



# PORT MOODY POLICE BOARD

## Regular Meeting AGENDA

**DRAFT**

Date:	September 11, 2023
Location	Port Moody Public Safety Building 3 <sup>rd</sup> Floor EOC, 3051 St. Johns Street Port Moody, BC - 5:00 pm

*\*Indicates Attachment*

### 1. CALL TO ORDER

**ACKNOWLEDGEMENT:** *Port Moody Police Board meets on the traditional territory of kʷikʷəłəm (Kwikwetlem), which lies within the shared territories of the Səlílwətał (Tsleil-Waututh), sḡəciyałtəməxʷ (Katzie), xʷməθkʷəy̍əm (Musqueam), qiqéyt (Qayqayt), Skwxwú7mesh Úxwumixw (Squamish), and 'stə:ləw (Sto:lo) nations.*

### 2. ADOPTION OF AGENDA\*

- **THAT the Agenda for the Regular Police Board meeting of 11 September 2023 be adopted.**

### 3. APPROVAL OF MINUTES\* pg. 3

- **THAT the Minutes of the 10 July 2023 Regular Police Board meeting be approved.**

### 4. DELEGATIONS/PRESENTATIONS

- Presentation: Kyle Stamm, Helios Group – 2024-2026 Strategic Plan proposal.
- Presentation: Sgt. Fraser Renard – PMPD Reserve Constable Program

### 5. STANDING ITEMS/UNFINISHED BUSINESS

#### 5.1 Community Concerns/Considerations

- PMPD Road Safety Promotional Video (5 min)
- **THAT (any) community concerns/considerations be received for information.**

#### 5.2 2021 – 2023 PMPD Strategic Plan Action Item Status Report \* pg. 6

- **THAT the September 2023 Strategic Plan Status Report be received for information.**

### 6. NEW BUSINESS

#### 6.1 Accessible British Columbia Act - Jeannie Ziraldo, HR

### 7. REPORTS FROM COMMITTEE

#### 7.1 Governance Committee\*

- No report this month.

7.2 Finance Committee\* pg. 15

- **THAT the September 2023 Finance Committee report be received for information.**

7.3 Human Resource Committee

- No report this month.

8. INFORMATION ITEMS\* pg. 19

8.1 Correspondence received: 2024 E-Comm Levy Guide Correspondence;

8.2 Lower Mainland Integrated Teams 2022 Annual Report;

8.3 Correspondence received: New BC Provincial Policing Standards on Responses to Sexual Assault.

9. PUBLIC INPUT

10. ADJOURNMENT

**PORT MOODY POLICE BOARD  
REGULAR MEETING  
MINUTES**

**DRAFT**

**Monday, July 10, 2023 5:00 pm  
3<sup>rd</sup> Floor EOC, Public Safety Building  
3051 St. Johns Street, Port Moody, BC**

	Minutes of the PORT MOODY POLICE BOARD Regular Meeting held 10 July 2023, Port Moody, British Columbia	
<b>PRESENT:</b>	Manjit Aujla David Fox Chloe Goodison Shahid Hussain Olga Kuznyetsova, Acting Chair Darren Radford	
<b>REGRETS:</b>	Mayor Meghan Lahti, Insp. Travis Carroll	
<b>STAFF:</b>	C/Cst. Dave Fleugel, DC Cst. Leslie Stevens, Insp. Manj Kaila, Shane Archibald, Kim Tsok, Jeannie Ziraldo  Rhonda Doig, Recording Secretary	
<b>GUESTS</b>	None	
<b>CALL TO ORDER</b>	1.	1. <b><u>CALL TO ORDER</u></b>  Olga Kuznyetsova, Acting Chair, called the meeting to order at 5:00 pm.
<b>AGENDA for 10 July 2023</b>		2. <b><u>APPROVAL OF THE AGENDA</u></b>  Moved. Seconded and Carried.  <b>THAT the Agenda for the Regular Meeting of the Port Moody Police Board held on 10 July 2023 be approved.</b>
<b>Minutes of the REGULAR MEETING held 05 June 2023</b>	3.	<b><u>ADOPTION OF MINUTES</u></b>  Moved. Seconded and Carried.  <b>THAT Regular Meeting minutes of 05 June 2023 be approved.</b>
<b>DELEGATIONS/ PRESENTATIONS</b>		4. <b><u>DELEGATIONS/PRESENTATIONS</u></b>  No Delegations or Presentations this month.
<b>STANDING ITEMS/UNFINISHED BUSINESS Community Concerns/ Considerations</b>	5.	5. <b><u>STANDING ITEMS/UNFINISHED BUSINESS</u></b>
		5.1 Community Concerns/Considerations

		<ul style="list-style-type: none"> <li>No community concerns or considerations this month.</li> </ul>
<b>2021 – 2023 Strategic Plan Action Item Status Report</b>	5.2	<p>2021 – 2023 Strategic Plan Action Item Status Report</p> <p>C Cst. Fleugel provided a quick review of the Strategic Plan Action Item Report in Insp. Carroll's absence. Highlighted was the Body Worn Camera Project. The Department will be required to do some planning regarding the adoption of Body Worn Cameras as the program will impact the Budget. A 5-year lease cost of the cameras will be approximately \$150,000 and will require a full-time position to manage the program. Discussion.</p> <p>The Restorative Justice program is delayed. The VSU Coordinator was working on developing our own in-house program but we do not have the capacity. The Department still has CERA as a resource and the YLO Cst. has been facilitating a few sessions on her own with success.</p> <p>The Employee Engagement Survey Townhall meetings were well attended. The information gathered from the survey was presented to members and civilian staff. A consultant has been arranged to facilitate the follow up focus groups. Sessions will be happening Moved. Seconded and Carried.</p> <p><b>THAT the June 2023 Strategic Plan Status Report be received.</b></p>
<b>2024 – 2026 Strategic Plan Process</b>	5.3	<p>2024 – 2026 Strategic Plan Process</p> <p>The Department's current strategic plan expires at the end of this year. Discussion ensued regarding initiating the process for a renewal of the plan. C Cst. Fleugel will contact Kyle Stamm from Helios Group to see if he is available to facilitate, as he did with the current plan, and report back to the Governance Committee. The process used will be shared with the Board for their information.</p>
<b>NEW BUSINESS</b>	6.0	<b><u>NEW BUSINESS</u></b>
<b>October 2023 Police Board Meeting Date</b>	6.1	<p>October 2023 Police Board Meeting</p> <p>The October 2023 Police Board meeting requires a date change as October 2<sup>nd</sup> is being observed as Truth and Reconciliation Day. The Boards 2024 Draft Budget presentation to the City is October 13. The Budget will have to be approved by the Board prior to this presentation. The meeting will be held virtually October 4 or 5 – date to be determined after consultation with the Chair.</p>
<b>REPORTS FROM COMMITTEE</b>	7.	<b><u>REPORTS FROM COMMITTEE</u></b>
<b>GOVERNANCE COMMITTEE REPORT</b>	7.1	<p>Governance Committee</p> <p>This report is an In-Camera meeting item.</p>

## FINANCE COMMITTEE REPORT

### 7.2 Finance Committee

Manjit Aujla, Chair of the Finance Committee, reviewed the July 2023 Finance Committee report for information. The department budget is now tracking unfavorably due to investigation costs of a recent serious file. Traffic Fine Revenue from the Province was received and was \$109,000 less than the budgeted amount. Discussion regarding how Traffic Fine Revenue is managed and distributed by the Province.

Moved. Seconded and Carried.

**THAT the Chair, on behalf of the Board, submit a letter to UBCM and to BCAPB to raise the issue regarding lack of transparency around the allocation of Traffic Fine Revenue by the Province of BC.**

The 2022 Financial Statements were finalized by the City. Police surplus requests were approved.

Moved. Seconded and Carried.

**THAT the July 2023 Finance Committee report be received for information.**

*From the In-Camera Meeting, Resolution via e-mail*

Moved. Seconded and Carried.

**THAT the Police Board approve placing an order for four patrol vehicles for delivery in 2024; and**

**THAT this decision be released to the Regular meeting and the request forwarded to the City Finance Committee for approval.**

## HUMAN RESOURCE COMMITTEE

### 7.3 Human Resource Committee

This report is an In-Camera meeting item.

## INFORMATION ITEMS

### 8. INFORMATION ITEM(S)

- 8.1 Correspondence received: Police Board member re-appointments: OIC 406-2023 Manjit Aujla, Olga Kuznyetsova and Darren Radford;
- 8.2 Correspondence received: Acting Director PGU;
- 8.3 Correspondence received: Police Board Roles and Responsibilities;
- 8.4 Correspondence received: British Columbia Association of Police Boards incoming President's message;
- 8.5 IIO Newsletter Spring 2023
- 8.6 Monitoring and Evaluation of Decriminalization in BC;
- 8.7 Upcoming Public Consultation on Catalytic Converter Theft

<b>PUBLIC INPUT</b>	9.	<b><u>PUBLIC INPUT</u></b>  None.
<b>ADJOURNMENT</b>	10.	<b><u>ADJOURNMENT</u></b>  Meeting adjourned at 5:53 pm
<b>NEXT MEETING DATE</b>	11.	<b><u>NEXT MEETING DATE</u></b>  The next Regular Meeting: <b><u>Monday, Sept. 11, 2023: 5:00 pm,</u></b> 3 <sup>rd</sup> Floor EOC Port Moody Public Safety Building 3051 St. Johns Street, Port Moody, BC

Mayor Meghan Lahti, Chair

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Rhonda Doig, Recording Secretary



## PORT MOODY POLICE DEPARTMENT

### REPORT TO THE PORT MOODY POLICE BOARD

**DATE:** July 5, 2023  
**TO:** Chief Constable David Fleugel  
**FROM:** Insp Travis Carroll  
**SUBJECT:** 2022 Strategic Plan Action Item Dashboard

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Chief Fleugel,

Please find attached the Action Items as of this date.


Regards,

Insp Travis Carroll

#### Legend:

Completed - 

In Progress / On track – 

Slow / Expected Delay – 







Critical Delay / Not Started – 

**LR** – Last Report Status








**CR** – Current Report Status

**PR** – Predicted Report Status

## Action Item #1 Evolve Policing:











Project	Remarks	Target Date	Status		
			LR	CR	PR
Engage local and provincial health organizations through the Fraser Health Authority to request mental health resources to attend calls with police	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Identify opportunities to meet needs of schools and youth while being sensitive to the diverse perceptions of police	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Identify options for Tri-Cities Advisory Council to strengthen the voice of our diverse community	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			
Improve Restorative Justice practices in Port Moody	<ul style="list-style-type: none"> <li>Restorative Justice research program presented to the Senior Management Team.</li> <li>Business case requested from Community Services in regards to creation of new In-House Restorative Justice Program.</li> <li>Refresher Restorative Justice training provided at the shift level.</li> <li>Monitoring Restorative Justice Assoc of BC and Provincial RJ Committee for insights on Provincial review. Concepts of RJ consultants and Grant funding being researched.</li> <li><b>UPDATE – August – Status quo. No forward movement to report</b></li> </ul>	Dec 31 2023			



Undertake an Equity, Diversity and Inclusivity (EDI) review and identify EDI opportunities for PMPD	<ul style="list-style-type: none"> <li>Funding for project approved from 2021 operating surplus.</li> <li>Project Plan in progress.</li> <li>Budget is sufficient.</li> <li>Deputy Chief Stevens provided an update in April Board meeting</li> <li><b>UPDATE – August – In person EDI interviews ongoing.</b></li> </ul>	Dec 31 2023	  
Prepare for expected changes from the provincial government's reform of the Police Act.	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022	
Complete body-worn camera impact assessment	<ul style="list-style-type: none"> <li>Monitoring BWC programs in LMD. i.e DPD and VPD trialing BWCs in Patrol.</li> <li>Product demo for Axon on October 27 2022</li> <li>BWC equipment quote obtained for planning purposes. DPD Policy obtained. Incorporation with DEMS being discussed.</li> <li>Delta Police and Calgary Police Service Policy and Training documents received and being evaluated.</li> <li>Cost structure being developed</li> <li><b>Update – August – Potential for leasing of equipment revealed and being researched. Formal quote for ICDV requested including a single body cam from ALPR funding.</b></li> </ul>	Dec 31 2023	  








## Action Item #2 Service Excellence:














Project	Remarks	Target Date	Status
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Pilot digital forensic services provider to assist cyber investigations	• Completed	Dec 31 2021			
Enhance specialized training of members assigned to investigate online crimes targeting children	• Completed	Dec 31 2021			
Identify methods to improve road safety and address related community concerns	• Completed	Dec 31 2021			
Develop and propose an internal audit framework for Board Review	• Completed	Dec 31 2021			
Explore partnership with a Child and Youth Advocacy Centre to better serve child victims of crime	• Completed	Dec 31 2022			
Increase number of officers that have participated in phase two of trauma-informed practice training	• Completed	Dec 31 2022			
Expand outreach activities online and in-person to engage with the community	• Completed and ongoing.	Dec 31 2022			
Explore dispatch options to increase effectiveness of police radio communications to met community needs now and in the future	<ul style="list-style-type: none"> <li>• Conceptual meeting conducted with outside stakeholders and support received to move forward on dispatch and call taking options</li> <li>• Meeting with Coquitlam RCMP to identify needs and expected costs to transition away from ECOMM.</li> <li>• <b>UPDATE – August – Still awaiting a formal proposal from Coquitlam RCMP.</b></li> </ul>	Dec 31 2023			

### Action Item #3 Engage our People:











Project	Remarks	Target Date	Status
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Create a development and support plan process	<ul style="list-style-type: none"> <li>Completed</li> <li>Career Development and Interactive Competency Development forms being used.</li> </ul>	Dec 31 2021			
Create a performance management process	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Provide enhanced Training to new supervisors	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Introduce Leadership development training	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Complete an employee engagement survey, action recommendations, and set targets for future years	<ul style="list-style-type: none"> <li>PMPD working with City of Port Moody on their Employee Engagement strategy.</li> <li>Continuing to assess options for internal survey</li> <li>2015 Survey data reviewed and Talent Map being contacted to obtain pricing. Gallup survey and internal release being considered.</li> <li>Significant budgetary impact to retain TalentMap. Other packages being explored.</li> <li>TalentMap survey approved for funding. Details of implementation being drawn out.</li> <li>Engagement Survey launched Feb 27. Completion rate very high.</li> <li>Townhall meetings completed. Consultant identified to assist in creating action plans.</li> <li><b>Update – August – Implementation working group members identified and consultant engaged. Currently scheduling working group sessions.</b></li> </ul>	Dec 31 2023			







Expand support for workplace stress and employee trauma	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			
Expand annual psychological check-ins to civilian employees	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			
100% of employees have a development plan	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			
100% of employees participate in performance management	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			
Evaluate the effectiveness of development and support plan process	<ul style="list-style-type: none"> <li>Submissions expected Dec 1 2022</li> <li>Submissions being reviewed and filed in Personnel folders.</li> <li>All NCO's contacted RE: Missing submissions and several more submitted.</li> <li><b>UPDATE - August – Several PACE form modifications being tested to improve the PACE program. Working group created to define exact needs better.</b></li> </ul>	Dec 31 2023			
Evaluate the effectiveness of performance management program	<ul style="list-style-type: none"> <li>Submissions expected Dec 1 2022</li> <li>No submissions received</li> </ul>	Dec 31 2023			
Evaluate leadership development program	<ul style="list-style-type: none"> <li>Training section developing NCO / Actor training curriculum.</li> <li><b>Update – August – 5 NCO's selected for Professional Standards investigator course and several selected to attend NCO School based out of Delta PD.</b></li> </ul>	Dec 31 2023			

#### Action Item #4 Strengthen Technology & Policy:

Project	Remarks	Target Date	Status
Launch an internal intranet	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021	

Implement 2020 digital security recommendations	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Transition to integrated forensic identification services	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Expand PMPD's wireless capability	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Establish Online crime reporting	<ul style="list-style-type: none"> <li>Examining other PD's online reporting processes.</li> <li>Examining interim processes</li> <li>Versaterm solution will not be available before mid-2023 when the RMS is upgraded. Two other options being investigated.</li> <li>Contract signed and currently in implementation phase.</li> <li>Established specific functionality with the vendor. Planning internal training.</li> <li><b>UPDATE – August – Online reporting ready to activate. Soft launch planned for Sept 11 2023</b></li> </ul>	Dec 31 2023			
Complete policy renewal project	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			
Prepare for digital evidence through PRIME and identify resources required	<ul style="list-style-type: none"> <li>DEMS costing inserted in 2022 budget.</li> <li>PRIMECorp has testing environment available for use and Axon application available for testing.</li> <li>Development and production environments created and configured.</li> <li>April – One Patrol shift has been trained and actively using DEMS application. Once evaluated, rollout will continue to the rest of Patrol.</li> </ul>	Dec 31 2023			

	<ul style="list-style-type: none"> <li>• <b>Update - August – Shifts trained and system being implemented for housing of evidence and Taser 7 data.</b></li> <li>• <b>In the processes of identifying the successful applicant for the Disclosure clerk position</b></li> </ul>			
Begin Digital disclosure to Crown Counsel Phase I	<ul style="list-style-type: none"> <li>• Completed</li> </ul>	Dec 31 2022		
Incorporate Pandemic learnings in the business continuity plan	<ul style="list-style-type: none"> <li>• Completed</li> </ul>	Dec 31 2022		
Assess feasibility of an electric vehicle fleet	<ul style="list-style-type: none"> <li>• Funding secured from 2021 Operating surplus to assess feasibility study of current and future PMPD needs.</li> <li>• RCMP contractor has assessed electrical capacity of Public Safety Building. Minor electrical expansion required to allow for EV Expansion and RCMP project. RCMP will fund this expansion.</li> <li>• Feasibility study being conducted by the City of Port Moody Operations to include PMPD fleet.</li> <li>• Consultant located to evaluate Public Safety building needs for EV Adaptation and electrical expansion.</li> <li>• City Fleet study results required prior to establishing a full understanding of Public Safety building needs. Results expected in Spring of 2023. Consultant in place and funding likely available through BC Hydro / 3<sup>rd</sup> party Grants.</li> <li>• City Fleet analysis received and being reviewed for how it relates to police.</li> <li>• Fleet analysis doesn't recommend adoption of EV's at this time. Operational police vehicles were not recommended</li> </ul>	Dec 31 2023		

	to transition to EV's due to limitations in the EV market. Admin and lower usage vehicles were suggested for EV transition in 2026.				
Conduct a PMPD policy and technology review	<ul style="list-style-type: none"><li>• Being planned for early 2023</li><li>• Network Security Assessment completed.</li></ul>	Dec 31 2023			
Begin digital disclosure to Crown Counsel Phase II	<ul style="list-style-type: none"><li>• Disclosure process for MCS has started.</li><li>• MCS disclosing all Reports to Crown Counsel in DWG format. Phase 3 extension requests have been made on behalf of the RCMP and Municipal Police in BC.</li><li>• <b>UPDATE – August – Due date of August 31 2024. No further action to report for this Strat Plan</b></li></ul>	Dec 31 2023			
Establish funding for electric fleet infrastructure	<ul style="list-style-type: none"><li>• City electric fleet research in progress.</li><li>• <b>UPDATE – August – Public Safety Building infrastructure being evaluated for EV expandability. Consultation available for \$25,000 but potential for BC Hydro subsidy on Consult.</b></li></ul>	Dec 31 2023			



## PMPD BOARD COMMITTEE REPORT

### COMMITTEE NAME:

Finance Committee

(ESTIMATED TIME 10.00 Minutes)

### MEMBERS:

Manjit Aujla, David Fox and Olga Kuznyetsova

### REPORTING DATE:

September 11, 2023

### COMMITTEE UPDATE:

#### **1. Year to date Statement of Revenue and Expenses to July 31, 2023**

The year to date July 31, 2023 Statement of Revenue and Expenses is attached. The report indicates a deficit of \$349,562. The deficit is primarily a result of the costs associated with a recent major incident file that occurred in Port Moody on April 19<sup>th</sup>.

Overall Salaries are on budget as of July 31<sup>st</sup>, however member wages are slightly over budget while civilian wages are under budget. Member wages are over budget primarily due to the department temporarily being over strength in the beginning of the year as well as estimated leave payouts which are being partially offset by members at pay steps below 1<sup>st</sup> class constable and budget timing savings. Due to several recent retirements, the PMPD is no longer overstrength and have returned to the complement of 52 members. Civilian wages are under budget due to lower guard wages, Crime Analyst position savings as additional hours weren't implemented until the budget was approved as well as the new Disclosure Clerk position which hasn't been filled yet.

Operating expenses are over budget which is primarily due to the costs associated with the major incident file as well as patrol expenses which are being partially offset by Administration operating expenses that trend lower at the beginning of the year. Major Crime costs are over budget with Outside Agency costs (primarily VPD) related to the major incident file. Patrol costs are higher due to increased uniform and recruiting costs which are partially offset by lower firearms spending to date (timing). Administration costs are lower due to less spending on legal, internal audit, board expenses and DEMS. Integrated Team costs are under budget due to lower than expected retro pay amounts for ERT and PDS as well as the Province covering the retro pay for the IHIT team.



Revenues are under budget due to a shortfall in Traffic Fine Revenue. The City received \$457,000 in Traffic fine revenue for 2023 compared to a budgeted amount of \$565,974, resulting in a shortfall of \$108,974 for the year (\$63,569 pro-rated to the end of July).

All City departments are now preparing financial forecasts twice a year (April and August). The forecast that was prepared as of April 30th projected a deficit for the year of \$467,100 which was primarily a result of the major incident that occurred in April. This deficit can be largely mitigated by utilizing the Major Incident Reserve that has \$340,000 of available funding. The forecast will be updated next month with the August financial statements and will reflect the impact of the shortfall in Traffic fine revenue.

## **2. Reserve Accounts**

There is no reserve account information for this month. Updated reserve information will be provided at the Budget Workshop on September 25th.

## **3. Audit**

With the employee engagement survey completed, the Board approved utilizing up to \$10,000 of audit funds to hire an external consultant to run focus groups in September for priority areas that were identified in the employee engagement survey. This leaves \$15,930 of available funding in the audit budget for 2023.

## **RECOMMENDATIONS / MOTIONS:**

1. For receipt, information and discussion.
2. For receipt, information and discussion.
3. For receipt, information and discussion.

**Port Moody Police Department  
Revenue and Expenses  
For the period ended July 31, 2023**

	YTD Actual Adjusted*	YTD Budget	YTD Variance to Budget	Annual Budget	Prior Year YTD Actuals	Current Year Actuals vs. Prior Year Actuals Variance	
<b>Revenues</b>							
Traffic Fine Revenue	\$ 266,583	\$ 330,152	\$ (63,569)	\$ 565,974	\$ 277,968	\$ (11,385)	[1]
Revenue from Tenant	35,880	35,881	-	61,510	15,382	20,498	
Front Counter	28,126	26,250	1,876	45,000	26,949	1,177	
Victim Services	40,495	40,494	0	69,419	46,241	(5,746)	
Keep of Prisoners	3,517	3,789	(272)	6,495	860	2,657	
Other	71,896	59,792	12,104	102,500	52,891	19,005	
<b>Total Revenues</b>	<b>446,498</b>	<b>496,358</b>	<b>(49,860)</b>	<b>850,898</b>	<b>420,291</b>	<b>26,207</b>	
<b>Expenses</b>							
<b>Salaries</b>							
Members	\$ 5,343,247	\$ 5,257,270	\$ (85,978)	\$ 9,012,462	\$ 4,603,041	\$ (740,206)	[2]
Civilians	1,101,239	1,187,551	86,312	2,035,801	986,235	(115,004)	[3]
<b>Total Salaries</b>	<b>6,444,486</b>	<b>6,444,820</b>	<b>334</b>	<b>11,048,263</b>	<b>5,589,276</b>	<b>(855,210)</b>	
<b>Operating Expenses</b>							
Administration	\$ 342,191	\$ 404,793	\$ 62,601	\$ 693,930	\$ 258,126	\$ (84,065)	[4]
Cell Block	12,497	3,789	(8,708)	6,495	1,874	(10,623)	[5]
Major Crime	439,283	48,822	(390,461)	83,695	120,092	(319,191)	[6]
Civic Building	222,469	225,555	3,086	386,665	230,581	8,112	
ECOMM	473,979	473,113	(867)	811,050	379,939	(94,040)	
Communications	1,187	3,285	2,098	5,631	1,520	333	
Community	26,730	26,031	(699)	44,624	21,079	(5,651)	[7]
Emergency Reponse Team - Integrated	48,952	53,496	4,544	91,708	49,512	560	[8]
Front Counter	777	1,167	390	2,000	744	(33)	
Identification	103,501	103,501	-	177,431	97,571	(5,930)	
Integrated Homicide - Integrated	74,243	100,609	26,366	172,472	97,678	23,435	[8]
Police Dog Services - Integrated	63,987	74,714	10,727	128,081	72,538	8,551	[8]
Patrol	225,858	205,989	(19,869)	353,124	194,452	(31,406)	[9]
Traffic	2,453	966	(1,487)	1,656	-	(2,453)	
Victim Services	3,011	10,622	7,611	18,209	7,049	4,038	
Community Action Team	2,015	5,863	3,848	10,050	1,244	(771)	
Vehicles	340,713	341,498	785	585,425	327,983	(12,730)	[10]
<b>Total Operating Expenses</b>	<b>2,383,846</b>	<b>2,083,810</b>	<b>(300,036)</b>	<b>3,572,246</b>	<b>1,861,982</b>	<b>(521,864)</b>	
<b>Total Expenses</b>	<b>8,828,333</b>	<b>8,528,630</b>	<b>(299,702)</b>	<b>14,620,509</b>	<b>7,451,258</b>	<b>(1,377,075)</b>	
<b>Net impact</b>	<b>\$ 8,381,835</b>	<b>\$ 8,032,273</b>	<b>\$ (349,562)</b>	<b>\$ 13,769,611</b>	<b>\$ 7,030,967</b>	<b>\$ (1,350,868)</b>	

\* These financial statements have been adjusted to include estimates for significant accruals and prepaid amounts.

**Notes:**

[1] Traffic fine revenue - was received at the end of June and is lower than anticipated. The amount received was \$457,000 vs. budget of \$565,974 - resulting in a shortfall of \$108,974 for the year which is shortfall of \$63,569 pro-rated to the end of July.

[2] Member salaries higher than budget due to member count that was temporarily over strength earlier in the year and leave payouts which was partially offset by savings due to members at pay steps below 1st class constable and budget timing savings.

[3] Civilian salary savings due to lower guard wages as well as additional hours included in 2023 budget for Crime Analyst (permanent savings) & new Disclosure Clerk position (timing) & lower IT Standby costs.

[4] Administration is under budget due to lower spending to date on internal audit, board expenses, DEMS, and legal expenses partially offset by higher training/conference costs.

[5] Cell Block expenses higher than budget due to filling guard shifts with Contractor vs. internal guard staff (done when no internal guard staff are available). This expense offsets with lower guard wages.

[6] Major Crime costs are over budget due to the outside assistance from VPD on the investigation costs related to File 23-2048.

[7] Community expenses higher than budget - due to timing of when expenditures made - will be on budget for the year.

[8] Integrated team costs lower than budgeted due to retro pay to RCMP members from prior years coming in less than anticipated.

[9] Patrol expenses are higher than budget due to higher costs for uniforms, recruiting and Justice Institute recruit costs which is partially offset by lower spending on firearms.

[10] Vehicle costs are on budget - however lower fuel costs are being offset by higher vehicle maintenance costs.

August 31, 2023

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

*Sent by email*

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

Dear valued police or fire agency client,

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

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

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

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

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

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

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

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

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



## Continued call volume increases and challenges

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

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

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

## 2024 Levy Guidance

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

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

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

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

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



Thank you,



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

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





# ANNUAL REPORT

2022

Lower Mainland District Integrated Teams (LMD I-Teams)



## Message from the Lower Mainland District Commander

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

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

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



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

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

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

Respectfully,

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

Assistant Commissioner Maureen Levy

Lower Mainland District Commander

"E" Division

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## Lower Mainland District Integrated Teams (I-Teams)

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

### I-TEAMS

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

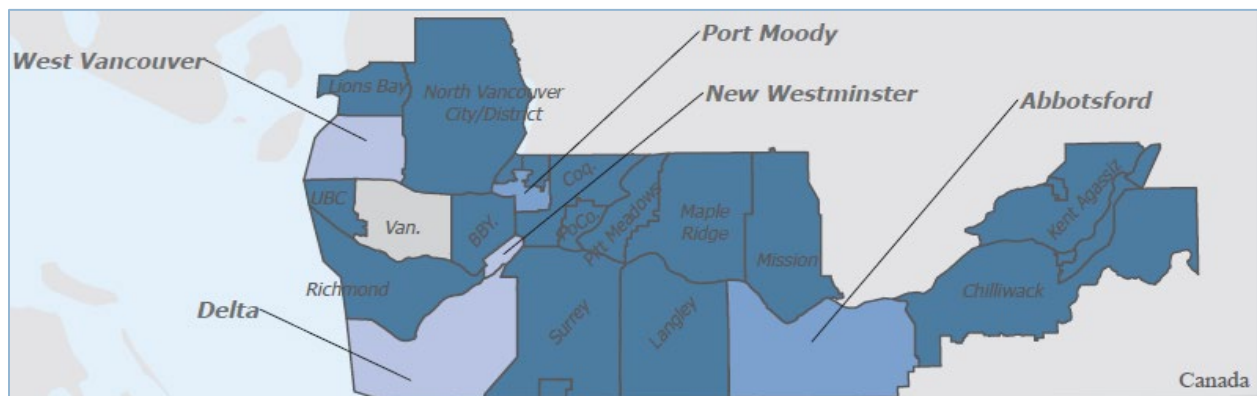
### JURISDICTIONS

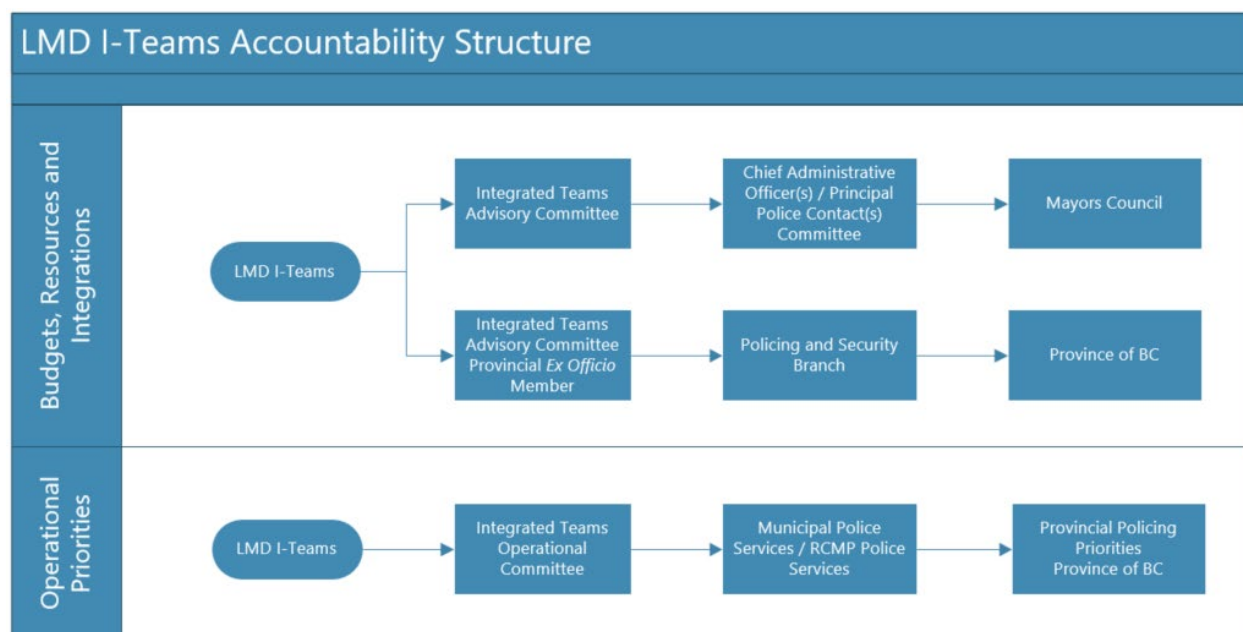
Five municipal police agencies, that are accountable to a police board, participate in one or more of the I-Teams. They are: Abbotsford, Delta, New Westminster, Port Moody and West Vancouver police services.

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

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

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





### Integrated Teams Advisory Committee

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

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

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

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

### Provincial Policing and Security Branch

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

### Integrated Teams Operational Committee

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

## 2022 I-Teams Highlights

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### OPERATIONS

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

### CALL SUMMARY BY TEAM

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

### INTEGRATIONS

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

### INTERNAL MANAGEMENT

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

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

## STAFFING

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

## RESOURCE REQUESTS

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

## COLLABORATION

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

## FINANCES

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

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

## Authorized Strength

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

## I-TEAMS

### ICARS

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

### IERT

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

### IFIS

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

### IHIT

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

### III

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

### IPDS

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



## NOTES ON AUTHORIZED STRENGTH

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

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

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

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

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

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

# I-Teams Strategic Plan – Report Back

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## INTRODUCTION

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

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

## STRATEGIC PLAN

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

## MISSION

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

## STRATEGIC PRIORITIES

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

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

### Service delivery excellence (What We Do)

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

### Organizational effectiveness (How We Do It)

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

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

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



Chief Superintendent  
Bruce Singer

Officer-in-Charge – LMD  
I-Teams

## STRATEGIC PLAN STATUS INDICATORS



COMPLETED



IN  
PROGRESS



















PENDING



BLOCKED

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

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

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

# I-Teams Finances

## FUNDING MODEL

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

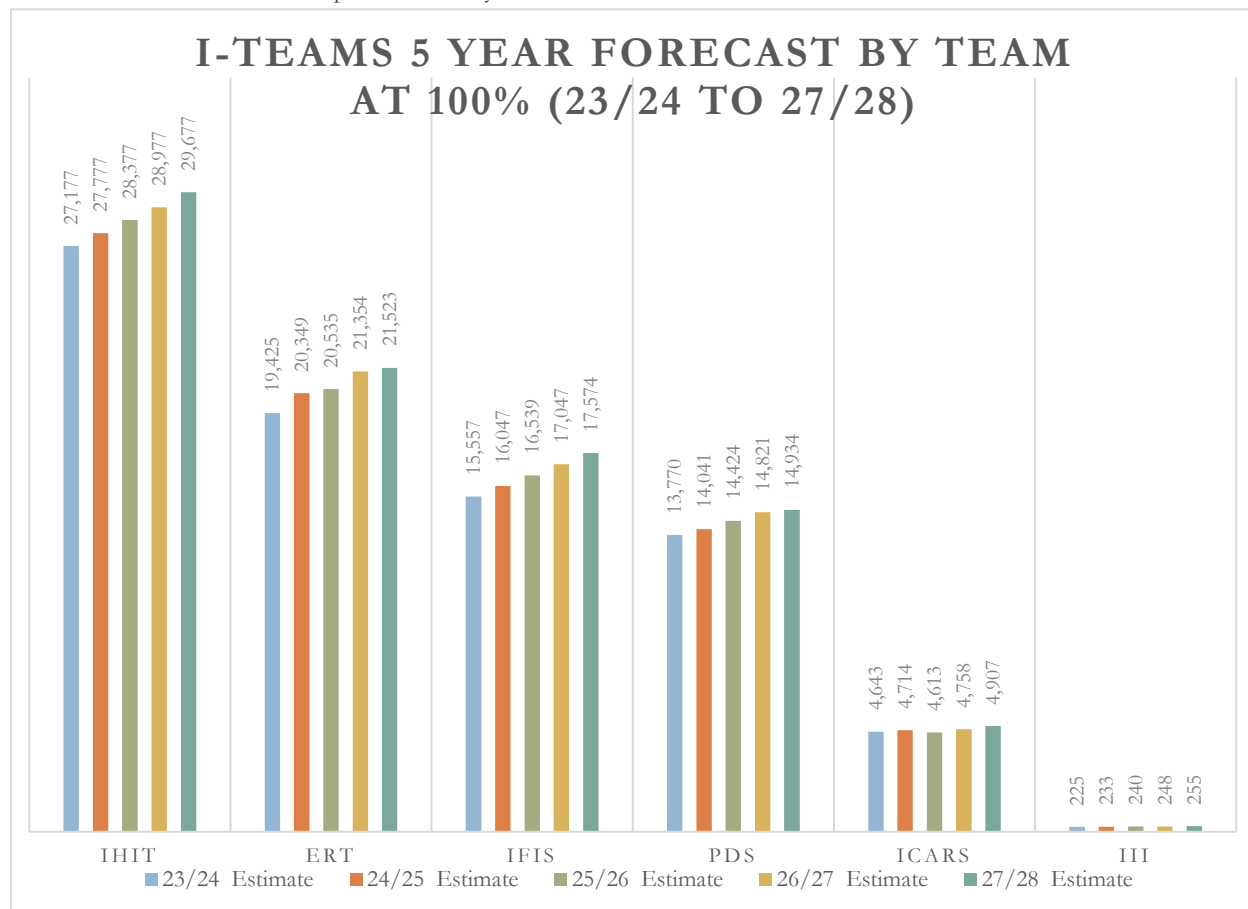
## PROVINCIAL GOVERNMENT AND FEDERAL GOVERNMENT CONTRIBUTIONS

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

## MUNICIPAL GOVERNMENT CONTRIBUTIONS

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

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



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

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



### IHIT

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

### III

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

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

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



## CALL TABULATION APPROACH

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

## Calls for Service

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

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

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

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

# Municipal Calls for Service

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

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

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

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

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

## Provincial Calls for Service

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

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

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

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

## Federal Calls for Service

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

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



## Calls by I-Team

### INTEGRATED COLLISION ANALYSIS AND RECONSTRUCTION SERVICE (ICARS)

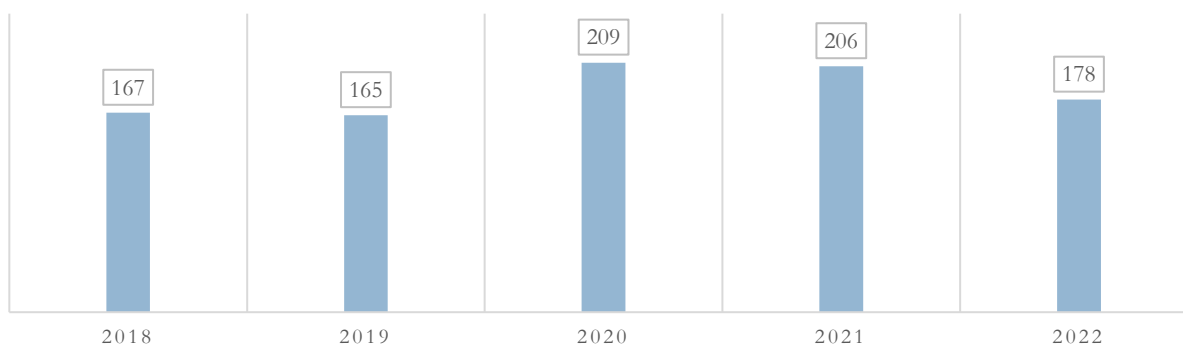
ICARS had 236 calls for service in 2022. They attended 170 of these calls, provided advice and expertise in 8 of these calls and did not attend 56 files.

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

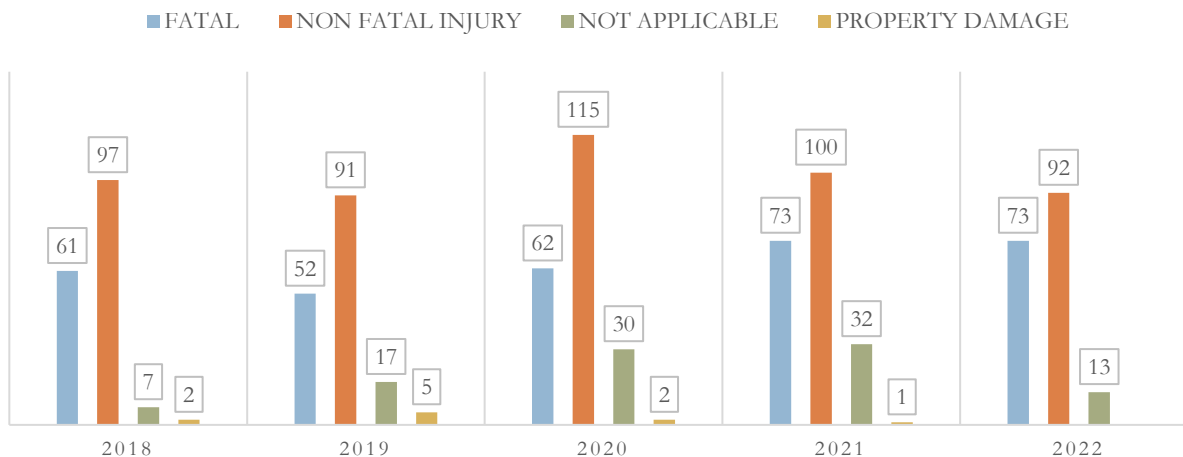
For example: if a motorcycle hits a car, it is recorded as a motorcycle crash because the motorcycle involvement increases the complexity of the analysis. If a motorcycle hits a commercial vehicle, it is recorded as a commercial vehicle crash because the commercial vehicle involvement increases the time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

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

#### ICARS CALL VOLUME BY YEAR

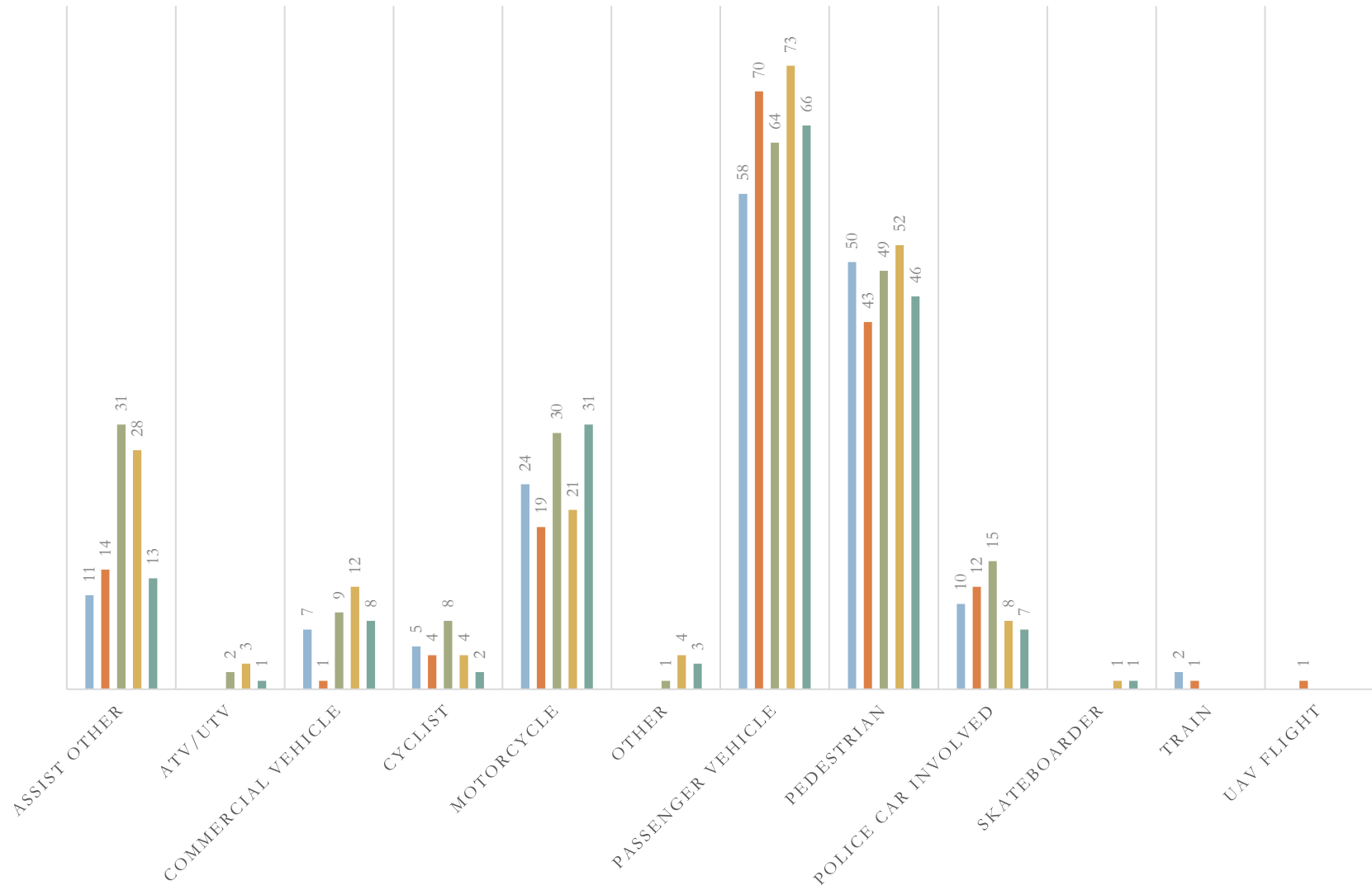


#### ICARS CALL TYPE BY YEAR



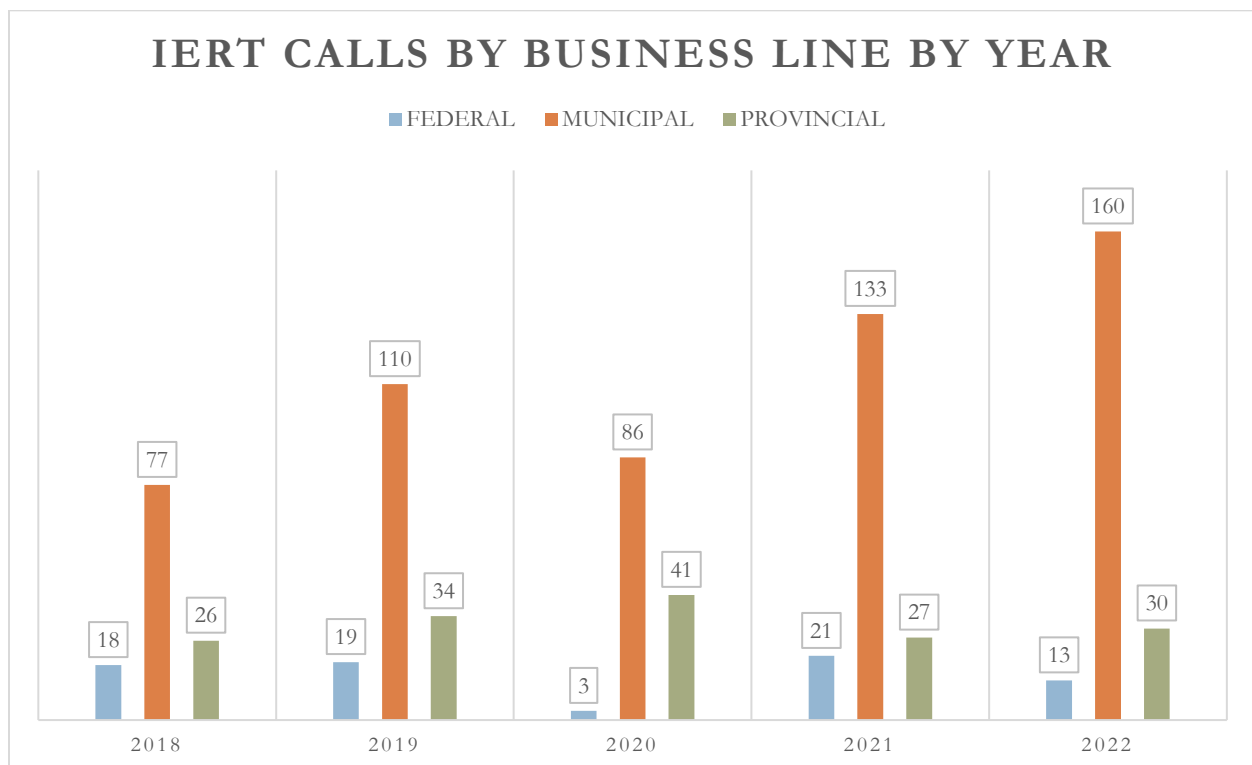
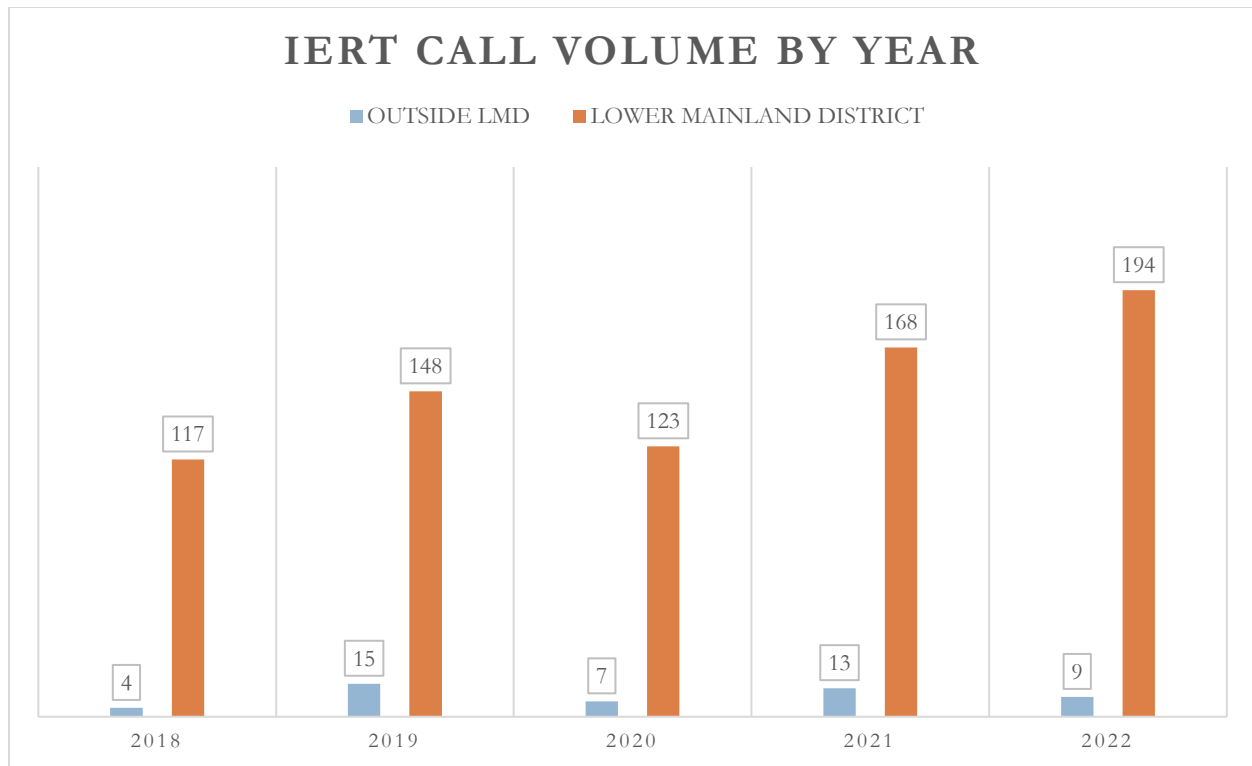
## ICARS CALL DETAIL BY YEAR

■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022

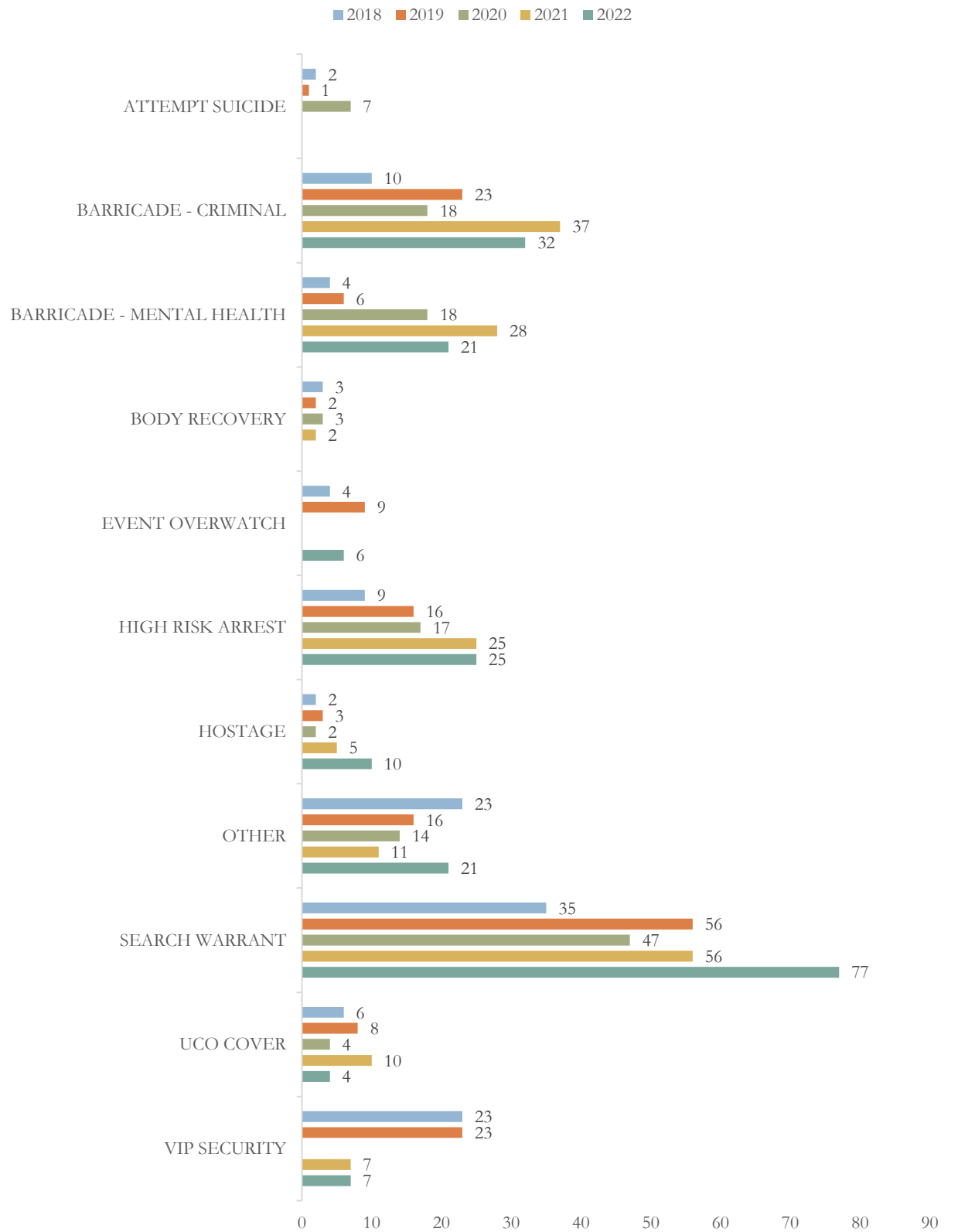


## INTEGRATED EMERGENCY RESPONSE TEAM (IERT)

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

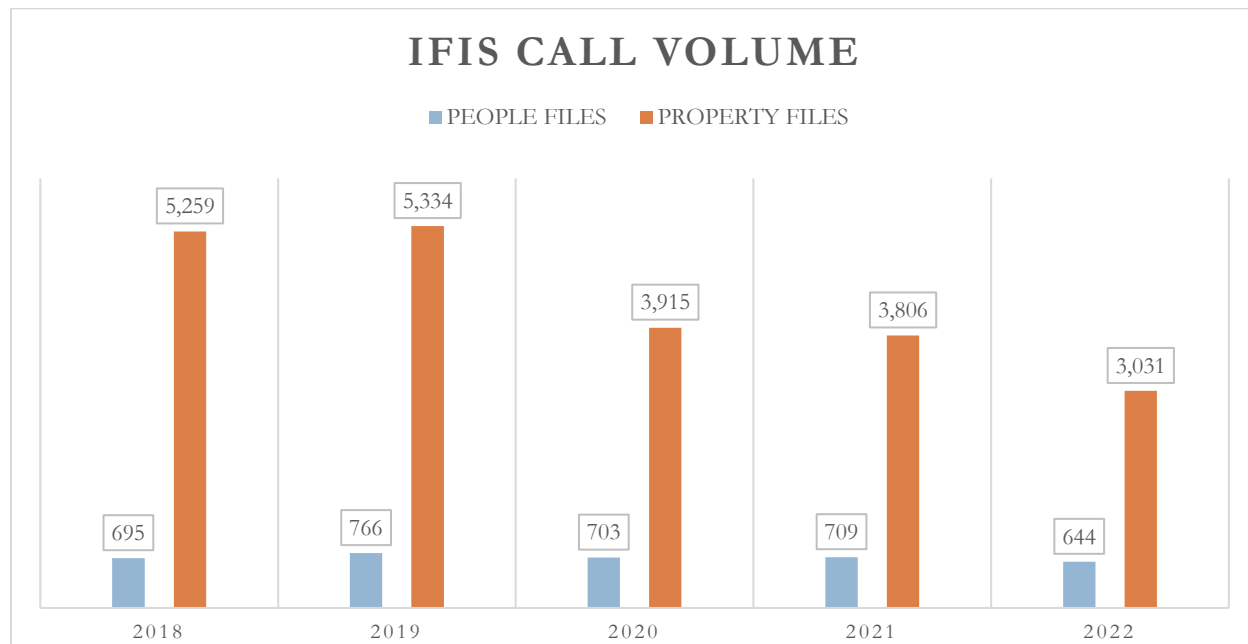


## IERT CALLS BY TYPE BY YEAR



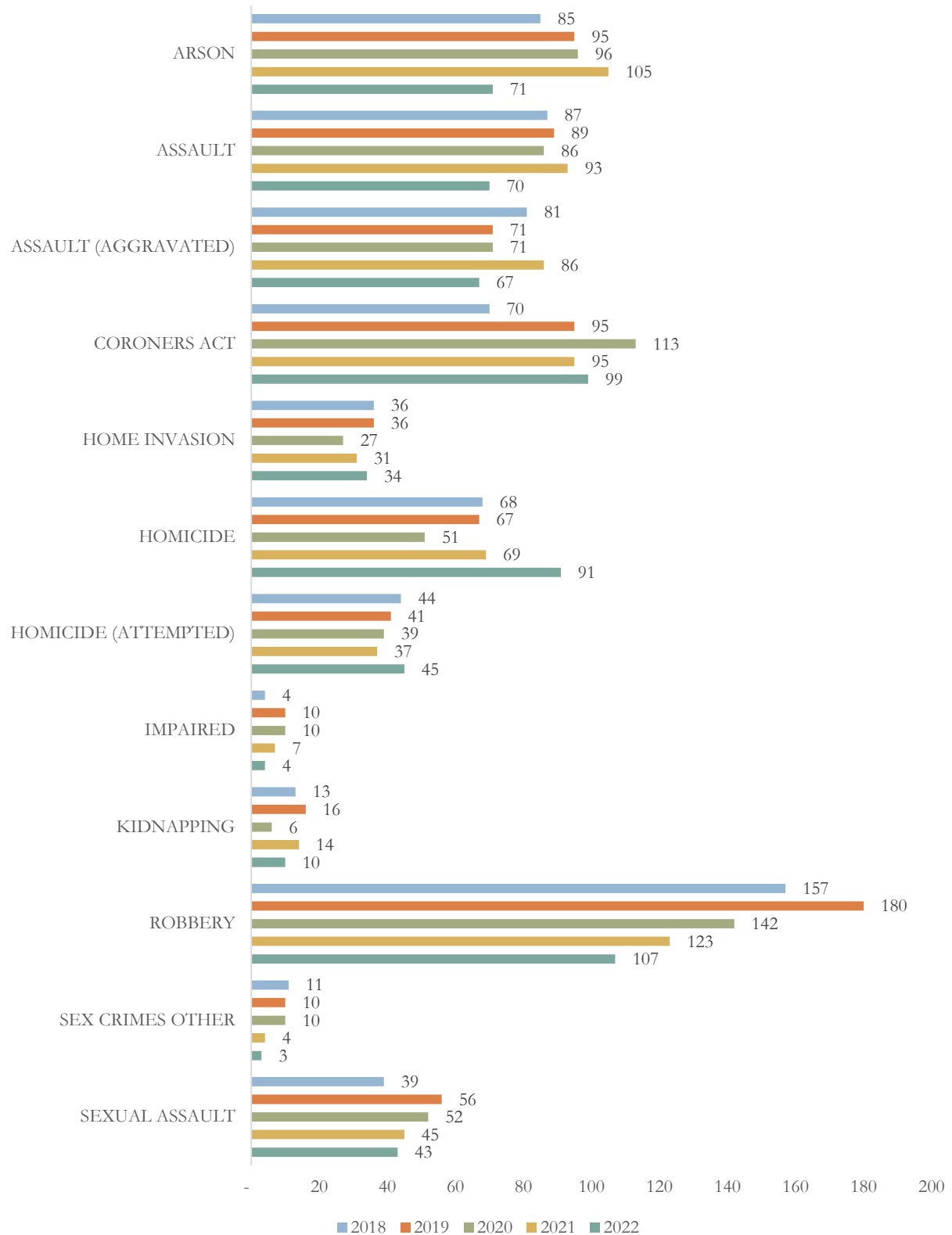
## INTEGRATED FORENSIC IDENTIFICATION SERVICES (IFIS)

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

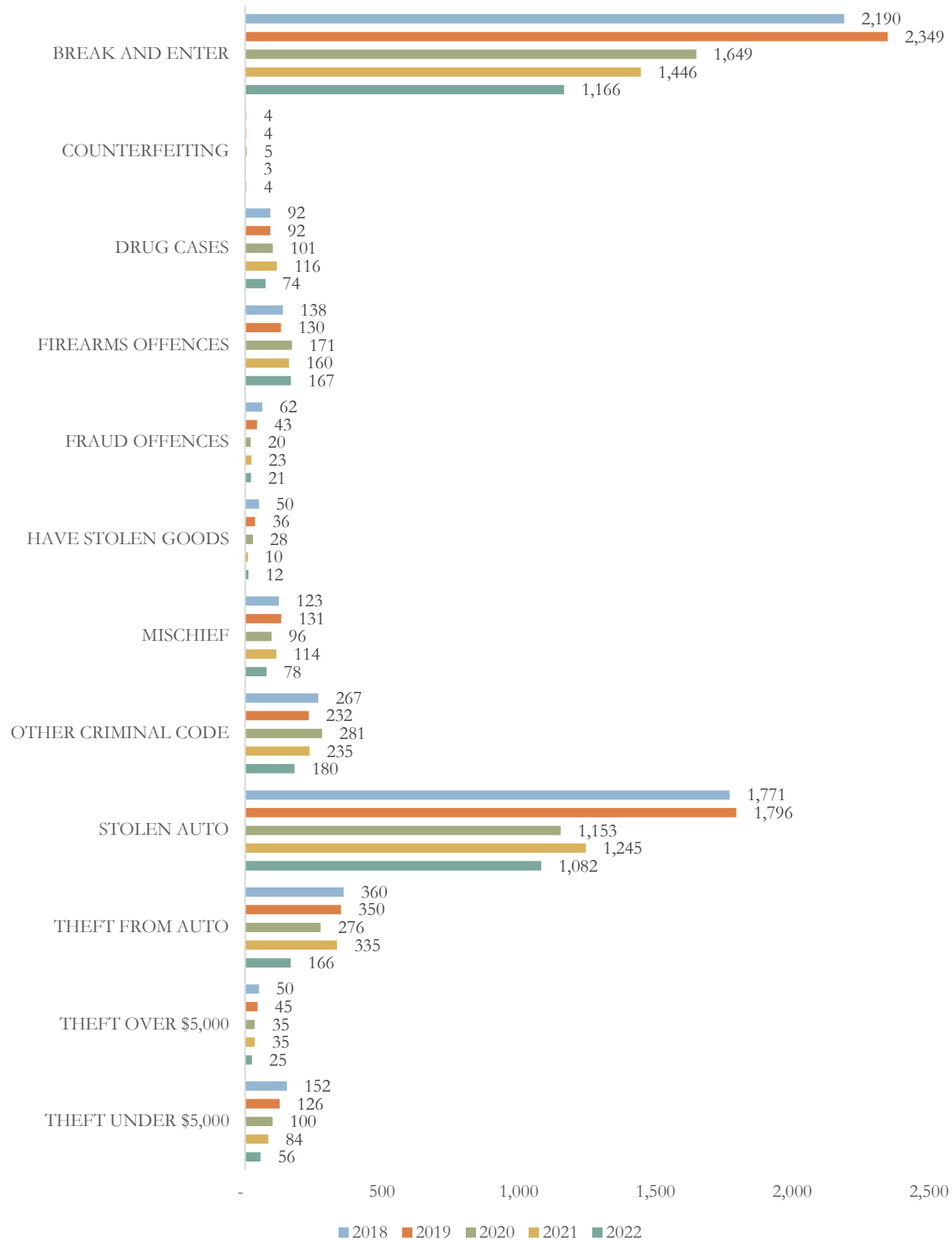


<sup>iii</sup> Location victim(s) are found, burnt vehicle, suspect residence, suspect vehicle, location of homicide, victim residence.

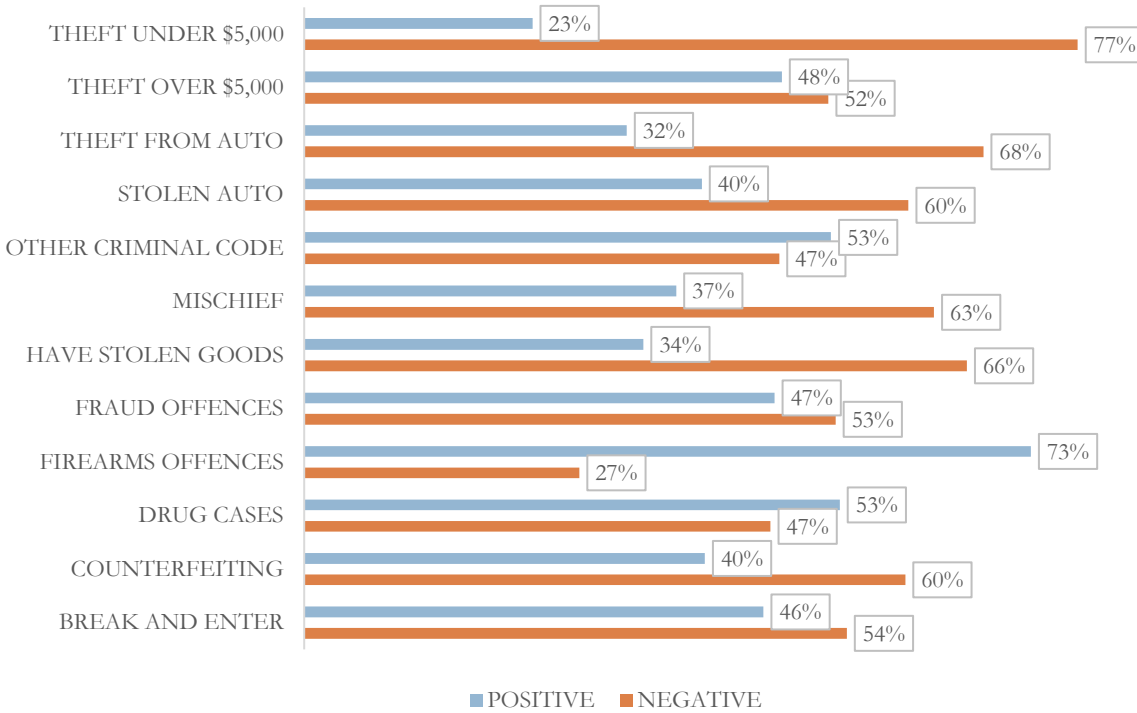
## IFIS PEOPLE FILES BY TYPE BY YEAR



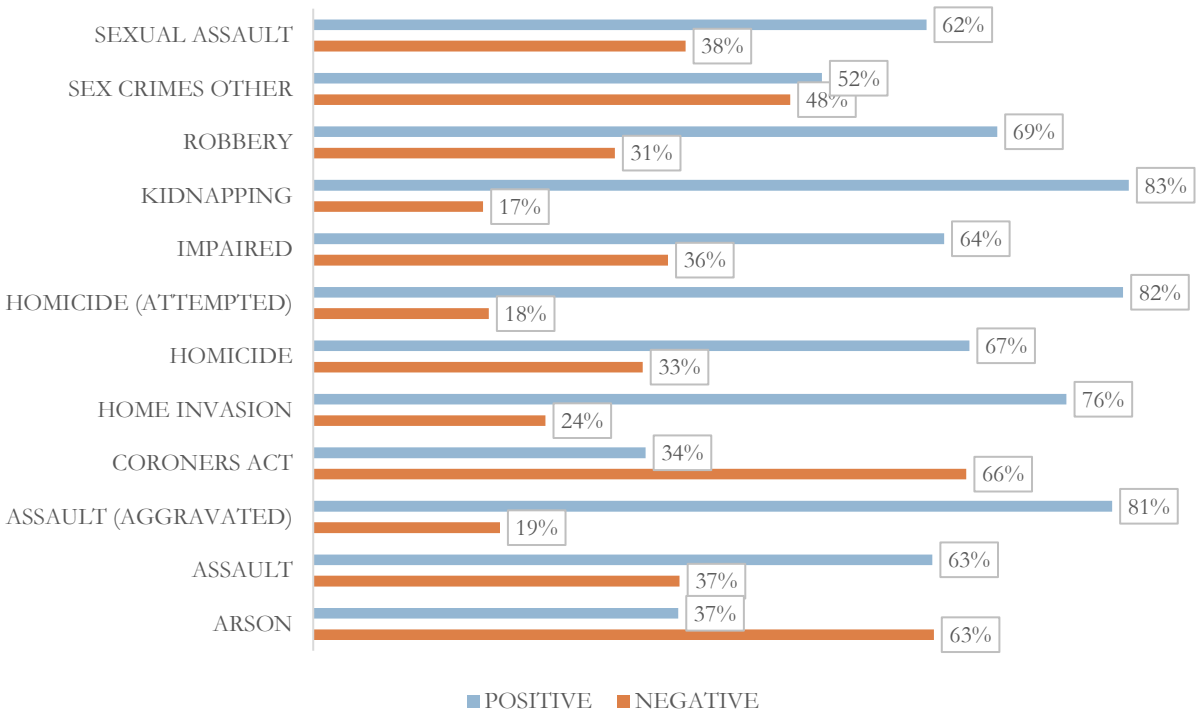
## IFIS PROPERTY FILES BY TYPE BY YEAR



## PROPERTY OFFENSES - EVIDENCE FOUND %



## PEOPLE OFFENSES - EVIDENCE FOUND %



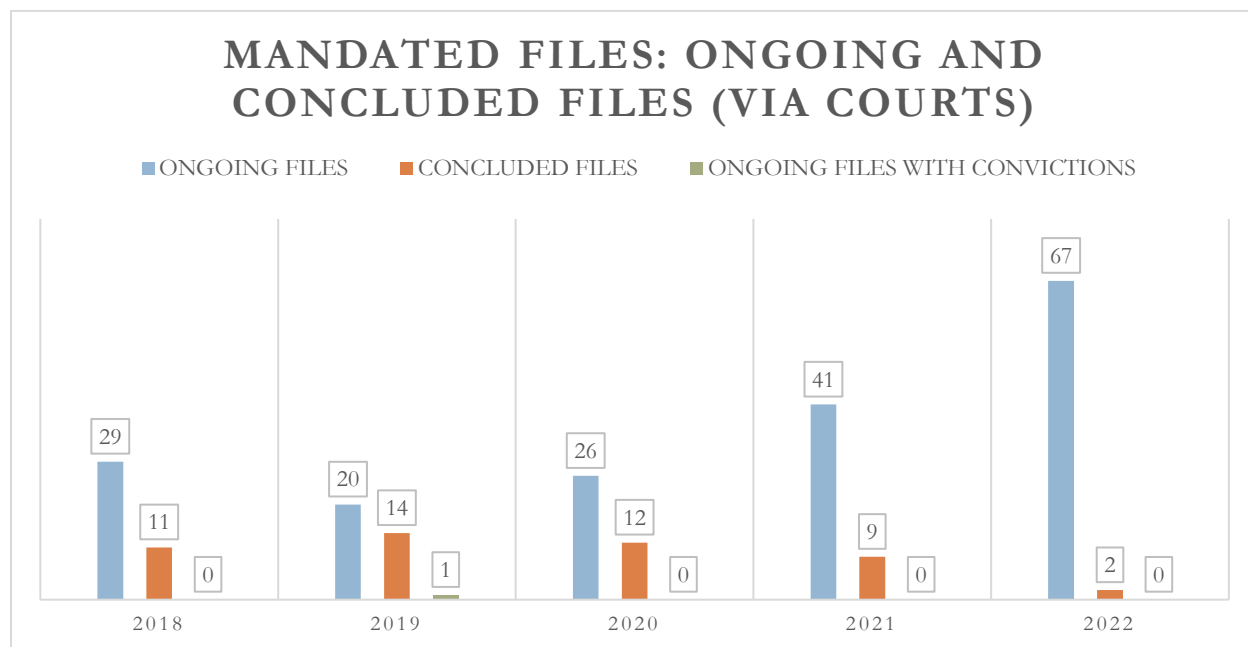
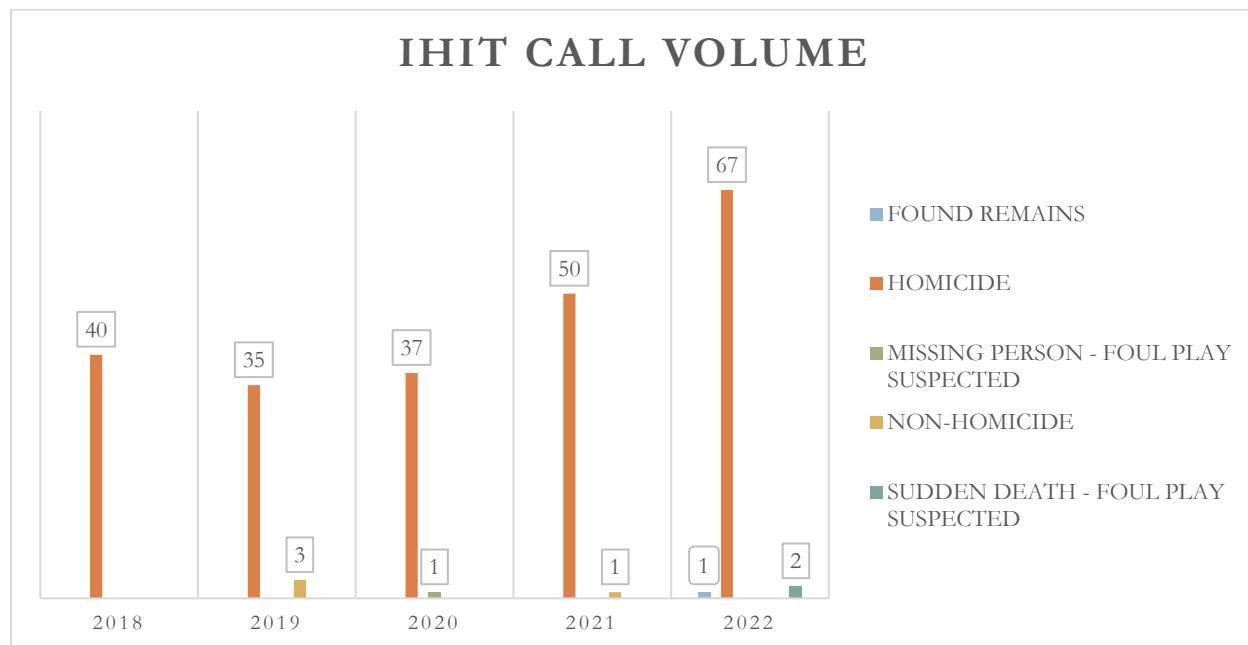


## INTEGRATED FORENSIC IDENTIFICATION TEAM (IHIT)

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

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

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

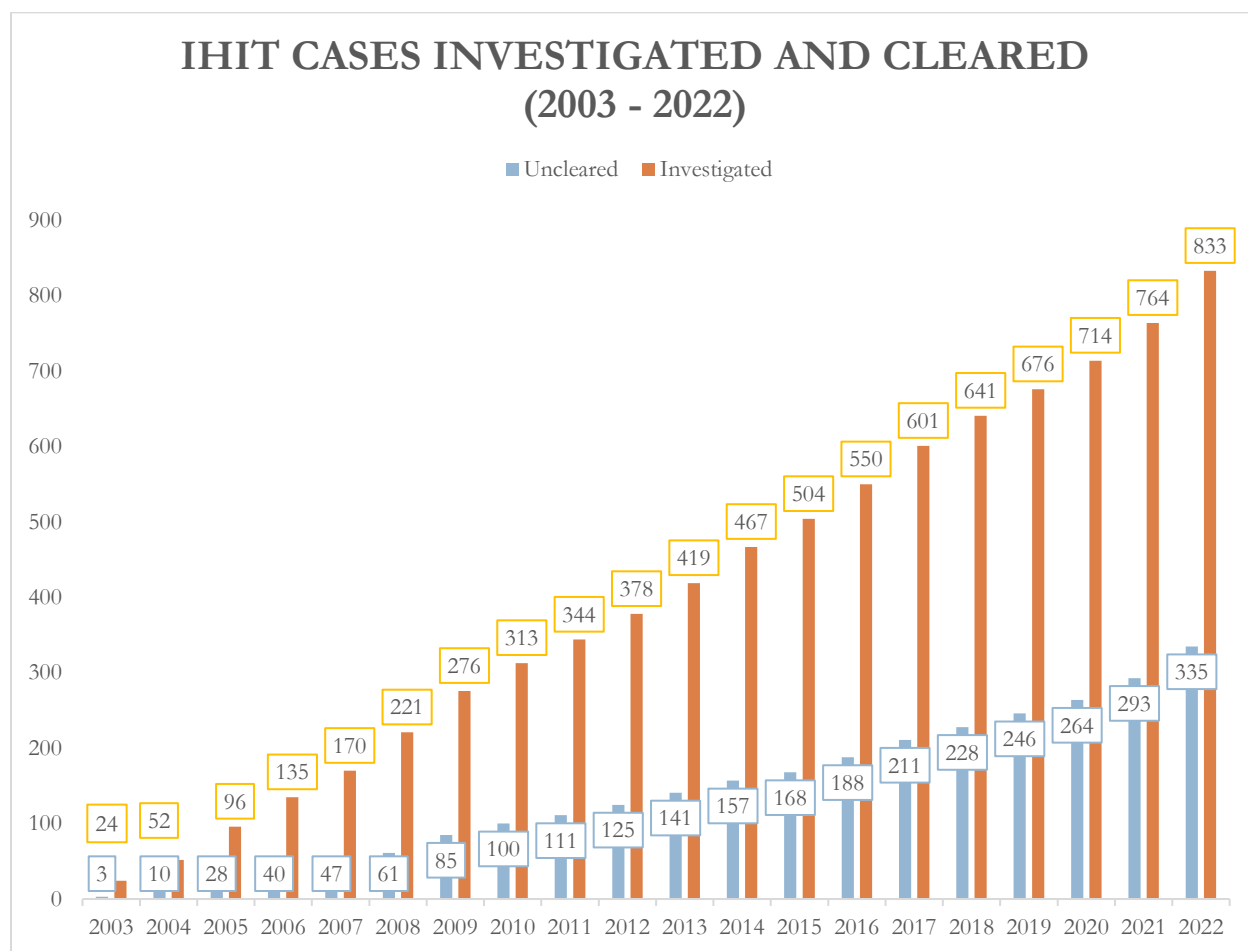


### Status of IHIT Investigations

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

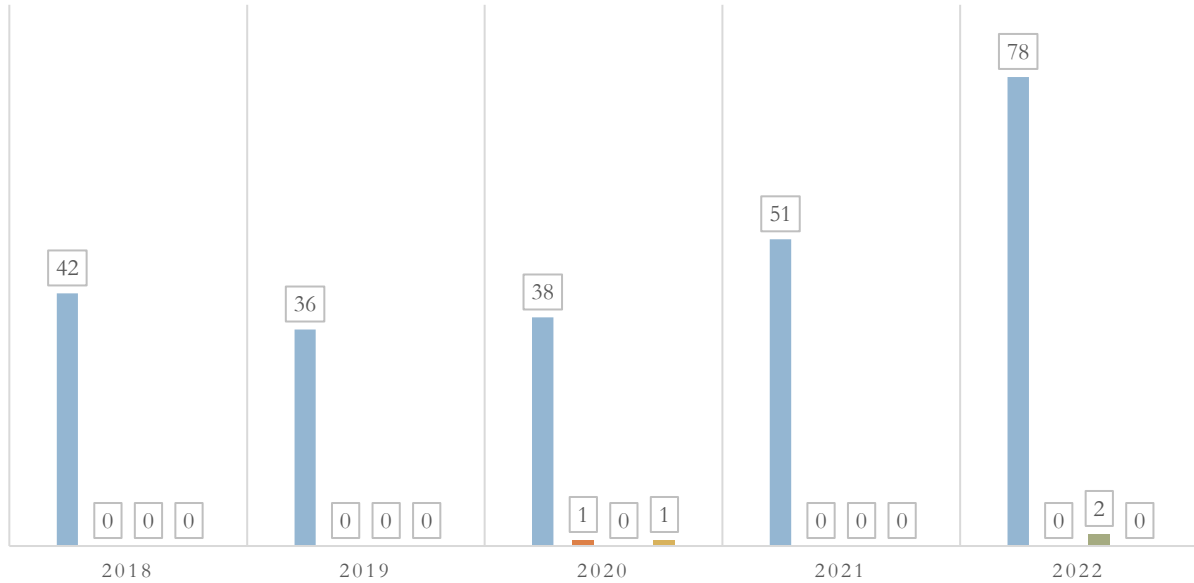
Clearance rate is an indicator of the number of IHIT investigations in which a suspect has been identified and charges have been laid or recommended. Cleared files also include those investigations in which the suspect has died prior to laying a charge. In these cases, the accused must have been considered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

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



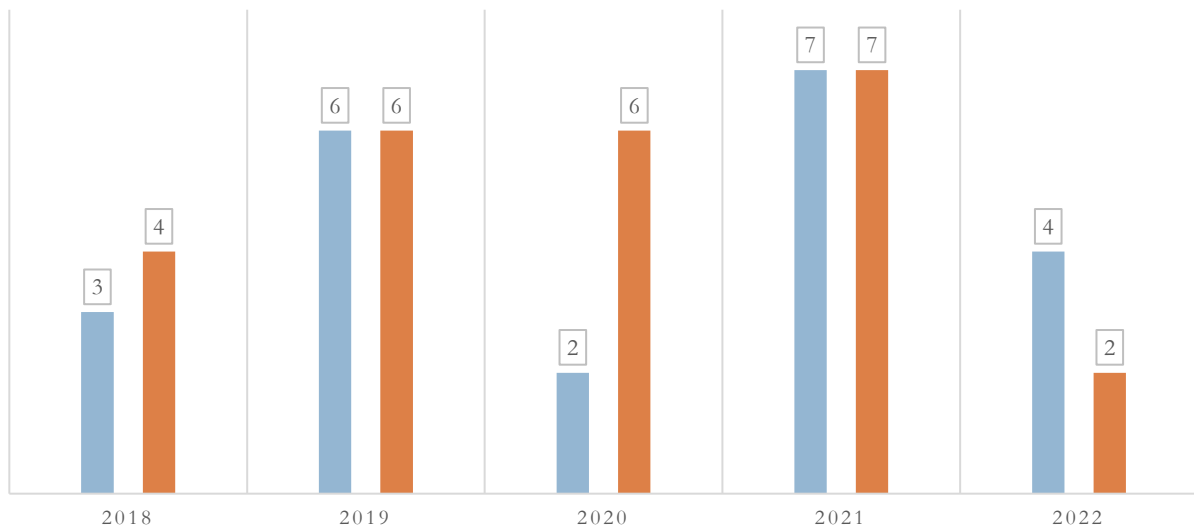
## VICTIMS BY FILE TYPE

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



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

■ DOMESTIC INTIMATE RELATIONSHIP
 ■ DOMESTIC NON-INTIMATE RELATIONSHIP

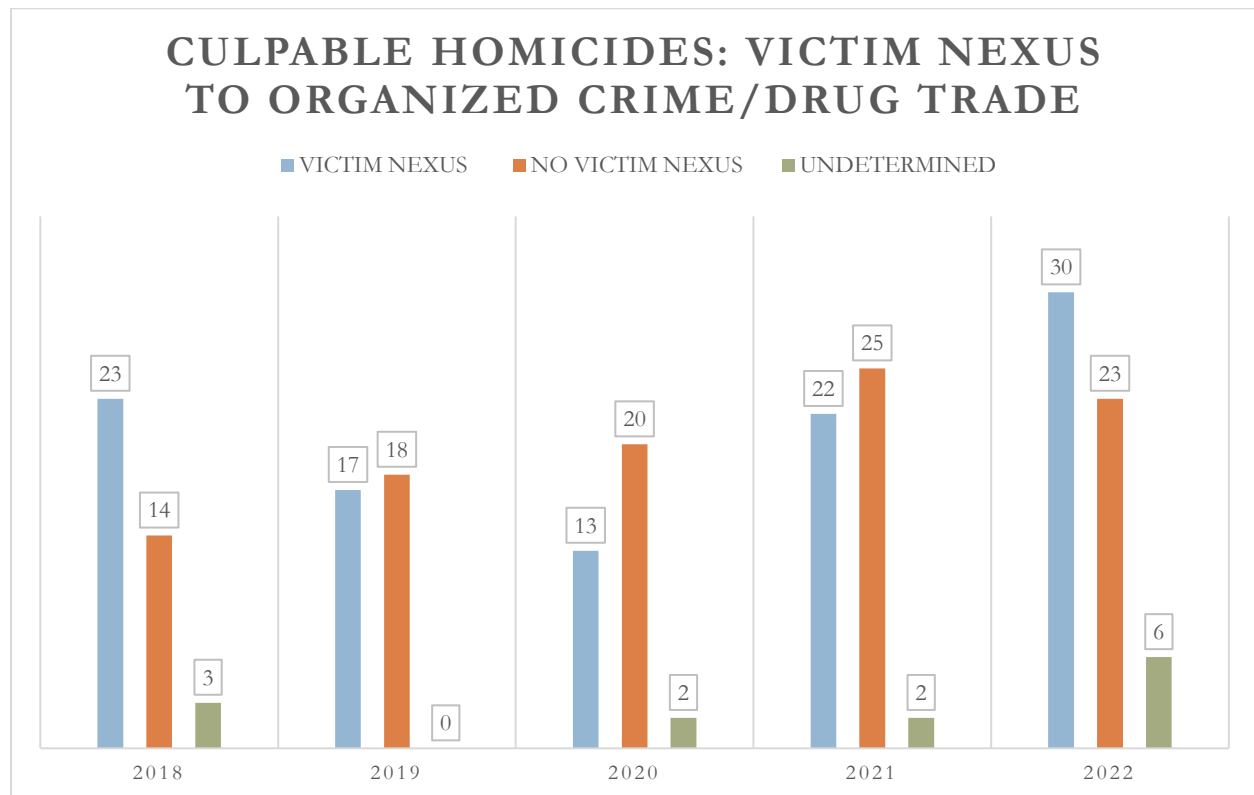


### Organized Crime Related Homicides

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

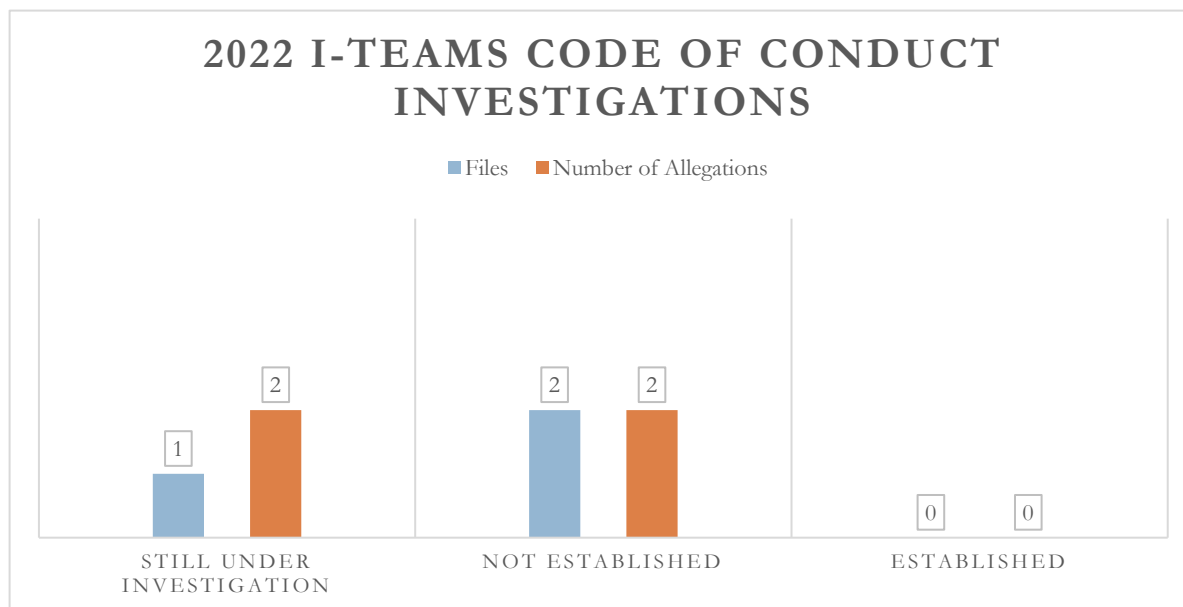
A number of IHIT investigations are currently coded as "Undetermined". These investigations do not meet the coding parameters to be categorized as organized crime related/suspected or non-organized crime related. Although some may appear to be organized crime related due to the circumstances and/or victim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

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



## INTEGRATED INTERNAL INVESTIGATOR (III)

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



### Codes of Conduct

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

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

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

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

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

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

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

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

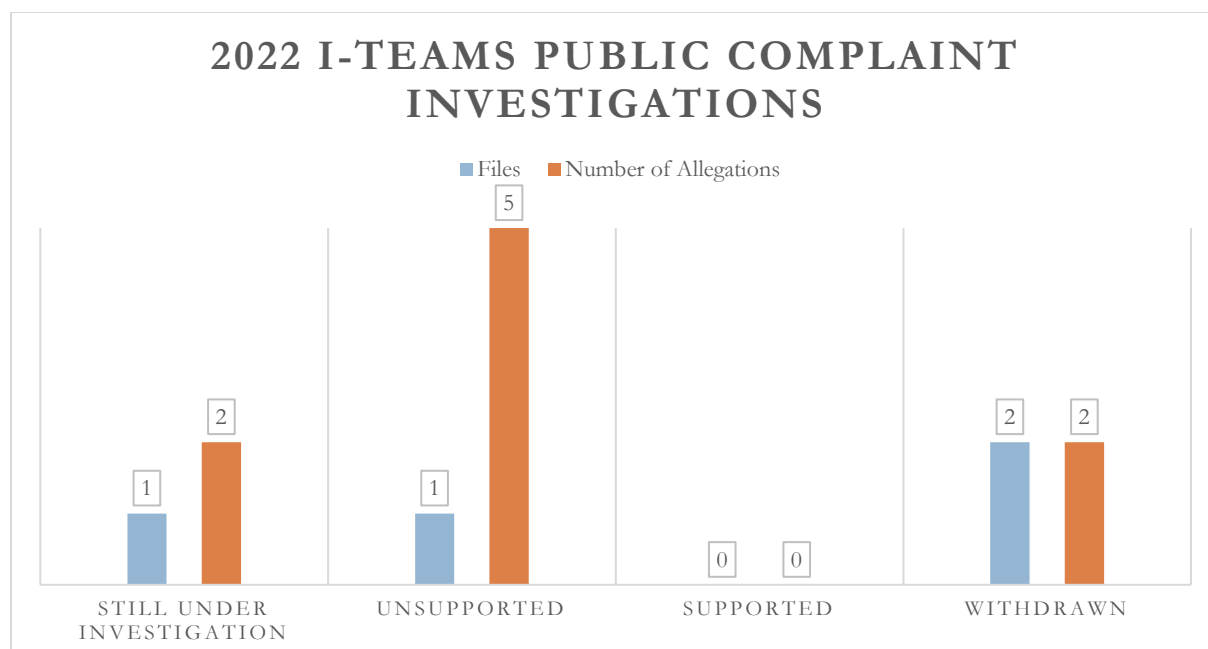
- remove the responsibility for the investigation from the individual units;
- ensure a qualified investigator with knowledge of correct process and procedure for these types of investigations is available and;
- to reduce or remove potential conflicts of interest.

### Public Complaints

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

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

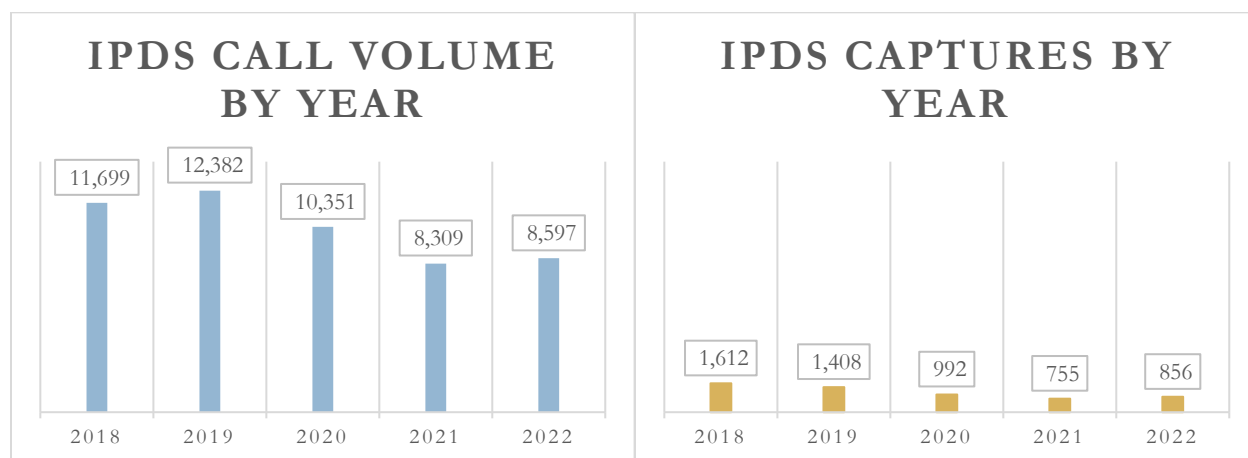
Additional information about the public complaint process is available at <https://www.crcc-ccetp.gc.ca/>.



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

## INTEGRATED POLICE DOG SERVICE (IPDS)

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



### Business line definitions (IPDS)

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

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

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

### Call outcome definitions (IPDS)

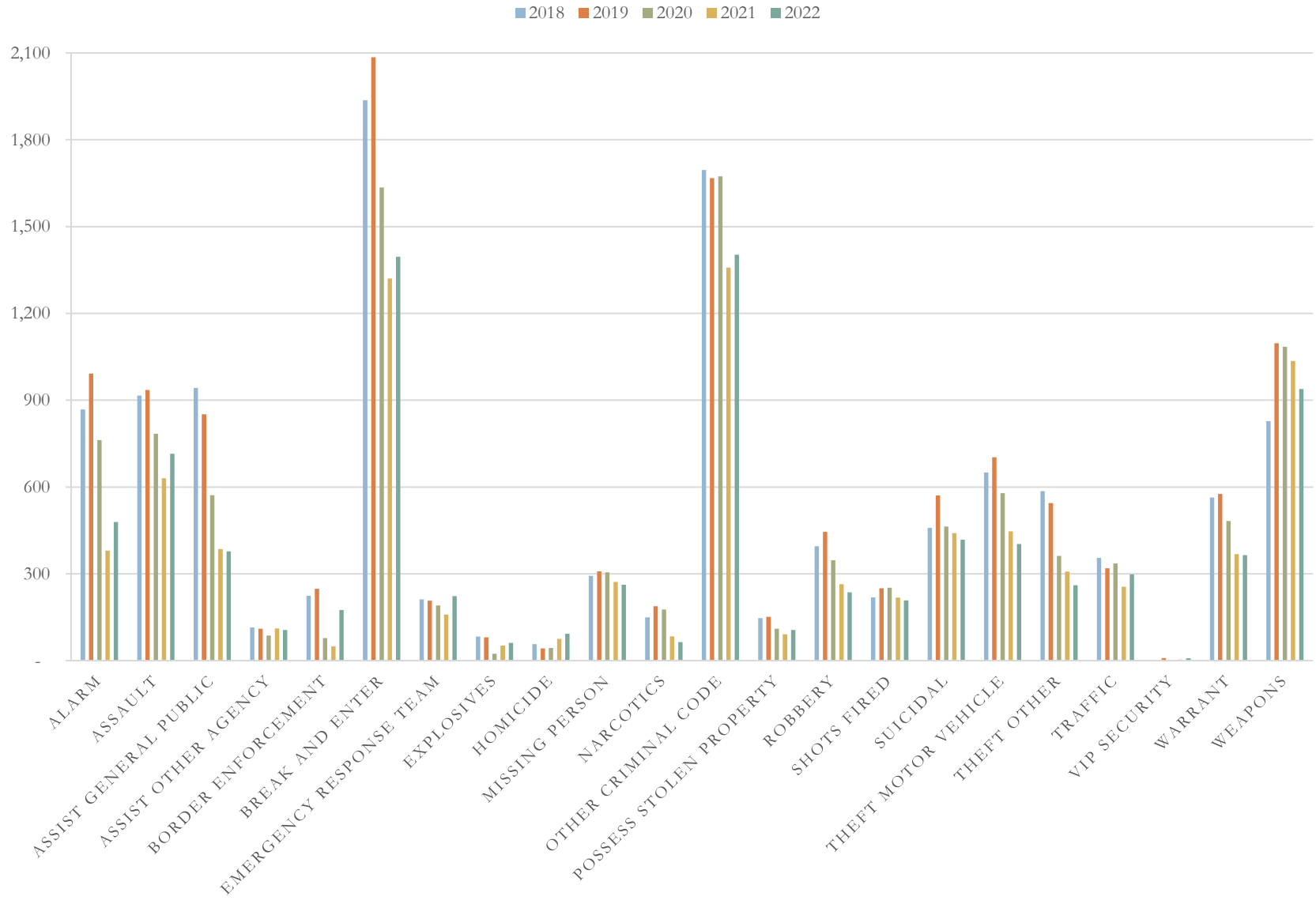
IPDS records their role in calls using the following categories:

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

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

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

## IPDS CALLS BY TYPE BY YEAR

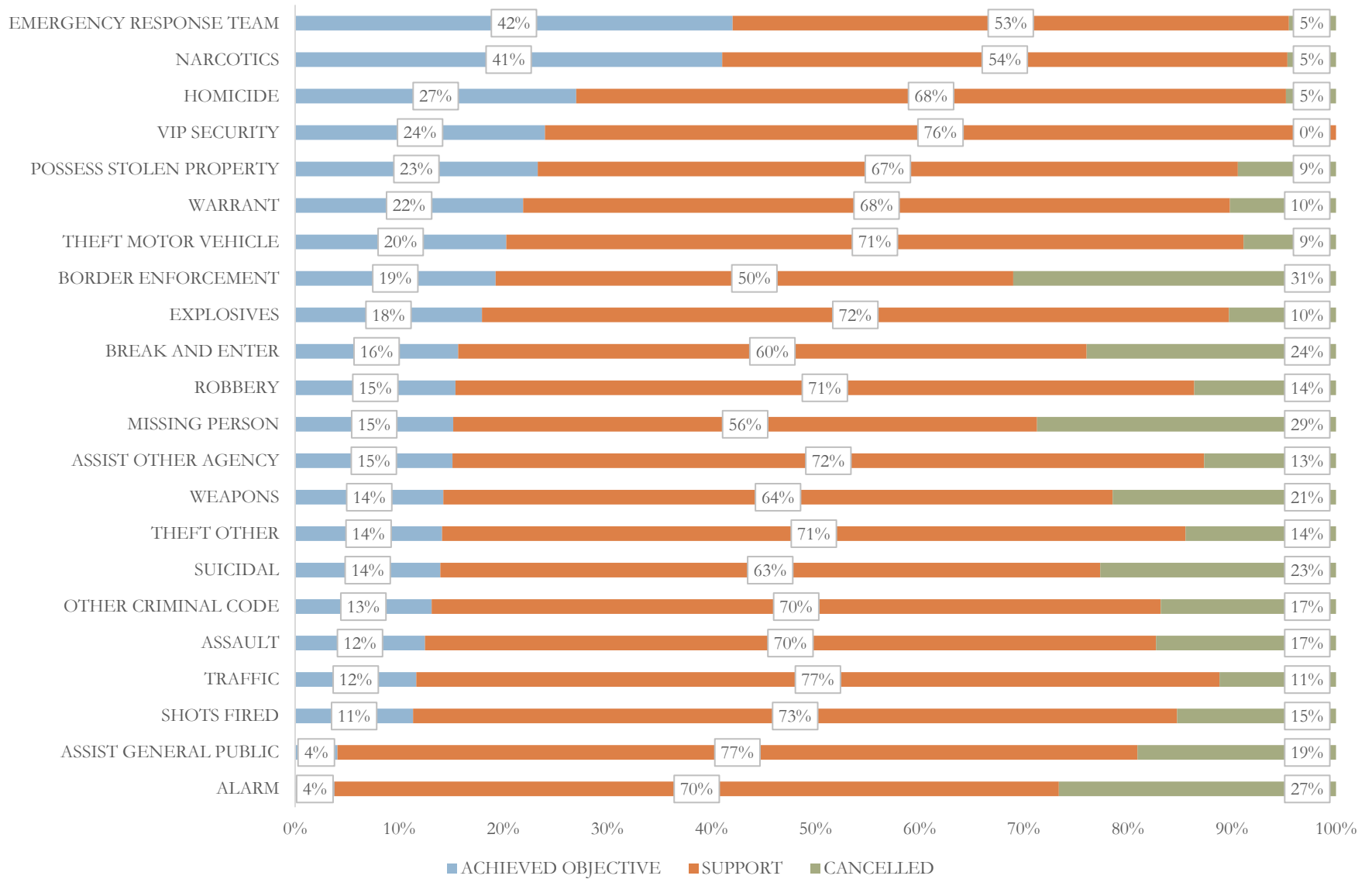


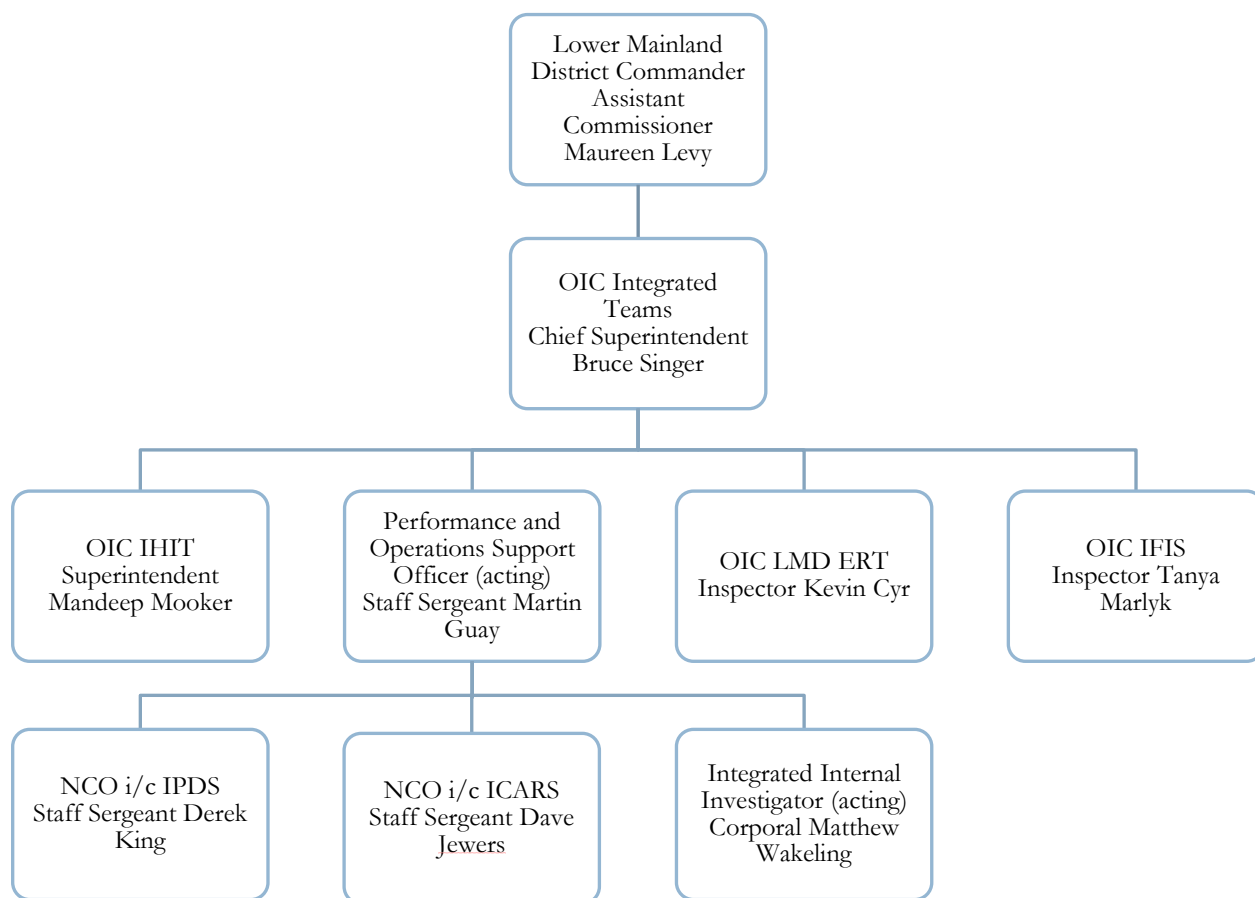


IPDS Calls by Type and Business Line (2018-2022)

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

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





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

## Partners

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### ABBOTSFORD POLICE DEPARTMENT

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Chief Constable Mike Serr

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

### DELTA POLICE DEPARTMENT

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Chief Constable Neil Dubord

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

### METRO VANCOUVER TRANSIT POLICE

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Chief Officer Dave Jones

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

### NEW WESTMINSTER POLICE DEPARTMENT

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Chief Constable Dave Jansen

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

### PORT MOODY POLICE DEPARTMENT

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Chief Constable David Fleugel

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

### PROVINCE OF BRITISH COLUMBIA

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Policing and Security Branch

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

### RCMP LOWER MAINLAND DISTRICT INTEGRATED TEAMS

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Officer in Charge – Chief Superintendent Bruce Singer

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

### WEST VANCOUVER POLICE DEPARTMENT

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Chief Constable John Lo

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

July 25, 2023  
Ref: 655008

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

Dear Sirs/Madams:

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

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

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

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

.../2

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

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

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

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

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

Thank you in advance for your attention to these matters.

Regards,



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

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

# BC Provincial Policing Standards

## Section 5.0 – Specialized Investigations

**Effective:** July 5, 2024

### Sub Section 5.4 – Sexual Assaults

**Revised:** N/A

#### Subject 5.4.1 – Policy direction

## Definitions

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

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

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

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

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

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

## Standards

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

The Board, or the Commissioner must ensure that:

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



# BC Provincial Policing Standards

## Section 5.0 – Specialized Investigations

### Sub Section 5.4 – Sexual Assaults

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

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

Standard (6)(b): TBD

**Revised:** N/A

## Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Standards

### Initial contact with the Victim

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

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

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

## Intake

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

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

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

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

## **Jurisdiction**

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

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

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

### **Third Party Report**

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

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

### **Victim rights and services**

The Chief Constable, Chief Officer, or Commissioner must:

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

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

## **Investigations**

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

- (6) Officers responding to a report of a Sexual Assault have:
  - (a) the appropriate knowledge, skills, abilities, and investigative and interviewing experience appropriate to the nature of the incident or the type of investigation; and
  - (b) completed Provincially-Approved Training.
- (7) Written procedures are in place and include a process or checklist to assess whether a Sexual Assault:
  - (a) occurred in the context of an intimate partner relationship, in which case it will be investigated following the policies and procedures in the police force on the investigations of intimate partner violence;
  - (b) is suspected to be serial or predatory in nature, in which case it will be investigated using Major Case Management methodology, consistent with Standard (1) of *BCPPS 5.2.1 Threshold and Reporting*;

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

### **Communication and notification of Victims**

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

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

## Information systems and documentation of investigative steps

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

(10) Written procedures or business rules are in place that provide direction on file management, documentation, and conclusion including at a minimum on the following matters:

- (a) requirements, including timelines for entries in the police record management systems;
- (b) the process for modification of entries, if permitted, and the required associated supervision or approval;
- (c) the definitions related to incident clearance status, and the application of Uniform Crime Reporting codes, consistent with the requirements and training available from the Canadian Centre for Justice and Community Safety Statistics; and
- (d) reporting requirements, including timelines, related to ViCLAS, as required by Standard (1) of *BCPPS 5.3.1 Participation in Programs and Systems*.

## Supervision

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

(11) A file is not concluded without documented supervisor review and approval.

(12) A supervisor and/or a specialized unit must review a Sexual Assault file as soon as practicable and as appropriate throughout the duration of the investigation to, at a minimum:

- (a) ensure appropriate referrals to Victim Services, ensure that Victim Services are engaged throughout the investigation, and consider what additional supports a Victim may need to overcome barriers;
- (b) ensure the Victim was encouraged to seek medical assistance and as appropriate, to consider a SAFE, consistent with Standard (1) of *BCPPS 5.4.3 Coordination with Other Sectors*;
- (c) ensure Victim-Centered Approach, Trauma-Informed Practice, and Cultural Safety throughout;
- (d) ensure the officer considered Victim safety, developed safety plans as applicable, and documented decisions appropriately in the file;
- (e) ensure that an appropriate investigative approach and resources are provided for the case, consistent with Standards (6) to (8) above; and



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

## **Report to Crown Counsel**

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

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

## **Safety planning**

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

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

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

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

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

## **Policies and procedures**

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

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

# BC Provincial Policing Standards

## Section 5.0 – Specialized Investigations

**Effective:** July 5, 2024

### Sub Section 5.4 – Sexual Assaults

**Revised:** N/A

#### Subject 5.4.3 – Coordination with other sectors

## Definitions

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

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

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

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

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

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

## Standards

### Sexual Assault Forensic Examination (SAFE)

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

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

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

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

# BC Provincial Policing Standards

## Section 5.0 – Specialized Investigations

**Effective:** July 5, 2024

### Sub Section 5.4 – Sexual Assaults

**Revised:** N/A

#### Subject 5.4.4 – Victim Interviews

## Definitions

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

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

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

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

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

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

## Standards

### Interviews

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

(1) Policies and procedures on interviews require that:

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

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

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

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

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

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

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

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

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



- (e) document on the file the course of action and the steps taken with regard to Supportive Accompaniment(s) related to the interview, including a synopsis of the discussions required above.

(5) Further to Standard (3) above, procedures address the use of interpreters including:

- (a) guidelines for determining the extent of communication barriers (e.g., language, literacy or ability) and whether an interpreter is needed, consistent with the Memorandum of Understanding on disclosure, signed between the BC Prosecution Service, the Public Prosecution Service of Canada (BC), and all police agencies in British Columbia;
- (b) relatives or friends should not be used as interpreters during the interview unless exigent circumstances exist; and
- (c) requiring officers to note on the file the reasons for decisions related to an interpreter.

# BC Provincial Policing Standards

## Section 5.0 – Specialized Investigations

**Effective:** July 5, 2024

### Sub Section 5.4 – Sexual Assaults

**Revised:** N/A

#### Subject 5.4.5 – Case Reviews

## Definitions

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

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

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

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

## Standards

### Case reviews

The Chief Constable, Chief Officer or Commissioner must:

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

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

# BC Provincial Policing Standards

## Guiding Principles

### 5.4 Sexual Assaults

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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