related to OBPD after the follow-up evaluation is completed.</p>		

Table 2: Overview of Recommendations

Recommendations	Agencies
Recommendations related to amending, developing, or reviewing written policies and procedures to ensure full compliance with the BCPPS.	<ul style="list-style-type: none"> • Central Saanich PS • Delta PD • Nelson PD • Oak Bay PD • Port Moody PD • Saanich PD • Stl’atl’imx Tribal PS • Vancouver PD • Victoria PD • RCMP
Recommendations related to amending policies and procedures to ensure alignment with related legislation or best practices.	<ul style="list-style-type: none"> • Central Saanich PS • Victoria PD
Recommendations related to refining record keeping to better support tracking and compliance monitoring.	<ul style="list-style-type: none"> • New Westminster PD • Oak Bay PD • Vancouver Police Department
Recommendations related to ensuring members found to be behind on training / requalification have since completed the training / requalification.	<ul style="list-style-type: none"> • Nelson PD • Port Moody PD
Recommendations related to providing information to the Director of Police Services.	<ul style="list-style-type: none"> • Oak Bay PD • Stl’atl’imx Tribal PS • RCMP
No recommendations	<ul style="list-style-type: none"> • Abbotsford PD • Metro Vancouver Transit Police • West Vancouver Police Department

Next Steps

Each agency has received a report summarizing the findings and recommendations related to their agency. PSB will follow up with agencies regarding the recommendations in 6 months of report distribution.

The evaluation team will conduct a follow-up evaluation with OBPD and update this report to incorporate findings related to OBPD once completed.

The evaluation revealed considerable support for bringing firearms instructors into the scope of the BCPPS governing use-of-force instructors. PSB will continue to monitor the development of pistol instructor training and will explore the development of a BCPPS specific to firearms instructors.

Departmental Report

New Westminster Police Department (NWPD)

Site Visit

- February 21, 2020

Evaluation Criteria

The scope of the evaluation included the following BC Provincial Policing Standards:

- BCPPS 1.1.2 Firearms Training and Qualification (Standards (1) – (9)) [see End Note i]
- BCPPS 1.2.2 Intermediate Weapons (Standards (3)-(5)) [see End Note ii]
- BCPPS 3.2.1 CEW Training (Standards (1) – (4), (7)) [see End Note iii]
- BCPPS 3.2.2 CID Training (Standards ((1)-(3)) [see End Note iv]
- BCPPS 3.2.3 Use-of-Force Instructor Training (Standards (2)-(9)) [see End Note v]

Methodology

NWPD was asked to designate a contact person to assist the evaluation team. In advance of the site visit, the evaluation team provided a questionnaire to the contact person for completion. The questionnaire (see Appendix A) was designed to provide the evaluation team an overview of agency policies, procedures and practices related to the Standards included in the scope of the evaluation, and the results of internal auditing or compliance evaluation.

After reviewing and analyzing information received through the questionnaire, the evaluation team conducted a site visit where they met with the Inspector in charge of the Training Section and inspected officer training records. This provided an opportunity to verify internal audit results and address any questions related to the completed questionnaire.

Observations

Policies and Procedures

- OH 20 – Use of Force (February 2020)

The evaluation team found the NWPD policies and procedures to be very thorough and in compliance with the relevant BCPPS.

Practice

NWPD has two full-time and five part-time use-of-force instructors who are supported by a civilian administrative assistant. A self-audit has never been completed and the tracking of the qualifications is kept up to date by the Training Section personnel who ensure officers maintain their qualifications by sending emails, speaking in person with officers, and advising of non-operational status for failure to requalify with specific force options. In addition, the Training Section administrative assistant's primary responsibility is to assist with record keeping and administrative duties, including directly contacting officers whose qualifications have expired.

All requalifications are tracked through Excel spreadsheets and entered on IPDMA as follows:

- Pistol qualifications:
 - Also logged on a pistol qualification sheet that is then scanned into the folder for the training for the yearly requalification.
- CID training
- Rifle requalification
- Force options, including CEWs and other Intermediate Weapons, requalification conducted yearly.

Officers must requalify with the Patrol Rifle on a yearly basis. If an officer misses a year, they are not allowed to deploy with the patrol rifle. If they can requalify in the following year and are assessed by a rifle instructor, they can become operational with the patrol rifle again. If an officer misses two years of requalifications on the patrol rifle they must complete the full patrol rifle course to be qualified again.

Officers who deploy with the ARWEN less lethal launcher (Intermediate Weapon) are requalified yearly.

In addition to the general observations outlined above, the evaluation team also made the following observations specific to each Standard included in the scope of the evaluation:

BCPPS 1.1.2 – Firearms Training and Qualification

The Chief Constable of NWPD has authorized issuing the following pistols to officers who are required to requalify annually:

- Glock Model 17, 9mm pistol

- Glock Model 19, 9mm pistol

In addition to duty pistols issued to all officers, the Chief Constable of NWPD has also authorized the use of the following special purpose firearms to officers working in specialized positions, and who are required to requalify annually:

- Colt C8, 223 calibre rifle

Pistol training and ongoing requalification includes:

- JIBC police academy training (Block 1 and Block 3) or equivalent police academy training for exempts
- Firearms requalification yearly following the Course of Fire in BCPPS 1.1.2., with shooting at 25 metres and greater incorporated into the lesson plan.

The NWPD Patrol Rifle Operator Course (60 hours) includes:

- 40 hours on range live-fire
- 20 hours of RBT (including articulation and decision-making).

NWPD conducts annual mandatory firearms training for each issued firearm as follows:

- The articulation for when lethal force is appropriate is part of any RBT that NWPD conducts, including the Patrol Rifle Operator course, ARWEN Operator Course, CEW operator course, Plain Clothes Operator course, In-house Surveillance Course and use-of-force requalifications.
- NWPD conducts Containment, High Risk Vehicle Stops and Immediate Rapid Deployment training on a three-year cycle (one topic per year) for the entire department. These days are focused on reality-based scenarios and some of the scenarios involve the use of lethal force. After every scenario officers are debriefed where they must articulate their actions for each scenario.

BCPPS 1.2.2 Intermediate Weapons

The Chief Constable of NWPD has authorized issuing the following Intermediate Weapons to officers who requalify as outlined for each weapon:

- CEW (see below)
- ASP Baton
 - All NWPD officers are issued an expandable baton.
 - JIBC Police Academy Training or equivalent basic training is required for exempt officers.
 - Annual force options requalification with baton includes reviewing CID techniques (before and after force used), target zones, use of

- baton, and SBOR requirements.
- Officers must demonstrate to a use-of-force instructor the ability to effectively use a baton.
- OC Spray
 - All NWPD officers issued OC Spray.
 - JIBC Police Academy Training or equivalent basic training is required for exempt officers.
 - Annual force options requalification with OC spray include reviewing use, CID techniques before and after application, environmental concerns, limitations, decontamination, and course of fire displaying they can effectively deploy OC spray.
- ARWEN 37mm rotary less lethal launcher with AR1 round
 - Eight-hour ARWEN Operator Course
 - Patrol-based officers receive priority for this training; however, it is open to all NWPD officers.
 - Annual requalifications include a course of fire, CID techniques before and after application, targeting zones, and SBOR requirements.

BCPPS 3.2.1 CEW Operator

NWPD only uses X26P model CEWs and all NWPD officers are trained on the CEW.

NWPD provides the following training for CEW:

- One day CEW Operator Course (classroom and practical)
- CPKN BC CEW Operator online course (once per year adopted in 2020)
- Ongoing reality-based training with CEW
- Any reality-based training that NWPD conducts also involve using the CEW.

Training Section reviews all deployments of CEWs through SBORs to identify officers who may need additional training prior to their next scheduled requalification. This includes an audit to determine any officers who have operated a CEW in a manner that is not consistent with the standards.

Training Section also reviews all negligent discharges of CEWs that occur, and any training needs or recommendations discovered are managed by Training Section.

BCPPS 3.2.2 CID Training

Training Section uses an Excel spreadsheet and IPDMA to track officers' qualifications for CID and officers must complete the online CPKN CID course every three years.

In addition, NWPD training section incorporates CID into all reality-based training and the annual force options requalifications. CID principles are discussed during debriefs of all RBT scenarios.

If an officer's ability to effectively utilize CID techniques in an operational setting is deemed insufficient, their direct supervisor will initiate follow-up action with the Training Section. The officer in question will be made non-operational and the Training Section will assess the officer's needs, draft a remedial training plan, and implement it.

If improper CID use occurs during training, NWPD Training Section officers will address this with the officer and immediately conduct remedial training. NWPD trainers advised the evaluation team that they have not come across a situation in which an officer was not able to effectively use CID techniques.

If improper CID use is noted in an operational setting, the officer's supervisor will refer the officer to the Training Section, who will assess the officer's needs, draft a remedial training plan, and implement it. In the meantime, the officer is placed on non-operational status.

BCPPS 3.2.3 Use-of-Force Instructor Training

This standard has several requirements for officers wishing to become use-of-force instructors, as well as requirements for maintaining certification through instructional hours, professional development, and continued compliance with the prerequisites (see End Note v).

At the time of the evaluation, NWPD had two full-time and five part-time certified use-of-force instructors. NWPD practice is that individual instructors are responsible to track their own hours and submit proof of the thirty hours of teaching when requested by the Training Section.

NWPD is a small agency and instructors would have to self-disclose whether they have any incidents that would affect them remaining as an instructor

(BCPPS 3.2.3 (4)(d)-(f)). NWPD reported that to date, this has not been an issue with any instructor.

Internal Audit Results

As noted under Methodology, the advance questionnaire requested information about the approach to and the results of the department's internal auditing for compliance with use-of-force training requirements. NWPD did not conduct an internal audit for this evaluation. Although a formal internal audit was not conducted, as noted in this report the Training Section has resources in place to assist in tracking training dates on an ongoing basis.

PSB Site Visit Observations

NWPD has an adjusted strength of 115 officers³. The evaluation team examined the training records of 100 officers, including a mix of officers from across all operational units and all current use-of-force instructors.

The evaluation team compared the training completed, and the date each type of training was last completed, to the training requirements and frequency set out in the Standards regarding CID, pistols, special purpose firearms, CEWs, and other intermediate weapons. In addition, for use-of-force instructors, the evaluation team examined records related to the completion of instructional skills training, Provincially-approved use-of-force instructor training, and the number of hours of use-of-force instruction provided by each instructor.

Records examined by the evaluation team showed one hundred percent compliance with the standards.

Findings

BCPPS 1.1.2 Firearms Training and Qualification (Standards (1) – (9)):	Standard met
BCPPS 1.2.2 Intermediate Weapons (Standards (3)-(5)):	Standard met
BCPPS 3.2.1 CEW Training (Standards (1)-(4), (7)):	Standard met
BCPPS 3.2.2 CID Training (Standards (1)-(3)):	Standard met
BCPPS 3.2.3 Use-of-Force Instructor Training (Standards (2)-(9)):	Standard met

Recommendations

1. Develop a way to internally audit use-of-force training compliance rates.

³ Obtained from <https://www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/publications/statistics/police-resources.pdf>, Page 10, accessed on April 19, 2021.

End Notes

ⁱ BCPPS 1.1.2 – Firearms Training and Qualification requires the chief constable/chief officer/commissioner to ensure that officers successfully complete initial training and annual qualification for each type of firearm they are authorized to carry and use. This includes duty pistols and any special purpose firearms authorized by the chief constable/chief officer/commissioner. For duty pistols, a standardized course of fire (BC Pistol Qualification, attached to the Standard) must be completed. For other firearms, the qualification is determined by the chief constable/chief officer/commissioner. The Standard also requires officers equipped with firearms to comply with the CID training requirements set out in BCPPS 3.2.2 (see below), and to, at least once every three years, articulate the grounds for lethal force to a use-of-force instructor and complete practice training regarding firearms and use-of-force decision-making. The Standard also requires that written records of firearms training and testing be maintained, and that written policies and procedures are consistent with the Standards.

ⁱⁱ BCPPS 1.2.2 – Intermediate Weapons requires the chief constable/chief officer/commissioner to ensure that police officers successfully complete initial training and requalify at least once every three years on any intermediate weapon they are authorized to carry and use.

ⁱⁱⁱ BCPPS 3.2.1 – CEW Training requires the chief constable/chief officer/commissioner to ensure that any officer authorized to carry and use a CEW has successfully completed BC’s CEW Operator Training course, or other provincially-approved training for CEW operators. Officers must also qualify on CEW annually, by reviewing provincially-approved training and completing a Provincially-approved assessment. Re-qualification is also required any time a police agency determines that an officer has not operated a CEW in accordance with any of the BC Provincial Policing Standards. Officers equipped with CEWs must also comply with the CID training requirements set out in BCPPS 3.2.2 (see below) and meet the selection criteria established by the police agency for CEW operator training. The Standard also requires that written records of CEW operator certification and requalification be maintained.

^{iv} BCPPS 3.2.2 CID Training requires the chief constable/chief officer/commissioner to ensure that all front-line police officers and supervisors, and recruits graduating from the police recruit training program have completed BC’s Crisis Intervention and De-escalation (CID) Training course, or other provincially-approved CID training. Officers must also update their CID skills by completing provincially-approved training at least once every three years. Completion of the training is also required for any front-line police officer deemed by their police agency as unable to effectively utilize CID techniques. The Standard also requires that written records of CID training and requalification be maintained.

^v BCPPS 3.2.3 Use-of-Force Instructor Training requires the chief constable/chief officer/commissioner to ensure that use-of-force instructors have successfully completed a provincially-approved instructional skills course, and BC’s Standardized Use-of-Force Instructor Course (SUFIC) or other provincially-approved training. These initial training requirements may be waived for persons who were authorized to act as use-of-force instructors in a BC police force prior to 1 April 2013. All use-of-force instructors (including those who are exempt from the initial training requirement) must also satisfy and maintain compliance with other prerequisites listed in the Standard, related to their service history and record. Qualification must be maintained by providing a minimum of 30 hours of use-of-force instruction each year and participating in professional workshops or courses at least once every two years. The Standard also provides guidance re. lapses in qualification and requires that written records of instructor qualification be maintained.

Provincial Inspection for Compliance with Use of Force/Firearms

Appendix A

Members of the Standards and Evaluation Unit, Policing and Security Branch are conducting an inspection for compliance with British Columbia Provincial Policing Standards (BCPPS) 1.1.2, 1.2.2 Standards (3)-(5), 3.2.1, 3.2.2, and 3.2.3. The Standards can be found at: <https://www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc/policing-standards>.

This inspection will be for sworn police officers only and not Special Municipal Constables, Special Provincial Constables, or Auxiliary/Reserve police.

We ask that the following information be prepared and available for review during the review team's visit:

1. List of current sworn membership including:
 - Member name/PIN;
 - Hire date for each member; and
 - Current assignment(s) (e.g., patrol, investigative services, ERT, etc.).
2. A completed version of the Excel spreadsheet for BCPPS 3.2.3 - Use-of-Force Instructor Training (attached to the same email as this document).

Prior to the inspection team's visit to your location, we ask that the following background information be sent to [REDACTED]

1. Policies and procedures:
 - Governing use of force, including police firearms and all intermediate weapons; and
 - Governing re-certification requirements for issued firearms, intermediate weapons (all), BC Crisis Intervention De-escalation Training, use of force instructor recertification.
2. Description of process used by your police agency to ensure that officers re-qualify/re-certify in pistols, other firearms, intermediate weapons and CID training as required by the standards (e.g., how are diary dates tracked):
 - Pistols – annual recertification required using the BC Pistol Qualification (BCPPS 1.1.2);
 - Other firearms – annual recertification required, training determined by police agency (BCPPS 1.1.2);
 - Intermediate weapons – requalification required every 3 years, training determined by police agency (BCPPS 1.2.2);
 - CEWs – annual recertification required by completing online portion of BC CEW Operator course (BCPPS 3.2.1); and
 - CID – recertification required for front-line officers and supervisors, officers equipped with pistols/firearms/CEWs, and use-of-force instructors, every three years by completing online portion of BC CEW Operator Course (BCPPS 3.2.2).

Provincial Inspection for Compliance with Use of Force/Firearms

3. The date and results of the most recent internal audit your agency has conducted for compliance with re-training requirements (e.g., % of officers who had successfully requalified within the required timelines).

	CID	Pistol	Other Firearms	CEW Operator	Int. Weapons
Date of last audit					
Compliance rate (%)					

- What steps were taken to address any significant variance found?

4. BCPPS 1.1.2 – Firearms Training and Qualification

- a. List of all firearms authorized/used by the police agency, including:
 - i. Description of what positions/deployment types are authorized to carry/use each type of firearm (e.g., patrol, ERT, etc.).
 - ii. Description of the training that is required by your police agency for each type of firearm;
- b. How does your agency ensure that officers articulate grounds for lethal force to an instructor every three years?
- c. How does your agency ensure that officers complete practice training regarding firearms tactics and use-of-force decision making?
- d. How does the department ensure that officers complete practice training regarding shooting at distances of 25 metres and greater?

5. BCPPS 1.2.2 – Intermediate Weapons

- a. List of intermediate weapons authorized/used by the policy agency, including:
- b. Description of what positions/deployment types are authorized to carry/use each type of intermediate weapons (e.g., patrol, CMU, ERT, etc.); and
- c. Description of the training provided for each type of intermediate weapon.

6. BCPPS 3.2.1 – CEW Operator Training

- a. List of CEW models currently used by your agency;
- b. Description of your agency selection criteria for CEW operators;
- c. Description of the training provided for CEW:
- d. What process is in place to identify officers who may need to requalify/recertify prior to their next scheduled requalification/recertification date, including:
 - i. Officers who have operated a CEW in a manner that is not consistent with the standards.

7. BCPPS 3.2.2 – CID Training

- a. What process is in place to identify officers who may need to requalify/recertify prior to their next scheduled requalification/recertification date, including:
 - i. Officers whose ability to effectively utilized CID techniques is not sufficient.

Provincial Inspection for Compliance with Use of Force/Firearms

8. BCPPS 3.2.3 – Use-of-Force Instructor Training

- a. What course(s) does your agency use to fulfill the instructional skills training requirement (BCPPS 3.2.3 (2)(a));
- b. Does your agency have difficulty maintaining the number of use-of-force instructors needed to meet the department's needs;
- c. How does your agency monitor for past or new misconduct or other allegations that could affect the instructor's compliance with pre-requisites for use-of-force instructors in BCPPS 3.2.3 (4)(d)-(f);
- d. How does your agency ensure that instructors conduct at least 30 hours of use-of-force instruction each year? (BCPPS 3.2.3 (5)(a)); and
- e. What courses does your agency rely on to ensure that instructors participate in a BC Police Academy or RCMP Pacific Region Training Centre endorsed professional workshop or course at least once every two years (BCPPS 3.2.3 (5)(b))?



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board
Date: April 19th, 2022

From: Deputy Chief Constable Paul Hyland
Item # 3.1

Subject: Strategic Plan Tracking Document

RECOMMENDATION

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

PURPOSE

The purpose of this report is to provide the New Westminster Police Board (the Board) with an update on the NWPD Strategic Plan for 2022-2024, specifically to obtain approval for the Strategic Plan Tracking Document.

BACKGROUND

The NWPD Strategic Plan for 2022-2024 was approved by the Board at the February 2022 Board meeting and released to the public.

Chapter 2 of the Board Governance Manual has now been amended to reflect the changes resulting from the new Strategic Plan:

2.1 Purpose - We Serve Everyone with Integrity, Excellence and Compassion

2.2 Strategic Priorities

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

2.3 Strategic Goals and Measures

- 2.3.1 Listening to our Community (measured by Public Satisfaction, Public Trust of Police and Stakeholder Satisfaction)
- 2.3.2 Serving our Community (measured by Crime Rates, Response Times, Police Costs, Police Effectiveness)
- 2.3.3 Supporting our People (measured by Employee Engagement, Attrition, Vacancy)

DISCUSSION

Now that the Strategic Plan is approved, there are a number of action items that need to be tracked, including Strategic Priority milestones and Key Performance Indicators (KPI's). The attached Strategic Plan Tracking Document is proposed as a high-level report that will be included in the monthly Board packages allowing for changes or updates to be tracked and reported out to the Board as required.

It should be noted that one of the Strategic Goal milestones for 2022 is Board approval of the recommended KPI's, which include:

1. Public Satisfaction - The percentage of survey respondents that indicate they are satisfied with NWPD services.
2. Public Trust - The percentage of survey respondents that indicate they trust the NWPD
3. Stakeholder Satisfaction - The percentage of survey respondents that indicate "New Westminster Police appropriately respond to public safety issues critical to our stakeholders."
4. Crime Rate - The Crime Severity Index for New Westminster as calculated by Statistics Canada.
5. Response times - The percentage of emergency calls where the NWPD response time met response time standards.
6. Police Costs - The annual cost per capita for NWPD services as reported by the Police Services Division.
7. Police Effectiveness - The weighted clearance rate as reported by Statistics Canada. A higher number indicates more crimes are solved.
8. Employee Engagement - The percentage of staff that would recommend the NWPD to a friend that was looking for a career.
9. Attrition - The number of employees that left the NWPD divided by the number of positions

10. Vacancy - The percentage of approved positions that are vacant within the NWPD

CONCLUSION

The Senior Leadership Team continue to operationalize the Strategic Priority milestones and will keep the Board updated on progress. It should be noted that several of these items may involve costs that have not been budgeted for in 2022. We are seeking Board approval for the attached Strategic Priority milestones and Key Performance Indicators (KPI's) tracking document.

OPTIONS

Option # 1 – That the New Westminster Police Board approve the Strategic Priority milestones and Key Performance Indicators (KPI's) tracking document

Option # 2 – That the New Westminster Police Board provide further input or direction to staff.

Staff are recommending Option # 1.

ATTACHMENTS:

1. Strategic Plan Tracking Document

This report has been prepared by:



Deputy Chief Constable Paul Hyland



New Westminister Police Department 2022-2024 Strategic Plan Tracking

Updated for April 19th, 2022

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

Prepared by: Deputy Chief Constable Paul Hyland

2022-2024 Strategic Plan Tracking



Strategic Goals

The Board and Senior Leadership Team have set three strategic goals that define the direction of the Department over the next five to ten years.

Goal	As measured by...
<p>Listening to our community ...this means... We are a valued community partner. We engage with our diverse community, listen to their needs, and collaborate to ensure their needs are met.</p>	<ol style="list-style-type: none">1. Public satisfaction2. Public trust of police3. Stakeholder satisfaction
<p>Serving our community ...this means... We ensure community safety with integrity, compassion, and excellence.</p>	<ol style="list-style-type: none">4. Crime rates5. Response times6. Police costs7. Police effectiveness
<p>Supporting our people ...this means... We have a diverse, inclusive, healthy, and engaging workplace that promotes employee equity, growth, wellness, and fulfillment.</p>	<ol style="list-style-type: none">8. Employee engagement9. Attrition10. Vacancy



2022 Performance Evaluation – Key Performance Indicators

The Senior Leadership Team has developed Key Performance Indicators using a combination of its three strategic goals, to measure progress in key areas.

KPI	Score	Discussion
Goal # 1: Our Community		
1. Public satisfaction	73%	<ul style="list-style-type: none"> In the 2019 Community Survey 73% of those who responded rated their opinion of the NWPD as Good or Excellent (up from 64% in 2019)
2. Public trust of police	-	<ul style="list-style-type: none"> No data
3. Stakeholder satisfaction	-	<ul style="list-style-type: none"> No data
Goal # 2: Our Responsibility		
4. Crime rate (CSI)	82	<ul style="list-style-type: none"> The overall CSI for New Westminister was 82 in 2020, down from 92 in 2019. Violent crime CSI also dropped from 83 to 80 while non-violent crime dropped from 94 to 83. The overall average for BC was 96 and 73 for all of Canada.
5. Response time	11:37	<ul style="list-style-type: none"> The average NWPD response time for a priority one call was 11 minutes and 37 seconds in 2021.
7. Police costs (\$ / person)	\$349	<ul style="list-style-type: none"> The cost per capita for the NWPD was \$349. The average for Municipal Police Departments in BC is \$419.
8. Police effectiveness (weighted clearance)	25%	<ul style="list-style-type: none"> The weighted clearance rate for the NWPD is 24.5% in 2020, down from 26% in 2019. The average for BC was 25% and 37% for all of Canada.
Goal # 3: Our People		
9. Employee engagement	85%	<ul style="list-style-type: none"> 85% of staff would recommend the NWPD as an employer to others.

2022-2024 Strategic Plan Tracking



10. Attrition	10.3%	<ul style="list-style-type: none">• In total 9 members out of an authorized strength of 114 left the organization in 2021, 7 of which joined the new Surrey Police Service.
11. Vacancy	27	<ul style="list-style-type: none">• The NWPD currently has 27 operational positions unfilled due to hard vacancies and members on sick leave (3), retirement, (7) maternity/paternity leave (7) recruit training (8) and suspensions (2).

2022-2024 Strategic Plan Tracking



2022 – 2024 Priorities

Additionally the Board and Senior Leadership Team have also set three strategic priorities to focus the efforts of the Department and to support its overarching strategic goals:

Strengthen community engagement

This means...

We will engage with underrepresented groups to ensure their perspectives are heard and concerns are addressed. We will listen and learn about our role in supporting Truth and Reconciliation.

Modernize community safety

This means...

We will clarify our role in supporting community needs related to homelessness, mental health, and addiction. We will optimize our use of public resources to provide best value for money.

Invest in our people

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



Priority: Strengthen Community Engagement

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

Status Legend

Not Started - work on this milestone has not yet started

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

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

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

Deferred - the milestone has been deferred at this time

2022-2024 Strategic Plan Tracking



Priority: Modernize Community Safety

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

Status Legend

- Not Started - work on this milestone has not yet started
- On Track - the owner expects to achieve the result this period
- Off Track - the owner does not expect to achieve the result this period
- Complete - the result has been achieved and accepted, no further updates will be provided
- Deferred – the milestone has been deferred at this time



Priority: Invest in our People

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

Status Legend

Not Started - work on this milestone has not yet started

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

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

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

Deferred - the milestone has been deferred at this time



New Westminster Police Department

REPORT

To: Mayor Cote and Members of the New Westminster Police Board **Date:** April 19, 2022

From: Inspector McDaniel **Item #:** 3.2

Subject: Special Investigation Unit – Timeline to Implement Recommendations

RECOMMENDATION

That the New Westminster Police board receives the submitted report for information.

PURPOSE

The purpose of this report is to provide the New Westminster Police Board with a timeline with respect to implementing recommendations from “*Final Draft Report – an Evaluation of the New Westminster Police Department Special Investigations Unit*” completed by Garth Davies, SFU and Carla Hotel, Douglas College. Within this report contained several recommendations for the Special Investigations Unit and a timeline has been established for implementation.

BACKGROUND

The Special Investigations Unit was formed in 2018 and the above-noted report was completed to determine the effectiveness in investigation sexual assaults. Within that report contained a list of recommendations for the Special Investigations Unit.

DISCUSSION

Please see the attached table.

FINANCIAL IMPLICATIONS

None at this time.

OPTIONS

Option 1: That the New Westminster Police Board receives the submitted Report for information.

Option 2: That the Board provides staff with alternate direction.

Staff recommends option 1.

ATTACHMENTS:

This report has been prepared by: Inspector Diana McDaniel

This report was approved by Dave Jansen, Chief Constable

Timeline to Implement SIU Recommendations

Summary: At the Police Board meeting on February 15th, 2022, it was requested that estimated dates of completion be provided for SIU recommendations, as stated in the Police Board Report entitled: *Special Investigations Unit – Review of Recommendations*.

The following includes the estimated date of completion beside each recommendation.

Action	Status	Target Completion Date	Responsible
Continue our work with the Province in the development of the standards regarding sexual assault investigations. Implement the recommended training, resources and related materials.	In progress	Estimated time of completion is early 2023	A/Sergeant Andrew Leaver
Plan meeting with external police agencies and community advocates to discuss trends and best practices.		June/July 2022	A/Sergeant Andrew Leaver and Detective Constable Jenn Brougham
Create a way to collect data on the SIU. One suggestion being discussed is to have a link on the NWPD brochure or on the back of a member's business card. Victims could anonymously access this link and provide feedback on the unit.		Fall 2022	A/Sergeant Andrew Leaver and Bailey Keeler
Police effectiveness could be measured by charge approval, using victim centered approach and trauma informed practice during investigations.		January 2023	A/Sergeant Andrew Leaver
Consider moving SIU under MCU for greater resources and team environment. This would make it more attractive for members and could result in an increase in applications to the unit.		Fall 2022 - After completion and review of recommendations in the Operational Review	Senior Management Team
Policies and procedures regarding sexual assault victims under the age of 18 years need to be reviewed and best practices applied		January 2023	A/Sergeant Leaver and Inspector, Prevention Services
Social media plan to increase public awareness of SIU and what it can offer		June/July 2022	Communications Specialist Hailey Finnigan and A/Sergeant Leaver
Inform the public and counsellors about blind reporting and third party reporting so they know its availability.		June/July 2022	Inspector, Prevention Services

Note: We anticipate the completion of the Operational Review in summer 2022 and believe that we will have more clarity in deciding on the placement of SIU within the NWPD. We want to ensure the Unit will operate at optimal effectiveness and to continue to provide a professional and compassionate approach to sexual assault investigations.

Heather CORBETT

From: BCA Police Boards <bcapbs@gmail.com>
Sent: March-02-22 2:58 PM
To: Heather CORBETT
Cc: Sasha Ramnarine (Police Board)
Subject: BCAPB 2022 Conference & AGM - Sponsorship Request

Categories: Police Board

Sending on Behalf of Charla Huber

Mayor Jonathan Cote
Chair, New Westminster Police Board
c/o Ms. Daisy Dyer via email ddyer@nwpolice.org

Dear Mayor Cote:

Re: Sponsorship Request – 2022 BCAPB Annual General Meeting and Conference

The BC Association of Police Boards would like to invite you to sponsor our 2022 Conference and AGM. The 2022 Conference theme is "Reconnection". It is being hosted by the Surrey Police Board and will take place at the Civic Hotel, Surrey, BC, on May 26 and 27, 2022. There will be opportunities to interact in joint dialogue and information-sharing sessions.

The opportunities for sponsorships range from a coffee break at \$475 each, a breakfast at \$550, a lunch at \$700, and a welcoming reception at \$900.

In every case, sponsors will be acknowledged in the conference program. However, if you prefer to make a generic contribution in any amount we will be pleased to allocate your funding according to need, again with acknowledgment.

If your board is able to assist in this manner, cheques should be made payable to the **BC Association of Police Boards and forwarded to Veronica Bandet, BCAPB, 1127 Fort Street, Victoria BC V8V 3K9.**

Thank you for your consideration. We look forward to hearing from you at your convenience and if we can provide further information please contact me at 250-686-7592 or Veronica Bandet, Administrative Assistant at 250-216-1205.

Charla Huber
President
BC Association of Police Boards



NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, May 17, 2022 at 9:30 am

Council Chamber, New Westminster City Hall and

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

✓ Indicates Attachment

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

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

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

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

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



NEW WESTMINSTER MUNICIPAL POLICE BOARD

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

Via ZOOM

MINUTES of Open Meeting

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

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

1.1. Land Acknowledgment

Mayor Cote provided a land acknowledgement, as follows:

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

1.2. Adoption of Open Agenda: April 19, 2022

MOVED AND SECONDED

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

CARRIED

1.3. Distracted Driving Awards

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

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

2. CONSENT AGENDA

2.1. Approval of Open Minutes: February 15, 2022

2.2. Police Board Member Reports

2.3 Policy AF70 – Disclosure and Protection of Information

2.4 Policy OM10 – Media Relations

2.5 Policy OG40 – Communicable Disease Prevention & Control

2.6 Statistics: February 2022 & March 2022

2.7 GOVERNANCE: NWPD Communications Update

2.9 Police Board Correspondence

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

MOVED AND SECONDED

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

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

CARRIED

ITEMS REMOVED FROM CONSENT

2.8 GOVERNANCE: Annual Review of Integrated Services

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

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

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

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

MOVED AND SECONDED

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

CARRIED

2.9 Police Board Correspondence

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

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

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

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

MOVED AND SECONDED

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

CARRIED

3. ONGOING BUSINESS

3.1. Strategic Plan Tracking Document

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

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

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

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

Police Board members provided the following comments:

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

MOVED AND SECONDED

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

CARRIED

3.2. Special Investigation Unit (SIU) – Implementation Timeline

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

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

MOVED AND SECONDED

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

CARRIED

4. New Business

4.1 BCAPB 2022 Conference & AGM Sponsorship Request

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

MOVED AND SECONDED

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

CARRIED

ADJOURNMENT of Open Meeting

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

Next meeting

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

MAYOR JONATHAN COTE
CHAIR

HEATHER CORBETT
RECORDING SECRETARY



New Westminster Police Department

PROTECTED A

May 07, 2022

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

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

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



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board **Date:** May 17, 2022

From: Chief Constable David Jansen **Item #:** 2.4

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

RECOMMENDATION

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

PURPOSE

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

BACKGROUND

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

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

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

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

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

Appendices

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

DISCUSSION

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

Chapter 2 – Goals

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

Chapter 7 – Human Resources

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

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

Appendix #2 – Expense Report Claim

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

Appendix #3 – Governance Calendar

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

APPENDIX 3: New Westminster Police Board Annual Governance Calendar

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

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

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

**If Applicable

January

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

February

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

March – no changes

April

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

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

May

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

June

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

July

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

August – no change

September

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

October

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

November

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

December – no change

Appendix #8 - Evaluation of the Chief – Format

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

OPTIONS

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

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

Staff recommends option 1.

ATTACHMENTS:

1. Amended New Westminster Police Board Governance Manual

This report has been prepared by:

A handwritten signature in black ink, appearing to read "David Jansen". The signature is written in a cursive style with a small crossbar on the "D".

Chief Constable David Jansen

New Westminster Municipal
Police Board

Governance Manual

2022

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INTRODUCTION

GOVERNANCE PHILOSOPHY

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

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

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

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

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

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

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

CHAPTER 1: BOARD TERMS OF REFERENCE

A. LEGISLATIVE MANDATE

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

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

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

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

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

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

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

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

B. RELATIONSHIPS

1. Board and Board Member

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

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

2. Board and Chief

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

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

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

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

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

Communications between the Board and Chief shall:

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

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

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

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

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

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

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

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

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

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

3. Board and City

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

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

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

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

4. Board and Public

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

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

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

5. Board and the Province of British Columbia

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

CHAPTER 2: “GOALS”

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

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

2.1 We Serve Everyone with Integrity, Excellence and Compassion

2.2 Strategic Priorities

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

2.3 Strategic Goals and Measures

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

CHAPTER 3: “LIMITATION STATEMENTS”

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

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

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

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

3.2 Directors Policy, Practice and/or Conduct

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

3.3 Treatment of Staff

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

3.4 Communication and Support to the Board

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

3.5 Compensation and Benefits

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

3.6 Asset Protection

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

3.7 Financial Stability

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

3.8 Organizational Culture

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

CHAPTER 4: ETHICAL STANDARDS

4.1 Code of Conduct

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

4.2 Conflict of Interest

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

CHAPTER 5: BOARD ADMINISTRATIVE STANDARDS AND PRACTICES

5.1 Independence

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

5.2 Composition of Board

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

5.3 Oath of Office

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

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

5.4 Board Governance

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

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

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

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

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

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

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

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

5.5 Board Meetings

a) Role of Chair at Board Meetings

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

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

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

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

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

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

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

e) Notice of Meetings

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

f) Special Meetings

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

g) Agenda

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

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

entered in the Minutes of the Board.

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

k) Community and Media Information

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

5.6 Confidentiality

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

5.7 Board Travel and Training

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

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

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

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

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

5.8 Oversight

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

5.9 Governance Calendar

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

5.10 Strategic Plans

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

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

5.11 Risk and Control Systems

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

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

5.12 Board Member Orientation

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

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

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

CHAPTER 6: COMMUNICATIONS

6.1 External Communications

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

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

6.2 Internal Communications

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

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

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

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

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

6.3 Submissions to City Council

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

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

6.4 City Council

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

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

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

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

CHAPTER 7: HUMAN RESOURCES

7.1 Police Board as Employer

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

7.2 Appointment of Chief Constable

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

7.3 Relationship to City of New Westminster Human Resources

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

7.4 Labour Relations and Collective Bargaining

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

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

7.5 Exempt Employees

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

7.6 Employment Equity

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

7.7 Disciplinary Action, Suspension, and Discharge

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

7.8 Evaluation of Chief Constable

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

CHAPTER 8: FINANCIAL

8.1 Legislative Responsibility

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

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

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

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

8.2 Budget Preparation

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

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

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

8.3 Financial Oversight and Control

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

CHAPTER 9: COMPLAINTS

9.1 Service and Policy Complaints

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

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

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

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

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

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

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

9.2 Conduct Complaints against the Chief Constable and Deputy Chief Constables

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

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

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

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

9.3 Conduct Complaints against other Members of the NWPB

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

CHAPTER 10: ACCESS TO INFORMATION AND RECORDS MANAGEMENT

10.1 Freedom of Information and Protection of Privacy Act

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

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

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

10.2 Public Information

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

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

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

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

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

10.3 Records Management

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

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

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

CHAPTER 11: LEGAL

11.1 Legal Counsel

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

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

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

11.2 Indemnification

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

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

APPENDICES

APPENDIX 1: BC Police Act

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

APPENDIX 2: Expense Report Claim

CORPORATION OF THE CITY OF NEW WESTMINSTER
EXPENSE REPORT/CLAIM

POLICE BOARD TRAVEL/HONORARIUM

NAME _____

FUNCTION _____

DATE _____

NWPB HONORARIUM _____ meetings at \$273.00 \$ _____

NWPB HONORARIUM _____ meetings at \$548.00 \$ _____

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

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

(Signed)

EXPENSES TO BE REIMBURSED (RECEIPTS REQUIRED)

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

SUB-TOTAL	
LESS ADVANCE, IF ANY	

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

(Signed)

APPENDIX 3: New Westminster Police Board Annual Governance Calendar

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

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

**If Applicable

APPENDIX 4: New Westminster Police Board Meeting Schedule 2022

Meetings are held the 3rd Tuesday of each month.

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

APPENDIX 5: Police Board Member Orientation Process

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

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

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

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

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

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

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

APPENDIX 6: NWPD Organization Chart

APPENDIX 7: Current Board Affiliations:

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

APPENDIX 8: Evaluation of the Chief – Format

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

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

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

Chief Administrative Officer & Police Chief Constable Performance Review

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

Chief Administrative Officer & Police Chief Constable Performance Review

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

ACKNOWLEDGEMENT AND SIGNATURES

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

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

Name

Signature

Reviewer's Name (Reviewer)

Reviewer's Signature

Date (YYY/MM/DD):

Chief Administrative Officer & Police Chief Constable Performance Review

SECTION A – GOAL SETTING

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

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

Chief Administrative Officer & Police Chief Constable Performance Review

Goal 3

Annual Goal:

Operational review of the New Westminster Police

Measurement(s):

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

Action Plan including resources needed:

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

Chief Administrative Officer & Police Chief Constable Performance Review

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

SECTION B – COMPETENCY ASSESSMENT

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

Assessment Scale:

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

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

Chief Administrative Officer & Police Chief Constable Performance Review

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

Chief Administrative Officer & Police Chief Constable Performance Review

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

Chief Administrative Officer & Police Chief Constable Performance Review

SECTION C – PROFESSIONAL DEVELOPMENT PLANNING

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

SECTION D – REVIEWER COMMENTS

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

Summary of strengths:

Summary of areas for development:

Chief Administrative Officer & Police Chief Constable Performance Review

SECTION E – EMPLOYEE COMMENTS

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

Comments regarding the review:

Form distribution at the end of the review year:

Original: Human Resources

Copy: Reviewer

Copy: Employee

Chief Administrative Officer & Police Chief Constable 360 Degree Feedback Questionnaire

City of New Westminster 360 Degree Feedback Ratee Questions

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

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

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

Thank you for your contribution to this very important process.

Instructions:

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

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

Organizational and Political Acumen

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

Communication

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

Decision Making

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

Integrity and Accountability

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

People Leadership

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

Planning and Management

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

Teamwork and Collaboration

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

Personal Effectiveness

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

Chief Administrative Officer & Police Chief Constable 360 Degree Feedback Questionnaire

City of New Westminster 360 Degree Feedback Rater Questions

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

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

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

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

Thank you for your contribution to this very important process.

Instructions:

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

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

NAME of Ratee: _____

Organizational and Political Acumen

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

Communication

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

Decision Making

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

Integrity and Accountability

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

People Leadership

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

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

Planning and Management

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

Teamwork and Collaboration

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

Personal Effectiveness

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

Open Ended Questions

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

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

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

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

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

Reviewer Name: _____

Date: _____

Instructions:

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

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

- Exceeds
- Meets
- Does Not Meet

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

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

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

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

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

REVIEWER COMMENTS:

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

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

Mayor Jonathan Coté Exec Asst: Sophie Schreder	jcote@newwestcity.ca
Heather Boersma	nwpb@nwpolice.org
Ruby Campbell	nwpb@nwpolice.org
Drew Hart	nwpb@nwpolice.org
Karim Hachlaf	nwpb@nwpolice.org
Shirley Heafey	nwpb@nwpolice.org
Sasha Ramnarine	nwpb@nwpolice.org

New Westminster Police Department

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

APPENDIX 10: Police Speak for Civilians

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

APPENDIX 11: New Westminster Municipal Police Board Honorarium

1. ELIGIBILITY

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

2. PURPOSE

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

3. HONORARIUM RATE REVIEW

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

4. BOARD MEETING HONORARIUM RATES

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

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

5. ELIGIBLE MEETINGS FOR HONORARIUM

The Board meeting honorarium will be paid for attendance at:

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

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

6. MINIMUM MEETING LENGTH AND ATTENDANCE

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

7. HONORARIUM RATES FOR OTHER MEETINGS AND ACTIVITIES

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

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

8. ATTENDANCE IN AN OFFICIAL CAPACITY AT SOCIAL EVENTS

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

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

Exclusions:

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

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

9. OTHER MEETINGS AND ACTIVITIES NOT ELIGIBLE FOR HONORARIUM

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

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

10. HONORARIUM SUBMISSION FOR PAYMENT

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

11. RECORD KEEPING

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



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board **Date:** May 17, 2022

From: Inspector Trevor Dudar **Item #:** 2.5

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

RECOMMENDATION

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

PURPOSE

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

DISCUSSION

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

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

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

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

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

ATTACHMENTS

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

This report has been prepared by:



Inspector Trevor Dudar
Patrol Division



New Westminster Police Department Abstraction Plan Matrix: SWORN

May 2022

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



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

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



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

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



New Westminister Police Department 2022-2024 Strategic Plan Tracking

Updated for May 17th, 2022

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

Prepared by: Deputy Chief Constable Paul Hyland



Priority: Strengthen Community Engagement

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

Status Legend

Not Started - work on this milestone has not yet started

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

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

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

Deferred - the milestone has been deferred at this time



Priority: Modernize Community Safety

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

Status Legend

Not Started - work on this milestone has not yet started

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

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

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

Deferred - the milestone has been deferred at this time



Priority: Invest in our People

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

Status Legend

Not Started - work on this milestone has not yet started

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

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

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

Deferred - the milestone has been deferred at this time

Heather CORBETT

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

This Message Is From an External Sender

This message came from outside your organization.

Good afternoon,

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

Best regards,
 Rebeca Boss



[\[mysignature.io\]](#)

Rebecca Boss

Communications Manager

Canadian Association of Police
 Governance

[capg.ca](#)

[\[mysig.io\]](#) | communications@capg.ca

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

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**CALL FOR NOMINATIONS
2022**

April 27, 2022

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

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

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

There are 12 vacancies listed below:

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

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

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

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

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

CAPG By-Laws state:

5.1 Number of Directors

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

5.2 Composition of the Board

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

5.3 Qualifications

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

5.4 Election and Term of Directors

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

Nominations Process

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

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

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

currently are directors on the CAPG seeking another term.

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

In order to be eligible for nomination you must send:

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

The members of the Nominations Committee are:

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

If you have any questions, please feel free to send them to me via jmalloy@capg.ca or via nominations@capg.ca email.

Sincerely

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

Jennifer Malloy, Executive Director

Nomination Form

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

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

We also confirm that:

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

NOMINEE

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

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

Address: _____

_____ Telephone: _____

Email: _____ Date _____

Signature: _____

Name: (please print)

Signature: _____

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

DECLARATION OF INTEREST TO SERVE ON THE EXECUTIVE COMMITTEE

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

POSITION	NAME
President	
Vice President	
Treasurer	
Secretary	

Heather CORBETT

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

This Message Is From an External Sender

This message came from outside your organization.

Hi Heather ,

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

Have a great weekend!

Rebecca Boss

SENT ELECTRONICALLY

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

Date: April 22, 2022

Dear CAPG member,

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

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

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

It would have three stages:

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

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

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

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

Thank you for your interest,



Jennifer Malloy
Executive Director



Transforming Policing and Community Safety in British Columbia



April 28, 2022

To the Honourable
Legislative Assembly of the
Province of British Columbia

Honourable Members:

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

Respectfully submitted on behalf of the Committee,

Doug Routley, MLA
Chair

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Composition of the Committee

Members

Doug Routley, MLA, **Chair**
Nanaimo-North Cowichan

Dan Davies, MLA, **Deputy Chair**
Peace River North

Garry Begg, MLA
Surrey-Guildford

Rick Glumac, MLA
Port Moody-Coquitlam

Trevor Halford, MLA
Surrey-White Rock

Karin Kirkpatrick, MLA
West Vancouver-Capilano

Grace Lore, MLA
Victoria-Beacon Hill

Adam Olsen, MLA
Saanich North and the Islands

Harwinder Sandhu, MLA
Vernon-Monashee

Rachna Singh, MLA
Surrey-Green Timbers

Committee Staff

Karan Riarh, Committee Clerk

Katey Stickle, Committee Research Analyst

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

Mary Newell, Administrative Coordinator

Emma Curtis, Committees Assistant

Terms of Reference

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

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

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

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

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

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

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

Foreword

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

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

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

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

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

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

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

Executive Summary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

List of Recommendations

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

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

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

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

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

The Committee recommends that the Legislative Assembly:

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

The Work of the Committee

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

Briefings

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

Public Consultation

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

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

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

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

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

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

The Committee carefully considered all input received during their deliberations.

Meetings Schedule

First Session, 42nd Parliament

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

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

Second Session, 42nd Parliament

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

January 25, 2022 Confidential
February 1, 2022 Deliberations

Third Session, 42nd Parliament

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

Governance

Governance Structure

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

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

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

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

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

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

concerns about the cost to taxpayers and potential training quality.

Designated Policing Units

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

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

Municipal Police Board Roles and Responsibilities

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

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

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

Municipal Police Board Composition, Training and Resourcing

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

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

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

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

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

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

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

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

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

Municipal Police Board Budgets

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

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

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

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

Service Delivery

Police Resourcing

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

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

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

Community Safety and Community Policing

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

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

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

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

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

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

Community Engagement

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

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

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

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

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

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

Integration

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

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

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

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

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

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

Regionalization

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

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

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

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

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

Organized Crime and Cybercrime

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

Public Safety Continuum

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

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

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

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

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

Rural and Remote Communities

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

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

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

Use of Force and Militarization

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

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

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

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

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

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

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

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

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

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

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

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

Police-Based Victim Services

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

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

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

Restorative and Alternative Justice

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

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

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

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

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

Recruitment, Training and Education

Recruitment

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

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

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

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

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

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

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

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

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

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

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

Screening

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

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

Police Culture

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

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

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

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

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

Police Mental Health and Wellness

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

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

Recruit/Cadet Training and Education

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

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

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

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

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

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

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

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

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

Mental Health and Addictions

Coordination and Collaboration

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

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

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

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

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

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

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

Mental Health Crisis Response

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

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

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

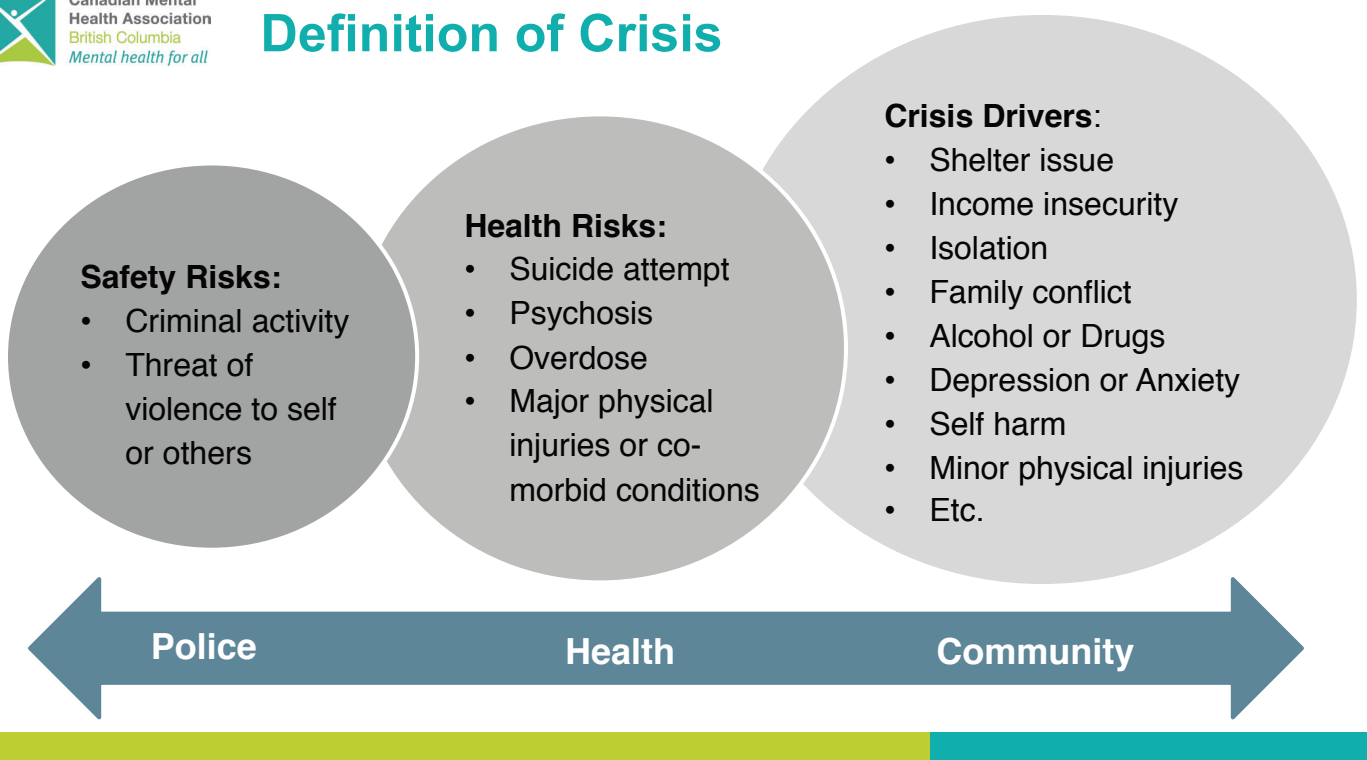
a large portion of the frontline policing workload. Ella Hale and Emma Epp shared their personal experiences having to call 911 which resulted in a police officer taking them to the emergency room after they were told that IMCRT was too busy. They stated that IMCRT needs to be available 24/7 and to have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

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

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



Definition of Crisis



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

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

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

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

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

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

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

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

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

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

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

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

Preventative and Proactive Approaches

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

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

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

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

Continuum of Care

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

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

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

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

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

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

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

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

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

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

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

Training

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

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

Mental Health Act

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

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

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

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

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

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

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

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

Wellness Checks

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

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

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

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

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

Complex Social Issues

Gender-Based Violence and Sexual Assault

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

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

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

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

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

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

Children and Youth

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

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

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

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

Decriminalization and De-stigmatization

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Homelessness

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

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

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

Indigenous Peoples and Reconciliation

Community Tripartite Agreements

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

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

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

First Nations Policing Program

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

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

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

Indigenous Administered Policing

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

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

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

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

Over-policing and Under-policing

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

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

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

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

Police-Community Relations

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

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

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

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

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

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

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

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

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

Culturally Appropriate Training

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

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

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

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

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

Justice System Reform

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

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

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

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

United Nations Declaration on the Rights of Indigenous Peoples

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

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

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

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

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

Systemic Racism and Discrimination

Systemic Racism

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

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

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

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

Over-Policing

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

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

Race-Based Data

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

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

Training

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

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

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

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

Discrimination

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

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

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

Funding

Funding Model

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

General Police Funding

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

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

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

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

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

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

Police Foundations and Charities

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

Oversight and Accountability

Oversight Framework

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

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

Limitations of the Oversight Framework

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

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

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

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

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

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

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

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

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

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

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

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

Oversight Agency Staffing

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

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

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

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

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

Authority and Discipline

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

For municipal police departments, complaints specific to service and policy issues are addressed by police boards under limited oversight of the OPCC. The Vancouver Police Board noted that service and policy complaints help the police board identify policy gaps and ensure department accountability; however, there are challenges with vague wording and an unclear definition of a service or policy complaint in the *Police Act*.

For special provincial constables who are outside of the scope of the OPCC, complaint review and discipline is administered by supervisors. There is no formal hearing process or ability to present evidence counting a complaint, discipline threshold, or process for appealing supervisory decisions, other than a judicial review, which the BC Government Employees Union Correctional and Sheriff Services Section noted typically defers to the supervisor. Dr. Bryce Casavant detailed that constabulary duties require the individual officer to enforce certain statutes, make on-the-spot decisions, and respond to complex and fast changing scenarios and cannot be assessed in the same structure as general labour matters as labour boards do not have the necessary training

or exclusive expertise to properly assess constabulary conduct. A 2021 regulation amendment addresses this issue by empowering the Director of Police Services to determine if a public complaint is related to a special provincial constable's constabulary duty, a function that was previously fulfilled by the special provincial constable's supervisor.

Timelines and proceedings for discipline processes were noted as challenges by multiple organizations. The Vancouver Police Department shared that the discipline process is supposed to occur within 60 to 80 business days; however, the majority of discipline processes take more than a year to conclude, largely due to adjournments. They indicated that the extended discipline process negatively impacts the wellbeing of the complainant and the police officer and causes financial and resource burdens. The BC Police Association noted that discipline proceedings are not open to the public or the complainant and were of the view that private proceedings do not foster public confidence in police discipline.

Several police departments, municipal police boards, and survey respondents with policing experience, as well as the BC Police Association, suggested that minor infractions, such as failing to meet professional standards of conduct, should be addressed differently than serious charges, noting that full investigations with lengthy investigative reports are not always necessary or a good use of resources. Potential alternatives included: delegating serious offences to an oversight body and minor infractions to the police department or municipal police board; enabling informal resolution; expediting processes for police officers who admit misconduct; setting uniform professional standards with performance metrics and transparent consequences; or creating a professional college to oversee professional performance, licensing and conduct review for all persons with enforcement authority.

Some organizations and individuals described limitations for oversight agencies to self-initiate investigations and conduct systemic reviews. The Hon. Wally Oppal identified that the *Police Act* does not provide for

independent investigations in the absence of a complaint as a potential gap for the OPCC. Regarding a previous proposal from the OPCC to authorize the OPCC to conduct systemic reviews, the BC Association of Municipal Chiefs of Police and Vancouver Police Board were of the view that enhancing the mandate of the OPCC would further complicate and duplicate existing accountability mechanisms. The IIO described how there are times when police actions raise significant public interest issues; however, if there is no serious harm or death, the IIO can only investigate on the order of the Director of Police Services. They recommended providing authority to the IIO to self-initiate public interest investigations.

Concerning police compliance with oversight agency processes, the Canadian Bar Association British Columbia Branch noted that the *Police Act* does not have explicit, sanction-backed duties for police to cooperate with IIO investigations and civil negligence suits, or for police and the IIO to safeguard evidence. The Association was of the view that explicit sanction-backed duties would lead to greater police accountability and enhance the ability of families to successfully bring negligence claims for police-involved deaths. In a doctoral dissertation shared with the Committee, Celia Pinette described that because cooperation between the IIO and police agencies is not established by regulation, there is less legal authority to compel officers to cooperate with IIO investigations and as a result, officers have refused to participate. Pinette noted a BC Supreme Court ruling requires officers who witnessed incidents of police-involved serious harm and death to cooperate with the IIO; however, the officers directly involved in the incident are not compelled to provide evidence, including their notes of the incident.

Some organizations and individuals described a need to revise the definitions of misconduct and serious harm. The BC First Nations Leadership Council highlighted that sexual assault and gender-based violence are not included in the definition of serious harm despite repeated calls for a change. The Leadership Council, along with the Office of the Human Rights Commissioner, BC Civil Liberties Association and several others, made

proposals to amend the definition, cease any informal resolution of gender-based harm, or expand the IIO's mandate to investigate matters critical to public confidence, such as domestic violence and sexual offences by police officers, sheriffs, and jail guards. Ending Violence Association of BC and West Coast Legal Education and Action Fund Association recommended classifying psychological injuries as police misconduct to address police not acting in trauma-informed ways and victim-blaming.

Regarding the perception of accountability and repercussions for police alleged of misconduct, the Committee heard a range of perspectives. Peer mentors with the John Howard Society Pacific shared that in their lived experience with addictions, police have absolute power to do what they want because no one will believe an "addict." They were of the view that there are few repercussions for police, pointing to disciplinary measures that have allowed officers to transfer departments rather than be removed from service. Some social services survey respondents were of the view that existing disciplinary measures lack punitive action and do not always result in behavioural change by police. Several survey respondents with public safety and policing backgrounds were of the view that adequate accountability exists and suggested stronger discipline for serious offences and prohibiting officers from quitting or retiring to avoid discipline. They also recommended establishing a registry for corruption and serious offences to prevent officers from continuing to work in the profession. The Victoria Police Department emphasized that the oversight system should be based on corrective measures over punitive actions.

A small number of survey respondents with healthcare experience cited that the current system does not encourage officers to take action against the abuses of their peers and suggested there needs to be a better process for whistleblowing. An individual explained that police officers must be trained to understand that their first duty is to the public and to the law, and as such, officers must be free to question fellow officers, including

superiors, and to come forward if they are aware of improper behaviour.

Complaints Process

The OPCC noted that courts have described the complaints process as dense and complicated. This sentiment was repeated in multiple submissions and the survey with respondents noting that the complaints process is excessively long. Timelines were cited as a problem for the CRCC, OPCC and IIO, though some survey respondents noted that IIO timelines have improved in recent years. The lengthy process for complaints was described as negatively impacting officers and complainants. Survey respondents with policing experience additionally stated that the number of unsubstantiated complaints is a significant burden and that there is no mechanism to hold false or vexatious complainants accountable. Some respondents were of the view that the OPCC's time is wasted on smaller issues and should be focused on serious and corrupt acts; they suggested imposing fines or charges for repeated false complaints, or a process to vet out such complaints. Including defined timelines in legislation, establishing time limits for filing complaints, and creating processes for early resolution were suggested as ways to address challenges with complaint timelines.

A number of organizations identified accessibility barriers for complainants. The complaints process was described as intimidating as a result of being embedded in the police system and several groups expressed concerns of retaliation for making a complaint. For those in rural areas and small towns, individuals noted that making a complaint can be an intensely personal action and anonymity is needed. The Native Courtworker and Counselling Association of British Columbia, Battered Women's Support Services and West Coast Legal Education and Action Fund Association named access to the internet, phones, computers, and navigating the multiple steps of the complaints process and understanding legal jargon as accessibility barriers. Barriers were noted as being amplified for individuals whose primary language is not English as well as

for those experiencing homelessness or addiction, or those involved in street survival work. Pivot Legal Society emphasized that following through with a complaint requires active support; however, there is no dedicated funding for legal representation to support complainants. To ensure accountability, the Human Rights Commissioner noted that individuals who want to make a complaint about the police, regardless of the forum, must have dedicated support and representation. The Canadian Bar Association British Columbia Branch proposed creating an advocate for police complaints to support complainants throughout the process, including assisting with collecting information and providing representation or funding for legal assistance. They stated that an advocate could also help identify and advocate for changes to the complaints process.

Data, Reporting, and Transparency

The Committee heard about for a need to improve data collection and reporting on police misconduct and complaints. Celia Pinette noted that a standardized method to collect and record police-involved death data is necessary to understand if police-involved deaths are decreasing, if new policies or training are making an impact, and if the state of police accountability in general is improving. The Ministry of Public Safety and Solicitor General, Canadian Bar Association British Columbia Branch and other organizations supported collecting data on the number of substantiated and unsubstantiated complaints demographics, and creating a single source, searchable database for police misconduct. The UBC Innocence Project emphasized that a lack of access and transparency of police misconduct files can perpetuate wrongful convictions and encourage future police misconduct, because misconduct is hidden from discovery and public scrutiny. The Ministry of Public Safety and Solicitor General also noted the need to increase transparency, access and reporting of race-based data along the public safety continuum in order to identify and respond to departments with acute issues regarding systemic racism.

The Native Courtworker and Counselling Association of BC stated that there is a lack of transparency about how instances of police misconduct are handled, and that police continue to serve in the community they have allegedly victimized because the outcomes of criminal investigations of police are not made public. Several survey respondents with policing experience shared that police are not permitted to be fully transparent about investigations which impacts public trust and officer reputation as they cannot defend themselves, while a small number of respondents with policing experience were of the view that police intentionally do a poor job with communication. Many respondents advocated for oversight agencies to publicly report on how and why they make decisions and expressed that oversight agencies need to play an active role in publicly exonerating officers who are cleared of misconduct allegations or whose actions were lawful.

Several individuals were of the view that body cameras could help alleviate problems with police credibility, transparency, and public trust with some referencing Myles Gray, who died due to injuries sustained during an encounter with Vancouver police officers, to demonstrate the need for cameras. Others suggested that body cameras could help protect innocent officers, deter violence and misconduct, or help speed up investigations. The Vancouver Police Department identified several challenges with implementing body cameras, including cost, information management and privacy. The Department suggested establishing a provincial standard and reasonable timeline for municipalities and departments to prepare for potential implementation. BC Civil Liberties Association was of the view that body cameras should not be used unless police agencies have undertaken specific privacy measures, such as a privacy impact assessment, public consultation, and approval from a police board or Director of Police Services.

Committee Discussion

During their deliberations, Committee Members carefully considered all the input they received. In reflecting on what they heard, Members identified several key themes and connections across subject areas. This section summarizes Members' discussion according to these themes.

Building Trust in Public Safety

The Committee highlighted the need to build trust in public safety by shifting the culture and structure of police services to make it more open, inclusive, and respectful. Committee Members discussed the importance of police culture in relation to many of their recommendations. An important aspect of shifting police culture and building public trust is addressing systemic racism and discrimination in policing. Committee Members acknowledged that systemic racism exists in policing in BC, including the over-policing of racialized people, especially racialized youth, and other minority groups. They also recognized the impact of socio-economic factors on relationships with police. While part of addressing systemic racism and discrimination includes training and education for new and existing police officers, Members discussed ways to increase accountability for inappropriate conduct. Further, they noted the need for race-based data that is standardized and consistently collected to better understand the issues and make improvements. In addition, the Committee recognized the need for a clear definition of hate crimes as well as a concrete plan to address them. Members emphasized the importance of working with communities

and external consultants to address systemic racism and discrimination, especially with respect to reviewing police service policies.

Members noted that shifting police culture will help with recruitment by making policing a safe and welcoming place for police officers from all backgrounds. They emphasized policing as a "service", rather than a "force", and discussed how this could affect recruitment, referencing the model in New Zealand that has moved away from hyper-aggressive masculinity. To make policing an attractive job for people with other skills and experience, Members discussed changing remuneration and recruiting at community or social service organizations. The Committee contemplated the possibility of recognizing post-secondary degrees and utilizing those degrees within policing as a way to help attract people with different backgrounds and qualifications to the profession. Committee Members additionally noted the benefit of recruiting people with diverse lived experiences who can bring different understandings to the profession.

Committee Members were intrigued by the Periscope evaluation program used in Longueuil, Quebec which evaluates officers throughout their careers according to social and soft skills as well as competencies and abilities related to working with the community. Members identified a number of key considerations, including honesty, humility, empathy, sympathy, awareness of bias and diversity of background, life experience and education, that could be included in performance evaluation and assessment, as well as in screening during

the recruitment process. They noted that performance indicators must move beyond traditional crime statistics in order to shift police culture.

Members discussed the difference between training, which is skills-based, and education, which is about gaining deeper knowledge and understanding. They noted that currently police are provided with a lot of tactical training and that both training and education are needed to shift the culture of police services and build public trust. Further, Members heard that training is not adequate in several areas and discussed the need for training and education to be delivered and developed in consultation with experts and the local community. Key areas for training identified by the Committee include: trauma-informed practices; history of policing and colonialism; de-escalation; cultural competency; systemic racism; gender presentation; LGBTQ2SAI+; and mental health and addictions. The Committee emphasized that core competencies, including awareness of racism and bias, need to be required for all police officers, and delivered in a meaningful and impactful way. Committee Members discussed the possibility of immersion programs or internships to address this issue and the need for additional education and training on the local community's historical, cultural, and socio-economic context. Members noted that there is not much ongoing police training, except for tactical training, and suggested that there should be training when new laws are introduced or updated to ensure officers are aware of the changes and understand the reason why they are being made. They noted that ongoing professional development and training would help to increase trust in policing.

The Committee discussed whether postsecondary education should be required for police officers. They noted that a university degree is required in other professions like nursing, teaching and social work and linked this requirement to professionalization of policing, which may in turn draw more people to policing as a career. They recognized that such a requirement may create a barrier to recruitment which is already an issue. Rather than requiring a degree, Members discussed incentives for police to pursue additional education that

is specific to their particular job or role within policing and noted that this education may differ depending on the community in which they work.

With respect to measuring the efficacy of training and education, Committee Members emphasized the importance of measuring outcomes. As an example, they noted that there is already training on trauma-informed practices; however, this has not had the desired effect, as indicated by many participants in the consultation. Members agreed that education should not be delivered and created by police for police and discussed whether an external body or authority could develop appropriate courses to meet the desired expectations, as well as an oversight mechanism to ensure benchmarks are achieved. The Committee acknowledged that investment needs to be made in police training and education to ensure they have the best tools, information and supports to fulfill their responsibilities.

Consistency of Policing and Public Safety Services

The Committee recognized the need for consistent policing and public safety services, governance, oversight, and training throughout the province, while ensuring that these services are responsive to the needs of each community served, including rural, remote, and Indigenous communities. The Committee linked ensuring consistency of services to the adoption of minimum staffing levels and quality of service, including having officers who have specialized training in certain subjects, and discussed a standard formula for determining appropriate resource levels. Members emphasized that there should be consistency of 911 services across BC as currently individual experiences calling 911 differ according to location. In addition, Committee Members highlighted the important work of restorative justice programs and supported expanding these programs throughout the province. They further noted that police play an important role in the justice system and other parts of that system may require examination.

With respect to governance, Committee Members noted that there are opportunities for local input, responsiveness and accountability with municipal police boards that are lacking with the current provincial police service, contracted with the RCMP, which does not have this board structure. Members identified limitations of the current governance model of the provincial police service including the impact on the province and local communities when officers are seconded for federal priorities; the disconnected process of officer resourcing decisions or service approvals being made at the federal level; and the lack of nimbleness and ability of police departments to be adaptable and responsive to react to real time situations.

Regarding municipal police boards, Members heard many challenges associated with having mayors acting as chairs. They discussed the inevitable conflict in financing the police through the municipal budget and noted that budgeting and resourcing can be impacted by an election cycle. The Committee acknowledged the need for an arms-length relationship between the board and local government, and suggested that removing the responsibility of board chair from the mayor could alleviate existing challenges. With respect to board composition, Members discussed how police boards should include community representation and diversity of experience. They also noted the importance of having mechanisms for community input. Further, they agreed that training for board members should be reflective of emerging needs and responsibilities of the board. Members discussed ways of ensuring accountability of police boards, such as vetting members or an oath of service.

Regarding jurisdictional responsibility for funding police services, Committee Members highlighted the need to examine cost sharing agreements for municipalities. They noted that there is inequity for some municipalities in covering policing costs related to visitors who may come into a city for recreation or entertainment and considered regionalization as a potential solution to this issue. Further, the population of municipalities, especially tourist destinations, may fluctuate throughout the year, which

is problematic when responsibility for policing costs is tied to population. Rather than the current population threshold, Members considered incremental steps to phase in the municipal share of costs. They also discussed the importance of having a funding model that reflects local policing needs and existing social supports and considers the impact of climate and geography.

Committee Members emphasized the need for consistency with respect to oversight and accountability as having different agencies and processes complicates an already difficult experience for the public. They identified challenges and limitations of the existing oversight framework, noting that the RCMP, special provincial constables, and others with constabulary powers such as prison guards do not have the same oversight processes or policies as other police officers in the province. Further, Members heard about duplication and investigative delays related to having the IIO and OPCC as separate oversight agencies as well as public distrust of the existing oversight system in part due to the different mandates and processes of these agencies. Members discussed either expanding the role of the IIO or establishing a new oversight agency to address these issues. They recognized that investigation of minor matters could be managed with alternative processes to reduce the amount of time and resources spent on investigations and improve outcomes for those involved. Members contemplated a professional college for police, similar to colleges for other professions, that could oversee requirements for hiring, credentials, and higher training; however, they noted that establishing a professional regulatory college may duplicate existing disciplinary measures, unintentionally adding an obstacle to entering the profession, and does not align with a streamlined system for managing complaints. Further, as a self-regulating entity, a professional college would not address public concerns related to police investigating or disciplining police. As an alternative, Members discussed a law enforcement standards branch to ensure police recruits and transfers from other provinces have the appropriate training and requirements.

With respect to the complaints process, the Committee noted that current processes do not best serve complainants or police officers. Many complainants find the process cumbersome and difficult to navigate and face unrealistic expectations and multiple barriers to making a complaint, including feeling intimidated by police, fear of retaliation, and distrust they will be believed. For officers, an overly long investigation process or investigation of false complaints impacts officer credibility and job opportunities, and can put them under scrutiny of being perceived as guilty until proven innocent. Members reflected on police culture and the ability to not comply with investigations by refusing to provide a statement on a call they attended, which is a serious threat to trust in the process. The Committee noted that the judgement threshold for determining if egregious misconduct occurred is too rigid, and even if an investigation rules in the complainant's favour, the outcome may not have provided reconciliation for the complainant as the process can be traumatizing. Members discussed alternative ways to process complaints and provide resolution, such as direct conversations, that may be more meaningful and efficient than the existing process. A robust system could include guideposts such as time limits for the investigation and for when the complainant needs to be informed.

The Committee recognized that while there is public mistrust of police investigating police, police are capable and do a good job investigating; the issue is not necessarily who is investigating a complaint, but rather the lack of trust in the oversight system at large, in part due to the colonial structure and systemic issues. Members discussed using body cameras to improve accountability and noted that while in certain scenarios body cameras can help determine misconduct or build trust, they do not solve the root issues in the oversight and accountability framework. They concluded that body cameras should be an available tool, especially if there is an advantage for an investigation or service, but do not need to be mandated across the province.

Training and education were identified as areas that need to be made consistent across the province. Committee

Members agreed that a provincial standard and benchmarks for training and education should apply to all officers in BC. They considered whether there should be a requirement for all officers to attend training at the Justice Institute of BC, which teaches to a provincial standard, rather than just municipal police.

Police Roles and Responsibilities

Another major theme identified by the Committee relates to the roles and responsibilities of police officers and ensuring a continuum of response. Members discussed the idea of a tiered approach to policing, with clearly defined roles and responsibilities, to reduce demand on police officers and enable more proactive policing. The Committee considered enabling other groups such as the Conservation Officer Service, sheriffs or Commercial Vehicle Safety and Enforcement officers to assist with certain police functions, particularly in rural areas. They emphasized that many police functions do not require an armed response and discussed how a more specialized approach would address concerns related to militarization and intimidation. The Committee agreed that further training and education should be provided for officers to specialize in certain areas depending on their specific roles and responsibilities and to create sustainable expertise in key and specialized areas. While specific training on investigation and response to sexual assault could be seen as a specialist area, Members noted that in many communities, patrol officers are the first to respond to sexual assault calls, so it is important that they receive training in this area as well. They reflected on how in some areas of the province, regionalization and integrated teams could help to address the need for specialization in responding to mental health, homicide or sexual assault in the absence of specially trained officers.

Committee Members discussed how ensuring mental health professionals respond to mental health calls, instead of or in partnership with police officers, would provide more understanding of the individual's needs and if or when hospitalization may be required under the *Mental Health Act*. As an example of a good practice,

they referenced Peer Assisted Crisis Teams that partner a mental health professional with a peer support worker who has lived experience of mental illness or apprehension who can speak to that experience. With respect to the criteria for involuntary admission, Members noted difficulties associated with revising the criteria while balancing individual rights and freedoms. Members noted the need to ensure that police are not spending an inordinate amount of time waiting in the emergency room after apprehending an individual under the Act and discussed allowing other persons, such as health authority security, to take custody of individuals apprehended under the Act. The Committee noted that the *Mental Health Act* has not been substantially updated in many years and discussed the need for a broad review that goes beyond the scope of this Committee's terms of reference.

The Committee remarked that criminalization of mental health, homelessness and poverty is a theme that runs throughout the input they received, particularly as it relates to police as the default responder. Members noted that police response to complex social issues is not the best use of police and not necessarily the best response and outcome for the individual concerned. They acknowledged that a large percentage of police calls for service have a base in mental health and addictions, and as such, mental health and addictions are often criminalized due to a lack of alternative supports. This points to a need for investments in a variety of areas and services rather than relying on police intervention. Related to this need for investment, the Committee discussed opportunities to re-task and reallocate funding from police to mental health and social services. Members noted that police services are already overwhelmed and that more funding will be needed to improve police training and capacity. They recognized that shifting responsibility for mental health calls may lead to cost savings for police. They referenced the Vancouver Police Department who noted that 16 percent of the 13,592 mental health calls they receive, which is the equivalent of \$1.051 million annually, may or may not have required police attendance. Members linked re-tasking to decriminalization as many areas

such as homelessness, sex work, mental health, and addictions are not criminal acts and do not require policing services in most cases. They noted that to ensure sufficient supports, more mental health and social service professionals will need to be educated and hired.

Committee Members reflected on the role and responsibilities of police in wellness checks and recognized concerns from racialized communities in this area. Members noted that the presence of uniformed police may escalate wellness checks; however, in some cases, it may be a safety issue for mental health or social services professionals to perform wellness checks without police. The Committee discussed co-response models that team mental health and social services professionals with police as a possible solution. They recognized that there are many different situations in which wellness checks are required or requested, including wellness checks for seniors and in situations that are not related to mental health. Committee Members noted that many wellness checks are requested by concerned individuals who have important and relevant information that should be considered by the police, which requires trust between police and the community. Further, they emphasized that there should not be an assumption that a wellness check will be violent. While there is existing training for police in relation to wellness checks, Members noted that this training is not working.

The Committee supported a continuum of responses to mental health, addictions and other complex social issues with a focus on prevention and community-led responses. Committee Members were impressed by a number of models that could be replicated or expanded across the province, including "Car" programs, Assertive Community Treatment teams, Peer Assisted Crisis Teams, and CAHOOTS. They also noted opportunities to integrate alternative responses through dispatch services, such as New Zealand's mental health option when calling their emergency line, or Saskatchewan's pilot program where psychiatric nurses are embedded in the RCMP's operational command centre. At the same time, the Committee emphasized the need to be proactive and to focus on prevention to reduce the need for these services,

as well as ensure services are available whenever and wherever British Columbians need them. This means that services will need to be adaptable, flexible and innovative to meet local contexts in a province as large and diverse as BC.

The Committee emphasized the need for coordination and integration across police, mental health, health, and social services. Regarding mental health and addictions, Members identified the importance of information sharing to help make good decisions and improve responses; however, they recognized that there may be privacy issues in sharing mental health information with police.

Another area in which coordination is needed is police investigation and response to sexual assault. Members discussed the violence against women in relationships (VAWIR) policy which includes coordination across multiple ministries and services, and supported a similar approach for sexual assault as there are currently no standards in this area. Committee Members reflected on the input they received with respect to police response to sexual assault and noted that many cases of sexual assault do not get reported due to stigma, out of date policies, and difficulties navigating the system and the complaints process. The process is also traumatic for the survivor, so they need to be supported throughout the process. Committee Members highlighted the need to balance creating a caring, compassionate response with administering a justice system and protecting the integrity of the investigation where the evidentiary standard that must be met is very high. The Committee noted a lack of coordination between healthcare, community organizations and police in this regard and discussed best practices that could be expanded such as those used by the Victoria Sexual Assault Centre and the Philadelphia Model in which frontline workers coordinate with police to review sexual assault cases to improve the investigation process. With respect to the type of supports that should be offered, Members discussed how there are some circumstances in which embedding victim services in police departments works well and

others where community-based services may be more appropriate.

Regarding sex work, Members discussed the relationship between poverty and sex work, structural traps, and the need for de-stigmatization. They noted that sex work is not illegal but many related aspects are such as materially benefiting, recruiting, advertising, public communications and purchasing sex work which creates dangerous situations for sex workers and difficulties for those who want to rent indoor space or hire a driver. Further, Members discussed the need for an intersectional perspective as not all sex workers are treated equally by police; they heard about discriminatory behaviour towards Indigenous and racialized sex workers, as well as discrepancies between the treatment of indoor and outdoor sex workers and those who engage in survival sex work. Committee Members agreed that sex workers need to feel safe and not afraid to call the police and considered recommendations related to expanding or harmonizing sex work guidelines as well as training for officers. The Committee additionally reflected on how sex workers also experience gender-based violence and face unique challenges in engaging with the police and the need to explore ways to address intersecting policy issues in this area.

Relationship Building

Committee Members highlighted the need for police services to build relationships with the communities they serve. They discussed ways to increase community consultation and accountability to the community, including using community advisory or engagement committees. The Committee reflected on the importance of police outreach and events that provide opportunities for relationship building. As an example of a positive relationship, Committee Members referred to the presentation by Sergeant Jon MacIntyre of the Tsay Keh RCMP who stated that becoming involved in youth and adult sport as well as social and cultural events have led to community members and leaders requesting an extension of Sergeant MacIntyre's posting in the community. Members noted that funding is required to

support officers' efforts to integrate into communities and build relationships, including through participation in community events. With respect to police officers in schools, the Committee noted that school programs are an opportunity to build relationships and trust with students; however, this depends on having the right officer involved in the program. Members recognized concerns brought forward by racialized communities that many children and youth feel anxious or less safe due to police presence in school and tied these concerns to police culture.

Another important element in relationship building is officer recruitment and retention. Committee Members agreed that police officers should be part of the community, but they do not necessarily have to be from the local area to do this. With respect to retention, short or rotating postings were identified as an impediment to relationship building as time is needed for both officers and members of the community to build trust. The Committee recognized that the current practice of moving officers to different communities, with seemingly no explanation, undermines relationship building. Members agreed that officers who are invested in communities and want to stay should be able to continue to work in those communities. They noted that regionalizing police services would allow officers to have more career advancement opportunities while remaining in the community longer. The Committee discussed ways to retain officers in rural, remote, and northern communities, including through resources, training, and compensation or tax credits. Further, Members recognized that there are challenges for officers working in areas with high housing costs who are unable to afford to live in those areas.

Partnering and Collaborating with Indigenous Peoples

Another theme that the Committee highlighted was the need to partner and collaborate with Indigenous leaders and First Nations to improve public safety in Indigenous communities and to challenge the colonial

structure of policing. Members stressed the importance of self-determination and of Indigenous communities developing public safety solutions that work for them. Committee Members reflected on the input they received from Indigenous communities who frequently request more police presence and a desire to have healthy, productive relationships with the people who are policing their communities. Members noted that building such relationships requires resources, ensuring officers are appropriately matched to the community, and allowing those officers to stay in the community rather than being transferred elsewhere. Increasing representation of Indigenous peoples within police services as well as the number of Indigenous Liaison Officers were also discussed as ways to help build trust between Indigenous communities and police. While the Committee agreed that police services should be standardized and consistent throughout the province, they recognized the need for flexibility, especially in responding to the unique needs of different Indigenous communities. Members supported the creation of more Indigenous-administered police services, and noted that these services could police neighbouring jurisdictions as well. The Committee acknowledged that there are several recommendations and action items from the Calls for Justice from the National Inquiry on Missing and Murdered Indigenous Women and Girls, Calls to Action from the Truth and Reconciliation Commission, and UNDRIP that should be implemented and that would improve policing in Indigenous communities. They agreed that as a next step in the process, the Ministry of Public Safety and Solicitor General should meet with Indigenous nations to have a more in-depth and detailed discussion about Indigenous policing in BC.

Conclusions and Recommendations

The Committee's vision for policing and public safety includes: ensuring equitable access to police and public safety services with consistent oversight, governance, training, and policies; ensuring all policing is responsive to and informed by the community; improving coordination to ensure a continuum of response; building trust by shifting the culture and structure of police services; and partnering and collaborating with Indigenous leaders and nations. The following recommendations intersect and build upon each other to transform policing and public safety according to this vision. The ordering of recommendations does not indicate priority.

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

- 1) **Implement a new Community Safety and Policing Act to govern the provision of policing and public safety services based on values of decolonization, anti-racism, community, and accountability. This includes:**
 - a) Ensuring Indigenous peoples and nations, and municipal governments, are engaged in the drafting of the legislation.

Over the course of their consultation, it became clear to Committee Members that the *Police Act* is not meeting the needs of British Columbians, and that transformative change is required to modernize policing in BC. A new Act that incorporates the principles, goals and expectations outlined in the Committee's recommendations will serve as the framework for policing and embed values that should be at the core of how policing is delivered. The legislation will ensure that all policing services are subject to the same standards, requirements and policies. By including "Community Safety" in the name, the Committee emphasizes the goal of ensuring that all British Columbians feel safe in their communities and how positive and collaborative relationships between the community and the police increase public safety.

- 2) **Transition to a new BC provincial police service that is governed by the new Community Safety and Policing Act. This includes:**
 - a) Establishing a governance model, such as municipal or regional police boards or committees, that is representative of the community and provides opportunities for local input on policing and public safety priorities.

- b) Ensuring municipal council representation on municipal police boards or committees, while not allowing the mayor to serve as board chair.
- c) Amalgamating police services on a regional basis where there are opportunities to address fragmentation, ensure equitable access to policing and public safety, and improve efficiency and effectiveness.
- d) Enabling two police of jurisdiction to facilitate the process of transitioning from one service to another.

The Committee recommends that a new provincial police service take over services formerly contracted to the RCMP. As with the current model, municipalities would still have the opportunity to establish a municipal police service, contract with the provincial police service, or enter into an agreement with another municipality or Indigenous community that has a local police service to meet their policing needs. Members emphasized that addressing fragmentation of police services should be considered alongside these options. Committee Members were of the view that transitioning to a new provincial police service will improve local accountability and decision-making, and responsiveness and connection to the community. The Committee emphasized that transitioning to a provincial police service is not a reflection on the work of individual RCMP officers; rather, it is a reflection of the challenges with governance and accountability with the current federal model.

A new provincial police service will also improve consistency of services, training, oversight, standards, and policies across all police services in BC. The transition provides the opportunity to establish a provincial police service that is more reflective of the modern-day policing needs of British Columbians. As this will be a major change in the delivery of police services, Members stress that government must ensure an open, transparent and collaborative approach to working with partners, including local governments and Indigenous communities, that will be impacted.

Members recognized that such a move will have fiscal considerations for provincial and local governments. They highlighted that there may be savings in other areas as a result of the Committee's other recommendations, especially as they relate to service delivery and ensuring the provision of appropriate responses, services, and supports to individuals experiencing mental health crises.

With respect to governance, Committee Members noted the importance of local input, responsiveness, and accountability and ensuring all communities have this opportunity through a board or committee structure. Regarding the membership of such structures, Members recognized that having the mayor as chair in the current municipal police board model is challenging and can lead to political or financial conflicts of interest. The Committee heard that there needs to be an arms-length distance between the board and local government to ensure public trust and recommends retaining municipal representation on boards while not allowing the mayor to serve as chair. With respect to broader board or committee composition, it should be reflective of the diversity of the community and include Indigenous peoples and persons of colour as well as a diversity of experiences, including policing experience, lived experience, and business and law experience.

The Committee additionally noted difficulties associated with having police services structured according to municipal boundaries given that crime does not respect these boundaries. This structure has led to gaps in communication and administration as well as fragmented service delivery. Amalgamating police services by region can provide consistency in service delivery and increase efficiency and effectiveness in the provision of services that are highly technical, capital-intensive, and specialized without sacrificing policing that is informed by and responsive to the community. Many smaller or remote departments do not have officers with specialized training in certain areas or access to joint

initiatives such as “Car” programs. Regionalization will enable resources to be shared throughout a geographic area and help fulfill the Committee’s other recommendations with respect to equitable access to police services and ensuring appropriate first response. In addition, regionalization can offer a career path for officers to remain in community which also enables ongoing, meaningful community connections. Members discussed several areas that might benefit from regionalization including southern Vancouver Island and parts of the Lower Mainland and Okanagan.

As well, Members recognized that having only one police of jurisdiction while transitioning from one service to another presents difficulties with respect to implementing new programs and processes. They recommend allowing two police services to have authority, with a phased handover, to facilitate the transition process.

3) Ensure all Indigenous communities have direct input into their police service structure and governance, including self-administered services which could provide policing to neighbouring non-Indigenous communities.

Committee Members emphasized the importance of partnering and collaborating with Indigenous leaders and First Nations to improve public safety in Indigenous communities. The Committee heard throughout the consultation about the lack of trust Indigenous peoples have in the police, particularly in relation to the colonial history of police in BC and Canada. They heard that Indigenous communities want to be actively involved in determining how policing is delivered in their communities. The *Declaration on the Rights of Indigenous Peoples Act* obliges government to consult and cooperate with Indigenous peoples and obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them. Members stressed the importance of self-determination and of Indigenous communities developing public safety solutions that work for them, including the creation of self-administered services.

4) Create and appropriately fund a continuum of response to mental health, addictions and other complex social issues with a focus on prevention and community-led responses and ensuring appropriate first response. This includes:

- a) Increasing coordination and integration across police, health, mental health, and social services.
- b) Integrating mental health within 911 call options.

Members emphasized that police should not be the primary or only first responders to calls related to mental health and addictions and other complex social issues. A large percentage of police calls have a base in mental health and addictions, and in many cases, police are responding to situations for which they are not trained because nobody else is available. This points to a need for investments in a variety of areas and services rather than relying on police intervention to ensure appropriate first response. This includes creating a continuum of response to mental health, addictions and other complex social issues with a focus on prevention and community-led responses. The Committee discussed the presentation by the Canadian Mental Health Association BC Division which outlined a spectrum where there is: a police response to criminal activity and safety risks including threats of violence to self and others;

a health response, with police on occasion, to health risks, including suicide attempts, very severe mental health crises, major injuries, and overdose; and a community response to crisis drivers, including shelter issues, isolation, grief, bereavement, loss, depression, anxiety, and minor physical injuries. Committee Members noted that increasing investments in health and social services, and in prevention and community-led responses, will benefit British Columbians by ensuring they are receiving appropriate supports and services. This also allows police to focus on performing policing and law enforcement functions rather than responding to calls related to complex social issues. Further, a continuum of response serves as a tool to de-stigmatize poverty, homelessness, mental health and sex work by ensuring police are not the only or primary first responders.

The Committee noted that such a continuum should also include integrating mental health within 911 call options to ensure that the appropriate services are dispatched to calls. They were also intrigued by a pilot project currently underway in Saskatchewan in which psychiatric nurses are embedded in the RCMP's operational command centre. The continuum should include co-response models, such as "Car" programs and Victoria Police Department's Assertive Community Treatment teams, that pair police and mental health or social services professionals, to respond to calls where safety is a concern. For those calls without safety concerns, Members support community-led responses and referenced models such as Peer Assisted Crisis Teams, CAHOOTS program in Eugene Oregon, and Reach Out Response Network's pilot programs, while emphasizing the need for a made-in-BC solution. Services and supports must be available 24/7 and in all communities to prevent crisis and to support individuals following crisis. Technological solutions may also assist in addressing the need for services in remote areas.

With respect to coordination and integration, Members agreed that there should be provincial standards that require coordination and collaboration across ministries and service providers where these services exist. In particular, Committee Members noted that there are many existing community-based supports and services for survivors of gender-based violence and sexual assault and emphasized the need for police services to work with these organizations and service providers. Responses to mental health crises and wellness checks were also highlighted as areas in need of coordination.

- 5) Ensure equitable access to high quality police and public safety services across BC. This includes:**
- a) Ensuring all policing is responsive to and informed by the community.
 - b) Implementing and enforcing provincial standards, policies, and expectations for service with respect to responding to individuals experiencing a mental health crisis, conducting wellness checks, responding to sexual assault, and conducting trauma-informed interviews.
 - c) Adopting a dynamic and flexible approach to policing that provides for different categories of policing and public safety personnel who have clearly defined roles, responsibilities, and functions such as responding to non-violent incidents and other situations that may not require uniformed police.
 - d) Expanding the use of culturally appropriate restorative justice programs throughout BC, including increased funding for these programs and education for police officers.

Throughout the consultation, the Committee heard about inconsistencies in the provision of police services in BC. The Committee's recommendations for a new provincial police service and amalgamating services by region are integral to achieving this goal. Members also discussed the need for standards that apply to all police services in BC as well as accountability in the application of these standards. While standards exist in some areas, they are lacking in others such as investigation of sexual assault, which has a significant impact on those who interact with police. Members agreed that all British Columbians should have access to consistent and equitable police services that are informed by and responsive to the community. Methods to ensure connection to the community include structures such as police boards or community engagement committees, as well as shifting police culture to emphasize the value of community relationships.

In some jurisdictions, a tiered approach to policing allows for different categories of police and public safety officers such as peace officers, community safety officers, bylaw enforcement officers, or auxiliary police officers who perform certain police functions. Examples of these functions include protecting crime scenes, responding to calls not in progress, traffic control, and other functions that may not require full police powers. This approach reduces demand on police officers and allows them to focus on matters that are more in keeping with their training and capabilities which results in cost savings. Having additional tiers of personnel that are not necessarily armed or uniformed addresses concerns with respect to militarization and intimidation. Members emphasized that triaging will be an important component of this approach to ensure the individual with the appropriate level of training and responsibility is dispatched to the right situations.

Members recognized the value of restorative justice in leading to positive outcomes for participants and reducing costs but noted that funding for these programs is insufficient. Increasing funding will allow for these services to be expanded throughout the province, while education for police officers will ensure for more referrals to these programs.

6) Create a fair and equitable shared funding model for municipalities. This includes:

- a) Consideration of local needs, health and social supports, and the geography of a service delivery area.
- b) Exploring options to phase in or incrementally increase the municipal share of policing costs.

Many municipalities nearing the various population thresholds that determine their share of policing costs expressed concerns about the significant jumps in share at the current intervals of 5,000 and 15,000 people. Linking responsibility for policing costs to population also creates inequity for some municipalities in covering expenses related to visitors from outside the community, such as in downtown cores, and for municipalities that have population fluctuations throughout the year. Members agreed that implementing incremental steps to phase in costs for municipalities as their populations increase may help to address this issue. They recommend a fair and equitable funding model that reflects policing needs, and also considers social supports, climate, and geography.

- 7) Enhance and standardize initial and ongoing police education and training to reflect key values and competencies in order to shift police culture. This includes:**
- a) Ensuring police and public safety services are representative of the diversity of the communities served (including diversity of race, ethnicity, gender, and sexuality) via recruitment.
 - b) Implementing screening and performance evaluation for existing officers and new recruits that reflects desired values and principles, including humility, honesty, empathy, and lack of bias and prejudice, to ensure that these individuals are best suited for their current position or for advancement and are a good fit for the community.
 - c) Conducting regular mandatory psychological assessments for all police officers in BC.
 - d) Enhancing and standardizing training required for police recruits and implementing mandatory and meaningful ongoing education with respect to anti-racism, cultural competency, and trauma-informed practices.
 - e) Requiring police officers to complete training and education that is based on the historical, cultural, and socio-economic context of the communities in which they will be serving and is developed and delivered in consultation with the communities.
 - f) Developing benchmarks to measure the efficacy of police training and education with respect to a shift in police culture and conduct.

Members discussed how both training and education are needed to shift the culture of police services and build public trust and recommend enhancing and standardizing these practices throughout the province. They further recommend that training and education be delivered and developed in consultation with experts and the local community, including anti-racism, cultural competency, and trauma-informed practices. While some courses related to these core competencies already exist, the Committee emphasized the need for training and education to be delivered in a meaningful and impactful way. Members particularly noted opportunities to improve and enhance training requirements, including ongoing training, education and professional development, to better reflect the evolving responsibilities and expectations of policing as a profession. This may require increasing the amount of time recruits spend in training and education. In addition to core training, Members recommend further education and training specific to the location in which an officer is serving based on that community's historical, cultural, and socio-economic context.

With respect to measuring the efficacy of training and education, Committee Members emphasized that the outcome measured should be a shift in culture and behaviour (for example, bias-free policing) rather than completion of a specific course.

The Committee agreed that shifting police culture will help with recruitment and retention by making policing a safe and welcoming place for police officers from all backgrounds. Committee Members identified a number of key qualities for police recruitment including: diversity of race, ethnicity, gender, sexuality, life experience and education; awareness of bias; humility and honesty; and empathy and sympathy. They recommend that these qualities also be considered

in performance evaluation and assessment, similar to the evaluation model in Longueuil, Quebec which emphasizes social skills as well as competencies and abilities regarding diversity and community. Members noted that there are psychological assessments of police recruits and recommend that these be conducted more regularly given the effect of trauma and stress on police mental health.

8. Require police services to collect and publicly report disaggregated race-based and other demographic data and conduct comprehensive reviews of and amend policies and procedures to address systemic racism in policing.

Committee Members heard clear evidence of systemic racism and discrimination in policing during their consultation and emphasized the urgent need to acknowledge and address these issues. In addition to highlighting anti-racism as a value in a new Community Safety and Policing Act and enhancing training in this area, the Committee recommends collecting and publicly reporting race-based data that is standardized and consistently collected. Members noted that this data is needed to better understand systemic racism and make improvements to policies and practices across policing. To ensure communities are not further harmed by the collection and use of this data, they must be consulted in the process. To identify and address systemic racism at the department level, the Committee recommends that all police services review their policies and procedures and emphasizes the need to partner with the community in this process. These reviews should be conducted on an ongoing basis and the results should be shared with the Ministry of Public Safety and Solicitor General to ensure accountability and monitor the progress of policy amendments.

9. Establish a single, independent, civilian-led oversight agency responsible for overseeing conduct, complaints, investigations, and disciplinary matters for all police and public safety personnel with powers or authority under the new Community Safety and Policing Act. This includes:

- a) Prioritizing the creation of stand-alone legislation for police oversight.
- b) Ensuring the oversight agency is reflective of the diverse population and cultures of BC.
- c) Providing navigation and triaging services to assist complainants throughout the complaints process.
- d) Implementing a multi-stream approach to processing complaints, expediting minor performance and procedural matters, and offering multiple resolution pathways such as direct conversations, mediation, or restorative justice.
- e) Revising the definition of misconduct to include demeaning and discriminatory conduct, language, jokes, statements, gestures, and related behaviours.
- f) Establishing a duty to cooperate with investigations and a duty to report misconduct for all police and public safety personnel with protections for reporting.

The Committee's vision is that all police and public safety services are accountable to the communities they serve and to each other and are held to high standards that are consistent across the entire profession. Committee Members reflected on how the current oversight framework is complex and confusing to navigate and can result in duplication. They noted that the Independent Investigations Office appears to be working well and that there were several challenges highlighted with respect to the Office of the Police Complaint Commissioner and the Civilian Review and Complaints Commission for the RCMP. To achieve their vision and address these issues, Members recommend a single, independent, civilian-led, oversight agency that provides oversight of all police and public safety personnel in BC with powers or authority under a new Community Safety and Policing Act. This agency should receive all complaints and determine the appropriate approach for resolution based on the nature of the complaint, such as conducting investigations of criminal and serious issues, facilitating direct conversations, or triaging performance or service issues to a police board or union. The agency must be appropriately funded and empowered to be dynamic and use a multi-level system to address complaints to ensure efficiency, timely resolution, and appropriate accountability. The agency's guiding approach to complaints should include accountability for actions, repairing of relationships, and trust in the system. This includes demonstrating transparency and embedding a trauma-informed approach in the complaints process, such as ensuring complainants have enough time to initiate a complaint, and having navigation supports to guide complainants through the process, communicate status updates, and support with language, transportation, or other accessibility barriers. Navigators could also help identify resolution options, whether it be restorative justice, mediation, or access to legal advice. Further, mechanisms must ensure officers have the duty to report misconduct, including misogyny and racism, are compelled to cooperate with investigations, and are protected from any retaliation. A single oversight agency will eliminate the existing duplication and complication of multiple oversight bodies, clarify the complaints process, and help to build public trust and attract new people to policing as a profession. The Committee emphasized the urgent need to address the fragmentation of the current oversight system and recommends prioritizing the creation of standalone oversight legislation.

The Committee recommends that the Legislative Assembly:

- 10) Immediately appoint an all-party parliamentary committee to undertake a broad review of the Mental Health Act with a view to modernizing the Act and ensuring it aligns with the recommendations in this report.**

Committee Members examined the role of police with respect to the *Mental Health Act* and observed that, at minimum, the issue of the authority to make apprehensions needs to be addressed as police currently spend a lot of time waiting in the emergency room after apprehending an individual. They discussed how ensuring mental health professionals respond to mental health calls, rather than – or with – a police officer, will provide more understanding of if or when an individual needs to go to a hospital. At the same time, the Committee noted that the *Mental Health Act* has not been substantially updated in many years and that there are broader issues with the Act and its administration which necessitates an immediate and comprehensive review.

11) Establish an all-party select standing committee on policing and community safety to:

- a) Oversee the implementation of changes recommended in this report.
- b) Conduct regular reviews of the new Community Safety and Policing Act.
- c) Examine standards, policies, and programs related to the provision of policing and public safety in BC and report annually on this work.
- d) Work with key partners to address colonial structures and systemic racism in policing.
- e) Receive and review annual updates from the Ministry of Public Safety and Solicitor General regarding emergent issues in policing and community safety and the effectiveness of police services in BC.

The Committee highlighted the value of all-party parliamentary committees, including this Special Committee, in providing a venue for collaborative and constructive discussions of policy issues and legislation. Committee Members acknowledged that their recommendations will take multiple years and parliaments to realize, and that an all-party committee would be helpful to oversee the implementation process. As well, such a Committee should undertake periodic reviews of the new Community Safety and Policing Act. Members also noted that a parliamentary committee could provide further and ongoing oversight of policing and public safety in BC as well as serve as a mechanism to work with the Ministry of Public Safety and Solicitor General, as well as other partners and stakeholders, to address existing and emerging issues.

Appendix A: Participants

The following is a list of individuals and organizations who participated in the Committee’s consultation. For those who presented to the Committee, the meeting date is noted.

Susan Abells	BC Psychological Association (29-Nov-21)	Canadian Bar Association BC Branch (28-Jul-21)
Adams Lake Indian Band (9-Apr-21)	BC RCMP (29-Jul-21)	Canadian Mental Health Association BC Division (23-Feb-21)
Ambulance Paramedics & Emergency Dispatchers of BC (26-Jan-22)	BC Society of Transition Houses (12-Mar-21)	Care Not Cops (29-Jul-21)
Claire Anderson	BC Urban Mayors’ Caucus (27-Jul-21)	Conway Carruthers
David Antrobus	Geoff Berner	Kelly Carson
Paul Arssov	Stephanie Blais	Bryce Casavant (26-Jul-21)
Danial Asadolahi	Larissa Blokhuis	Bet Cecill
Carol Auld	Bob Boase	Centre for Gender and Sexual Health Equity (22-Jul-21)
Gordon Bailey	Samantha Bohmert	Kim Charlesworth
John Balderson	Elizabeth Borek	Robin Chauhan
Shirley Ballin	David Bouvier	Jordan Christopher
Bill Bargeman	Barbara Bradbury	Michelle Chu
Nycki Basra	British Columbia Association of Social Workers (23-Feb-21)	City of Delta (27-Jul-21)
Francine Bassie	British Columbia Schizophrenia Society (23-Feb-21)	City of New Westminster (27-Jul-21)
Battered Women’s Support Services (12-Mar-21)	Margaret Broderick	City of North Vancouver (27-Jul-21)
Kurtis Baute	Pauline Brooks	City of Richmond (27-Jul-21)
BC Assembly of First Nations (26-Mar-21)	Marianne Brueckert	City of Rossland (29-Jun-21)
BC Association of Chiefs of Police (7-Apr-21)	John Bruzas	City of Vancouver (27-Jul-21)
BC Association of Municipal Chiefs of Police (7-Apr-21)	Gosia Bryja	Andrea Clark
BC Association of Police Boards	Gölök Z Buday	Rob Clarke
BC Centre on Substance Use (26-Jul-21)	Business Improvement Areas of British Columbia (28-Jul-21)	Gordon Cole
BC Civil Liberties Association (19-Mar-21)	David Byrnesret	Margaret Coles
BC First Nations Justice Council (26-Mar-21)	Taitania Calarco	Cynthia Colligan
BC Government Employees Union - Correctional and Sheriff Services Section (26-Feb-21)	Alexandra Calbery	Joan Combes
BC Police Association (26-Jul-21)	Maery Callaghan	Common Beacon Media
	Derrick Campbell	
	Jade Campbell	

Community Advisors of the Provincial Committee on Diversity and Policing (27-Jul-21)	Carolina Evans	Gary Guthrie
Community Legal Assistance Society (26-Jul-21)	Jon Farebrother	Ella Hale and Emma Epp (20-Jul-21)
Conservation Officer Service (26-Feb-21)	Jeffery Fast	Nichola Hall
Glenn Countryman	Federation of Community Social Services of BC (23-Feb-21)	Olivia Hall
Covenant House Vancouver (26-Jul-21)	Suzanne Fehlauer (26-Jan-22)	Judith Hammill
Peter Cox	Feminists Deliver (22-Jul-21)	Sally Hammond
Rob Creasser	Avalon Findlay	Amy Hanser
Crisis Centre of BC (29-Jun-21)	Sarah-Lynne Findlay	Jessica Hart
Morley Crosby	Artemis Fire	Brendan Haws
Jen Currin	First Nations Leadership Council	Graham Hayes
Yvon Dandurand (24-Feb-21)	First Nations Summit (26-Mar-21)	Health Justice (29-Jun-21)
Ankit Dassor	First United Church Community Ministry Society (26-Jul-21)	Neil Heard
Denise Davis	Ullrich Fischer	Heiltsuk Nation (25-Feb-21)
Susan Davis	David Fisher and Gisele Benoit (20-Jul-21)	Marjorie Herle
Roseanne Day	Blake Fisher	Karen Hertz
John de Haas (26-Jul-21)	Jeff Fitton	Heather Hiebert
Delegated Aboriginal Agencies of BC (26-Mar-21)	Alison Fitzgerald	Hives for Humanity
Delta Police Board	Barry Fleming	Hogan's Alley Society (23-Apr-21)
Delta Police Department (27-Jul-21)	Fort Nelson First Nation (5-Mar-21)	Homalco First Nation (5-Mar-21)
Raj Dheensaw	Irina Fox	Doug Hopwood
Adam Dickson	Cathy Frances	Robert Horne
District of North Cowichan (29-Jun-21)	Fraser Health Authority (29-Mar-21)	Ethan Hsu
District of Squamish (29-Jun-21)	Dion Freeman	Connie Hubbs
District of Vanderhoof	Jennifer Freeman	Katie Hyslop
Downtown Eastside Women's Centre (12-Mar-21)	Frances Friese	Steven Ignas
Downtown Vancouver Business Improvement Association	Joanna G	Inclusion BC (20-Jul-21)
Kim Drescher	Gabriola Health and Wellness Collaborative (29-Jun-21)	Interior Health (29-Mar-21)
Craig East	Thierry Garrel	Robert Ireland
E-Comm (26-Feb-21)	Betty Geier	Island Health (29-Mar-21)
Carla Edge (26-Jul-21)	Gary George	Sara Jellicoe
Elizabeth Fry Society of Greater Vancouver (26-Jul-21)	Rob Gillezeau	Trisha Joel
Laurie Embree	Gitanyow Band (9-Apr-21)	John Howard Society Pacific (26-Jul-21)
Ending Violence Association of BC (12-Mar-21)	River Glen	Bill Johnstone
Engaged Communities Canada Society (27-Jul-21)	Mary Glynn	Barbara Jordan
Daisy Espinosa	Karen Goodfellow	Dominus Rex Joseph
Eugene Police Department (14-Dec-21)	Dr. Benjamin Goold (16-Apr-21)	Michelle Joyce
	Louise Gordon (27-Jul-21)	Justice for Girls (22-Jul-21)
	Catherine Griffin	Justice Institute of BC (23-Apr-21)
	Nicholas Guerreiro	Kheft Kaligari
	Adina Guest	Joe Karthein
		Kelowna RCMP (10-Nov-21)
		Will Kershaw

Roberta King	Alan Moran	Pacific Society for the Advancement of Employment Equity
Greg Klein	Giuseppe Morelli	Pacific Wild Alliance
Allison Knox	Mike Morris	Simone Page
Aaron Korbacher	Vivien M. Muir	Jill Parker (29-Jul-21)
Erin Kowbel	Multicultural Advisory Council (27-Jul-21)	Craig Paterson
Kaylea Kray-Domingo	Alex Murphy	Kirsten Pedersen
Finn Kreischer	Barbara Murray	Peer Assisted Crisis Team (Canadian Mental Health Association BC Division) (29-Nov- 21)
Peter Labanic	Shelina Musaji	Penelakut Tribe (25-Feb-21)
Peggy Lalor	Musqueam Indian Band (25-Feb-21)	Erin Peters
Julia Lane	Marney Mutch (26-Jan-22)	Daniel H. Phelps
Patricia Lane	Robert and Helen Nation	Celia Pinette
Law Union of British Columbia (28-Jul-21)	National Police Federation (26-Jul-21)	Andre Piver
Christopher Lawrence	Native Courtworker and Counselling Association of British Columbia (24-Feb- 21)	Pivot Legal Society (19-Mar-21)
Brian Lee	Nelson Police Department (27-Jul-21)	Tony Plourde
Elizabeth Lee	Nadeane Nelson	Police Victim Services of British Columbia (12-Mar-21)
Celine Lee-Gee	New Hazelton RCMP (10-Nov-21)	Jon Povill
David Lemire	Robyn Newton	Sandra Prentice
Adam Leszczynski	Dave Nickle	PRIMECorp (7-Apr-21)
Rachel Levee	Dennis Nicoll	Prince George RCMP (10-Nov-21)
Licence Inspectors' and Bylaw Officers' Association of British Columbia (26-Jul- 21)	Nisga'a Village of Gitwinksihlkw (9-Apr-21)	Sundar-Jovian Radheshwar
Lil'Wat First Nation (16-Apr-21)	North Peace Justice Society (12-Nov-21)	Amrit Randay
Joey Liu	North Shore Black Bear Society	Sara Ratner
Living in Community Society (22-Jul-21)	North Shore Restorative Justice Society (12- Nov-21)	Kelly, Ron and Audrey Rauch (22-Jul-21)
Patrick Longworth	Northern Rockies RCMP (10-Nov-21)	RCMP Depot Division (23-Apr-21)
Madelyn MacKay	Nurses and Nurse Practitioners of British Columbia (29-Jun-21)	Reach Out Response Network (30-Nov-21)
Jordan Magtoto	Nuu-chah-nulth Tribal Council (9-Apr-21)	Resilience BC Anti-Racism Network (27-Jul- 21)
John Mainland	Oak Bay Police Board	Marianne Rev
Andrew Maksymchuk	Office of the Ombudsperson (22-Feb-21)	Roberts Creek Coast Care Consulting
Yvonne Marcus	Office of the Provincial Health Officer (22- Feb-21)	Gordy Robson
Hilary Marks (26-Jan-22)	Office of the Representative for Children and Youth (22-Feb-21)	Anneke Rosch
Monika Marlowe	Office of the Seniors Advocate (20-Jul-21)	Thomas A Ross
Wayne Masters	OpenMedia	Marcelle Roy
Zoya Matheos-Fairey	The Honourable Wallace T. Oppal (16-Apr-21)	S.U.C.C.E.S.S. (19-Mar-21)
John Maxwell	Graciela Orlando	Saanich Police Board
Karen McDonald	Pacific Association of First Nations Women (27-Jul-21)	Sigurd Sabathil
Krystal McKenzie	Pacific Northwest Institute for Racial Trauma	Aitor Sánchez
Leonard Meilleur	Pacific Region Training Centre (23-Apr-21)	Bill Schram
Metro Vancouver Transit Police (27-Jul-21)		Michelle Schreinders
Onni Milne		Erica Scott
Mindful Badge		
Steven Miros		

Alysha Seriani	Tk'emlúps Te Secwépemc (6-Apr-21)	Ian Ward
Service de police de l'agglomération de Longueuil (9-Nov-21)	Together Victoria	Larry Wartels
Christopher Shepherd	Carole Tootill	S. Watkins
Jennifer Shutek	Town of Creston (29-Jun-21)	Agnes Watts
Ana Simeon	Town of Gibsons (29-Jun-21)	Dorothy Watts
Alena Simmons	Tsay Keh Dene RCMP (10-Nov-21)	West Coast LEAF (26-Jul-21)
Simon Fraser Student Society	Tsleil-Waututh First Nation (25-Feb-21)	West Kootenay People for Racial Justice (27-Jul-21)
Simon Fraser University Institute for the Humanities (24-Feb-21)	William Tubbs	West Shore RCMP (10-Nov-21)
Jan Slakov	UBC Innocence Project (26-Jul-21)	Nikki White
Russell Slater	Union Gospel Mission (26-Jul-21)	Peter White
Annie Smith	Union of BC Indian Chiefs (26-Mar-21)	Marlowe Whyte
Lee Smith	University of Victoria Environmental Law Centre	Bruce Wilkinson
Solaye Snider	Upper Fraser Valley Regional District RCMP (10-Nov-21)	Chris Wilkinson
Snuneymuxw First Nation (5-Mar-21)	Scott Van Denham	Paul Willinsky
Deric Soohochoff	Jan van't Land	Jenifer Wilson
Ronald Spector	Vancouver Aboriginal Child and Family Services Society (27-Jul-21)	Peter Wing
Kathy Sperling	Vancouver Aboriginal Community Policing Centre Society (26-Feb-21)	Robert Winston
Chris Stackaruk	Vancouver Aboriginal Transformative Justice Services Society (27-Jul-21)	Women Transforming Cities
Eric Stevenson	Vancouver Area Network of Drug Users (23-Feb-21)	Jodene Wood
Kennedy Stewart	Vancouver Coastal Health Authority (19-Mar-21)	Robert Woodhead
Stl'atl'imx Tribal Police Service (9-Nov-21)	Vancouver Island Region Restorative Justice Association (12-Nov-21)	Angela Workman-Stark (3-Nov-21)
Strategic Crime Management	Vancouver Police Board	Xaxli'p First Nation (6-Apr-21)
Kristin Street	Vancouver Police Department, Diversity and Indigenous Relations Unit (7-Apr-21)	Joanna Young
Catherine Strickland	Vancouver Police Department (27-Jul-21)	Teri Young
Lynne Stuart (26-Jan-22)	Vancouver Rape Relief and Women's Shelter (22-Jul-21)	Linda Ypenburg
Substance Users Teaching Advocacy Instead of Neglect	Vancouver Women's Health Collective (22-Jul-21)	
Surrey Police Service (30-Nov-21)	Suzanne Vetterli	
SWAN Vancouver (22-Jul-21)	Victoria & Esquimalt Police Board (26-Jul-21)	
Neda (Nina) Taghaddosi	Victoria Council of Canadians	
Tahltan Band Council (6-Apr-21)	Victoria Police Department (27-Jul-21)	
Vivien Tarkirk-Smith	Village of Lumby	
Alison Taylor	Kate Vincent	
Kachina Teixeira	Sheri Walsh	
The Adam Project Peer Support Initiative	Brenton Walters	
The BC Wrongful Death Law Reform Society		
The Fur-Bearers		
The Jewish Federation of Greater Vancouver and the Centre for Israel and Jewish Affairs		
Alan Thurgood		
Parker Tian		

Appendix B: Survey

The Special Committee on Reforming the Police Act (“Committee”) is looking at policing in British Columbia and related systemic issues. The Committee is interested in hearing from individuals about their lived experiences and frontline perspectives, as well as challenges and opportunities for improving policing in the province. British Columbians are invited to complete this survey form to provide input to the Committee’s work. Please note that the Committee cannot comment on the merits of specific complaints or investigations.

Deadline for participation is Friday September 3, 2021 at 5:00 p.m.

The survey includes several open-ended questions provided below. You have the option of uploading a document (including written or audio files) with your responses, filling out an online survey or providing a written response using this form and emailing or mailing in a document with your responses to PoliceActReform@leg.bc.ca or

Special Committee on Reforming the Police Act
c/o Parliamentary Committees Office
Room 224, Parliament Buildings
Victoria, BC V8V 1X4

Please note all survey questions are optional.

As applicable, please include any relevant information explaining the context of your responses (e.g. is your response related to experiences with mental health, addictions, harm reduction, homelessness, gender-based violence, discrimination and/or systemic racism).

If you require assistance or alternative arrangements in completing the survey, or have questions about participating, please contact the Parliamentary Committees Office at PoliceActReform@leg.bc.ca or 250-356-2933 (toll-free in BC at 1-877-428-8337).

For more information about the consultation, visit the Committee’s website: www.leg.bc.ca/cmt/rpa
[Privacy Policy](#)

The Parliamentary Committees Office of the Legislative Assembly of British Columbia, which supports the Committee, is committed to protecting personal contact information it collects from individuals during public consultation.
Collection of personal contact information

Individuals providing input to a parliamentary committee must provide their full name and personal contact information (i.e., valid email address and phone number) for verification purposes. Anonymous submissions will not be accepted.

Protection of personal contact information

Personal contact information will only be viewed by staff in the Parliamentary Committees Office and by technical support staff of the Legislative Assembly and used by staff in the Parliamentary Committees Office for the purpose for which it has been provided. It will not be disclosed to Committee Members or any third parties. The Parliamentary Committees Office protects personal information by taking appropriate safeguards against unauthorized use or disclosure.

How input will be used

Participants' responses will be viewed by staff in the Parliamentary Committees Office and by Committee Members. The information provided will be used to inform the Committee's work and recommendations to the Legislative Assembly and may be included in the Committee's report. The information will not be linked to individual participants by name and will be incorporated into the report so as not to reveal an individual's identity. Individual responses will not be publicly posted, and names of participants to the survey will not be included in the Committee's report.

Contact Form (Required)

1. Name (First and Last)
2. Email
3. Phone Number
4. Community

Survey Questions

Please note that all survey questions are optional and you only need to answer the questions applicable or of interest to you. Answers are not limited to the space provide below.

General (Optional)

1. What are your experiences with the police?
 - a. What has worked well during your experiences?
 - b. What has not worked well during your experiences?
 - c. Are there any changes you would like to see to policing in BC? Please explain.

Role of police in relation to complex social issues (Optional)

2. In your opinion, what role and responsibility, if any, should police have with respect to mental health and wellness, addictions, harm reduction, homelessness, and other complex social issues?

Police Oversight (Optional)

3. How do you view police oversight, transparency and accountability?
 - a. What is working well with regard to police oversight, transparency and accountability?
 - b. What is not working well with regard to police oversight, transparency and accountability?
 - c. Are there any opportunities to improve police oversight? Please explain.

Policing and Systemic Racism (Optional)

4. How can systemic racism within policing be addressed? What changes and practices are needed?

Police and Community Building (Optional)

5. How do you view the police's ability to build community relationships?
 - a. What is working well with regard to relationships between police and the community?
 - b. What is not working well with regard to relationships between police and the community?

- c. Are there any opportunities to improve relationships between police and the communities they serve? Please explain.

Policing and Indigenous Relations (Optional)

6. How do you view the police's ability to build relationships with the Indigenous communities they serve?
 - a. What is working well with regard to relationships between police and Indigenous communities?
 - b. What is not working well with regard to relationships between police and Indigenous communities?
 - c. How would you like to see policing change to reflect reconciliation?

Do you have experience, current or past, working in any of the following sectors?

- a. Policing – proceed to questions 7-11
- b. Public safety sector (e.g. corrections, victims services, emergency dispatch); healthcare including the mental health and addictions sector; and/or social services – proceed to question 12-16
- c. I do not have experience working in any of these sectors – proceed to question 17

If you have experience in policing, please refer to the following five questions (7-11).

Training (Optional)

7. Were you satisfied with amount and types of training provided to you? Please explain.
 - a. Are there any areas in which you would like, or would have liked, to receive training? Please explain.

Operations (Optional)

8. In the course of your day-to-day activities, do you feel safe and supported? What opportunities are there to improve day-to-day operations with respect to safety?

Collaboration (Optional)

9. What has been your experience working in collaboration with other frontline service providers such as healthcare workers, mental health professionals, or social workers?
 - a. What has worked well when collaborating with other frontline service providers?
 - b. What has not worked well when collaborating with other frontline service providers?
 - c. Are there any opportunities to improve collaboration between police and other frontline service providers? Please explain.

Oversight (Optional)

10. What has been your experience, if any, with internal police oversight and the complaint process? Please explain.
 - a. What has worked well with respect to internal police oversight and the complaint process?
 - b. What has not worked well with respect to internal police oversight and the complaint process?
 - c. Are there any opportunities to improve internal police oversight and the complaint process? Please explain.

Closing Question (Optional)

11. Do you have other information you would like to share?

If you have experience in public safety, health care including mental health and addictions, and/or social services, please refer to the following five questions (12-16).

Frontline Collaboration (Optional)

12. What has been your experience, if any, working in collaboration with police?
13. What worked well when collaborating with the police?

14. What has not worked well when collaborating with the police?
15. Are there any opportunities to improve collaboration between police and other frontline workers? Please explain.

Closing Question (Optional)

17. Do you have other information you would like to share?

If you do not have experience in policing, public safety, health care, and/or social services, please refer to the following question (17).

Closing Question (Optional)

18. Do you have other information you would like to share?

Demographic Questions

The Committee is collecting demographic information to help with the analysis of and reporting of survey responses. The information will not be linked to specific individuals and will be written so as not to reveal an individual's identity. All questions below are optional.

1. What is your age?
 - 17 years or under
 - 18-34 years old
 - 35-54 years old
 - 55 years or older
 - Prefer Not to Answer

2. Which best describes your current gender identity? Choose one of the following answers
 - Woman
 - Man
 - Non-binary
 - Other – please specify:
 - Prefer Not to Answer

3. Do you identify as transgender (meaning your gender identity does not align with your sex assigned at birth)?
 - Yes
 - No
 - Prefer Not to Answer

4. Do you consider yourself to be:
 - Heterosexual or straight
 - Gay
 - Lesbian
 - Bisexual
 - Not listed above
 - Prefer Not to Answer

5. Do you identify as an Indigenous person, that is, First Nations, Métis or Inuit?

Yes, First Nations

Yes, Métis

Yes, Inuit

No

Prefer Not to Answer

6. Do you identify as:

White

South Asian (e.g., East Indian, Pakistani, Sri Lankan)

Chinese

Black

Filipino

Arab

Latin American

Southeast Asian (e.g., Vietnamese, Cambodian, Laotian, Thai)

West Asian (e.g., Iranian, Afghan)

Korean

Japanese

Other group — specify:

Prefer Not to Answer

7. Were you born in Canada?

Yes

No

Prefer Not to Answer

8. What is your household income?

Under \$35,000

\$35,001 - \$75,000

\$75,001 or over

Prefer Not to Answer

9. Would you be interested in meeting with the Committee to discuss your input?

Yes, I am interested in meeting with the Committee publicly.

Yes, I am interested in meeting with the Committee confidentially.

No, I am not interested in meeting with the Committee.

Thank you for providing your valuable input to the Special Committee on Reforming the Police Act.

Appendix C: The Work of the Previous Committee

A Special Committee on Reforming the Police Act was first appointed on July 8, 2020, in the 5th Session of the 41st Parliament. This Committee met four times between July and September 2020, beginning with organizational and planning discussions. On August 10, 2020, and September 21, 2020, the Committee received briefings from the Ministry of Public Safety and Solicitor General providing an overview of the *Police Act* and opportunities for reforming and improving policing in BC.

On September 21, 2020, the Legislative Assembly was dissolved; at dissolution, all business before the Assembly is terminated and parliamentary committees cease to exist. Following the provincial general election in fall 2020, a new Special Committee was appointed at the beginning of the First Session of the 42nd Parliament with the same terms of reference.



Heather CORBETT

From: Police Board JAG:EX <PoliceBoard@gov.bc.ca>
Sent: May-04-22 8:57 AM
To: Jonathan Cote (Mayor); Shirley HEAFEY (Police Board); Karim Hachlaf; Heather BOERSMA (Police Board); Ruby Campbell; Drew Hart; Sasha Ramnarine (Police Board)
Cc: Heather CORBETT
Subject: New Westminster Police Board - Reappointments
Attachments: 237-2022.pdf

This Message Is From an External Sender

This message came from outside your organization.

Dear New Westminster Police Board,

Attached is the Order in Council that renews the appointment of:

Heather Martina Boersma for a term ending June 30th, 2024

Shirley Claire Heafey for a term ending June 30th, 2024

Congratulations on your reappointments.

Sincerely,

Tully Campeau

Research and Policy Analyst

Policing and Security Branch

Ministry of Public Safety and Solicitor General

P: 236-478-0594

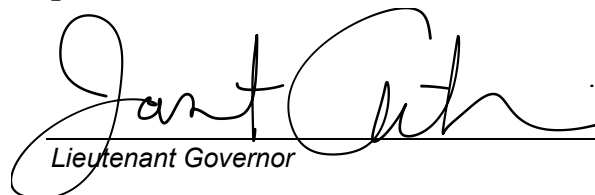
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PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 237

, Approved and Ordered April 29, 2022



Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that the following appointments are made:

- (a) James William Cambridge and Dionte Deshawn Jelks are appointed as members of the Saanich Police Board for terms ending June 30, 2023;
- (b) effective June 30, 2022,
 - (i) Sue Kalb Adam is reappointed as a member of the Nelson Police Board for a term ending March 9, 2024,
 - (ii) Jane Deborah Byers and Angelina Lena Horswill are reappointed as members of the Nelson Police Board for terms ending July 8, 2025,
 - (iii) Heather Martina Boersma is reappointed as a member of the New Westminster Police Board for a term ending June 30, 2024,
 - (iv) Shirley Claire Heafey, reappointed as a member of the New Westminster Police Board by the municipal council of the City of New Westminster, holds office for a term ending June 30, 2024,
 - (v) Jacqueline Beatrix Gloria King and Shelly Lee Anna Niemi are reappointed as members of the Saanich Police Board for terms ending June 30, 2024.
 - (vi) Shaminder Singh Dhillon is reappointed as a member of the Victoria and Esquimalt Police Board for a term ending July 8, 2025, and
 - (vii) Wilson Mason Williams is reappointed as a member of the West Vancouver Police Board for a term ending June 30, 2024.



Minister of Public Safety and Solicitor General and Deputy Premier



Presiding Member of the Executive Council

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

Authority under which Order is made:

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

Other: OIC 106/2018; OIC 319/2019; OIC 392/2019; OIC 214/2020; OIC 232/2020; OIC 124/2021; OIC 239/2021; OIC 386/2021; OIC 388/2021



New Westminster Police Department

REPORT *Financial Services*

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

Date: May 17, 2022

From: Jacqueline Dairon
Financial Services

Subject: March 31, 2022 Q1 Financial Report

RECOMMENDATIONS

That the Police Board receive the March 31, 2022 Q1 financial report for information.

PURPOSE

The purpose of this report is to provide information to the Board on the financial position for the period ending March 31 2022 and discuss the financial forecast for 2022.

DISCUSSION

As of March 31, 2022 the police department is under-budget year to date budget by \$780,000; however, we are currently forecasted to be slightly over budgeted by the end of 2022.

Salaries and benefits are currently under budget by 5.46% or \$366,000. The current saving are forecasted to be absorbed as positions are filled and the collective agreement is finalized. We are forecasting these accounts to be over budget by \$695,000 by year end. The majority of the overage will be recovered via secondments as additional positions were seconded after the

budget was finalized. We are in the process of costing proposed collective agreement changes and have incorporated current estimates into this forecast.

Contract services are under budget by \$80,000; however, most of these saving are due to timing with invoices received and the expectation is these account will be on budget or slightly over budget by year end.

Education and training is currently under budget by \$48,000 and is forecasted to be over budget by \$16,000 at year end. The high risk account within these accounts is recruitment, with current staffing challenges we could see high fluctuations in this account.

General office and administration costs are currently under budget by \$100,000. This is mostly a result of timing as invoices for many categories are pending. We are forecasting these accounts to be on budget for 2022 but legal expenses could pose a challenge if prior year trends continue.

Equipment and other costs are over budget by \$111,000. A large portion of this overage is due to timing as the Q2 invoice for radio communications has already been posted. We are forecasting this account to be \$75,000 over budget. The majority of the overages will be in clothing issue, equipment and firearms as we are facing pricing pressures within these accounts.

Sales of service and grant revenue is currently \$300,000 higher than year to date budget. This trend is expected to continue and we are forecasted to actualize revenue approximately \$778,000 higher than budget. The variance is due to additional secondments being added after 2022 budget finalization, file assist and call outs being higher than expected and other sales of service trending higher then budget.

ATTACHMENT:

March 31, 2022 Financial Report

This report has been prepared by: Jacqueline Dairon

Approved for Presentation

Dave Jansen
Chief Constable



NEW WESTMINSTER POLICE DEPARTMENT

March 31, 2022 Financial Report

	Annual Budget	YTD Budget	January to March Actual	YTD Budget to Actual Variance
EXPENDITURES				
Salaries and Benefits	28,003,100	6,719,244	6,352,282	366,962
Contracts Services	3,269,200	784,608	705,041	79,567
Education and Training	395,500	94,920	46,783	48,137
General Office	966,300	231,912	167,422	64,490
General Administration	250,000	64,997	29,283	35,714
Operational Equipment	470,600	112,944	221,394	(108,450)
Other Costs	353,800	81,647	84,619	(2,972)
Total Operating Expenditures	33,708,500	8,090,272	7,606,824	483,448
REVENUE				
Sale of Services	(5,700,800)	(1,368,192)	(1,564,379)	196,187
Grants from Other Governments	(1,836,100)	(142,749)	(244,539)	101,790
Other Revenue	(22,500)	(5,400)	(7,901)	2,501
Total Revenues	(7,559,400)	(1,516,341)	(1,816,818)	300,477
POLICE BOARD NET EXPENDITURES	26,149,100	6,573,931	5,790,006	783,925
RECONCILIATION TO CITY REPORTS				
Amortization	700,000	168,000	174,999	(6,999)
ADJUSTED NET EXPENDITURES	26,849,100	6,741,931	5,965,005	776,926



NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, June 21, 2022 at 9:30 am

Council Chamber, New Westminster City Hall and

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

✓ Indicates Attachment

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

1	ADOPTION & PRESENTATIONS	
	1.1 Land Acknowledgment	<i>Mayor Cote</i>
	1.2 Acknowledgement of Service to Police Board members Ramnarine and Hachlaf	<i>Mayor Cote</i>
	1.3 Personnel Announcements	<i>Chief Constable Jansen</i>
	1.4 Acknowledgement of Chief Constable Jansen's Order of Merit of the Police Forces	<i>Deputy Chief Constable Hyland</i>
✓	1.5 Adoption of Open Agenda: June 21, 2022	<i>Police Board</i>
2	CONSENT AGENDA	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: May 17, 2022	
	2.2 Police Board Member Reports	
✓	2.3 Statistics: May 2022	
✓	2.4 Strategic Plan Tracking Document	
✓	2.5 Freedom of Information and Protection of Privacy Act Report for 2021	
	2.6 Police Board Correspondence:	
✓	2.6a JIBC Police Academy Transition Funding Letter from PSSG	
✓	2.6b Letter from Member of the Public re E-Comm	
3	ONGOING BUSINESS	
✓	3.1 Loud Vehicle Noise Follow-up Report	<i>Inspector Trevor Dudar</i>
4	NEW BUSINESS	
✓	4.1 CAPG 2022 Conference Sponsorship Request	<i>Police Board</i>
	4.2 Motion for Drew Hart to Represent NWPB at E-Comm AGM	<i>Police Board</i>
	NEXT MEETING	
	Date: Tuesday, July 19, 2022 at 9:30 am	
	Location: Council Chamber, New Westminster City Hall and By Zoom	
	ADJOURNMENT OF OPEN MEETING	



NEW WESTMINSTER MUNICIPAL POLICE BOARD

May 17, 2022 at 9:30 a.m.
Via ZOOM

MINUTES of Open Meeting

PRESENT:	Mayor Jonathan Coté	Chair
	Ms. Heather Boersma	
	Ms. Ruby Campbell	
	Mr. Karim Hachlaf	
	Mr. Drew Hart	
	Ms. Shirley Heafey	
	Mr. Sasha Ramnarine	
STAFF:	Chief Constable Dave Jansen	
	Deputy Chief Paul Hyland	
	Inspector Trevor Dudar	
	A/Inspector Aman Gosal	
	Inspector Diana McDaniel	
	Inspector Andrew Perry	
	Ms. Jacqueline Dairon	Finance Supervisor
Ms. Heather Corbett	Acting Board Secretary	

The meeting was called to order at 9:33 a.m.

1.1. Land Acknowledgment

Mayor Cote provided a land acknowledgement, as follows:

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

1.2. Introduction of New Police Board Member Drew Hart

Mayor Cote welcomed Drew Hart to the Police Board.

1.3. Personnel Announcements

Chief Constable Jansen announced Inspector Diana McDaniel's retirement and recognized her service and accomplishments over her 25-year career with the NWPB.

On behalf of the Board, Mayor Cote thanked Inspector McDaniel for her leadership and service, and congratulated her on her retirement.

Chief Constable Jansen made some additional staffing announcements, as follows:

- A recent promotion process was conducted, with several promotions to Sergeant, Staff Sergeant and Inspector upcoming in June;
- Staff Sergeant Aman Gosal has been promoted to Inspector and will be taking over responsibility for the Prevention Services Division from Inspector McDaniel;
- Inspector Chris Mullin has been seconded to Transit Police to run the Integrated Professional Standards Unit; and,
- Staff Sergeant Eamonn Ward has been promoted to Inspector and will be taking over responsibility for the Support Services Division from Inspector Mullin.

1.4. Adoption of Open Agenda: May 17, 2022

MOVED AND SECONDED

THAT The New Westminster Police Board approve the May 17, 2022, Open Agenda.

CARRIED

2. CONSENT AGENDA

2.1. Approval of Open Minutes: April 19, 2022

2.2. Police Board Member Reports

2.3 Statistics: April 2022

2.4 GOVERNANCE: Amendments to NWPB Governance Manual & Calendar

2.6 Strategic Plan Tracking Document

2.7 Police Board Correspondence

- a) Call for Nominations to CAPG Board of Directors for 2022-2024**
- b) Participation in Proposed Research Project**
- d) Reappointment of Shirley Heafey and Heather Boersma to NWPB ending June 2024**

MOVED AND SECONDED

THAT Items 2.5 and 2.7c be removed from the Consent Agenda; and,

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

CARRIED

ITEMS REMOVED FROM CONSENT

2.5 GOVERNANCE: NWPD Core Operations

In response to a question from the Police Board, Chief Constable Jansen noted that the department is at the “100% Current Deployment” level in the matrix included in the report, and that there is no current need to move down in the matrix.

MOVED AND SECONDED

THAT the New Westminster Police Board approve the report entitled “NWPD Core Operations” for information.

CARRIED

2.7 Police Board Correspondence

c) Special Committee on Reforming the Police Act Report

Mayor Cote noted that the recommendations in this report are significant in terms of policing in the province, and pointed out that the City of New Westminster had made a submission to the Special Committee, with regards to mental health.

In response to a request for feedback on the report from the Police Board, Chief Constable Jansen provided the following information:

- It is anticipated that Inspector Gosal would be tasked with building out a workplan for the Department which incorporates the forthcoming recommendations from the NWPD Organizational review and the recommendations within the Provincial review, particularly in regards to mental health and advocacy work;
- Much of the work that is generated as a result of the report’s recommendations will occur at the Provincial level rather than the local level;
- The results of the report have not yet been discussed by the municipal Chiefs, but it is anticipated that this would occur at the BCACP conference in June;
- Particular areas of interest within the recommendations include:
 - Regionalization, in terms of building a new provincial police force and its impact on local communities; and,
 - The combining of the Independent Investigations Office (IIO) and Office of Police Complaints Commissioner (OPCC) to oversee professional standards, and what role each Police Department would have in regards to this change.

Police Board members commented that it would be beneficial for the Board to receive a report later in the year, from senior management, which outlines the impacts of the Special Committee’s report on the NWPD, and to have an opportunity to engage in discussion.

MOVED AND SECONDED

THAT the New Westminster Police Board receive correspondence item 2.7c for information.

CARRIED

3. ONGOING BUSINESS

There were no items.

4. New Business

4.1 Q1 Financial Report

Jacqueline Dairon, Finance Supervisor, reviewed the Q1 Financial report and advised the Board that although the Police Department financials are currently trending under-budget as of March 31st, the forecast is that the NWPB will likely be approximately \$150K over budget at year end.

MOVED AND SECONDED

That the Police Board receive the March 31, 2022 Q1 financial report for information.

CARRIED

ADJOURNMENT of Open Meeting

Chair Jonathan Cote adjourned the meeting at 9:49 a.m.

Next meeting

The next meeting of the New Westminster Police Board will take place on June 21, 2022 at 9:30 a.m.

MAYOR JONATHAN COTE
CHAIR

HEATHER CORBETT
RECORDING SECRETARY



New Westminster Police Department

PROTECTED A

June 08, 2022

Crime Type Category ¹	2022 Apr	2022 May	May 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	0	0	2	0	1	N/A ²
ATTEMPTED HOMICIDE	1	0	1	1	1	2	1	100%
SEXUAL ASSAULTS	9	4	4	14	27	29	23	7%
ASSAULT-COMMON	25	37	33	140	139	139	139	0%
ASSAULT-W/WEAPON OR CBH	5	13	11	43	63	53	53	-16%
ASSAULT-AGGRAVATED	1	0	0	0	3	3	2	0%
ROBBERY	6	4	4	16	24	19	20	-21%
Total Monitored Persons Offences	47	58	52	214	259	246	240	-5%
Domestic Violence								
DOMESTIC VIOLENCE	54	62	54	248	248	252	249	2%
FAMILY VIOLENCE	14	19	23	129	109	96	111	-12%
Property Offences								
BREAK & ENTER-BUSINESS	15	11	14	75	116	58	83	-50%
BREAK & ENTER-RESIDENCE	7	4	3	31	19	30	27	58%
BREAK & ENTER-OTHER	5	14	11	42	27	31	33	15%
THEFT OF VEHICLE	14	13	13	66	49	75	63	53%
THEFT FROM VEHICLE	55	52	69	362	374	289	342	-23%
THEFT-OTHER OVER \$5000	2	1	1	6	4	5	5	25%
THEFT-OTHER UNDER \$5000	26	39	29	168	141	173	161	23%
MISCHIEF OVER \$5000	0	2	2	3	4	4	4	0%
MISCHIEF \$5000 OR UNDER	31	37	37	168	243	190	200	-22%
Total Monitored Property Offences	155	173	180	921	977	855	918	-12%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	0	0	1	0	N/A
COLLISION-NON-FATAL INJURY	3	4	8	46	39	28	38	-28%
COLLISION-ALL OTHERS	46	49	34	149	153	248	183	62%
Total Collision Offences	49	53	42	195	192	277	221	44%
215 Impaired								
215 ALCOH-24HR & DRUG	1	1	2	13	19	13	15	-32%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	9	9	7	34	56	60	50	7%
215 ALCOH IRP WARN	2	3	2	11	20	22	18	10%
IMPAIRD OP MV (DRUGS & ALCOH)	12	6	9	26	39	53	39	36%
Weapons Offences								
WEAPONS	7	2	5	24	33	30	29	-9%
Other Non-Criminal Offences								
BYLAW	13	14	38	226	139	88	151	-37%
FALSE ALARMS	91	83	67	233	198	296	242	49%
MISSING PERSONS	29	19	17	81	96	107	95	11%
MENTAL HEALTH RELATED	29	40	60	189	307	153	216	-50%
DISTURBED PERSON/ATT SUICIDE	24	28	52	329	286	165	260	-42%
SUDDEN DEATH	9	17	14	54	51	59	55	16%
DOMESTIC DISPUTE-NO ASSAULT	31	43	46	218	185	153	185	-17%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-06-08. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

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



New Westminister Police Department 2022-2024 Strategic Plan Tracking

Updated for June 21, 2022

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

Prepared by: Deputy Chief Constable Paul Hyland



Priority: Strengthen Community Engagement

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

Status Legend

Not Started - work on this milestone has not yet started

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

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

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

Deferred - the milestone has been deferred at this time

2022-2024 Strategic Plan Tracking



Priority: Modernize Community Safety

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

Status Legend

Not Started - work on this milestone has not yet started

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

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

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

Deferred - the milestone has been deferred at this time

2022-2024 Strategic Plan Tracking



Priority: Invest in our People

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

Status Legend

Not Started - work on this milestone has not yet started

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

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

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

Deferred - the milestone has been deferred at this time



New Westminister Police Department

REPORT

To: Mayor Coté and Members of the New Westminister Police Board
Date: June 10, 2022

From: Inspector Andrew Perry
Item #: 2.7

Subject: Freedom of Information and Protection of Privacy Act Report for 2021

RECOMMENDATION

That the Police Board receive this report for information.

PURPOSE

The purpose of this report is to update the Board on the New Westminister Police Department's compliance with the Freedom of Information and Protection of Privacy Act (FOIPPA) and the recent Provincial amendments to FOIPPA.

BACKGROUND

Under FOIPPA, the New Westminister Police as a public body is obliged to provide access to Police records upon request to the public and other private or public agencies, ensuring that information released or shared complies with the Act and protects the privacy of all individuals.

On November 25, 2021, significant changes were made to FOIPPA and approved. Most of these amendments have taken effect, however select amendments will come into force at a later date, to give public bodies more time to develop implementations plans. All amendments are likely to take effect at the end of 2022.

Amendments to the Act include:

- Updates to FOIPPA's data-residency provisions allowing public bodies to store personal information outside Canada;
- Requiring public bodies to have a privacy management program;
- Implementing mandatory privacy breach reporting to the Office of the Information and Privacy Commissioner of BC (OIPIC);
- Increasing penalties for offences and adding new offences for evading FOI;

- Introducing an application fee for non-personal FOI requests;
- Enabling more information sharing with Indigenous Peoples; and,
- Adding Indigenous cultural protections.

DISCUSSION

Formal FOI Requests for the New Westminster Police

All formal FOI requests are handled through the Freedom of Information Unit. In the year of 2021, the NWPD received 187 FOI requests from the public, an increase of 20.64% from the previous year.

Table 1: Total number of formal FOI requests the NWPD received by year (2019-2021)

Year	Total number of formal FOI request	Change from previous year
2021	187	20.64 %
2020	155	-43.84 %
2019	276	-8.91%

There was a decrease in the year of 2020 of -43.84% in comparison to the year of 2019. This was due to the COVID-19 Pandemic and the department's front counter being temporarily closed. This impacted our number of FOI requests substantially as the public was not aware that e-mail or faxing FOI requests were an option. Due to this, we have amended and updated our department's website to include these options.

Informal FOI Requests for the New Westminster Police

All informal FOI requests are handled through the Freedom of Information Unit. These types of requests range from various agencies such as government, legal, insurance and any other public/private agencies. In the year of 2021, there was an increase of 0.26% compared to the previous year.

Table 2: Total number of informal FOI requests the NWPD received by year (2019-2021)

Year	Total number of informal FOI Requests	Change from previous year
2021	1,144	0.26%
2020	1,141	-23.78 %
2019	1,497	8%

There was a decrease in the year of 2020 of -23.78% in comparison to the year of 2019. Again, this was due to the COVID-19 Pandemic and various government/private agencies being closed temporarily. This effected our number in requests as our unit was receiving very few requests.

Table 3: Total number of informal FOI requests broken down by category of requestors (2020-2021)

Category of Requestors	No. of Requests in 2020	No. of Requests in 2021
ICBC	252	217
Lawyers	79	39
Insurance Agencies	24	27
Correctional Service Canada	33	25
Parole Board of Canada	24	22
Criminal Record Review Unit	21	26
Crime Victim Assist Program	68	61
BC Coroners Service	16	36
Canada Borders Service	5	10
Civil Forfeitures Office	29	15
SIBS – Security Intel Background Check	17	5
Ministry of Children and Family	347	386
Passport Canada	0	0
ATIPS/Consultation	4	5
Court Orders – Civil Litigations	69	117
RCMP Firearms	12	36
Other Police agencies	35	21
Other General	34	36
NW Animal Services	26	14
BC Gaming & Police Enforcement	0	8
Criminal Justice Branch	0	0
Privacy Impact Assessments	0	0
VT Disclosures	5	9
NW Towing	18	10
Ministry of Public Safety	20	10
CFSEU Cannabis Security Screening	3	4
All cleared Pardons	0	0
Ministry of Social Development and Poverty Reduction	0	0
Professional Standard Reviews	0	5
TOTAL REQUESTORS	1,141	1,144

In 2021, the time it took for the FOI unit to process an informal request was between 10 minutes to 3 hours. FOI requests were more time consuming and took anywhere from 10 minutes to 40 hours for the unit to complete. This estimate includes: searching, retrieving, analyzing, redacting and communicating with the applicant.

In February of 2021, the FOI unit initiated storing of all FOI requests electronically on a shared Drive. No breaches were reported to the NWPD and forwarded to the Office of the Information and Privacy Commissioner (OIPC) in 2020 and 2021.

Compared to the City of New Westminster, the NWPD's number of formal/informal FOI requests per year is significantly higher. Due to the COVID 19 pandemic, the FOI unit witnessed a change in volume of requests decrease in 2020 and 2021 compared to the previous years. However, this trend is not expected to last.

Review of FOIPPA 2021 Amendment Changes that Effect Current NWPD Practices

The B.C. government updated its data-residency provisions to help public bodies keep pace with new technology and provide the services people expect in a modern age. Previously, the Act required that personal information be stored and accessed within Canada except under limited circumstances. With these provisions, the Act allows personal information to be disclosed outside Canada.

The NWPD conducts Privacy Impact Assessments (PIAS) for any new developing or changing system, project, program, activity or enactment. From previous PIAS, all personal information has been stored inside of Canada. The additional risk-based assessments must now be included in all PIAs.

Currently the City of New Westminster is working with lawyers, Human Resources and IT to develop a risk assessment tool. It would be recommended that the NWPD follow the City's same guidelines and methods of their risk assessment tool procedures. It is expected that the City will have this plan in place by the end of 2022.

Currently the NWPD continues to follow its privacy breach protocol by notifying management and reporting to the Office of the Information and Privacy Commissioner (OIPC). The NWPD does not utilize a specific program. This protocol can be reviewed and adjusted to comply with the new regulations and possibly implement a Privacy Management Program.

The B.C. government introduced a \$10 non-refundable application fee for general freedom of information (FOI) requests. Access to personal information requests will continue to be free of charge. The application fee is paid before a request is processed. This fee was implemented by the request of several municipalities and the Provincial Government as a tool to reduce the number of requests received.

The NWPD and Surrey Police are one of the few agencies who have implemented the \$10 fee. Several other agencies like Vancouver Police, Delta Police and Port Moody Police have decided not move forward with the fee at this time.

CONCLUSION

The New Westminster Police is meeting its obligations under the Freedom of Information and Protection of Privacy Act. The FOI unit continue to focus on being accountable and responsible by ensuring the use of personal information is protected in the NWPD's custody and control.

This report has been prepared by Raj Lehel - Acting FOI and Privacy Coordinator

This report was reviewed by: Inspector Andrew Perry

Approved for Presentation



Dave Jansen
Chief Constable



May 19, 2022
 Ref: 630309

Chief Constables of Municipal Police Departments
 Chief Officer Dave Jones, SCBCTA Police Service
 Chairs of Police Boards

Dear Sirs and Madams:

Re: JIBC Police Academy Transition Funding

I am writing to provide an update on the new recruit funding model for municipal police recruit training in British Columbia, as we continue to work together to ensure the current delivery model at the JIBC Police Academy (JIBC PA) is sustainable.

As a result of emerging issues, Policing and Security Branch (PSB) will be working with the JIBC to implement the transition to the new funding model sooner than anticipated. Municipalities may be expected to pay on a per recruit basis beginning this fiscal year 2022, and this timeline will be dependent on the results of the financial planning to be completed by the JIBC. Of note, the City of Surrey will be contributing to the costs of recruit training as soon as the Surrey Police Service sends new recruits to the JIBC PA in May 2022.

PSB has encouraged the JIBC to consider cost mitigation strategies and to ensure that any decisions that may have a significant fiscal impact are made in consultation with police boards and chief constables, particularly through the Police Academy Chiefs Committee (PACC). I have also asked the JIBC to consider advancing efforts immediately to finalize the cost per recruit amount and to communicate these results in the near future, so that municipalities can plan to build these costs into their budgets.

.../2

I trust that we can continue to work together to ensure that the JIBC PA is able to meet recruit training demands and I have recommended that the JIBC PA prepare a budget that will help answer any questions regarding ongoing expenses and existing sources of revenue, as the transition to the new funding model unfolds. If you have any questions regarding the new funding model or would like to meet to discuss the information in this letter, please contact Wendy Sutherland, Senior Program Manager (Wendy.Sutherland@gov.bc.ca) or David Pilling, A/ Executive Director, Municipal Policing, Governance and Oversight Division (David.Pilling@gov.bc.ca).

Regards,



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

Pc Chief Officer Deborah Doss-Cody, Stl'atl'imx Tribal Police Service
Michel Tarko, President, Justice Institute of BC

Heather CORBETT

From: Patrick Johnstone <pjohnstone@newwestcity.ca>
Sent: May-15-22 1:14 PM
To: 'Norma Spence'
Cc: Police Board Mailbox
Subject: RE: [EXTERNAL] Ecom

!-----|
 This Message Is From an External Sender
 This message came from outside your organization.
 !-----!

Hello Norma,

Sorry for being so tardy in replying. It has been a busy week.

Actually, part of why I was busy was the Lower Mainland Local Government Association meeting last week, and one of the regional discussions was around the current issues with E-Comm. The program is under-resourced, understaffed, and losing functionality. The challenges with 911 are obviously being prioritized over the non-emergency system, but I hear a lot about the frustration people are having with the non-emergency line. I can't tell you that solutions are imminent, even staffing up and training new staff will take some time if the money was to arrive right away. I can tell you local governments across the region are fully aware of the challenges and are raising alarms. I'm sorry that the system didn't work for you, but appreciate you letting me know.

As the use of E-Comm is a police operational consideration, Council does not have direct influence over that, but relies on the Police Board to help set this policy. I have cc'd the Police Board here to make them aware of your concern.

I hope you will still make an on-line report to the police using their on-line reporting if holding for E-Comm is not responsive. Even if you can't offer the video evidence, it is important that the police get a report of the incident and it is valuable for them to track trends, and may help keep your neighbors safe.

P@J
 Patrick Johnstone
 Councillor

City of New Westminster
 511 Royal Avenue New Westminster, BC V3L 1H9 pjohnstone@newwestcity.ca
 604-679-6784

-----Original Message-----

From: Norma Spence
 Sent: Wednesday, May 11, 2022 2:07 PM
 To: Patrick Johnstone <pjohnstone@newwestcity.ca>
 Subject: [EXTERNAL] Ecom

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.

Hi Patrick

I'm just wondering what your views are on Ecom. Ron's car was broken into in my driveway. I tried to report the incident but was on hold so long I gave up. While on hold the message said to use the internet so I tried that but because I had the incident on video the system would not let me. Next day, I tried again but again was on hold too long. I'm not feeling good about the Ecom system especially since I'm on my own now.

Has New West ever considered not using Ecom?

Norma Spence



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board **Date:** June 21, 2022
From: Inspector Trevor Dudar **Item #:** 3.1
Subject: Loud Vehicle Noise – Follow-up Report

RECOMMENDATION

That the New Westminster Police Board receives this follow-up report for information.

BACKGROUND

In June 2021, the Mayor's Office and the New Westminster Police Department (NWPD) received emails expressing concern about vehicles creating loud noise, generated by modified or unmaintained exhaust systems or engines, while travelling through downtown New Westminster.

In October 2021, a report was submitted to the New Westminster Police Board that addressed the following 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

Based on the report submitted to the New Westminster Police Board, a follow-up report was requested in the spring of 2022 to address the 3 following points:

- 1) Public messaging regarding the issue
- 2) Engagement with City Bylaws
- 3) Targeted Enforcement

DISCUSSION

1) Public Messaging

The NWPD's Strategic Communications staff have been engaged to assist in providing a public awareness and educational component to the issue. Messaging has been created to bring awareness to owners and drivers of loud vehicles of the negative effects that loud vehicles have on the peace and livability in communities. The intent is to encourage owners and drivers to be mindful of their impact and to proactively take the appropriate action to ensure their vehicles do not create excessive noise.

Furthermore, the messaging also serves an educational component which provides the standards as legislated in the Motor Vehicle Act Regulations and the enforcement options available to the police to address loud vehicle noise. Providing the public with this information would enhance the awareness of the issue and potentially act as a deterrent for vehicle owners and drivers to comply without having any interactions with the police.

Public messaging related to loud vehicle noise commenced in the Spring of May 2022 and will regularly continue through the summer and into fall.

2) Engagement with City Bylaws

There are noise standards created at both the local municipal level and at the provincial level. The noise standards at the local municipal level are regulated through the noise bylaws.

The City of New Westminster (CNW) noise bylaw as 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) was determined to be under the governance of the Construction Impacts Coordinator of the City of New Westminster's Licencing and Integrated Services (CNW Integrated Services).

In April 2022, NWPD staff met with CNW Integrated Services staff to discuss the loud vehicle issue with the intent of developing a collaborative approach between both City departments to address it through both education and enforcement. CNW Integrated Services staff reported that their ability to enforce the bylaw in relation to loud vehicles is quite limited due to their function in the city. The CNW Integrated staff are not trained and equipped to be deployed in a front-line enforcement capacity and lack the ability to perform traffic stops on vehicles.

3) Targeted Enforcement

The Traffic Unit's primary role is to focus on roadside 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.

In April 2022, the Traffic Unit commenced monitoring and conducting targeted enforcement in some of the areas of the city most commonly affected by loud vehicle noise, based on complaints. Furthermore, the Traffic Unit has developed plans to conduct scheduled joint-enforcement projects with the assistance of Patrol members and other partner agencies. The projects will rely on mobile patrols and static/covert operations and techniques. Depending on the circumstances, vehicle inspections may be ordered by way of a Provincial Notice and Order.

Overall, the Traffic Unit has experienced a slight decrease in loud vehicle noise complaints and an increase in enforcement and education up to this point in 2022, as compared to the same period in 2021.

In addition, the Traffic Unit supervisor has provided roll-call training to the patrol watch members with regards to the application of the Motor Vehicle Act to assist them with education and enforcement options when they encounter loud vehicles in the city.

CONCLUSION

This follow-up report provides an overview of the current status and future plans for NWPDP's public messaging, education and enforcement to aid in addressing the issue of loud vehicle noise in the City of New Westminster.

OPTIONS

Option #1 – That the New Westminster Police Board receives this follow-up report for information.

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

Staff recommends option 1.

This report has been prepared by:



Inspector Trevor Dudar

Heather CORBETT

From: Canadian Association of Police Governance (CAPG) <communications@capg.ca>
Sent: May-24-22 8:59 AM
To: Heather CORBETT
Subject: 💡 A unique sponsorship opportunity for our members

This Message Is From an External Sender

This message came from outside your organization.

The following message is an exclusive CAPG Membership communication sent solely to the contacts provided during your registration and/or renewal of your CAPG Membership. Please distribute this email to all relevant members of your organization.

**SPONSORSHIP OPPORTUNITY****CAPG Conference 2022 in Saskatoon!**

**Build awareness and be recognized as a leader in the world of Police Governance at
CAPG 2022 - our first in-person event since 2019!**

Dear Heather ,

As you know, we are committed to keeping our event registration fees as low as possible to ensure that all of our members, no matter the size of their budgets, have 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.

"COMMUNITY PARTNERSHIPS & ENGAGEMENT" is the theme of our conference. This year, delegates will be given the opportunity to explore the various ways other police boards and services have collaborated creatively and meaningfully to cultivate safer communities. Our thoughtfully curated program aims to leverage the insights you have given us into police governance, along with that of policing leaders and emerging figures in the field, to give delegates a firm foundation on which to make informed policy decisions that enhance public safety.

Our members have shown a great deal of generosity and commitment throughout the years by contributing varying amounts of funds. There are several exceptional sponsorship opportunities available that have been tailored to a combined virtual and in-person experience that provide a high level of visibility for your organization. You can review our 2022 Prospectus below to find a package that fits your organization's budget and preferences.

The funds raised in support of our annual conference are used to help minimize the cost for members to attend, offset the substantial expenses associated with delivering a hybrid event, and support marketing and outreach activities to communicate with our community. In return, we offer our sponsors recognition on our website and other marketing materials as well as during the event, both at the venue and on our virtual platform.

We are sincerely grateful for any contributions you can make. We commit to making the conference experience unique and rewarding.

[Download Sponsorship Prospectus \[capg.us7.list-manage.com\]](https://capg.us7.list-manage.com)





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

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SPONSORSHIP



**CAPG
Conference
SASKATOON 2022**

Hosted by

**SASKATOON BOARD OF
POLICE COMMISSIONERS**

CAPG's 33rd Annual Conference

September 7-11, 2022

Delta Bessborough, Saskatoon, SK

The CAPG/FNPGC Conference is the leading event in the police governance sector. The Annual CAPG Conference is held over a three-day period during which delegates are encouraged to network, discuss, engage, and discover the rich community we continue to foster. With a primary focus on building capacity, the FNPGC has developed a one-day national conference in addition to the CAPG conference for self-administered First Nations Police Governance Authorities, Commissions and Community Consultative Committees.

In 2020, the pandemic forced us to move from a physical experience to a virtual one. Engaging our delegates in meaningful ways required adjusting our programs and seeking help from experts. We were thrilled to have registered over 400 delegates for our 2020 virtual conference which proved to be a huge success. In 2021, we held a second, even more popular virtual conference.

This year, we will return to our highly regarded in-person conference format. However, to maintain the affordability, ease, and interactive nature of our virtual events, we will simultaneously offer in-person and virtual options to our delegates.

Sponsorship Benefits



BRAND VISIBILITY

Get Cross-Canada Exposure

Elevate your company's brand through CAPG Events. Your company name and logo will be promoted on publications, such as CAPG's public website and social media sites, as well as at the event itself.

About CAPG

WHO WE ARE:

The Canadian Association of Police Governance (CAPG) is the only national organization dedicated to excellence in police governance in Canada. Founded in 1989 with the goal to improve the effectiveness of civilian bodies that govern local police services, we have since grown to represent 80% of municipal police service oversight bodies throughout Canada.

OUR MISSION:

The Canadian Association of Police Governance works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada.

OUR REACH:

As a national association, the CAPG has a wide reach with a diverse audience. We connect with decision makers, police board executives, Chiefs of Police, business leaders, academics, and government officials throughout the country. The Canadian Association of Police Governance has over 80 active member organizations.



CREDIBILITY

Consumer Influence and Perception

Enhance your reputation and forge a stronger relationship with your target audience by aligning your support for causes or missions that your target audience is passionate about.



BUILD CONNECTIONS

Connect with a National Audience:

Engage with leading voices in police governance and gain access to the latest research, discussions and interests within the community.

Why Choose Us?



Public scrutiny of policing has placed increased demands on municipal police services, and consequently on their boards and commissions, resulting in a need for constant information exchange and education for members of police governing bodies. The CAPG is the sole venue for this exchange. The CAPG offers many resources to Canada's police governance community, including a variety of webinars, events, publications, and an eLearning portal that is exclusively for members.

Since 1989, we have helped develop a network for police governance throughout Canada. Policing is a 15 billion dollar sector, and the CAPG works diligently to help improve this sector by engaging with the community and by being the trusted voice of police governance in Canada.



Communications Strategy

Communications and marketing efforts will create maximum awareness and position the event on the national stage. The strategy will combine and integrate the following elements:

WEBSITE

In addition to serving as a key marketing tool, it is the premier source of conference information and is regularly updated.

DIRECT MARKETING

Frequent email blasts update registered delegates with general information, latest news, key dates, and program and speaker details. This ensures delegates remain engaged leading up to the conference.

MARKETING COLLATERAL

Branded electronic and printable materials will be used to endorse our conference, highlighting key activities and speakers. These will be shared via direct email and the conference website.

MEDIA COVERAGE

Our events are covered by various media publications.

SOCIAL MEDIA

This will be used to create excitement around the event and speakers. LinkedIn, Twitter, and Facebook will all play a major role in the campaign. Event hashtags will be utilized to encourage delegate interaction and create an additional layer of engagement.



CAPG 2022 Sponsor Streams

CHAMPION SPONSOR \$10,000

Prioritized listing as a Champion Sponsor on all printed and online media, including the conference website, program and/ or schedule- at-a-glance, e-blasts, and post-conference report. Also includes:

1. Five (5) minute speaking opportunity to introduce one keynote speaker.
2. Two (2) complimentary conference registrations including evening activities.
3. One (1) insert in delegate welcome bags.
4. Company logo featured on main page of website and virtual attendee hub.
5. Logo on banner in plenary room.
6. Logo on poster at registration desk.
7. Logo and recognition at one (1) evening activity.
8. Prioritized Recognition on social media.
9. Option of exhibitors' table

We strive to make all of our events a valuable experience for our sponsors. We offer five unique levels of sponsorship to meet a variety of budgets and objectives. Additionally, we recognize that your sponsorship needs may be unique, and we look forward to working directly with you to create a customized package.

ADVOCATE SPONSOR \$5,000

Prioritized listing as Advocate Sponsor on all printed and online media, including the conference website, program and/ or schedule- at-a-glance, e-blasts, and post-conference report. Also includes:

1. Listing on website and virtual attendee hub.
2. One (1) complimentary conference registration, including evening activities.
3. Logo on banner in plenary room.
4. Recognition on CAPG's social media profiles.

CULTIVATOR SPONSOR \$2,500

Listing as a Cultivator Sponsor on all printed and online media, including the conference website, program and/ or schedule- at-a-glance, e-blasts, and post-conference report. Also includes:

1. Logo on banner in plenary room.
2. Recognition on CAPG's social media profiles.

FRIEND SPONSOR \$1,000

Listing as a Friend Sponsor on all printed and on-line media, including the conference website, program and/ or schedule- at-a-glance, e-blasts, and post-conference report.

PEER SPONSOR \$250-500

1. Listing on the CAPG website.
2. Listing in conference program.
3. Listing in post-conference report.

FOCUS YOUR RESOURCES.

Police services, Municipalities, and Canadians support outsourcing non-core police services



COMMISSIONAIRES

A public opinion poll revealed:

- 89% of municipal decision makers and 95% of police services polled consider private security providers a good fit for their community.

- 95% of municipal decision makers and 97% of the police services polled would hire Commissionaires over private security providers with their community.



Stay Connected & Informed:

EXHIBITOR PACKAGE \$500

Exhibitors are given an exclusive opportunity to build a dedicated space to express themselves and personally connect with delegates.

SHOWCASE YOUR BRAND



PERSONAL CONTACT

Bringing a face and name to your brand will foster relationships with your audience.



EDUCATION

Learn what's happening in Police Governance and how you can be part of it.



GENERATE LEADS

A one-stop exhibition enables you to secure qualified leads in one place.



SALES

Promote new services or demonstrate new products and equipment.



PRESENCE

Show your commitment and support the community that supports your business.



BUZZ

With the undivided attention of your audience, launch a new product, service or marketing campaign!

Sponsor the 8th Annual First Nations Police Governance Conference

September 8, 2022

The First Nations Police Governance Council (FNPGC) was established in 2014 by directors and members of the Canadian Association of Police Governance (CAPG). With a primary focus on building capacity, the FNPGC has developed an annual national conference for self-administered First Nations Police Governance Authorities, Commissions and Community Consultative Committees. *Over 300 delegates registered to attend the 2021 Virtual FNPGC One-Day Conference*

FNPGC ALLY SPONSOR PACKAGE - \$1,000

Prioritized listing as Ally Sponsor on all printed and online media, including the conference website, program and/or schedule- at-a-glance, e-blasts, and post-conference report. Also includes:

1. One (1) complimentary conference registration
2. Logo on banner in plenary room.
3. Recognition on CAPG's social media profiles.





Additional Sponsorship and Cross-Promotion opportunities

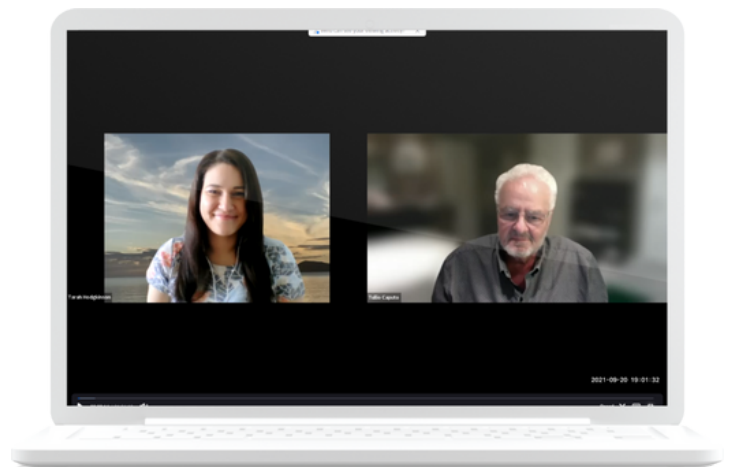
Promote your event/business on our platform and vice versa. Contact us for specific pricing and sizes or our contra packages.

BECOME A MEDIA SPONSOR

Promote our events on your platform and have your logo showcased as a "Media Sponsor" during on our website and in conference promotional material

MONTHLY WEBINARS SERIES

Our webinars bring CAPG stakeholders and partners together to explore a variety of themes of interest to our community. Our aim is to provide concrete resources to boards and other stakeholders to help in the development of effective governance.



QUORUM - Weekly Governance Newsletter

CAPG's popular in-depth weekly news clipping service offered to our growing extended community of over 1400 subscribers. Through Quorum, you have the chance to build awareness and recognition of your brand among hundreds of police governance professionals. Quorum offers an open rate 3 percent higher than that of the industry average.

Host Canada's only national police governance conference in your city!

A UNIQUE OPPORTUNITY TO SHOWCASE THE WORK YOU'RE DOING IN POLICE GOVERNANCE

Together, the Host and CAPG have a unique opportunity to showcase Canadian governance of policing at its very best. That's why your branding and expertise will be featured throughout the conference in order to provide insight, support, credibility and networking opportunities for everyone. Some of those opportunities include:



- Working with the CAPG Conference Committee and the CAPG Executive Director to oversee all aspects of planning, budgeting and the development of the conference program.
- Showcase your organization with opportunities such as speaker introductions, exhibitor tables and off-site functions.
- Enjoy complimentary conference registrations for your Board, including evening activities.
- Have your logo featured in all promotional material, on any virtual platforms and in person throughout the venue

For more information on the current benefits, duties and financial obligations involved in hosting a future conference, please view our [2023 Request for Proposals](#) or contact us.

Contact the CAPG

MORE ADVERTISING = MORE DISCOUNTS

If you are interested in advertising through multiple CAPG outlets please contact us to discuss how we can meet your advertising needs and to apply further discounts to your unique package.



JENNIFER MALLOY, Executive Director

Email: jmalloy@capg.ca | Twitter: @jenncapg

REBECCA BOSS, Communications Manager

Email: communications@capg.ca

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K1N 5W1

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Why Sponsor Us?

CAPG sponsorship provides organizations the ability to increase exposure, build relationships and enhance their image with the community. We offer competitive opportunities for your brand to get recognized. Join our community!





NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, July 19, 2022 at 9:30 am

Council Chamber, New Westminster City Hall and

By Zoom: <https://us02web.zoom.us/j/88644230155>

✓ Indicates Attachment

We recognize and respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.

1	ADOPTION & PRESENTATIONS	
	1.1 Land Acknowledgment	<i>Mayor Cote</i>
	1.2 Introduction of New NWPB Member Patrick Lalonde	<i>Mayor Cote</i>
✓	1.3 Adoption of Open Agenda: July 19, 2022	<i>Police Board</i>
2	CONSENT AGENDA	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: June 21, 2022	
	2.2 Police Board Member Reports	
✓	2.3 Statistics: June 2022	
	2.4 Police Board Correspondence:	
✓	2.4a BCAMCP Letter in Response to JIBC Funding	
✓	2.4b E-Comm 2021 Annual Report & Financial Statements	
3	ONGOING BUSINESS	
✓	3.1 NWPB Strategic Plan Update	<i>Deputy Chief Constable Paul Hyland</i>
✓	3.2 NWPB Non-Emergency Line Issues and Potential Alternatives	<i>Inspector Andrew Perry</i>
4	NEW BUSINESS	
	<i>No Items</i>	
	NEXT MEETING	
	Date: Tuesday, September 13, 2022 at 9:30 am	
	Location Council Chamber, New Westminster City Hall and By Zoom	
	ADJOURNMENT OF OPEN MEETING	



NEW WESTMINSTER MUNICIPAL POLICE BOARD

June 21, 2022 at 9:30 a.m.

Via ZOOM

MINUTES of Open Meeting

PRESENT:	Ms. Heather Boersma Ms. Ruby Campbell Mr. Karim Hachlaf Mr. Drew Hart Ms. Shirley Heafey Mr. Sasha Ramnarine	Chair
REGRETS:	Mayor Jonathan Coté	
STAFF:	Chief Constable Dave Jansen Deputy Chief Paul Hyland Inspector Trevor Dudar Inspector Aman Gosal Inspector Andrew Perry Inspector Eamonn Ward Ms. Jacqueline Dairon Ms. Heather Corbett	Finance Supervisor Acting Board Secretary

The meeting was called to order at 10:05 a.m.

1.1. Land Acknowledgment

Sasha Ramnarine provided a land acknowledgement, as follows:

We recognize and respect that New Westminister is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.

1.2. Acknowledgement of Service to Police Board members Ramnarine and Hachlaf

Chief Constable Jansen acknowledged the conclusion of Police Board members Ramnarine and Hachlaf's terms, and recognized both board members for their years of service.

1.3. Personnel Announcements

Ruby Campbell announced that she would be taking a leave of absence from the Police Board, as she is a nominated candidate in the 2022 municipal election.

Chief Constable Jansen introduced Inspector Eamonn Ward to the Board. Inspector Ward was promoted in June and has taken over responsibility for the Support Services Division from Inspector Chris Mullin.

1.4. Acknowledgement of Chief Constable Jansen’s Order of Merit of the Police Forces

Deputy Chief Constable Hyland acknowledged and offered congratulations on Chief Constable Jansen’s recent appointment to the Order of Merit of the Police Forces. He provided background on the Order of Merit, and noted Chief Constable Jansen’s work history and community involvement.

1.5. Adoption of Open Agenda: June 21, 2022

MOVED AND SECONDED

THAT The New Westminster Police Board approve the June 21, 2022, Open Agenda.

CARRIED

2. CONSENT AGENDA

2.1. Approval of Open Minutes: May 17, 2022

2.2. Police Board Member Reports

2.3. Statistics: May 2022

2.5 Freedom of Information and Protection of Privacy Act Report for 2021

2.6 Police Board Correspondence

a) JIBC Police Academy Transition Funding Letter from SSG

MOVED AND SECONDED

THAT Items 2.4 and 2.6b be removed from the Consent Agenda; and,

THAT the New Westminster Police Board approve the remaining items on the Consent Agenda.

CARRIED

ITEMS REMOVED FROM CONSENT

2.4. Strategic Plan Tracking Document

Police Board members noted that it would be useful to see more detail in the key milestones section of the document. While the status of the items is displayed, it would also be useful to have information about when the items are planned to start.

Deputy Chief Constable Hyland noted that a full report containing information and updates about the Strategic Plan would be presented to the Board at the July 19 meeting.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the Strategic Plan Tracking Document for information.

CARRIED

2.6 Police Board Correspondence

b) Letter from Member of the Public re E-Comm

Police Board members recognized the letter from the member of the public, noting that it is reflective of the broader concerns about E-Comm that have been discussed over recent months.

Board members noted that staff has been directed to bring an open report to the Board in July to address the issue of the E-Comm non-emergency line.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the correspondence for information.

CARRIED

3. ONGOING BUSINESS

3.1 Loud Vehicle Noise Follow-Up Report

Inspector Dudar reviewed the follow-up report, noting that since the original report was brought to the Board in October 2021, activities had ramped up in the following areas:

- Public messaging by the NWPD's Strategic Communications department;
- Engagement with City of New Westminster Integrated Services staff; and,
- Enforcement initiatives by the NWPD Traffic Unit.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the report entitled "Loud Vehicle Noise Follow-Up Report" for information.

CARRIED

4. New Business

4.1 CAPG 2022 Conference Sponsorship Request

Chief Constable Jansen noted that historically, the Board had provided \$1400 in sponsorship funds to the Canadian Association of Police Governance (CAPG) for their annual Conference.

MOVED AND SECONDED

THAT The New Westminster Police Board approve a contribution of \$1400 for the 2022 CAPG Conference.

CARRIED

4.2 Motion for Drew Hart to Represent NWPB at E-Comm AGM

MOVED AND SECONDED

THAT The New Westminster Police Board nominate Drew Hart to represent the NWPB at the E-Comm Annual General Meeting on June 23, 2022.

CARRIED

ADJOURNMENT of Open Meeting

Chair Sasha Ramnarine adjourned the meeting at 10:25a.m.

Next meeting

The next meeting of the New Westminster Police Board will take place on July 19, 2022 at 9:30 a.m.

MAYOR JONATHAN COTE
CHAIR

HEATHER CORBETT
RECORDING SECRETARY



New Westminster Police Department

PROTECTED A

July 11, 2022

Crime Type Category ¹	2022 May	2022 June	June 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	0	0	2	0	1	N/A ²
ATTEMPTED HOMICIDE	0	0	0	1	1	2	1	100%
SEXUAL ASSAULTS	3	10	5	16	31	39	29	26%
ASSAULT-COMMON	37	23	29	176	167	162	168	-3%
ASSAULT-W/WEAPON OR CBH	14	10	15	57	83	63	68	-24%
ASSAULT-AGGRAVATED	0	0	0	0	3	3	2	0%
ROBBERY	3	4	3	20	26	22	23	-15%
Total Monitored Persons Offences	57	47	52	270	313	291	291	-7%
Domestic Violence								
DOMESTIC VIOLENCE	67	46	52	302	304	306	304	1%
FAMILY VIOLENCE	20	27	22	153	124	126	134	2%
Property Offences								
BREAK & ENTER-BUSINESS	11	9	10	86	125	69	93	-45%
BREAK & ENTER-RESIDENCE	4	3	4	37	23	33	31	43%
BREAK & ENTER-OTHER	14	7	7	48	36	37	40	3%
THEFT OF VEHICLE	12	8	9	75	59	82	72	39%
THEFT FROM VEHICLE	51	44	62	438	439	333	403	-24%
THEFT-OTHER OVER \$5000	2	2	1	8	4	8	7	100%
THEFT-OTHER UNDER \$5000	38	42	39	207	177	212	199	20%
MISCHIEF OVER \$5000	2	1	2	5	6	5	5	-17%
MISCHIEF \$5000 OR UNDER	37	43	37	202	278	235	238	-15%
Total Monitored Property Offences	171	159	171	1106	1147	1014	1089	-12%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	0	0	2	1	N/A
COLLISION-NON-FATAL INJURY	4	6	8	59	45	35	46	-22%
COLLISION-ALL OTHERS	49	37	38	182	197	290	223	47%
Total Collision Offences	53	43	46	241	242	327	270	35%
215 Impaired								
215 ALCOH-24HR & DRUG	1	1	3	15	25	14	18	-44%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	9	17	13	41	70	77	63	10%
215 ALCOH IRP WARN	3	5	3	13	23	27	21	17%
IMPAIRD OP MV (DRUGS & ALCOH)	6	4	6	32	46	57	45	24%
Weapons Offences								
WEAPONS	3	2	6	31	41	33	35	-20%
Other Non-Criminal Offences								
BYLAW	15	18	31	281	159	107	182	-33%
FALSE ALARMS	83	85	77	348	346	464	386	34%
MISSING PERSONS	19	25	22	99	119	132	117	11%
MENTAL HEALTH RELATED	43	42	62	316	465	242	341	-48%
DISTURBED PERSON/ATT SUICIDE	31	39	53	391	343	210	315	-39%
SUDDEN DEATH	17	12	18	62	86	71	73	-17%
DOMESTIC DISPUTE-NO ASSAULT	42	36	40	261	225	183	223	-19%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-07-11. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

² Undefined. Percent Change = ((new value – initial value / initial value) x 100). Division by zero is division where the divisor (denominator) is zero, where the expression has no meaning; therefore, division by zero is undefined.

Heather CORBETT

Subject: FW: Justice Institute of BC Funding 2022-2023
Attachments: 20220622 Farnworth JIBC Police Academy Funding.pdf

From: Dave JANSEN
Sent: June-22-22 1:03 PM
To: Heather CORBETT <HCORBETT@NWPolice.org>
Subject: FW: Justice Institute of BC Funding 2022-2023

From: Marshall, Kristine <Kristine.Marshall@vicpd.ca>
Sent: Wednesday, June 22, 2022 1:00 PM
To: Adam Palmer <adam.palmer@vpd.ca>; Alison **Subject:** FW: Justice Institute of BC Funding 2022-2023

This Message Is From an External Sender

This message came from outside your organization.

Good afternoon,

Please find attached the letter to Minister Farnworth re: JIBC PA funding that was sent to the Minister this afternoon (June 22).

Kristine



Kristine Marshall
 Executive Assistant
 Office of Deputy Chief Constable Laidman
 Office of Deputy Chief Constable Watson
 Victoria Police Department
 850 Caledonia Ave
 Victoria BC, V8T 5J8
kristine.marshall@vicpd.ca
 T: 250-995-7215
 M: 250-208-2659
www.vicpd.ca [owa.police.victoria.bc.ca]

We're hiring! joinvicpd.ca

From: Marshall, Kristine <>
Sent: June 22, 2022 12:58 PM
To: PSSG.Minister@gov.bc.ca
Cc: Colin Watson (colin.watson@vicpd.ca) <colin.watson@vicpd.ca>; Huber, Charla <Charla.Huber@vicpd.ca>
Subject: Justice Institute of BC Funding 2022-2023

Sent on behalf of Deputy Chief Constable Colin Watson, President BCAMCP

Good afternoon,

Please find attached a letter from BCAMCP in response to the May 19, 2022 letter from ADM Rideout regarding the Justice Institute of BC Funding 2022 – 2023.

If you have any questions or require additional information, contact Deputy Chief Watson at 250-995-7672 or at colin.watson@vicpd.ca

Please kindly confirm receipt.

Thank you,

Kristine Marshall



Kristine Marshall

Executive Assistant
Office of Deputy Chief Constable Laidman
Office of Deputy Chief Constable Watson
Victoria Police Department
850 Caledonia Ave
Victoria BC, V8T 5J8
kristine.marshall@vicpd.ca
T: 250-995-7215
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We're hiring! joinvicpd.ca



BRITISH COLUMBIA ASSOCIATION OF MUNICIPAL CHIEFS OF POLICE

c/o 850 CALEDONIA AVE VICTORIA, BC V8T 5J8 250.995.7217

June 22, 2022

The Honourable Mike Farnworth
Minister of Public Safety and Solicitor General
P.O. Box 9010 Stn Prov Govt
Victoria, BC V8W 9E2

Email: PSSG.Minister@gov.bc.ca

Via Email

Dear Minister:

Re: Justice Institute of BC Funding 2022 - 2023

I am writing on behalf of the BC Association of Municipal Chiefs of Police to express our concerns regarding the contents of a letter dated May 19, 2022 from Assistant Deputy Minister Rideout, indicating that the Ministry of Public Safety and Solicitor General will not provide additional financial support for what has been identified as a structural funding deficit within the Justice Institute of BC (JIBC), Police Academy, effective immediately. This letter appears to contradict an earlier commitment made in 2021; wherein, your Ministry wrote to the municipal police agencies regarding the need to find a sustainable funding model for the JIBC Police Academy, and that any new funding formula would be implemented as of April 2024.

Representatives of your Ministry sent correspondence, dated May 14, 2021, (Ref 618989) that in part states:

... As part of the work to address the recommendations the report, including finding additional funding sources, municipalities will be required to contribute to the costs of recruit training and the JIBC PA in the upcoming years, following a transition period ...

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 ...

This letter recognized that the Metro Vancouver Transit Police already paid the costs associated with recruit training and that the newly created Surrey Police Service, would also commence payment effective immediately (2021).

Subsequently, in a letter dated May 19, 2022, (Ref 630309) your Ministry wrote to the Chiefs of Police, and Chairs of Police Boards stating,

As a result of emerging issues, Policing and Security Branch (PSB) will be working with the JIBC to implement the transition to the new funding model sooner than anticipated. Municipalities may be expected to pay on a per recruit basis beginning this fiscal year 2022, and this timeline will be dependent on the results of the financial planning to be completed by the JIBC ...

This change in implementation date from April 2024 to April 2022, is concerning and presents serious financial pressures upon police agencies and the municipalities that provide the required budget funding. Municipal budgets are established in line with the calendar year and for 2022, municipalities are legally required to pass their annual property tax bylaw by May 15, as per the *Local Government Act 197(1)*. Under section 27(6), municipalities are not permitted to spend money that is not included in the Police Board's budget and approved by city council.

As the date of the most recent letter is May 19, 2022, the deadline for municipalities to set their tax bylaw had passed. This, along with a lack of sufficient consultation on this announced change, did not permit agencies and their funders to adjust for new costs in this fiscal year.

The Ministry has highlighted in its various communications the changing cost pressures that have occurred over the past couple of years and we are sympathetic to the budget pressures of both local and provincial governments.

We ask that your Ministry reconsider the current position regarding funding for the JIBC PA and continue the necessary interim deficit funding for the JIBC PA. We also request that your Ministry delay the implementation of the proposed changes to the funding arrangement until at least the 2023-24 budget year, which is one year earlier than the commitment made in the 2021 letter. This will permit an opportunity to complete discussions with government regarding a fair and sustainable shared funding model for the JIBC PA, and permit all agencies to subsequently work with their representative municipalities to adjust their budgets where required.

Sincerely,



Colin Watson M.O.M., MPA, LL.M, CPHR
Deputy Chief Constable, Victoria Police Department
President, BC Association of Municipal Chiefs of Police

cc: Charla Huber, Chair of the British Columbia Association of Police Boards
BC Association of Municipal Chiefs of Police

Heather CORBETT

From: Melissa Yeo
Sent: June-28-22 2:14 PM
To: *E-Comm Radio and Dispatch - FIRE Agencies; *E-Comm Radio and Dispatch - POLICE Agencies
Subject: E-Comm's 2021 Annual Report

This Message Is From an External Sender

This message came from outside your organization.

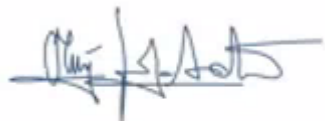
Good afternoon,

For the first time since the COVID pandemic was declared more than two years ago, our 2022 Annual General Meeting was held last week in person at the Executive Inn hotel in Burnaby.

During the meeting, E-Comm's Board Chair, Doug Campbell, paid special tribute to the exceptional work of our staff and all emergency responders throughout the ongoing pandemic and the extreme weather events that took place in 2021. He also spoke to some of the ongoing challenges impacting E-Comm in terms of resourcing and service delivery.

Following the meeting, the 2021 Annual Report and financial statements were posted to our website. You can view both of these documents [here \[ecomm911.ca\]](https://www.ecomm911.ca).

Sincerely,



Oliver Grüter-Andrew
President & CEO



E-Comm 9-1-1

2021 Annual Report

CORPORATE OVERVIEW

ABOUT E-COMM

Who we are Today

E-Comm was established in 1997 under the provincial Emergency Communications Corporations Act. As the primary emergency communication services agency for British Columbia, E-Comm has played a pivotal role in keeping British Columbians safe and helping to protect communities for more than 20 years. 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 and maintaining the technology used by first responders.

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.

WHAT WE DO

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. Currently, 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.

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 computer-aided dispatch 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.

9-1-1 Call-Answer, Police and Fire Dispatch Services

In 2021, E-Comm answered more than 2 million 9-1-1 calls on behalf of 25 regional districts throughout British Columbia. 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 the ability to deliver top-tier technology to smaller communities and enhanced mutual-aid possibilities which greatly enhance responder and public safety.

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5 FINANCIAL HIGHLIGHTS

6 BOARD OF DIRECTORS AND EXECUTIVE LEADERSHIP TEAM

This Annual Report was published on June 23, 2022.



MESSAGE FROM THE BOARD CHAIR



It would be an understatement to say that the strain felt by all emergency services in 2021 was extraordinary. Through the COVID-19 and the opioid health crises, extreme heat, forest fires and major flooding events, all emergency responders were stretched to the maximum in 2021, including E-Comm staff. As the *first* first responders, our staff set aside the personal impacts of these critical events to be there for British Columbians in need of help. From Operations, to Technology, to Corporate Services, on behalf of the Board of Directors, I want to thank everyone at E-Comm who came to work day after day, around the clock, providing the best services they could under extreme circumstances.

There is little doubt that last year's extraordinary events created operational challenges everywhere. On top of these, E-Comm had already been experiencing ongoing challenges related to police communication services for some time, particularly for non-emergency call-taking.

Delivering reliable, continuous, high-quality services that meet the needs of first responders and public safety is one of E-Comm's key commitments outlined in [\(a\)SPIRE—E-Comm's 2025 Strategic Plan](#). In support of this commitment, the organization, with the Board's involvement, conducted a fulsome review of our police communication operations to identify ways to return

our current service level performance to the high standards we pride ourselves on.

This *Operations Review*, completed in mid-2021, confirmed a need for additional funding and resourcing, as well as significant opportunities to change the way we deliver our services. We are working closely with our partner agencies to explore what this new way of offering services will be. I have every confidence in E-Comm's leadership team to determine the innovative solutions needed to address our current challenges, and to best position the organization to respond to the public's evolving emergency communications needs.

Further to the operational changes under review, we are also evaluating the governance structure of the organization to ensure it continues to meet the public's, first responders' and E-Comm's current and future requirements.

E-Comm's Board of Directors provides oversight to the organization's strategic planning and direction, financials and operating results. As a great first step, E-Comm added a new board seat for representation from the southern Vancouver Island region. This was a long time coming and helps to ensure the police agencies for which E-Comm provides call-taking and dispatch services on Vancouver Island have appropriate representation in discussions about the future of the organization. This is one step of many required to modernize our existing governance structure. More to come on that over the next year.

Our world has changed dramatically since the beginning of the pandemic. Major social justice movements like Defund the Police and Black Lives Matter, and attention to the important issue of Missing and Murdered Indigenous Women and Girls, have reaffirmed the need to relook at how racialized and marginalized members of our society are supported, especially during times of crisis. In 2020, the Special Committee on Reforming the Police Act was appointed to make recommendations on the modernization of policing across the province, particularly as it pertains to increasingly complex concerns like mental health and wellness and evaluating the scope of systemic racism within B.C.'s police agencies. Although E-Comm has embarked upon our journey to listen and learn around Truth and Reconciliation and Equity, Diversity and Inclusion, more efforts need to be made in these areas. This remains a large and important space of opportunity for the organization. And the time to start this work is now. E-Comm's Board of Directors and Leadership Team are committed to taking the necessary actions to ensure our organization remains inclusive and provides equitable access to our services for everyone.

Emergency services in British Columbia are facing significant challenges in 2022 and beyond. Although we may not know yet what the bumps in the road will be, rest assured that as an organization, E-Comm is ready to shift and respond so we can best support our public safety partners and deliver vital emergency communications services to the public.

Doug Campbell, Board Chair

MESSAGE FROM THE PRESIDENT AND CEO



This past year brought with it the highest call volume since E-Comm answered its first 9-1-1 call in 1999—more than 2 million calls. This represents a 12 per cent increase over call volumes in 2020, with 9 out of 10 of the busiest days in E-Comm's history taking place in 2021.

It is within this context I want to acknowledge the dedication and commitment of our staff. They showed up 24/7 to ensure British Columbians received the help they need from first responders, and continued to offer help during a time when stress and demands remained high in both their personal and professional lives.

Whether answering someone's call for help, dispatching first responders to the scene or supporting the organization in other ways, working in emergency communications is a challenging job under normal circumstances. On our busiest day, we received nearly 8,000 9-1-1 calls, or the equivalent of one call every 12 seconds. It is not surprising then that this past year took a toll on our staff and, in response, E-Comm has used additional funding received to improve the professional support resources available for our employees. We have more to do and are continuing to explore other ways to support our staff's health and wellness.

The volume of calls we received in 2021 impacted our ability to respond as quickly as we have in the past. Wait times for callers on emergency lines hit levels that are unacceptable to us.

Our standard is to answer 95 per cent of 9-1-1 calls within five seconds. In 2021, we were only able to hit this measure 92 per cent of the time.

When unforeseen circumstances the province experienced last summer continued into the fall, E-Comm made tough decisions on policy and operational changes to allow for immediate improvements.

Despite these actions, the higher level of demand and strain has not disappeared completely. Instead, call volumes continue to increase and are predicted to rise even higher this summer with COVID-19-related restrictions now lifted. We know the capacity of all emergency first responders will be stretched thin, including E-Comm's first responders.

A full review of our existing service delivery model that was conducted in 2021, particularly in police communications, confirmed a significant need for both increased funding and resourcing. It also pointed out that for E-Comm to meet the demands being placed on our organization, we need to evolve our operational process and procedure, and the way we provide services to our partners and the public. We are currently working with our partners on a transformation plan to ensure E-Comm can continue to serve the needs of the public and first responders.

While we experienced many challenges in 2021, we also had our share of success. The transfer of a Next Generation 9-1-1 (NG9-1-1) voice call between E-Comm's Lower Mainland emergency communications centre and Calgary 9-1-1 took place in April. This testing was the first step of many taken last year to validate the technology before building out the new system, which starts in 2022. The enhanced NG9-1-1 network will not only allow for improved services in terms of technology, but also offers numerous opportunities to evaluate call processes and to provide more equitable access to 9-1-1 services across British Columbia. As E-Comm prepares for this provincial transition, we are working closely with all levels of government to ensure this modernized 9-1-1 system will meet the growing needs of emergency communications, both now and into the future.

The Wide-Area Radio Network continues to be one of many mission-critical tools that sets our organization apart, as first responders rely on their radios for both their own safety and the safety of the public when responding to critical situations. We welcomed Pitt Meadows Fire & Rescue Services as users of this technology last fall—growing our total number of first responder radio partners to more than three dozen agencies.

One of our first municipal users also joined E-Comm's radio system in 2021. The Vancouver Park Rangers often work closely with police, fire or ambulance to resolve concerns within Vancouver's expansive park and recreation network. As contract users of our radio system, the Park Rangers can now communicate within their own teams and directly with first response agencies using the radio network's interoperability. These strong communications options during emergent events play a critical role in keeping our parks safe for all community members.

I would like to close as I opened—calling out the hard work and dedication of all E-Comm staff throughout a very challenging year. Our people have a direct relationship with both first responders and the public—they are the link that ensures the right resources respond to emergencies experienced by British Columbians. Through all of E-Comm's challenges and accomplishments in 2021, the resilience of our employees has been remarkable.

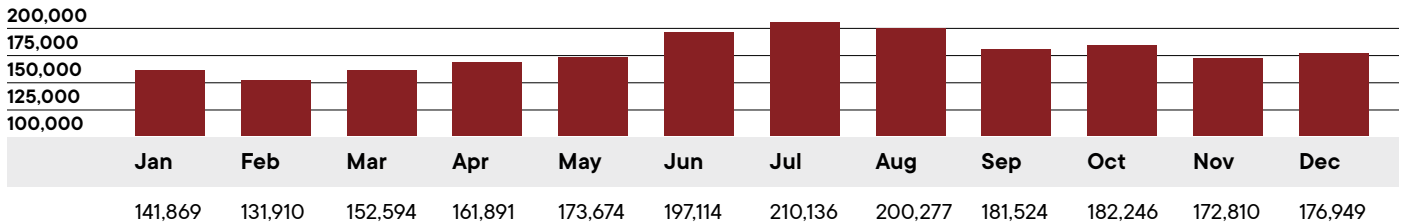
Oliver Grüter-Andrew, President & CEO

CALL VOLUMES AND SERVICE LEVELS

Unprecedented strain on British Columbia's emergency response services in 2021 severely impacted E-Comm's ability to meet service level targets. In 2021, 2,082,994 calls were placed to 9-1-1, with 92 per cent of them answered within target of five seconds or less.

The availability of 9-1-1 service was 100 per cent.

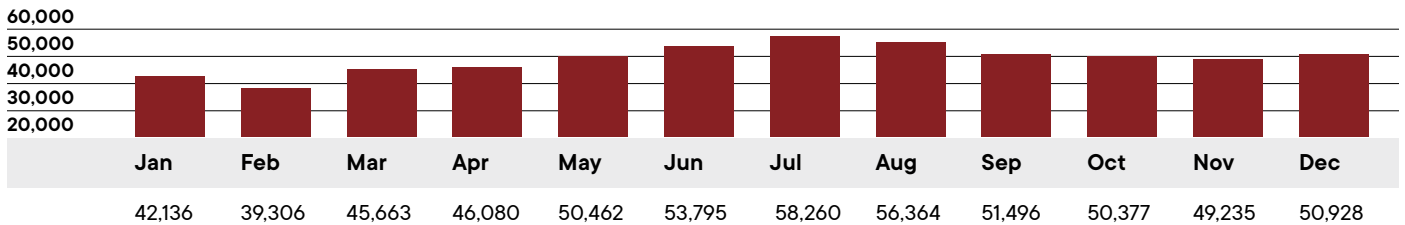
NUMBER OF 9-1-1 CALLS PER MONTH



POLICE AND FIRE EMERGENCY CALLS

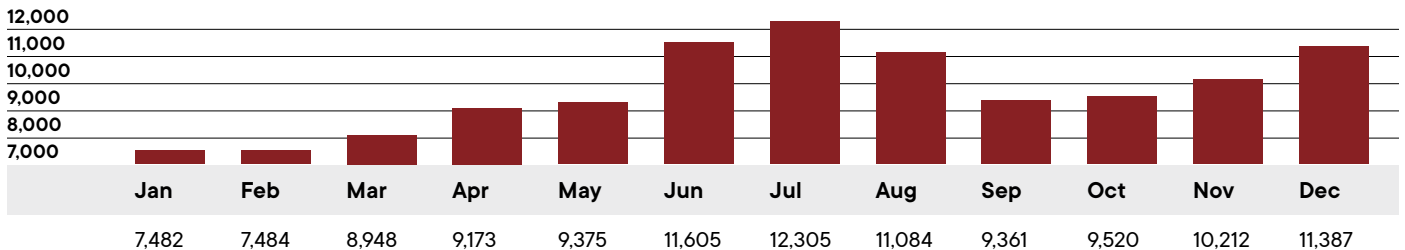
In 2021, E-Comm staff managed 594,102 police emergency calls and 117,936 fire emergency calls on behalf of the agencies for which we provide dispatch service.

Police Emergency Calls by Month



84 per cent of police emergency calls were answered in less than 10 seconds.

Fire Emergency Calls by Month



90 per cent of fire emergency calls were answered in less than 15 seconds.

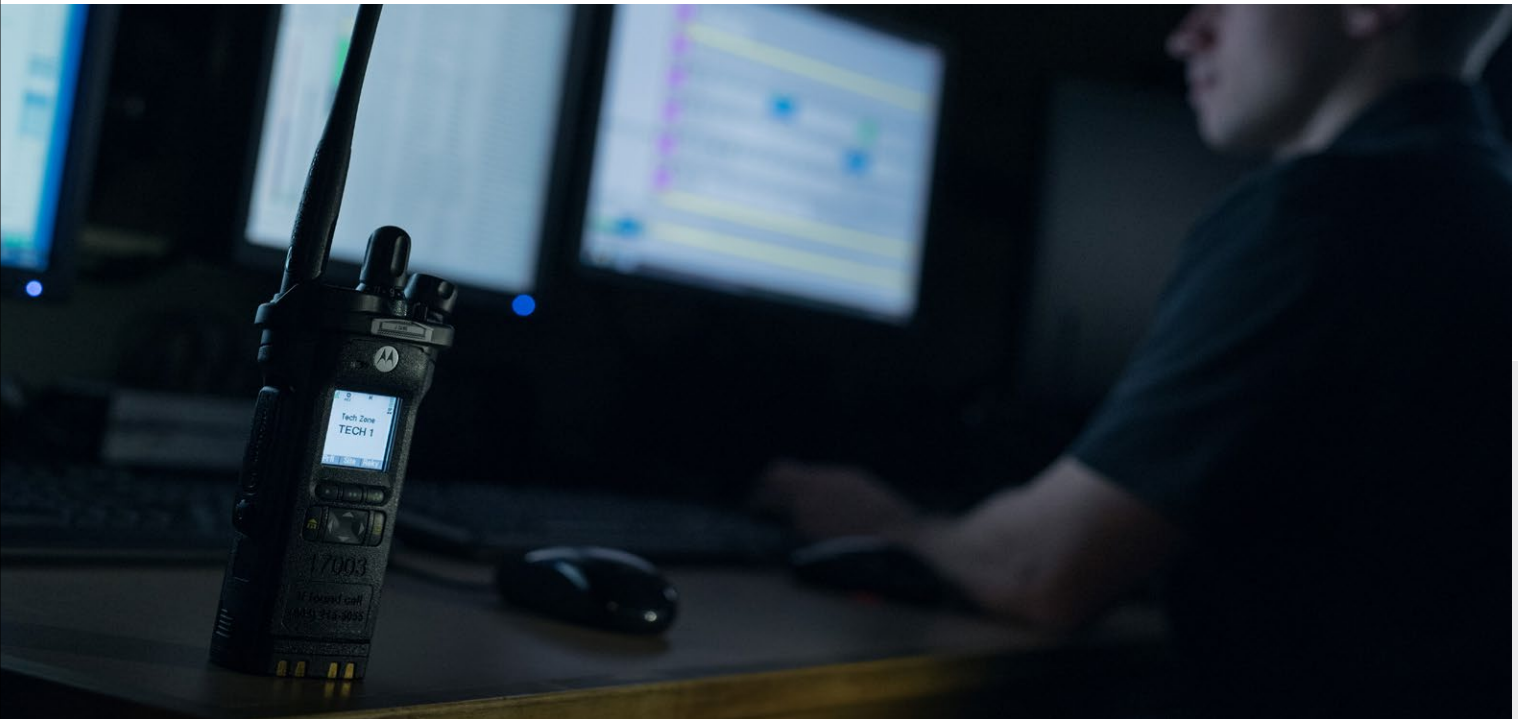
9-1-1 CALLS FOR POLICE, FIRE AND AMBULANCE



9-1-1 CALLS FROM LANDLINES AND CELLPHONES



RADIO STATISTICS



P Police
 F Fire
 A Ambulance
 - - - - - Freeway Patrol

Municipalities with all three emergency services (police, fire, ambulance) on the E-Comm Wide-Area Radio Network

100%

Network availability

53,996,361

Total number of radio transmissions

336,632,692

Total seconds of airtime

Nearly 13,000

Total number of radios available to be used on the network

September 14, 2021

Pitt Meadows Fire & Rescue Services began communicating on the E-Comm Wide-Area Radio Network

2021 FINANCIAL HIGHLIGHTS

Statement of Operations and Net Assets

	2021	2020
Revenue	83,497,346	79,793,667
Direct operating expenses	75,151,182	69,933,948
	8,346,164	9,859,719
Other expenses		
Amortization and other	6,307,013	6,380,826
Interest expenses	4,298,621	4,421,759
	10,605,634	10,802,585
Deficiency of revenue over expenses	(2,259,470)	(942,866)
Unrestricted net assets, beginning of year	(420,609)	522,257
Unrestricted net assets (deficit), end of year	(2,680,079)	(420,609)

E-Comm ended the year with a deficiency of revenue over expenses of \$2.3M. This further adds to the organization's net deficit, increasing it to \$2.7 million. This net deficit is wholly attributable to Dispatch Operations.

Similar to our partner agencies and many other organizations, the COVID-19 pandemic continued to have an impact on our 2021 financial results. Pandemic-related direct operating expenditures were \$217K in 2021. Furthermore, we experienced additional salary cost impacts related to COVID-19, such as sick entitlements.

E-Comm again saw no growth in the dispatch services base in 2021. Dispatch operations salaries (overtime) continue to be the main contributing factor to the net deficit. Funding remains a challenge as the revenues received in dispatch do not cover the costs incurred. In addition, we have not been able to hire up to funded staffing levels, further exacerbated by higher attrition, which in turn increases overtime required to address operationally required backfill and skill-set shortages. Management continue to focus on strategies to address recruitment, training, mentoring and retention.

E-Comm's Wide-Area Radio Network members again saw a shared radio levy decrease in 2021. Actual expenditures were lower than budgeted resulting in levy rebates to most members due to a combination of factors, including: decreased operating expenses, mainly in radio salaries (timing of hiring), reduced capital expenditures in facilities and projects due to supply chain and other delays. This has resulted in an average radio levy decrease of 4.4 per cent to radio members and an accumulated 2021 year-end radio reserve balance of \$7.7M.

The dispatch levy increases for 2022 are materially higher than past years with average increases as follows: 20.0 per cent for Lower Mainland (LMD) police dispatch; 21.0 per cent for LMD fire dispatch, 13.6 per cent for 9-1-1 call answer; and 10.9 per cent for Vancouver Island (VI) police dispatch. E-Comm is focused on the steps necessary to get our emergency operations division back on a sustainable path—financially, operationally and organizationally. Discussions are ongoing 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 aggregated radio levy amount increases in 2021 is 4.5 per cent. 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 past growth has been a significant achievement, we recognize that investment in human resources and innovation projects as well as technology is required for the organization to evolve to meet the current expectations and future needs of our public safety partners.

Full copies of E-Comm's 2021 Audited Financial Statements, including the Auditor's Report to the Shareholders and Notes to the Financial Statements are available at ecomm911.ca.

¹Adjusted for new agency participation; actual shared levy increases will vary by agency based on their specific metrics, such as actual number of radios.

BOARD OF DIRECTORS

A 22-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 2021.

Independent Directors

Doug Campbell Board Chair

Barry Forbes

Nancy Kotani

Denise Nawata

Director

Nominee of:

Aniz Alani City of Abbotsford

Lois Karr RCMP

Joe Keithley Cities of Burnaby, Coquitlam, New Westminster, Port Coquitlam, Port Moody, Village of Belcarra (Seat 1 of 2)

Melanie Kerr City of Delta/Delta Police Board

Warren Lemcke Vancouver Police Board

Nancy McCurrach Cities of Burnaby, Coquitlam, New Westminster, Port Coquitlam, Port Moody, Village of Belcarra (Seat 2 of 2)

Jen McCutcheon Metro Vancouver and TransLink

Nicole MacDonald Cities of Maple Ridge and Pitt Meadows

Mary Sue Maloughney Provincial Government

Bill McNulty City of Richmond

Paul Mochrie City of Vancouver

Doug Scott Provincial Government

Richard Walton City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay

Wilson Wan BC Emergency Health Services

Terry Waterhouse Cities of Surrey, Langley and White Rock, Township of Langley (Seat 1 of 2)

Colin Watson Capital Regional District and E-Comm's Southern Vancouver Island police agency partners

Mike Welte Independent Police Boards (Abbotsford, New Westminster, Port Moody, Transit Police, West Vancouver)

Ed Wolfe Cities of Langley, Surrey and White Rock, Township of Langley (Seat 2 of 2)

Executive Leadership Team

Oliver Grüter-Andrew President & CEO

Beatrix Nicolato Senior Executive Advisor

Al Horsman Interim Vice-President & Chief Financial Officer

Greg Conner Vice-President, People and Culture

Sarah Sidhu Vice-President, Legal and Governance

Stephen Thatcher Vice-President, Operations

Tony Gilligan Vice-President of Technology Services

Nancy Blair Chief Transformation Officer

Jasmine Bradley Executive Director, Communications and Public Affairs

Suzanne Halliday Executive Director, Data, Analytics and Decision Support

Tracy Lim Executive Director, Emergency Communications Centres



2021 AT A GLANCE

- 2.08+ million calls to 9-1-1
- Average of 5,700 9-1-1 calls per day
- 92 per cent of 9-1-1 calls answered within five seconds
- 594,102 police emergency and 665,463 non-emergency calls
- 117,936 fire emergency and 29,073 non-emergency calls
- 53.9 million transmissions on the E-Comm radio system
- 75 per cent public confidence in E-Comm services

Police and fire emergency and non-emergency call volumes noted above are for the 73 agencies for which E-Comm provides dispatch services.

Financial Statements of

**E-COMM EMERGENCY COMMUNICATIONS
FOR BRITISH COLUMBIA INCORPORATED**

And Independent Auditors' Report thereon

Year ended December 31, 2021



KPMG LLP
PO Box 10426 777 Dunsmuir Street
Vancouver BC V7Y 1K3
Canada
Telephone (604) 691-3000
Fax (604) 691-3031

INDEPENDENT AUDITORS' REPORT

To the Shareholders of E-Comm Emergency Communications for
British Columbia Incorporated

Opinion

We have audited the financial statements of E-Comm Emergency Communications for British Columbia Incorporated (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2021;
- the statement of operations and net assets (deficit) for the year then ended;
- the statement of cash flows for the year then ended; and
- notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organization, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Vancouver, Canada
April 29, 2022

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
Assets		
Current assets:		
Cash and cash equivalents	\$ 19,575,838	\$ 13,954,167
Accounts receivable (note 4)	2,378,849	5,280,525
Prepaid expenses	2,364,053	2,225,529
Investment in direct finance leases receivable (note 6)	5,332,839	5,443,415
	<u>29,651,579</u>	<u>26,903,636</u>
Investment in PRIMECorp (note 2(a))	1	1
Debt reserve fund (note 3)	2,520,061	2,477,914
Long-term prepaid land lease	1,893,939	1,919,192
Long-term portion of prepaid expenses	1,282,380	1,718,903
Long-term receivable for decommissioned assets (note 5)	34,272	58,514
Long-term portion of investment in direct finance leases receivable (note 6)	15,418,942	21,008,065
Tangible capital assets (note 7)	44,428,997	48,834,616
	<u>\$ 95,230,171</u>	<u>\$ 102,920,841</u>
Liabilities and Net Deficiency		
Current liabilities:		
Accounts payable and accrued liabilities (note 8)	\$ 33,837,467	\$ 28,165,618
Deferred revenue	108,406	11,457
Accrued interest payable (note 9)	1,052,031	1,066,497
Current portion of long-term debt (note 9)	12,865,497	12,833,223
Other liabilities (note 10)	13,791,964	12,333,771
	<u>61,655,365</u>	<u>54,410,566</u>
Long-term debt (note 9)	34,396,865	47,104,885
Asset retirement obligation (note 11)	1,857,470	1,825,449
Total liabilities	<u>97,909,700</u>	<u>103,340,900</u>
Net deficiency:		
Share capital (note 12)	550	550
Unrestricted net deficit	(2,680,079)	(420,609)
	<u>(2,679,528)</u>	<u>(420,059)</u>
Contingency (note 3)		
Commitments (note 14)		
Economic dependence (note 16)		
	<u>\$ 95,230,171</u>	<u>\$ 102,920,841</u>

See accompanying notes to financial statements.

Approved on behalf of the Board:

 Director

 Director

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Operations and Net Assets (Deficit)

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Revenue:		
Radio system	\$ 16,322,967	\$ 15,481,905
Consolidated dispatch and 9-1-1 call taking system	49,966,738	47,859,618
Contract service fees and miscellaneous revenue	7,830,424	7,575,459
CAD system	1,642,397	1,591,580
Records management system	977,344	1,010,324
Financing revenue from direct finance leases	617,059	650,979
Tenant recoveries rental	557,590	522,780
Interest income	5,582,827	5,101,022
	<u>83,497,346</u>	<u>79,793,667</u>
Direct operating expenses:		
Salaries and benefits	60,831,963	57,316,965
Maintenance and technology	5,668,172	5,243,892
Premises	4,474,936	4,178,990
Professional fees	1,657,910	982,913
Employee related	1,144,720	1,040,841
Office supplies and communication	884,410	854,228
Other	489,071	316,119
	<u>75,151,182</u>	<u>69,933,948</u>
Other (income) expenses:		
Amortization of tangible capital assets and prepaid land lease	6,066,957	6,217,168
Amortization of deferred financing costs	157,477	154,873
Interest on long-term debt	4,298,621	4,421,759
Accretion of asset retirement obligation (note 11)	44,567	42,564
Loss (gain) on disposal of equipment	38,012	(16,671)
Gain on decommissioning of site lease (note 11)	-	(17,108)
	<u>10,605,634</u>	<u>10,802,585</u>
	<u>85,756,816</u>	<u>80,736,533</u>
Deficiency of revenue over expenses	(2,259,470)	(942,866)
Unrestricted net assets (deficit), beginning of year	(420,609)	522,257
Unrestricted net deficit, end of year	<u>\$ (2,680,079)</u>	<u>\$ (420,609)</u>

See accompanying notes to financial statements.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating:		
Deficiency of revenue over expenses	\$ (2,259,470)	\$ (942,866)
Items not involving cash:		
Amortization of tangible capital assets	6,041,704	6,191,915
Amortization of prepaid land lease	25,253	25,253
Accretion of asset retirement obligation ("ARO")	44,567	42,564
Gain on decommissioning of site lease	-	(17,108)
Adjustment due to revaluation of ARO	(12,546)	(16,125)
Additions to ARO for new site lease	-	22,145
Amortization of deferred financing costs	157,477	154,873
Interest earned on debt reserve fund	(42,147)	(49,961)
Interest earned on investment in direct finance leases receivable	(617,059)	(650,979)
Loss (gain) on disposal of equipment	38,012	(16,671)
Expenditures on asset retirement obligation	-	(8,791)
Changes in non-cash operating items:		
Accounts receivable and long-term receivables	2,925,918	2,747,703
Prepaid expenses	297,999	(874,190)
Accounts payable, accrued liabilities and interest payable	5,657,383	3,333,744
Deferred revenue	96,949	(83,978)
Other liabilities	1,458,193	(552,927)
	13,812,233	9,304,601
Financing:		
Proceeds from issuance of share capital	-	10
Repayment of long-term debt	(12,833,223)	(14,023,940)
	(12,833,223)	(14,023,930)
Investing:		
Acquisition and construction of tangible capital assets	(1,674,097)	(1,184,553)
Payments received on direct finance leases receivable	5,295,159	7,256,189
Net acquisition of assets for direct finance leases	1,021,599	(3,652,266)
	4,642,661	2,419,370
Increase (decrease) in cash and cash equivalents	5,621,671	(2,299,959)
Cash and cash equivalents, beginning of year	13,954,167	16,254,126
Cash and cash equivalents, end of year	\$ 19,575,838	\$ 13,954,167

See accompanying notes to financial statements.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements

Year ended December 31, 2021

1. Operations:

E-Comm Emergency Communications for British Columbia Incorporated (the "Corporation") was created in 1997 under legislation known as the Emergency Communications Corporations Act. On September 22, 1997, the Corporation was incorporated under the Business Corporations Act (British Columbia).

The Corporation provides centralized emergency communications and related public safety and public service to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout British Columbia. Primary services are provided to shareholder members of the Corporation pursuant to the Members' Agreement, and to the Royal Canadian Mounted Police ("RCMP") pursuant to a Special User Agreement.

The Corporation is exempt from income tax under the Income Tax Act.

2. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and incorporate the following significant accounting policies:

(a) Basis of presentation:

In March 2003, the Corporation established Police Records Information Management Environment Incorporated ("PRIMECorp"), a wholly-owned company, to ensure that the records management system and computer aided dispatch system are delivered and consistent in all police agencies throughout British Columbia. As the operations are controlled by the Province of British Columbia, Minister of Public Safety and Solicitor General, the net assets and operations of PRIMECorp have not been included in these financial statements.

(b) Revenue recognition:

Revenue from the provision of services is recognized in the period that the services are provided through operating activities or the consumption of tangible capital assets over their useful lives, irrespective of the period in which the service is billed. The Members' Agreement specifies the manner in which members are obligated to pay for services rendered by the Corporation. Finance income related to direct-financing type leases is recognized in a manner that produces a constant rate of return over the terms of the leases. Amounts received for future services are deferred until the service is provided.

(c) Cash and cash equivalents:

Cash and cash equivalents consist of cash on hand, cash held in banks and term deposits maturing within 90-days from the date of acquisition, net of bank overdrafts, if any.

(d) Costs recoverable through future billings:

Costs recoverable through future billings represent services provided through the utilization of tangible capital assets, the cost of which is recoverable through future payments in accordance with the Members' Agreement.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(e) Prepaid land lease:

The land on which the Corporation's building is located has been leased from the City of Vancouver for a period of 99-years commencing 1999. The prepaid amount is being amortized, and recovered through billings, over the term of the lease.

(f) Tangible capital assets:

Tangible capital assets are stated at cost, net of accumulated amortization. Interest costs directly attributable to major projects are capitalized and, commencing at project completion, are amortized over the estimated life of the underlying assets.

Amortization begins when assets are put into use and is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Asset	Rate
Building	40.0 years
Furniture, fixtures and building equipment	3.0 years to 25.0 years
Radio	5.0 years to 20.5 years
Dispatch consoles and voice systems	7.0 years to 10.0 years
Records management system - Fire	5.0 years to 10.0 years
Computer aided dispatch - Fire	5.0 years to 10.0 years
User equipment	7.5 years to 12.5 years
Leasehold improvements	Over the term of the lease

The Corporation reviews its tangible capital assets for impairment whenever events or changes in circumstances indicate that the tangible capital asset no longer contributes to the Corporation's ability to provide services, or that the value of future economic benefits or service potential associated with the asset is less than its carrying amount. If such condition exists, an impairment loss is measured and recorded in the statement of operations at the amount by which the carrying amount of the tangible capital asset exceeds its fair value or replacement cost.

(g) Asset retirement obligations:

The Corporation recognizes the liability for an asset retirement obligation that results from acquisition, construction, development or normal operations in the year in which it is incurred and when a reasonable estimate of fair value can be made. The amount recognized is the best estimate of the expenditure required to settle the present obligation. The corresponding cost is capitalized as part of the related asset and is amortized over the asset's useful life. In subsequent years, the liability is adjusted for changes resulting from the passage of time and revisions to either the timing or the amount of the original estimate of the undiscounted cash flows. The accretion of the liability to its fair value as a result of the passage of time is charged to earnings while changes resulting from the revisions to either the timing or the amount of the original estimate of the undiscounted cash flows are accounted for as part of the carrying amount of the related long-lived asset.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(h) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Corporation does not hold any financial instruments that it is required to carry at fair value nor has not elected to carry any financial instruments at fair value.

The Corporation's financial instruments carried at amortized cost include cash and cash equivalents, accounts receivable, debt reserve fund, accounts payable and accrued liabilities, and long-term debt.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs. These costs are amortized using the effective interest rate method.

Financial assets carried at cost or amortized cost are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indication of impairment, the Corporation determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Corporation expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

(i) Related party transactions:

Transactions with related parties are in the normal course of operations and are recorded at the agreed upon exchange amount. Contractual arrangements and service agreements with related parties are subject to the Corporation's tendering and proposal processes.

(j) Employee future benefits:

The Corporation participates in a multi-employer defined benefits pension plan. Defined contribution plan accounting is applied to this plan because the actuary does not attribute the deficit or surplus of the plan to specific employers. The pension expense associated with this plan is equal to the Corporation's contributions during the reporting period.

(k) Measurement uncertainty:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of financial statements. Significant areas requiring the use of management estimates relate to the measurement of asset retirement obligations. Actual results could differ from those estimates.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

3. Debt reserve fund and contingency:

The Corporation is required to maintain 1% of the initial borrowings through the Municipal Finance Authority of British Columbia ("MFA") in a debt reserve fund administered by the MFA. The original amount is presented together with interest earned on the reserve fund investments.

Demand notes in the aggregate amount of \$11,484,274 (2020 - \$11,484,274) are also provided by the Corporation to the MFA as a requirement of the borrowings. The debt agreement with the MFA provides that if at any time the scheduled payments provided for in the agreement are not sufficient to meet the MFA's obligations in respect to such borrowing, the deficiency becomes the joint and several liability of the Corporation and all other participants to the agreement through the MFA. The Corporation is similarly liable on a contingent basis for the debt of other entities secured through the MFA. These contingent demand loans are not recorded in the Corporation's financial statements as they are not likely to be paid.

If at any time the Corporation does not have sufficient funds to meet payments due on its obligations, the payments shall be made from the debt reserve fund. The amounts due to the Corporation from the debt reserve fund are repaid to the Corporation when the respective loan agreements mature. There were no additions to the debt reserve fund during the year (2020 - nil). Interest earned on the debt reserve fund at 1.7% per annum (2020 - 2.06%) amounts to \$42,147 (2020 - \$49,961).

4. Accounts receivable:

	2021	2020
Dispatch and 9-1-1 call taking levies	\$ 227,063	\$ 2,739,461
Radio levies	473,517	1,042,223
Technology support services fees	1,274,598	1,293,238
Other receivables	403,671	205,603
	<u>\$ 2,378,849</u>	<u>\$ 5,280,525</u>

5. Long-term receivable for decommissioned assets:

	2021	2020
Microwave Network	\$ 58,530	\$ 83,922
Less current portion	24,258	25,408
	<u>\$ 34,272</u>	<u>\$ 58,514</u>

The current portion of receivable for decommissioned assets is recorded in accounts receivable.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

5. Long-term receivable for decommissioned assets (continued):

The long-term receivable for decommissioned assets relates to the Microwave Network. The Microwave Network was comprised of three rings that were used to connect the Corporation's radio sites to each other and to the central voice radio network switch housed in the Corporation's main building. The rings were replaced in 2012 and the original microwave backbone system was taken out of service. As the unamortized capital cost of the original system is recoverable from all committed agencies, the carrying value at the out-of-service date has been reclassified to a long-term receivable to be recovered through future billings. The receivable was initially recorded at fair value using the discounted cash flow model and subsequently recorded at amortized cost.

6. Investment in direct finance leases receivable:

	2021	2020
User equipment lease receivable (a)	\$ 19,469,190	\$ 25,117,409
Computer aided dispatch lease receivable (b)	28,361	48,537
Remote dispatch equipment lease receivable (c)	1,254,230	1,285,534
	20,751,781	26,451,480
Less current portion	5,332,839	5,443,415
	\$ 15,418,942	\$ 21,008,065

(a) Specific user agencies lease user equipment from the Corporation under 7.5-year direct finance leases. The leases bear imputed interest of \$2,196,162 in aggregate (2020 - \$2,853,420) at rates of 2.24% to 4.65% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies are as follows:

2022	\$ 5,127,159
2023	5,068,990
2024	5,030,910
2025	2,948,190
2026	764,400
Thereafter	529,541
	\$ 19,469,190

(b) Specific user agencies lease computer aided dispatch user equipment from the Corporation under 5-year direct finance leases. The leases bear imputed interest of \$1,744 in aggregate (2020 - \$2,858) at rates of 0.95% to 2.20% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies over the remaining term are as follows:

2022	\$ 14,180
2023	14,181
	\$ 28,361

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

6. Investment in direct finance leases receivable (continued):

- (c) Specific user agencies lease remote dispatch equipment from the Corporation under 10-year direct finance leases. The leases bear imputed interest of \$174,310 in aggregate (2020 - \$182,300) at rates of 2.24% to 2.85% over the lease term. The future minimum payments, excluding financing costs, due from the remote dispatch agencies are as follows:

2022	\$	191,500
2023		189,830
2024		186,000
2025		183,410
2026		183,410
Thereafter		320,080
	\$	1,254,230

7. Tangible capital assets:

			2021	2020
	Cost	Accumulated depreciation	Net book value	Net book value
Building	\$ 9,149,286	\$ 5,322,916	\$ 3,826,370	\$ 4,114,698
Furniture, fixtures and building equipment	14,463,538	11,705,735	2,757,803	2,787,027
Radio	69,163,897	33,096,868	36,067,029	39,797,040
Dispatch consoles and voice systems	5,266,367	3,952,296	1,314,071	1,477,800
Records management system - Fire	2,314,276	2,304,027	10,249	15,587
Computer aided dispatch - Fire	3,060,474	2,858,173	202,301	272,958
User equipment	139,353	77,208	62,145	74,855
Leasehold improvements	872,503	683,474	189,029	294,651
	\$ 104,429,694	\$ 60,000,697	\$ 44,428,997	\$ 48,834,616

8. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities as at December 31, 2021 are government remittances payable of \$997,921 (2020 - \$1,524,309) relating to payroll related taxes.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

9. Long-term debt:

		2021	2020
0.65% unsecured note payable, maturing June 1, 2022	(a)	\$ 791,572	\$ 1,990,069
2.85% unsecured note payable, maturing October 3, 2023	(b)	1,066,779	1,605,901
2.65% unsecured note payable, maturing March 24, 2024	(c)	9,107,870	12,887,602
2.85% unsecured note payable, maturing October 24, 2024	(d)	15,694,978	20,704,110
2.24% unsecured note payable, maturing October 9, 2029	(e)	20,953,708	23,260,448
		47,614,907	60,448,130
Less deferred financing costs		352,545	510,022
		47,262,362	59,938,108
Less current portion		12,865,497	12,833,223
		\$ 34,396,865	\$ 47,104,885

On March 24, 1998, the Corporation entered into an agreement with the MFA to borrow up to a maximum of \$170,000,000. Of the \$170,000,000, \$47,614,907 (2020 - \$60,448,130), inclusive of sinking fund payments, has been drawn to date. Long-term debt is currently comprised of the following:

- (a) On April 9, 2002, the Corporation obtained \$16,000,000 of financing. This loan has a final payment due on June 1, 2022, bore interest at a rate of 1.75%, with interest calculated and paid semi-annually in each year of the loan. Interest rate changed to 0.65% on June 2, 2021 for the remaining term of the debt.
- (b) On September 23, 2002, the Corporation obtained \$7,684,000 of financing. This loan has a final payment due on October 3, 2023, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan.
- (c) On March 24, 2008, the Corporation refinanced an existing loan, leaving a balance of \$87,000,000 repayable over 16-years. This loan has a final payment on March 24, 2024 bears interest at a rate of 2.65%, with interest calculated and paid semi-annually in each year of the loan.
- (d) On October 4, 2017, the Corporation obtained \$34,873,000 in long term borrowing from the MFA for user agency radio purchases for the P25 network. This loan has an initial term of 7 years with a final payment date of October 24, 2024, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan.
- (e) On October 9, 2019, the Corporation obtained \$25,500,000 in long term borrowing from the MFA for user agency P25 mobile subscriber equipment, radio infrastructure and subscriber equipment for Translink's transition onto the Corporation's radio system. The loan has a term of 10 years with a final payment date of October 9, 2029, and bears interest at a rate of 2.24%, with interest calculated and paid semi-annually in each year of the loan.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

9. Long-term debt (continued):

The Corporation's borrowing capacity will increase in accordance with the above maturity dates.

The repayment requirements for the existing borrowing agreements for long-term debt are reported net of the sinking fund asset balances of \$123,442,093 (2020 - \$110,608,870). The sinking fund balance represents the principal payments made on outstanding debt to date. As such, the repayment schedule during the next 5-years and thereafter is as follows:

2022	\$	12,865,497
2023		12,437,245
2024		8,702,253
2025		2,596,255
2026		2,674,143
Thereafter		8,339,514
	\$	47,614,907

There is \$1,052,031 (2020 - \$1,066,497) of interest accrued on outstanding amounts at year-end.

10. Other liabilities:

		2021	2020
User equipment	(a)	\$ 3,167,886	\$ 3,297,574
Radio	(b)	7,707,764	6,718,889
HealthLink BC	(c)	230,222	205,304
Fire RMS & CAD	(d)	2,416,458	1,866,210
Province of British Columbia	(e)	269,634	245,794
		\$ 13,791,964	\$ 12,333,771

Other liabilities consist of the following:

- (a) The Corporation has received annual payments through user equipment billings from radio member agencies starting in 2007 for future user equipment purchases for specific user agencies. The funds collected are recorded as other liabilities until they are spent on behalf the user agencies. In 2021, nil (2020 - \$50,000) was repaid to user agencies, and \$129,688 (2020 - \$385,239) was drawn down for user equipment purchases on behalf of member agencies. Interest is not earned on this balance.
- (b) Starting in 2006, the Corporation has collected funds through radio billings from radio member agencies to be set aside for future radio related expenditures. The funds collected are recorded as other liabilities until they are spent. In 2021, a further \$1,856,377 (2020 - \$750,000) was collected through billings, \$878,850 (2020 - \$928,282) was authorized to be expended from the funds and was spent, and \$11,348 (2020 - \$16,863) of interest was earned by and allocated to the liability, calculated based on the average bank interest rate during the year.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

10. Other liabilities (continued):

- (c) The Corporation has received funds from HealthLink BC for future expenditures. These amounts are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.
- (d) The Corporation has collected annual payments starting in 2011 through Fire RMS and Fire CAD billings from Fire RMS and Fire CAD member agencies for future capital use. The funds collected are recorded as other liabilities until they are spent. In 2021, \$601,179 (2020 - \$379,000) was collected through billings and \$50,931 (2020 - \$56,144) was drawn down for equipment purchases. Interest is not earned on this balance.
- (e) The Corporation received funding from the Province of British Columbia for participating in Public Safety Broadband Network trials and to create a strategic roadmap for implementing NG911 service in British Columbia. The funds received are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.

11. Asset retirement obligation:

The Corporation has recorded an asset retirement obligation ("ARO") for the estimated costs of restoring certain leased sites on which the Corporation's radio towers are situated to their original condition at the end of the lease terms. Changes in the asset retirement obligation during the year are as follows:

	2021	2020
Balance, beginning of year	\$ 1,825,449	\$ 1,802,764
Accretion expense	44,567	42,564
Gain on decommissioning of site lease	-	(17,108)
Adjustment due to revaluation of ARO	(12,546)	(16,125)
Additions to ARO for new site lease	-	22,145
Expenditures incurred	-	(8,791)
Balance, end of year	\$ 1,857,470	\$ 1,825,449

The undiscounted estimated cash flows required to settle the obligations range from \$5,600 to \$170,000 during the years 2021 to 2066. The cash flows are discounted using credit adjusted risk-free rates of 1.80% to 2.68% (2020 - 0.91% to 2.56%).

Other assumptions used by management to determine the carrying amount of the asset retirement obligation include costs to restore the leased sites to their original condition and the rate of inflation over the expected years to settlement.

There are certain leased sites with an indeterminable amount of the asset retirement obligation as adequate information is not available to estimate fair value. As such, no asset retirement obligation has been recorded in the Corporation's financial statements for these indeterminable amounts. These amounts are not considered significant.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

12. Share capital:

(a) Authorized:

360 Class A common voting shares without par value. Following project completion, Class A shareholders are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). Upon a member acquiring a Class A share, that member shall have agreed to use the Corporation's wide area radio system network to which the Class A share relates.

190 Class B common restricted voting shares without par value. Following project completion, Class B shareholders can elect to become Class A shareholders on the condition that the member agrees to use the Corporation's wide area radio system network. Class B shareholders are not obligated to share in funding the ongoing operating costs.

(b) Issued:

	2021	2020
36 Class A common voting shares (2020 - 35)	\$ 360	\$ 350
19 Class B common restricted voting shares (2020 - 20)	190	200
	\$ 550	\$ 550

(c) RCMP Special User Agreement:

Due to existing Federal restrictions, the RCMP cannot become a shareholder in the Corporation. Consequently, a Special User Agreement has been executed such that the RCMP has the right to participate in the Corporation's activities project on the same terms and conditions as the Class A shareholders, including the obligation to fund both the ongoing operating costs and any additional costs relating to capital assets, in accordance with a cost-sharing formula.

13. Related party transactions:

PRIMECorp is related by virtue of executive and technology support services agreements under which certain of the Corporation's management act in executive positions for PRIMECorp and the Corporation provides technology support services to PRIMECorp. The following table summarizes transactions between PRIMECorp and the Corporation during the year:

	2021	2020
Technical services and support	\$ 3,359,056	\$ 3,268,419
Employee secondments and employee related expenses	2,384,671	2,342,200
Executive services	737,600	684,300
Shared facilities services	304,212	299,755

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

13. Related party transactions (continued):

The above transactions, unless disclosed otherwise, are considered to be in the normal course of operations and are measured at their exchange amount, which is the amount of consideration established and agreed to by the related parties.

Included in accounts receivable is an amount of \$684,242 (2020 - \$656,482) due from PRIMECorp.

14. Commitments:

(a) Operating leases:

(i) The Corporation has entered into leases of land for certain radio tower sites. These leases expire in future years from 2022 to 2066 and are renewable at the option of the Corporation. Future minimum payments under these leases, excluding option periods, are approximately as follows:

2022	\$	1,348,432
2023		1,306,463
2024		1,313,355
2025		1,293,019
2026		1,274,860
Thereafter		15,242,839
		<hr/>
	\$	21,778,968

(ii) The Corporation is committed under vehicle and office equipment operating leases having varying expiry dates to the year 2023. The future minimum payments under the terms of such leases are as follows:

2022	\$	90,527
2023		46,282
		<hr/>
	\$	136,809

(iii) The Corporation has entered into leases for office premises. The leases expire in future years from 2023 to 2025 and are renewable at the option of the Corporation. The future minimum payments, excluding the renewals at the option of the Corporation, are approximately as follows:

2022	\$	2,081,573
2023		2,096,440
2024		788,846
2025		719,563
		<hr/>
	\$	5,686,422

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

14. Commitments (continued):

(b) Municipal Pension Plan:

The Corporation and its employees contribute to the Municipal Pension Plan (the "Pension Plan"), a jointly trustee pension plan. The Board of Trustees, representing Plan members and employers, is responsible for overseeing the management of the Pension Plan, including investment of the assets and administration of benefits. The Pension Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2020, the Pension Plan has about 220,000 active members and approximately 112,000 retired members.

The most recent valuation, as at December 31, 2018, indicated a surplus of \$2,866,000,000 for basic pension benefits. The next valuation will be as at December 31, 2021, with results available in 2022.

Defined contribution plan accounting is applied to the Pension Plan as the Pension Plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Pension Plan assets, and costs to individual entities participating in the Pension Plan.

During the year ended December 31, 2021, the Corporation paid \$4,397,635 (2020 - \$4,260,710) for employer contributions to the Pension Plan.

15. Financial risks:

(a) Interest rate risk:

It is management's opinion that the Corporation is not exposed to significant interest rate risk as its long-term debt has fixed interest rates. Fluctuations in rates could impact future payments upon renewal. There has been no change to the risk exposure from the prior year.

(b) Liquidity risk:

Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Corporation manages its liquidity risk by monitoring its operating and capital requirements. The Corporation prepares budget and cash flow forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposure from the prior year.

16. Economic dependence:

The Corporation is economically dependent on the class A shareholder members (note 12) and the RCMP, who are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). The Corporation's approved 2022 budget indicates deficiency of revenues over expenses for the year ending December 31, 2022 in the amount of \$2.77M. The total accumulated deficit in future years is expected recovered based on a multi-year forecast to be presented and approved by the Board of Directors in third quarter 2022.

For the year ended December 31, 2021, the Corporation received approximately 60% (2020 – 60%) of its revenues through Dispatch/911 services agreements. Approximately 30% (2020 – 30%) of the dispatch revenues is from to one (2020 – one) municipality for the provision of police and fire dispatch services.



New Westminster Police Department

REPORT

To: Mayor Coté and Members of the New Westminster Police Board **Date:** July 19, 2022
From: Deputy Chief Constable Paul Hyland **Item #:** 3.1
Subject: Strategic Planning Update

RECOMMENDATION

That the New Westminster Police Board receive this report for information

PURPOSE

The purpose of this report is to provide the New Westminster Police Board (the Board) with an update on the NWPD Strategic Plan for 2022-2024.

BACKGROUND

The NWPD Strategic Plan for 2022-2024 was approved by the Board at the February 2022 Board meeting and released to the public.

Part of the Strategic Plan reporting involves the inclusion of a Tracking Document for each meeting, along with more fulsome reporting on a bi-annual basis. This report will provide the Board with a more in-depth update on the various goals being pursued.

DISCUSSION

The two main Strategic Plan items being tracked are our Strategic Priority milestones, which is the roadmap we have set, and the Key Performance Indicators (KPI's), which are used to benchmark our progress with the milestones:

Strategic Priority milestones

The Strategic Priority milestones are broken down into three main pillars; Strengthen Community Engagement, Modernize Community Safety and Invest in our people.

Priority - Strengthen Community Engagement:

1. Create an Indigenous Peoples engagement plan – Inspector Gosal – On Track
 - Work on this initiative has begun, as Inspector Gosal is now engaged with newly appointed Indigenous Relations Advisor from the City, Ms. Christina Coolidge. Ms. Coolidge spent the week of June 27th to 30th visiting with various units in the Department.
2. Establish an NWPD diversity and community engagement team – Inspector Gosal – On Track
 - This work has now begun with the appointment of Constable Lindsay Soo-Chan as our first Diversity and Community Liaison Officer.
3. Create a community group engagement and communications plan – Chief Constable Jansen – On Track
 - Preliminary discussions were held with the department’s Strategic Communications Coordinator and the City Manager of Public Engagement to determine the best course of action to operationalize this milestone.

The team had two recommendations, the first is that the Board complete a public opinion poll to get a baseline measure of how the community currently feels about Strategic Goal 2.3.1 Listening to Our Community.

The second recommendation is to gain further clarity from the Board regarding whom specifically the Board is looking to engage with and to what level of engagement the Board had envisioned. To assist in gaining direction from the Board a report will be forthcoming in September that will further define the questions and will assist the Board through the decisions they have to make.

4. Begin engaging with community groups – Chief Constable Jansen – On Track
 - This item is connected to item 3 above and will be dependent upon that timeline.

Priority - Modernize Community Safety

1. Complete Operations Review – Chief Constable Jansen – On Track
 - This project is currently at the draft report stage.
2. Support Committees as needed to define NWPD policy and role as it pertains to homelessness, mental health and addiction – Deputy Chief Constable Hyland – On Track
 - Currently the NWPD have representation of a number of committee’s including:

- a. New Westminster Overdose Community Action Team (NWOCAT)
 - b. Multicultural Advisory Committee (MAC)
 - c. At Risk and Vulnerable Populations Task Force (ATVPTF)
 - d. Seniors and Persons with Disabilities Task Force (SPDTF)
 - e. Reconciliation, Social Inclusion and Engagement Task Force (RSIETF)
 - f. PACT Implementation Committee (Municipal and Provincial level)
 - g. Advisory Committee on Provincial Policing Standards (ACOPPS – Provincial)
3. Support the City's work on the Peer Assisted Crisis Team on addressing mental health, homelessness, and addiction – Inspector Gosal – On Track
 - Both Inspector Gosal and Chief Constable Jansen remain engaged with the team tasked with setting this program up and getting it operational.
 4. Implement Police Act review recommendations – On Track – Deputy Chief Constable Hyland
 - The Police Act review was released by the all-party special committee of the legislature. Deputy Chief Constable Hyland has been assigned as a member of a BC Association of Chiefs of Police (BCACP) Police Act Reform committee tasked with providing recommendations to government on further engagement and implementation.
 5. Begin implementing unbiased policing standards – Inspector Gosal – On Track
 - Inspector Gosal is working on this milestone, which is required to be completed by July 2023.
 6. Establish Key Performance Indicators (KPIs) with Board Approval – Deputy Chief Constable Hyland – Completed
 - This milestone was completed at the April Board meeting with the approval of the KPI's listed below. It should be noted that these KPI's could be adjusted as the Board sees fit to best gauge progress on the milestones. For example, "non-emergency call service delivery" has been added as a KPI measure.
 7. Establish Board engagement plan – Chief Constable Jansen – On Track
 - Preliminary discussions were held with the City Manager of Public Engagement to determine the best course of action for this milestone and will be tied to the community engagement plan, which was discussed earlier in this report.
 8. Implement alternative non-emergency call system to improve call wait times – Inspector Perry – On Track
 - This milestone has been added for tracking given the significance of the initiative approved by the Board at the June 2022 Police Board meeting.

Priority - Invest in our People

1. Design and implement an employee engagement survey – Deputy Chief Constable Hyland – On Track
 - Several options are being reviewed to implement this milestone.
2. Implement DEIAR Recommendations – Inspector Gosal – On Track
 - The final report from LevelUp is currently being reviewed by the Leadership team for implementation.
3. Pilot City performance reviews with two selected units to support growth and career planning – Inspector Perry – On Track
 - Inspector Perry is currently reviewing City performance reviews with the goal of converting them to NWPD usage.
4. Establish a standard on-boarding and exit interview process for staff – Inspector Perry – On Track
 - This milestone is currently on track and being worked on.
5. Complete a needs assessment and business case for an HR system – Inspector Perry – On Track
 - This milestone is currently on track and being worked on.
6. Retain a consultant to define a wellness program including goals, components, gaps, and recommendations – Deputy Chief Constable Hyland – Off Track
 - While some preliminary work has been done in this area, lack of a defined budget and staffing resources is proving to be a challenge. This milestone as defined may have to be deferred to 2023.

Key Performance Indicators

1. Public Satisfaction - The percentage of survey respondents that indicate they are satisfied with NWPD services – 73%
 - In the 2019 Community Survey 73% of those who responded rated their opinion of the NWPD as Good or Excellent (up from 64% in 2019).
2. Public Trust - The percentage of survey respondents that indicate they trust the NWPD
 - We do not have NWPD specific data on this area; however, we anticipate obtaining baseline information during our community engagement.
3. Stakeholder Satisfaction - The percentage of survey respondents that indicate “New Westminster Police appropriately respond to public safety issues critical to our stakeholders.”
 - We do not have NWPD specific data on this area; however, we anticipate obtaining baseline information during our community engagement.

4. Crime Rate - The Crime Severity Index for New Westminster as calculated by Statistics Canada: 82
 - The overall CSI for New Westminster was 82 in 2020, down from 92 in 2019.
 - Violent crime CSI also dropped from 83 to 80 while non-violent crime dropped from 94 to 83.
 - The overall average for BC was 96 and all of Canada was 73.
 - 2021 CIS data is anticipated to be released in July 2022.
5. Response times - The percentage of emergency calls where the NWPD response time met response time standards: 11:37
 - The average NWPD response time for a priority one call was 11 minutes and 37 seconds in 2021. This currently exists as a baseline as prior data has not been collected.
6. Police Costs - The annual cost per capita for NWPD services as reported by the Police Services Division:
 - The cost per capita for the NWPD in 2020 was \$316.
 - The average cost per capita for Municipal Police Departments in BC is \$419
7. Police Effectiveness - The weighted clearance rate as reported by Statistics Canada. A higher number indicates more crimes are solved
 - The weighted clearance rate for the NWPD is 24.5% in 2020, down from 26% in 2019.
 - The average for BC was 25% and 37% for all of Canada.
8. Employee Engagement - The percentage of staff that would recommend the NWPD to a friend that was looking for a career: 85%
 - 85% of staff would recommend the NWPD as an employer to others, based on 2019 data.
9. Attrition - The number of employees that left the NWPD divided by the number of positions: 10.3%
 - In total, nine (9) sworn members out of an authorized strength of 114 left the organization in 2021:
10. Vacancy - The percentage of approved positions that are vacant within the NWPD: 23
 - The NWPD currently has 23 positions unstaffed due to vacancies; sick leave (3), retirement leave (3), maternity/paternity leave (10), recruit training (6) and suspensions (1).

CONCLUSION

The Senior Leadership Team continue to operationalize the Strategic Priority milestones and will keep the Board updated on progress.

OPTIONS

Option # 1 – That the New Westminster Police Board receive this report for information

Option # 2 – That the New Westminster Police Board provide further input or direction to staff.

Staff are recommending Option # 1.

ATTACHMENTS:

1. Strategic Plan and KPI Tracking Document

This report has been prepared by:

A handwritten signature in blue ink, appearing to read "Paul Hyland".

Deputy Chief Constable Paul Hyland



New Westminister Police Department 2022-2024 Strategic Plan Tracking

Updated for July 19th, 2022

We serve everyone in our community with
integrity, excellence, and compassion.

Prepared by: Deputy Chief Constable Paul Hyland

2022-2024 Strategic Plan Tracking



Strategic Goals

The Board and Senior Leadership Team have set three strategic goals that define the direction of the Department over the next five to ten years.

Goal	As measured by...
<p>Listening to our community ...this means... We are a valued community partner. We engage with our diverse community, listen to their needs, and collaborate to ensure their needs are met.</p>	<ol style="list-style-type: none">1. Public satisfaction2. Public trust of police3. Stakeholder satisfaction
<p>Serving our community ...this means... We ensure community safety with integrity, compassion, and excellence.</p>	<ol style="list-style-type: none">4. Crime rates5. Response times6. Police costs7. Police effectiveness
<p>Supporting our people ...this means... We have a diverse, inclusive, healthy, and engaging workplace that promotes employee equity, growth, wellness, and fulfillment.</p>	<ol style="list-style-type: none">8. Employee engagement9. Attrition10. Vacancy

2022-2024 Strategic Plan Tracking



2022 – 2024 Priorities

Additionally the Board and Senior Leadership Team have also set three strategic priorities to focus the efforts of the Department and to support its overarching strategic goals:

Strengthen community engagement

This means...

We will engage with underrepresented groups to ensure their perspectives are heard and concerns are addressed. We will listen and learn about our role in supporting Truth and Reconciliation.

Modernize community safety

This means...

We will clarify our role in supporting community needs related to homelessness, mental health, and addiction. We will optimize our use of public resources to provide best value for money.

Invest in our people

We will improve the diversity, inclusion, and wellness of our Department and workplace. We will introduce new practices to support the growth and development of our members.



Priority: Strengthen Community Engagement

Key Milestones By Dec 31, 2022	Owner	Status
1. Create an Indigenous Peoples engagement plan that identifies how we will engage and what we hope to learn	Gosal	On Track
2. Establish an NWPD diversity and community engagement team	Gosal	On Track
3. Create a community group engagement and communications plan	Jansen	On Track
4. Begin engaging with community groups	Jansen	On Track

Status Legend

Not Started - work on this milestone has not yet started

On Track - the owner expects to achieve the result this period

Off Track - the owner does not expect to achieve the result this period

Complete - the result has been achieved and accepted, no further updates will be provided

Deferred - the milestone has been deferred at this time

2022-2024 Strategic Plan Tracking



Priority: Modernize Community Safety

Key Milestones By Dec 31, 2022	Owner	Status
1. Complete an operations review	Jansen	On Track
2. Support committees as needed to define NWPD policy and role as it pertains to homelessness, mental health, and addiction	Gosal	On Track
3. Support the City's work on the Peer Assisted Crisis Team on addressing mental health, homelessness, and addiction	Gosal	On Track
4. Implement Police Act recommendations	Hyland	On Track
5. Begin implementing unbiased policing standards	Gosal	On Track
6. Establish Key Performance Indicators (KPIs) with Board Approval	Hyland	Complete
7. Establish Board engagement plan	Jansen	On Track
8. Implement alternative non-emergency call system to improve call wait times	Perry	On Track

Status Legend

Not Started - work on this milestone has not yet started

On Track - the owner expects to achieve the result this period

Off Track - the owner does not expect to achieve the result this period

Complete - the result has been achieved and accepted, no further updates will be provided

Deferred - the milestone has been deferred at this time



Priority: Invest in our People

Key Milestones By Dec 31, 2022	Owner	Status
1. Design and implement an employee engagement survey	Hyland	On Track
2. Implement DEIAR recommendations	Gosal	On Track
3. Pilot City performance reviews with two selected units to support growth and career planning	Perry	On Track
4. Establish a standard on-boarding and exit interview process for staff	Perry	On Track
5. Complete a needs assessment and business case for an HR system	Perry	On Track
6. Retain a consultant to define a wellness program including goals, components, gaps, and recommendations	Hyland	Off Track

Status Legend

Not Started - work on this milestone has not yet started

On Track - the owner expects to achieve the result this period

Off Track - the owner does not expect to achieve the result this period

Complete - the result has been achieved and accepted, no further updates will be provided

Deferred - the milestone has been deferred at this time



2022 Performance Evaluation – Key Performance Indicators

The Police Board has approved the following Key Performance Indicators using a combination of its three strategic goals, to measure progress in key areas.

KPI	Score	Discussion
Goal # 1: Our Community		
1. Public satisfaction	73%	<ul style="list-style-type: none"> In the 2019 Community Survey 73% of those who responded rated their opinion of the NWPD as Good or Excellent (up from 64% in 2019)
2. Public trust of police	-	<ul style="list-style-type: none"> No current data
3. Stakeholder satisfaction	-	<ul style="list-style-type: none"> No current data
Goal # 2: Our Responsibility		
5. Crime rate (CSI)	82	<ul style="list-style-type: none"> The overall CSI for New Westminster was 82 in 2020, down from 92 in 2019. Violent crime CSI also dropped from 83 to 80 while non-violent crime dropped from 94 to 83. The overall average for BC was 96 and 73 for all of Canada.
6. Response time	11:37	<ul style="list-style-type: none"> The average NWPD response time for a priority one call was 11 minutes and 37 seconds in 2021.
7. Police costs (\$ / person)	\$316	<ul style="list-style-type: none"> The cost per capita for the NWPD in 2020 was \$316. The average cost per capita for Municipal Police Departments in BC is \$419.
8. Police effectiveness (weighted clearance)	25%	<ul style="list-style-type: none"> The weighted clearance rate for the NWPD is 24.5% in 2020, down from 26% in 2019. The average for BC was 25% and 37% for all of Canada.
9. Non-emergency call service delivery	44.1%	<ul style="list-style-type: none"> The average wait time for a non-emergency caller to ECOMM was 412 seconds in 2021 with a call abandon rate of 44.1%.

2022-2024 Strategic Plan Tracking



Goal # 3: Our People		
10. Employee engagement	85%	<ul style="list-style-type: none">85% of staff would recommend the NWPD as an employer to others based on a 2019 internal survey.
11. Attrition	10.3%	<ul style="list-style-type: none">In total 9 sworn members out of an authorized strength of 114 left the organization in 2021.
12. Vacancy	23	<ul style="list-style-type: none">The NWPD currently has 23 positions unstaffed due to vacancies; sick leave (3), retirement leave (3), maternity/paternity leave (10), recruit training (6) and suspensions (1).



New Westminister Police Department

REPORT

To: Mayor Jonathan Coté and Members of the
New Westminister Police Board

Date: July 19, 2022

From: Inspector Andrew Perry

Item #: 3.2

Subject: NWPD Non-Emergency Line Issues and Potential Alternatives

RECOMMENDATION

That the NWPD assume some non-emergency line call responsibilities from E-Comm in 2023 and that the NWPD continue to work with E-Comm to see if non-emergency line service performance can be improved.

PURPOSE

The purpose of this report is to inform the members of the New Westminister Municipal Police Board (NWPB) about the service deficiencies that the NWPD is and has been experiencing with its non-emergency line service that is being managed by E-Comm, and to provide a potential alternative to having E-Comm manage the NWPD's non-emergency line service.

BACKGROUND

In May 2021, E-Comm disclosed to the NWPD that their non-emergency line service performance had been steadily declining and was not meeting their performance targets across the lower mainland region, and they expected that this would not improve in the near future. The main issues that were causing this decline in service were identified as longer transfer times to BCEHS during peak 911 times, inadequate funding to achieve non-emergency line targets, and short staffed due to attrition.

The NWPD then began to steadily receive ongoing complaints about excessive non-emergency line wait times from residents, business owners and institutions such as the Royal Columbian Hospital. Members of the public recognize the importance of reporting their incidents to the

NWPD and began to report incidents through social media and online reporting, which were not designed to receive most of the types of complaints that were being submitted, rather than abandoning their complaints altogether. Reporting incidents through social media or online reporting led to further delays in responding to these complaints, as these mediums were not intended or monitored for non-emergency incidents such as those that were being submitted.

In November 2021, staff were requested to start exploring the potential alternatives to having E-Comm manage the NWPD's non-emergency line, specifically:

- 1) Whether the NWPD could assume this responsibility internally or
- 2) Whether the NWPD could partner with another Police Department to provide non-emergency line service.

The non-emergency line service level performance continues to significantly not meet the NWPD's expectations, the City of New Westminster's residents and business owner's expectations and E-Comm's own performance targets.

Non-Emergency Line Service Performance Metrics

Based on non-emergency line data from E-Comm, the following tables show the declining service level of performance achieved for NWPD calls and the high level of call abandon rate.

Table 1 – Total Calls Answered/Abandoned

The following table demonstrates how many calls were made to the NWPD non-emergency line, how many were answered (% and total calls) and how many were abandoned (% and total calls):

Metric	2022–Jan	2022–Feb	2022–Mar	2022–Apr	2022–May	2022–Jun
Total Calls Offered	1989	1615	1930	1873	2006	1892
Total Calls Answered	53% (1055)	58% (938)	51% (976)	34% (632)	37% (733)	36% (672)
Total Calls Abandoned	47% (934)	42% (677)	49% (954)	66% (1241)	63% (1273)	64% (1220)

Tables 2 and 3 - Service Performance Target

The E-Comm non-emergency line service performance target is to respond to non-emergency line calls 80% of the time in 180 seconds. The two tables below demonstrate the percentage of time that E-Comm was able to achieve the performance target, and how many calls were abandoned before 180 seconds.

Table 2

Metric	2021-Q1	2021-Q2	2021-Q3	2021-Q4	2022-Q1	2022-Q2
Target Achieved (80% in 180s)	64.7%	54.8%	48.8%	41.7%	48%	38%
Calls Abandoned	29.3%	39.1%	50.7%	57.9%	47%	45%

Table 3

Metric	2022-Jan	2022-Feb	2022-Mar	2022-Apr	2022-May	2022-Jun
Target Achieved (80% in 180s)	48%	55%	41%	17%	25%	24%
Calls Abandoned	46%	53%	45%	38%	45%	47%

SUMMARY OF 2021 NON-EMERGENCY LINE CALL LOAD DATA ANALYSIS

Note: Data ranges from January 1-November 24, 2021

Calls Offered: 24,821

Calls Offered – Weekend: 6,342 (25.55%)

Calls Offered – Weekday: 18,479 (74.45%)

Calls Offered – Average Per Day – Weekend: 67.47

Calls Offered – Average Per Day – Weekday: 78.97

Peak weekday time periods:

- 0700-1500 = 45.15% of daily calls
- 0800-1600 = 48.44% of daily calls
- 0900-1700 = 51.38% of daily calls
- 1000-1800 = 51.56% of daily calls
- 1600-2000 = 24.78% of daily calls

Peak weekend time periods:

- 0700-1500 = 44.21% of daily calls
- 0800-1600 = 48.88% of daily calls
- 0900-1700 = 50.69% of daily calls
- 1000-1800 = 49.95% of daily calls

POTENTIAL NON-EMERGENCY LINE SERVICE ALTERNATIVES

The potential alternatives considered at this time to having the NWPD non-emergency line managed by E-Comm are:

1. The NWPD assumes some of this responsibility from E-Comm;
2. The NWPD assumes all of this responsibility (24/7) from E-Comm; or
3. The NWPD partners with another Police Department and outsources this responsibility.

Staff have communicated with other Police Departments which were seen to be a potential to partner with and to outsource this responsibility to.

Unfortunately, these Police Departments have stated they were not in a position to consider our request at this time and there is no indication that this will change in a reasonable timeframe (less than 12 months).

NWPD ASSUMES RESPONSIBILITY FOR SOME NON-EMERGENCY LINE CALLS

If the NWPD were to assume responsibility for any non-emergency line service from E-Comm, it is recommended that the NWPD should assume only some of this responsibility to start with, and that the implementation should be done in a gradual, phased approach for the following reasons:

- The need to hire and train new employees or retrain current employees would be more achievable to do in a reasonable time period;
- It would allow for time to evaluate the first solution implemented before increasing the scope of the solution (i.e. Take on daytime hours only vs 24/7 service), and to make any adjustments necessary to increase the likelihood of a successful outcome;
- The NWPD would need to work with E-Comm to design and implement a transition plan; and
- The approach will minimize the potential costs by only taking on what is anticipated to make the most significant positive impact on non-emergency line service, which is to target daytime hours where calls offered and abandoned are highest.

Since partnering with another Police Department and outsourcing the NWPD non-emergency line workload is not an option at this time, or anytime in the foreseeable future, Inspector Perry will present some options to consider if the NWPD were to assume some non-emergency line service from E-Comm.

CURRENT STRUCTURE FOR NWPD PUBLIC SERVICE COUNTER

- Three Positions - Police Clerical Assistant 2.
- Work Schedule – Standard Work Week – Monday to Friday – 0800-1600, 35 hour work week (work hours are defined in a letter of agreement which forms part of the CUPE 387 Collective Agreement).
- Supervised by the Quality Control Unit Supervisor who also supervises four File Quality Reviewers plus auxiliary staff.

PLAN OVERVIEW

The general plan would be to:

- 1) Reallocate the current three Public Information Counter staff to be two Communication Operators and one Communication Operator Supervisor, to able to respond to the non-emergency line workload;
- 2) Create and hire a new Police Information Check Clerk and reallocate Police Information Check workload from the Communication Operators to this position and auxiliary staff so that the Communications Operators can focus on non-emergency line work;
- 3) Work with E-Comm to design and implement a transition plan;
- 4) Design a communications strategy to promote the public to submit non-emergency calls during scheduled daytime hours since they can expect to receive a quicker response during these times; and
- 5) Review online reporting procedures to see if more incident types can be made available for the public to submit to the NWPD since the new non-emergency Communication Operators would be a position to review the submissions earlier.

SCENARIO ANALYSIS

In order to assist in analyzing how NWPD resources could be allocated to have the NWPD assume some of the non-emergency line workload from E-Comm, below are different scenario options that demonstrate the cause-and-effect relationships between inputs and outcomes and the potential value that each scenario generates.

SCENARIO #1

Summary of Proposed Staffing Structure:

- Communications Operator 1 – 2 full-time positions
- Supervisor – Communication Operator 3 – 1 full-time position
- Police Information Check Clerk – 1 full-time position
- Auxiliary Police Information Check Clerk's as needed

Intended Outcomes on Non-Emergency Call Taking Workload:

- The anticipated non-emergency line coverage would be Monday to Friday 0800-1600.
- The anticipated work hours would be Monday to Friday – 0800-1600 hours.
- Would be expected to handle approximately 48.44% of all weekday non-emergency calls.
- Would be expected to handle approximately 38 non-emergency calls per day.
- Would be expected to handle approximately 190 non-emergency calls per week.

SCENARIO #2**Summary of Proposed Staffing Structure:**

- Communications Operator 1 – 2 full-time positions (weekday)
- Communications Operator 1 – 1 part-time position (16 hours - weekends)
- Supervisor – Communication Operator 3 – 1 full-time position
- Police Information Check Clerk – 1 full-time position
- Auxiliary Police Information Check Clerk's as needed

Intended Outcomes on Non-Emergency Call Taking Workload:

- The anticipated non-emergency line coverage would be Monday to Sunday 0800-1600.
- The anticipated work hours would be for full-time staff Monday to Friday – 0800-1600 hours.
- The anticipated work hours would be for part-time staff Saturday and Sunday – 0800-1600 hours.
- Would be expected to handle approximately 48% of all non-emergency calls.
- Would be expected to handle approximately 38 non-emergency calls per day.
- Would be expected to handle approximately 266 non-emergency calls per week

SCENARIO #3**Summary of Proposed Staffing Structure:**

- Communications Operator 1 – 2 full-time positions
- Communications Operator 1 – 2 part-time positions
- Supervisor – Communication Operator 3 – 1 full-time position
- Police Information Check Clerk – 1 full-time position
- Auxiliary Police Information Check Clerk's as needed

Intended Outcomes on Non-Emergency Call Taking Workload:

- The anticipated non-emergency line coverage Monday to Friday 0800-2000 hours, Saturday and Sunday – 0800-1600 hours.
- The anticipated work hours would be for full-time staff Monday to Friday – 0800-1600 hours.
- The anticipated work hours would be for part-time staff Monday to Friday –1600-2000 hours and Saturday and Sunday – 0800-1600 hours.
- Would be expected to handle approximately 73.22% of all weekday non-emergency calls and approximately 58 non-emergency calls per weekday
- Would be expected to handle approximately 48% of all weekend non-emergency calls and approximately 38 non-emergency calls per weekend day
- Would be expected to handle approximately 366 non-emergency calls per week

TABLE – SCENARIO SUMMARY:

	SCENARIO 1	SCENARIO 2	SCENARIO 3
Comm Ops 1 - FT	2	2	2
Comm Ops 1 - PT	0	1	2
Supervisor	1	1	1
PIC Clerk	1	1	1
% of calls	48% (weekday calls)	48% (all calls)	73.22% (weekday) + 48% (weekend)
Expected Calls Per Day Taken	38	38	58 (weekday) + 38 (weekend)
Expected Calls Per Week Taken	190	266	366
Coverage	Mon-Fri 0800-1600	Mon-Sun 0800-1600	Mon-Fri 0800-2000 + Sat-Sun 0800-1600

OTHER CONSIDERATIONS:**Online Reporting**

The Communication Operators and Supervisor will be responsible for reviewing online reports to see if the file needs to have a Constable dispatched to investigate or not during the times that they are working.

If the NWPD implemented Scenario 2, it would provide the opportunity for Online Reporting files to be reviewed within 24 hours.

A review of Online Reporting incident types could then be conducted to see if more incident types could be permitted to be received via Online Reporting. The Online Reporting system is capable of being expanded to include more incident types.

Performance Management

E-Comm is able to provide the NWPD with detailed service performance metrics.

The NWPD will need to be able to produce similar service performance metrics and analyze them on a monthly basis to ensure we are meeting our expected performance metrics and improving our non-emergency line service compared to E-Comm. In order to be able to produce these metrics, we will need to upgrade our phone system software.

Phone System Software Upgrade

In order to upgrade our phone system, we will need to install Call Reporting Software. This software allows between 1-100 callers, and provides reporting and tracking metrics with over 50 standard reports (including abandoned calls) and allows for custom reports.

The software allows call recording, to allow for review and evaluation of specific calls, and provides metrics for managing employees such as how many calls have they taken, missed, and how many on hold.

FINANCIAL CONSIDERATIONS

The NWPD is currently paying for full non-emergency line service with E-Comm and the cost implication of assuming this service from E-Comm would need to be reviewed and discussed further.

OPTIONS

- 1) That the NWPD assume some non-emergency line call responsibilities from E-Comm and implement scenario 1 in 2023.
- 2) That the NWPD assume some non-emergency line call responsibilities from E-Comm and implement scenarios 1 and 2 in 2023.
- 3) That the NWPD assume some non-emergency line call responsibilities from E-Comm and implement scenarios 1, 2, and 3 in 2023.
- 4) That the NWPD does not assume any non-emergency line call responsibilities from E-Comm.
- 5) That the NWPD continue to work with E-Comm to see if non-emergency line service performance can be improved.
- 6) That the Board provide an alternate direction to the NWPD.

RECOMMENDATION

That the NWPD assume some non-emergency line call responsibilities from E-Comm in 2023 and that the NWPD continue to work with E-Comm to see if non-emergency line service performance can be improved (options 1 and 5).

This report has been prepared by:



Inspector Andrew Perry

Approved for Presentation



David Jansen
Chief Constable



NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, September 27, 2022 at 9:30 am
 Blue Room, New Westminster Police Department and
 By Zoom: <https://us02web.zoom.us/j/88644230155>

✓ Indicates Attachment

We recognize and respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.

1	ADOPTION & PRESENTATIONS	
	1.1 Land Acknowledgment	<i>Mayor Cote</i>
	1.2 Acknowledgement of Service to Police Board Chair Mayor Jonathan Cote	<i>Chief Constable Jansen</i>
✓	1.3 Adoption of Open Agenda: September 27, 2022	<i>Police Board</i>
2	CONSENT AGENDA	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: July 19, 2022	
	2.2 Police Board Member Reports	
✓	2.3 Statistics: July 2022 and August 2022	
✓	2.4 NWPD Strategic Plan Tracking Document	
✓	2.5 Policy: AB200 – Specialty Unit Assignment & Tenure	
	2.6 Police Board Correspondence:	
✓	2.6a Correspondence from BCAPB re Conference Sponsorship	
✓	2.6b Correspondence from E-Comm re Insider Subscription	
✓	2.6c Correspondence from George Madden, re E-Comm Board of Directors	
✓	2.6d CAPG 2022-23 Board of Directors	
✓	2.6e Response from Minister Farnworth to BCAMCP letter re JIBC Funding	
3	ONGOING BUSINESS	
✓	3.1 GOVERNANCE: 2022 Q2 Financial Report	<i>Jacqueline Dairon</i>
4	NEW BUSINESS	
	<i>No Items</i>	
	NEXT MEETING	
	Date: Tuesday, October 18, 2022 at 9:30 am	
	Location Council Chamber, New Westminster City Hall and By Zoom	
	ADJOURNMENT OF OPEN MEETING	



NEW WESTMINSTER MUNICIPAL POLICE BOARD

July 19, 2022 at 9:30 a.m.
Via ZOOM

MINUTES of Open Meeting

PRESENT	Mayor Jonathan Cote	Chair
	Ms. Heather Boersma	
	Mr. Drew Hart	
	Ms. Shirley Heafey	
	Mr. Patrick Lalonde	
STAFF:	Chief Constable Dave Jansen	
	Deputy Chief Paul Hyland	
	Inspector Aman Gosal	
	Inspector Andrew Perry	
	Ms. Jacqueline Dairon	Finance Supervisor
	Ms. Heather Corbett	Acting Board Secretary

The meeting was called to order at 9:30a.m.

1.1. Land Acknowledgment

Mayor Cote provided a land acknowledgement, as follows:

We recognize and respect that New Westminster is on the unceded and unsurrendered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.

1.2. Introduction of New Police Board Member Patrick Lalonde

Mayor Cote welcomed Patrick Lalonde to the Police Board.

1.3. Adoption of Open Agenda: July 19, 2022

MOVED AND SECONDED

THAT The New Westminster Police Board approve the July 19, 2022, Open Agenda.

CARRIED

2. CONSENT AGENDA

2.1. Approval of Open Minutes: June 21, 2022

2.2. Police Board Member Reports

2.3. Statistics: June 2022

2.4 Police Board Correspondence
b) E-Comm 2021 Annual Report and Financial Statements

MOVED AND SECONDED

THAT Items 2.4a be removed from the Consent Agenda; and,

THAT the New Westminster Police Board approve the remaining items on the Consent Agenda.

CARRIED

ITEMS REMOVED FROM CONSENT

2.4 Police Board Correspondence
a) BCAMCP Letter in Response to JIBC Funding

In response to a question from the Police Board, Chief Constable Jansen noted that no response to the BC Association of Municipal Chiefs of Police (BCAMCP)'s letter had been received thus far, and that the funding would likely be a discussion topic at the BCAMCP meeting, which is taking place next week. Chief Constable Jansen noted that any response received will be communicated to the Board.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the correspondence.

CARRIED

3. ONGOING BUSINESS

3.1 GOVERNANCE: New Westminster Police Department Strategic Plan Update

Deputy Chief Constable Hyland discussed the report entitled "NWPD Strategic Plan Update", and provided a summary of the status of the work being done for each strategic priority milestone and key performance indicator within the NWPD Strategic Plan.

Police Board members provided the following comments:

- Regarding Key Milestone #6 in "Invest in our People": the status could be changed for this milestone as the Department is working with Thompson River University on a needs and gap analysis for a wellness program; and,
- The Board is comfortable with the pace that work is being accomplished and is satisfied that the work is sufficiently on track.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the report entitled "NWPD Strategic Plan Update" for information.

CARRIED

3.2 New Westminster Police Department Non-Emergency Line Issues and Potential Alternatives

Inspector Perry provided a summary of the report entitled “New Westminster Police Department Non-Emergency Line Issues and Potential Alternatives”, and discussed proposed options for an in-house alternative to the provision of a non-emergency line by E-Comm, noting the following information:

- In reviewing recent statistics, it is becoming increasingly apparent that E-Comm has no immediate solution that is going to be meaningful and significant to solving the issues with the non-emergency line that the community is concerned with; and,
- In pursuing options for an in-house non-emergency line, partnerships with other agencies were examined.

In response to questions from Police Board members, Inspector Andrew Perry and Chief Constable Jansen provided the following information:

- Staff are confident in the analysis that has been undertaken on this proposal and that the department will be in a good position to staff the in-house non-emergency services;
- As the service will not be 24/7 at first, the Department is being cautious and ensuring no additional or substantial pressure on existing staff,
- As there are other police departments who are more advanced in setting up in-house non-emergency lines, the NWPD has a chance to learn from their successes and challenges before increasing the service hours;
- The NWPD would need to be mindful of the budgetary impacts of increasing the service, even to a 7am-7pm model;
- Communications with E-Comm have begun in regards to the NWPD’s in-house service, and the management team intends to sit down with upper level management at E-Comm to discuss potential recuperation of costs;
- Given that the Board has recently been informed of cost increases at E-Comm (see On-Table correspondence), the NWPD management team will continually report back to the Board with any news from the BCACP, and also encourage the Board to discuss with colleagues at the BCAPB level;
- In preparation for presenting this report to the Board, Inspector Perry and Chief Constable Jansen have met with internal staff who would be affected, as well as CUPE representatives; and,
- Given the urgency of the situation, an implementation plan and the projected impacts on the 2023 budget have been developed, and it would be possible to begin work on the recommendation within the report straight away.

Police Board members noted the following comments:

- It would be important for the Police Board to receive regular updates on the implementation of the in-house non-emergency call-taking service; and,

- Implementing this proposal would be an important step for the NWPD in terms of improving and recognizing the challenges and worsening numbers at E-Comm.

MOVED AND SECONDED

THAT The New Westminster Police Board receive the On-Table Correspondence; and,

THAT the New Westminster Police Department assume some non-emergency line call responsibilities from E-Comm and implement scenario 1 (as in the report) in 2023; and,

THAT the NWPD continue to work with E-Comm to see if non-emergency line service performance can be improved.

CARRIED

4. New Business

There were no items

ADJOURNMENT of Open Meeting

Chair Jonathan Cote adjourned the meeting at 9:59 a.m.

Next meeting

The next meeting of the New Westminster Police Board will take place on September 13, 2022 at 9:30 a.m.

MAYOR JONATHAN COTE
CHAIR

HEATHER CORBETT
RECORDING SECRETARY



New Westminster Police Department

PROTECTED A

July 2022

Crime Type Category ¹	2022 June	2022 July	July 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	0	0	3	0	1	-100%
ATTEMPTED HOMICIDE	0	0	0	1	1	2	1	100%
SEXUAL ASSAULTS	10	3	5	26	34	42	34	24%
ASSAULT-COMMON	23	31	34	210	203	193	202	-5%
ASSAULT-W/WEAPON OR CBH	10	16	16	69	102	79	83	-23%
ASSAULT-AGGRAVATED	0	0	1	1	4	3	3	-25%
ROBBERY	4	11	5	20	31	33	28	6%
Total Monitored Persons Offences	47	61	61	327	378	352	352	-7%
Domestic Violence								
DOMESTIC VIOLENCE	46	52	54	362	354	358	358	1%
FAMILY VIOLENCE	27	19	22	175	150	146	157	-3%
Property Offences								
BREAK & ENTER-BUSINESS	9	11	11	102	132	80	105	-39%
BREAK & ENTER-RESIDENCE	3	6	8	51	28	39	39	39%
BREAK & ENTER-OTHER	7	2	5	53	43	39	45	-9%
THEFT OF VEHICLE	8	18	11	81	68	100	83	47%
THEFT FROM VEHICLE	45	51	59	516	487	385	463	-21%
THEFT-OTHER OVER \$5000	2	1	1	8	5	9	7	80%
THEFT-OTHER UNDER \$5000	43	39	39	249	213	252	238	18%
MISCHIEF OVER \$5000	1	1	1	6	6	6	6	0%
MISCHIEF \$5000 OR UNDER	43	37	43	248	325	272	282	-16%
Total Monitored Property Offences	161	166	178	1314	1307	1182	1268	-10%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	0	0	2	1	N/A ²
COLLISION-NON-FATAL INJURY	6	8	10	66	60	43	56	-28%
COLLISION-ALL OTHERS	38	35	31	214	224	326	255	46%
Total Collision Offences	44	43	41	280	284	371	312	31%
215 Impaired								
215 ALCOH-24HR & DRUG	1	8	6	17	33	22	24	-33%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	17	16	13	54	81	93	76	15%
215 ALCOH IRP WARN	5	9	5	17	25	36	26	44%
IMPAIRD OP MV (DRUGS & ALCOH)	4	7	8	35	60	64	53	7%
Weapons Offences								
WEAPONS	2	4	7	41	49	37	42	-24%
Other Non-Criminal Offences								
BYLAW	18	10	31	318	206	117	214	-43%
FALSE ALARMS	85	83	68	411	404	547	454	35%
MISSING PERSONS	25	27	24	117	145	159	140	10%
MENTAL HEALTH RELATED	44	33	43	364	512	278	385	-46%
DISTURBED PERSON/ATT SUICIDE	39	28	42	438	393	239	357	-39%
SUDDEN DEATH	12	11	13	72	103	82	86	-20%
DOMESTIC DISPUTE-NO ASSAULT	36	41	43	313	262	224	266	-15%
OVERDOSES	0	1	2	11	11	9	10	-18%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-08-11. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

² Undefined. Percent Change = ((new value – initial value / initial value) x 100). Division by zero is division where the divisor (denominator) is zero, where the expression has no meaning; therefore, division by zero is undefined.



New Westminster Police Department

PROTECTED A

August 2022

Crime Type Category ¹	2022 July	2022 August	August 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	0	0	3	0	1	-100%
ATTEMPTED HOMICIDE	0	0	0	1	1	2	1	100%
SEXUAL ASSAULTS	3	4	6	32	42	44	39	5%
ASSAULT-COMMON	32	33	37	252	237	222	237	-6%
ASSAULT-W/WEAPON OR CBH	16	10	10	85	107	92	95	-14%
ASSAULT-AGGRAVATED	0	1	1	2	6	4	4	-33%
ROBBERY	10	9	7	22	42	40	35	-5%
Total Monitored Persons Offences	61	57	61	394	438	404	412	-8%
Domestic Violence								
DOMESTIC VIOLENCE	49	29	46	419	407	388	405	-5%
FAMILY VIOLENCE	18	21	29	218	173	167	186	-3%
Property Offences								
BREAK & ENTER-BUSINESS	11	7	12	121	143	92	119	-36%
BREAK & ENTER-RESIDENCE	6	9	7	59	32	49	47	53%
BREAK & ENTER-OTHER	2	10	7	61	47	49	52	4%
THEFT OF VEHICLE	18	8	11	96	78	108	94	38%
THEFT FROM VEHICLE	51	44	64	607	545	428	527	-21%
THEFT-OTHER OVER \$5000	1	0	1	9	8	10	9	25%
THEFT-OTHER UNDER \$5000	38	44	42	298	246	291	278	18%
MISCHIEF OVER \$5000	1	0	0	6	7	6	6	-14%
MISCHIEF \$5000 OR UNDER	38	31	36	281	371	299	317	-19%
Total Monitored Property Offences	166	153	181	1538	1477	1332	1449	-10%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	0	0	2	1	N/A ²
COLLISION-NON-FATAL INJURY	9	6	9	74	73	51	66	-30%
COLLISION-ALL OTHERS	34	33	33	242	261	361	288	38%
Total Collision Offences	43	39	42	316	334	414	355	24%
215 Impaired								
215 ALCOH-24HR & DRUG	8	2	3	23	34	23	27	-32%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	16	11	9	63	89	105	86	18%
215 ALCOH IRP WARN	9	5	4	19	29	41	30	41%
IMPAIRD OP MV (DRUGS & ALCOH)	7	10	8	42	68	94	68	38%
Weapons Offences								
WEAPONS	4	9	5	44	52	42	46	-19%
Other Non-Criminal Offences								
BYLAW	12	20	33	382	221	149	251	-33%
FALSE ALARMS	80	91	76	485	467	638	530	37%
MISSING PERSONS	27	25	18	127	165	185	159	12%
MENTAL HEALTH RELATED	33	30	40	417	549	309	425	-44%
DISTURBED PERSON/ATT SUICIDE	31	23	46	498	447	280	408	-37%
SUDDEN DEATH	11	8	10	81	117	90	96	-23%
DOMESTIC DISPUTE-NO ASSAULT	41	27	35	357	297	253	302	-15%
OVERDOSES	1	0	2	14	15	9	13	-40%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <=>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-09-08. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

² Undefined. Percent Change = ((new value – initial value / initial value) x 100). Division by zero is division where the divisor (denominator) is zero, where the expression has no meaning; therefore, division by zero is undefined.



New Westminister Police Department 2022-2024 Strategic Plan Tracking

Updated for September 27th, 2022

We serve everyone in our community with
integrity, excellence, and compassion.

Prepared by: Deputy Chief Constable Paul Hyland



Priority: Strengthen Community Engagement

Key Milestones By Dec 31, 2022	Owner	Status
1. Create an Indigenous Peoples engagement plan that identifies how we will engage and what we hope to learn	Gosal	On Track
2. Establish an NWPD diversity and community engagement team	Gosal	On Track
3. Create a community group engagement and communications plan	Jansen	On Track
4. Begin engaging with community groups	Jansen	On Track

Status Legend

Not Started - work on this milestone has not yet started

On Track - the owner expects to achieve the result this period

Off Track - the owner does not expect to achieve the result this period

Complete - the result has been achieved and accepted,

Deferred - the milestone has been deferred at this time



Priority: Modernize Community Safety

Key Milestones By Dec 31, 2022	Owner	Status
1. Complete an operations review	Jansen	On Track
2. Support committees as needed to define NRPD policy and role as it pertains to homelessness, mental health, and addiction	Gosal	On Track
3. Support the City's work on the Peer Assisted Crisis Team on addressing mental health, homelessness, and addiction	Gosall	On Track
4. Implement Police Act recommendations	Hyland	On Track
5. Begin implementing unbiased policing standards	Gosal	On Track
6. Establish Key Performance Indicators (KPIs) with Board Approval	Hyland	Complete
7. Establish Board engagement plan	Jansen	On Track
8. Implement alternative non-emergency call system to improve call wait times	Hyland	On Track

Status Legend

Not Started - work on this milestone has not yet started

On Track - the owner expects to achieve the result this period

Off Track - the owner does not expect to achieve the result this period

Complete - the result has been achieved and accepted, no further updates will be provided

Deferred - the milestone has been deferred at this time



Priority: Invest in our People

Key Milestones By Dec 31, 2022	Owner	Status
1. Design and implement an employee engagement survey	Hyland	On Track
2. Implement DEIAR recommendations	Gosal	On Track
3. Pilot City performance reviews with two selected units to support growth and career planning	Perry	On Track
4. Establish a standard on-boarding and exit interview process for staff	Perry	On Track
5. Complete a needs assessment and business case for an HR system	Perry	On Track
6. Retain a consultant to define a wellness program including goals, components, gaps, and recommendations	Hyland	On Track

Status Legend

Not Started - work on this milestone has not yet started

On Track - the owner expects to achieve the result this period

Off Track - the owner does not expect to achieve the result this period

Complete - the result has been achieved and accepted, no further updates will be provided

Deferred - the milestone has been deferred at this time

Specialty Unit Assignment & Tenure

AB200

Revised: July 2022

AB200

RISK ASSESSMENT: Low

POLICY

1. Where operationally feasible, the New Westminster Police Department (NWPD) will provide fair and equitable opportunities for sworn members to work in a variety of positions and units over the course of their career at the NWPD.
2. Specialty assignments will be assigned in a manner that is based on the knowledge, skills and abilities required for the position, and consistent with applicable collective agreements, legislation and other agreements such as a Memorandum of Understanding.
3. This policy does not restrict the right of the Chief Constable to assign sworn members to positions outside of a competitive process:
 - a) As required to meet the NWPD's strategic goals and objectives;
 - b) As required to meet the NWPD's operational needs;
 - c) To meet workplace accommodation requirements; and/or
 - d) To satisfy performance management objectives or disciplinary outcomes.

REASON FOR POLICY

4. To ensure that Specialty Assignment positions are filled by sworn members who have the knowledge, skills and abilities required to perform the position.
5. To provide direction on the terms of tenure for Specialty Assignment positions to assist with:
 - a) career stability for the member and the NWPD;
 - b) career and succession planning;
 - c) improved job performance and mentoring; and
 - d) ensuring an equitable amount of opportunities for sworn members to gain experience in Specialty Assignments.

PROCEDURES

Postings

6. Whenever a new Specialty Assignment position or a permanent vacancy is created within the NWPD, notice may be given in Service Orders and applications may be invited to fill those positions, at the discretion of the Chief Constable.
7. Postings will contain the Specialty Assignment position's tenure, eligibility requirements, application process, evaluation process and whether or not an eligibility list will be created.
8. This policy does not apply to permanent promotions to established ranks.

Terms of Tenure

9. These Terms of Tenure are guiding principles and will apply in most cases.
10. The Chief Constable maintains the right to manage the NWPD and to create exceptions to the application of these Terms of Tenure as required, which may include the following:
 - a) The transfer out or continued assignment of a member to a position or secondment is in the best interests of the member or organization or both.
 - b) No other member has the requisite knowledge, skills, or abilities for the assignment.
 - c) No other member is interested in taking the assignment.
 - d) There are other exceptional circumstances requiring a departure from these Terms of Tenure.
11. The tenure length schedule (see below) will indicate the duration of each Specialty Assignment, which will typically include a recommended minimum tenure, whether or not there are additional "option" years and a maximum tenure limit (expiration date).

Recommended Minimum Tenure

12. A member who is assigned to a position, subject to the member's suitability and performance, is recommended to remain in that position for the minimum tenure time.
13. Members in a NWPD Specialty Assignment do not have to complete their minimum tenure time prior to applying to another Specialty Assignment or requesting to return

to a Patrol Assignment. This does not apply to an external agency Secondment Assignment.

Tenure Start/Renewal/Expiration Dates

14. The year of transfer and tenure time for NWPD Specialty Assignments:

- a) If the transfer occurs between January 1st and July 1st, this time will not be considered part of the tenure and the tenure renewal/expiry date will be July 1st.
- b) If the transfer occurs between July 1st and December 31st, this time will not be considered part of the tenure and the tenure renewal/expiry date will be January 1st.

15. The year of transfer and tenure time for external agency Secondment Assignments:

- a) All transfers in and out of Secondment Assignment positions will be planned to occur in January.
- b) If for any reason, the transfer occurs between January 1 and March 31 of the year, the secondment tenure start date will be January 1 of that same year.
- c) If the transfer occurs after March 31 of the year, then the secondment tenure start date will be January 1 of the following year.

Requesting Tenure Extension and Notice for Expiration Dates

16. Members must be given 6 months written notice of their option years and their maximum tenure time's expiration date.

17. A member who wishes to remain beyond the minimum tenure may apply in writing to their NCO for an extension at least six (6) months prior to the conclusion of their tenure. An extension will generally be granted subject to the needs of the Department, the external Secondment agency and providing the member demonstrated an acceptable standard of performance during their minimum tenure.

18. A member who is in a NWPD Specialty Assignment (not external agency Secondment Assignment) and whose earliest unreduced date of retirement falls within the calendar year immediately following their scheduled tenure end date may request a tenure extension of up to one year beyond the maximum tenure date but no later than the member's earliest unreduced date of retirement.

- a) The member must provide a written request for tenure extension to the Chief Constable NCO by March 31 in the year of tenure expiry.
- b) Extensions will be treated in the same manner as optional extensions which must be by mutual agreement of member and the Chief Constable.

- c) Extension terms will be documented by the Staff Sergeant of Administration in a Letter of Agreement and must be acknowledged by the member in writing.
 - d) If the member does not retire on or before their earliest unreduced retirement date, the member will be immediately reassigned to Patrol.
19. A member who is in an external agency Secondment Assignment (not a NWPD Specialty Assignment) and whose earliest unreduced date of retirement falls within the calendar year immediately following their scheduled tenure end date may request a tenure extension of up to one year beyond the maximum tenure date but no later than the member's earliest unreduced date of retirement.
- a) The member must provide a written request for tenure extension to the Chief Constable NCO by March 31 in the year of tenure expiry.
 - b) Each request will be treated on a case by case basis in negotiation with the Secondment agency.

Criteria for Tenure Extension

20. The Chief Constable will base the decision to extend or not extend a staff member's tenure on the following criteria:
- a) Performance of the individual;
 - b) NWPD Organizational and/or Secondment Agency requirements;
 - c) The individual's health and/or well-being;
 - d) The need for the individual's development; and
 - e) The amount of the departmental investment in the individual, ie. Specialized training, expertise.

Applying to a Specialty Assignment while in a Specialty Assignment

21. Members do not have to return to a Patrol Assignment after being in a NWPD Specialty Assignment or external Secondment Assignment before being eligible to apply for another Specialty Assignment.
22. If a member is the incumbent assigned to the NWPD Specialty Assignment or external agency Secondment Assignment for which a career competition relates too, they may not apply for the position during the first career competition.
23. Should there be no applicants during the first career competition, the incumbent member assigned to the NWPD Specialty Assignment or external agency Secondment Assignment for which a career competition relates too, may apply for the position and will be assigned a new full tenure length as described in the tenure schedule.

External Agency Secondment

24. Members who are in an external Secondment must follow any direction provided about tenure time length and related issues in the Memorandum of Understanding between the NWPD and the external agency and/or any other agreements.

Extended Absences

25. Absences due to maternity/parental leave, extended WCB or sick/disability leave in excess of 5 weeks will not count towards tenure.

Temporary Specialty Assignments

26. The Chief Constable, or designate, may assign members to special assignments, duties or projects for short term tenures (generally less than one year) as a result of operational requirements. These terms of tenure are not intended to cover temporary specialty assignments due to temporary vacancies or temporary operation demands.

Related Policies: AE30 – Staffing and Personnel

TENURE LENGTH SCHEDULE - NWPD Specialty Unit Assignment

NWPD Specialty Unit	Recommended Minimum	Maximum	Extension Option Years
Child & Youth Resource Unit	3	5	3+1+1
Crime Prevention Unit	3	5	3+1+1
Crime Reduction Unit	2	5	2+1+1+1
Criminal Intelligence Unit	3	5	3+1+1
Departmental Sergeant Major	3	5	3+1+1
Forensic Identification Section	7	10	7+1+1+1
Gang Suppression Unit	3	5	3+1+1
Major Crime Unit	3	7	3+1+1+1+1
Marine Unit	3	10	None

Mental Health Unit	3	5	3+1+1
Special Investigations Unit	3	5	3+1+1
Strategic Communications Team	3	5	3+1+1
Street Crime Unit	3	5	3+1+1
Traffic Unit	3	5	3+1+1
Training Cadre	3	Unlimited	None
Training Unit	3	5	3+1+1

TENURE LENGTH SCHEDULE – External Secondment Assignment

External Secondment Agency	Minimum	Maximum	Extension Option Years	Future Planned Tenure (Min/Max)*
BC Municipal Undercover (Full Time) Program	3	4	3+1	3/7
Combined Forces Special Enforcement Unit	3	4	3+1	3/5
Federal Serious and Organized Crime – Group 7	3	3	None	3/5
Federal Serious and Organized Crime – Waterfront Joint Forces Operation	3	3	None	3/5
Integrated Collision Analysis and Reconstruction Service	5	5+	In 2 year increments	N/A
Integrated Homicide Investigation Team	5	5+	In 1 year increments	N/A
Integrated Municipal Provincial Auto Crime Team	3	4	3+1	3/5
Integrated National Security Enforcement Teams	3	4	3+1	3/5
Integrated Road Safety Unit	3	4	3+1	3/5
Justice Institute of British Columbia (Instructor)	3	4	3+1	3/5
Lower Mainland Crisis Negotiation Team	None	None	None	3/10

Lower Mainland District Emergency Response Team	5	5+	In 2 year increments	N/A
Lower Mainland District Police Dog Service	Life of Dog** (if first term)	Life of Dog** (if second term)	Life of Dog** (if second term)	N/A
Lower Mainland Protective Services	5	5	None	3/5
Lower Mainland Tac Troop	5	5	None	3/5
National Weapons Enforcement Support Team	3	4	3+1	3/5
Provincial Unsolved Homicide	3	4	3+1	3/5
RCMP Hate Crime Team	3	4	3+1	3/5
Real Time Intelligence Centre	3	4	3+1	3/5

*The future planned tenure schedules will be discussed with the external secondment agency when tenure agreements come up for review and renewal and are not currently in effect.

**Note: Lower Mainland District Police Dog Service (IPDS) Participants acknowledge that, subject to suitable performance, and the approval of the Participant Representative, Participant Members may be supported to serve with IPDS for the working lifespan of two (2) dogs.

Heather CORBETT

From: BCA Police Boards <bcapbs@gmail.com>
Sent: Monday, July 25, 2022 12:27 PM
To: Heather CORBETT
Cc: New West (Ruby Campbell)
Subject: BCAPB - Thank you!
Attachments: New West.pdf

This Message Is From an External Sender

This message came from outside your organization.

Hi Heather,

Can you please forward the attached letter to Mayor Cote.

Thank you - Veronica



July 25, 2022

His Worship Mayor Jonathan Cote
Chair, New Westminster Police Board
555 Columbia Street
New Westminster BC V3L 1B2

Dear Mayor Cote:

Re: BC Association of Police Boards 2022 Conference & AGM – Sponsorship

On behalf of the BC Association of Police Boards Executive and the 2022 Conference Committee, I wish to express our thanks to the New Westminster Police Board for your generous sponsorship of \$700.00 towards a meal break for the 2022 Conference and AGM.

Your sponsorship and support is appreciated and contributed to the success of this event.

Thank you once again.

Sincerely,

Charla Huber, MA, CIHCM
President, BCAPB

pc: Ms. Daisy Dyer

Heather CORBETT

From: Sophie Schreder <sschreder@newwestcity.ca>
Sent: Monday, July 25, 2022 1:49 PM
To: Heather CORBETT
Subject: Mail from E-Comm RE: electronic newsletter
Attachments: SKM_C65822072513570.pdf

This Message Is From an External Sender

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Hi Heather,

Please see attached letter from E-Comm to the Police Board Chair and members.

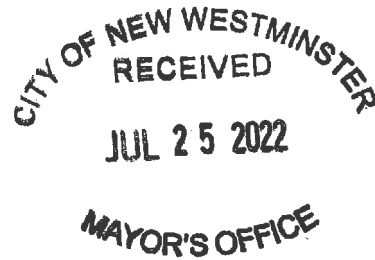
Sophie

Sophie Schreder | Executive Assistant to the Mayor
T: 604.527.4522 C: 778.791.4636 | E sschreder@newwestcity.ca

From: clk67433@newwestcity.ca <clk67433@newwestcity.ca>
Sent: Monday, July 25, 2022 1:58 PM
To: Sophie Schreder <sschreder@newwestcity.ca>
Subject: Message from KM_C658

June 30, 2022

Board Chair and Board Members
New Westminster Police Board
511 Royal Avenue
New Westminster, BC V3L1H9



Dear Sir or Madam,

RE: E-Comm Insider (formerly e-communiqué) Subscription

As a former print subscriber to E-Comm's quarterly newsletter e-communiqué, we wanted to reach out to announce the shift of this publication to an online format. We have re-launched this publication as a new, bi-annual newsletter called the **E-Comm Insider**. Our first edition was published this morning and can be found on E-Comm's website: insider.ecomm911.ca

E-Comm is committed to honest and transparent communication about where we are as an organization today and where we are going in the future. The E-Comm Insider publication will play a big part in this commitment, as all of the stories told will relate directly to E-Comm's (a)SPIRE Strategic Plan. By moving to a digital-only format, we are making our publication more accessible to all, in addition to being more eco-friendly.

If you are interested in continuing to receive our newsletter, please sign up by visiting ecomm911.ca – scroll down to the bottom of the page and click the “sign up” button.

We hope you enjoy reading the E-Comm Insider.

Sincerely,

Kaila Butler
Communications Manager
E-Comm 9-1-1



Heather CORBETT

From: Barton, Taryn <Taryn.Barton@transitpolice.bc.ca>
Sent: Thursday, July 28, 2022 9:31 AM
To: Heather CORBETT
Cc: Madden, George
Subject: Correspondence for Police Board Chair re: ECOMM
Attachments: 2022 07 28 LT New West Police Board from GMadden re ECOMM.pdf

This Message Is From an External Sender

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Hi Heather,

Please find attached a letter for the Police Board Chair Mayor Cote, from George Madden in regards to E-Comm.

Thank you.

Taryn

Taryn Barton
Police Board Secretary
Metro Vancouver Transit Police



Transit Police

transitpolice.ca [[transitpolice.bc.ca](mailto:Taryn.Barton@transitpolice.bc.ca)]

300 – 287 Nelson's Court
New Westminster, BC V3L 0E7
Phone: 604 515 8387

--- Text non-emergency reports to [87-77-77](tel:87-77-77) [translink.ca] | Download our [OnDuty App](#) [translink.ca] ---

Transit Police is committed to maintaining order, promoting safety and reducing crime on the transit system in Metro Vancouver.

Metro Vancouver Transit Police Board



[BY EMAIL: c/o HCORBETT@NWPolice.org]

July 28, 2022

Attn: Police Board Chair, Mayor Jonathan Coté
New Westminster Police Board
555 Columbia Street
New Westminster, BC V3L 1B2

Dear Mayor Coté,

SUBJECT: E-COMM Board of Directors

As the newly appointed representative on the E-COMM Board of Directors for the Independent Police Boards in our syndicate (Metro Vancouver Transit Police Board, Abbotsford Police Board, New Westminster Police Board, Port Moody Police Board and West Vancouver Police Board) I wanted to provide my contact information and provide a brief update. I was formally appointed at the recent AGM and have now been through my initial Board Orientation with E-COMM.

I am interested in the opportunity to learn more about your Board's thoughts related to E-COMM so that I am well informed to represent our syndicate accordingly. I have been invited to attend a Port Moody Police Board meeting in the fall for a 20-minute session where I will hear thoughts and concerns related to the agency - and I would be pleased to dial-in or attend one of your upcoming meetings as well. I know the Chair of E-Comm and the senior leadership team are working hard to address many operational issues and financial concerns, so if you wish, I am sure I can help make arrangements for a representative of the leadership team to attend one of your future Board Meetings and answer questions you may have regarding all aspects of the service.

If you feel my attendance at one of your Board meetings would be useful to carry the message to the E-Comm Board Meetings, please reach out to Metro Vancouver Transit Police Board Secretary Taryn Barton or myself to coordinate. Taryn can be reached at taryn.barton@transitpolice.bc.ca and please copy me at george.madden@transitpolice.bc.ca

Yours truly,

A handwritten signature in black ink that reads "George Madden".

George Madden, Board Member
Metro Vancouver Transit Police Board

c: Sara A. Levine, Chair – Metro Vancouver Transit Police Board

Heather CORBETT

From: Canadian Association of Police Governance (CAPG) <communications@capg.ca>
Sent: Wednesday, September 14, 2022 1:30 PM
To: Heather CORBETT
Subject: CAPG Announces 2022-2023 Board & Executive

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The Canadian Association of Police Governance (CAPG) is pleased to announce the Board of Directors elected at the 33rd Annual General Meeting on Thursday, September 1, 2022.

- [Dan Bellegarde, File Hills Board of Police Commissioners](#)
[\[capg.us7.list-manage.com\]](#)
 - Director First Nations
- [Cheney Cloke, Surrey Police Board](#) [\[capg.us7.list-manage.com\]](#)
 - Director British Columbia
- [Firth Bateman, Delta Police Board](#) [\[capg.us7.list-manage.com\]](#)

- Director British Columbia
- [Sherri Thomas, Manitoba First Nations Police Board \[capg.us7.list-manage.com\]](#)
 - Director Manitoba
- [Oluyemi \(Yemi\) Akindoju, Halifax Board of Police Commissioners \[capg.us7.list-manage.com\]](#)
 - Director Nova Scotia
- [Wayne Talbot, Truro Board of Police Commissioners \[capg.us7.list-manage.com\]](#)
 - Director Nova Scotia
- [Erick Ambtman, Edmonton Police Commission \[capg.us7.list-manage.com\]](#)
 - Director Alberta
- [Amtul Siddiqui, Calgary Police Commission \[capg.us7.list-manage.com\]](#)
 - Director Alberta
- [Andrew Minor, Manitoba Police Commission \[capg.us7.list-manage.com\]](#)
 - Director Non-Police Board
- [Jyotsna \(Jo\) Custead, Saskatoon Board of Police Commissioners \[capg.us7.list-manage.com\]](#)
 - Director Saskatchewan
- [Jada Yee \[capg.us7.list-manage.com\], Regina Board of Police Commissioner \[capg.us7.list-manage.com\]s \[capg.us7.list-manage.com\]](#)
 - Director Saskatchewan
- [Jen Lawson, Niagara Regional Police Services Board \[capg.us7.list-manage.com\]](#)
 - Director Ontario
- [Curtis Allen, Halton Police Services Board \[capg.us7.list-manage.com\]](#)
 - Director Ontario
- [Ann Morgan, Toronto Police Services Board \[capg.us7.list-manage.com\]](#)
 - Director Ontario

Meet the 2022-2023 CAPG Executive



President: Andrew Minor, Manitoba Police Commission



Vice President: Amtul Siddiqui, Calgary Police Commission



Treasurer: Erick Ambtman, Edmonton Police Commission



Secretary: Curtis Allen, Halton Police Board



Executive Director: Jennifer Malloy

CAPG is the strong national voice and resource for civilian governance of policing in Canada. We work collaboratively and proactively with members and partners to enhance municipal police governance. CAPG is particularly well suited as the primary aggregator of best practices, studies, and reports in the police governance sector. Over the years, the CAPG has developed robust working relationships with a number of stakeholder agencies, ensuring it is always at the forefront of the latest trends in policing and police governance models.

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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

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[\[mailchimp.com\]](https://mailchimp.com)

Heather CORBETT

Subject: FW: 632362 Response
Attachments: 632362 Response.pdf

From: Marshall, Kristine <Kristine.Marshall@vicpd.ca>
Sent: Wednesday, September 21, 2022 10:41 AM
To: Dave JANSEN <DJansen@NWPolice.org>; Paul HYLAND PHyland@NWPolice.org
Cc: Heather CORBETT <HCORBETT@NWPolice.org>;
Subject: FW: 632362 Response

This Message Is From an External Sender

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Sent on behalf of Deputy Chief Watson

Good morning,

I've just received a response from the Minister with regard to JIBC funding. See attached. The short answer is that costs are still coming our way immediately as previously communicated.

For discussion at the next meeting.

Colin



Colin Watson M.O.M., MPA, LL.M, CPHR
Deputy Chief Constable - Operations
Victoria Police Department
850 Caledonia Ave
Victoria BC, V8T 5J8
www.vicpd.ca [can01.safelinks.protection.outlook.com]

We're hiring! joinvicpd.ca

From: PSSG Correspondence PSSG:EX <PSSG.Correspondence@gov.bc.ca>
Sent: September 21, 2022 10:21 AM
To: Watson, Colin <Colin.Watson@vicpd.ca>; Marshall, Kristine <Kristine.Marshall@vicpd.ca>
Subject: 632362 Response

Dear Deputy Chief Constable Colin Watson:

Sending the attached letter on behalf of the Honourable Mike Farnworth, Minister of Public Safety and Solicitor General and Deputy Premier.



BRITISH COLUMBIA

VIA EMAIL

Ref. 632362

September 21, 2022

Deputy Chief Constable Colin Watson
President, BC Association of Municipal Chiefs of Police (BCAMCP)
Victoria Police Department
850 Caledonia Avenue
Victoria BC V8T 5J8
Email: colin.watson@vicpd.ca; kristine.marshall@vicpd.ca

Dear Deputy Chief Constable Colin Watson:

Thank you for your letter dated June 22, 2022, regarding the BCAMCP's concerns in relation to the timing of the new funding model for municipal police recruit training at the Justice Institute of British Columbia Police Academy (JIBC PA). I acknowledge that the change to the anticipated start date, and the timing for communicating that change, creates financial pressure that will be challenging to manage.

The new funding model, which adds a municipal funding source to the provincial grant and tuition fees paid by recruits, is essential to ensuring sustainability of the delivery model and addressing the structural deficit at the JIBC PA, as confirmed by the external financial analysis shared with municipalities in July 2021. It is also consistent with the statutory responsibilities of municipalities with populations over 5,000 to provide policing, which includes ensuring officers receive training. While the Province provides an annual grant of \$1.995 million to the JIBC PA, we are not able to commit additional funding over and above this amount.

I understand that Policing and Security Branch (PSB) has encouraged the JIBC to finalize the cost-per-recruit amount, conduct further analysis as needed to consider cost mitigation strategies, and identify the timeline for implementation of the new funding model, including when municipalities will be charged for training. I am also aware the JIBC has now completed this work and has recently communicated the costs and timelines to the Chief Constables of the Municipal Police Departments and Chairs of the Police Boards. Further discussions surrounding the timing of the implementation of the new funding model, as well as the cost per recruit amount, should be initiated with the JIBC, as these decisions have been approved by their Board of Governors.

.../2

Deputy Chief Constable Colin Watson
Page 2

As municipal contributions are integrated into the funding model, I encourage the BCAMCP, together with police boards to lead discussions with the JIBC to ensure that the Police Academy is able to respond to recruiting demands and training needs.

Thank you again for writing and raising your concerns.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mike Farnworth". The signature is stylized with a large, looping initial "M" and "F".

Mike Farnworth
Minister of Public Safety and Solicitor General
and Deputy Premier



New Westminster Police Department

REPORT *Financial Services*

To: Mayor Jonathan Coté, Chair, and Members
New Westminster Municipal Police Board
Open Meeting

Date: September 27, 2022

From: Jacqueline Dairon
Financial Services

Subject: June 30, 2022 Q2 Financial Report and 2022 Financial Forecast

RECOMMENDATIONS

That the Police Board receive the June 30, 2022 Q2 financial report and 2022 financial forecast for information.

PURPOSE

The purpose of this report is to provide information to the Board on the financial position for the period ending June 30, 2022 and discuss the financial forecast for 2022.

DISCUSSION

As at June 30, 2022, the department is under-budget by \$419,000. The majority of the variance is due to timing, we are currently forecasting a shortfall of \$304,000 or 1.17% in 2022.

Salaries and benefits are currently over budget by 1.93% or \$270,000 and that gap is expected to hold steady throughout 2022 resulting in a shortfall of 1.83% in Salaries and Benefits. The NWPOA collective agreement was ratified on July 25, 2022, which resulted in a \$285,000

shortfall in salaries. Secondment salaries and overtime will be approximately \$300,000 higher than budgeted; this will be recovered via third parties.

Contract services are under budget by \$460,000; however, most of these saving are due to timing with invoices received and the expectation is these account will be on budget or slightly over budget by year-end.

Education and training is currently under budget by \$38,000; however, these accounts are forecasted to be over budget by year-end. The high-risk account is recruitment, with current staffing challenges we could see high fluctuations in this account.

General office and administration costs are currently slightly under budget. We are forecasting these accounts to be about 4% under budget for 2022; however, legal expenses could pose a challenge if prior year trends continue.

Equipment and other costs are currently over budget by \$94,000, that gap is expected to narrow by the end of the year. The majority of the overages are in clothing issue, equipment and firearms. There are increasing inflation pressures within these accounts, which we are trying to offset with savings in other accounts.

Sales of service is currently \$400,000 higher than year to date budget. This trend is expected to level off by the end of the year and we are forecasted to actualize revenue approximately \$375,000 higher than budget. The variance is due to additional secondments added after the 2022 budget was finalized.

Grants from other Governments is currently \$115,000 short for Q2. The grant received for traffic fines was \$250,000 short from budget expectation; this shortfall was partially offset by higher than expected grants from the Federal Government for the Gang Suppression Units.

ATTACHMENT:

- June 30, 2022 Financial Report
- June 30, 2022 Financial Forecast for 2022

This report has been prepared by: Jacqueline Dairon

Approved for Presentation

Dave Jansen
Chief Constable



NEW WESTMINSTER POLICE DEPARTMENT

June 30, 2022 Financial Report

	Annual Budget	YTD Budget	January to June Actual	YTD Budget to Actual Variance
EXPENDITURES				
Salaries and Benefits	28,003,100	13,998,358	14,268,555	(270,197)
Contracts Services	3,269,200	1,601,908	1,139,222	462,686
Education and Training	395,500	197,750	159,373	38,377
General Office	966,300	473,487	492,456	(18,969)
General Administration	250,000	132,498	109,201	23,297
Operational Equipment	470,600	230,594	280,651	(50,057)
Other Costs	353,800	166,697	210,330	(43,633)
Total Operating Expenditures	33,708,500	16,801,292	16,659,788	141,504
REVENUE				
Sale of Services	(5,700,800)	(2,793,392)	(3,193,197)	399,805
Grants from Other Governments	(1,836,100)	(1,550,524)	(1,435,268)	(115,256)
Other Revenue	(22,500)	(11,025)	(11,954)	929
Total Revenues	(7,559,400)	(3,089,941)	(4,640,419)	285,478
POLICE BOARD NET EXPENDITURES	26,149,100	13,711,351	12,019,369	426,982
RECONCILIATION TO CITY REPORTS				
Inter-Departmental Charges				-
Amortization	700,000	343,000	349,998	(6,998)
ADJUSTED NET EXPENDITURES	26,849,100	14,054,351	12,369,367	419,984



NEW WESTMINSTER POLICE DEPARTMENT

2022 Financial Forecast

	Annual Budget	YTD Budget	January to June Actual	July to December Forecast	Total 2022 Forecast	YTD Budget to Actual Variance
EXPENDITURES						
Salaries and Benefits	28,003,100	13,998,358	14,268,555	14,246,052	28,514,606	(511,506)
Contracts Services	3,269,200	1,601,908	1,139,222	2,120,033	3,259,255	9,945
Education and Training	395,500	197,750	159,373	272,231	431,604	(36,104)
General Office	966,300	473,487	492,456	432,909	925,365	40,935
General Administration	250,000	132,498	109,201	150,189	259,390	(9,390)
Operational Equipment	470,600	230,594	280,651	223,651	504,302	(33,702)
Other Costs	353,800	166,697	210,330	172,081	382,411	(28,611)
Total Operating Expenditures	33,708,500	16,801,292	16,659,788	17,617,146	34,276,934	(568,434)
REVENUE						
Sale of Services	(5,701,300)	(2,793,392)	(3,193,197)	(2,883,253)	(6,076,450)	375,150
Grants from Other Governments	(1,835,600)	(1,550,524)	(1,435,268)	(287,916)	(1,723,184)	(112,416)
Other Revenue	(22,500)	(11,025)	(11,954)	(11,474)	(23,428)	928
Total Revenues	(7,559,400)	(3,089,941)	(4,640,419)	(3,182,643)	(7,823,062)	263,662
POLICE BOARD NET EXPENDITURES	26,149,100	13,711,351	12,019,369	14,434,503	26,453,872	(304,772)
RECONCILIATION TO CITY REPORTS						
Amortization	700,000	343,000	349,998	350,002	700,000	-
ADJUSTED NET EXPENDITURES	26,849,100	14,054,351	12,369,367	14,784,505	27,153,872	(304,772)



NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, November 29, 2022 at 9:30 am

New Westminster City Hall Council Chamber, 511 Royal Ave

<https://us02web.zoom.us/j/84336311434?pwd=QlBkRXBjeDB4UVlxRkpKZCtXU2JZQT09>

✓ Indicates Attachment

We recognize and respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.

1	ADOPTION & PRESENTATIONS	
	1.1 Land Acknowledgment	<i>Mayor Johnstone</i>
✓	1.2 Adoption of Open Agenda: September 27, 2022	<i>Police Board</i>
	1.3 PRESENTATION: Recruitment Video	<i>Hailey Finnigan</i>
2	DELEGATIONS	
✓	2.1 Mr. Brennan Williams	
3	CONSENT AGENDA	
✓	3.1 Approval of Open Minutes: September 27, 2022	<i>Police Board</i>
	3.2 Police Board Member Reports	
✓	3.3 Statistics: September 2022 and October 2022	
✓	3.4 2023 Draft Police Board Meeting Dates	
✓	3.5 Policy: AG20: Property – Damage or Loss OB410: Police Initiated Public Safety Alerts	
	3.6 Police Board Correspondence:	
✓	3.6a Letter of Congratulations to Mayor Johnstone	
✓	3.6b E-Comm 911 Operational Update	
4	ONGOING BUSINESS	
✓	4.1 GOVERNANCE: 2022 Q3 Financial Report	<i>Jacqueline Dairon</i>
✓	4.2 NWPD 2023 Provisional Budget	<i>Chief Constable Jansen</i>
✓	4.3 Strategic Plan Update	<i>Deputy Chief Constable Hyland</i>
5	NEW BUSINESS	
	No Items	
	NEXT MEETING	
	Date: To Be Determined	
	ADJOURNMENT OF OPEN MEETING	

East Front Street

A Historically Neglected, Historical Neighbourhood

The Community of East Front Street requests:

- A Budget increase in the number of NRPD Foot/Bike Patrol Officers
- A Budget increase in the number of NRPD Vulnerable Person Liaison Officers
- The Police Board to advocate, privately or publicly, for City Council to provide neighbourhoods with vulnerable populations and high frequency of nuisance reports with increased City Services, activation, and appropriately designed infrastructure. While waiting for permanent solutions, the City must increase services to properly maintain a safe environment.
- Consider camera surveillance at key locations
 - The stairs at 431 Front Street
 - The Wooden Staircase and firepit
 - The parking lot at 425 Front Street

Preamble

Streets like this don't just materialize out of the ether. It takes years and years of neglect to slowly degrade infrastructure, dissuade public traffic and wear community stakeholders to indifference.

Over the last 7 years, East Front Street has suffered multiple blows. Lengthy shutdowns due to construction, loss of our bike rack, the quay fire, Covid and the closure of Army and Navy slowly reduced foot traffic. The overgrown abandoned city lot, temporary staircase, lack of lighting, trash disposal, clean up and other services further deter traffic and encourage criminal and nuisance behaviour.

Prior to the opening of the Purpose Shelter, East Front Street was tough. Occasional needles, temporary stairs, lack of trash cans and city art installments falling off the pillars. Businesses worked together to maintain the street. We knew most of the under-homed here and shared mutual respect and care. It was an under-serviced community, but still a community.

Today, East Front Street is facing unique challenges which are growing exponentially. Community members experience nightly vandalism, theft, verbal and physical assaults, trash, open crack and meth use and regular exposure to needles, fecal matter and urine. The vulnerable population has no access to washrooms, trash or sharps disposal.

The shelter added complications that quickly exposed the lack of maintenance and infrastructure. The vulnerable populations are **forced** to defecate, leave trash and needles in shop doorways and the business owners are **forced** to clean up. We all walk up a city owned, regularly broken, 3.5 story 'temporary' staircase. East Front Street has quickly become inactivated and unsafe.

The City Council, The Police Board, City Committees, City Hall management and the community members I represent are all responsible. We all accepted a lower standard for East Front Street and normalized its condition.

The NWPD Patrol Division is grossly underfunded. A plethora of studies have shown that tired officers generate more complaints from the public they interact with. If the goal is to achieve a safer community via a compassionate community approach, the solution isn't to have an over-worked, burnt out, high turnover, unexperienced force.

East Front Street is a constant drain on the limited NWPD resources. Intelligently designed infrastructure and stepped-up City services (Graffiti abatement for example) greatly reduce the nuisance events in a community, which make up for 60% of the NWPD calls. The Police Board should advocate strongly to Council to provide neighbourhoods, like East Front Street, with the needed infrastructure and City Services to reduce the need for community members to rely on the NWPD for responses to 'nuisance' calls.

In Defence of an Increased Patrol Budget

Real crime is a massive issue. Considering 60% of NWPD calls are 'nuisance', let's put real crime aside for a moment...

Frequent heckling, intimidation, following, and non-direct threatening/aggressive behaviour cause **ALL** community members to feel unsafe.

These issues are not crimes; 9-1-1 will not address them. We are directed to non-Emergency. Non-Emergency line wait times can be more than an hour and officer responses can take days. Even if arriving in time to address the situation, officers have limited resources to address non-crimes.

Non-violent community members that have the option to avoid these neighbourhoods do so. This reduces public traffic, inactivates the space, creating a haven for criminal activities.

Non-violent community members who lack the luxury to avoid this space have felt the need to protect themselves. Commuters, staff, customers, and the vulnerable peoples here are often carrying some form of protection.

We now have an unsupported, scared group of people. This **GREATLY** adds to friction between community members. When everyone is on edge, it's impossible to maintain empathy. This sets the scene for real crime.

So, what has worked so far?

Some evenings here feel drastically different. All members of this community converse normally, trash ends up in the correct receptacles, people are cordial. Business frontages remain intact overnight, no doors damaged or graffiti or fecal matter. The friction within this community dissipates and we can all take a moment to collect ourselves.

These are the nights that the NWPD foot/bike patrol lead by Sgt. Shultz are present.

The Patrol division has managed to perfectly implement an ethical community approach to policing. They know the business owners, staff members and vulnerable populations by name. They treat us all with equal respect. I've noticed many times the patrol division having casual conversations with under-homed people. I've spoken to some of the under-homed people who appreciate the NWPD presence as it protects them from being preyed on.

Unfortunately, this reprieve is short lived. The Patrol Division is undermanned. Multiple sites would benefit from regular patrols but, with 6-8 officers a shift in the entire City, it only takes a single call to remove all resources.

Contributions to Crime and Nuisance Activity from Poor City Infrastructure

Now, the truth is that the City's infrastructure on East Front Street is in gross violation of multiple Bylaws. This infrastructure lends itself to nuisance crimes and creates a needlessly unsafe working environment for city workers, NRPD, NWFD and all community members. Intelligent designed infrastructure simplifies the NRPDs role and increases community safety. A win-win for all.

Bad infrastructure reduced public use of this space which increases opportunity for crime.

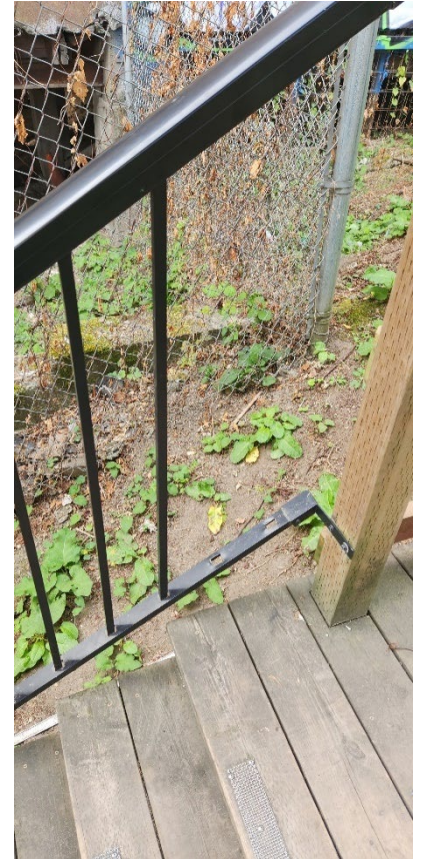


Electrical Boxes: Cities unprotected electrical boxes act as a table to drug use and sale. Most electrical boxes are located directly in front of businesses or public paths of travel. This leads to dangerous friction between businesses, passing public and drug addicted people.

We recommend that the City enclose these boxes.

The City's abandoned lot:

- Poorly welded aluminum rungs Metal rungs are regularly removed to be used for self defence by vulnerable peoples.
- Fire-pit regularly used
- Criminal activity obscured behind overgrown city owned chain fence. Signs of drug use and prostitution can regularly be found here.



Graffiti Abatement

Studies show that when not quickly addressed, graffiti attracts more graffiti. If we start to lose control of this issue, it will be extremely difficult to catch back up.

A recent audit done by community members found 75 surfaces in a one block radius covered in graffiti. Many of these were on City Property.

This is the city electrical boxes in **June 2022** (courtesy of google maps street view photos taken from Front Street bypass)



This is them 3 months later

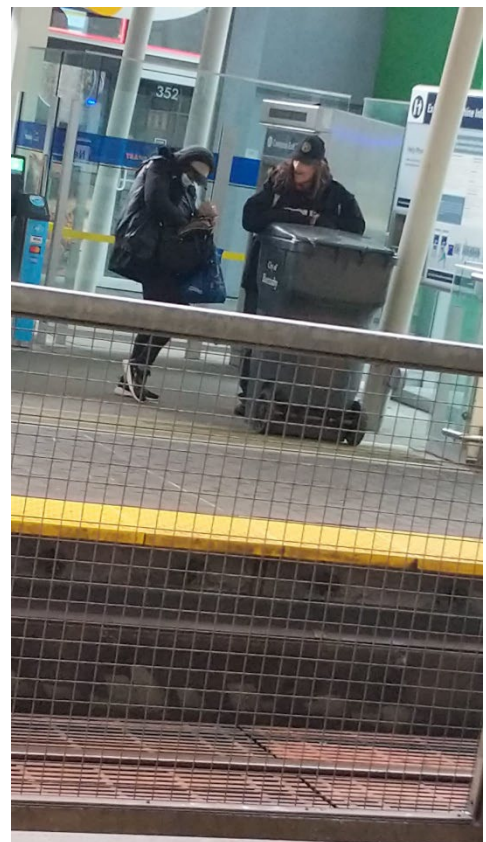


Appropriate Trash Receptacles

The City has repetitively installed temporary trash receptacles on East Front Street. Trash services are necessary in this neighbourhood. Many of the people here do not have access to home trash receptacles. This style of bin is regularly stolen and used as a tool for crime.

Recently this same style of city bin was used to transport goods stolen from Wesley's Surplus (bottom left). On November 21, 2022, a man used a similar City owned bin to transport goods on and off the SkyTrain (bottom right). The wheels make them a hot item.

We need Anti-pick trash cans with an accessible receptacle for cans/bottles, striking a fair balance between restrictive design (preventing garbage being tossed back on the street) and pro-homeless design (allowing dignified access to recyclables).



Letters from the Community.

The Purpose Society

Recently the number of vulnerable people on the streets of New Westminster has increased. In addition, many folks, who need services, come to New Westminster. This population of people who live on the street, who may use drugs or be experiencing mental illness is not a new phenomena. However, it has been neglected for years and we are all paying for that neglect now – in the inconvenience and uncomfortableness it is creating for all of us. It has also been exacerbated by covid, inflation and other factors.

Therefore, the Purpose Society supports the Community of East Front Street's request for the following:

- A Budget to increase the number of NWPD Foot/Bike Patrol Officers

- A Budget to increase the number of NWPD Vulnerable Person Liaison Officer

- The Police Board to advocate, privately or publicly, for City Council to provide neighborhoods with high vulnerable populations and high frequency of nuisance reports with increased City Services, activation, and appropriately designed infrastructure

- Consider camera surveillance at key locations
 - The stairs at 431 Front Street
 - The Wooden Staircase and firepit
 - The parking lot at 425 Front Street

Lynda Fletcher-Gordon, M.S.W.
Acting Executive Director
The Purpose Society

Lobel & Son Orthopaedic

418 Columbia Street, New Westminster, B.C. V3L1B1

To whom it may concern,

Lobel and Son and a brief history :

My grandfather, Dolfi Lobel started our business in New Westminster in 1949. He quickly purchased our current location in 1952 and this is where my father Kenn Lobel and I run our family business. Back then Columbia St. was referred to as the golden mile. Throughout this long history many things have changed on Columbia St, some good and some bad. This is to be expected in any city's downtown core I remember in the 1990's there was a dark period with the open drug dealing and use. Crime was high and it was a scary time on Columbia St. I also remember the city took control and cleaned up the streets. Since then the waterfront park and new businesses that came with the new construction has been a very welcome change. Pride was coming back to the area and it was great to see. Unfortunately, the last few years has seen a steady and troubling decline. Columbia St. has once again become home to open drug use, graffiti, public disorder and a general feeling of not being safe. I recently had a masked man come in my shop with a 12" knife hidden under his jacket. He was talking gibberish and left me feeling scared and vulnerable in my own place of work. I now have a weapon at the front of my shop as a safety measure. The same week I stopped a man who emptied my garbage can into my neighbour's city recycling bin. I had to transfer the garbage back into the garbage bin. A few months ago we had our window broken - almost every building on our block has had this happen. There are needles and feces all around. My young daughters like to come to work to earn money. I used to think maybe we'd be a fourth generation business, but It's not safe for them to come to the area in it's current state.

We have business insurance, but can only purchase what is considered reasonable. I lose sleep regularly worrying about fires in the area with the older buildings. If I lose my building even with the adequate insurance we have, to say we be devastated is a gross understatement. I have clients that go back to the 1950's, and we have their patterns and wooden forms in our basement so we can remake their medically necessary shoes. I have had to call 911 for a fire that was on the corner of the army and navy. I also see the ashes from numerous other fires behind and around my business. Tents are regularly set

up. Screaming people wandering around are common. I had two people last week fighting with each other while setting up in my doorway. After I asked them to move along a group of four guys with shopping carts set up 30min later. One decided my building was a urinal, (this was in the middle of the day). My business mainly deals with elderly and physically disabled people. Would you send your grandparents into this type of area? The city has to take immediate action. Please don't let this be your legacy. We have seen what happened when Kennedy Stewart let Chinatown and Main and Hastings run away. If there is one city in North America where the lack of law enforcement and basic civility has worked, please let me know. Otherwise, take action and be a part of the solution to bring back our vibrant and beautiful neighbourhood and community.

Regards,

Jared Lobel

604-522-8210

Lobelandson@gmail.com

Lobelandson.com

Baffin Holdings Ltd

As the owner of 424 Columbia Street- Baffin Holdings Ltd, I would like to formally express my recent concerns and thoughts regarding the condition of the environment around my business.

Since the main entrance to the pharmacy is from the front of Columbia Street the increased number of homeless people has caught myself and my employee's attention.

The crucial issues we have noticed in the front of our business is people lingering, blocking exists and entrances- see the first 2 pictures from Oct 17, 2022, 8.30 am.

In addition, our parking lot in the back of our building is also a vital point of entry for both my staff and customers. This parking lot is where we have noticed the largest magnitude of disturbances. Some examples are excessive littering, graffiti, and the presence of human waste on both our cars and the property itself- see the last picture attached from Nov 17, 10.30 am.

The overflow of those individuals who come to the warming center has resulted in the increased frequency of these issues. We greatly appreciate the city's efforts in adding patrols and a cleanup crew. However, as the number of people increase so has the problems we face. We ask for your help to please add extra patrols to these areas with more homeless people reside and urge people to not gather on privately owned properties.

Thank you.





Multicultural Vancouver Projects Society
7 Sixth Street, New Westminster, BC V3L 2Y7
Tel: 604.524.2752 – Fax: 604.524.2757

October 28, 2022

City of New Westminster
511 Royal Avenue
New Westminster, BC V3L 1H9

To whom it may concern,

We have a community center and an independent school located between 6 and front street. We are contacting the city to address the homelessness issue that we have seen an increase in our community over the past two years. However, the problem has become much more visible, and its impacts on the community are more apparent. This letter is intended to engage you in a dialogue on the issue, address the problem and find a solution.

Our community does not feel safe coming to our centre. Homeless people are sleeping on the sidewalks near doorways. The odor of urine and feces pervades the air and the sidewalks. There are used needles all over the place, which is dangerous for the families and children. The old Army and Navy parking lot has been transformed into a homeless hangout. Front street transforms into a lost town, and they are free to do whatever they desire. Members of our community are concerned about their safety. There have been a few instances where families have been yelled at or followed to the centre. A few homeless people attempted to enter our community centre to use the facilities. People are afraid to leave their cars unattended in case someone tries to break into them.

Our school is privately funded, and we rely on our community and parents for financial support. As the number of homeless people in the community grows, some parents are beginning to withdraw their children from school out of concern for their safety.

Here are a few examples of what has happened so far this year:

- We couldn't get into the school because a homeless man was sleeping at the entrance, blocking our path.
- We've seen used condoms and needles in the school alley, and homeless people congregate behind the garbage can.
- We had a volunteer trapped in their cars because he didn't feel safe leaving because a homeless man was walking back and forth with a knife.
- A homeless woman tried to walk into our school bus, frightening the students and the bus driver.

This is not safe for either our children, employees, or the public and these are just some of the examples that we deal with on daily bases.



Multicultural Vancouver Projects Society
7 Sixth Street, New Westminster, BC V3L 2Y7
Tel: 604.524.2752 – Fax: 604.524.2757

Individuals who become homeless are residents of the municipality in which they reside, even if they do not have an address. Homeless people face enormous challenges, some of which are obtaining affordable, safe and secure housing, access to substance abuse programs and many others. New Westminster must begin to respond compassionately to these homeless people. The city must also work with others to actively obtain and provide housing options as well as additional funding for people in order to find a home and help them out with many other resources, so they are able to get on their own two feet.

Sincerely,

Mazen Turk, Director

Cell: 778-895-9320

Susan, Columbia Street resident

I have been a New Westminster resident for 35 years with the last 10 years living on Columbia Street. It was a great place to live with lots of shops, restaurants, transportation options and services for vulnerable populations. In 2021, with the addition of the safe consumption site on Begbie Street and the shelter on Front Street I no longer feel safe walking around downtown New Westminster or Pier Park. While I'm happy that New Westminster is providing shelter for homeless people in New West, it seems to attract untreated mentally ill and aggressive drug users who are inadmissible to the shelter and end up on the street for residents and local businesses to deal with. To be honest, I really resent the fact that I can't walk around early mornings or after dark as I used to. I hear the same from other women and elderly people in our community and to me it doesn't seem right that we have to restrict our activities for fear of being attacked by unpredictable/untreated mentally ill or aggressive drug users/dealers that have been attracted to our neighbourhood by our city services. To be clear, I am not talking about the unhoused people in general who use the shelter and I'm sure it is traumatic for them as well.

There are many obvious negative impacts to the surrounding community when we provide services that enable and facilitate dangerous drug addiction. At the very least, I would like to see those services spread out around the city as we are getting overwhelmed in the downtown area. I also feel the City should strongly advocate for neighboring municipalities do their part in providing services as well.

October 26, 2022

Real Estate Management,
Sales & Investments



City of New Westminster
511 Royal Avenue
New Westminster, B.C. V3L 1H9

535 Front Street
New Westminster, B.C.
Canada V3L 1A4
Tel: 604.521.0876
Fax: 604.525.1299
www.quaypacific.com

To Whom It May Concern;

My name is Adam Wanono, and I am the Managing Broker at Quay Pacific Property Management Ltd. We occupy the space at 535 Front Street, New Westminster, B.C. I'm writing this letter on behalf of our business with serious concerns.

Over the previous 24 months, we have seen many changes that are not positive for our business and the area. We have witnessed transients & vagrants loiter outside our business and use our "undercover" entrance as their washrooms and injection sites. We have voiced concerns to the city and the local New Westminster Police; however, nothing has been done to improve the situation.

In the past, we have made some recommendations:

- We want portable washrooms provided to stop public defecation/urination on Front Street.
- We have requested a service line to call if there are needles on the street and sidewalks.
- We have requested the road to get cleaned on a regular schedule. There is often litter, such as **broken bottles, used condoms, used needles**, coffee cups, and lots of other junk.

Nothing has ever been done!

Our staff must work late from time to time; however, the staff are scared to stay late under the current conditions. This is mainly due to the fact that New Westminster is turning some areas into homeless shelters and not maintaining them! Our neighbour, the old Amy and Navy store, are now supporting drug dealers. Don't believe me, please stop by after 8 or 9 p.m. and have a look for yourself. We encountered people on drugs, doing drugs or public drinking as we are walking to our vehicles at the Pier Park Parkade.

We have been informed in the past that there is no budget to improve the conditions, which is simply unacceptable. In closing, if you want to drive out hardworking small businesses and families from New Westminster, you are doing a good job.

If you want to discuss this situation with me again, feel free to give me a call. Thank you for your time and consideration.

Kind regards,

Adam Wanono

Owner | President | Managing Broker
Quay Pacific Property Management Ltd.
T: 604-521-0876 ext. 333
E: adam@quaypacific.com



535 Front Street
New Westminster, B.C.
Canada V3L 1A4
Tel: 604.521.0876
Fax: 604.525.1299
www.quaypacific.com

November 17, 2022

City of New Westminster

511 Royal Avenue
New Westminster, B.C. V3L 1H9

To Whom It May Concern;

My name is Adam Wanono, and I am the Managing Broker at Quay Pacific Property Management Ltd. We occupy the space at 535 Front Street, New Westminster, B.C. I'm writing this 2nd letter on behalf of our business with serious concerns.

On November 3, 2022, one of our staff had an encounter with a homeless person while heading into work in the morning. She reported this incident to the non-emergency police line and the file number is #NW22-16665.

Below is the statement from the staff member:

"On my way to the office today (November 3, 2022) before 8am, I walk down the hill around the corner from Muslim Center and walking toward the office on Front Street. As usual on the daily base, I see homeless people packing and leaving from the Army Navy store and they walk toward me, I always avoid them, but today one off the homeless person push me on the side and nearly fell and at the same time I twisted my ankle. I am limping around the office."

As a result of this incident, we had to change some of our staff working hours to ensure their safety.

If you want to discuss this situation with me again, feel free to give me a call. Thank you for your time and consideration.

Kind regards,



Adam Wanono

Owner | President | Managing Broker
Quay Pacific Property Management Ltd.
T: 604-521-0876 ext. 333
E: adam@quaypacific.com

the Met

H O T E L

November 25, 2022.

To whom it may concern:

My name is Iqbal Gangotre and I am the General Manager of The Met Hotel. We occupy the space at 411 Columbia Street, New Westminster, B.C. I am writing this letter to address our serious concerns about the state of downtown, New Westminster.

The Met Hotel is indeed a heritage building which attracts many guests. However, due to increased homeless people around the area, either our guest has cancel the stay or complain. In the month of November, two of our guest complained that the homeless people on the bridge to Pier Park bullied them. Secondly, on Columbia Street, our employees do not feel safe working or walking outside. On November 22, a homeless person came into the property and started verbally abusing our front desk staff. On numerous occasions, our staff has had to stop random strangers from urinating on our entrance.

Other factors affecting our business are:

- Strong smell of urination around the block
- Graffiti on the property walls
- Smoking pots at the front door
- Drinking and throwing food at the entrance of the property.
- Threatening behavior

The heritage of New Westminster will be lost will these are not stopped. We request that necessary actions must be taken.


Kind Regards,
Iqbal Gangotre
General Manager



G.M. MET BAR & GRILL

To the City of New Westminster

Who are we

Where to begin, East front street has been the home of my music career for over a decade, the Front Street Jamspace was first opened in the 1980's and has several owners through its time. When I was a teenager from Maple Ridge the very first audition I ever had was at the front street location. Many bands and artists of different levels and genres have used this space to hone their skills for over 30 years.

5 years ago I was a tenant at the front street space, the previous owner had several difficulties running the spot and the result was all 40 bands in the space being given 24 hours notice to vacate. We did, and it was bitter sweet. As I sat outside with all the varied musicians that night I looked down front as I often do and remembered all the times my Father and I would drive and park across front street to go to the Army and Navy store for camping and fishing supplies. Suddenly I knew that the space had to be saved and immediately reached out to Both Suna and Bully's studios to help us keep our space open. Luckily both owners at the time saw the need to do so and Suna saved the space.

After a few months Suna asked me to manage the space, at the time I was working in event, tradeshow and retail activation, it's was a lucrative job and very demanding so I didn't want to leave, however, Robert Stewart (CEO Suna Studios) told me about how he was driven to provide safe inexpensive spaces for musicians to rehearse, record, and get the support to navigate through the ever more difficult music business. He wore me down and I accepted.

It's been five years, I've now bought into the front street studio, Last year I bought Bully's studios up the road with the last of my savings to keep it open rather than it closing.

Before I discuss the ever increasing difficulty in being located on front street I feel it's important to outline what exactly we provide to low income original local musicians and artists and what we've accomplished to build even during covid.

What we do

The Front Street Location has 12 of the largest jam rooms in the lower mainland, we are and have been full for 2 years and currently have 52 bands that share these rooms to rehearse their material.

We've provided artists and equipment for Fridays on front with a shoestring budget and we do at least 2 local shows a week at each local for up and coming original bands. We also provide inexpensive recording services and hourly room rentals at the Bully's location.

We also have held a somewhat successful event under the parkade on front last year.

Due to the fact that I also run 3 large Vancouver rehearsal locations I have a roster of over 678 bands and artists that we both support and provide opportunities to play at our locations: in fact I'm writing this in my office during a soundcheck for a local band's first show and it's fantastic.

We provide a place for everyone with no artistic gatekeeping.

The current situation

Most of our clients are one pay check away from homelessness, there are many folks with addiction issues in our circles so if there's one thing I know it's the importance of publicly funded support systems such as the shelters, treatment, and social support programs. The purpose society is trying to fill some of the massive gaps in these areas with very little funding and I both support and commend them, in fact I have been in support of the shelter since day one but my concerns have all come to pass.

I initially had concerns regarding both city and police support during off hours of the shelter and was told something would be done, I have seen very little.

First we had an emergency shelter with no notice of what the hours would be, within one week we experienced several dumpster fires, constant break in's of the city easement that is attached to our back fire escape, in fact, one of the break in's resulted in a fire that flooded 3 large rooms due to an outside sprinkler head being located outside the building that the fire department will not allow us to cap. I'm still waiting on any payback from insurance on this issue.

Constant feces around our building, in the front and side doors and around and our our garbage can.

I've now had to fix my front door due to tampering with the lock 3 time in 3 months, due to the amount of clients that I serve this costs around \$2000 per time to repair and cut keys.

My clients are frightened to come by their own studio as there's been open drug use around the building as even in the front entrance.

My Security cameras have been stolen from their security mounts on the outside walls.

September 1st, much to my surprise the shelter went to a full-time shelter with no notice or warning to us neighbours, instantly things have gone bad to worse.

The loitering around our business is relentless, fires, garbage, feces is everywhere. I'm exhausted and quite frankly out of money to address the ever increasing need for additional security.

The second night of full-time operation some younger folks over at pier park pepper sprayed one of the clients of the shelter named Phil and the purpose society called me to accuse me and my clients of doing so, I spoke with Phil that morning and he told me what happened, it seems that often I know the shelter clients better than the shelter staff.

I loath answering my phone as I worry about what the next thing at front street has gone wrong and how I'm going to fix or pay for the issue, First covid, now this I don't know what to do.

Just this morning I had to chose not to approach my building dumpster that has been moved in front of my fire escape door because there was a group of 5 individuals using drug around the dumpster, why should I have to risk a confrontation to use my dumpster?

I'm now dealing with skyrocketing insurance costs and ever stricter fire inspections mainly because of the condition of front street and the risks associated with the shelter.

What can be done?

Let us work with the city to activate the area, we have the resources and drive to create a space on East front street for artists, vendors and the community at large. We are currently working through some ideas that would allow this and the shelter to coexist in a more seamless way than is currently happening.

There's doing the right thing and doing it so it supports everyone in the neighbourhood, and then there's doing the "right thing" on paper and walking away. Well we need you, the folks that signed off on this mess to come on down here and help us clean up this mess.

I do apologize for the short and hastily written up letter, I've been working on this over the last 2 weeks, five minutes at a time, between calls from tenants about issues at front, fixing a roof, attempting to pay ever increasing bills and property taxes addressing additional leaks and building issues, booking bands, writing grants and general business issues that I take care during my 14 hour, 7 day a week job.

Rob Leishman
Bully's Studios
The Front New West

Bedard Resources
#203-552 Columbia Street
New Westminster V3L 1B1

New Westminster City Hall
511 Royal Ave
New Westminster V3L 1H9

Westminster Nov 17th, 2022

Re: New Westminster City improvement needed

To whom it may concern,

The State of New Westminster.

As a business operator I would like to express some of the concerns attracting clientele to our 6th Street recruiting location. It literally has been challenging for us to draw candidates and hire due to the 'few' points below:

1. The state of the Parkade is filthy dirty, the strong smell of urine and occasionally noticeable clumps of fecal matter, which by the way stays there until nature takes over.
2. I see more and more graffiti, but even more concerning, boarded up smashed or completely shattered windows in various regions along Columbia Street.
3. Out in the open on a sunny afternoon Crack addicts getting high directly behind the old Army and Navy store. It wasn't just one or two, but three different groups of unfortunate junkies. Probably one of the reasons the aforementioned company vacated the municipality. Which entails lost tax revenue to the city based on the lost taxes alone. Which I believe is now a recovery house for young adults. Which I ask myself, how does this atmosphere help them get better?
4. Noticeable garbage strewn all along Columbia Street with either full garbage receptacles or absolutely limited garbage receptacles available to the concerned public.



sugarrays New west <brennansugarrays@gmail.com>

9 6th Street- Near Front Street

Kierin Lund <team@wonderpupacademy.com>
To: sugarrays New west <brennansugarrays@gmail.com>

Tue, Nov 22, 2022 at 8:02 PM

Anything else I should add?

To Whom it May Concern,

It has been 6 months that I've been the owner of Wonderpup Academy and I feel unsafe to be at the location due to the increase in nuisance behavior and the escalation to deviant behaviors.

The window has been tagged- on top of the mountain- of my mural window. I went to the police station and was told that it was probably a couple of kids. My concern was that someone was watching when I left the studio because it was tagged in a 30 minute broad daylight time period while I went for a walk at the Pier Park. This happened within the first 3 months.

Now the behaviors have been escalating, there has been tagging(graffiti) in between the windows with profanity, and in the alleyway where it was newly painted.

I found someone sleeping behind the large garbage can when I came to work in the morning. I have found human excrement in the alley right outside the door, and have also walked out when someone was peeing on the wall 2 metres from where I opened the door.

The alleyway is especially disconcerting because I use this side door as an exit and entrance point almost exclusively.

There is also a stream of garbage on 6th street in front of the opening to the business as well as people who will sit on the stoop where the front entrance is to Wonderpup Academy. This causes me to keep the front door locked so I am unable to have a store for the community and prevents the general public from wanting to enter into my business.

- There is a need for 24 hour staffed washrooms.
- A set schedule for a bi-weekly/bimonthly maintenance department walkthrough to check for graffiti/potential additional cleaning.
- Anti-pick trash cans
- Assistance arranging events to increase public use of Front Street to activate the space.
- Increased foot/community patrols.
- Increased lighting to deter loitering in the shadows.

I was really excited to start a business in this location. I would like to feel safe, and continue to help the community with their dogs.

Kierin Lund
Founder Wonderpup Academy

Westleys Surplus

In July, we took over Westley's Military Surplus. We have been operating business in Surrey and Coquitlam till now; being in New West for the first time has been interesting. It is definitely necessary to implement some measures to deal with the issues that are happening on Front St, for multiple reasons. General Safety, hygiene, and commerce are all being affected by the different things that happen on a regular basis.

Over the past few months, we have seen constant garbage, defecation, littering, drug paraphernalia, etc. A couple weeks ago, the statue we keep in front of the shop had its gun that it was holding stolen; this was in the middle of the day. The same person also stole a city garbage bin. A couple days ago there was a homeless person sleeping in the doorway of the shop, startling our employee as they tried to lock up. Overall, at nighttime there is a lack of patrolling or supervision of the area, so it tends to get quite dangerous. There are numerous other items; if measures aren't implemented, things can potentially get much worse. We currently have to make sure anyone working later has an escort and see many children around the area in the daytime. There is also a lot of traffic from all over the city that drives through that passage; it would be good to give a positive impression of the city by cleaning up Front St a bit.

Some of the measures that could be implemented are:

- Put more garbage bins, anchored, on the street
- Have the police add Front St to their regular patrols
- Have the area power washed a couple times a week
- Provide the shelter with some additional funds to fix their plumbing and washroom situation, and in the meantime, give them some additional portable washrooms
- Have a weekly maintenance checkup for safety

Given the fact that it's a main corridor that has a lot of foot traffic that includes many children, we, along with many others in the area feel it is necessary to address these concerns ASAP.

Impact Statement Antique Alley 605 Front Street Mews New Westminster BC

Our business has been on Front Street for just over 23 years. We've endured 2 major fires, 6 breaking and enters, and the demolition of the Old City Parkade above our store. Things improved after our section of the street opened up to the light and became more visible to passersby. So we have a lot to be grateful for.

But in the last few months we have noticed some of the street denizens have become wilder. We find more garbage scattered around. A bench was stolen from in front of our store. More portable shelters are being erected. We were concerned to find left over debris from a twig and garbage fire in the entrance way. Our glass break alarm has gone off several times in the night we assume from someone roughly shaking the door. We hear of breaking and enters occurring nearby....

We have lots to be concerned about.

The majority of homeless are decent people down on their luck. They clean up after themselves. Frequently offer to help. Shop, live and work in the city they inhabit. Only a fringe element are dangerous.

We greatly appreciate Sergeants Sean Shultz and Ryan Long strolling down Front Street, stopping in and saying Hello. Police Officers regularly walking or riding bikes around our neighbourhood certainly would cheer everyone up and weed out some of the rougher characters.

We also appreciate Diane Merenick from Bylaws at City Hall dropping by and leaving her card; and organizing cleanup of a big pile of garbage on the CPR side of Front Street.

Also Chuck Puchmeyer who drove by the other day to offer encouragement.

We appreciate anything Town Council can do to keep New Westminster welcoming and liveable.

Thanks
Craig Ruttle
Rose Bayudang
@ Antique Alley

Wonderpup Academy

To Whom it May Concern,

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Kierin Lund - Founder Wonderpup Academy

Bedard Resources

#203-552 Columbia Street

New Westminster V3L 1B1

Re: New Westminster City improvement needed

To whom it may concern,

The State of New Westminster.

As a business operator I would like to express some of the concerns attracting clientele to our 6th Street recruiting location. It literally has been challenging for us to draw candidates and hire due to the 'few' points below:

1. The state of the Parkade is filthy dirty, the strong smell of urine and occasionally noticeable clumps of fecal matter, which by the way stays there until nature takes over.
2. I see more and more graffiti, but even more concerning, boarded up smashed or completely shattered windows in various regions along Columbia Street.
3. Out in the open on a sunny afternoon Crack addicts getting high directly behind the old Army and Navy store. It wasn't just one or two, but three different groups of unfortunate junkies. Probably one of the reasons the aforementioned company vacated the municipality. Which entails lost tax revenue to the city based on the lost taxes alone. Which I believe is now a recovery house for young adults. Which I ask myself, how does this atmosphere help them get better?
4. Noticeable garbage strewn all along Columbia Street with either full garbage receptacles or absolutely limited garbage receptacles available to the concerned public.

Charm & Champagne Beauty Studio

554 Columbia Street

New Westminster V3L 1B1

Re: Challenges and Obstacles owning Business in New West

New Westminster City improvement needed

To whom it may concern,

Charm & Champagne Beauty Studio opened its doors in fall 2017 on the intersection of 6th and Columbia Street across from the police station.

Not to talk about the hassle we had with the city, us leasing a heritage building in New Westminster, more importantly to talk about the problems and obstacles we as business owners have to face on a daily basis without the help of our City Hall or the BIA-Business Improvement Association.

New Westminster especially Downtown New West has so much potential. It's a beautiful part of the city that is slowly falling apart. Having a walk through our streets and parks leaves you wondering. We wanna shine bright but look pretty dark and dirty.

We as business owners made the decision to provide a service to people in your city.

Operating with the given conditions makes us think twice! Cities like Coquitlam provide not only more opportunities for residents, family's and businesses, but also lower property taxes. What reason to stay?

Everywhere you look you find litter that people leave behind because they are not given the chance to get rid of their garbage, whether it be masks, food and beverage containers, you name it. Nowhere to find a trash bin. In our 5 Years of operation we have seen many trash bins being removed from Columbia and Front Street.d

Almost on a weekly basis we have to report via the City's SeeClickFix app about overflowing trash bins. SeeClickFix is an amazing opportunity for us residents as well business owners to report unseen or forgotten areas. However, it should not be our responsibility to keep the city informed about things like emptying trash bins on a regular basis when it's fairly easy to get a proper schedule in place. Instead seeing a proper solution to stop crows from picking our trash bins, I have seen 4 City Staff Employees making the hard but easiest decision to just remove the trash bin in total. No trash bin no crow picking.

We are in desperate need of more garbage bins in Restaurant/Coffee areas as well to picnic areas and parks.

Beverage/can collectors with easy access for our homeless population.

Dog wastage. Dog owners are asked to clean and pick up their dogs belongings but are not given the opportunity of provided recycling bags. Most of us do our part as dog owners.

What is the city doing?

As requested a few years back but turned down with the words that the city does not want to encourage New Westminster residents to smoke. Install cigarette box's so smokers will get encouraged to recycle their butts instead of throwing butts in our sewage of our streets. New Westminster has a huge Rat problem that has not been taking seriously. Rat and mouse 'traps' have been last installed in 2019. That has been 3 years time to allow the whole area to be infested.

In 2020 a 'famous' Rat whole located on 6th and Columbia made its popularity on Social Media. Having to deal with that right in front of my business is as you can imagine no fun job.

There are many Coffee shops, Restaurants and Bistros that have their whole livelihood invested in their businesses, they can not afford having a rat running through the place of business when costumers walk by at night. It has become so rampant that rats are coming out during the day while customers are attempting to enjoy their lunch. This is not only a problem to our property and goods but also a major health issue for staff and customers. A plan needs to be put in place before this escalates to the point of no return.

We are a heritage community with a long history. If we keep going the way we have in the past, our history will be history. Damaged property around the city makes it look like we don't appreciate what we have. Buildings are slowly falling apart but get new roofs granted. I understand that a lot of these heritage buildings are owned by outside interests and these 'Property Owners' but these dilapidating properties still need to be looked after. This should be the city's concern to keep our small city in one piece.

Damaged City Property is another issue.

Security fencing to the railway tracks are bent over and left with holes for years.

Street signs are damaged and do not get replaced.

Bus stops are leaking.

Parking meters are not working.

Benches and seating areas and picnic areas not properly maintained.

Side-walks are flooded, making it hard for residents, visitors, wheelchairs, strollers to effectively use the sidewalks. Major Water piles make it almost impossible to enter businesses without going for a swim. The first solution to that problem located on 6th & Columbia, would be keeping our manholes, sewers and drains free. Overflowing drains plugged by all the leaves, falling branches of trees takes days to get cleaned up, we can only do so much to keep up with this.

Parking is very limited in New Westminster. Barely any street parking for people to use when browsing businesses, eating at restaurants or even visit our beautiful new park and kids playground. A parkade that is poorly lit during the evening hours has become a scary, filthy needle filled shelter where we as businesses suggest our customers to park. Elevator from the parkade to pier park, 90% of the time it's not working.

Graffiti is a big problem in our city. Business and property owners are urged to remove graffiti within a certain period of time. There shouldn't be any difference in business/property owners and the city. Just get it done.

Many cities in this world have found ways to make room for graffiti artists.

Our Homeless/ Mental Ill society

We as a society have created inhumane conditions for our homeless and mental ill. We have left them behind during Covid and have created more problems in our city than ever.

Business owners have to deal with the clean ups of left-behinds, vandalism of our property's, broken windows and doors. Who pays for all that?

People try to steal, scam, sell stolen goods, threaten staff and clientele.

Clients and staff don't feel safe parking or walking home. Feeling so unsafe that the staff is locking our entrance door when working with one person or when alone. "We are located across from the police station"

Its getting dark early these days. We are loosing business & money because people are afraid to walk our streets in the dark.

The old Army & Navy location was turned into a school for young kids where they should learn and get ready for their life. Unfortunately the location holds a shelter as well. I don't

think that this was very well thought through. What parent would like to see the r kids receiving their education in a shelter.

Kids attending the Purpose School have their challenges in society already. They should be in a safe environment where education properly can be provided. I'm sure there are regulations in Canada when we are talking about Child education.

Homeless people getting chased away for Christmas Fridays on Front Street Festival. We, you as a city should take care of our homeless people. They are your residents! Make sure they are taken care of and they will take care of your city.

Meetings won't do if there is no action taken. We as residents as well business owners would like to see a commitment, plans and results. We do not need to operate our business's in New West. We can do that anywhere.

Take care of the whole city, not only Front & Columbia Street.

Check in with residents and business owners ask what they need what they want.

All of us pay taxes in some form or another. That tax is our budget we give to the city to operate and run this city. Don't waste our money.

Unfortunately it is more important to install numerous bike lanes with limited usage do to the 'hilly' New West geography or renovate the police station.

Start investing in the people that make it happen. Invest in your residents. Make wise choices when choosing new businesses. Build this city wisely and more people will be likely to stay.

Brennan Williams here. I'm part owner of Sugarrays Boxing at the far and forgotten end of Front Street, a 4th generation New Westminster resident and a proud member of this community.

Before we get into the current issue of the shelter overflow and its effect on my business, I would like to give you some history of my experiences with the City and their responses to the needs of East Front Street.

Running a business on the east side of Front Street:

Nearly 7 years ago we leased a unit which, as far as our landlord's memory could tell, had never been occupied. At the time I was informed by a commercial realtor that vacancy in downtown New West was 1% or less. The unit we moved into matched the street and neighbouring units - rough, empty, and apparently forgotten by the realtors.

While fixturing our unit, I met Walt Cirillo, various City inspectors, sat with Peter Julian at a fundraising event and had a short conversation with the Mayor in passing. Everyone at City Hall was enthusiastic and welcoming. On July 30, 2016, I emailed Balir Fryer to ask for some direction on whom to contact about an issue in the area - Groups of teens and young adults were regularly using the electrical box as a table top while they partied on Front Street. We watched one urinate on a parked car and heckle a passerby. I signed off that email "I don't like being the squeaky wheel but I truly think this neighbourhood could be great". I was optimistic for the future of our community.

Sugarrays opened. Foot traffic increased, the area got a bit better. I made friends with some of the local vulnerable population, and attached a garbage bin to a pillar for them to use (more on this later). The locals used it and we emptied it.

I joined the DTBIA, attended meetings, and asked questions. We placed ads with Tourism New West, sponsored the Salmonbellies and provided help, power and washrooms to the DTBIA Christmas market vendors.

We requested the City install a bike rack and sometime shortly after, a beautiful bike rack showed up nicely installed - If memory serves this was installed around the time the City repainted and power washed the parking lot in 2017. The system worked! Members of our gym and students of the colleges on Columbia St used it daily. They felt the bikes were safe as the rack was in direct view of our front desk.

We saw a lot of issues outside our gym and de-escalated what we could. The NRPD were responsive when needed. East Front Street businesses, customers and the resident

vulnerable populations, started to develop a good working community relationship.

Eventually, between a filming shutdown (one of many) and the post parkade clean up, the garbage bin went missing. Upon contacting the City, I was informed that we can't have one there unless officially placed by the City. I asked, we were denied. The City installed garbage bins on the revitalized side of Front Street. We were only a few blocks away.

When the City rebuilt the parkade, they removed the concrete staircase and installed what we were told were "temporary" stairs from Columbia Street to Front Street. Those temporary stairs still stand 3 ½ stories tall and at least 5 years old. Wooden, shaky, slippery and well past their intended use date. We're still waiting on the promised permanent solution. I regularly remind my students to be careful not to slip on the stairs.

A member of our gym attempted to have a mural approved by the Arts Council and the gym committed to fund it. The application made it to the final round, was apparently well liked but was denied. The rumour from a friend on Council is that it would impact the filming in the area. We laughed that the burn marks on a parkade pillar hasn't deterred the film crews.

The bike rack was hit by a car several years ago. I notified the City. We never heard back. A few days later the damaged rack was gone but never replaced. Meanwhile, the City added landscaped bike lanes to other parts of the City. Now my members bring their bikes into our gym.

The various groups using the electrical box as a party table are still at it. Six years ago we suggested that the City enclose it but nothing has been done. We were regularly reporting to the NWPD but it proved ineffective. Now we just clean up the bottles and cigarette butts ourselves.

I once appealed to Trevor Cave, since East Front Street is commonly used for filming. He came for a walk and saw first-hand how things have degraded. Trevor was as helpful as he could be! He was able to get the maintenance department to repaint the pillar that was burnt from a previous fire! I suggested that the film crews who shoot under the parkade regularly and disrupt business should be obligated to leave the spaces in better condition, or that some of the revenue for the City should be put directly back in the area. Just simple things like street cleaning or maybe a trash can. The production companies and City regularly refer to this street as having a unique "aesthetic". They film fight scenes, shootouts and car chases and murders. "Aesthetic" is a nice substitute for dark, run down, scary and unattractive.

In 2020, the BIA notified members via email regarding Fridays on Front “.This year the location is more challenging with the loss of the parklet and parking lot (see attached). Without these additional spaces, and the growth we continue to see, we simply cannot fit on Front Street anymore. We have two options moving forward. One, we do not produce Fridays on Front in the summer of 2020; or two, we move it to another location.” I replied suggesting the underparkade side of Front Street “...bringing attention to the sections of New Westminster most needing revitalization”. Many other BIA stakeholders agreed. My neighbours on Front Street were already joking about how it would never happen.

Our neighbours and friends that owned the Juicery closed their doors to the public. It was too challenging for them to operate a retail store front on a street with decreasing passing trade. The surplus store has boarded up their windows for security concerns. The Army and Navy closed.

There are countless more incidents of City neglect. The lack of support has been demoralizing. I'm sure each business on East Front has similar stories. For the sake of everyone's time I'll move on to today's issue.

Today's Issue: The Shelter

When this shelter was proposed, Sugarrays did not oppose it. We feel it is everyone's job to help care for vulnerable peoples in our community. **Equally, it's the obligation of the local government to ensure the burden of caring for vulnerable people is equally spread among the community.** It is clear that the City and Purpose have not adequately planned to minimize the impact on neighbouring businesses. City and/or shelter employees do not have the legal and/or administrative tools necessary to protect businesses and the people in the community.

Since the Front Street shelter has opened, I have personally cleaned and picked up unspeakable things that most of you will have never seen in your lives. For safety's sake, I cannot in good conscience ask my staff to remove people camping in the lot in front of our business and on our entrance stairs; nor handle and dispose of peoples tents, soiled clothing, needles and (a recent new item) fecal soaked wipes.

Many of my members are uncomfortable walking to our gym. They now must choose between passing multiple groups of drug-impacted men (referred to as “unpredictable and dangerous” by Purpose Society's Executive Director) or walking down a shaky, slippery when wet, dark, narrow, temporary staircase.

On October 17, 2022, I contacted the City regarding the issue. Some people who are inadmissible to the shelter have once again decided to set up camp at the foot of our entrance staircase. A customer mentioned that the tent had been there since at least 10am that morning.

I contacted the City at 3:51pm. The City Operator put me in touch with John Stark who forwarded my complaint to:

“City staff: Diane Merenick, Manager, Integrated Services (Bylaw Enforcement); Gabe Beliveau, Manager, Engineering Operations; Jen Arbo, Economic Development Coordinator; and Carolyn Armanini, Senior Planner, Economic Development. I have also e-mailed it to Lynda Fletcher-Gordon, Acting Executive Director, Lower Mainland Purpose Society. I also contacted NWPD non-emergency.”

Around 4pm, I received a call from the Bylaw Supervisor. He informed me that they could do nothing as it was nearing the end of his shift. I joked “put in for some overtime, we're only a 10min walk from your office”. In a more serious tone, “we're open till 10pm and we need this dealt with now.” The Bylaw Supervisor on staff assured me he would have it taken care of. Nothing happened.

At 7:03pm, I contacted NWPD non-emergency, filed a report and shortly after was on a call with a NWPD member. The NWPD member advised me that they are not able to move tents as it is considered a person's home. I asked “what am I supposed to do?” I was advised that I should convince the person to move. Will I get in trouble if I move this person's home?

The next morning, I received a call from Lynda Fletcher-Gordon. She didn't offer much of a solution but kindly advised me to use caution when approaching tents as the residents could be unpredictable and dangerous if using meth. I was informed that the On-site Manager for the shelter would be in touch.

Next call was from the On-site Manager for Purpose, who offered to check the tent. In both conversations I expressed clearly that I support the existence of the shelter and understand the need. “I'm just trying to find some support to deal with these issues.” Shortly after he called me again and let me know he spoke with the residents of the tent and that they have agreed to move on. We had a cordial conversation and I thanked him for his support.

Immediately after that call I received a call from the same Bylaw Supervisor as yesterday. He informed me that the residents of the tent have agreed to move on but left a tent and mess. The tent residents gave him permission to dispose of the debris. I was informed by the Bylaw

Supervisor that the City takes no responsibility for the trash as it's technically not on City property (by about 4 1/2 feet). Assuming this was a liability issue, I offered to come immediately and move the debris onto City property so he can take it away. "If you do that I'll fine you for illegal dumping." FINED?!?! For the mess that Bylaw just watched another person leave at the base of our steps!?!?

Both the Purpose Manager and Bylaw Supervisor watched as the tent residents illegally dumped goods on Sugarrays front steps. Bylaw did not enforce illegal dumping and Purpose did not even consider cleaning up the mess. I cannot express how disappointing this is.

Isn't Bylaw Enforcement here to protect **all** of us in this community? Am I not part of this community? What about my members and staff who are being put at risk?

Shouldn't Purpose behave, as any good neighbour would, by minimizing impact on the surrounding businesses?

Armed with the street clean up kit that lives in the trunk of my car (yes, it's so frequent that I always have it with me), I head to the gym. On site, I cleaned up some disgusting wet wipes, a tent, bedding, drug paraphernalia, rotted food and unrecognizable fluid soaked clothing, all in immediate proximity to the tent site.

While doing this, I contemplated the hours of City work that went into replying to my complaint. The multiple departments that read and responded to emails, spoke with each other, and pontificated. The NRPD officer who desperately wanted to help, but is prohibited from doing so. Bylaw attended on site but discouraged by the few feet of pavement separating our steps and the sidewalk. I myself had spent several hours on calls with the City and Purpose. How much in wages did this cost?!? Yet, not a thing was accomplished.

It dawned on me. This issue is out of sight and out of mind, of the Council and Mayor. How many of **you** walk East Front Street regularly? Have any of you had to clean someone else's soiled wet wipes and used needles? Do you see this every morning? Do you worry about your friends, family and customers' safety! If Bylaw is going to threaten to fine me for public dumping, I might as well make it count: **I safely disposed of the fecal stained wipes and any unsafe items in Sugarrays dumpster** and delivered the **safe** trash to City Hall's doorsteps.

It's blatantly unethical for a local government to place the burden of this City's homelessness epidemic on a few businesses. **The City must intervene.**



NEW WESTMINSTER MUNICIPAL POLICE BOARD

September 27, 2022 at 9:30 a.m.
Via ZOOM

MINUTES of Open Meeting

PRESENT:	Mayor Jonathan Coté	Chair
	Ms. Heather Boersma	
	Mr. Drew Hart	
	Ms. Shirley Heafey	
	Mr. Patrick Lalonde	
STAFF:	Chief Constable Dave Jansen	
	Deputy Chief Paul Hyland	
	Inspector Aman Gosal	
	Inspector Andrew Perry	
	Inspector Eamonn Ward	
	Ms. Jacqueline Dairon	Manager, Police Finance Services
	Ms. Heather Corbett	Acting Board Secretary

The meeting was called to order at 9:00 a.m.

1.1. Land Acknowledgment

Mayor Cote provided a land acknowledgement, as follows:

We recognize and respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.

1.2. Acknowledgement of Service to Police Board Chair Mayor Jonathan Cote

Chief Constable Jansen...

1.3. Adoption of Open Agenda: September 27, 2022

MOVED AND SECONDED

THAT The New Westminster Police Board approve the September 27, 2022, Open Agenda, with the following addition:

4.1 Update on NWPD Staffing

CARRIED

2. CONSENT AGENDA

2.1. Approval of Open Minutes: July 19, 2022

2.2. Police Board Member Reports

2.3. Statistics: July 2022 and August 2022

2.4 NWPD Strategic Plan Tracking Document

2.5 Policy: AB200 – Specialty Unit Agreement & Tenure

2.6 Police Board Correspondence

a) Correspondence from BCAPB re Conference Sponsorship

b) Correspondence from E-Comm re Insider Subscription

d) CAPG 2022-23 Board of Directors

e) Response from Minister Farnworth to BCAMCP letter re JIBC Funding

MOVED AND SECONDED

THAT Item 2.6c be removed from the Consent Agenda; and,

THAT the New Westminster Police Board approve the remaining items on the Consent Agenda.

CARRIED

ITEMS REMOVED FROM CONSENT

2.6c Correspondence from George Madden, re E-Comm Board of Directors

Police Board members discussed the letter received from George Madden, noting that it would be meaningful to accept his offer to meet with the Board, receive updates from him on E-COMM, and engage in conversation with him.

Chief Constable Jansen noted that Mr. Madden has already met with the Port Moody Police Board.

The Board agreed that it would be beneficial to invite him to a NWPB meeting in early 2023.

3. ONGOING BUSINESS

3.1 GOVERNANCE: 2022 Q2 Financial Report

Jacqueline Dairon, Manager, Police Finance Services, summarized the 2022 Q2 Financial report, noting the following information:

- Currently, the NWPD is \$420K in surplus, mainly due to timing;

- There is no real change from the June 30th forecast, in that it's expected that the NWPB will be \$300K over budget by the end of the year, which was accurate as of the last pay period;
- The main drivers for being over-budget are the retroactive payments as part of the Collective Agreement with the NWPOA and clothing expenses.

In response to a question from Police Board members, Chief Constable Jansen noted that the \$300K over budget has been flagged with the City's finance director. It is likely that there would be broader City-wide variances from the budget, which would be dealt with from the City's reserves, or some other way to be determined by the City.

MOVED AND SECONDED

THAT the New Westminster Police Board receive the June 20, 2022 Q2 financial report and 2022 financial forecast for information.

CARRIED

4. New Business

4.1 Update on NWPB Staffing

Deputy Chief Constable Hyland provided the Board with an update on staffing, including the following information:

- Deputy Chief Constable Hyland participated in ride-alongs with members during the summer, which reinforced to him that members are professional, and compassionate, with excellent attitudes;
- The membership population within patrol is largely junior in seniority and experience;
- Currently, most units are running with 20 "soft vacancies", as a result of retirements, maternity and paternity leaves, medical leaves and suspensions;
- Major challenges to staffing in policing include churn, a reduction in the hiring pool, and replacing people in a short amount of time;
- Looking forward, it is expected that NWPB would hire three to five experienced officers and three recruits in the new year; and,
- The most recent Crime Severity Index (CSI) numbers are showing an increase in various areas, which in turn increases workload on staff.

In response to questions from the Police Board, Deputy Chief Constable Hyland and Chief Constable Jansen provided the following information:

- The department deals with the "soft vacancies", pressures and the minimum numbers very well, and this is a credit to the members' dedication and professionalism;
- It will be a priority for the Board and the senior management team to work beyond 2023 to get a defensible position on staffing and what needs to be improved, and increased, to meet the department's strategic priorities

- It is likely that there will be an ebb and flow of members departing for Surrey Police Service (SPS), as recruiting efforts ramp up in both SPS and in NWPD;
- It would be ideal to build the 20 “soft vacancies” into the budget, particularly as maternity leaves are now topped up since the latest collective agreement; and,
- In the past, vacancies have been dealt with through service level discussions; however, there have been consequences and impacts on the units where units are collapsed, which is not easy on member morale.

Police Board members showed appreciation for the hard work of the members despite these vacancies and commented that it would be beneficial to analyze and consider incorporating vacancy costs into the 2023 budget so that the department could be in a position to hire if necessary.

ADJOURNMENT of Open Meeting

Chair Jonathan Cote adjourned the meeting at 10:03 a.m.

Next meeting

The next meeting of the New Westminster Police Board will take place on October 18, 2022 at 9:30 a.m.

MAYOR JONATHAN COTE
CHAIR

HEATHER CORBETT
RECORDING SECRETARY



Crime Type Category ¹	2022 August	2022 September	September 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	0	0	3	0	1	-100%
ATTEMPTED HOMICIDE	0	0	0	1	1	2	1	100%
SEXUAL ASSAULTS	4	6	6	42	43	47	44	9%
ASSAULT-COMMON	32	31	32	295	259	247	267	-5%
ASSAULT-W/WEAPON OR CBH	10	15	13	97	120	111	109	-8%
ASSAULT-AGGRAVATED	1	0	0	2	6	4	4	-33%
ROBBERY	9	4	3	23	46	45	38	-2%
Total Monitored Persons Offences	56	56	54	460	478	456	465	-5%
Domestic Violence								
DOMESTIC VIOLENCE	29	29	39	455	446	412	438	-8%
FAMILY VIOLENCE	22	14	23	251	210	187	216	-11%
Property Offences								
BREAK & ENTER-BUSINESS	7	8	17	142	164	105	137	-36%
BREAK & ENTER-RESIDENCE	9	4	7	70	38	52	53	37%
BREAK & ENTER-OTHER	10	6	7	72	52	52	59	0%
THEFT OF VEHICLE	9	7	11	112	88	108	103	23%
THEFT FROM VEHICLE	44	46	67	693	613	478	595	-22%
THEFT-OTHER OVER \$5000	0	0	0	9	9	9	9	0%
THEFT-OTHER UNDER \$5000	42	27	29	334	271	309	305	14%
MISCHIEF OVER \$5000	0	0	1	8	8	6	7	-25%
MISCHIEF \$5000 OR UNDER	31	38	35	320	398	346	355	-13%
Total Monitored Property Offences	152	136	174	1760	1641	1465	1622	-11%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	0	0	2	1	N/A ²
COLLISION-NON-FATAL INJURY	7	7	9	81	86	59	75	-31%
COLLISION-ALL OTHERS	35	35	39	281	305	400	329	31%
Total Collision Offences	42	42	48	362	391	461	405	18%
215 Impaired								
215 ALCOH-24HR & DRUG	2	8	6	25	41	31	32	-24%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	11	7	11	72	105	112	96	7%
215 ALCOH IRP WARN	5	8	7	24	36	49	36	36%
IMPAIRD OP MV (DRUGS & ALCOH)	10	7	9	49	82	100	77	22%
Weapons Offences								
WEAPONS	9	4	7	51	62	47	53	-24%
Other Non-Criminal Offences								
BYLAW	22	6	24	426	242	157	275	-35%
FALSE ALARMS	91	93	72	537	539	731	602	36%
MISSING PERSONS	25	19	20	146	187	205	179	10%
MENTAL HEALTH RELATED	30	16	36	472	586	328	462	-44%
DISTURBED PERSON/ATT SUICIDE	27	19	41	557	493	310	453	-37%
SUDDEN DEATH	8	6	12	97	131	96	108	-27%
DOMESTIC DISPUTE-NO ASSAULT	28	22	30	386	335	276	332	-18%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <-A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-10-03. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

² Undefined. Percent Change = ((new value - initial value / initial value) x 100). Division by zero is division where the divisor (denominator) is zero, where the expression has no meaning; therefore, division by zero is undefined.



Crime Type Category ¹	2022 September	2022 October	October 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	0	0	4	0	1	-100%
ATTEMPTED HOMICIDE	0	0	0	1	1	2	1	100%
SEXUAL ASSAULTS	6	5	6	50	49	51	50	4%
ASSAULT-COMMON	25	33	30	322	290	273	295	-6%
ASSAULT-W/WEAPON OR CBH	20	16	15	108	139	141	129	1%
ASSAULT-AGGRAVATED	0	0	0	2	6	4	4	-33%
ROBBERY	4	3	3	26	50	49	42	-2%
Total Monitored Persons Offences	55	57	56	509	539	520	523	-4%
Domestic Violence								
DOMESTIC VIOLENCE	33	50	48	511	500	477	496	-5%
FAMILY VIOLENCE	14	21	22	265	223	200	229	-10%
Property Offences								
BREAK & ENTER-BUSINESS	8	6	19	170	188	116	158	-38%
BREAK & ENTER-RESIDENCE	4	2	7	84	42	53	60	26%
BREAK & ENTER-OTHER	4	4	8	84	59	54	66	-8%
THEFT OF VEHICLE	6	11	14	130	102	116	116	14%
THEFT FROM VEHICLE	46	55	72	781	686	535	667	-22%
THEFT-OTHER OVER \$5000	1	0	1	10	10	10	10	0%
THEFT-OTHER UNDER \$5000	21	47	38	365	308	350	341	14%
MISCHIEF OVER \$5000	0	0	1	8	9	7	8	-22%
MISCHIEF \$5000 OR UNDER	42	43	51	382	448	398	409	-11%
Total Monitored Property Offences	132	168	211	2014	1852	1639	1835	-12%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	1	0	2	1	N/A ²
COLLISION-NON-FATAL INJURY	9	12	10	92	95	76	88	-20%
COLLISION-ALL OTHERS	37	34	34	313	339	439	364	29%
Total Collision Offences	46	46	44	406	434	517	452	19%
215 Impaired								
215 ALCOH-24HR & DRUG	7	2	7	33	51	32	39	-37%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	7	10	16	82	134	123	113	-8%
215 ALCOH IRP WARN	8	7	6	28	42	56	42	33%
IMPAIRD OP MV (DRUGS & ALCOH)	7	18	13	55	95	124	91	31%
Weapons Offences								
WEAPONS	4	6	7	61	67	52	60	-22%
Other Non-Criminal Offences								
BYLAW	8	18	36	482	276	180	313	-35%
FALSE ALARMS	93	79	77	719	627	810	719	29%
MISSING PERSONS	18	24	23	175	202	228	202	13%
MENTAL HEALTH RELATED	19	22	42	521	640	355	505	-45%
DISTURBED PERSON/ATT SUICIDE	26	24	47	622	546	354	507	-35%
SUDDEN DEATH	6	17	14	109	144	113	122	-22%
DOMESTIC DISPUTE-NO ASSAULT	21	38	35	426	363	316	368	-13%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-11-07. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

² Undefined. Percent Change = ((new value – initial value / initial value) x 100). Division by zero is division where the divisor (denominator) is zero, where the expression has no meaning; therefore, division by zero is undefined.

2023 Draft Police Board Meeting Dates		
MONTH	DATE	TIME
January	Tuesday, 17 January 2023	0930
February	Tuesday, 21 February 2023	0930
March	RECESS	
April	Tuesday, 18 April 2023	0930
May	Tuesday, 16 May 2023	0930
June	Tuesday, 20 June 2023	0930
July	Tuesday, 18 July 2023	0930
August	RECESS	
September	Tuesday, 12 September 2023	0930
October	Tuesday, 17 October 2023	0930
November	Tuesday, 21 November 2023	0930
December	RECESS	

Damaged or Lost Property

AG20

Revised: October 2022

AG20

Risk Assessment: Low

POLICY

1. Damage to or loss of property owned by or under the control of the New Westminster Police Department (NYPD) shall be reported in writing to the Member's immediate Supervisor.
2. Damage to or loss of property by a NYPD member to private or public property shall be reported in writing to the Member's immediate Supervisor.

REASON FOR POLICY

3. To provide a system for reporting the loss of or damage to property owned by or under the control of the NYPD.
4. To provide a system for reporting the loss of or damage to property owned by or under the control of a private citizen, or a private or public organization.

Police Initiated Public Safety Alerts

OB410

Effective: October 2022

OB410

RISK ASSESSMENT: High

POLICY

1. The New Westminster Police Department (NWPD) will activate a **Police Initiated Public Safety Alert (PIPSA)** to notify the public of an **Active Deadly Threat (ADT)** that meets established criteria.

REASONS FOR POLICY

2. The PIPSA is a tool used by police in certain incidents to notify the public of an ADT.
3. When a PIPSA situation meets the established criteria, a Public Emergency Alert is activated via Emergency Management BC (EMBC) and the Alert Ready System, to provide information on what to do so the public can remain safe.
4. The Program generates a text message to cellular phones within a specified geographic area to immediately broadcast relevant information about the location of the incident, the suspect, the suspect vehicle, and what to do to remain safe.

[REDACTED]

[REDACTED]

October 29, 2022

His Worship Patrick Johnstone
Mayor, City of New Westminster

Dear Sir:

On behalf of [REDACTED], I would like to congratulate you on being elected as our new Mayor.

Our organization is concerned that, like so many other municipalities in this province, our city is experiencing a homelessness crisis as a result of unprecedented increases in the price of housing. This dire housing situation has also exacerbated issues around mental health treatment and public safety.

The previous Council is to be commended for their work around renovations. We would encourage you and your new Council to continue to address the shortage of affordable housing in our city both at the local level and by working in cooperation with the Provincial and Federal governments.

We also urge you to increase funding to the New Westminster Police Department, particularly for the mental health liaison, so that they have sufficient resources to deal with individuals, often homeless, with untreated mental health issues that constitute a threat to public safety. Also, please consider ways to work with the Province and other Lower Mainland municipalities to expand space for mental health residential treatment facilities, perhaps with an eye to re-opening the Riverview centre.

Respectfully,

[REDACTED]

c.c. Members of City Council: Rudy Campbell, Daniel Fontaine, Tasha Henderson, Jamie McEvo, Paul Minhas, Nadine Nakagawa

We gratefully operate on the unceded traditional territory of the Halkomelem speaking Coast Salish peoples

From:
Sent: Monday, October 31, 2022 3:56 PM
To:
Cc: Madden, George
Subject: E-Comm Update for Police Board (from George Madden)
Attachments: October 2022 Highlights Infographic.pdf

This Message Is From an External Sender

This message came from outside your organization.

Good afternoon. May I request that you please pass on the note below from George Madden with attachment to your Police Boards.

Thank you.

Taryn

~Sending on behalf of George Madden~

Subject: E-Comm 911 Operational Update (October 2022)

Dear Colleagues,

As your new Nominee to the E-Comm 911 Board I have attended a couple of Board Meetings and a recent Strategic Planning Session.

You will recall in a letter I sent to you 6-weeks ago concerning the Summer 2022 Operational Update, I said I would commit to you as members of the 'syndicate' of Independent Police Boards, to create a regular line of communication on operational items at E-Comm 911 plus specific information on Service Level Performance. I felt in my early discussion with the folks at E-Comm such information was lacking to ensure we all become better informed as to the focus of the E-Comm 911 Board and the senior management.

I have been able to ensure that we all - as a 'syndicate' - now get updates which I can (and will) send out to you for information. I hope you find this new outreach from me as your Nominee useful in your discussions at your respective Police Board Meetings.

Please provide me any feedback on the content and how E-Comm 911 can adjust the information to make it helpful to you as a Independent Police Board. No question there are still significant Service Level issues related to the Non-Emergency call taking and I can assure you the Board has a sharp focus in having senior leadership address the root cause.

Finally, I have met with the Port Moody Police Board and the West Vancouver Police Board and I am in the process of meeting with Abbotsford and hopefully New Westminster. I want for you to put a face to the name of your Nominee and for me to listen to your concerns which I can carry back to the full Board. I know E-Comm 911 Chair, Doug Campbell, is ready and willing to meet with each of the Independent Police Boards or order to get into details of the issues and solutions. Let me know if you would like for me to approach Doug for such a meeting this Fall.

George

George Madden
Board Member
Metro Vancouver Transit Police Board



transitpolice.ca [transitpolice.bc.ca]

300 – 287 Nelson's Court
New Westminster, BC V3L 0E7

--- Text non-emergency reports to [87-77-77](tel:877777) [translink.ca] | Download our [OnDuty App](#) [translink.ca] ---

Transit Police is committed to maintaining order, promoting safety and reducing crime on the transit system in Metro Vancouver.

E-COMM OCTOBER UPDATE

We are writing to share the following updates with you regarding our service level performance and new initiatives to improve our services. Going forward we will share updates with you on a monthly basis.

This month we are highlighting the work of our Operations and People and & Culture teams.

Operations:

- Preparation is underway to convert 15 reports agents to non-emergency (NER)-only call takers. Although this issue will not completely solve our challenges (we have 11 of 75 call takers needed at ECLMD), it does add more capacity to NER call-handling and is expected to help alleviate some of the strain the organization faces and reduce NER wait times.
- A technology pilot is also underway to reduce the number of calls received by E-Comm call takers that do not require police attention. In addition to diverting unnecessary calls, it also lends to an improved caller experience with Interactive Voice Response (IVR) design and functionality. Data collection on non-emergency call types to support call-flow design has started.
- We expect service level performance in Q4 to be similar to that of Q3.

People & Culture:

Vancouver Island (ECVI)

- In Q1 and Q2, it was a challenge to fill new recruit training classes of four people. This fall we have been able to fill a class size of seven people (September) and eight people (November) respectively.
- Pending further attrition, recruitment trends of this nature will help us fill our vacancies for police call-taking by the end of Q2 2023 at this location.

Lower mainland (ECLMD)

- Training is at full capacity at all levels – including 9-1-1 new hires, police call takers and dispatchers.
- The August ECLMD police call-taking class was filled with 12 seats.

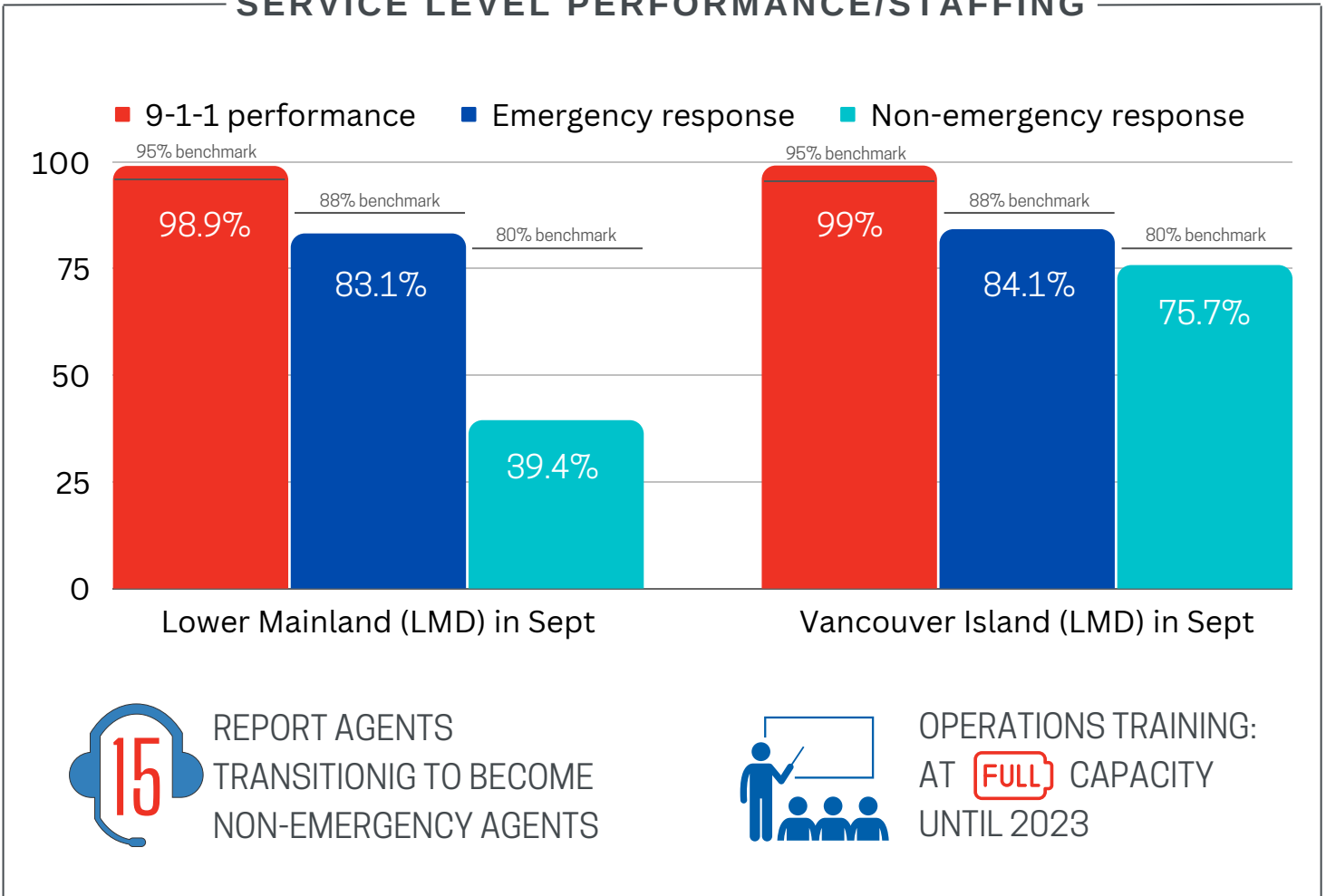
Peer Support Team

- 43 members of our Peer Support Team attended critical incident stress management training in September.
- The redevelopment of our Resilient Minds Training, in partnership with Canadian Mental Health Association (CMHA), was completed. The training program is being piloted with a small group before Peer Facilitators are trained in mid to late Q4.

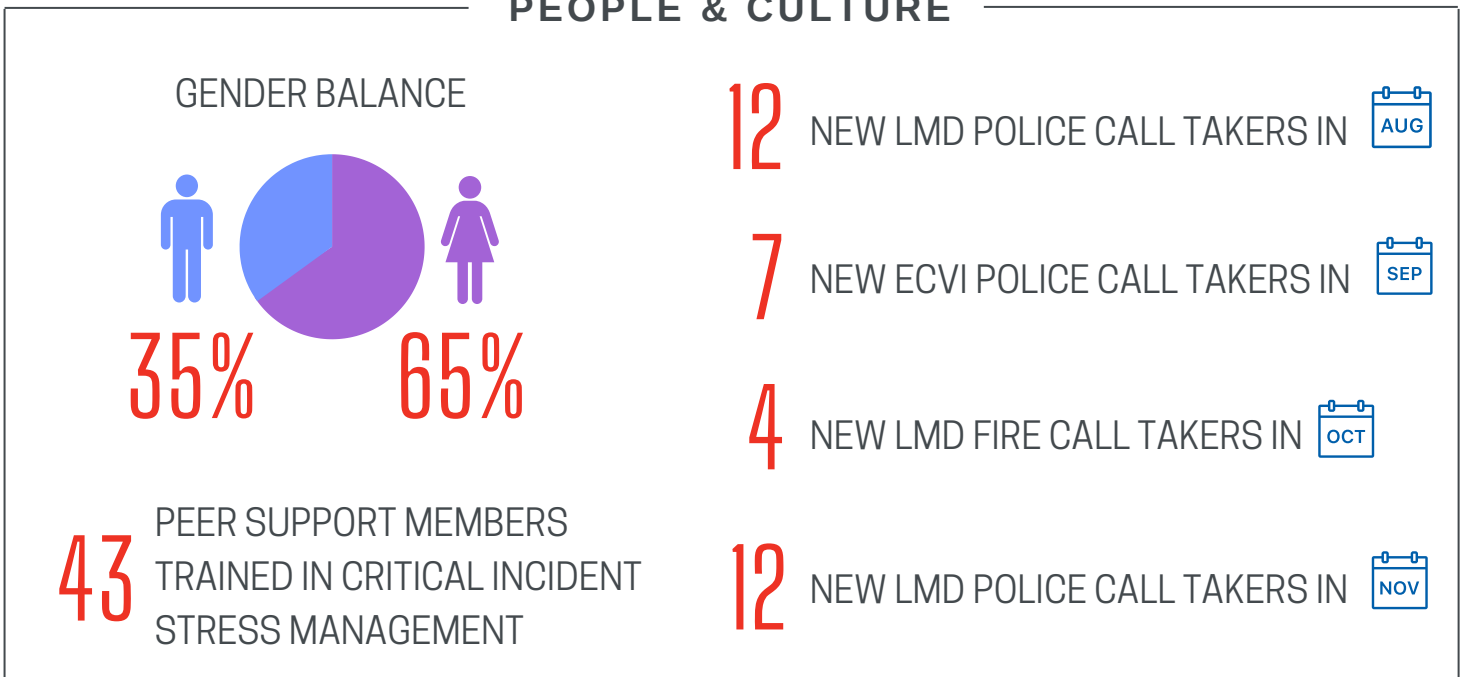
Employee Relations

- Bargaining begins October 29th.

SERVICE LEVEL PERFORMANCE/STAFFING



PEOPLE & CULTURE





New Westminster Police Department

REPORT *Financial Services*

To: Mayor Patrick Johnstone Chair, and
Members
New Westminster Municipal Police Board
Open Meeting

Date: November 29, 2022

From: Jacqueline Dairon, Financial Services

Item: 4.1

Subject: **September 30, 2022 Q3 Financial Report and 2022 Financial Forecast**

RECOMMENDATION

That the Police Board receive the September 30, 2022 Q3 financial report and 2022 financial forecast for information.

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 September 30, 2022 and to discuss the financial forecast for 2022.

DISCUSSION

As at September 30, 2022, the police department is under-budget by \$31,000 or 0.16%. The 2022 financial forecast is trending to be over budget by \$406,000 or 1.55%.

Salaries and benefits are currently over budget by 3% or \$666,000 and this gap is expected to decrease slightly to finalize 2.78% over budget by the end of the year. Approximately 60% of this budget overage is due to additional Secondments added in 2022, which will be recovered within revenue. The majority of the remaining variance will be due to the collective agreement finalizing higher than budget and benefits trending higher than budgeted.

Contract services are under budget by \$250,000; however, most of these saving are due to timing with invoices received and the expectation is these accounts will be on budget for 2022.

Education and training is currently under budget by \$56,000; however, we are expecting these accounts to finalize approximately \$50,000 over budget. We received an unbudgeted \$50,000 invoice from the JIBC after Q3 closed that is related to recruit training. Changes to the current JIBC funding model were previously communicated to start in 2024.

General office and administration costs are currently slightly under budget. We are forecasting these accounts to be about 7% under budget for 2022; however, legal expenses could pose a challenge if prior year trends continue.

Equipment and other costs are currently over budget by \$94,000, that gap is expected to narrow slightly by the end of the year. The majority of the overages are in clothing issue, equipment and firearms. There are increasing inflation pressures within these accounts, which we are trying to offset with savings in other accounts.

Sales of service is currently \$537,000 higher than year to date budget. This trend is expected to continue throughout the last quarter of the year and finalize approximately \$477,000 higher than budget. The variance is due to additional secondments added after the 2022 budget was finalized and increased recoveries for film.

Grants from other Governments is currently \$148,000 short for Q3. The grant received for traffic fines was \$250,000 short from budget expectation; this shortfall was partially offset by higher than expected grants from the Federal Government for the Gang Suppression Units.

ATTACHMENT:

September 30, 2022 Financial Report
September 30, 2022 Financial Forecast for 2022

This report has been prepared by: Jacqueline Dairon, Manager, Police Finance Services

Approved for Presentation

Dave Jansen
Chief Constable



NEW WESTMINSTER POLICE DEPARTMENT

September 30, 2022 Financial Report

	Annual Budget	YTD Budget	January to September Actual	YTD Budget to Actual Variance
EXPENDITURES				
Salaries and Benefits	28,003,100	21,271,457	21,937,685	(666,228)
Contracts Services	3,269,200	2,419,208	2,165,992	253,216
Education and Training	395,500	300,580	244,297	56,283
General Office	966,300	715,062	672,018	43,044
General Administration	250,000	199,999	154,280	45,719
Operational Equipment	470,600	348,244	391,728	(43,484)
Other Costs	353,800	251,747	302,655	(50,908)
Total Operating Expenditures	33,708,500	25,506,297	25,868,656	(362,359)
REVENUE				
Sale of Services	(5,700,800)	(4,218,592)	(4,756,418)	537,826
Grants from Other Governments	(1,836,100)	(1,693,299)	(1,544,432)	(148,867)
Other Revenue	(22,500)	(16,650)	(21,807)	5,157
Total Revenues	(7,559,400)	(5,928,541)	(6,322,658)	394,117
POLICE BOARD NET EXPENDITURES	26,149,100	19,577,756	19,545,998	31,758
RECONCILIATION TO CITY REPORTS				
Inter-Departmental Charges				-
Amortization	700,000	518,000	524,997	(6,997)
ADJUSTED NET EXPENDITURES	26,849,100	20,095,756	20,070,995	24,761



NEW WESTMINSTER POLICE DEPARTMENT

2022 Financial Forecast

	Annual Budget	YTD Budget	January to September Actual	October to December Forecast	Total 2022 Forecast	YTD Budget to Actual Variance
EXPENDITURES						
Salaries and Benefits	28,003,100	21,271,457	21,937,685	6,845,079	28,514,606	(779,665)
Contracts Services	3,269,200	2,419,208	2,165,992	1,086,685	3,252,677	16,523
Education and Training	395,500	300,580	244,297	205,219	449,515	(54,015)
General Office	966,300	715,062	672,018	244,720	916,737	49,563
General Administration	270,000	199,999	154,280	67,212	221,492	48,508
Operational Equipment	470,600	348,244	391,728	118,645	504,302	(39,773)
Other Costs	340,199	251,747	302,655	86,064	382,411	(48,520)
Total Operating Expenditures	33,714,899	25,506,297	25,868,656	8,653,623	34,241,741	(807,381)
REVENUE						
Sale of Services	(5,701,300)	(4,218,592)	(4,756,418)	(1,421,973)	(6,076,450)	477,091
Grants from Other Governments	(1,835,600)	(1,550,524)	(1,544,432)	(206,800)	(1,723,184)	(84,368)
Other Revenue	(22,500)	(16,650)	(21,807)	(8,786)	(30,593)	8,093
Total Revenues	(7,559,400)	(5,928,541)	(6,322,658)	(1,637,558)	(7,830,227)	400,816
POLICE BOARD NET EXPENDITURES	26,155,499	19,577,756	19,545,998	7,016,065	26,411,514	(406,564)
RECONCILIATION TO CITY REPORTS						
Inter-Departmental Charges						-
Amortization	700,000	343,000	349,998	350,002	700,000	-
ADJUSTED NET EXPENDITURES	26,855,499	19,920,756	19,895,996	7,366,067	27,111,514	(406,564)



New Westminster Police Department

REPORT *Financial Services*

To: Mayor Patrick Johnstone Chair, and
Members
New Westminster Municipal Police Board
Open Meeting

Date: November 29, 2022

From: Jacqueline Dairon, Financial Services

Item: 4.2

Subject: **Draft 2023 Provisional Operating Budget**

RECOMMENDATION

That the New Westminster Police Board approve the 2023 Provisional Operating Budget.

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 2023 provisional operating budget requests a net increase of \$3,112,500 (11.90%) over the 2022 budget. The following table highlights changes by category while the below sections outlines further details on each request. Additional information can be reviewed within attachment two as presented on November 23, 2022.

Account	2022	2023	\$ Change	%
Salaries & Benefits	\$28,003,100	\$30,515,600	\$2,512,500	8.97%
Contracted Services	\$3,269,200	\$3,648,200	\$379,000	11.59%
Education & Training	\$395,500	\$643,500	\$248,000	62.71%
General Office & Administration	\$1,216,300	\$1,356,300	\$140,000	11.51%
Operational Equipment	\$470,600	\$490,600	\$20,000	4.25%
Other Costs	\$353,800	\$393,800	\$40,000	11.31%
Total Expenditures	\$33,708,500	\$37,048,000	\$3,339,500	9.91%
Total Revenues	\$7,559,400	\$7,786,400	\$227,000	3.00%
Net Provisional Budget	\$26,149,100	\$29,261,600	\$3,112,500	11.90%

Salaries and Benefits

The proposed increase is \$2,512,500, which includes \$1,441,500 for contractual obligations that relate to 2023 and prior year amendments. A \$67,000 recoverable increase is presented for adjustments to Secondments. Budget enhancement requests include \$150,000 to support an additional Missing Persons Investigator, \$199,000 for additional clerical staff to support non-emergency call takers and \$655,000 to support our back fill strategy as discussed in the attached reports.

Contracted Services

The proposed increase is \$379,000, which are related to cost downloads from third party agencies including integrated teams and E-COMM.

Education and Training

The proposed increase is \$248,000, which over 90% relate to costs downloads from JIBC. The remaining \$50,000 is requested to support the additional demand within recruiting costs.

General Office and Administration

The proposed increase is \$140,000, which includes \$50,000 to support the Boards strategic priorities around internal and external engagement, wellness, communication and reconciliations. A \$40,000 increase is requested to implement a new HRIS system, which is also a current strategic goal. The additional \$50,000 is request to support current demand and expectations for legal fees in 2023.

Operational Equipment

The proposed increase is \$20,000, which is to support inflationary pressure we are currently facing within these accounts.

Other Costs

The proposed increase is \$40,000, which is to support our prevention services department with a number of programs that have been historically underfunded. A \$30,000 request is support our reserves program and a \$10,000 request is to support our soccer school program.

Revenue

Sales of service revenue is budgeted to increase by \$352,000, which \$257,000 relates to adjustments and increased recoveries for secondments. The additional \$95,000 is for additional revenue to match current trends and 2023 forecasts.

Grant revenue is reduced by \$125,000, which is the forecasted reduction in Traffic Fine revenue that is provided from the Province of BC.

OPTIONS

1. Approve the 2023 provisional operating budget including enhancements as presented; or
2. Provide staff with direction on which items or enhancements are to be amended.

ATTACHEMENTS:

1. Draft 2023 Provisional Operating Budget
2. November 23rd, 2022 Budget Presentation

This report has been prepared by: Jacqueline Dairon, Manager, Police Finance Services

Approved for Presentation

Dave Jansen
Chief Constable



NEW WESTMINSTER POLICE DEPARTMENT

2023 Provisional Operating Budget

	2022 Budget	2023 Provisional Budget	Increase (Decrease)
Summary:			
Salaries and Benefits	28,003,100	30,515,600	2,512,500
Contracts Services	3,269,200	3,648,200	379,000
Education and Training	395,500	643,500	248,000
General Office & Administration	1,216,300	1,356,300	140,000
Operational Equipment	470,600	490,600	20,000
Other Costs	353,800	393,800	40,000
Total Operating Expenditures	33,708,500	37,048,000	3,339,500
Total Revenues	(7,559,400)	(7,786,400)	(227,000)
NET EXPENDITURES	26,149,100	29,261,600	3,112,500
Inter-Departmental Charges	1,567,353	1,567,353	-
Adjusted Net Expenditures	27,716,453	30,828,953	3,112,500



New Westminster Police Department

REPORT

To: Mayor Johnstone, Chair, Members of the
New Westminster Police Board, and City
Council

Date: November 23, 2022

From: Chief Constable
David Jansen

Item #: Attachment to Item # 4.2

Subject: NWPD 2023 Operational Budget Report

RECOMMENDATION

That the New Westminster Police Board accept this report for information.

This report details the New Westminster Police Department's proposed 2023 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 of the New Westminster Police Board.

BACKGROUND

In February 2022, the New Westminster Police Board (the Board) approved the New Westminster Police Department (NWPD) 2022-2024 strategic plan¹.

The 2022-2024 strategic plan has been developed as a three-year roadmap for the NWPD. It sets out concrete actions, building and expanding upon the significant work that has been completed over the last several years.

The last three years have been characterized by resiliency. The NWPD remained flexible during the COVID-19 pandemic to ensure that the community received the policing services it needed during a challenging time and placed a continued emphasis on organizational wellness.

¹ <https://www.nwpolice.org/inside-nwpd/strategic-plan/>

The NWPD respects its unique position to serve the community and protect each of its residents, regardless of race, ethnicity, age, and mental or physical ability. The Department is focused on tackling systemic discrimination in all its forms, working with the community to better understand how diverse groups of people experience NWPD policies and services, and ensuring its workforce composition is reflective of the community that it serves. The NWPD’s Strategic Plan lays out three priorities for the next three years, including:

- **Strengthening community engagement**

The NWPD will continue serving the community at a time when people continue to face significant challenges as a result of the pandemic, and racialized and marginalized people face historic and present-day barriers that limit their full participation in the community.

- **Modernizing community safety**

The NWPD will continue its transformation to a modern police department through innovation, transparency, inclusiveness, and community partnerships.

- **Investing in our people**

The NWPD recognizes its people as its greatest asset and will continue putting significant effort towards the growth and development of its team members and building future leaders, while ensuring diversity and inclusion are a pillar of its operations.

Over the next three years, the Board has identified three priorities and several key milestones to help achieve these priorities.

Strengthen Community Engagement	Modernize Community Safety	Invest in our People
By December 31, 2022	By December 31, 2022	By December 31, 2022
Create an Indigenous Peoples Engagement Plan Establish an NWPD Diversity and Engagement Team Begin community engagement	Complete the operations review Support committee work to clarify police role for homelessness, mental health and addiction Establish Key Performance Indicators	Implement an employee engagement survey Implement DEIAR recommendations Pilot performance and growth reviews

By December 31, 2023	By December 31, 2023	By December 31, 2023
Engage with local First Nations Engage with community groups Identify and Implement recommended actions	Milestones for this year will be identified based on committee work, public engagement and the operations review	Create a module-based leadership development program Implement performance and growth reviews Continue to act on employee engagement results
By December 31, 2024	By December 31, 2024	By December 31, 2024
Continue engagement activities Identify and Implement recommended actions.	Milestones for this year will be identified based on committee work, public engagement and the operations review	Measure impact of leadership development Expand leadership development program Continue to act on employee engagement results

The 2023 budget is the first budget since the new strategic plan which seeks to provide the basis for the work to begin on the strategic priorities while starting to address capacity, inflationary and downloading costs that impact service delivery.

Police Budget Discussion

Considering the above information, the department has spent the past several months developing the 2023 budget. In the next section, we would like to present information on areas that are impacting our 2023 budget including roll over fixed costs, costs downloads from other government agencies and partners and proposed increases and enhancements.

Non – Discretionary Fixed Costs Roll over

Non-Discretionary Fixed Costs	
Category	Amount
Budget 2022	26,149,100
Additions	
Add: Salary Increase (Civilian @ 3% and Sworn 3%)	1,177,500
Add: Prior year contract increase variance	264,000
Add: Additional Secondments for 2022 (Net of reductions)	67,000
Reductions	
Less: Additional Secondments for 2022 (Net of reductions)	(67,000)
Less: Increased recoveries for salary increases	(190,000)
Provisional Budget 2023	27,400,600
2023 Increase (Decrease)	1,251,500
% Change	4.79%

For 2023, the department is budgeting an increase of \$1,251,500 related to fixed costs roll forward adjustments. These adjustments includes contractual agreement increases estimated at 3%, staff increments increases and additional benefits negotiated during the last round of bargaining. We have also budgeted a \$264,000 increase due to prior collective agreements finalizing higher than budgeted. Secondments have been included within non-discretionary fixed costs, as they are costs neutral to the department; however, we have included an additional \$190,000 in secondment recoveries due to salary and benefit increases for 2022 and previous years.

Non – Discretionary cost downloads

Non-Discretionary Cost Downloads	
Category	Amount
Budget 2022	26,149,100
Additions	
Add: Salaries for non-emergency line	199,000
Add: E-COMM contractual requirements	166,000
Add: JIBC recruitment training	198,000
Add: Contract Services	213,000
Reductions	
Less: Traffic File Revenue reduction	125,000
2023 Increase (Decrease)	901,000
% Change	3.45%

The 2023 Provisional budget is facing increasing pressure from what we consider non-discretionary costs downloads. These costs downloads represent a 3.45% budget increase or 29% of our overall budget ask. The below section will summarize each category and the importance of participation in these programs for the core functions of the police department.

E - COMM

In May 2021, E-Comm disclosed to the NRPD that the performance of their non-emergency line service had been steadily declining and was not meeting their performance targets across the lower mainland region, and they expected that this would not improve in the near future. The main issues that were causing this decline in service were identified as longer transfer times to BCEHS during peak 911 times, inadequate funding to achieve non-emergency line targets, and being short staffed due to attrition.

The NRPD then began to steadily receive ongoing complaints about excessive non-emergency line wait times from residents, business owners and institutions such as the Royal Columbian Hospital. Members of the public recognize the importance of reporting their incidents to the NRPD and began to report incidents through social media and online reporting, which were not designed to receive most of the types of complaints that were being submitted, rather than abandoning their complaints altogether. Reporting incidents through social media or online reporting led to further delays in responding to these complaints, as these mediums were not intended or monitored for non-emergency incidents such as those that were being submitted.

In November 2021, the Board requested that staff begin exploring the potential alternatives to having E-Comm manage the NRPD's non-emergency line, specifically:

- 1) Whether the NRPD could assume this responsibility internally or;
- 2) Whether the NRPD could partner with another Police Department to provide non-emergency line service.

The non-emergency line service level performance continues to significantly subceed the NRPD's expectations, the City of New Westminster's residents and business owner's expectations and E-Comm's own performance targets.

Non-Emergency Line Service Performance Metrics

Based on non-emergency line data from E-Comm, the following tables show the declining service level of performance achieved for NRPD calls and the high level of call abandon rate.

Table 1 – Total Calls Answered/Abandoned

The following table demonstrates how many calls were made to the NRPD non-emergency line, how many were answered (% and total calls) and how many were abandoned (% and total calls):

2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Total Calls Offered	1989	1616	1929	1873	2006	1897	2151	1979	1814
Total Calls Answered	53% (1055)	58% (938)	51% (976)	34% (632)	37% (733)	35% (672)	34% (738)	39% (767)	36% (653)
Total Calls Abandoned	47% (934)	42% (677)	49% (954)	66% (1241)	63% (1273)	64% (1220)	66% (1417)	60% (1183)	64% (1161)

Tables 2 and 3 - Service Performance Target

The E-Comm non-emergency line service performance target is to respond to non-emergency line calls 80% of the time in 180 seconds. The two tables below demonstrate the percentage of time that E-Comm was able to achieve the performance target, and how many calls were abandoned before 180 seconds.

Table 2

2021/2022 Metric	Q1-21	Q2-21	Q3-21	Q4-21	Q1-22	Q2-22	Q3-22
Target Achieved (80% in 180s)	64.7%	54.8%	48.8%	41.7%	48%	38%	24%
Calls Abandoned	29.3%	39.1%	50.7%	57.9%	47%	45%	50%

Table 3

2022 Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Target Achieved (80% in 180s)	48%	55%	41%	17%	25%	24%	24%	24%	25%
Calls Abandoned	46%	53%	45%	38%	45%	47%	52%	48%	50%

The potential alternative considerations to E-Comm managing the NRPD non-emergency line were:

1. The NRPD assumes some of this responsibility from E-Comm;
2. The NRPD assumes all of this responsibility (24/7) from E-Comm; or
3. The NRPD partners with another Police Department and outsources this responsibility.

Staff have communicated with other Police Departments which were seen to be potential partners to outsource this responsibility to.

Unfortunately, these Police Departments stated that they were not in a position to consider our request at this time, and there is no indication that this will change in a reasonable timeframe (less than 12 months).

After a detailed report was provided to the Board (see attachment 1: *NWPD Non-Emergency Line Issues and Potential Alternatives*), the NWPD was directed by the Board to move forward with plans to assume some responsibility from E-Comm in regards to non-emergency call answering. The goal is for the NWPD to provide this service on Monday to Friday from 8am to 4pm, in early 2023.

The estimated costs for this pilot program in 2023 is \$199,000. These costs will be deducted from proposed increases, which are outlined below.

E-COMM increased costs in 2022 by \$243,000 (23%) and is imposing an additional increase in 2023 of \$365,000 (28%). The department will reduce the current year increase by the costs noted above for the non-emergency phones lines which results in a net increase of \$166,000.

E-COMM is aware of this plan but formal notification has not yet been provided to them.

Justice Institute of British Columbia (JIBC)

The Province of BC and JIBC advised municipal police departments that beginning in 2024, all municipal police departments would have to start paying \$22,000 for each recruit that they send to the JIBC police academy. In May 2022, Police Services wrote to Police Boards and departments to advise that this timeline had changed and rather than implementing the new fee in 2024, it was effective immediately and retroactive to April 1, 2022.

Municipal agencies are now required to contribute \$22,000 per recruit. In 2023, we are estimating nine recruits; therefore, we are requesting an additional \$198,000 in funding to support this downloaded but mandatory increase.

Integrated Teams

From an employee and organization perspective, secondments are an excellent way to gain professional development and experience that is not possible within our city's size, range of calls, and budget limitations. This also helps to promote recruiting and retention of employees for the department.

In addition, secondments support integrated policing units so that cities can realize economy of scale, share best practices and provide a level of service that is not possible if every function had to be funded and resourced by each police department.

We are requesting an additional \$183,000 to support forecasted increases within these integrated teams and \$30,000 to support an increase for the custodial services within the jail cells.

Traffic Fine Revenue

Traffic Fine Revenue is a grant that municipal policing departments receive from the province in relation to the monies collected for violation tickets. The 5-year average of the grant was \$1,173,380 and the amounts received in 2020 and 2021 were over \$1,260,000. The 2022 amount received was \$1,010,000 resulting in a \$250,000 budget shortfall. The rationale provided from the province regarding the reduction was that there was less funds collected during the pandemic and therefore less funds available for the grant. The province has not provided further information regarding the grant status for 2023. After discussions with the board, we are proposing a reduction in grant revenue of \$125,000.

Budget Enhancements

Budget Increases/Enhancements	
Category	Amount
Budget 2022	26,149,100
Additions	
Add: Estimated backfilling salaries for recruits and leaves	655,000
Add: Missing Persons Investigator	150,000
Add: Staff recruitment	50,000
Add: Firearms and clothing issue	20,000
Add: Prevention Services(Soccer school and reserves)	40,000
Add: Information Technology	40,000
Add: Consultant and Studies	50,000
Add: Legal Fees	50,000
Add: Additional Revenue	(95,000)
2023 Increase (Decrease)	960,000
% Change	3.67%

The 2023 Provisional Budget proposes eight enhancements, with some offsetting revenue, that support the department's strategic plan, community engagement, employee wellness, retention challenges and inflationary pressures. The total budget ask for 2023 enhancements is 3.67% and has been outlined below by similar categories.

Recruitment and Backfill strategy

The Department has a current budget for 114 sworn police officer FTE's (Full Time Equivalent's) who are responsible for policing New Westminster. This number is exclusive of members seconded to various integrated teams.

While the number of positions required to ensure the effective and adequate policing of New Westminster is not specifically defined under the *Police Act*, the pace of staffing is discernably

disproportionate with the population growth of the City. These 114 positions themselves do not accurately reflect the number of members who are deployable. Police Academy recruits, maternity/paternity leaves, short and long-term illness count as part of this strength, but are not considered operational.

These challenges are further intensified by the recruiting challenges that police agencies in British Columbia, and across the country, are facing. In 2021, 10 members left the organization (retirements, transfer to other agencies) with a further 25 members thus far in 2022. Replacing these members in a timely fashion with new recruits is difficult as it takes 10+ months for a new police recruit to complete their training and be operationally deployable. Additionally, there is also increased demand on Police Academy placements from all municipal agencies, which limits the number of recruits that can be on boarded in each class.

At the time of this report, there are currently 95 of 114 members who are operational, with the following vacancies:

1. Three hard vacancies.
2. Ten police recruits.
3. Four maternity/paternity.
4. Two leave of absences.

A recent analysis of our five-year trends show that in any given budget cycle, the NWPD will be short staffed as follows:

1. Four FTE's due to maternity and paternity leaves (expected to increase due to recent benefit improvements).
2. Nine FTE's due to police recruits at various stages of the JIBC Police Academy (also expected to increase due to the current recruiting/retention environment).
3. 2.5 FTE's due to other extended leaves such as LOA and WCB.

The 2023 provisional budget presents a strategy to address the aforementioned by requesting one third of the full 15.5 FTE required, which results in a budget increase of \$655,000. This allows the department time to increase capacity at a reasonable pace while evaluating leave trends with recent changes to collective agreements. This additional funding will assist the NWPD in fulfilling its current mandate without having to reduce services in order to ensure an adequate front line response. This does not increase the NWPD's ability to take on additional priorities within the community, but rather it assists its ability to fulfill its requirement to provide effective and adequate policing.

Missing Persons Investigator

During a recent review of the Prevention Services Division, an opportunity was identified to enhance the department's service delivery on missing persons investigations by placing them under the Special Investigations Unit. An additional full time equivalent position (FTE) is being sought to fulfil this new role.

In June of 2019, the final findings from the National Inquiry into Missing and Murdered Indigenous Women and Girls was released and with it were 28 calls for Police Services. Several of the calls within this report spoke specifically to the manner in which Police deal with missing persons reports. Specifically:

9.5(ii) Improve communication between police and families of Missing and Murdered Indigenous Women and Girls and 2SLGBTQQIA people from first report with regular communication throughout the investigation.

9.5(iv) Recognize that the high turnover among officers assigned to a Missing and Murdered Indigenous Women and Girl or 2SLGBTQQIA person's file negatively impact both progress on the investigation and relationships with family members; police services must have robust protocols to mitigate these impacts.

In British Columbia, *Provincial Policing Standards for Missing Persons Investigations* have been in effect since September 2016. The purpose of these standards is to ensure a consistent approach in missing person investigations throughout the Province. These standards were developed provincially by BC Police Services primarily in response to recommendations made by Commissioner Wally Oppal following the Missing Women Commission of Inquiry.

The underlying principles of the standards are:

- No barriers to reporting a missing person and investigations should begin without delay.
- Investigations into persons reported missing should initially be approached as high risk until a risk assessment is completed.
- Indigenous women and girls are at an increased risk of harm.
- If foul play is suspected, the case must be assigned to a serious or major crime section.
- The safety and wellbeing of the missing person should be the primary concern driving investigative tasks and decisions.
- Police officers need discretion to address the unique needs of each case, with accountability for decisions through supervisory review.
- Cooperation between police forces is crucial to missing person investigations.
- Families and reportees must be kept appropriately informed of the progress of an investigation, and treated with compassion and respect.
- A proactive approach should be taken towards missing person investigations.
- Going missing is not necessarily a crime.

The current missing person protocol at the NWPD is for the report and investigation to be completed by a Patrol investigator who is responsible for the following:

- Make contact with the complainant and obtain details and description of missing person.
- Assess jurisdiction of the investigation. If determined to be of outside New Westminster, obtain approval from the patrol supervisor or watch commander to request the jurisdictional agency to assume conduct.
- Request a CPIC Missing Persons Entry be added.
- CPIC Flag - Associated Vehicles.
- Complete a Missing Person Risk Assessment and determine the risk in consultation with a supervisor.
- Complete a Missing Person Checklist of initial investigative steps.
- Supervisor will review the Risk Assessment and Checklist.
- Conduct patrols of last seen area.
- Attend the missing person's residence and other known frequent locations.
- Obtain current contact information for the missing person and attempt to call or text.
- Identify family or associates and index to the file, including contact information and their relationship to the missing person.
- Attempt to obtain a recent photograph of the missing person.
- Contact health authorities and establish if the missing person has been admitted to any health facilities.
- Complete a report on PRIME and document all investigative steps undertaken before the end of shift.
- A pass on request will be completed for the on-coming and subsequent shifts to continue and monitor the missing person investigation.
- If the missing person is determined to be high risk, foul play is suspected, or has been missing for 10 days or more, the Major Crime Unit (MCU) will assume conduct of the investigation.

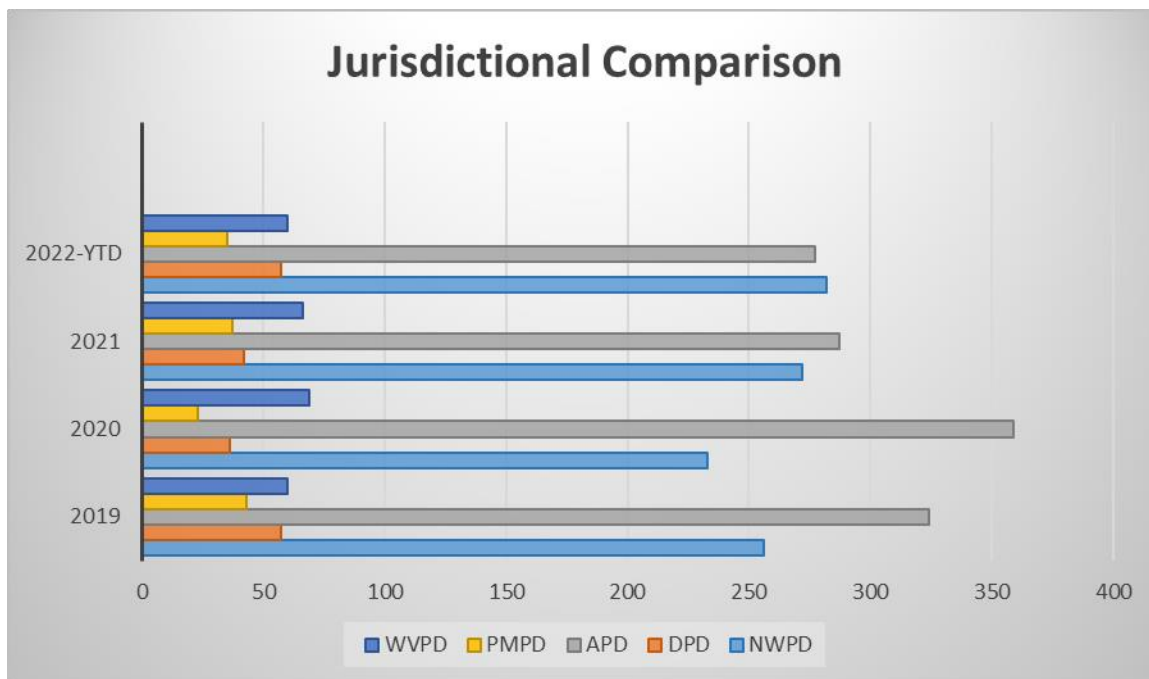
In review of the NWPD statistics in relation to missing persons, it was noted that these investigations are increasing in number, likely due to the change in provincial standards. Of note, approximately 30% of NWPD missing persons files are chronic missing person's reported by Community Mental Health Assertive Community Health teams for missed injections or Mental Health Act related apprehension. (See *Chart 1*)

CHART 1

YEAR	MP FILES	MCU Referrals	% of Calls Service per year
2018	239	7	1.19%
2019	254	2	1.37%
2020	233	9	1.33%
2021	272	6	1.55%
2022 - YTD	282	3	2.35%

In addition, as illustrated in *Chart 2*, the NWPD conducts a significant amount of missing person investigations compared to our other police partners of similar size:

CHART 2



West Vancouver Police:	70 members – 66 missing persons files (0.94 per member avg.)
Port Moody Police:	52 members - 37 missing person files (0.7 per member avg.)
Abbotsford Police:	213 members – 287 missing persons files (1.35 per member avg)
Delta Police:	194 members – 42 missing person files (0.2 per member avg.)
New Westminster Police:	114 members – 272 missing persons files (2.4 per member avg.)

Special Investigations Unit

The Special Investigations Unit (SIU) was created to conduct trauma informed investigations into power based crimes, in particular domestic violence and sexual assault. Currently the SIU has two police investigators and three civilian social workers contracted through Family Services of Greater Vancouver, who provide additional emotional support and guidance to victims working with the team.

One of the primary challenges faced by the SIU is the level of staffing. While the role of the unit is to provide investigative support on domestic violence sexual assault investigations, the unit operates at 50% capacity if one of the members is away.

For this reason, the divisional review determined that this unit should be increased to four police investigators, who would continue to investigate domestic violence and sexual assaults, while also taking on investigative support and oversight on missing persons investigations. Given the complexity and sensitivity, and the need for a consistent trauma informed approach, it was felt that it would be best practice for the positions to be placed together in this unit. Not only will this enhance our service delivery to the subjects of these investigations but it will also improve the support we provide to families and loved ones.

Under this model, SIU would be responsible for assuming and coordinating missing persons investigations beyond the initial call for service. This will reduce the workload on front line patrol members while providing capacity, consistency and subject matter expertise in how they are investigated.

Beginning in October 2022, SIU began a pilot project to take on missing persons investigations by utilizing a member who was not currently operational and had been placed on light duties. Patrol members have been provided with operational guidance and training on how missing persons investigations would be transferred to SIU, while still maintaining the ability and skill sets to manage them in the first instance. The feedback on this pilot has been overwhelmingly positive given the reduction of demand on frontline staff, and the success rate of the unit resolving a number of complex missing person's investigations.

The benefits of this change include:

- The ability for frontline patrol members to focus on other areas including proactive policing and investigations.

- A coordinated approach to missing persons investigations (For example; a file will not bounce from member to member on patrol at shift change).
- The ability to coordinate long term and historical missing persons files.
- The ability to ensure consistency and compliance with provincial standards and provide additional training as required.
- The ability to develop subject matter expertise.
- The improved ability to liaise with external stakeholders, including the BCC Missing Person Center.
- The ability to develop proactive strategies for chronic missing persons.
- Consistency when engaging with families and caregivers of missing persons.

Based on the proposed addition of two investigators to this unit, one position will be filled through a reallocation of current resources, while the second will be filled with an additional FTE, if approved.

This new position will provide a dedicated, highly trained investigator who specializes in locating missing persons and has strong connections with community groups. In addition, this will assist in fulfilling the Calls for Justice Recommendations and also help in ensuring the best possible resources are in place for these high risk and extremely sensitive types of investigations that often require a high level of detail and supervision.

Staff recruitment costs

The costs to recruit staff has increased significantly, the five-year average was \$127,000 while the two year average is \$150,000; therefore, we are requesting an additional \$50,000 to match current demand.

Our 6-year (2016-2021) hiring trend shows that we hired an average of 21 employees (police constables and civilians) each year. This demonstrates that hiring trends have increased 62% on average since 2015 (from 13 employees to an average of 21 employees per year). As of November 17, 2022, we have already hired 22 employees (11 police constables, 11 civilian employees) which is a 69% increase over 2015. We expect to hire at least 12 more Police Constables in 2023 and at least 5 more civilian employees in late 2022 or early 2023. Additionally, these statistics only demonstrate successful candidates, whereas the police constable and civilian recruiting processes typically involve the processing of several candidates during career processes. Depending on how far into the hiring process a candidate continues, the direct costs can be as high as \$5,000, which does not include the internal costs to the recruitment department. In 2021, we conducted 25 background investigations and 19 were successful at this stage and hired. In 2022, we conducted 43 background investigations. To date, 17 have been hired, 9 are currently still in the process, and 17 were not hired after this stage.

Most of these direct costs occur during the background investigation phase, which is necessary to ensure that candidates can meet security clearance standards set by the Treasury Board, Government of Canada. The Treasury Board ensures that security screening in the Government of

Canada is effective, efficient, rigorous, consistent and fair, and enables greater transferability of security screening between departments and agencies. In order for the NWPD to share and receive sensitive or classified information from federal, provincial and municipal law enforcement agencies, NWPD employees must meet the required security clearance level of “secret clearance – enhanced”. For police constable and civilian candidates, the background screening activities involve the verification of at least 10 years of background information related to identity, education and professional credentials, personal and professional references, financial inquiries, law enforcement database inquiries, security questionnaire, security interview, open source inquiry and polygraph examination.

Police constable candidates must also complete a psychological and medical health assessment to ensure that they are fit to perform the duties of a police constable. Civilian candidates are not required to complete these steps.

Below is a table outlining the estimated cost of the individual activities per candidate:

Item Description	Estimated Costs
Open source inquiry	\$ 500.00
Security interview, identity verification, education, professional credentials, etc	\$ 1,800.00
Polygraph examination	\$ 650.00
Medical health assessment	\$ 550.00
Psychological assessment	\$ 1,300.00
Total Estimate	\$ 4,800.00

General office and Administration

Legal expenses were budgeted in 2022 at \$70,000; however, during the past two years the department’s annual average was over \$100,000. The current expectation is that this trend will continue and an additional \$50,000 is requested to support demand.

Consulting fees have averaged \$50,000 over the last 3 years. The department budgeted \$100,000 in 2022 to undertake a number of strategic initiatives. We expect to be under budget in 2022, as a number of projects will run over into 2023.

For 2023, we have a number of important studies and projects planned or underway that are all in support of the Board’s strategic priorities around internal and external engagement, wellness, communication and reconciliation. As a result, an additional \$50,000 is requested in 2023 for a total budget of \$150,000.

The IT budget has been facing pressure due to inflation, increased service requests, and an increased request for software products and licenses. In addition, we currently have a Human Resource Information System (HRIS) that is outdated, and does not meet our current and growing needs. A new HRIS is required to meet our current and future HR needs, and to keep the system

secure, reliable, compatible and efficient. In our Strategic Plan, we established a goal to complete a needs assessment and business case for a new HRIS in 2022 and to procure a HRIS provider in 2023.

We are requesting \$40,000 to fund the above and to provide the expected operational component of the new HRIS system.

Prevention Services

The prevention services area has a large impact on community engagement, and has typically been underfunded. Two areas that we would like to focus on going forward are to adequately fund the soccer school and reserve program. Historically, neither of these expenses have been funded but with recent pressures on the police budget, we can no longer absorb these costs.

We are requesting \$10,000 for soccer school. The program has not run in three years due to COVID-19, but we see the value in the community engagement and would like to re-start this program in 2023.

The reserve program has been funded internally and a minimal grant (2021 of \$2,600) is provided by the province. To enlist a single reserve the estimated costs are \$7,000; therefore, with an average of eight reserves per year, the annual costs will be \$56,000. We are requesting \$30,000 to help offset these costs, and the remainder will be absorbed within our current budget.

Sales of Service

A recent review of sales of service resulted in our third party client recommending a price increase in 2023. The analysis determined that the average input into each clearance to establish a favorable profit margin, using our current annual claims processed we determined the impact would add an additional \$95,000 to our revenue. The additional \$95,000 of revenue will be used to offset some of the discretionary enhancements proposed above.

2023 Draft Provisional Operating Budget

The police department is requesting a net expenditure increase of \$3,112,500, which represents an 11.90% increase over the 2022 budget. Each category has been addressed in depth and the below table reflects an overall breakdown of the additions and reductions to the 2022 budget to arrive at the proposed 2023 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.

Expenditures	Non-Discretionary Fixed Costs	Non-Discretionary Cost Downloads	Enhancements	Total
2022 Operating Expenditures				\$33,708,500
Salary & Benefit: Contractual agreements	\$1,441,500			\$1,441,500
Salary & Benefit: Secondment Adjustments	\$67,000			\$67,000
Salary & Benefit: Non-emergency line		\$199,000		\$199,000
Salary & Benefit: Backfill strategy			\$655,000	\$655,000
Salary & Benefit: Missing persons Investigator			\$150,000	\$150,000
E-COMM Contractual Requirements		\$166,000		\$166,000
Contract Services		\$213,000		\$213,000
Police recruitment			\$50,000	\$50,000
JIBC recruitment training		\$198,000		\$198,000
Firearms			\$20,000	\$20,000
Prevention Services			\$40,000	\$40,000
Information Technology			\$40,000	\$40,000
Consultant and Studies			\$50,000	\$50,000
Legal Fees			\$50,000	\$50,000
2023 Operating Expenditures	\$1,508,500	\$776,000	\$1,055,000	\$37,048,000
Revenues				
2021 Operating Revenues				(\$7,559,400)
Add: Contractual salary increase Secondments	(\$190,000)			(\$190,000)
Add: Secondment 2023 adjustments	(\$67,500)			(\$67,000)
Add: Additional sales of service			(\$95,000)	(\$95,000)
Less: Traffic Fine revenue reduced		\$125,000		\$125,000
2023 Revenues	(\$257,000)	\$125,000	(\$95,000)	(\$7,786,400)
2023 Proposed Net Expenditures	\$1,251,500	\$901,000	\$960,000	\$29,261,600
2023 Proposed Increase as a % of 2022	4.79%	3.45%	3.67%	11.90%

Account	2022	2023	\$ Change	%
Salaries & Benefits	\$28,003,100	\$30,515,600	\$2,512,500	8.97%
Contracted Services	\$3,269,200	\$3,648,200	\$379,000	11.59%
Education & Training	\$395,500	\$643,500	\$248,000	62.71%
General Office & Administration	\$1,216,300	\$1,356,300	\$140,000	11.51%
Operational Equipment	\$470,600	\$490,600	\$20,000	4.25%
Other Costs	\$353,800	\$393,800	\$40,000	11.31%
Total Expenditures	\$33,708,500	\$37,048,000	\$3,339,500	9.91%
Total Revenues	\$7,559,400	\$7,786,400	\$227,000	3.00%
Net Provisional Budget	\$26,149,100	\$29,261,600	\$3,112,500	11.90%

Conclusion

We believe that 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 deliver the strategic priorities of the Board.

After careful consideration and several discussions with the Board, it is felt that without the requested enhancements, the department will be unable to maintain its core service demands whilst also addressing the Board's strategic priorities and the growing requests from the community.

The NWPD is proud of the hard work that our committed, talented, and courageous sworn and civilian members accomplished this past year. We also extend our thanks to residents who encouraged and supported the department during this time. We owe it to them to stay focused on the core responsibilities of the police department, work within our organizational and financial capabilities, whilst safeguarding the safety of the beautiful city we are so proud to serve – New Westminster, British Columbia.

Attachment:

Non Emergency Line Issues and Potential Alternatives

Approved for Presentation

A handwritten signature in black ink that reads "Dave Jansen". The signature is written in a cursive style with a large, looping initial "D".

Dave Jansen
Chief Constable



New Westminister Police Department

REPORT

To: Mayor Jonathan Coté and Members of the New Westminister Police Board **Date:** July 19, 2022

From: Inspector Andrew Perry **Item #:** Attachment to Item # 4.2

Subject: NWPD Non-Emergency Line Issues and Potential Alternatives

RECOMMENDATION

That the NWPD assume some non-emergency line call responsibilities from E-Comm in 2023 and that the NWPD continue to work with E-Comm to see if non-emergency line service performance can be improved.

PURPOSE

The purpose of this report is to inform the members of the New Westminister Municipal Police Board (NWPB) about the service deficiencies that the NWPD is and has been experiencing with its non-emergency line service that is being managed by E-Comm, and to provide a potential alternative to having E-Comm manage the NWPD's non-emergency line service.

BACKGROUND

In May 2021, E-Comm disclosed to the NWPD that their non-emergency line service performance had been steadily declining and was not meeting their performance targets across the lower mainland region, and they expected that this would not improve in the near future. The main issues that were causing this decline in service were identified as longer transfer times to BCEHS during peak 911 times, inadequate funding to achieve non-emergency line targets, and short staffed due to attrition.

The NWPD then began to steadily receive ongoing complaints about excessive non-emergency line wait times from residents, business owners and institutions such as the Royal Columbian Hospital. Members of the public recognize the importance of reporting their incidents to the NWPD and began to report incidents through social media and online reporting, which were not designed to receive most of the types of complaints that were being submitted, rather than

abandoning their complaints altogether. Reporting incidents through social media or online reporting led to further delays in responding to these complaints, as these mediums were not intended or monitored for non-emergency incidents such as those that were being submitted.

In November 2021, staff were requested to start exploring the potential alternatives to having E-Comm manage the NWPD's non-emergency line, specifically:

- 1) Whether the NWPD could assume this responsibility internally or
- 2) Whether the NWPD could partner with another Police Department to provide non-emergency line service.

The non-emergency line service level performance continues to significantly not meet the NWPD's expectations, the City of New Westminster's residents and business owner's expectations and E-Comm's own performance targets.

Non-Emergency Line Service Performance Metrics

Based on non-emergency line data from E-Comm, the following tables show the declining service level of performance achieved for NWPD calls and the high level of call abandon rate.

Table 1 – Total Calls Answered/Abandoned

The following table demonstrates how many calls were made to the NWPD non-emergency line, how many were answered (% and total calls) and how many were abandoned (% and total calls):

Metric	2022–Jan	2022–Feb	2022–Mar	2022–Apr	2022–May	2022–Jun
Total Calls Offered	1989	1615	1930	1873	2006	1892
Total Calls Answered	53% (1055)	58% (938)	51% (976)	34% (632)	37% (733)	36% (672)
Total Calls Abandoned	47% (934)	42% (677)	49% (954)	66% (1241)	63% (1273)	64% (1220)

Tables 2 and 3 - Service Performance Target

The E-Comm non-emergency line service performance target is to respond to non-emergency line calls 80% of the time in 180 seconds. The two tables below demonstrate the percentage of time that E-Comm was able to achieve the performance target, and how many calls were abandoned before 180 seconds.

Table 2

Metric	2021-Q1	2021-Q2	2021-Q3	2021-Q4	2022-Q1	2022-Q2
Target Achieved (80% in 180s)	64.7%	54.8%	48.8%	41.7%	48%	38%
Calls Abandoned	29.3%	39.1%	50.7%	57.9%	47%	45%

Table 3

Metric	2022-Jan	2022-Feb	2022-Mar	2022-Apr	2022-May	2022-Jun
Target Achieved (80% in 180s)	48%	55%	41%	17%	25%	24%
Calls Abandoned	46%	53%	45%	38%	45%	47%

SUMMARY OF 2021 NON-EMERGENCY LINE CALL LOAD DATA ANALYSIS

Note: Data ranges from January 1-November 24, 2021

Calls Offered: 24,821

Calls Offered – Weekend: 6,342 (25.55%)

Calls Offered – Weekday: 18,479 (74.45%)

Calls Offered – Average Per Day – Weekend: 67.47

Calls Offered – Average Per Day – Weekday: 78.97

Peak weekday time periods:

- 0700-1500 = 45.15% of daily calls
- 0800-1600 = 48.44% of daily calls
- 0900-1700 = 51.38% of daily calls
- 1000-1800 = 51.56% of daily calls
- 1600-2000 = 24.78% of daily calls

Peak weekend time periods:

- 0700-1500 = 44.21% of daily calls
- 0800-1600 = 48.88% of daily calls
- 0900-1700 = 50.69% of daily calls
- 1000-1800 = 49.95% of daily calls

POTENTIAL NON-EMERGENCY LINE SERVICE ALTERNATIVES

The potential alternatives considered at this time to having the NWPD non-emergency line managed by E-Comm are:

1. The NWPD assumes some of this responsibility from E-Comm;
2. The NWPD assumes all of this responsibility (24/7) from E-Comm; or
3. The NWPD partners with another Police Department and outsources this responsibility.

Staff have communicated with other Police Departments which were seen to be a potential to partner with and to outsource this responsibility to.

Unfortunately, these Police Departments have stated they were not in a position to consider our request at this time and there is no indication that this will change in a reasonable timeframe (less than 12 months).

NWPD ASSUMES RESPONSIBILITY FOR SOME NON-EMERGENCY LINE CALLS

If the NWPD were to assume responsibility for any non-emergency line service from E-Comm, it is recommended that the NWPD should assume only some of this responsibility to start with, and that the implementation should be done in a gradual, phased approach for the following reasons:

- The need to hire and train new employees or retrain current employees would be more achievable to do in a reasonable time period;
- It would allow for time to evaluate the first solution implemented before increasing the scope of the solution (i.e. Take on daytime hours only vs 24/7 service), and to make any adjustments necessary to increase the likelihood of a successful outcome;
- The NWPD would need to work with E-Comm to design and implement a transition plan; and
- The approach will minimize the potential costs by only taking on what is anticipated to make the most significant positive impact on non-emergency line service, which is to target daytime hours where calls offered and abandoned are highest.

Since partnering with another Police Department and outsourcing the NWPD non-emergency line workload is not an option at this time, or anytime in the foreseeable future, Inspector Perry will present some options to consider if the NWPD were to assume some non-emergency line service from E-Comm.

CURRENT STRUCTURE FOR NWPD PUBLIC SERVICE COUNTER

- Three Positions - Police Clerical Assistant 2.
- Work Schedule – Standard Work Week – Monday to Friday – 0800-1600, 35 hour work week (work hours are defined in a letter of agreement which forms part of the CUPE 387 Collective Agreement).
- Supervised by the Quality Control Unit Supervisor who also supervises four File Quality Reviewers plus auxiliary staff.

PLAN OVERVIEW

The general plan would be to:

- 1) Reallocate the current three Public Information Counter staff to be two Communication Operators and one Communication Operator Supervisor, to able to respond to the non-emergency line workload;
- 2) Create and hire a new Police Information Check Clerk and reallocate Police Information Check workload from the Communication Operators to this position and auxiliary staff so that the Communications Operators can focus on non-emergency line work;
- 3) Work with E-Comm to design and implement a transition plan;
- 4) Design a communications strategy to promote the public to submit non-emergency calls during scheduled daytime hours since they can expect to receive a quicker response during these times; and
- 5) Review online reporting procedures to see if more incident types can be made available for the public to submit to the NWPD since the new non-emergency Communication Operators would be a position to review the submissions earlier.

SCENARIO ANALYSIS

In order to assist in analyzing how NWPD resources could be allocated to have the NWPD assume some of the non-emergency line workload from E-Comm, below are different scenario options that demonstrate the cause-and-effect relationships between inputs and outcomes and the potential value that each scenario generates.

SCENARIO #1

Summary of Proposed Staffing Structure:

- Communications Operator 1 – 2 full-time positions
- Supervisor – Communication Operator 3 – 1 full-time position
- Police Information Check Clerk – 1 full-time position
- Auxiliary Police Information Check Clerk's as needed

Intended Outcomes on Non-Emergency Call Taking Workload:

- The anticipated non-emergency line coverage would be Monday to Friday 0800-1600.
- The anticipated work hours would be Monday to Friday – 0800-1600 hours.
- Would be expected to handle approximately 48.44% of all weekday non-emergency calls.
- Would be expected to handle approximately 38 non-emergency calls per day.
- Would be expected to handle approximately 190 non-emergency calls per week.

SCENARIO #2**Summary of Proposed Staffing Structure:**

- Communications Operator 1 – 2 full-time positions (weekday)
- Communications Operator 1 – 1 part-time position (16 hours - weekends)
- Supervisor – Communication Operator 3 – 1 full-time position
- Police Information Check Clerk – 1 full-time position
- Auxiliary Police Information Check Clerk's as needed

Intended Outcomes on Non-Emergency Call Taking Workload:

- The anticipated non-emergency line coverage would be Monday to Sunday 0800-1600.
- The anticipated work hours would be for full-time staff Monday to Friday – 0800-1600 hours.
- The anticipated work hours would be for part-time staff Saturday and Sunday – 0800-1600 hours.
- Would be expected to handle approximately 48% of all non-emergency calls.
- Would be expected to handle approximately 38 non-emergency calls per day.
- Would be expected to handle approximately 266 non-emergency calls per week

SCENARIO #3**Summary of Proposed Staffing Structure:**

- Communications Operator 1 – 2 full-time positions
- Communications Operator 1 – 2 part-time positions
- Supervisor – Communication Operator 3 – 1 full-time position
- Police Information Check Clerk – 1 full-time position
- Auxiliary Police Information Check Clerk's as needed

Intended Outcomes on Non-Emergency Call Taking Workload:

- The anticipated non-emergency line coverage Monday to Friday 0800-2000 hours, Saturday and Sunday – 0800-1600 hours.
- The anticipated work hours would be for full-time staff Monday to Friday – 0800-1600 hours.
- The anticipated work hours would be for part-time staff Monday to Friday –1600-2000 hours and Saturday and Sunday – 0800-1600 hours.
- Would be expected to handle approximately 73.22% of all weekday non-emergency calls and approximately 58 non-emergency calls per weekday
- Would be expected to handle approximately 48% of all weekend non-emergency calls and approximately 38 non-emergency calls per weekend day
- Would be expected to handle approximately 366 non-emergency calls per week

TABLE – SCENARIO SUMMARY:

	SCENARIO 1	SCENARIO 2	SCENARIO 3
Comm Ops 1 - FT	2	2	2
Comm Ops 1 - PT	0	1	2
Supervisor	1	1	1
PIC Clerk	1	1	1
% of calls	48% (weekday calls)	48% (all calls)	73.22% (weekday) + 48% (weekend)
Expected Calls Per Day Taken	38	38	58 (weekday) + 38 (weekend)
Expected Calls Per Week Taken	190	266	366
Coverage	Mon-Fri 0800-1600	Mon-Sun 0800-1600	Mon-Fri 0800-2000 + Sat-Sun 0800-1600

OTHER CONSIDERATIONS:**Online Reporting**

The Communication Operators and Supervisor will be responsible for reviewing online reports to see if the file needs to have a Constable dispatched to investigate or not during the times that they are working.

If the NWPD implemented Scenario 2, it would provide the opportunity for Online Reporting files to be reviewed within 24 hours.

A review of Online Reporting incident types could then be conducted to see if more incident types could be permitted to be received via Online Reporting. The Online Reporting system is capable of being expanded to include more incident types.

Performance Management

E-Comm is able to provide the NWPD with detailed service performance metrics.

The NWPD will need to be able to produce similar service performance metrics and analyze them on a monthly basis to ensure we are meeting our expected performance metrics and improving our non-emergency line service compared to E-Comm. In order to be able to produce these metrics, we will need to upgrade our phone system software.

Phone System Software Upgrade

In order to upgrade our phone system, we will need to install Call Reporting Software. This software allows between 1-100 callers, and provides reporting and tracking metrics with over 50 standard reports (including abandoned calls) and allows for custom reports.

The software allows call recording, to allow for review and evaluation of specific calls, and provides metrics for managing employees such as how many calls have they taken, missed, and how many on hold.

FINANCIAL CONSIDERATIONS

The NWPD is currently paying for full non-emergency line service with E-Comm and the cost implication of assuming this service from E-Comm would need to be reviewed and discussed further.

OPTIONS

- 1) That the NWPD assume some non-emergency line call responsibilities from E-Comm and implement scenario 1 in 2023.
- 2) That the NWPD assume some non-emergency line call responsibilities from E-Comm and implement scenarios 1 and 2 in 2023.
- 3) That the NWPD assume some non-emergency line call responsibilities from E-Comm and implement scenarios 1, 2, and 3 in 2023.
- 4) That the NWPD does not assume any non-emergency line call responsibilities from E-Comm.
- 5) That the NWPD continue to work with E-Comm to see if non-emergency line service performance can be improved.
- 6) That the Board provide an alternate direction to the NWPD.

RECOMMENDATION

That the NWPD assume some non-emergency line call responsibilities from E-Comm in 2023 and that the NWPD continue to work with E-Comm to see if non-emergency line service performance can be improved (options 1 and 5).

This report has been prepared by:



Inspector Andrew Perry

Approved for Presentation



David Jansen
Chief Constable



New Westminster Police Department

REPORT *Financial Services*

To: Mayor Patrick Johnstone Chair, and
Members
New Westminster Municipal Police Board
Open Meeting

Date: November 29, 2022

From: Jacqueline Dairon, Financial Services

Subject: 2023 Capital Expenditure Plan

RECOMMENDATION

That the New Westminster Police Board approve the 2023 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 2023 provisional capital plan is requesting \$320,000 to support capital projects and equipment. The below tables highlights these projects while the below section provide further explanation as discussed in previous board meetings.

Project	Description	Cost
Administrative Systems/Servers	NetApp Secondary Storage, Website Refresh, Microsoft Exchange Migration, HRIS System, Phone System Review	\$ 170,000
Minor Building Renovations	Project feasibility study	\$ 50,000
Police Equipment	Red Sights and Sworn Member Vest	\$ 100,000
Total		\$ 320,000

Administrative Systems and Servers

The total request for administrative systems and servers is \$170,000, which includes \$40,000 to support the capital portion of the Human Resource Information System implementation. The remaining \$130,000 will be used to replace the secondary storage (NetApp Hardware), Migrate to Microsoft exchange and to review/update our phone system.

Minor Building Renovations

The department does not have a renovation project planned for 2023; however, we are requesting \$50,000 to complete two feasibility studies. The first study will be to evaluate the change room to increase capacity, privacy and inclusivity. The second project will be to review our current building security.

Police Equipment Replacements

We are requesting \$100,000 to upgrade and replace aging equipment. A portion will be used to purchase red dot sights and the remainder will be used to replace expired vests for sworn member.

OPTIONS

1. Approve the 2023 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, Manager, Police Finance Services

Approved for Presentation

Dave Jansen
Chief Constable



New Westminster Police Department

REPORT

To: Mayor Johnstone and Members of the New Westminster Police Board
Date: November 29th, 2022

From: Deputy Chief Constable Paul Hyland
Item: 4.3

Subject: Strategic Plan Update

RECOMMENDATION

That the New Westminster Police Board receive this report for information

PURPOSE

The purpose of this report is to provide the New Westminster Police Board (the Board) with an update on the 2022-2024 NWPD Strategic Plan.

BACKGROUND

The NWPD Strategic Plan for 2022-2024 was approved by the Board at the Police Board meeting held in February 2022 and subsequently released to the public.

Part of the Strategic Plan reporting involves the inclusion of a tracking document for each meeting, along with more fulsome reporting on a bi-annual basis. This report will provide the Board with a more in-depth update on the various goals being pursued.

DISCUSSION

The two main Strategic Plan items being tracked are our Strategic Priority milestones, which is the roadmap we have set, and the Key Performance Indicators (KPI's), which are used to benchmark our progress with the milestones:

Strategic Priority milestones

The Strategic Priority milestones are broken down into three main pillars:

1. Priority - Strengthen Community Engagement:

1. Create an Indigenous Peoples engagement plan – Inspector Gosal – On Track - Work on this initiative continues as Inspector Gosal is now engaged with City Indigenous Relations Advisor, Ms. Christina Coolidge.
2. Establish an NWPD diversity and community engagement team – Inspector Gosal – On Track – this work continues as Inspector Gosal has completed work on a review and restructure of her Division to enhance community engagement.
3. Create a community group engagement and communications plan – Chief Constable Jansen – The plan has been developed and is just waiting for budget 2023 approval for external consulting.
4. Begin engaging with community groups – Chief Constable Jansen – On Track – This item is connected to item 3 above and will be dependent upon that timeline.

2. Priority - Modernize Community Safety

1. Complete Operations Review – Chief Constable Jansen – Deferred – This project is currently under review.
2. Support Committees as needed to define NWPD policy and role as it pertains to homelessness, mental health and addiction – Deputy Chief Constable Hyland – On Track – Currently the NWPD have representation of a number of committee's including:
 - a. New Westminster Overdose Community Action Team (NWOCAT)
 - b. Multicultural Advisory Committee (MAC)
 - c. At Risk and Vulnerable Populations Task Force (ATVPTF)
 - d. Seniors and Persons with Disabilities Task Force (SPDTF)
 - e. Reconciliation, Social Inclusion and Engagement Task Force (RSIETF)
 - f. PACT Implementation Committee (municipal and provincial level)
 - g. Advisory Committee on Provincial Policing Standards (ACOPPS – Provincial)
 - h. BCACP Policing Modernization sub-committee
3. Support the City's work on the Peer Assisted Crisis Team on addressing mental health, homelessness, and addiction – Inspector Gosal – On Track – Both Inspector Gosal and Chief Constable Jansen remain engaged with the team tasked with setting this program up and getting it operational.

4. Implement *Police Act* review recommendations – On Track – Deputy Chief Constable Hyland – the *Police Act* review was released by the all-party special committee of the legislature. Deputy Chief Constable Hyland has been assigned as a member of a BC Association of Chiefs of Police (BCACP) Policing Modernization sub-committee tasked with providing recommendations to government on further engagement and implementation. This committee has met and is in the process of prioritizing the various recommendations for action.
5. Begin implementing unbiased policing standards – Inspector Gosal – On Track – Inspector Gosal is working on this milestone, which is required to be completed by July of 2023.
6. Establish Key Performance Indicators (KPIs) with Board Approval – Deputy Chief Constable Hyland – Completed – This milestone was completed at the April Board meeting with the approval of the KPI's listed below. It should be noted that these KPI's could be adjusted as the Board sees fit to best gauge progress on the milestones.
7. Establish Board engagement plan – Chief Constable Jansen – On Track – Preliminary discussions were held with the City Manager of Public Engagement to determine the best course of action for this milestone and will be tied to the community engagement plan, which was discussed earlier in this report.
8. Implement alternative non-emergency call system to improve call wait times – Inspector Perry – On Track – This milestone has been added for tracking given the significance of the initiative approved by the Board at the June Police Board meeting.

3. Priority - Invest in our People

1. Design and implement an employee engagement survey – Deputy Chief Constable Hyland – On Track – This initiative is anticipated to be linked with the consultant and wellness study/program mentioned in # 6 below.
2. Implement DEIAR Recommendations – Inspector Gosal – On Track – The final report from LevelUp is currently being reviewed by the Leadership team for implementation. It is anticipated that next steps in this area will be coordinated with City staff.
3. Pilot City performance reviews with two selected units to support growth and career planning – Inspector Perry – On Track – Inspector Perry is currently reviewing City performance reviews with the goal of converting them to NWPD usage.
4. Establish standardized on-boarding and exit interview process for staff – Inspector Perry – On Track – This milestone is currently on track and work remains underway.
5. Complete a needs assessment and business case for an HR system – Inspector Perry – On Track - This milestone is currently on track and being worked on by Inspector Perry.

6. Retain a consultant to define a wellness program including goals, components, gaps, and recommendations – Deputy Chief Constable Hyland – On Track. Deputy Chief Constable Hyland has been engaged with a consultant on this initiative. Estimated costing is \$50,000.

CONCLUSION

The Senior Leadership Team continue to operationalize the Strategic Priority milestones and will keep the Board updated on progress.

OPTIONS

Option # 1 – That the New Westminster Police Board receive this report for information

Option # 2 – That the New Westminster Police Board provide further input or direction to staff.

Staff are recommending Option # 1.

ATTACHMENTS:

1. Strategic Plan Dashboard

This report has been prepared by:



Deputy Chief Constable Paul Hyland



New Westminister Police Department 2022-2024 Strategic Plan Dashboard

Updated for November 29th, 2022

We serve everyone in our community with
integrity, excellence, and compassion.

Prepared by: Deputy Chief Constable Paul Hyland

2022-2024 Strategic Plan Tracking



Strategic Goals

The Board and Senior Leadership Team have set three strategic goals that define the direction of the Department over the next five to ten years.

Goal	As measured by...
<p>Listening to our community ...this means... We are a valued community partner. We engage with our diverse community, listen to their needs, and collaborate to ensure their needs are met.</p>	<ol style="list-style-type: none">1. Public satisfaction2. Public trust of police3. Stakeholder satisfaction
<p>Serving our community ...this means... We ensure community safety with integrity, compassion, and excellence.</p>	<ol style="list-style-type: none">4. Crime rates5. Response times6. Police costs7. Police effectiveness
<p>Supporting our people ...this means... We have a diverse, inclusive, healthy, and engaging workplace that promotes employee equity, growth, wellness, and fulfillment.</p>	<ol style="list-style-type: none">8. Employee engagement9. Attrition10. Vacancy

2022-2024 Strategic Plan Tracking



2022 – 2024 Priorities

Additionally the Board and Senior Leadership Team have also set three strategic priorities to focus the efforts of the Department and to support its overarching strategic goals:

Strengthen community engagement

This means...

We will engage with underrepresented groups to ensure their perspectives are heard and concerns are addressed. We will listen and learn about our role in supporting Truth and Reconciliation.

Modernize community safety

This means...

We will clarify our role in supporting community needs related to homelessness, mental health, and addiction. We will optimize our use of public resources to provide best value for money.

Invest in our people

We will improve the diversity, inclusion, and wellness of our Department and workplace. We will introduce new practices to support the growth and development of our members.



Priority: Strengthen Community Engagement

Key Milestones By Dec 31, 2022	Owner	Status
1. Create an Indigenous Peoples engagement plan that identifies how we will engage and what we hope to learn	Gosal	On Track
2. Establish an NWPD diversity and community engagement team	Gosal	On Track
3. Create a community group engagement and communications plan	Jansen	On Track
4. Begin engaging with community groups	Jansen	On Track

Status Legend

Not Started - work on this milestone has not yet started

On Track - the owner expects to achieve the result this period

Off Track - the owner does not expect to achieve the result this period

Complete - the result has been achieved and accepted, no further updates will be provided

Deferred - the milestone has been deferred at this time

2022-2024 Strategic Plan Tracking



Priority: Modernize Community Safety

Key Milestones By Dec 31, 2022	Owner	Status
1. Complete an operations review	Jansen	Deferred
2. Support committees as needed to define NWPD policy and role as it pertains to homelessness, mental health, and addiction	Gosal	On Track
3. Support the City's work on the Peer Assisted Crisis Team on addressing mental health, homelessness, and addiction	Gosal	On Track
4. Implement Police Act recommendations	Hyland	On Track
5. Begin implementing unbiased policing standards	Gosal	On Track
6. Establish Key Performance Indicators (KPIs) with Board Approval	Hyland	Complete
7. Establish Board engagement plan	Jansen	On Track
8. Implement alternative non-emergency call system to improve call wait times	Perry	On Track

Status Legend

Not Started - work on this milestone has not yet started

On Track - the owner expects to achieve the result this period

Off Track - the owner does not expect to achieve the result this period

Complete - the result has been achieved and accepted, no further updates will be provided

Deferred - the milestone has been deferred at this time



Priority: Invest in our People

Key Milestones By Dec 31, 2022	Owner	Status
1. Design and implement an employee engagement survey	Hyland	On Track
2. Implement DEIAR recommendations	Gosal	On Track
3. Pilot City performance reviews with two selected units to support growth and career planning	Perry	On Track
4. Establish a standard on-boarding and exit interview process for staff	Perry	On Track
5. Complete a needs assessment and business case for an HR system	Perry	On Track
6. Retain a consultant to define a wellness program including goals, components, gaps, and recommendations	Hyland	On Track

Status Legend

Not Started - work on this milestone has not yet started

On Track - the owner expects to achieve the result this period

Off Track - the owner does not expect to achieve the result this period

Complete - the result has been achieved and accepted, no further updates will be provided

Deferred - the milestone has been deferred at this time



2022 Performance Evaluation – Key Performance Indicators

The Police Board has approved the following Key Performance Indicators using a combination of its three strategic goals, to measure progress in key areas.

KPI	Score	Discussion
Goal # 1: Our Community		
1. Public satisfaction	73%	<ul style="list-style-type: none"> The percentage of survey respondents that indicate they are satisfied with NWPDP services – 73% - In the 2019 Community Survey 73% of those who responded rated their opinion of the NWPDP as Good or Excellent (up from 64% in 2019).
2. Public trust of police	-	<ul style="list-style-type: none"> The percentage of survey respondents that indicate they trust the NWPDP – We do not have NWPDP specific data on this area however we anticipate obtaining baseline information during our community engagement. According to Statistics Canada data from 2019¹ nine in 10 Canadians living in the provinces said that they had a great deal or some confidence in the police (90%). More than four in ten (41%) reported having a great deal of confidence in the police, while almost half (49%) said they had some confidence in the police. Less than one in ten people (7%) said they did not have very much confidence in the police. A small minority (2%) of Canadians reported having no confidence at all in the police.
3. Stakeholder satisfaction	-	<ul style="list-style-type: none"> Stakeholder Satisfaction - The percentage of survey respondents that indicate “New Westminister Police appropriately respond to public safety issues critical to our stakeholders.”- We do not have NWPDP specific data on this area however we anticipate obtaining baseline information during our community engagement.
Goal # 2: Our Responsibility		

¹ [Public perceptions of the police in Canada's provinces, 2019 \(statcan.gc.ca\)](https://www150.statcan.gc.ca/n1/pub/85-625-x/2019001/article/00001-eng.htm)

2022-2024 Strategic Plan Tracking



5. Crime rate (CSI)	88	<ul style="list-style-type: none"> The overall CSI for New Westminster was 88 in 2021, up from 82 (+6.7%) in 2020. Violent crime CSI also increased from 80 to 102 (+27.7%) while non-violent crime dropped slightly to 82.7 from 83.2 (-0.5%). The overall 2021 CSI average for BC was 92.9 and 73.7 nationally.
6. Response time	10:33	<ul style="list-style-type: none"> To date in 2022 The total average NWPD response time for a priority one call was 10 minutes and 33 seconds (11:37 in 2021). This includes 3:29 average time from call received to dispatch (4:03 in 2021) and 7:04 average arrival time after dispatch ((7:34 in 2021)
7. Police costs (\$ / person)	\$316	<ul style="list-style-type: none"> The cost per capita for the NWPD in 2020 was \$316. The average cost per capita for Municipal Police Departments in BC is \$419. The 2021 Police Resource data has not yet been published to allow for an update.
8. Police effectiveness (weighted clearance)	26.5%	<ul style="list-style-type: none"> The overall weighted clearance rate for the NWPD was 26.5% in 2021, up from 25.5% in 2020 (+3.8%). The average total weighted for BC was 24.6% and 35.8% nationally.
9. Non-emergency call service delivery	58%	<ul style="list-style-type: none"> Up to the end of Q3 (September) 2022, Ecomm is meeting its service delivery target of 80% of calls answered within three minutes only 34% of the time, down from 53% in 2021. During that same timeframe, 58% of non-emergency calls are being abandoned, up from 44% in 2021. For some context, the 2022 Q3 data shows that there was an average of 63 non-emergency calls made daily, of which 37 were abandoned (approximately 10 000 out of 17 000 calls abandoned).
Goal # 3: Our People		
10. Employee engagement	85%	<ul style="list-style-type: none"> 85% of staff would recommend the NWPD as an employer to others based on a 2019 internal data.
11. Attrition	22.3%	<ul style="list-style-type: none"> In total 25 sworn members out of an authorized strength of 114 left the organization in 2022.

2022-2024 Strategic Plan Tracking



12. Vacancy rate	17.5%	<ul style="list-style-type: none">The NWPD currently has 20 sworn positions unstaffed due to vacancies including: hard vacancies (3), sick leave (3), maternity/paternity leave (5), recruit training (7) and suspensions (2).
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