



PORT MOODY POLICE BOARD GOVERNANCE MANUAL

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1. INTRODUCTION

This Board Governance Manual (Board Manual) defines the roles and responsibilities and the processes for accountability of the Port Moody Police Board (Board), the Board Chair, Committees and Members. It also established guidelines that outline how the Board will carry out its duties of stewardship and accountability. The Board Manual incorporates the Board's responsibilities as set out in the British Columbia *Police Act (Act)*.

The purpose of the Board Manual is to:

1. Provide Board Members with a comprehensive understanding of the legislation under which the Board operates and the ways in which it is required to carry out their duties and responsibilities;
2. Set out expectations of the Board and individual Board Members and Committees which go beyond legal requirements;
3. Establish an effective governance system that reflects appropriate best practices; and
4. Assist the Board in discharging its responsibilities in the most effective manner possible.

The Board Manual is divided into the following sections:

[Chapter 2: Overview](#) provides an overview of the Board's operations and sets out the overarching governance framework under which it operates.

[Chapter 3: Board Mandate](#) outlines the roles and responsibilities and the expectations with respect to the commitment and conduct of the Board.

[Chapter 4: Charter of Expectations and Terms of Reference for Board Members](#) explains the expectations and the role and responsibilities of individual Board Members.

[Chapter 5: Board Chair Terms of Reference](#) outlines the role and responsibilities and the expectations of the Board Chair.

[Chapter 6: Financial Responsibilities](#) offers specific information on the financial responsibilities of the Board.

[Chapter 7: Human Resources Management Responsibilities](#) details the expectations of the Board with respect to human resource matters.

[**Chapter 8: Strategic and Annual Planning Responsibilities**](#) sets out the strategic and annual planning requirements that are to be met by the Board.

[**Chapter 9: Service and Policy Complaint Responsibilities**](#) explains the responsibility of the Board with respect to service and policy complaints and disciplinary action.

[**Chapter 10: Communications and Community Outreach Responsibilities**](#) provides an overview of the Board's responsibilities with respect to communications, community outreach and media relations.

[**Chapter 11: Records Management and Access to Information Responsibilities**](#) sets out the responsibilities of the Board to manage its records and to respond to *Freedom of Information and Access to Information* requests.

[**Chapter 12: Board Procedures**](#) details the practices and procedures that govern the work of the Board.

[**Chapter 13: Chief Constable Terms of Reference**](#) outlines the role and responsibilities of the Chief Constable.

[**Chapter 14: Role of the Board Secretary**](#) provides an overview of the role and responsibilities of the Board Secretary.

[**Chapter 15: Board Committees**](#) includes the general guidelines for committees established by the Board and information on the role and responsibility of Board Committee Chairs.

[**Chapter 16: Board Committee Operating Guidelines**](#) details the practices and procedures that govern the work of the Board Committees.

[**Chapter 17: Finance and Audit Committee Terms of Reference**](#) provides the terms of reference for the Finance and Audit Committee.

[**Chapter 18: Governance Committee Terms of Reference**](#) outlines the terms of reference for the Governance Committee.

[**Chapter 19: Human Resources Committee Terms of Reference**](#) sets out the terms of reference for the Human Resources Committee.

[**Chapter 20: Acronym List**](#) includes definitions of commonly utilized acronyms.

[Chapter 21: Board Policies](#) provides the policies established by the Board to govern its work.

[Chapter 22: Municipal Policies](#) lists the material policies of the City of Port Moody that are relevant to the Board's work.

2. OVERVIEW

2.1 Legislative Authority

The Board is established as an independent and autonomous authority pursuant to the *Police Act*, RSBC 1996, c. 367. By virtue of Section 23 of the *Act*, the Board is empowered to govern a municipal police department.

2.2 Independence and Jurisdiction of the Board

The legislative intent behind the creation of a Police Board is to ensure that the Port Moody Police Department (Department) remains a separate and independent body from the City of Port Moody (City). The Board has a unique relationship with the Port Moody City Council (City Council) and it exists, in part, to insulate the Department from the political decision making process. Nevertheless, it is the City Council that authorizes the funding for the operation of the Department and this necessitates a collaborative and constructive working relationship between the Department, the Board, the City Administration and City Council.

The Board's independent status is achieved by ensuring accountability for the management of the Department and its employees. The primary responsibility of the Board is to ensure that it provides oversight and direction to the Department, in a fashion that is consistent with the *Police Act* and its fiduciary responsibility to the citizens of Port Moody. The Board works with the Chief Constable and the Executive Team of the Department to develop and approve a strategic plan, an annual plan/budget and objectives, and policies.

The Chief Constable and the Executive Team are responsible for the day-to-day management and operation of the Department, within the parameters of the strategic plan, the annual plan/budget, objectives and policies approved by the Board.

2.3 Policy vs. Operational Authority

The Department must have the trust and confidence of the community it serves. Responsibility for the manner in which the Department carries out its duties is shared between the Board, the Chief Constable and the Ministry of Justice.

The primary role of the Board is to establish, after consultation with the Chief Constable, overall objectives and priorities for the provision of police services. The Board has a crucial role in developing and implementing the broad strategies, objectives and long-term plans of the Department that it represents.

The Board approves the overall budget and monitors sworn and civilian employee strength. It also authorizes the financial resources for equipping and maintaining the Department. In authorizes financial resources to the Chief Constable to employ staff, the Board must satisfy itself that police resources are being deployed effectively.

The Chief Constable is responsible for administering the Department and overseeing its operation in accordance with the objectives, priorities and policies established by the Board. The Board is not responsible for police operations, which fall under the sole authority of the Chief Constable.

2.4 Board Composition, Selection and Appointments

Part 5, Section 23(1) of the *Police Act* sets the composition of the Board and includes:

1. The Mayor of Port Moody who shall be designated as the Board Chair;
2. One member nominated by Port Moody City Council; and
3. Up to five members appointed by the Provincial Government.

All Board Members, other than the Board Chair, are appointed and their terms of office are set by the order of the Lieutenant Governor in Council, based on recommendations put forward by the Attorney General and Minister of Justice, after consultation with the Director of the Police Services Division.

Board Members, other than the Board Chair, are appointed to a term not to exceed four years, although they may be re-appointed. They cannot hold office for more than six consecutive years. Where possible, appointments are staggered in order to provide continuity from year to year.

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 Board Members. The Board will forward this information to the appointing body. The Governance Committee will take the lead in periodically reviewing that these determinations remain valid.

2.5 Oath of Office

In accordance with s. 70(1) of the *Police Act*, a person appointed to the Board must take an oath or affirmation in the prescribed form before assuming office, and exercising any power or performing any duty or function as a Member of the Board. When reappointed to the

Board, a Board Member must retake their Oath of Office [Appendix 21.7 of the Board Manual].

The oath or affirmation specified in s. 1 of the *Police Oath/Solemn Affirmation Regulation* shall be made before the Chief Constable for the 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 Justice, as designated in s. 2 of the Regulation.

3. BOARD MANDATE

3.1 Legislated Responsibilities

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

1. The Board is the employer of all sworn and civilian staff of the Department;
2. The Board has primary financial oversight for the Department;
3. The Board establishes policy priorities and policies that set direction for the Department; and
4. The Board has the authority for policy and service complaints, and the Board Chair is the discipline authority for complaints against the Chief and Deputy Chief Constable.

3.2 Additional Responsibilities

In addition to its governance responsibilities established under the *Police Act*, the Board is responsible for:

1. Establishing its own practices and procedures to facilitate the effective operation of the Board;
2. Developing and implement processes to assess the effectiveness of the Board, Board Committees and Board Members in fulfilling their responsibilities;
3. Appointing standing and ad hoc committees of the Board (Board Committees), as required and developing terms of reference and operating guidelines for the Board Committees;
4. Initiating policies, in addition to responding to policy initiatives from Department staff, that reflect community need and enhance the effectiveness of the Department;
5. Pursuing a positive and productive working relationship with City Council and promoting opportunities for dialogue between the Board and City Council;
6. Ensuring that the Board meets its responsibilities under the British Columbia *Freedom of Information and Protection of Privacy Act (FOIPPA)*;
7. Maintaining the custody and control of Board records; and
8. Ensuring that all reporting requirements established under the *Police Act* are fulfilled.

3.3 Governance Style and Commitment

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

1. Operate in all ways mindful of its civic trusteeship obligation to the public and accountability for the governance of the Department;

2. Be independent of Department administration and management, political affiliation and interest groups;
3. Be subject to the needs of confidentiality and security, open, transparent, and accessible to both the public and Department; and
4. Be responsive to the community.

The Board shall govern collaboratively and in a way that emphasizes outward vision. It shall encourage 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 Department.

The Board shall direct, control and motivate the organization through the careful establishment of broad organization policies reflecting the community's values.

The Board shall establish a collegial relationship with officials of the Ministry of Justice and shall fulfill all reporting requirements established under the *Police Act*.

3.4 Relationship with the Department

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

1. Acknowledge the importance of goodwill between each other;
2. Respect each other's roles, interests and accountabilities;
3. Give each other the benefit of the doubt, accept honest mistakes and seek explanations before reacting;
4. Recognize and respect each other's decision-making processes and lines of authority;
5. Acknowledge that the Board's mandate is summarized as general oversight and setting of policing policy; and
6. Recognize that the Chief Constable is responsible for daily policing and all operational matters.

3.5 Confidentiality

The work of the Department necessitates confidentiality and adherence to security protocols and, to that end, the Board has adopted regulations and procedures to closely restrict access to, and disclosure of, information under the authority of the Department.

Notwithstanding the need for Board Members to make informed decisions on issues before the Board by obtaining input from internal and external sources, Board 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.

The Board is responsible for ensuring that the security and confidentiality interests of the Department and the safety interests of the public and Department are protected. Advancing of joint ventures or shared services with City Council or any other agency can only occur where the Board is satisfied that confidentiality and security issues have been properly addressed.

Board 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.

3.6 Delegation of Board Responsibilities

Certain responsibilities of the Board may be delegated to Board Committees. The responsibilities of those Board Committees will be as set forth in their terms of reference and operating guidelines, as amended from time to time.

Board authority is delegated through the Chief Constable. 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 Constable.

The Board may also delegate some authorities to the Chief Constable and the Executive Team.

3.7 Memberships in Associations

The Board supports the purpose of the BC Association of Police Boards and Canadian Association of Police Governance, and shall be a member of both organizations, unless otherwise determined by the Board.

Board authorization is required prior to the Board joining organizations other than the BC Association of Police Boards and Canadian Association of Police Governance.

4. CHARTER OF EXPECTATIONS AND TERMS OF REFERENCE FOR BOARD MEMBERS

4.1 Introduction

The *Police Act*, Part 5, s. 23(1), requires that the Board consist of the Mayor, who is designated as Board Chair, one person nominated by City Council, and not more than five persons appointed by the Lieutenant Governor in Council.

All members of the 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 Attorney General and Minister of Justice, after consultation with the Director of the Police Services Division. The Police Service Division indicates that Board Members are chosen to reflect the demographics of the community, and to bring appropriate qualifications and demonstrated ability to act in the best interest of the community.

Board Members are guided by the Board's vision, mission and strategic plan.

4.2 Board Meetings and Working within the Board

The Board achieves effective governance by Board Members fulfilling their roles and responsibilities with the highest standards of conduct. Board Members shall perform their duties in the following manner to instill public confidence in the abilities of the Board:

1. Regularly attend Board meetings prepared to discuss items on the agenda, having read all reports and background material provided and exercising voting rights;
2. Ensure that any information, materials and recommendations that require board review and approval are submitted on or before the seven calendar days prior to the next scheduled board meeting;
3. When participating at Board meetings, focus discussion on issues related to strategy, policy, and results rather than issues related to day-to-day management and operations;
4. Assist the Board in making effective and informed decisions that promote the achievement of the vision, mission and goals of the Department;
5. Advise the Board Chair and the Board Secretary in advance of introducing significant and previously unknown information at a Board meeting;
6. Advise the Board Secretary when unable to attend a Board meeting. Should a Board Member be absent from three consecutive meetings without reasonable cause, the Board may make a recommendation to the Director of Police Services to revoke the appointment of the Board Member;

7. Demonstrate a willingness and availability for individual consultation with the Board Chair or Chief Constable;
8. Adequately prepare for the duties expected of a Board Member and use their knowledge and expertise when dealing with the affairs of the Department;
9. Ensure that Board matters are given their prompt and full attention by responding in a timely manner to emails and phone calls from other Board Members or the Board Office; limiting cell phone use during meetings (i.e. calls, texting, social media); and reading all agenda materials in advance of meetings;
10. Be a full partner with the Board Chair and work with the other Board Members so that the Board functions as a unit. This does not mean that consensus needs to be reached on every issue, however, it should mean that there has been full debate and Board Members accept the decision of the majority; and
11. Not purporting to speak on behalf of the Board unless authorized by the Board to do so.

4.3 Confidentiality

Board Members must observe the rules around confidentiality outlined in Section 3.5 of the Board Manual.

Board Members shall maintain the confidentiality of any information disclosed or discussed at an In Camera or Closed In Camera Meetings, as defined in Section 12.5 of the Board Manual, as required under the Oath of Office.

Board Members should take care to guard against inadvertent breaches of confidentiality by adhering to the following practices:

1. Minimizing note-taking during confidential meetings and presentations;
2. Minimizing retention of confidential documents or reports from meetings;
3. Leaving written material to be shredded; and
4. Following all rules concerning the protection of electronic board packages.

4.4 Code of Conduct

Board members shall conduct themselves in accordance with the Code of Conduct for Police Board Members [Appendix 21.1 of the Board Manual].

4.5 Conflicts of Interest

Board Members must give un-conflicted loyalty to the interests of the Board, Department and 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 Department's services. Board Members shall not use their office to advance their personal interests or interests of any person or organization with whom or with they are associated.

Board Members must comply with the Board's Conflict of Interest Guidelines [Appendix 21.2 of the Board Manual] and shall attest annually, that they have reviewed the Conflict of Interest Guideline and are unaware of any matters that contravene the Conflict of Interest Guideline.

Board Members shall not use their office to obtain employment with the Board or the 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). If a Board Member wishes to apply for employment with the Department, the Board Member shall first resign their position on the Board.

A Board Member, seeking political office (municipally, provincially or federally) shall take a leave of absence from the Board if they are the nominated candidate and shall resign if elected.

A Board Member who is in doubt as to a potential conflict or has questions about a potential ethical issue shall consult with the Board Chair.

4.6 Relationship with the Department

A Board Member has no direct authority over members of the Department. All authority of the Board flows through the approved motions of the Board, which are contained within approved minutes of the Board.

Board Members understand that the authority of the individual police officer to investigate crime, arrest suspects and lay information before the Justice of the Peace comes from the common law, Criminal Code and other statutory authority and must not be interfered with by any political or administrative body, including the Board.

Board Members shall not interfere with the Department's operational decisions and responsibilities or with the day-to-day operation of the Department.

Communications between the Board and Chief Constable 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.

4.7 Board Member Orientation

It is imperative that all appointees receive an orientation regarding their role and responsibility as a Board Member. The Governance Committee shall ensure that an initial orientation session is scheduled and completed as soon as is practicable, after a Board Member is appointed.

Upon appointment, the Board Secretary shall contact the appointee and provide the Board Manual and other required information.

4.8 Board Onboarding Program

The most effective way to support and engage a new Board Member is through a Board Onboarding Program (Program). The Program goals assist new Board Members to:

1. Quickly understand their role and responsibility on, and to, the Board;
2. Familiarize themselves with historical information and decisions made at the Board level;
3. Become familiar with the different operating roles of the Board (finance, human resources and governance); and
4. Have an experienced Board Member available to support and answer any questions.

As a member of the team supporting the onboarding efforts, the role of the experienced Board Member is to facilitate the transfer of materials and assist the new Board Member to realize the goals of the Program. The following is a checklist of items to consider:

1. Overview of Board Members and the meeting process;
2. Review of the Police Board Governance Manual (and answer any questions):
 - (a) Procedures;
 - (b) Policies;
 - (c) Meeting Minutes; and
 - (d) Member Information.
3. Review of key Board Committees and respective Committee Chairs;
4. How to:

- (a) Review Board meeting minutes;
 - (b) Review financials;
 - (c) Ask questions during a meeting; and
 - (d) Present an item for review or vote during a meeting.
5. Clarification of expectations for support and engagement (over and above meetings).

The mentorship of a new Board Member will last for three (3) months from appointment as follows:

TIMING	ITEMS
As soon as possible upon appointment	Office orientation
Within one month of appointment	Q&A session with new Board Member
Within two months of appointment	Board Meeting (pre-meeting review and post-meeting support)
	Board Workshop Session support
After three months of appointment	Ongoing support as required

It is recommended that Board Members participate in the following activities as part of their orientation:

- (a) “Get acquainted” sessions with the Chief Constable and Board Chair;
- (b) “Ride-alongs”;
- (c) Facility tours;
- (d) Swearing-in ceremonies;
- (e) Attendance at community events;
- (f) Meetings with community partners;
- (g) Attendance at key social functions;
- (h) Attendance at the annual meeting with the Police Union;
- (i) Participation in briefings to City Council; and
- (j) Annual Commendations and Exemplary Service Medals ceremony;

Upon request, the Board Secretary shall assist the Board Members in making the necessary arrangements.

4.9 Ongoing Education and Development Opportunities

A Board Member is responsible to become informed on the substantive issues impacting the Department and the community, and to participate in Board activities that will enhance and expand the knowledge required to be an effective Board Member.

A Board Member, as a representative of the community, shall seek to foster a strong and positive relationship between the Department and the community.

Board Members have a duty to avail themselves of training opportunities and to become knowledgeable about the policing profession and about the practice of good governance.

Board Members are encouraged to participate in training sessions and conferences and to take advantage of other training opportunities that will increase their knowledge and capabilities as a Board Member. Reimbursement for travel expenses to attend training sessions and conferences shall be in accordance with the Expense Reimbursement Policy [Appendix 21.6 of the Board Manual].

Board 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, such as:

1. Board Member orientation sessions provided by Police Services Division, Ministry of Justice;
2. Training sessions, including those offered by the BC Association of Police Boards, Canadian Association of Police Governance, the Justice institute of BC, and the Department;
3. Briefings on the Police Complaint Process

4.10 Remuneration

Membership on the Board is a voluntary position and Board Members are not remunerated for time devoted to Board business.

5. BOARD CHAIR TERMS OF REFERENCE

5.1 Role and Responsibilities

The Chair of the Port Moody Police Board is the Mayor of Port Moody [*Police Act*, Part 5, s.25 (1)]. The role and responsibilities of the Board Chair are distinctly separate roles from that of Mayor. The following highlights that distinction by focusing on the role and responsibilities of the Board Chair.

The Board was established by legislation that ensures the Department reports to an independent board, rather than directly to the City of Port Moody or the Province of BC. A significant challenge for the Board Chair is to ensure that the Board operates without political interference.

The Board Chair's primary role is to:

1. Chair Board meetings and manage the affairs of the Board, including ensuring that the Board is organized properly, functions effectively and meets its obligations and responsibilities; and
2. Work closely with the Chief Constable, and the Board Secretary, to ensure effective relations and communications with Board Members, the Department, the City and the public.

5.2 Managing the Activities of the Board

The Board Chair's responsibilities are to:

1. Chair Board meetings and ensure that appropriate issues are addressed;
2. Ensure the coordination of the agenda, information packages and related events for Board meetings, in conjunction with the Chief Constable and the Board Secretary;
3. In collaboration with the Chief Constable and the Board Secretary, ensure data requested by Board Members or Board Committees is provided and meets their needs;
4. Facilitate a candid and full discussion of all key matters that come before the Board;
5. Build consensus and develop teamwork within the Board, encourage an atmosphere of openness and trust and maintain a cohesive group without losing diversity of opinion and independent points of view;
6. Deal effectively with dissent and work constructively towards arriving at a decision and achieving consensus;

7. Communicate with the Board and the Chief Constable to ensure timely dissemination of information about major developments or initiatives that may impact policing, particularly City, Provincial or Federal initiatives that may have come to the Board Chair's attention;
8. Ensure the Board receives adequate and regular updates from the Chief Constable on all significant issues which impact the performance and effectiveness of the Department;
9. With respect to appointments to the Board:
 - (a) Work with the Governance Committee to at least annually, ensure that a matrix is developed that identifies the skills, experience and background that the ideal Board should possess;
 - (b) When a vacancy or re-nomination occurs, the Board Chair shall work with the Governance Committee and the Police Services Division of the Ministry of Justice to prepare a skills profile for the position (e.g. the type of expertise/skill required such as financial or legal, and/or other specific requirements); and
 - (c) Communicate, on behalf of the Board, with the City and the Province to ensure that they understand the process that the Board has undertaken with respect to considering its composition and the specific Board requirements at that time;
10. Recommend the appointment of Board Committee Chairs and Members to the Board for approval and review, and report the requirement for, performance and suitability of those Board Committee to the Board;
11. Ensure major Department strategic initiatives have proper and timely Board understanding, consideration, oversight and approval;
12. Maintain liaison and communication with all Board Members and Board Committee Chairs to coordinate input from Board Members and optimize the effectiveness of the Board and Board Committees;
13. Review Board Member conflict of interest issues as they arise;
14. Review and assess Board Member attendance and performance;
15. Ensure that the Board is appropriately approving strategy and monitoring the Department's progress against achieving that strategy;
16. Meet with Board Members annually, on a one-on-one basis, for the purpose of assessing where the Board and/or Board Committees can operate more effectively

and where the Board Chair could assist in improving the performance of the Board;
and

17. Chair any Closed In Camera Meetings of the Board, review the results of those meetings with the Chief Constable and report any decisions taken or action items arising from the Closed In Camera Meeting that are to be recorded in the minutes of the In Camera Meeting to the Board Secretary.

5.3 Working with the Department

The Board Chair's responsibilities are to:

1. Act as the principal liaison between the Board and the Chief Constable, including helping to define problems, reviewing strategy, and ensuring the Chief Constable is aware of concerns of the Board. This is not a supervisory relationship. It is a relationship based on collaboration and dialogue to ensure appropriate accountability between the Chief Constable and the Board;
2. Ensure that the Board is monitoring and evaluating the performance of the Chief Constable and ensure the accountability of the Chief Constable to the Board; and
3. In collaboration with the Chief Constable, ensure that Department strategy, policies and performance are appropriately represented to the Board.

5.4 Communications

The Board Chair's responsibilities are to:

1. Act as the official spokesperson for the Board, in consultation with the Chief Constable, prior to speaking on operational issues;
2. Facilitate the vital need for communication between the City, the Board and the Chief Constable, recognizing that this responsibility is made easier as the Board Chair is also the Mayor;
3. Ensure that the Board is appropriately represented at official functions and meetings;
4. Appoint a Board Member as a spokesperson for specific matters, as required; and
5. Designate a Board Committee Chair to speak to the media regarding deliberations of the Board Committee, as required.

6. FINANCIAL RESPONSIBILITIES

6.1 Legislative Requirements

Part 5 of the *Police Act* provides the following guidance:

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 in Port Moody [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)];
3. In case of dispute with City Council over budget approvals, the Board or City Council may apply to the Director of Police Services, Ministry of Justice, 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 s. 27(5)]; and
4. The Board must not make expenditure, or agree to make an expenditure, that is not specified in its budget and approved by City Council [s. 27 (6)].

6.2 Budget Preparation

The Finance and Audit Committee shall liaise with the Department's finance staff to provide advice, to keep the Board apprised of issues and to seek direction from the Board, where required.

The Board shall approve draft operating and capital budgets, appeals to the base budget, business cases for new initiatives and new and non-recurring (NNR) funding requests before they are submitted to City Council. Prioritization of appeals and NNR requests require endorsement by the Police Board.

Communication with City Council regarding budgetary matters shall be in accordance with the City of Port Moody Police – Procedures for Council Consideration of Port Moody Police Board Budget [Appendix 22.2 of the Board Manual].

6.3 Financial Oversight and Control

The Board is responsible to ensure that the Department provides effective and efficient services. The City Council provides the Department with an annual budget to achieve these objectives.

The Board shall provide financial oversight in accordance with the Financial Accountability Policy [Appendix 21.3 of the Board Manual].

The Department shall submit monthly financial variance reports to the Board. These reports shall be considered at the Board's Regular Meetings.

6.4 Expenditures for Legal and Other Professional Services

Formal approval of the Board is required prior to awarding contracts for legal and other professional services related to Board business.

All legal and other professional services accounts are subject to the review and approval of the Board prior to payment. The accounts must be itemized and contain the appropriate documentation of the service provided.

6.5 Donations and Sponsorship

While core policing activities to provide policing and law enforcement in Port Moody must be funded by City Council, as set out in s. 27 of the *Police Act*, the Board supports the principle that sponsorships and donations may be used to enhance and extend the Department services, with the overall aim of increasing public safety. All donations shall be reported to the Board.

7. HUMAN RESOURCE MANAGEMENT RESPONSIBILITIES

7.1 Legislative Requirements

Part 5 of the *Police Act* provides the following guidance:

1. The Police Board must establish a municipal Police Department and appoint a Chief Constable and other constables and employees that the Police Board considers necessary to provide policing and law enforcement in Port Moody [s. 26(1)]; and
2. 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 Police Board;
 - (b) Provided with the accommodation, equipment and supplies that the Police Board considers necessary for his or her duties and functions; and
 - (c) Paid the remuneration the Police Board determines [s. 26 (3)].

7.2 Chief Constable

The Board is responsible for the appointment and replacement of the Chief Constable and shall:

1. Approve terms of reference for the Chief Constable;
2. Approve the Chief Constable's compensation; and
3. Determine the executive search process to be utilized.

The Chief Constable is an employee of the Board pursuant to s. 26(3) of the *Police Act*, reporting to, and taking policy direction from the Board. The Board is responsible to:

1. In consultation with the Chief Constable, develop and approve annual objectives that the Chief Constable is responsible for delivering;
2. Monitor the Chief Constable's performance on an ongoing basis and implement a comprehensive annual performance assessment; and
3. Provide advice and counsel to the Chief Constable in the execution of the Chief Constable's duties.

7.3 Interim Chief Constable

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.

7.4 Sworn and Civilian Employees

The Board is the legal employer of all sworn and civilian employees in the Department, pursuant to s. 26(3) of the *Police Act*.

7.5 Executive Team

The Department's Executive Team consists of the following positions:

1. Chief Constable;
2. Deputy Chief Constable;
3. Inspector OIC Operations; and
4. Inspector OIC Administration.

7.6 Remuneration

Employees are paid the remuneration determined by the Board, pursuant to s. 26(3)(c) of the *Act*.

Acting upon the advice of the Chief Constable and the recommendation of the Human Resources Committee, the Board is responsible for approving the compensation philosophy and guidelines for the Department, taking into account collective agreements and City guidelines for exempt staff.

Compensation for employees who are exempt from union membership will normally follow agreements reached by the City with its exempt staff or as established by individual contracts, or as otherwise determined by the Board.

7.7 Relationship to City of Port Moody Human Resources Department

The Board may require the Chief Constable to have a working protocol with the City of Port Moody Human Resources Department as the Department uses a number of human resource services provided by the City.

A degree of consistency between terms and conditions of employment for City and Department employees may be desirable, however all employment issues must be dealt with by the Board.

7.8 Collective Bargaining

Following receipt of notice to commence collective bargaining, the Board shall appoint a Board Member to the Bargaining Committee for the employer. The appointed Board Member shall not take part in direct negotiations.

The Board appointee to the Bargaining Committee shall keep the Board updated during the bargaining process, and issues shall be brought before the Board, as required during the collective bargaining process.

The Board shall endorse the Bargaining Committee's mandate prior to bargaining commencing. Direction, instruction and decisions during the bargaining process are provided via the Bargaining Committee, unless otherwise instructed by the Board.

The Board utilizes the services of the Metro Vancouver Human Resources Department in collective bargaining with bargaining units of employees of the Department, unless otherwise determined by the Board. The Metro Vancouver Human Resources Department assigns a negotiator to each Bargaining Committee and the Metro Vancouver labour relations negotiator shall work on a day-to-day basis through the designated Executive Team member.

The Board shall be briefed at the conclusion of bargaining or when an arbitration award is issued.

If acceptable, the Board shall ratify the negotiated collective agreement and forward it to City Council for information.

7.9 Succession Planning

The Board is responsible for ensuring that plans have been made for management succession and development, including:

1. A process that would respond to an emergency situation which require an immediate replacement of the incumbent Chief Constable; and
2. Criteria and processes to appoint, train and monitor senior management that are consistent with the future leadership requirements of the Department.

The Board delegates to the Chief Constable the authority to: hire, appoint and promote sworn and civilian employees of the Department. Preference for such promotions within the Department, subject to requisite skills and qualifications, shall be given to internal candidates.

7.10 Culture

To the extent feasible, the Board must satisfy itself as to the integrity of the Chief Constable and Executive Team, and that the Chief Constable and Executive Team create and maintain a culture of integrity, trust, courage and respect throughout the Department.

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.

7.11 Employment Equity

The Board is committed to the principle of equal opportunity without regard to race, colour, place of origin, ancestry, gender, age, marital status, family status, sexual orientation, religious beliefs, mental or physical abilities, for employment, promotions, training and career opportunities for all candidates and employees of the Board.

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.

7.12 Reassignment or Suspension of an Officer

Upon being notified that a Department Officer is being investigated as a result of a complaint or as a result of an allegation that the Officer committed an offence under a federal or provincial enactment, the Board may, until the completion of the investigation, reassign, transfer or suspend the Officer, in accordance with s. 110 of the *Police Act*.

The Board shall consider whether it is authorized to discontinue the Officer's pay and allowances and, if so, whether it should discontinue the pay and allowances under the circumstances.

7.13 Disciplinary Action and Discharge

Discipline procedures for Officers shall be in accordance with the *Police Act*.

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.

8. STRATEGIC AND ANNUAL PLANNING RESPONSIBILITIES

8.1 Legislative Requirements

Part 5 of the *Police Act* provides the following guidance:

1. In consultation with the Chief Constable, the Police Board must determine the priorities, goals and objectives of the Police Department [s. 26(4)];
2. The Chief Constable must report to the Police Board annually on the implementation of programs and strategies to achieve the priorities, goals and objectives [s. 26(5)]; and
3. On or before November 30 in each year, a Police Board must prepare and submit to City Council for its approval, a provisional budget for the following year to provide policing and law enforcement in the City [s. 27(1)].

8.2 Annual Planning Cycle

The Board is required under s. 26(4) of the *Police Act* to determine the priorities, goals and objectives of the Department each year, in consultation with the Chief Constable.

By November 1 of each year, the Board shall determine, in consultation with the Chief Constable, the process to be followed for the next year in order for the Board to meet its obligations under s. 26(4) of the *Act*.

8.3 Strategic Planning

The Board, in consultation with City Council, has determined that the Board is responsible for working with the Chief Constable and Executive Team to develop and approve:

1. A strategic planning process that meets the needs of the community, Board and Department; and
2. At least once every three years, a strategic plan that takes into account, among other things, a review of progress of the previous strategic plan and the opportunities and risks facing the Department and the funding capabilities of the City.

9. SERVICE AND POLICY COMPLAINT RESPONSIBILITIES

9.1 Legislative Requirements

Part 11 of the *Police Act* provides the following guidance:

1. The Board Chair is the discipline authority for conduct complaints (internal discipline or public trust complaints) made against the Chief Constable or a Deputy Chief Constable (s. 76); and
2. The Police Board is responsible for taking action to respond to complaints made about the services or policies of the Police Department. Service or policy complaints are complaints about the general direction, management and operation of the Police Department, or about the inadequacy or inappropriateness of the Police Department's:
 - (a) Staffing or resource allocation;
 - (b) Training programs or resources;
 - (c) Standing orders or policies;
 - (d) Ability to respond to requests for assistance; and
 - (e) Internal procedures [s. 168].

9.2 Conduct Complaints against the Chief Constable and Deputy Chief Constable

In processing complaints against the Chief Constable and Deputy Chief Constable, the Board Chair shall follow the complaints process outlined in Part 11 of the *Police Act*.

The Board Chair may at his/her discretion, use the services of legal counsel as a resource to assist in the processing of any conduct complaints. The Board Chair shall obtain the approval of the Board before concluding an investigation or imposing any discipline.

9.3 Conduct Complaints against Officers

The Police Board has no authority over complaints against Officers other than the Chief Constable and Deputy Chief Constable.

The Board receives a statistical analysis of conduct complaints made against Officers, other than the Chief Constable and Deputy Chief Constable, as captured in the Monthly Report.

10. COMMUNICATIONS AND COMMUNITY OUTREACH RESPONSIBILITIES

10.1 Community Relations

The Board's mandate includes the initiation of policies that reflect community need and enhance the effectiveness of the Department. The Board considers the viewpoints and needs of both the community and the Department, and serves as a communication link to enhance understanding and working relationships amongst the Department, the public it serves and City Council.

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;
2. Provide opportunities at Regular Meetings of the Board for a person or persons to appear as a Delegation and present comments relevant to the agenda items [Section 12.10 of the Board Manual];
3. Share crime statistical information and crime trends with City Council, 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 a report on the financial performance of the Department is available to the public on a quarterly basis; and
5. Build relationships with board members of other Police Departments 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 Governance and special consultations with government.

10.2 Internal Communications

As a general principle, Board Members acting in their official capacity and in the performance of their official duties, shall have timely access to information under the control of the Department and shall direct all requests for such information and advice to the Chief Constable, or as otherwise determined in consultation with the Chief Constable.

The Board shall require internal mechanisms to be in place to:

1. Ensure a common understanding of strategic issues and directions within the Department;

2. Provide opportunities for employee input and feedback; and
3. Maintain open communications links among the Department, the Board and the Police Union.

10.3 Media Relations

The Board recognizes the value in having consistent messaging to ensure a cohesive public profile. To this end, the Board Chair is the official spokesperson for the Board. For specific matters or in special circumstances, the Board Chair or Board may appoint a Board Member as a spokesperson.

Media inquiries made to any member of the Board will be directed to the Board Chair.

The Board spokesperson will 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.

The Board spokesperson shall be careful to speak only on matters within the jurisdiction and mandate of the Board, and to avoid speaking about matters that fall under the jurisdiction of the Chief Constable.

Where operational matters under the jurisdiction of the Chief Constable are likely to spark significant public interest or debate, the Chief Constable will inform, where practicable, Board Members before a public statement is made.

If warranted by the significance and seriousness of the matter, the Chief Constable and/or Board Chair may consult with the Board before information is released to ensure that public release is appropriate and justified, and to receive advice on the format and tone of the communication.

10.4 Department Submissions to City Council

In consideration of the Board's governance responsibility for the 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 Department shall be tabled with the Board first.

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

Wherever practicable, a Board Member and the Chief Constable (or designate) shall be in attendance when a sworn member or civilian employee in the Department makes a formal presentation to City Council or a Standing Committee of City Council, unless it is an administrative matter or to monitor City Council or a Committee's discussion.

The Chief Constable shall take all reasonable steps to ensure that the Board Member is briefed prior to attending a Department presentation to City Council or a Standing Committee of City Council.

10.5 City Council

Formal communication between the Board and the City Council and the City, is conducted through the Board Chair, unless otherwise specified by the Board.

The Board shall pursue a positive and productive working relationship with City Council. The Board's annual work plan includes two annual meetings with City Council to promote opportunities for dialogue between the Board and City Council.

Communications with City Council regarding budget preparation and approval shall be conducted in accordance with the established protocols.

11. RECORDS MANAGEMENT AND ACCESS TO INFORMATION RESPONSIBILITIES

11.1 Freedom of Information and Protection of Privacy Act

Municipal police departments and municipal police boards in British Columbia are subject to the British Columbia *Freedom of Information and Protection of Privacy Act* (FOIPPA). Board Members have a duty to understand the key sections of FOIPPA and must avoid disclosing any verbal or written material that is meant to be confidential concerning the Department, its Officers, staff members or clients.

The Board is a public body subject to the provisions of the FOIPPA and, under FOIPPA, a separate body from the Department.

Pursuant to s. 77 of FOIPPA, the Police Board designates the Board Chair 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 Police Board; and
2. Any person retained to provide legal advice respecting matters concerning the *Freedom of Information and Protection of Privacy Act*.

11.2 Public Information

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

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

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

Requests for Department reports and records that are not considered at public meetings of the Board shall be transferred to the Department for processing in accordance with FOIPPA.

11.3 Records Management

Records of the Board shall be retained in the Board Office or at a designated archive storage facility.

The Board Secretary shall be responsible for the custody and control of Board records.

12. BOARD PROCEDURES

12.1 Role of Board Chair at Meetings

The Board Chair presides over meetings of the Board. Should the Board Chair not be present, or vacate the chair temporarily or permanently, the designated Acting Chair will act in the Board Chair's place, subject to the *Police Act*.

Should neither the Board Chair nor designated Acting Chair be present or available, the Board shall elect an Acting Chair for the meeting or until such time as the Board Chair or designated Acting Chair is available.

With respect to Board meetings, the duties of the Board Chair include:

1. Calling the meeting to order;
2. Announcing items of business;
3. Deciding, subject to appeal, all questions of order and procedure;
4. Preserving order and decorum;
5. Developing the meeting agenda, in consultation with the Chief Constable. Decisions to include or exclude items shall be made by the Board Chair in consultation with the Chief Constable; and
6. Managing difficult issues in meetings to ensure consensus.

12.2 Role of Acting Chair at Board Meetings

The Board shall establish a roster of Board Members to chair in the absence of the Board Chair at the first meeting of each calendar year, or as soon as is practicable thereafter.

While presiding over a meeting of the Board or acting during an absence of the Board Chair, the Acting Chair has and may exercise all the same rights, powers, and authority of the Board Chair.

12.3 Quorum at Meetings

A majority of Board Members 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.

The Board Chair will call the meeting to order after the time fixed for the meeting, once quorum is present.

At the Board Chair's direction, but no sooner than half an hour after the fixed time for the meeting, should no quorum be present, the Board Secretary will call the roll and record the names of the Board Members present and the meeting shall be adjourned.

If a quorum should be lost during a meeting and is not regained within fifteen (15) minutes, the meeting must stand adjourned until the next meeting.

Whenever there is a matter of urgency, which requires the immediate attention of the Board, the Board Chair may, via telephone and/or e-mail polling, solicit a vote on a motion from the Board Members dealing with the matter. If passed by a majority of the Board Members during telephone and/or e-mail polling, the motion shall be valid and in effect as if passed at a meeting. The motion shall be recorded in the minutes of the next Regular Board meeting.

12.4 Procedural Rules at Meetings

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. Any item presented on table will be for receipt. For a decision on a motion arising from an on table item, unanimous consent must be received from the board members present for the item to be dealt with at such time;
3. Every Board Member, before speaking to a question or motion shall first receive recognition from the Board Chair and then the Board Member shall speak through the Board Chair;
4. When a Board Member wishes to speak to any question, motion, or item, they shall in an orderly fashion attempt to obtain the Board Chair's attention to indicate that such Board Member wishes to speak, and the Board Chair shall keep a list of those Board Members who wish to speak in the order in which their intentions come to the Board Chair's attention and appear on the list;
5. All remarks and comments must be relevant to the question under consideration and the Board Chair shall be the judge of such relevancy;
6. The Board Chair shall maintain order and decide all questions of order at meetings;
7. A Board Member may appeal the decision of the Board Chair on a question of order, or on a question on how the business of a meeting should be conducted;

8. The Board will vote on the Board Chair's decision, with a majority determining the appeal. Once the Board has voted on the appeal, the decision is final and cannot be reconsidered;
9. All motions shall have a mover and a seconder;
10. 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;
11. All substantive motions and resolutions shall be in writing;
12. All substantive amendments shall be in writing;
13. Any Board 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;
14. Questions arising at a meeting will be determined by a majority of votes of the Board Members present;
15. Pursuant to s. 25(3) of the *Act*, in case of a tie vote at a meeting of the Board, the Board Chair may cast the deciding vote;
16. Repealing, rescinding or altering any decision of the Board shall require a two-thirds (2/3) majority;
17. Corrections of the minutes require a majority vote of the Board;
18. 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 Board Chair in accordance with *Robert's Rules of Order*;
19. A direction to the Chief Constable shall be authorized by the majority of the Board Members present; and
20. Actions to be pursued by the Board arising from the agenda shall be clearly identified at the meeting.

12.5 Regular and In Camera Meetings

The Board may hold any of the following types of meeting to conduct its business:

1. Regular Meetings are those that are included in its annual meeting schedule which is posted on the Department website;
2. Special Meetings are those that are in addition to those included in the annual meeting schedule and are typically called to address urgent matters;
3. In Camera Meetings are those portions of Regular or Special Meetings that are closed to the public and where attendance is restricted to Board Members, Board Secretary, Chief Constable, Deputy Chief Constable and other persons invited by the Board for specific agenda items; and

4. Closed In Camera Meetings are those portions of In Camera Meetings that are closed to the public and where attendance is restricted to Board Members and persons invited by the Board for specific agenda items.

Pursuant to s. 69(1) of the *Act*, meetings and hearings of the Board shall be open to the public. The Board shall not exclude a person from an open meeting, except for improper conduct or public safety.

The Board has the responsibility to assess the appropriate balance between Board meetings that are open to the public and those that are held In Camera, taking into account the requirements set out in s. 69(2) of the *Police Act*. The Board may hold In Camera Meetings, if the subject matter being considered concerns:

- (a) Public security, the disclosure of which could be reasonably expected to seriously impair effective policing or law enforcement;
- (b) A person's financial or personal affairs, if the person's interest in the matter outweighs the public interest in the matter;
- (c) Labour contract discussions, labour management relations, layoffs or another personnel matter; and
- (d) Information that a person has requested that he/she be allowed to provide in private to the Board.

Persons shall leave In Camera Meetings if requested to do so by the Board Chair.

All persons in attendance shall treat any and all information obtained at an In Camera Meeting as confidential.

12.6 Closed In Camera Meetings

The Board may, at its sole discretion, close a portion of an In Camera Meeting and determine attendance at the Closed In Camera Meeting.

Minutes shall not be taken of Closed In Camera Meetings. Any decisions taken or actions items arising from a Closed In Camera Meeting must be reported by the Board Chair to the Board Secretary, who shall record the decision or action item in the minutes of the In Camera Meeting.

The Board Chair may review the results of Closed In Camera Meetings with the Chief Constable.

12.7 Notice of Meetings

Notice of Regular Meetings of the Board shall be given at least five calendar days prior to the meeting, accompanied by the proposed agenda and any supporting materials.

Information, materials and recommendations that require board review and approval must be submitted on or before the seven calendar days prior to the next scheduled board meeting.

On an urgent basis, the notification period may be reduced.

12.8 Special Meetings

The Board Chair may, at any time, call a Special Meeting of the Board.

Written notice of a Special Meeting shall be given to each Board Member, at least twenty-four (24) hours prior to the meeting, 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 Board Member's recorded address as submitted by the Board Member, or by sending the notice to the Board Member's facsimile number or e-mail address as provided by the Board Member.

A Special Meeting of the Board may be called by verbal notice provided that at least two-thirds (2/3) 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.

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 Board Members are present.

12.9 Agenda

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 Board Chair may, at his/her discretion, alter the order established to facilitate the business of the meeting.

The general order of business for Board meetings is as follows:

1. Call the Meeting to Order;
2. Adoption of the Agenda;
3. Approval of Previous Minutes;
4. Presentations and Delegations
5. New Business;

6. Committee Reports;
7. New Business and Discussion Items;
8. Information and Correspondence;
9. Public Input;
10. Adjournment.

Board Members may request that additional discussion on a Regular Meeting agenda item take place in camera, if this discussion falls under s. 69(2) of the *Police Act*.

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.

12.10 Delegations

Any person or persons (a “Delegation”), not being a Board Member or employee of the Board, wishing to address the Board, shall make a written request to the Board Chair at least fourteen (14) days before the date of the Board meeting. The Board Secretary shall provide the Delegation with an authorized form for submitting such written requests.

The Delegation’s written request shall include an outline of the topic or issue upon which the Delegation wishes to address the Board, the name(s) of the person(s) who will be appearing before the Board and a copy of any materials that will be presented. All material to be discussed by the Delegation must be directly related to public safety and policing. Delegations shall be restricted to presentations of ten (10) minutes and shall address their remarks to the stated business. Notwithstanding the foregoing, the time allotted for any Delegation may be extended at the discretion of the Board Chair.

The Board Chair, in consultation with the Chief Constable, shall determine if the request is within the mandate and scope of the Board as described in the *Police Act*, and if so, place the request on the next meeting agenda for the Board.

Should a Delegation present itself without prior notice to a Board meeting or present an item considered of urgent importance to the Board Chair, after the fourteen (14) day notice period, the Board, by majority vote at the meeting or by poll if the matter is of an urgent nature, may agree to hear the Delegation at the meeting or the next meeting of the Board.

Board Members shall not enter into debate with the Delegation upon the completion of their presentation. Board Members should only ask questions for clarification and to obtain additional, relevant information.

Responses to the Delegation and communication regarding any ensuing decisions of the Board will be issued in a timely manner following the close of the meeting.

When a person is addressing the Police Board, he/she shall:

1. Not speak disrespectfully of any person;
2. Not shout or immoderately raise his/her voice or use profane vulgar or offensive language;
3. Not disobey the rules of procedure or a decision of the Board Chair; or
4. Assume personal responsibility for any personal statement he/she provides to the Board or, upon request of the Board, shall give the source of his/her information.

The Board Chair may curtail any Delegation, any question of a Delegation or debate during a Delegation for disorder or any other breach of this policy and where the Board Chair rules that the Delegation is concluded, the Delegation shall immediately withdraw.

The Board will not hear any Delegation concerning a conduct complaint against officers of the Department but will refer the Delegation to the appropriate oversight body, which is the Office of the Police Complaints Commissioner.

12.11 Closing Question Period

At the end of each Board meeting, there shall be a period during which members of the public may ask questions related to the business discussed at the meeting.

The closing question period shall be limited to a maximum of ten (10) minutes. A time extension may be given subject to the agreement of the Board.

The Board Chair will recognize members of the public wishing to ask questions, and where appropriate, will direct the question to an individual member of the Board or a member of the Department present for response or follow-up.

No member of the public shall:

1. Speak disrespectfully of any person;
2. Use offensive words or unparliamentarily language; or
3. Disobey the rules of procedure or a decision of the Board Chair.

The Board Chair may curtail any questions for disorder or any other breach of this policy and the questioner shall immediately withdraw.

12.12 Meeting Schedule and Location

The Board shall by the end of November, approve its annual meeting schedule for the next year, unless otherwise decided by the Board.

The Board may cancel any meeting, if the circumstances require.

The annual Regular Meeting schedule shall be available on the Department website. The agenda of the public Board meetings shall be posted on the Board portal of the Department website five (5) days prior to the meeting.

12.13 Meeting Minutes

The Board Secretary is responsible for attending all Regular and Special Meetings of the Board and drafting the minutes of the meeting. The minutes shall contain a summary of the discussion and a record of the formal actions undertaken at the meeting.

The Board Secretary is responsible for attending and drafting the minutes of all In Camera Meetings. The Board shall determine if any decisions taken or actions items arising from an In Camera Meeting can be disclosed to the public. The Board Secretary shall record those decisions and actions to be disclosed to the public in the minutes of the Regular or Special Meeting.

Minutes shall not be taken of Closed In Camera Meetings. Any decisions taken or actions items arising from a Closed In Camera Meeting must be reported by the Board Chair to the Board Secretary, who shall record the decision or action item in the minutes of the In Camera Meeting.

Any action of the Board shall be upheld by resolution of the Board, and entered in the minutes of the Board meetings.

The draft minutes of the Regular, Special Meetings and In-Camera Meetings of the Board shall be distributed to the Board Members prior to the next meeting, at which time they are considered for approval. Approved minutes of Regular and Special meetings shall be posted to the Board portal of the Department website.

The approved minutes of Board meetings shall be retained by the Board Secretary in the Board Office or under the control of the Board Office in a designated archive storage facility.

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, Ministry of Justice.

13. CHIEF CONSTABLE TERMS OF REFERENCE

13.1 Role and General Responsibilities

The Chief Constable operates under the policies and general supervision of the Board, acting as a body, and is responsible for the command of the Department on a day-to-day basis. The Chief Constable exercises the powers and performs the duties assigned under the *Police Act* and any other enactment [*Police Act*, Part 7, s. 34(1)].

The Chief Constable has general authority to make the operational and administrative decisions required to operate the Department. The Chief Constable's legislative role and duties are set forth in s. 34 of the *Police Act*.

In addition, the following excerpts from the *Police Act* help clarify the role of the Chief Constable:

1. In consultation with the Chief Constable, the Police Board must determine the priorities, goals and objectives of the Police Department [s.26 (4)]; and
2. The Chief Constable must report to the Police Board annually on the implementation of programs and strategies to achieve the Police Department's priorities, goals and objectives [s.26 (5)].

The Chief Constable is responsible for the day-to-day management and operation of the Department within the parameters established by legislation; and the strategic plan, the annual plan/budget, the objectives and the policies approved by the Board. The Board works with the Chief Constable and Executive Team to develop and approve the strategic plan, the annual plan/budget and the objectives and policies.

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

13.2 Organizational and Human Resource Leadership

The Chief Constable's responsibilities are to:

1. Provide leadership and vision to the Department;
2. Develop a visible, credible and respected profile for the Department;
3. Provide leadership and guidance to the Executive Team and ensure that responsibilities and authorities are clearly established;
4. Develop and maintain a sound, effective organizational structure;

5. Develop management succession plans, progressive employee training and development programs and review them annually with the Board;
6. Foster a culture that promotes ethical practices and encourages individual integrity and accountability;
7. Develop, for Board approval, the compensation philosophy and guidelines for the Department, taking into account collective agreements and City guidelines for exempt staff;
8. Develop recommendations for approval by the Board, regarding the appointment and remuneration of the Deputy Chief Constable;
9. Maintain and encourage a climate of constructive engagement with the Police Union;
10. Develop and recommend to the Board, a set of personal objectives that the Chief Constable will be responsible for achieving over the next performance period; and
11. On behalf of the Board, strive to keep employees informed on labour matters affecting them, their jobs and the Department in general.

13.3 Strategic and Annual Operating Plans

The Chief Constable's responsibilities are to:

1. In consultation with the Board, develop and recommend the strategic planning process for the Board's approval;
2. Work closely with the Board to develop the strategic plan for the review and approval of the Board;
3. Implement the strategic plan and monitor and report the implementation progress to the Board on a regular basis;
4. Develop the annual budget, in consultation with the Finance Committee, Department and City staff, for Board approval; and
5. Implement the annual budget and report progress against the budget to the Board on a regular basis.

13.4 Organization and Administration

The Chief Constable's responsibilities are to:

1. Establish effective control and coordination mechanisms for all operations and activities;
2. Ensure the integrity of the internal control and management systems;
3. Identify the principal risks to the Department, review these risks with the Board regularly and implement appropriate systems to manage these risks;

4. Authorize commitment of resources and enter into agreements, contracts, leases, etc. in the ordinary course of business provided however, that major commitments, exposures, and risks shall be reported to the Board in a regular and timely basis;
5. While respecting the Department's need for independence, explore opportunities to share resources with the City and with other police organizations that will enhance operational efficiency and effectiveness;
6. Ensure that all the activities of the Department are conducted in accordance with laws, regulations, the Department's Code of Conduct, sound business practice and in accordance with the policies and practices approved by the Board;
7. Ensure that Department programs and policies are consistent with the strategies and plans approved by the Board;
8. Assist the Board in the development of rules and policies required for the appropriate oversight of the Department; and
9. Ensure that all Department reporting requirements are met in a timely and appropriate manner.

13.5 Communications

The Chief Constable's responsibilities are to:

1. Lead the development and implementation of a proactive communications strategy;
2. Personally build relationships with community leaders and with the media to foster a climate of openness and trust;
3. Manage and oversee the required interfaces between the Department and the public and act as the principal spokesperson for the Department; and
4. Direct that all official media releases be provided to the Board, as soon as is practical following release.

13.6 Police Act Complaints

In accordance with all provisions of Part 11 of the *Police Act*, the Chief Constable acts as discipline authority for conduct complaints made against Officers of the Department.

13.7 Relationship with the Board

The Chief Constable is appointed by, employed by and is accountable to, the Police Board [*Police Act*, Part 5, and s.26 (1)].

The Board instructs the Chief Constable through approved Board policies, and detailed operational policies are to be developed by the Chief Constable in furtherance of Board policy.

The Chief Constable's reporting relationship is to the full Board and not to any individual Board Member or the Board Chair.

Decisions or instructions of individual Board Members or Board Committees are not binding on the Chief Constable except in those instances when the Board has specifically authorized such exercise of authority.

In the case of Board Members requesting information or assistance without Board authorization, the Chief Constable has the option of bringing such requests to the Board if, in the Chief Constable's judgment, a material amount of staff time or funds are required to fulfill the request.

The Chief Constable 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.

The Chief Constable shall attend regularly scheduled meetings of the Board and other meetings, as requested by the Board. Department staff attendance at In Camera Meetings of the Board shall be coordinated with the Chief Constable and be at the request of the Board.

The Chief Constable shall support the Board through the following actions:

1. Keeping the Board fully informed of all significant risk issues, along with significant strategic, operational, financial and other matters relevant to the success of the implementation of the Department's strategic plan, budget and rules and policies;
2. Acting as a principal link between the Executive Team and the Board;
3. Provide the Board, at Board and Board Committee meetings, with exposure to the Department's Executive Team and senior management;
4. Meeting on a regular basis with the Board Chair for the purpose of exchanging timely information so that the Board can be briefed, if necessary, but also so that areas of potential coordination, overlap, or conflict with the City can be identified and addressed; and
5. Ensuring that his/her actions and those of the Department will not compromise the independence of the Board.

13.8 Relationship with the City

The Department, under the Chief Constable's leadership, is created as an independent organization reporting to the Board. It is imperative, however, that the Chief Constable be sensitive to police issues and developments which may impact or require coordination with City staff, officials or resources. The Chief Constable therefore must maintain an open, collaborative and constructive working relationship with the City bureaucracy and political leadership that fosters timely, informative communication exchanges and avoids surprises.

13.9 Relationships with the Province and Other External Agencies

The Chief Constable's responsibilities are to:

1. Maintain good working relationships with the Provincial Government, especially the Ministry of Justice and Police Services Division;
2. Maintain good working relationships with other police departments across Canada in order to keep current with the activities of policing in Canada;
3. Maintain membership in federal and provincial police associations;
4. Communicate effectively with federal, provincial and municipal political and bureaucratic leadership in the context of the strategy, annual plan and objectives approved by the Board;
5. Approve significant public service commitments and/or acceptance of outside board appointments by the Executive Team; and
6. Obtain Board approval prior to acceptance of significant public service commitments and outside board appointments.

14. BOARD SECRETARY TERMS OF REFERENCE

14.1 Appointment

The Board, in consultation with the Chief Constable, appoints the Board Secretary. For Board related activities, he or she is accountable to the Board and reports to the Board Chair. The Board Secretary is also a staff member of the Department and in this capacity, reports operationally to the Chief Constable.

14.2 Role

The Board Secretary supports the Board by providing resources, information and communication links between the Board and Department management, with particular emphasis on facilitating the flow of information.

14.3 Duties and Responsibilities

The Board Secretary has specific responsibility to:

1. Serve as the administrative link between the Board, the Chief Constable, Board Committees and members of the community;
2. Manage and organize the flow of information and documentation;
3. Ensure the smooth running of activities of the Board and Board Committees by organizing meetings, assisting in setting agendas in consultation with the Board Chair or Board Committee Chair and the Chief Constable and ensuring proper notice is given for all meetings;
4. Notify Board members, department staff and city staff of dates when materials must be received for inclusion in the meeting package;
5. Ensure the agenda material for public Board meetings is posted to the Board portal of the Department website five (5) days prior to the meeting;
6. Ensure that minutes from each Board and Board Committee meeting are prepared and distributed to Board Members and Board Committee Members, respectively;
7. Ensure that minutes of Board meetings are filed with the Police Services Division following their adoption by the Board;
8. Prepare correspondence to reflect Board and Board Committee decisions;
9. Ensure that an accurate record is kept of all Board proceedings and correspondence, and provide procedural, historical and policy information to the Board, as required;
10. Maintain custody and control of Board records;

11. Maintain a schedule of monitoring and other reports to be received by the Board and ensure that all Board Members are kept fully informed on any developments upon which they may have to act;
12. Review correspondence, reports and current legislation in preparation for Board meetings and, as needed, to ensure that the Board is fully briefed;
13. Conduct research, analysis and writing reports for, and on behalf of, the Board, as required;
14. Maintain and update the Board Manual, as required;
15. Liaise with municipal and provincial government officials and with staff from other police boards; and
16. Act as the Board's coordinator for the purposes of FOIPPA access requests and manage service and policy complaints filed with the Board, to ensure legislative requirements are met.

14.4 Confidentiality

The Board Secretary must keep all matters before the Board in strict confidence, limiting discussion to Board Members and those members of the Department and City staff required for the performance of their duties.

14.5 Conflict of Interest

If there is a conflict of interest, actual, potential or perceived, on any particular matter, between the Board Secretary's responsibilities within the Department and the Board Secretary's responsibilities to the Board, it is the responsibility of the Board Secretary to draw it to the attention of the Board through the Board Chair.

15. BOARD COMMITTEES

15.1 Establishment of Board Committees

The Board may establish standing or ad hoc committees (Board Committees) to inquire into and report on any matter within the jurisdiction of the Board.

The Board defines the Board Committee mandate and appoints the Committee Members.

The Board may delegate tasks and projects to its Board Committees, including preparing policy alternatives and implications for Board deliberation. Expectations and authorities of Board Committees shall be carefully stated in order to not conflict with the authority delegated to the Chief Constable.

The current Board Committees are:

1. Finance and Audit Committee;
2. Governance Committee; and
3. Human Resources Committee.

The Board may establish Review Panels in order to meet legislative requirements and may assign Board Members as liaisons to the Department committees, as required. Review Panel Members and Chairs shall be appointed by Board resolution.

The list of Board Committees, Review Panels and liaison functions shall be reviewed annually and revised accordingly.

15.3 Board Committee Chair Terms of Reference

The Board appoints the Board Committee Chairs, on the recommendation of the Board Chair.

The Committee Chair provides independent, effective leadership to the Board Committee in fulfilling the duties set out in the Board Committees' Terms of Reference.

The Board Committee Chair has the responsibility to:

1. Ensure that the Board Committee meets as many times as is necessary to carry out its duties effectively;
2. Establish the agenda for each Board Committee meeting, in collaboration with the Board Chair, Board Committee Members, the Board Secretary and Department management, as appropriate;

3. Ensure sufficient time during Board Committee meetings to fully discuss agenda items;
4. Preside at all meetings of the Board Committee, including in camera sessions;
5. Encourage all Board Committee Members to ask questions and express viewpoints during meetings;
6. Deal effectively with dissent and working constructively towards arriving at a decision and achieving consensus;
7. Report on the activities, findings and any recommendations following each meeting of the Board Committee;
8. Take all reasonable steps to ensure that Board Committee members receive written information and are exposed to presentations from Department management to fulfill the duties set out in the Board Committee's Terms of Reference;
9. Ensure that resources and expertise are available to the Board Committee so that it may conduct its work effectively and efficiently;
10. Deal directly with the Chief Constable, or his/her designate(s), when services are required from Department staff to assist the Board Committee;
11. Coordinate with the Board Committee to retain, oversee, compensate and terminate independent advisors to assist the Board Committee in its activities; and
12. Carry out any other appropriate duties and responsibilities assigned by the Board or delegated by the Board Committee.

16. BOARD COMMITTEE OPERATING GUIDELINES

16.1 Mandate

The function of a Board Committee is to assist the Board with a task that belongs to the Board in the exercise of its authority and responsibilities.

16.2 Composition

Board Committee Chairs and Members shall be appointed by Board resolution.

A Board Committee Member may serve on more than one committee at a time.

The Board Chair is an ex-officio member of Board Committees where the Board Chair is not appointed as a full member. Where the Board Chair is an ex-officio member of a Board Committee, he/she is not counted in establishing quorum and may not vote.

16.3 Meetings

Board Committees will meet as often as is required to carry out their responsibilities. The Board Committee Chair will determine the frequency of meetings. Meetings will be scheduled one year in advance where possible.

Notice of Board Committee meetings is required to be given five (5) clear days in advance of the meeting, accompanied by the proposed agenda and any supporting materials, unless notice is waived.

A quorum for the transaction of business at a Board Committee meeting will be a majority of appointed members. Questions arising at a meeting will be determined by a majority of votes of the Board Committee Members present.

Any Board Member is permitted to attend a Board Committee meeting.

16.4 Agenda

The Board Committee Chair will determine the agenda for each meeting.

16.5 Recommendations

Board Committees make recommendations to the Board, unless specific authority is delegated to the Board Committee to make decisions. The Board will take into consideration, but will not be bound by, the Board Committees' recommendations.

16.6 Staff Support

The Board Secretary will work with the Board Committee Chair towards the establishment of meeting agendas and preparation of meeting materials.

The Board Secretary will ensure that the minutes of each Board Committee meeting are prepared and are provided to each Board Committee Member in a timely fashion.

The Board Committee Chair will advise the Chief Constable when the Board Committee wishes to use Department staff as Board Committee support. It will be the responsibility of the Chief Constable, or the appropriate member of the Executive Team, to designate staff to provide Board Committee assistance.

16.7 Accountability to the Board

Each Board Committee shall obtain direction from the Board for its activity or mandate.

The Board Committee Chair will provide a written report on every major matter considered at a Board Committee meeting at the Board's next scheduled meeting. Information, materials and recommendations that require Board review and approval must be submitted on or before seven calendar days prior to the next scheduled meeting.

Board Committees may not speak or act for the Board, except where formally given such authority for specific and time-limited purposes.

17. FINANCE AND AUDIT COMMITTEE TERMS OF REFERENCE

17.1 Mandate

The primary function of the Finance and Audit Committee is to assist the Board in fulfilling its oversight responsibilities under the *Police Act* by reviewing:

1. Budget development processes and financial planning;
2. Financial information that will be provided to the Board, City Council and other stakeholders;
3. The systems of internal controls established by the Board and the Department, periodically reviewing the Department's risk management controls and policies and ensure compliance with policies, plans procedures, laws and regulations;
4. Any audit processes outside of the City audit.

Primary responsibility for budget development, financial reporting, information systems, risk management and internal controls of the Department is vested in management and is overseen by the Board.

17.2 Composition and Operations

The Finance and Audit Committee shall be comprised of two (2) or more members appointed by the Board, with one member designated as Chair. Appointment of the Finance and Audit Committee Members will be in accordance with relevant sections of the Board Manual.

The Finance and Audit Committee shall operate in a manner consistent with the provisions specified in Chapter 16 of the Board Manual.

Where possible, all Finance and Audit Committee Members shall be "financially literate" and at least one Member should have "accounting or related financial expertise." "Financially literate" is defined as the ability to read and understand a statement of assets and liabilities, statement of operations and a cash flow statement in accordance with the Generally Accepted Accounting Principles (GAAP). GAAP for Canadian local governments as established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants (CPA) Canada and the Provincial Ministry of Community, Sport and Cultural Development, for presentation to City Council as required under Section 167 of the Community Charter. "Accounting or related financial expertise" is defined as the ability to analyze and understand a full set of financial statements, including the notes attached thereto in accordance with the Canadian GAAP.

In the event of a financial audit of the Department, the Finance and Audit Committee shall meet with the auditors, as it deems appropriate to consider any matter that the Finance and Audit Committee or auditors determined should be brought to the attention of the Board.

The Finance and Audit Committee may invite such Board Members and outside parties, and in consultation with the Chief Constable such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the Finance and Audit Committee.

17.3 Budget Development and Financial Planning

The Finance and Audit Committee shall:

1. Review the budget development and financial planning process and guidelines for the Department and make recommendations to the Board for revisions as required; and
2. Identify inconsistencies between the Department and City budget processes that require resolution in order for the Board to comply with its statutory obligations, and make recommendations accordingly to the Board.

17.4 Financial Statements and Other Financial Reporting

The Finance and Audit Committee shall:

1. Review and recommend for approval to the Board, financial information that will be forwarded to the City or made publicly available, including:
 - (a) The financial content of the annual report and any reports required by the Board, City, or Provincial Government; and
 - (b) Any management report that accompanies published financial statements (to the extent that such a report discusses the financial position or operating results) for consistency of disclosure with financial statements themselves;
2. Review normal periodic internal financial information provided to the Board, including:
 - (a) Quarterly financial operating statements; and
 - (a) Any audited financial statements;
3. Ensure that:
 - (a) The Board receives timely, meaningful reports that keep it properly informed of the Department's financial situation and that provide the information required for decision making; and

- (b) All financial reports to the Board clearly display the financial results of each principle area of activity and include actual-to-budget variance and year-to-date results and reflect events to date and known factors which may influence either revenue or expense components;
4. Review and discuss:
- (a) The appropriateness of financial management policies and financial reporting practices used by the Department;
 - (b) Any significant proposed changes in financial reporting and financial management policies and practices to be adopted by the Department; and
 - (c) Any new or pending developments in accounting and reporting standards that may affect the Department; and
5. Be responsible for reporting proposed Department operating and capital budgets to the City and the City Council for approval.

17.5 Level of Spending Authority for Management and the Board

The Finance and Audit Committee shall:

1. Develop with Department management, a comprehensive statement of authorities for operating and capital expenditures and present those authorities to the Board for approval;
2. Monitor compliance through the audit process, and other identified mechanisms, and recommend to the Board any changes which may be necessary from time to time; and
3. Oversee the capital plans and expenditures to provide sufficient facilities and equipment for the Department.

17.6 Risk Management, Internal Control and Information Systems

The Finance and Audit Committee shall obtain reasonable assurance that the financial risk management, internal control systems, and information systems of the Department are operating effectively to produce accurate, appropriate and timely management and financial information, including:

1. Periodically reviewing of the Department's risk management controls and policies;
2. Confirming that systems of internal control are properly designed and effectively implemented through periodic discussions with and reports from Department management, and the City's internal auditors, when possible; and
3. Monitoring compliance with statutory and regulatory obligations.

17.7 Financial Policy Development

The Department financial policies generally follow those of the City. The Finance and Audit Committee will review significant, unique financial policies developed by the Department Finance Division that are “exceptions” to this rule.

17.8 Financial Audit

The Finance and Audit Committee shall oversee any internal audit function, which may be established and the internal audit relationship with the auditor and with Department management.

The Finance and Audit Committee shall review the planning and results of any external audit activities and the ongoing relationship with the external auditor and report the results to the Board.

17.9 Accountability

The Finance and Audit Committee shall review its Terms of Reference annually and recommend revisions to the Board, as required.

The Finance and Audit Committee shall keep a record of its meetings and the Chair shall provide oral reports to the Board, or other reports to the Board as requested, on financial matters that are relative to the Board and Department.

18. GOVERNANCE COMMITTEE TERMS OF REFERENCE

18.1 Mandate

The purpose of the Governance Committee is to provide a focus on governance that will enhance the Board and Department's performance.

The Governance Committee assesses and makes recommendations regarding Board effectiveness and ongoing Board Member development, and leads the process for recommending Board Member appointment criteria to the Province for consideration when appointing Board Members.

18.2 Composition and Operations

The Governance Committee shall be comprised of two (2) or more members appointed by the Board, with one member designated as Chair. Appointment of the Governance Committee Members will be in accordance with relevant sections of the Board Manual.

The Governance Committee shall operate in a manner consistent with the provisions specified in Chapter 16 of the Board Manual.

The Governance Committee may invite such Board Members and outside parties, and in consultation with the Chief Constable such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the Governance Committee.

18.3 Duties and Responsibilities

Subject to the powers and duties of the Board, the Governance Committee shall:

1. Initiate an annual review of the Board Manual and seek Board approval of necessary amendments;
2. Receive and consider suggested amendments to the Board Manual from the Chief Constable;
3. Regularly conduct an assessment of the Board's effectiveness, both on the general performance of the Board and the governance processes;
4. Develop recommendations regarding the qualities and skills for potential Board Members, taking into consideration the Board's short-term needs and long-term succession plans;
5. Ensure that the Board Chair and the Police Services Division have relevant information on vacancies, appointments and reappointments of Board Members;

6. Conduct Board Member orientation and ongoing development to assist Board Members in being fully prepared for their role;
7. Review the Conflict of Interest Guidelines annually and recommend revisions to the Board, as required;
8. Annually require Board Members to sign an acknowledgement that they have reviewed the Conflict of Interest Guidelines and are unaware of any matters that contravene the Conflict of Interest Guidelines;
9. Provide initial orientation about the Board's role, practices, issues and objectives to a new Board Chair, as required; and
10. Develop the Board's annual work plan calendar.

18.4 Accountability

The Governance Committee shall review its Terms of Reference annually and recommend revisions to the Board, as required.

The Governance Committee shall keep a record of its meetings and the Chair shall provide oral reports to the Board, or other reports to the Board as requested, on governance matters that are relative to the Board and Department.

19. HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE

19.1 Mandate

The primary function of the Human Resources Committee is to assist the Board in fulfilling its oversight and employer responsibilities under the *Police Act* as related to human resource and compensation matters, and to ensure that there is a plan for continuity and development of senior management.

Primary responsibility for human resource management, performance management, labour relations, employee health and safety, and career planning of the Department is vested in management and is overseen by the Board.

19.2 Composition and Operations

The Human Resources Committee shall be comprised of two (2) or more members appointed by the Board, with one member designated as Chair. Appointment of the Human Resources Committee Members will be in accordance with relevant sections of the Board Manual.

The Human Resources Committee shall operate in a manner consistent with the provisions specified in Chapter 16 of the Board Manual.

The Human Resources Committee may invite such Board Members and outside parties, and in consultation with the Chief Constable such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the Human Resources Committee.

19.3 Duties and Responsibilities

Subject to the powers and duties of the Board, the Human Resources Committee shall:

1. Recommend a performance evaluation process for the Chief Constable and, when approved, lead the implementation of the evaluation process;
2. In conjunction with the City, ensure an appropriate level of compensation for the Chief Constable;
3. Monitor the Department's compensation philosophy and guidelines, including protocols and service agreements with the City and Metro Vancouver Human Resources Department to ensure continued appropriateness;
4. Review, at the Department's request, human resource policies from time to time;

5. Review with the Chief Constable, any significant outside commitments the Chief Constable is considering before the commitment is made, including commitments to act as a director or trustee of for-profit and not-for-profit organizations;
6. Monitor Department processes for attracting, retaining, developing, and motivating and tracking the performance of uniform and civilian employees in order to ensure the ongoing health and long-term sustainability of the organization; and
7. Ensure that the Board annually reviews the Chief Constable's executive development and succession processes and plans to ensure timely and effective continuity of leadership and to ensure that an adequate number of individuals are being identified and developed to provide choice when senior ranks and Chief Constable succession is considered by the Board.

19.4 Accountability

The Human Resources Committee shall review its Terms of Reference annually and recommend revisions to the Board, as required.

The Human Resources Committee shall keep a record of its meetings and the Chair shall provide oral reports to the Board, or other reports to the Board as requested, on human resource matters that are relative to the Board and Department.

20. ACRONYM LIST

The Board and Department commonly use the following acronyms:

AG	Attorney General of BC
BCAPB	BC Association of Police Boards
BCPPS	British Columbia Provincial Policing Standards
CAPG	Canadian Association of Police Governance
FOIPPA	Freedom of Information and Protection of Privacy Act
IIO	Independent Investigation Office of BC
JIBC	Justice Institute of BC
OPCC	Office of the Police Complaint Commissioner
PA	Police Act
PSS	Professional Standards Section

21. BOARD POLICIES

The following approved Board policies are appended:

1. Code of Conduct;
2. Conflict of Interest Guidelines;
3. Financial Accountability Policy;
4. Risk Management Policy;
5. Chief Constable Annual Performance Evaluation Process;
6. Board Member Remuneration and Expense Policy; and
7. Board Oath of Office.

Appendix 21.1 – Code of Conduct

**PORT MOODY POLICE BOARD POLICY
CODE OF CONDUCT FOR BOARD MEMBERS**

1. Purpose

The Port Moody Police Board (Police Board) achieves effective governance by Board Members fulfilling their roles and responsibilities with the highest standards of conduct. Board Members shall perform their duties in a manner that will instill public confidence in the abilities and integrity of the Police Board. Board Members are committed to the following Code of Conduct for Board Members

2. Application

The Code of Conduct shall apply to all Board Members.

3. Principles and Guidelines

Board Members shall perform their duties with due diligence, honesty, and impartiality and in good faith and in accordance with the *Police Act*, any other Act and any regulation, rule or by-law, as provided for in their oath or affirmation of office.

Board Members shall regularly attend Police Board meetings, adequately prepare for the other duties expected of Board Members, and use their knowledge and expertise when dealing with the affairs of the Port Moody Police Department (Police Department).

Board Members shall not interfere with the Police Department's operational decisions and responsibilities or with the day-to-day operation of the Police Department.

Board Members shall keep confidential any information disclosed or discussed at an in camera or closed in camera meeting of the Police Board, as required under the oath or affirmation of office.

No Board Member shall purport to speak on behalf of the Police Board unless he/she is authorized by the Police Board to do so. Board Members shall adhere to the provisions in the Port Moody Police Board Governance Manual (Board Manual) with respect to communications.

Board Members shall refrain from engaging in conduct that would discredit or compromise the integrity of the Police Board or the Police Department.

Board 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 Police Department'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. Procedures

Upon declaration of a conflict, the Board Secretary shall duly note the declaration in the minutes of the Police Board meeting.

5. Approval Processes

There are no related approval processes.

6. Related Forms and Documents

Appendix 21.2 – Conflict of Interest Guidelines and Conflict of Interest Declaration

Appendix 21.7 – Oath of Office

7. Exceptions

There are no exceptions to the Code of Conduct.

8. Monitoring/Reporting Requirements

Affirmation of Oath of Office shall be filed with Ministry of Justice, Police Services Division and completed Conflict of Interest Declaration shall be filed with the Board Secretary.

Appendix 21.2 – Conflict of Interest Guidelines

PORT MOODY POLICE BOARD CONFLICT OF INTEREST GUIDELINES

1. Purpose

Board 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 Port Moody Police Board (Board) and Port Moody Police Department (Department). A conflict of interest arises when a Board Member's private interests supersede or compete with the Board Member's dedication to the interests of the organization. This could arise from real, potential, or apparent conflict of interest.

2. Application

The Conflict of Interest Guidelines shall apply to all Board Members.

3. Principles and Guidelines

A Board Member has an obligation to declare a conflict of interest and make a full disclosure prior to discussion of an issue. This enables the Police Board to resolve unclear situations and gives an opportunity to dispose of conflicting interests before any difficulty can arise.

A "real" conflict of interest occurs when a Board 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 Board Member's duty or function or in the exercise of power, provided that he/she has not yet exercised that duty or function.

An "apparent" conflict of interest exists when there is a realistic apprehension that a reasonably well-informed person could properly believe, that a real conflict of interest exists on the part of the Board Member.

A Board Member who is in doubt as to a potential conflict or has questions about a potential ethical issue shall consult with the Board Chair.

4. Procedures

Upon declaration of a conflict, the Board Secretary should duly note the declaration in the minutes of the Police Board meeting.

The Board Member must absent themselves from the proceedings during discussion or voting on that particular matter, contract or arrangement.

5. Approval Processes

There are no related approval processes.

6. Related Forms and Documents

The Conflict of Interest Declaration forms a part of the Conflict of Interest Guidelines.

7. Exceptions

There are no exceptions to the Conflict of Interest Guidelines.

8. Monitoring/Reporting Requirements

Board Members shall attest annually, that they have reviewed the Conflict of Interest Guidelines and are unaware of any matters that contravene the Conflict of Interest Guidelines by signing the Conflict of Interest Declaration.

Completed Conflict of Interest Declarations shall be filed with the Board Secretary.

CONFLICT OF INTEREST DECLARATION

I, <name of Police Board Member>, confirm that I have read, understand and agree to conduct myself in accordance with the Port Moody Police Board Conflict of Interest Guidelines.

Signature

Date

Appendix 21.3 – Financial Accountability Policy

PORT MOODY POLICE BOARD POLICY FINANCIAL ACCOUNTABILITY POLICY

1. Purpose

The Port Moody Police Board (Board) is required by the British Columbia *Police Act* to [s. 26]; (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. The Board is also required to determine, in consultation with the Chief Constable, the priorities, goals and objectives of the municipal police department.

In carrying out its mandate, the Board recognizes the right of citizens to expect that police services will be provided in an effective and efficient manner. To this end, the Board is committed to ensuring that the principles of fiscal integrity and accountability govern the financial planning and management practices of the Police Department.

The Board shall ensure that policing programs and initiatives are consistent with the vision and support the goals, objectives and priorities outlined in its Strategic Plan. The Board shall evaluate and manage the allocation of funds supporting operational, strategic and policy programs and initiatives to achieve desired results. The Board is responsible for the financial resources of the organization and that these resources are utilized in a prudent manner.

2. Application

The Policy applies to the Board.

3. Principles and Guidelines

The Policy establishes three key objectives with respect to financial governance:

1. Maintain accountability to the citizens of the City of Port Moody (City);
2. Ensure financial commitment to the strategic plan; and
3. Ensure efficient use of police resources/funding.

The Policy provides guidelines to the Board in establishing procedures with respect to sound financial planning and effective financial management of the Police Department.

4. Legislative Responsibility

The British Columbia *Police Act*, mandates that the Board must:

1. On or before November 30 each year, prepare and submit to Port Moody City Council (City Council) for its approval a Provisional Budget for the following year to provide policing and law enforcement in the City [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)];
3. In case of any dispute with City Council over budget approvals, the Board or City Council may apply to the Director of Police Services, Ministry of Justice, 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)]; and
4. Not make expenditures, or agree to make expenditures, that are not specified in its budget and approved by City Council [s. 27 (6)].

5. Contracts and Execution of Documents

The Board shall approve in advance any and all contracts for legal and other professional services related to Board business prior to the award or incurrence of any fees. All legal and other professional services accounts are to be reviewed and subject to approval of the Board prior to payment. The accounts must be itemized and contain the appropriate documentation of the service provided.

When the execution of documents is required in regards to the Board, the Board Chair or Delegate is authorized to sign documents in the name of the Board. In principle, all contracts, agreements and other documents intended to legally bind or commit the Board in any manner are to be executed by the Board Chair or Delegate.

The Board may also delegate authority to persons (Delegate) who may act on behalf of the Board. The Delegate may exercise complete or limited authority to execute documents on behalf of the Board provided that the requisite external and internal approvals have been obtained in advance, funds are available or appropriated and all other pre-conditions have been satisfied.

6. Donations and Sponsorship

While core policing activities to provide policing and law enforcement in the City must be funded by City Council, as set out in s. 27 of the *Police Act*, the Board supports the principle that sponsorships and donations may be used to enhance and extend Police Department services, with the overall objective of increasing public safety. All donations shall be reported in advance of acceptance to the Board. The Conflict of Interest Policy shall be reviewed and evaluated in regards to any proposed Donation or Sponsorship.

7. Finance and Audit Committee

The Board shall establish a Finance and Audit Committee to assist it in fulfilling its financial oversight responsibilities, including budget development, financial reporting, information systems, risk management and internal controls [Finance and Audit Committee Terms of Reference].

8. Procedures

i. Financial Accountability:

- (a) The Board recognizes that stewardship for the use of funds is a primary responsibility. The Board holds the Chief Constable accountable for the deployment of financial resources within the approved Budget, compliance with established policies, efficiency and economy in operations, in the spirit and intention of policies and direction of the Board and the achievement of annual objectives; and
- (b) Shall ensure that the Police Department shall not exceed the approved operating and capital budgets, and operating projects without the prior approval of the Board. The Board shall direct the Chief Constable to inform the Board immediately of any actual or probable fiscal deficiency.

ii. Planning and Priority-Setting:

- (a) In consultation with the Chief Constable and stakeholders, the Board shall determine objectives and priorities for policing in the City; and
- (b) The planning and priority-setting process involves:

- i. The development of broad long-range plans;
- ii. A statement of goals, strategies and performance indicators within each five-year Police Department strategic plan; and
- iii. The development of specific annual operating and capital budgets.

iii. Budget Development:

- (a) The Board shall work with the Chief Constable to develop the annual and five-year operating and capital budgets for the Board's approval;
- (b) The Finance and Audit Committee shall liaise with the Police Department's Budget Committee and staff to provide advice and to keep the Board apprised of issues and to seek direction from the Board, where required;
- (c) The Board shall approve draft operating and capital budgets, appeals to the base budget, business cases for new initiatives and new and non-recurring (NNR) funding requests before they are submitted to City Council as its Provisional and final Budget submissions. Prioritization of appeals and NNR requests require endorsement by the Board in advance of submission to the City; and
- (d) Communication with City Council regarding budgetary matters shall be in accordance with the agreed upon procedures [City of Port Moody Police – Procedures for Council Consideration of Port Moody Board Budget]

8. Related Forms and Documents

Internal Control:

The Board shall monitor the Police Department to ensure that there is an adequate process of internal control within the organization and that management and staff complies with legislative requirements, Board policies, Provincial requirements and financial procedures, including but not limited to:

British Columbia *Police Act*;

British Columbia Provincial Policing Standards (BCPPS);

Board Financial Accountability Policy;

Board Member Expense Reimbursement Policy;

Police Department's Financial Management Policies [Policy and Procedures Manual – Section “AD – Financial Management”];

Canadian Public Sector Accounting Board Standards and Canadian Generally Accepted Accounting Principles;

Applicable City of Port Moody financial policies (e.g. Capital Financing and Debt Policy) and procedures;

Board Risk Management Policy;

Insurance requirements; and

Quality assurance review process (e.g. audits).

City of Port Moody Police – Procedures for Council Consideration of Port Moody Police Board Budget

9. Exceptions

There are no exceptions to the Financial Accountability Policy.

8. Monitoring/Reporting Requirements

Financial Reporting Requirements:

- (a) The Board shall ensure that the financial reporting of the Police Department is received in a timely manner, is accurate and relevant;
- (b) The Board requires the following reports, at a minimum:
 - i. Monthly reporting on financial performance;
 - ii. Quarterly reporting on year-end financial forecasts; and
 - iii. Other financial reporting, as requested by the Board;
- (c) The Board shall ensure compliance with all mandated external reporting requirements and that the reports are approved by the Board prior to release; and
- (d) The Board shall monitor the Police Department's fiscal policies, performance, variances and other key performance indicators and address

these with the Chief Constable and management as exceptional circumstances arise.

Appendix 21.4 – Risk Management Policy

PORT MOODY POLICE BOARD POLICY RISK MANAGEMENT POLICY

1. Purpose

The Port Moody Police Board (Police Board) shall hold the Chief Constable accountable for the performance of the Port Moody Police Department (Police Department) in managing risk.

2. Application

The Risk Management Policy shall apply to all Board Members.

3. Principles and Guidelines

Linked to its governance and oversight responsibilities as outlined in the Port Moody Police Board Governance Manual (Board Manual), it is the responsibility of the Police Board to ensure that all significant risks facing the Police Department and its ability to reach its goals are identified and that an effective risk management system is in place. Consideration of risk should be part of all organizational planning – critical for the strategic planning process but also important in annual planning and new initiative development. The type of risks considered can be diverse and may include, but not limited to, financial, operational, reputational, organizational, demographic, and technological.

4. Procedures

The Police Board has established a framework for meeting the responsibility of risk management. The Police Board's role is to participate with the Chief Constable in the critical thinking and identification of both internal and external risks, to discuss the probability and intensity of the risks, and to set the priorities on those risks that need defined mitigation strategies. The Chief Constable is assigned the responsibility to develop a management plan using risk analysis and management tools, to allocate responsibility for actions, and to build strategies related to managing such risks into operational policies as appropriate.

5. Approval Processes

There are no related approval processes.

6. Related Forms and Documents

There are no related forms or documents.

7. Exceptions

There are no exceptions to the Risk Management Policy

8. Monitoring/Reporting Requirements

The Chief Constable shall provide reports on the performance of the mitigation strategies and the Police Board shall determine the reporting time frame. The Chief Constable shall also report any changes in the risk environment and priorities in managing such risks

Appendix 21.5 – Chief Constable Annual Performance Evaluation Process

PORT MOODY POLICE BOARD CHIEF CONSTABLE ANNUAL PERFORMANCE EVALUATION PROCESS

The Chief Constable annual performance evaluation process will take approximately sixteen (16) months from commencement to completion and will be conducted as follows:

1. For the ensuing calendar year, the Human Resource Sub-Committee will meet with the Chief Constable between November 1 of the current year and January 31 of the following year to jointly identify the six key goals and objectives based on the current strategic plan, which will form the basis of the year's evaluation. This will be completed and approved in writing by the Chief Constable, the Human Resource Sub-Committee and the Police Board no later than January 31. The objectives must be specific, attainable and measurable. Objectives should be weighted out of a total 100%, according to importance, and may be in order of priority. The progress in meeting these objectives will be the subject of discussion at a semi-annual review with the Chief Constable. The objectives are to be structured in two (2) columns, with the third column left blank for ratings. Whether the objectives are met or not met will be identified at the final evaluation, according to the measurement criteria provided.
2. At this time, the final evaluation process will be discussed with the Chief Constable and he/she will be asked to recommend two (2) persons from outside of the Port Moody Police Department (Police Department) to be included in the six (6) individuals who will be selected for the 'in-person interview' portion of the evaluation. The parties recommended by the Chief Constables are preferably from the Provincial level (e.g. District Chief) on the basis that these relationships are integral to the Police Department.
3. The review and discussion of the annual objectives will be included as an item on the annual January Police Board meeting agenda. The Human Resource Sub-Committee will communicate the final draft of the weighted annual objectives to the Police Board no later than the February Police Board meeting.

4. The Human Resource Committee will be responsible to meet with the Chief Constable at least once during the calendar year for a semi-annual progress review. No documentation will be required.
5. The final evaluation shall consist of information from the following three sources:
 - (a) Eleven (11) delivered evaluation forms;
 - (b) Six (6) targeted interviews; and
 - (c) The Chief Constable's annual self-evaluation.
6. During the first week of January of the current calendar year, the Chief Constable Evaluation forms will be delivered to:
 - (a) Police Board members (excluding the Board Chair)
 - (b) Inspector(s);
 - (c) City of Port Moody (City) Manager of Finance;
 - (d) City Manager;
 - (e) Police Department Head of Victim Services; and
 - (f) Police Department Head of Finance.
7. The Human Resource Sub-Committee along with the Manager of Human Resources for the City will schedule and undertake seven (7) interviews to be conducted in accordance with the Chief Constable Evaluation In-Person interview, with the following:
 - (b) Deputy Chief Constable;
 - (c) Police Union President;
 - (d) Manager of Human Resources for the City;
 - (e) Board Chair; and
 - (f) Two (2) interviewees recommended by the Chief Constable.
8. The interviews are to be completed by the first week of February.
9. The Human Resource Sub-Committee will meet with the Chief Constable no later than January 15 for a final review of the previous year's objectives.
10. The Chief Constable shall complete and submit a self-assessment to the Human Resource Sub-Committee no later than January 31 each year.

11. Following the receipt of the Chief Constable's self-assessment, the Human Resource Committee will meet with the Manager of Human Resources for the City to compile all of the data from the three sources (outlined in Item 6 above) and finalize the draft of the previous year's Chief Constable's annual performance evaluation no later than February 15. The Human Resource Committee will present the final draft of the Chief Constable's annual performance evaluation to the Police Board at its February board meeting, with any recommendations for the current year. The Manager of Human Resources for the City will present the approved annual performance evaluation to the Chief Constable.

12. A summary of all raw evaluation data collected, without identification of the source, may be provided to the Chief Constable upon request.

Appendix 21.6 – Expense Reimbursement Policy

PORT MOODY POLICE BOARD POLICY EXPENSE REIMBURSEMENT POLICY

1. Purpose

The members of the Port Moody Police Board (Board) attend various conferences, seminars and other meetings related to their duties with the Board. Funds are budgeted annually to allow for attendance of members at these functions. The Expense Reimbursement Policy (Policy) establishes the guidelines for attendance, travel, eligible expenses and reimbursement of expenses incurred as a result of Board Members attending functions related to their duties or training.

2. Application

This Policy applies to Board Members.

3. Principles and Guidelines

Sufficient funds will be allocated annually to the Port Moody Police Department (Police Department) budget to allow Board Members to attend the annual BC Association of Boards (BCAPB) and Canadian Association of Police Governance (CAPG) conferences, and other relevant conferences, as the Board deems appropriate.

The most practical and economical arrangements for conference registration / attendance, travel, meals and lodging will be made.

To facilitate the sharing of information, Board Members shall provide a verbal report of the highlights of the conference at the next scheduled Board meeting.

4. Procedures

Travel Arrangements

Travel arrangements should be made as soon as possible in order to take advantage of the lowest fares.

The Board Secretary will be responsible for Board Member conference and travel arrangements, including registration, travel and accommodations.

Board Members are responsible for making their own arrangements for companion programs at conferences.

Eligible Expenses and Reimbursements

Approval and reimbursement of travel expense claims will be in accordance with the following procedures:

1. The cost of purchasing out-of-country medical insurance and travel cancellation insurance are allowable expenses with appropriate receipts;
2. The maximum coverage will be the premium for single coverage for the actual number of days in travel on business;
3. The cost of privately arranged air travel insurance will not be reimbursed;
4. When combining personal travel with Board authorized business travel, Board Members will be reimbursed only for the portion of the travel costs that relate to the business travel;
5. The per diem allowance rates shall be as outlined in Appendix 'D' Per Diem Allowance Rates;
6. The per diem allowance will be provided for each full day of travel including the day of departure and return. If claiming all three meals for the day, the amount for each meal can vary as long as the daily maximum is not exceeded. Where less than three meals for the day is being claimed, the maximum for those meals will prevail. Receipts are not required for the reimbursement of per diem allowances;
7. Per diem allowances are only provided if Board Members travel and stay overnight outside the Metro Vancouver region, unless approved in advance by the Board;
8. Meal expenses, where a per diem allowance is not payable, shall be in accordance with this policy. Original receipts are required for reimbursement of meal expenses;
9. If meals are provided at the event or conference, no meal expense or per diem allowance shall be provided;
10. Meal expenses may be claimed for local meetings, seminars and training sessions if meals are not provided at the event;
11. Accommodations shall be reimbursed at a single occupancy rate for a standard room in the conference hotel at the conference rate, if available, or standard accommodation in another hotel at an equivalent or lower cost. Original receipts are required for reimbursement of accommodation expenses;
12. Reimbursement for air, rail and automobile travel are as follows:
 - a. Air and Rail Transportation

Reimbursement will be made for the actual cost of the fare by the most direct route, at the lowest available economy class fare. Claims must be supported by original receipts. Wherever possible, advance bookings should be made to take advantage of lower fares. If booking decisions must be delayed, a reasonable explanation is required or the average fare paid for the advance booking will be paid by the Board and the difference paid by the individual. In those cases where the lower fare requires the individual to extend the trip, the Board will pay the additional accommodation, and per diem costs, provided that there are overall cost savings. Associated travel costs which may be claimed include:

- i. transportation to and from the airport;
- ii. business related excess baggage charges;
- iii. pre-booking fees (i.e. seat selection)
- iv. other business related travel costs.

b. Automobile Transportation

Where an individual chooses to travel by automobile, reimbursement will be the lesser of the travel claim (including associated costs as defined below) plus extra meals based on the prevailing rates and the transportation costs that would have been payable if the individual had traveled by air, unless approved by the appropriate authority as listed in section A. Associated costs of automobile travel such as parking fees, bridge, ferry or highway tolls, and enroute accommodation are also claimable, if supported by original receipts.

c. Mileage

Mileage reimbursement will be based on actual mileage incurred from the start to end point of the business related travel. Mileage will be reimbursed at the current Canada Revenue Agency rate. For those carpooling, the mileage will be reimbursed to the driver with the costs allocated equally between all passengers where expenses are reported in Public Bodies.

d. Rental Cars

In circumstances where a rental car is necessary or warranted, authorization for the rental should be obtained at the same time as approval for the trip is given. The type of car booked shall be a reasonable size car dependent upon the specific circumstances with the exception that sports cars or luxury cars will be reimbursed at the rate of what would be a reasonable vehicle based on the particular

circumstances. Applicable additional car rental costs, such as insurance and gasoline, will be reimbursed. All claims must be accompanied by original receipts.

13. Upon request by a Board Member, the Board may authorize reimbursement of travel costs to and from Board authorized meetings and events; and
14. Reasonable telephone calls from hotel rooms or mobile phones, supported by receipts, may be claimed when the per diem allowance is not claimed.

Ineligible Expenses

The Board shall not reimburse Board Members for costs incurred relative to:

1. Attending regularly scheduled monthly Board meetings;
2. Expenses incurred by persons not specifically covered by the scope of this Policy, including the families and friends of Board Members;
3. Personal loss of property that may occur while travelling on behalf of the Board;
4. Social events not included in the conference registration (e.g. golf tournaments);
5. Expenses connected with stopovers or other places while not on Board business;
6. Charges for alcoholic beverages;
7. Incidental expenses on hotel bills such as movie rentals and dry cleaning; and
8. Extended travel periods for reasons not associated with business authorized by the Board.

Reimbursement Process

Personal Expense Claim Forms (Claim Form – Appendix 'B') are to be completed in accordance with the following guidelines:

1. Include original receipts and documents in support of expense claims, if not claiming full per diem allowance;
2. Provide explanations for unusual circumstances, which have incurred additional expenses;
3. Board Members shall submit completed and signed Claim Form to the Board Chair for approval;
4. The Board Chair shall submit completed and signed Claim Form to the Finance and Audit Committee Chair for approval; and
5. The Claim Form, including required receipts, shall be submitted to the Board Secretary within ten (10) business days of the completion of travel.

Upon receiving the approved Claim Form, the Board Secretary will process the Claim Form through the City of Port Moody Finance Department. Reimbursement of expenses paid by a

Board Member will be made via pre-established direct deposit arrangements (EFT Form – Appendix 'A') to the Board Member's bank account.

The Board shall not issue travel advances to Board Members.

5. Approval Processes

The Board shall have the authority to approve the attendance, including travel, of any Board Member at any seminar, conference, convention, training session and business meeting deemed to be in the interest of the Board.

The Board's authorization of such attendance shall be conditional upon funds being available in the annual operating budget or in the interim estimates of the Police Department budget.

6. Related Forms and Documents

Appendix 'A' – EFT (Electronic Funds Transfer) Form

Appendix 'B' – Expense Requisition Form

Appendix 'C' – Missing Receipt Form

Appendix 'D' – Per Diem Allowance Rates

7. Exceptions

There are no exceptions to the Expense Reimbursement Policy

8. Monitoring/Reporting Requirements

Expenses incurred by Board Members for attendance at all events covered by this Policy shall be charged to Cost Centre 650 Account 6109 of the Police Department's annual operating budget.

Reimbursements for travel expenses and other business-related expenses are subject to examination by internal and external auditors, including the Canada Revenue Agency.

If the Board reimburses expenses that are subsequently found to be non-compliant with this Policy, the Board Member will be required to repay such amounts to the Board.

Appendix 21.7 – Oath of Office

AFFIRMATION OF OFFICE

?

THE POLICE BOARD OF

?

PORT MOODY

?

?

I, **<name of police board member>**, do solemnly swear that:

?

- I will faithfully, honestly and impartially perform my duties as a member of the **Port Moody Police Board**;

?

?

- I will not, except in the proper performance of my duties, disclose to any person any information obtained in the course of those duties.

?

?

?

?

Signature

?

?

Declared before me at **Port Moody**

?

British Columbia, this _____

?

day of _____

?

?

?

?

<insert name>

Chief Constable

Commissioner for Taking Affidavits

for British Columbia

22. MUNICIPAL POLICIES

The following City policies that are relevant to the duties and responsibilities of the Police Board are appended:

1. Council Consideration of the Port Moody Police Department Annual Budget

