



PORT MOODY POLICE BOARD

Regular Meeting AGENDA

DRAFT

Date:	February 7, 2022
Location	Virtual via Zoom https://us06web.zoom.us/j/83847296083?pwd=QmxQalZ2TTBEeGU1OWRrQ3pYUkdPUT09 Port Moody. BC - 5:00 pm

**Indicates Attachment*

1. CALL TO ORDER
2. ADOPTION OF AGENDA*
 - **THAT the Agenda for the Regular Police Board meeting of 07 February 2022 be approved.**
3. APPROVAL OF MINUTES*
 - **THAT the Minutes of the 06 December 2021 Regular Police Board meeting be adopted.**
4. DELEGATIONS/PRESENTATIONS
5. STANDING ITEMS/UNFINISHED BUSINESS
 - 5.1 Community Concerns/Considerations
 - **THAT (any) community concerns/considerations be received for information.**
 - 5.2 Risk Framework
 - No update this month
 - 5.3 2021 – 2023 PMPD Strategic Plan Action Item Status Report*
 - **THAT the 2021 -2023 PMPD Strategic Plan Action Item Status Report be received for information.**
6. NEW BUSINESS
 - 6.1 Police Board Member Resignation – Nick Zupan*
7. REPORTS FROM COMMITTEE
 - 7.1 Governance Committee
 - Governance Committee Work Plan Calendar*
 - This report is In-Camera this month.
 - 7.2 Finance Committee
 - This report is In-Camera this month.
 -

7.3 Human Resource Committee

This report is an In-Camera Meeting item.

8. INFORMATION ITEMS*

8.1 Correspondence received: 2020 – 2021 PRIMECorp Annual Report;

8.2 Correspondence received: Justice Institute of British Columbia Office of Indigenization *2021 – 2027 Living Indigenization Plan*.

9. PUBLIC INPUT

10. ADJOURNMENT

**PORT MOODY POLICE BOARD
REGULAR MEETING
MINUTES
December 6, 2021 5:00 pm
via ZOOM
3051 St. Johns Street, Port Moody, BC**

DRAFT

Minutes of the PORT MOODY POLICE BOARD Regular Meeting held 06 November 2021, via ZOOM, Port Moody, British Columbia

PRESENT:

Mayor Rob Vagramov *(via telephone)*
David Fox
Chloe Goodison
Shahid Hussain
Manjit Nijjar
Mary Vellani

REGRETS:

Nick Zupan, Insp. Manj Kaila, Kim Tsok

STAFF:

C/Cst. Dave Fleugel, DC Cst. Leslie Stevens, Insp. Travis Carroll, Shane Archibald

Rhonda Doig, Recording Secretary

GUESTS

None

CALL TO ORDER

1. **CALL TO ORDER**

Mayor Vagramov called the meeting to order at 5:01 pm and assigned Chair duties to Mary Vellani.

**AGENDA for
06 December 2021**

2. **APPROVAL OF THE AGENDA**

Moved. Seconded and Carried.

THAT the Agenda for the Regular Meeting of the Port Moody Police Board held on 06 December 2021 be approved.

**Minutes of the
REGULAR MEETING
held 01 November 2021**

3. **APPROVAL OF MINUTES**

Moved. Seconded and Carried.

THAT Regular Meeting minutes of 01 November 2021 be approved.

**DELEGATIONS/
PRESENTATIONS**

4. **DELEGATIONS/PRESENTATIONS**

No Delegations/Presentations this month.

STANDING ITEMS/UNFINISHED BUSINESS	5.	<u>STANDING ITEMS/UNFINISHED BUSINESS</u>
Community Concerns/ Considerations	5.1	<p>Community Concerns/Considerations</p> <p>C Cst. Fleugel provided an overview of a recent File that occurred Saturday, December 4th for the Board's information. Coquitlam RCMP responded to what appeared to be a gangland style shooting. In these cases, it is common that the suspects use stolen vehicles and burn them – it appears that the vehicle from this File was dumped and burned in the Maude Court/Noons Creek Drive area. A Media Release requesting any possible video capture was distributed this afternoon.</p>
NEW BUSINESS	6.	<u>NEW BUSINESS</u>
	6.1	<p>Risk Framework</p> <p>Insp. Carrol provided an update on the department's Risk Register project. Interviews with key personnel were conducted over the past month. A working group was held this past Friday to rank the identified risks. A draft Register is forthcoming.</p> <p>Moved. Seconded and Carried.</p> <p>THAT the update on the Department's Risk Register Project be received.</p>
REPORTS FROM COMMITTEE	7.	<u>REPORTS FROM COMMITTEE</u>
GOVERNANCE COMMITTEE REPORT	7.1	<p>Governance Committee</p> <p>Mary Vellani, Chair of the Governance Committee, presented the December 2021 Governance Committee Report for information, highlights of which included:</p> <ul style="list-style-type: none"> • The Board Matrix was distributed; if you have not completed the form, please fill it out and return it to the Governance Committee. Results will be compiled and shared at the next Board meeting; • Mary met with Anthony Njoojre from PWC regarding the Risk Register. <p>THAT the November 2021 Governance Committee Report be received.</p>
FINANCE COMMITTEE REPORT	7.2	<p>Finance Committee</p> <p>Dave Fox, Chair of the Finance Committee, presented the November 2021 Finance Committee Report for information. Highlights of which included:</p>

		<ul style="list-style-type: none"> Financial Report as at October 30, 2021 continues to reflect the Department being in a surplus position mainly to do with wages and vacancies.
		Moved. Seconded and Carried.
		THAT the November 2021 Finance Committee Report be received.
HUMAN RESOURCE COMMITTEE	7.3	Human Resource Committee
		The Human Resources Committee report is an In-Camera item.
INFORMATION ITEMS	8.	<u>INFORMATION ITEM(S)</u>
		Moved. Seconded and Carried.
		THAT the Information Item(s) for November 2021 be received.
		8.1 Correspondence received: 2021-11-17 JIBC Police Academy Tuition Fees;
		8.2 Justice Institute of British Columbia 2020 – 2021 Annual Report;
		8.3 Office of the Police Complaints Commission 2020 – 2021 Annual Report.
PUBLIC INPUT	9.	<u>PUBLIC INPUT</u>
		None
ADJOURNMENT	10.	<u>ADJOURNMENT</u>
		Meeting adjourned at 5:12 pm
NEXT MEETING DATE	11.	<u>NEXT MEETING DATE</u>
		The next Regular Meeting: February 7, 2021: 5:00 pm , Zoom - Port Moody Public Safety Building, EOC 3 rd Floor, 3051 St. Johns Street, Port Moody, BC

Mayor Rob Vagramov, Chair

Rhonda Doig, Recording Secretary



PORT MOODY POLICE DEPARTMENT

REPORT TO THE PORT MOODY POLICE BOARD

DATE: February 7, 2022




TO: Chief Constable David Fleugel

FROM: Insp Travis Carroll








SUBJECT: 2021 Strategic Plan Action Item Dashboard

Action Item #1 Evolve Policing:

Project	Remarks	Target Date	Status
Engage local and provincial health organizations through the Fraser Health Authority to request mental health resources to attend calls with police	MOU already in place allowing for coordinated work with Fraser Health. (TriCities car 67 program) Police help-line with FH Psych nurse in place but not used by most police. Regular connection and communication with TCHealth for assistance with Outreach opportunities	Dec 31 2021	
Identify opportunities to meet needs of schools and youth while being sensitive to the diverse perceptions of police	Youth Liaison maintains strong relationships with SD43 and regularly participates in school activities including fitness programs with students. Maintaining a role outside of uniform enforcement focussing on connection with youth. The option is available for YLO to attend schools in plain clothes if students are sensitive to uniformed members. The YLO attends a Girls Group on Fridays. They have presenters on sexuality/ bullying / body image / fitness/ peer support. YLO has engaged the Kwikwetlem First Nation in regards to Paddling Together Canoe Journey and / or events in 2022.	Dec 31 2021	
Identify options for Tri-Cities Advisory Council to strengthen the voice of our diverse community	Project not initiated	Dec 31 2022	










Improve Restorative Justice practices in Port Moody	Evaluating service deliverables of CERA and researching available options with Victim Services Unit and Youth Liaison Officer.	Dec 31 2022	
Undertake an Equity, Diversity and Inclusivity (EDI) review and identify EDI opportunities for PMPD	Funding for project being requested	Dec 31 2022	
Prepare for expected changes from the provincial government's reform of the Police Act.	Provincial Government report expected in spring of 2022	Dec 31 2022	

Action Item #2 Service Excellence:

Project	Remarks	Target Date	Status
Pilot digital forensic services provider to assist cyber investigations	Teel Technologies from Vancouver Island being used for all digital Forensic needs.	Dec 31 2021	
Enhance specialized training of members assigned to investigate online crimes targeting children	Various online training and seminars taken by MCS members focussing on Online exploitation, child luring and case studies. Focussed Online exploitation courses available to BC ICE members only. Action: increase training of all MCS Detectives.	Dec 31 2021	
Identify methods to improve road safety and address related community concerns	S/Sgt IC Operations and Traffic coordinator participate in regular Traffic Review and Coordination Working Group (TRAC) meetings with City of Port Moody	Dec 31 2021	
Develop and propose an internal audit framework for Board Review	PWC created a Risk Management framework to be presented to the Board in 2022. Action: Perform quality assurance review in 2022	Dec 31 2021	
Explore partnership with a Child and Youth Advocacy Centre to better serve child victims of crime	Project not initiated	Dec 31 2022	
Increase number of officers that have participated in phase two of trauma-informed practice training	Several members have completed TIP training. Action: continue rollout of training.	Dec 31 2022	
Expand outreach activities online and in-person to engage with the community	Improvements made to PMPD website and social media platforms. Quality and quantity of online outreach / interaction is	Dec 31 2022	











continuing to improve. Action: Plan and attend post COVID community events

Action Item #3 Engage our People:

Project	Remarks	Target Date	Status
Create a development and support plan process	Performance and Career Evolution (PACE) being rolled out Feb 2022	Dec 31 2021	
Create a performance management process	Performance and Career Evolution (PACE) being rolled out Feb 2022	Dec 31 2021	
Provide enhanced Training to new supervisors	Newly created In-house supervisor training implemented in 2021 and being re-established for promotions in early 2022.	Dec 31 2021	
Introduce Leadership development training	Mirror Method supervisor and communication training implemented to all members and supervisors. Action: funding being requested for additional training	Dec 31 2021	
Complete an employee engagement survey, action recommendations, and set targets for future years	PMPD working with City of Port Moody on their Employee Engagement strategy.	Dec 31 2022	
Expand support for workplace stress and employee trauma	CISM has formed part of regular operating business. Clinical counselling is now included in Employee benefit plan. Action: Working with Worksafe BC and assessing best practices in this area.	Dec 31 2022	
Expand annual psychological check-ins to civilian employees	Civilians included in budget for annual psychological check-ins.	Dec 31 2022	
100% of employees have a development plan	Project not initiated	Dec 31 2022	
100% of employees participate in performance management	Project not initiated	Dec 31 2022	

Action Item #4 Strengthen Technology & Policy:

Project	Remarks	Target Date	Status
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Launch an internal intranet	Completed	Dec 31 2021	
Implement 2020 digital security recommendations	The major projects related to the security recommendations are all substantively complete with the multi-factor authentication project concluding in January 2022.	Dec 31 2021	
Transition to integrated forensic identification services	Completed	Dec 31 2021	
Expand PMPD's wireless capability	Due for full completion in Feb 2022	Dec 31 2021	
Establish Online crime reporting	Examining other PD's online reporting processes. Verifying that budget will support our plan.	Dec 31 2022	
Complete policy renewal project	High risk policies have been overhauled. New and urgent policies being developed. Low risk policies being renewed	Dec 31 2022	
Prepare for digital evidence through PRIME and identify resources required	DEMS costing inserted in 2022 budget.	Dec 31 2022	
Begin Digital disclosure to Crown Counsel Phase I	MCS disclosure clerk has received training and preparing PMPD training package. PMPD is part of MOU with Crown to commit to this change.	Dec 31 2022	
Incorporate Pandemic learnings in the business continuity plan	PMPD has a robust Site Safety plan that establishes procedures for future implementation if necessary. Disease Mitigation Measures Policy nearing completion.	Dec 31 2022	
Assess feasibility of an electric vehicle fleet	Budget being requested for feasibility study of current and future PMPD needs.	Dec 31 2022	

From: Nick Zupan <Nick.Zupan@portmoodypoliceboard.com>

Date: Saturday, Jan 22, 2022, 10:28 AM

To: Rob Vagramov <rvagramov@portmoody.ca>, PB_David Fox <david.fox@portmoodypoliceboard.com>, David Fleugel <David.Fleugel@portmoodypolice.com>, cgoodison2002@gmail.com <cgoodison2002@gmail.com>, Shahid Hussain <Shahid.Hussain@portmoodypoliceboard.com>, PB_Mary Vellani <Mary.Vellani@portmoodypoliceboard.com>, PB_Manjit Nijjar <manjit.nijjar@portmoodypoliceboard.com>

Subject: stepping down from Board

Fellow board members - after much thought and consideration I have made the difficult decision to step down from my position on the Port Moody Police Board.

EDITED

Again - my time with you all has been rewarding & it was a pleasure to work with you.

Warm regards

Nick Zupan

Board Meeting Plans & Timelines

Action Items in Progress

Reference #	Action	Owner
	Budget Workshop	Finance Committee
	Task Force	Nick Zupan & Police Board
	Strategic Plan 2020 - 2022	Governance Committee & Police Board
	Amend Governance Manual -Update Code of Conduct -Update Conflict of Interest Guidelines	Mary Vellani

Board Meeting Plans & Timelines

Regular Meetings:

Monthly Operations & Budget Report

Chief Constable Report & Updates

Strategic Plan Performance Report

Committee Reports

- Finance
- Governance
- Human Resources

Board Training & Education

January	Budget Introduction to City Council Performance Review Process for Chief begins Review Board Matrix Results		July	Confirm 5 Year Budget Guideline Strategic Plan submitted to Police Services
February	Final Budget Presentation Resolutions for BCAPB AGM		August	CAPG Conference & AGM No regular meeting scheduled
March	Performance Review Completed		September	Invite City Council to Police Board Meeting
April	Board Self Evaluations BCAPB Conference & AGM		October	Police Board Budget Workshop Provisional Budget prepared
May	Review Self Evaluations Invite City Council to Police Board Meeting		November	Distribute Board Matrix Performance Review Process for Chief Begins
June	Resolutions for CAPG AGM		December	No regular meeting scheduled



2020 – 2021

PRIMECorp **Annual Report**

April 1, 2020 – March 31, 2021

VISION

Safer communities in British Columbia through excellence in police information management.

MISSION

To help police in their public safety mandates through excellence and innovation in information services delivery and technology.

VALUES

Our values guide how we carry out our work: Respect, Integrity, Collaboration, Accountability and Service.

2020-2021 Overview

For many organizations, the COVID-19 pandemic was an opportunity to get back to basics — a time to slow down and reevaluate. As an essential service provider, the beginning of the pandemic for PRIMECorp meant a hard and fast shift to ensure our staff were safe and healthy while maintaining continuity of the critical services we provide to the policing community of British Columbia.

Despite challenges brought on by the constraints of new and changing public health orders, I am very proud of the efforts of the PRIMECorp team to continue our operations over the past 18 months. With very few noticeable differences, we were able to transition seamlessly from hosting on-site stakeholder meetings with 27 attendees one week to connecting virtually the next. Working through COVID-19 has provided a fresh perspective on how we operate, how we collaborate and the need to modernize the way we work moving into the future.

As we adapted to our new normal, we were also witness to drastically changing public sentiment with regards to the role of police in our society. Given PRIMECorp's unique relationship with the police community through our management of PRIME-BC, we took the opportunity to share recommendations with the Special Committee on Reforming the Police Act, appointed by the Legislative Assembly, related to the collection and use of police data.

Legislation that governs the privacy of information in British Columbia can lead to limitations on the data-sharing capabilities between police and other public bodies. The need to be able to share information—both to and from police—formed the heart of our recommendation to develop a provincial framework for this vital data collection. When police respond to mental health calls, or calls related to substance use and other complex societal issues, the police response can be enhanced by having access to additional relevant medical information regarding those involved. We see an opportunity to acquire this vital information with a proposed voluntary registration system or through prescribed data sharing that would allow individuals or their caregivers to share particulars which may be relevant during an interaction with the police.

Adding to the complexities of policing is the ever-growing inter-connectivity of the world in which we reside. With technology now acting more like an additional partner in the field for police agencies, captured information and evidence has

become increasingly digital. Understanding this new reality and that needs for policing are evolving, PRIMECorp has already taken steps and continues to engage in strategic planning to build out our roadmap for the future. Through the Technology Modernization Project, PRIMECorp is working to position ourselves to meet the current technology needs of the policing world and the growing needs moving into the future.

WAYNE PLAMONDON,
PRIMECorp Chief Operating Officer



Operational and Technical Highlights

PRIMECorp's key areas of focus throughout the 2020-2021 reporting period were continuing to analyze feedback from the police community about their current and future technology needs and, moving forward with upgrades and pilot projects to enhance our service offerings through PRIME-BC, in spite of the ongoing pandemic.

Technology Modernization Project continues

After gathering information from police agencies about their technology needs for records management, PRIMECorp began upgrades to the provinces computer-aided dispatch (CAD) system in 2020. A major element of the feedback received from the policing community was a need for more control and versatility in the CAD system. As such, one of the major changes made during the CAD upgrades was to grant PRIMECorp more control over the future changes and patches implemented in the system—meaning updates will be faster and more consistent amongst all users and servers going forward. The phased CAD upgrades, which were officially completed in May 2021, are the first step in upgrading the technology used for the records management system across B.C. and help prepare for the upcoming upgrades to the police records management system, which will be commencing in 2022.

Successful Digital Evidence and Disclosure Management (DEMS) pilot project

As part of the growing demand for a comprehensive system to store, manage, analyze and disclose evidence that has been gathered digitally, PRIMECorp was asked to oversee an operational pilot for a DEMS system on behalf of the police and justice sector. In addition to the clear data management benefits of a DEMS system, it would also offer agencies the opportunity to consider using artificial intelligence to assist with transcription for victim statements—decreasing the time and investment needed for these transcriptions and minimizing officer exposure.

The BC RCMP, Vancouver Police Department, Victoria Police Department, Metro Vancouver Transit Police and the BC Prosecution Service all engaged with PRIMECorp in the pilot of a DEMS solution. This highly successful pilot, which ended in the summer of 2021, involved participation from 287 people including 164 sworn police officers and 123 civilians. The DEMS system received full endorsement from the involved stakeholders with the goal of moving ahead with a provincial system—a project that PRIMECorp will lead over the next two years.

Replacement technology for data warehouse

The technologies which allow police agencies to analyze data for crime analysis and business intelligence purposes are supported by PRIMECorp; however, the existing systems are in need of modernization. In 2021, PRIMECorp ran a successful proof of concept to replace one of the legacy environments that supports this vital work of police agencies. Once development of this technology is complete, implementation will coincide with upgrades to the records management system.

Mobile solutions for smartphones

PRIMECorp worked closely with a number of police agencies across B.C. to test and implement smartphone technology that will allow police officers the ability to access and perform work for which they would have typically needed access to a mobile data terminal (MDT) in a police vehicle to complete. Not only is this technology a huge benefit to officers on foot or by bicycle, it is fully integrated with the police CAD system—providing all the officer and public safety benefits afforded within the police vehicles.

Financial Highlights

Financial Overview

The 2020-21 fiscal year ended with a net surplus of \$619K, significantly better than the budgeted net deficit of \$490K, and resulted in an accumulated surplus of \$6.5M. This favourable variance is primarily due to project delays; lowered expenses and timing of certain technology maintenance contracts (e.g. Cherwell, data extraction software maintenance); staffing vacancies and timing of recruitment; and the impact of COVID-19 in terms of reduced employee related expenses, such as travel. The \$619K of surplus funds will be set aside for future investment, including critical infrastructure. Future access to these funds will require Board approval.

These results continue to demonstrate that PRIMECorp is financially, operationally and organizationally stable and well positioned to continue investing in technology and service improvements. The Board of Directors has also approved the 2021-22 Budget and financial forecasts for the subsequent four fiscal years, commencing in 2022-23, to continue aligning PRIMECorp's financial planning to a five-year horizon that is consistent with the municipal, provincial and federal agencies to whom PRIMECorp's services are provided. Commencing in 2022-23, the forecast continues to anticipate annual ongoing increases of 4.0 per cent to support increasing costs resulting from expansion of services and to meet the requirements of our agencies, as well as corresponding operating cost increases. The Strategic Financial Plan forecasts supports and delivers stable and predictable levies for municipal funders. PRIMECorp's ongoing commitment to providing advance notice of future levy estimates ensures that funders benefit from financial stability with respect to levies and allows for their inclusion in municipal budget and financial planning cycles.

The Province of British Columbia contracted PRIMECorp to support and assist with the rollout of the eTicketing system to PRIME-BC users. As such, PRIMECorp and the Province entered into a funding agreement for this rollout of services, commencing October 1, 2019 and terminating September 30, 2022. \$468K of the Road Safety Initiative (RSI) grant funding was expended in 2020-21, leaving \$1.05M available for future RSI project use.

The original Data Extract Service (DES) solution, which commenced in 2017 and was completed this fiscal year, was determined not be a suitable solution going forward and is now being used as a backup solution. The Board of Directors approved expenditures in-period in the 2020-21 fiscal year to proceed with an alternate solution for DES, a customized Versaterm Dataviews solution to address PRIMECorp's specific requirements. The final specifications for the Dataviews project completed in early 2021 and work by the vendor commences in the upcoming fiscal year.

The costs for the three projects (Dataviews, Digital Evidence Management System (DEMS), and the Computer-Aided Dispatch/Records Management System (CAD/RMS) evolution will continue into the next fiscal year as drawdowns from net financial assets. These three draws from surplus represent the key initiatives in the 2021-22 budget as the majority of costs relate to vendor (Versaterm) and other one-time professional services costs.

PRIMECorp continues to focus on ensuring funds are directed to areas which provide the highest level of service to agencies, as well as the evolution of technology systems, software and other critical assets in a planned, sustainable, timely and cost-effective manner.

2020 - 2021 Financial Highlights

The fiscal year ended with an accumulated surplus of \$6.5M and net financial assets of \$3.7M available for future capital and operating spending. These results support the strategic goals of the organization and its financial sustainability and stability.

- The year-end results include costs (both operating and capital) incurred for projects that were approved as part of the 2020-21 budget, to be expended from the net financial assets; with the exception of the drawdown for DES, due to the delay with Versaterm Dataviews, expenditures for the DEMs and CAD/RMS projects are in line with the budget:
 - \$209K for the DES project, of which \$109K was for the final payment of the ISM DES solution and \$100K for the Versaterm Dataviews proof of concept;
 - \$100K for the DEMS project which was approved by the Board of Directors on June 27, 2018 and December 5, 2018; and
 - \$150K for the CAD/RMS evolution project, which was approved by the Board of Directors on December 5, 2018.
- PRIMECorp's cash on hand increased by \$2.0M, bringing the year-end balance to \$6.9M. Cash flow from operating activities increased for the year by \$2.4M and \$447K was expended for capital purchases.
- Net of the authorized drawdowns for the three projects, the net financial assets increased by \$1.38M, resulting in a year-end balance of \$3.67M, available for capital and operating spending.

¹PRIMECorp hosts and supports the PRIME-BC Data Warehouse service, which has been in operation since 2008 and, due to increased expectations and requirements of the data warehouse service, PRIMECorp entered into a contract with Information System Management Canada (ISM) for the required software design, implementation and support services of a new data extraction service. The implementation is delayed and it is uncertain as to when the system will be production ready. PRIMECorp is currently examining alternative solutions.

²Digital Evidence Management is one of the key initiatives identified during the strategic planning work to develop the provincial capability for digital information management, and ensure that police and organizations across the justice continuum are able to access and utilize this information. PRIMECorp has taken the lead on the procurement of a comprehensive Digital Evidence and Disclosure Management solution.

³The CAD and RMS Evolution is a key initiative identified as an outcome of the strategic planning work; this initiative involves working with Police and Fire partners to define and implement the next generation of CAD and RMS solutions to best suit their needs.

Summary Statement of Operations

Year ended March 31, 2021, with comparative information for 2020.

	Budget	2021	2020
Revenue	\$13,162,140	\$13,260,305	\$12,830,034
Expenses	13,651,680	12,641,029	12,614,290
Annual Surplus (deficit)	(489,540)	619,276	215,744
Accumulated surplus, beginning of year	5,837,695	5,837,695	5,621,951
Accumulated surplus, end of year	\$ 5,348,155	\$ 6,456,971	\$ 5,837,695

The Summary Statement of Operations has been excerpted from the Audited Financial Statements – Statement of Operations; to obtain copies of PRIMECorp's 2020-2021 Audited Financial Statements, including the independent Auditors' Report thereon and Notes to the Financial Statements, please visit primecorpbcc.ca.

2020 – 2021 PRIMECORP BOARD OF DIRECTORS

Wayne Rideout
Board Chair, Assistant Deputy Minister and Director of
Police Services, Ministry of Public Safety & Solicitor General

Oliver Grüter-Andrew
President & CEO, E-Comm

Dave Jones
Chief Officer, Metro Vancouver Transit Police

Jason Laidman
Deputy Chief Constable, Victoria Police Department

Jason Rude
Senior Director of Information Services,
Vancouver Police Department

David Stuart
CAO, District of North Vancouver (nominated by UBCM)

Allan Suckling
Director General, IMT Branch, RCMP E-Division

Gord Klassen
Councillor, City of Fort St. John (nominated by UBCM)

Paul Thorkelsson
CAO, District of Saanich (nominated by UBCM)

PRIMECORP LEADERSHIP TEAM

Oliver Grüter-Andrew
Chief Executive Officer

Wayne Plamondon
Chief Operating Officer

Beatrix Nicolato
CPA, CGA, Chief Financial Officer

Sandra MacKay
Corporate Secretary

ABOUT PRIMECORP

PRIMECorp is the organization that manages PRIME-BC by providing operational and technical support for the system.

In short, PRIMECorp is the custodian of police information and data contained within PRIME-BC.

The 10-member Board of Directors, composed of senior police officials and representatives from both municipal and provincial government, oversees PRIMECorp. The Board is responsible for the organization's strategic direction and its financial and operational results.

ABOUT PRIME-BC

PRIME-BC (Police Records Information Management Environment) is the information management system police across British Columbia use to access data and other critical information that helps them prevent and solve crime. It is the only multi-jurisdictional police records management and computer-aided dispatch system covering an entire province in Canada and is described as unique, leading edge and a model for sharing police information in North America.

PRIME-BC facilitates the sharing of information between agencies and real-time access to the vital data that supports frontline policing, criminal investigations and crime analysis. The PRIME-BC system supports 13 independent and provincial police agencies and 135 RCMP detachments in British Columbia. More than 10,000 police officers interact with PRIME-BC.



Website: <https://www.primecorpbcc.ca/>

Strategic Action Plan

<https://www.primecorpbcc.ca/strategic-plan/>



LIVING INDIGENIZATION 2021-2027



JIBC OFFICE OF INDIGENIZATION



JASON LA ROCHELLE
Haida Nation
Director, Office of Indigenization



HEATHER SIMPSON
Secwépemc Nation
Coordinator, Office of Indigenization

Visual design and content for Living Indigenization, Heather Simpson and Jason La Rochelle, Justice Institute of British Columbia.

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Turtle Island is occupied by Indigenous Peoples since time immemorial. We acknowledge this occupation reflects distinct territories, histories, governance systems, laws and cultures of First Nations, Métis, and Inuit, all of which have been subject to a colonial legacy of disruption and genocide. As citizens of Canada, we share an urgency and responsibility to understand Indigenous histories, colonization, and systemic racism that operates today so we can redress injustices and work towards Reconciliation.

Every person has a unique relationship to First Peoples and the respective lands they occupy. Situating oneself in relation is an act of Truth-telling. It helps build a respectful relationship, recognizing the unique history and connections to those lands by its First Peoples and one’s place relative to historical and ongoing colonization on respective lands. Situating oneself and acknowledging traditional territories is also an act of allyship. When land acknowledgements follow with action that contributes to antiracism efforts, we help close the gaps of inequities and injustices against First Peoples, support the self-determination and rebuilding of Indigenous Nations, and build a positive Nation to Nation relationship.

The Justice Institute of British Columbia (JIBC) serves people across the province situated on traditional, unceded (stolen), and treaty territories and the many Nations who are represented by the urban Indigenous population in British Columbia. It is upon JIBC to locate itself within the colonial project and recognize how its origins and mandate contribute to colonization efforts and can undermine any genuine progress towards Truth, Justice, and Reconciliation. Without intentional actions that disrupt the status quo, we remain complicit. To journey forward in a good way, we invite you to live Indigenization.



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PHILLIP GLADUE

Métis Nation



LARRY GRANT

x^wməθk^wəyəm Nation



KEN PRUDEN

Métis Nation



CAROLINE BUCKSHOT

Algonquin Nation

ELDERS-IN-RESIDENCE

6

JIBC's Elders-In-Residence Program provides spiritual support, encouragement, and guidance to Indigenous students, staff, and faculty while promoting understanding and respect for Indigenous perspectives, culture, and values throughout the JIBC community. Living Indigenization 2021-2027 represents the wisdom, heart, actions, and spirit that will move us forward in a good way. We invite you to study and reflect on this plan. As Resident Elders, we are here to carry and share knowledges and teachings so that you develop a strong sense of identity and are mindful of your relationship and responsibilities to all our relations.

Inside you will note a chronological outline of progress to date and intentions to promote Indigenization. The ongoing participation, advice, and cultural teachings of the Elders, Knowledge Keepers, and many other community individuals is an indication of the support our Indigenous community provides for Indigenization at JIBC.

To engage with this plan, first there must be respect for all who are a part of organizing and delivering this plan. We must welcome different opinions and share holistic views in order to come together. Living Indigenization means we respect and value Indigenous worldviews and ways of thinking, being, relating and doing. There is no one answer. To work together as a community and organization, we all need to have input and be included in this work. We have a responsibility to be a voice for our families, our children, women, and communities so they are included in making this pathway forward.

Reconciliation means that we seek Truth before we can Reconcile. Indigenous Peoples in Canada are impacted by intergenerational trauma through Indian Residential Schools, the Sixties Scoop, and systemic racism across society demonstrated in child welfare and foster care, health care, education, and criminal justice systems. Persistent and

targeted genocidal violence towards Indigenous Peoples, particularly women, girls, and 2S+ Peoples, adds to this trauma. Moving forward in a meaningful way requires Indigenous leadership so our people can heal.

We need a map with specific steps that are realistic and measurable. Living Indigenization brings to focus the things we need to work on. It will help reinforce our Institute's legal and strategic imperatives to answer the *Calls to Action*, the *Calls for Justice*, and to align and implement BC's *Declaration on the Rights of Indigenous Peoples Act*. It is upon all of us at JIBC to challenge and dismantle the many legacies and harms of colonialism. The long-range goals of this plan indicate our intention to continue to develop programs, partnerships, cooperation, and understanding of Indigenization far into the future with your support. Living Indigenization brings Indigenous Peoples' histories and knowledges out of the shadows and past tense.

Indigenous Peoples are people of the now and the future. Please read, enjoy, and consider the information included. Living Indigenization is a journey for Indigenous and non-Indigenous Peoples to take together. Explore and discover many pathways forward.

All Our Relations,

JIBC Elders-In-Residence Program

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PRESIDENT'S MESSAGE



MICHEL TARKO, PHD
President and CEO,
Justice Institute of British Columbia

As I read through this new *Living Indigenization Plan*, it is clear to me how fortunate we are to be the beneficiaries of the dedication and effort of our Elders-In-Residence and the Office of Indigenization. The history, teachings, and actions outlined within this plan both move and motivate me.

In reading “every person has a unique relationship to First Peoples and the respective lands they occupy” and understanding that “*Living Indigenization is a collective responsibility*,” I can’t help but reflect on what more I can do as both an educator and as an individual with Métis-Cree heritage who works and lives on the traditional, unceded, and treaty territories of Indigenous Peoples in British Columbia.

With the further illumination of the atrocities of our country’s residential school system in mind, I take seriously the 12 questions posed within this document and the work we need to do as an Institute, as colleagues, and as Canadians. To grow beyond our colonial past and present and embrace Indigenous knowledges as legitimate ways of thinking, being, relating and doing in education and training for public safety professionals, we must face these questions with open minds and sincere hearts so that we may learn the Truths. This is the only path to meaningful Reconciliation.

For more than four decades, JIBC has educated and trained those in crucial public safety and social justice roles in communities across British Columbia. This plan provides us with a conceptual framework and delineates four areas of Institutional focus for the next several years: Transformational Leadership and Governance, Holistic Services and Supports, Indigenous Ways of Life in Programming and Research, and Indigenous Community Capacity and Relationships. Each of these areas has distinct definitions and associated actions, which gives me great confidence that we can make progress with our continued open minds and hearts.

The Office of Indigenization, along with our Elders-In-Residence, support students, staff, and faculty in all our divisions, academies, and centres as we collectively address Indigenizing our programs and work environments to meet students’ and clients’ complex and evolving needs.

I invite you to be engaged and champion *Living Indigenization 2021-2027* and to follow the advice of our Elders by committing to learn something new. A great place to start or to build on your journey is to read and reflect on this plan.

EXECUTIVE SUMMARY

For more than 40 years, JIBC has operated with a provincial mandate to provide education and training for justice and public safety professionals. Beginning in 1978, as a small institute nestled in Coast Salish Mainland territory, JIBC has grown to be Canada’s leading public safety educator with six campuses situated across what today is called British Columbia.

JIBC is proud to serve the people of communities located in the traditional, unceded, and treaty territories of First Peoples. JIBC’s main campus is on the unceded, traditional territories of the xʷməθkʷəy̓əm First Nation, qíqéyt First Nation and Coast Salish Peoples (New Westminster), with regional campuses in the unceded, traditional territories of the Katzie and Kwantlen First Nations (Pitt Meadows, Maple Ridge), the unceded, traditional territory of the Stó:lō Nation (Chilliwack), the unceded, traditional territory of the Syilx/Okanagan Nation (Kelowna) and the traditional territories of the Songhees, Esquimalt and WSÁNEĆ Peoples (Victoria).

Educating 32,500 students per year, including 3,500 full-time equivalent students, and many who return to JIBC throughout their careers for continuing education, JIBC is a first choice in first responder education and training. JIBC’s influence comes with great responsibility. Our unique provincial mandate demands public confidence in the preparation of professionals working in all aspects of public safety: conflict resolution, leadership, counselling and community services, paramedicine, emergency management, driver education, firefighting, basic security, law enforcement, corrections, courts, sheriffs, and policing. JIBC has long been renowned nationally and internationally for leading-edge education, experiential learning, and applied research for the justice and public safety sector. However, to remain relevant and responsive to the intersectional and evolving demands of education, the labour market, and society, we must embrace the nature of change and move with shifting directions and priorities.

This Indigenization Plan complements our 2020-2027 Strategic Plan. It sharpens the focus on aspects of strategic planning and actions that deliver on legal and voluntary mandates to advance Indigenous Education and Indigenous rights and opportunities and are on target with equitably realizing JIBC’s vision for *safer communities and a more just society*.



HONOURING OUR PAST

Advancing Indigenous Education has been advocated for in Canada since the early 1970s. JIBC recognizes the work of those that contributed to this movement. The groundwork led from Indigenous Peoples as well as allies, have paved the way for the next seven generations. We acknowledge and honour this timeline of events albeit not all milestones are represented.

1972 National Indian Brotherhood/Assembly of First Nations (AFN) presented a policy paper titled *Indian Control of Indian Education* that was affirmed by then Minister of Indian Affairs, Jean Chrétien. A formal acknowledgment by the Federal Government in power of the involvement and representation of Indigenous Peoples in education and the education system.

1988 The Ministry of Advanced Education established a provincial advisory committee tasked with investigating the under-representation of Indigenous learners in post-secondary education. This resulted in The Green Report.

1995 The Ministry of Advanced Education adopted the five key recommendations from The Green Report as provincial policy. Titled *Aboriginal Post-Secondary Education and Training Policy Framework*, public-post secondary institutes became legally mandated to develop Indigenous access policy and enhance Indigenous capacity in governance, staffing, programming, and infrastructure.

2000s Cross functional collaboration to improve the engagement and success of Aboriginal learners was established by milepost agreements; a Memorandum of Understanding on Aboriginal Post-Secondary Education and Training between the BC Aboriginal Post-Secondary Education and Training Partners Group and Aboriginal political organizations and provincial government representatives in March 2005; a Transformative Change Accord between the province, the federal government, the BC Assembly of First Nations, the First Nations Summit and the Union of BC Indian Chiefs in November 2005 and; The Métis Nation British Columbia and the Province signed a Métis Nation Relationship Accord in May 2006.

2007 The Ministry of Advanced Education published its Aboriginal Post-Secondary Education Strategy and Action Plan. Titled *2020 Vision for the Future*, this plan was based on five goals to enhance Indigenous quality of life in local communities across the province and beyond. This plan emphasized systemic change, community-based and integrated learning, equity in educational opportunity, and continual improvement based on informed practices.

ACKNOWLEDGING OUR PRESENT

Indigenization, decolonization, and Reconciliation are processes contemporarily regarded as an impetus for systemic change. Landmark court-cases, public inquires, reports, and provincial legislation have created legal and strategic frameworks for guiding B.C.'s public post-secondary institutes through transformative processes that improve access to and meaningful education and educational outcomes for Indigenous learners, Indigenous communities, and all Canadian stakeholders.

2008-2015 The Truth and Reconciliation Commission (TRC) of Canada was established as a part of the Indian Residential Schools Settlement Agreement of 2007. The TRC aimed to facilitate Reconciliation among Survivors of residential schools, their families, their communities, and all Canadians. The TRC spent six years hosting seven national events to engage and teach the public about the history and legacies of the residential school system and gathered and recorded more than 6,500 Witness Truths culminating in the creation of a historical record of the residential school system and release of its multi-volume final report including 94 *Calls to Action* in 2015.

2014 JIBC signed the Colleges and Institutes Canada (CICAN) *Indigenous Education Protocol*, affirming its commitment to seven principles that support reconciliation as characterized by Canada's Truth and Reconciliation Commission final reports and *Calls to Action* in 2015.

2015-2019 The National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) was established to investigate and report on the systemic causes and institutional policies and practices that contribute to all kinds of interrelated violence against Indigenous Women and Girls. Truths were gathered from extant research and literature, collaborating with Elders and Knowledge Keepers, and forensic analysis of police records and three types of hearings: community hearings, institutional hearings, and Knowledge Keeper and expert hearings. In February 2019, the *Their Voices Will Guide Us* Education Guide was released, followed by the publication of the final report on June 3, 2019, titled *Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls* including 231 *Calls for Justice*.

2019 In November, the B.C. Government passed Bill 41 *Declaration on the Rights of Indigenous Peoples Act* to implement the United Nations *Declaration on the Rights of Indigenous Peoples*. This legislation was developed between the provincial government and the First Nations Leadership Council consisting of the B.C. Assembly of First Nations, the First Nations Summit, and the Union of B.C. Indian Chiefs. This legislation calls all levels of the provincial government to bring its laws to congruence with the UN Declaration. It provides a framework for the province to implement articles of the UN Declaration, a key aspect for working towards Reconciliation.

2020 On March 6, the *B.C. First Nations Justice Strategy* (B.C. Assembly of First Nations, 2020) was released to the public, detailing a joint justice strategy developed in partnership between the B.C. First Nations Justice Council, First Nations Leadership, and the Ministry of Attorney General & Ministry of Public Safety and Solicitor General and included consultation with First Nations and their Chiefs and Leadership, Elders, community members and service providers. This collaborative and self-determined justice strategy provides pathways to transform B.C.'s existing criminal justice system and reinstate First Nations laws and justice systems.

DETERMINING OUR FUTURE

JIBC is taking definitive actions to shape its delivery of excellence in Indigenous Education and advance efforts of Indigenization across all facets of institutional life. To situate JIBC in the context of this work, we have adopted the below definitions that serve as a frame of reference for this Indigenization strategy. We recognize that there is no universal definition of any one of these concepts. By nature, these concepts evolve and are defined over time, in relationship, and in context.

INDIGENIZATION, DECOLONIZATION AND TRUTH AND RECONCILIATION

Indigenization tends to the needs of Indigenous learners, considering and addressing multiple factors that impact Indigenous learners’ access to, and comfortability and success within, the Institute. However, without critical analyses of JIBC’s institutional, structural, and systemic life, we neglect essential elements of the Indigenization process; decay of hegemony, the “other” and “othering” in principles, policies, and practices in higher learning for a new holistic natural order in the Institute.

As depicted by our model, *Living Indigenization 2021-2027*, Indigenization is a long-term process to generate hospitable conditions for Indigenous ways of living (thinking, being, relating and doing) to thrive within the Institute as a whole, so that we, as individuals and as an institute, can respectfully live out our responsibility to create safer communities and a more just society for all relations.

“By taking informed, affirmative actions to redress assimilation and its harms, we reconcile injustices”

To undergo an Indigenization process, there is an inseparable responsibility to actively **decolonize** oneself by learning the history of First Peoples. Decolonizing starts with understanding the pre-contact history of Turtle Island and learning the shared history of colonization and its

impacts on Indigenous Peoples, families, and communities. Decolonization is an individual and collective healing process whereby through acknowledgement and acceptance of **Truths** (Indigenous Peoples as sovereign, sophisticated civilizations subjected to historical and ongoing and wilful dispossession, discrimination, and genocide by the colonial State), we can change the relationship for the better between Indigenous Peoples and non-Indigenous people. This calls for greater respect for Indigenous Peoples and their inherent rights, land title, knowledges, and histories. By taking informed, affirmative actions to redress assimilation and its harms, we **Reconcile** injustices and begin to heal and strengthen the Nation to Nation relationship.

“Indigenization is a long-term process to generate hospitable conditions for Indigenous ways of living”





COMMITMENT TO INDIGENOUS EDUCATION AND INDIGENIZATION AT JIBC

JIBC has been committed to advancing excellence in Indigenous Education since the early 2000s. JIBC is implementing Ministry of Advanced Education policy frameworks and other Indigenous-specific mandates and recommendations into the fabric of our day-to-day operations. We acknowledge and celebrate events, as our leadership, staff, Elders, partners, and allies have laid, internally, the groundwork for Indigenous Education and Indigenization at JIBC for the next seven generations.

- Formal establishment of the Centre for Aboriginal Programs and Services.
- Formal establishment of the Office of Indigenization and Indigenous staff capacity.
- Published first five-year Indigenization Plan 2015-2020, as a step to JIBC's commitment to Indigenization and support to JIBC's Strategic and Academic Plans.
- Formal establishment of the Indigenous Advisory Council.
- The construction and opening of the Aboriginal Gathering Place situated in the New Westminster campus.
- Formal establishment of the Elders-In-Residence Program.
- Signing the College and Institutes Canada *Indigenous Education Protocol*.

- Indigenous representation on JIBC's Board of Governors.
- Improving student data tracking for Indigenous learners to better support, retain and communicate with students who self-identify as Indigenous and monitor credentials awarded.
- Increasing knowledge of staff, faculty, and students on Indigenization, Indigenous Education, and Truth and Reconciliation topics.
- Continuous development of and access to Indigenized curriculum across program areas and access to a regularly curated collection of Indigenous knowledges and perspectives across subject matter in JIBC's library.
- Regularly scheduled calendar of Indigenous events for staff, faculty and students including annual events such as National Indigenous History Month, National Indigenous Peoples Day, Moose Hide Campaign Day, National Day of Awareness for Missing and Murdered Indigenous Women and Girls (MMIWG), Orange Shirt Day, National Day of Action for MMIWG, National Aboriginal Veterans Day, and the National Day for Truth and Reconciliation.

CRITICAL PRIORITIES

JIBC is positioned within a complex and evolving landscape of meeting the needs of the public safety professions and the educational and training requirements in a globalized market. Other influential factors include the global COVID-19 pandemic and a national and provincial effort to advance Reconciliation and renew the relationship with Indigenous Peoples across Canada. We recognize that these intersections naturally create tensions. *Living Indigenization 2021-2027* accounts for these tensions and offers a framework to assist JIBC to meet the challenges of a heterogeneous ecosystem into the distant future.

JIBC's 2020-2027 Strategic Plan addresses critical priorities JIBC must rise to meet: addressing legacies of colonialism, planning for climate impacts, leading online learning, preparing for the future of work and priorities in criminal justice. Fully meeting these fundamental needs demands delivering education appropriate for all learners. *Living Indigenization 2021-2027* addresses our current strategic context through a decolonized inquiry, asking the following questions to guide coherent aims between our Strategic Plan and this plan and its critical actions, to ensure at JIBC that institutional life and institutional outputs consistently respect and reflect the needs of First Peoples.

- Do we, as an institution, acknowledge the public post-secondary institute as a living entity of colonialism, built with reinforcing Eurocentric structures, discourses, and traditions that actively discriminate and exclude different knowledges (ways of thinking, being, relating and doing)?
- Do we, as an institution, acknowledge, accept, and use Indigenous knowledges as legitimate ways of thinking, being, relating and doing in education and training for public safety professionals?
- Do we, as an institution, acknowledge, accept, and use Indigenous knowledges to reform institutional structures, discourses, and traditions to respectfully create an institutional ecosystem hospitable for all to thrive?
- Do we, as an institution, acknowledge and respect First Peoples cosmology and the role and responsibilities of First Peoples since time immemorial, as the caretakers and stewards of traditional lands?

- Do we, as an institution, acknowledge and respect Indigenous knowledges as inseparable from the natural environment and consisting of intellectual systems of knowledges about sciences, seasonal and climate change, environmental issues, and stewardship of natural resources accumulated over thousands of years of human history?
- Do we, as an institution, take responsibility for issues of accessibility and equity in education experienced by Indigenous learners, including in virtual spaces?
- Do we, as an institution, acknowledge that the Indigenous population is among the youngest and fastest-growing population groups in Canada and adequately plan for serving the needs and demands of the Indigenous demographic in the public post-secondary sector?
- Do we, as an institution, know the Truths as revealed in the final report of the Truth and Reconciliation Commission (TRC) and commit to actively implementing the TRC's (2015) 94 *Calls to Action*?
- Do we, as an institution, know the Truths as revealed in the final report of The National Inquiry into Missing and Murdered Indigenous Women and commit to actively implementing the National Inquiry's (2019) *Calls for Justice*?
- Do we, as an institution, commit to actively implementing the seven principles of College and Institutes Canada's (CICAN) *Indigenous Education Protocol*?
- Do we, as an institution, understand the legal imperative of the *B.C. Declaration on the Rights of Indigenous Peoples Act* (2019) and commit to actively implementing this legislation as a part of reconciliation efforts in British Columbia?
- Do we, as an institution, understand the strategic imperative of the *B.C. First Nations Justice Strategy* (B.C. Assembly of First Nations, 2020) and commit to actively implementing this strategy to reform and transform British Columbia's criminal justice system?



LIVING INDIGENIZATION

“Safer communities and a more just society must start within the mind and heart of each person in our organization.”

Realizing JIBC’s vision of safer communities and a more just society must start within the mind and heart of each person in our organization. Transforming external organizations and communities in this vision counts on justice, public safety, and health care professionals shaped by an institutional experience that lives social justice, peace, and harmony. One pathway towards this vision has been the active pursuit of Indigenization by our Institution.

As 2020 marked the end of JIBC’s first Indigenization Plan, the Office of Indigenization engaged with Elders, administrators, staff, and faculty to evaluate its outcomes and to inform the development of a second iteration, *Living Indigenization*, a plan to purposefully align with JIBC’s current strategic plan.



Living Indigenization 2021-2027 uses two concurrent holistic models; an original assessment framework (La Rochelle & Simpson, 2020) and an operational framework conceptualizing Indigenization as a natural lifecycle system and learning journey rooted in specific values (see figure 1, p. 23).

LIVING INDIGENIZATION 2021-2027 ASSESSMENT FRAMEWORK

The assessment framework utilized is a mixed-methods approach using an original holistic data collection model (La Rochelle & Simpson, 2020) that analyzes a range of evidence categorized by a holistic concept of self: The Physical, Mental, Emotional, and Spiritual, collected within four areas of Institutional distinction: Transformational Leadership and Governance, Holistic Services and Supports, Indigenous Ways of Life in Programming and Research, and Indigenous Community Capacity and Relationships.

Living Indigenization is a collective responsibility, as is assessing the progress and performance of this plan. The following groups are accountable for actions and assessment within the four areas of Institutional distinction:

Transformational Leadership and Governance - JIBC Board of Governors, Executive Team, Senior Leadership Council, Elders-In-Residence, Office of Indigenization, Indigenous Advisory Council, Finance & Administration, People & Culture, and Communications & Marketing.

Holistic Services and Supports- Library, Student Affairs, Student Union, Facilities, Technology Services, and Office of Development.

Indigenous Ways of Life in Programming and Research - Schools and School Curriculum Committees, Program Council, Program Advisory Committees, Applied Research Committee, Research Ethics Board, Office of Applied Research & Graduate Studies, Office of International Affairs, Institutional Research, and Centre for Teaching, Learning & Innovation.

Indigenous Community Capacity and Relationships - Core clients, partners, and Indigenous communities and organizations.

It is important to recognize and account for the interconnectivity and interrelatedness between areas of Institutional distinctions. As in nature, institutional life does not exist in isolation. There is a natural relationship and interplay between each area for JIBC to thrive. Categorization of these areas of Institutional distinction helps with strategic planning and understanding the communal responsibilities of the Institute in Indigenization. However, living Indigenization necessitates bringing together all areas to make a holistic transformation.

DATA COLLECTION FRAMEWORK:

- PHYSICAL:** We See (statistical analysis, testimonials, artifacts, and photographs)
- MENTAL:** We Think (reflection, critical analysis, and case studies)
- EMOTIONAL:** We Feel (reflection, introspection, and observations)
- SPIRITUAL:** We Believe (futures planning, goal development, dreams, ceremony, stories, teachings)

To support each area of Institutional distinction and monitor and assess the progress of this plan, an area-specific assessment tool will be provided to integrate this data collection framework within operations.



“living Indigenization necessitates bringing together all areas to make a holistic transformation.”



INDIGENIZATION PLAN 2015-2020: **WHAT WE LEARNED**

Indigenization is a long-term process to achieve an environment that values and prioritizes Indigenous ways of living in all areas of our work. JIBC has been living Indigenization long before this terminology was introduced as it has committed itself to excellence in Aboriginal higher education and training for the past two decades. JIBC's first and former *Indigenization Plan 2015-2020* elevated the visibility and formality of JIBC's commitment to creating culturally appropriate holistic learning environments that better serve Indigenous learners and Indigenous communities, organizations, and institutions and strengthened the intentionality and purpose of community engagement and partnerships, centering relationship building as the crux of our Indigenization efforts.

“we have learned that there is no one way to Indigenize but many ways that do, and must, pull together.”

Over the past five years, JIBC has made significant progress towards its first six Indigenization objectives. Today we see an increase of Indigenous representation in our people, policies, spaces, and curriculum and these facets reflect Indigenization. We have improved communication channels and engagement with Indigenous learners and have increased cross-cultural communication

within JIBC and our surrounding communities. We work more regularly with Elders, Knowledge Keepers, and other Indigenous partners. The inclusion of diverse and distinct Indigenous knowledges, traditions, and perspectives continues to transform the level of hospitality of Indigenous ways of living in each area that JIBC operates. Since 2015, we have learned that there is no one way to Indigenize but many ways that do, and must, pull together.

Below we share some of the notable success stories that emerged over the last five years. While there are many examples to draw from, we highlight four successes contributing to and sustaining our solid foundation of Indigenization at JIBC.

SUCCESS STORIES

The first five years of JIBC's Indigenization Plan resulted in several examples of JIBC living Indigenization. We have selected four exemplary illustrations of excellence in the active pursuit of Indigenizing JIBC.

TRANSFORMATIONAL LEADERSHIP & GOVERNANCE: THE ELDERS-IN-RESIDENCE PROGRAM

Though Elders have played a vital role at JIBC for decades, in 2015 JIBC formally established the Elders-In-Residence program at its New Westminster campus. The Elders-In-Residence program, which now directly reports through the Office of Indigenization to the President's Office, is crucial to advancing Indigenous Education and Indigenization and in helping JIBC answer strategic and legal imperatives to address Truth and Reconciliation assigned to public post-secondary institutions. Resident Elders support and encourage Indigenous students and provide a cultural connection for them on their journey. They also provide spiritual support, encouragement, and guidance to all students, staff, and faculty, promoting understanding and respect for Indigenous perspectives, culture, and values to help better integrate Indigenous knowledges into every aspect of our Institute.



HOLISTIC SERVICES AND SUPPORTS: THE ABORIGINAL GATHERING PLACE

The Aboriginal Gathering Place (AGP) officially opened in 2016 to create greater hospitality and a sense of belonging for Indigenous students studying or visiting JIBC. Located at JIBC's New Westminster campus, situated on the unceded, traditional territories of the Musqueam, Qayqayt, and Central Coast Salish Peoples, the AGP serves as an inclusive Indigenous space to support instructional activity, cultural exchange, and community engagement. Adjacent to JIBC's Office of Indigenization, the AGP is a place for study, socialization, and spiritual connection.



INDIGENOUS WAYS OF LIFE IN PROGRAMMING & RESEARCH: SOCI-1100 RECONCILING COLONIAL PRACTICES IN JUSTICE AND PUBLIC SAFETY

SOCI-1100 *Reconciling Colonial Practices in Justice and Public Safety* was launched in Winter 2019 as part of the Justice & Public Safety Career Preparatory Certificate Program, a partnership program between the Native Education College (NEC) and JIBC. It has since become core curriculum in the Law Enforcement Studies Diploma program and actively addresses TRC's *Call to Action 57*, necessitating professional development and training for public servants. SOCI-1100 classroom communities lead to dialogue and learning vital to rebuilding and strengthening the relationship between justice and public safety professionals and Indigenous Peoples and communities. Students learn about decolonization and Indigenization strategies to apply in their law enforcement careers.



INDIGENOUS COMMUNITY CAPACITY & RELATIONSHIPS: THE INDIGENOUS ADVISORY COUNCIL

The Aboriginal Advisory Council was established in 2002. Today the Indigenous Advisory Council (IAC) has grown to include member representation from diverse Indigenous communities, including Elders, professional subject matter experts in areas relevant to JIBC's mandate and programming, Indigenous students, and alumni. In 2019, a Terms of Reference was established to ensure a positive reciprocal relationship with its membership and that the IAC evolves as a consultative board that serves the contemporary needs of Indigenous Peoples within areas of justice, public safety, and health care in British Columbia.



LIVING INDIGENIZATION 2021-2027 OPERATIONAL FRAMEWORK

“Living Indigenization means Indigenous ways of knowing, being, relating, and doing are part of the daily operations throughout JIBC.”

If we are authentically *Living Indigenization*, then we take actions in support of Indigenization on all levels. *Living Indigenization* is a process and means we live up to our roles and breathe life into our responsibilities. *Living Indigenization* weaves a colonial worldview with Indigenous worldviews. Indigenizing ourselves and daily practices is a way of life. *Living Indigenization* aims to generate hospitable conditions for Indigenous ways of knowing, being, relating, and doing.

The visual design of *Living Indigenization* is intended to capture the overall concept. Cedar is used to honour the lands of the West Coast in which our Institution and all its campuses are situated. The cedar connects us to these lands and reminds us of the importance of land-based education. The cedar tree is a symbol of life and living. The cedar tree needs certain conditions to thrive. Indigenization also needs certain conditions to thrive. Trees have roots and Indigenization needs roots within the Institution for genuine Indigenization to be impactful. As a sacred medicine, cedar provides symbolism and teachings that nurture Indigenization. The colourful orbs in the root system represent All Our Relations. The concept of All Our Relations grounds us in our responsibilities, relationships, and connections within the web of life.

The four quadrants and colours of the Medicine Wheel are used to symbolize the importance of connectedness and balance. The circle is a reminder that the various areas within the Institution are connected and need balance. The wheel allows for a variety of concepts to be applied and blended. The circle encourages people to think in categories of four and see how those categories are interdependent. Indigenization is meant to be fluid and it will change with the Institution.

The cedar tree and the circle are used to symbolize life cycles. A life cycle approach to Indigenization means it is an ongoing process. *Living Indigenization* conceptualizes Indigenization as a long-term cyclical process or a natural learning process rooted in values of Cultures, Truth and Reconciliation, Respect, and Relationships. The strength and purpose of *Living Indigenization* are drawn from our root system.

The usage of cedar and the circle is to demonstrate the various approaches of Indigenous Peoples. There is no one way to be Indigenous. We do not try to define Indigenous identity. We create space for Indigenous Peoples to define themselves.

Each member of the JIBC community is reflected in the efforts of Indigenization, and everything we do to Indigenize impacts the Institution. Indigenization has many layers and facets to it, and this approach recognizes there are a variety of entry points to Indigenization. We all have a part to play and actions to take to live Indigenization.

Finally, we view a connection to the Office of Indigenization logo which skillfully symbolizes the diversity of Indigenous Peoples in which we serve. *Living Indigenization* embodies the diversity of Indigenous Peoples. The parallels between the Office of Indigenization logo and the Living Indigenization symbolism serve to remind us of Indigenous Peoples' past, present, and future.

ROOT VALUES: CULTURES, TRUTH AND RECONCILIATION, RESPECT, AND RELATIONSHIPS

“Indigenization has many layers and facets to it, and this approach recognizes there are a variety of entry points to Indigenization.”



Figure 1. Living Indigenization 2021-2027

ENGAGING WITH THE LIVING INDIGENIZATION 2021-2027 OPERATIONAL FRAMEWORK

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Indigenization is made possible by a mutual understanding of land-based Truths, situated in the history of Turtle Island, the context of an evolving relationship between First Peoples and settlers of this land, and the relationship between all people and creation.

One cannot begin the lifelong act of Indigenization without first respecting the civilization of First Peoples. While there are multiple entry points to engage with the *Living Indigenization 2021-2027* Operational Framework, this action plan serves as recommended pathways to live Indigenization at JIBC.



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LIVING INDIGENIZATION

2021-2027 **ACTION PLAN**

TRANSFORMATIONAL LEADERSHIP & GOVERNANCE

JIBC uses policy, human resources, and governance to drive the Indigenization of institutional structures and systems, including its culture, communications, and commitments.

ACTIONS:

- Conduct a review and gap analysis of our current policies and procedures against the frameworks of:
 - ✓ The TRC's (2015) *Calls to Action*
 - ✓ B.C.'s (2019) *Declaration on the Rights of Indigenous Peoples Act*
 - ✓ Colleges and Institute Canada's *Indigenous Education Protocol*
 - ✓ The National Inquiry into Missing and Murdered Indigenous Women and Girls (2019) *Calls for Justice* and;
 - ✓ The *B.C. First Nations Justice Strategy* (2020).
- Increase Indigenous representation at JIBC and establish mechanisms to track and measure progress in Indigenous employee, student, and recruit representation.
- Increase Indigenous cultural competency by providing professional development training to all new and existing employees at JIBC.
- Increase Elder representation and engagement across JIBC campuses and training locations.

HOLISTIC SERVICES AND SUPPORT

JIBC advances Reconciliation through Indigenized campus spaces that inspire kinship and the provision of accessible, holistic services, and individualized supports that reflect the diversity of our Institutional community based on Indigenous worldviews, languages, identities, cultures, and traditions.

ACTIONS:

- Develop an Indigenous Student Services Policy that addresses the holistic needs and demands of the Indigenous demographic in the public post-secondary sector.
- Provide advising and funding opportunities to prospective and current Indigenous students at JIBC.
- Increase Indigenization of campus space and Indigenous student campus space at JIBC.
- Increase Indigenous representation and improve the retention and successful completion of studies among recruits and students at JIBC.

LIVING INDIGENIZATION

2021-2027 **ACTION PLAN**

INDIGENOUS WAYS OF LIFE IN PROGRAMMING & RESEARCH

JIBC applies Indigenous knowledges and methodologies in the Indigenization of curriculum and the development of Indigenous competency requirements and cultural assessment tools across education, training, and research.

ACTIONS:

- Conduct a review and gap analysis of curriculum and pedagogy against the frameworks of:
 - ✓ The TRC's (2015) *Calls to Action*
 - ✓ B.C.'s (2019) *Declaration on the Rights of Indigenous Peoples Act*
 - ✓ Colleges and Institute Canada's *Indigenous Education Protocol*
 - ✓ The National Inquiry into Missing and Murdered Indigenous Women and Girls (2019) *Calls for Justice* and;
 - ✓ The *B.C. First Nations Justice Strategy* (2020).
- Identify opportunities for weaving Indigenous knowledges (ways of thinking, being, relating and doing) in all programming for justice, public safety, and health care professionals.
- Increase support of Indigenous applied research activity in JIBC subject matter areas.
- Increase formal opportunities for staff and faculty to discuss ways to Indigenize curriculum and pedagogy and access resources to utilize and embed in teaching and programming.

INDIGENOUS COMMUNITY CAPACITY & RELATIONSHIPS

JIBC supports self-determination and human, economic, and community capacity building of Indigenous Nations through respectful relationships, formal engagement processes, and meaningful collaboration within all levels of a holistic circle.

ACTIONS:

- Establish a Memorandum of Understanding (MOU) with Nations where JIBC campuses and training sites are situated to acknowledge JIBC as a guest-visitor on traditional territories.
- Provide opportunities for Indigenous community feedback and enhance relationship building with local Nations and Indigenous organizations.
- Increase culturally relevant engagement with Indigenous youth to build relationships and promote interest in justice, public safety, and health care careers.
- Increase engagement and partnership with Indigenous and non-Indigenous post-secondary institutions to enhance Indigenous learner accessibility to and success in higher education.



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Justice Institute of British Columbia (JIBC) is Canada's leading public safety educator developing dynamic justice and public safety professionals through its exceptional applied education, training and research.

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Stó:lō Traditional Territory

5470 Dieppe Street
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TEL **604.847.0881**

Maple Ridge Campus
Katzie and Kwantlen Traditional Territories

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TEL **604.462.1000**

Okanagan Campus
Syilx Okanagan Traditional Territory

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Kelowna, BC V1Y 2S4

TEL **250.469.6020**

Pitt Meadows Campus
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