

NOTICE OF THE REGULAR MEETING OF THE OAK BAY POLICE BOARD TO BE HELD IN COUNCIL CHAMBERS, OAK BAY MUNICIPAL HALL, 2167 OAK BAY AVENUE, OAK BAY, BC, ON THURSDAY MARCH 31, 2016 AT 3:00 PM

**AGENDA**



CALL TO ORDER:

APPROVAL OF AGENDA

ADOPTION OF MINUTES:

1. Regular Meeting  
[February 23, 2016](#)

DEPARTMENT REPORTS:

2. Financial Report  
[Report - Statement of Expenditures, February 29 2016](#)  
[Attach. 1 - GL Report - February 29, 2016](#)
3. Overtime Reports  
[February 2016](#)
4. Chief Constable's Monthly Update  
[Report - Chief Brinton, March 18 2016](#)
5. Support Services Report  
[Report - Sgt. Smith, February 2016](#)

COMMUNICATIONS:

6. Request for Additional Capital Funding  
[Attach. 1 - Memorandum - Chief Brinton, March 14 2016](#)
7. Special Municipal Constables Complaints Regulation  
[Attach. 1 - Letter from Police Services, March 3 2016](#)  
[Attach. 2 - Order in Council 125](#)

8. Integrated Policing Initiatives Working Group  
[Attach. 1 - Police Boards Terms of Reference](#)  
[Attach. 2 - Police Boards Working Group Principles](#)  
[Attach. 3 - Report from Police Services Integrated Police Teams Review](#)
9. BC Association of Police Board Executive  
[Attach. 1 - Appointment of Executive Board](#)
10. 2016 BCAPB Annual General Meeting and Conference  
[Attach. 1 - Sponsorship Request - Bill Reid, BCAPB](#)
11. Oak Bay Police Board Manual  
[Attach. 1 - Draft 2](#)

CHIEF'S ORDERS (POLICY CHANGES)

12. AC 000, AF 100, AF 120  
[Attach. 1 - Memorandum - Chief Brinton, March 21 2016](#)  
[Attach. 2 - AC 000 - Use of Telephones and Cellular Phones \(Draft\)](#)  
[Attach. 3 - AF 100 - Intra Internet and Voicemail Usage \(Draft\)](#)  
[Attach. 4 - AF 120 Social Media \(Draft\)](#)

NEW BUSINESS:

ADJOURNMENT:

*That the open portion of the Police Board meeting be adjourned and that a closed session be convened to discuss personnel issues, which may be dealt with in private under the Police Act.*

MINUTES of the open portion of the regular meeting of the OAK BAY POLICE BOARD held in Council Chambers of Oak Bay Municipal Hall, 2167 Oak Bay Ave, Oak Bay, BC, on Tuesday, February 23, 2016 at 3:00 p.m.

PRESENT:	Board Members:	Nils Jensen, Chair Mary Kelly Brian Rendell Sandra Waddington
	Chief Constable:	Andy Brinton
	Deputy Chief Constable:	Kent Thom
	CAO & Police Board Secretary	Helen Koning
	Executive Assistant/Recording Secretary	Laura Lang

Chair called the meeting to order at 2:57 p.m.

Chief Brinton introduces newly hired member, Brett Stewart, who started with the Oak Bay Police Department on January 6, 2016 and has had twelve years of previous experience with the Victoria Police Department. The Chair and Board welcome Constable Stewart to Oak Bay.

PRESENTATIONS:

Exemplary Service bars for 30 years of exemplary police service were presented to Sergeant Ian Craib and Constable Rick Anthony.

APPROVAL OF AGENDA:

Agenda approved.

ADOPTION OF MINUTES:

The Chair requests that the Police Board Secretary send a letter to the other Police Board Secretaries within the CRD advising of the motion that was passed under New Business at the January 19, 2016 meeting regarding the governance project for the Integrated Units within the Capital Regional District.

RESOLVED that minutes of the open portion of the regular meeting of the Oak Bay Police Board, held on Tuesday, January 19, 2016, be adopted.

DEPARTMENT REPORTS:

Chief Brinton advises that there is no Financial Report this month as the 2015 year-end figures are not yet finalized and there was very little to report regarding the budget year to date for January. We should have some year-end figures available for the March meeting.

***Overtime Report (January, 2016)***

***Chief Constable's Monthly Report (February 10, 2016)***

The legal training that Chief Brinton refers to in his memorandum is in relation to Section 25.1 of the Criminal Code, which provides authority for the police to commit an offence during the course of undercover operations. This type of authorization requires the approval of a senior

officer. Administrative officers within the CRD have been provided with this training by two full time members of the British Columbia Municipal Undercover Team.

A CREST update has been provided to the Area Chiefs regarding the new 700 mhz radio system, which should be operational soon. The system will be implemented in three stages over three years, with Oak Bay, Victoria & Saanich Police Departments being implemented within the first stage.

There have been business bylaw discussions regarding medicinal marihuana dispensaries within the municipality of Oak Bay. The Chair advises that Oak Bay bylaw does not currently allow business licences to be issued that would allow this illegal activity. There will be no change to the municipal bylaw position, unless the Federal laws change to allow it.

***Support Services Monthly Report (Sgt Smith, February 11, 2016)***

Sergeant Smith has provided the January Support Services report, which combines the School Liaison and Community Liaison activities. This new reporting format will be submitted monthly by Sergeant Rob Smith, who is the Support Services Administrative Sergeant.

***Mobile Youth Services Team (MYST) Monthly Report (Cst Gibbs, February 11, 2016)***

Deputy Chief Thom reported on the positive work that Constable Gibbs is doing as the sole member of the Mobile Youth Services Team. She has had close involvement with Victoria Police Department regarding vulnerable youth living within "Tent City" next to the Victoria Court House.

The Chair suggests that future Support Services monthly reports also include MYST.

RESOLVED that all of the Department Reports be received.

**COMMUNICATIONS:**

7. 2016 Police Board Meetings & Conferences Schedule

MOVED and seconded: That authorization be given to all Board members to attend the BC Association of Police Board (BCAPB) Conference & AGM in Nelson, May 26-28, 2016.

CARRIED

All members will be attending with the exception of Brian Rendell.

MOVED and seconded: That authorization be given to Sandra Waddington & Chair Jensen to attend the Canadian Association of Police Governance (CAPG) conference in Ottawa, August 12-14, 2016.

CARRIED

MOVED and seconded: That the dates of the March and May meetings be changed as follows:

Tuesday, March 22 meeting changed to Thursday, March 31, 2016 at 3:00 pm  
Tuesday, May 24 meeting changed to Tuesday, May 17, 2016 at 3:00 pm

CARRIED

8. 2016 Workshops - Access to Information for Local Government

Chief Brinton recommends that two police support staff attend this one day training session as there would be value in knowing what information can and cannot be released as it relates to the Police Board. This would be handled internally by the Police Department.

RESOLVED that the correspondence regarding the 2016 Workshops regarding Access to Information for Local Government be received.

9. Re Downloading DNA Costs to Police Departments

Chief Brinton feels that there may not be any billing of these costs in 2016, as most police departments 2016 budgets have already been set. We would have to allow for these costs for the 2017 budget. Billing will be based on the previous year's usage. As Saanich Police, under the umbrella of the current service agreement, had included all Oak Bay forensics requests along with the Saanich requests, there is no previous separation to define potential costs. BC Chiefs have attempted to push back against this downloading of costs, to no avail.

Discussion held regarding the renewal of the Oak Bay/Saanich Service Agreement, which expires at the end of 2016. Initial discussion between the two departments will likely start mid-March. As the agreement is between the District of Oak Bay and the District of Saanich, it is ultimately the Councils of both municipalities that will sign the agreement based on the Board's recommendation. A working group comprised of Chief Brinton and two board members will be formed to formulate some financial strategies prior to full discussions with Saanich Police. Any discussions to be held in camera. Chief Brinton to report back with a structure proposal regarding the working group.

RESOLVED that all correspondence regarding the downloading of DNA costs to Police Departments be received.

10. Police/ER/Mental Health Subcommittee – 2015 Review

This committee which was spearheaded by Victoria Police Department and Island Health, consists of senior administrative officers from the CRD municipal police departments as well as the RCMP. The committee was struck to deal with the admission & release of mental health patients to the hospital emergency departments. Deputy Chief Thom advises that the points that most directly affect Oak Bay are points number (2), the Emergency Department Intake Record/Police Procedure and (3), Development of streamlined Section 28 processes.

A form has been created identifying necessary information required by the triage nurse in admissions when mental health patients are taken in. The information is provided by the attending police officer and assists the hospital staff in determining the urgency of the patient's

mental state. Hospital staff retains the original, and the police departments keep a copy, which is eventually added to the operational police file.

The key issue for all police agencies is the amount of time and police resources consumed when escorting mental health patients through this process. Oak Bay has experienced more progress in this process than some of the larger departments. Form 21 warrants for apprehension remains one of the more significantly time consuming issues. Island Health is aiming to roll out this process being used at the Royal Jubilee Hospital and implement it in the lower mainland and perhaps eventually, the rest of the province.

RESOLVED that the correspondence regarding the 2015 Review of the Police/ER/Mental Health Subcommittee be received.

11. Police Officer Commissions - Public Safety & Solicitor General, January 29, 2016

Chair Jensen congratulates Deputy Chief Kent Thom who was one of 71 police officers to receive a Police Officer Commission under the authorization of the Lieutenant Governor. Each police agency must determine how and when they would like these commissions to be formally presented. Chief Brinton to follow up on the formal presentation.

RESOLVED that the correspondence regarding the Police Officer Commissions be received.

12. BC Association of Police Boards – 2016 AGM

Discussion held regarding resolutions that may want to be put forward for the upcoming AGM. May 2, 2016 is the deadline for all resolutions to be forwarded to the BCAPB.

RESOLVED that the correspondence regarding the BCAPB 2016 AGM and Call for Resolutions be received.

13. Oak Bay Police Board Manual – Draft, January 2016

A suggestion for an updated Mission Statement that focuses more on the Police Board will be circulated for modification. All changes will be coordinated by Sandra Waddington and forwarded to the police department to update the manual. Next draft to be submitted for the April meeting.

RESOLVED that the draft copy of the Oak Bay Police Board Manual be received.

14. March meeting date – Topic for Discussion and to determine new date

March meeting to be on the 31<sup>st</sup>, as determined earlier in the meeting, under item #7, 2016 Meetings & Conference Schedule.

CHIEF'S ORDERS: (Policy Changes)

- OB 180 – Missing Persons

The new Missing Persons policy has been formed around the new provincial policing standards put forth by Police Services regarding missing persons investigations. A recommendation was made for a process to be implemented for review of all policy starting with high priority and oldest pieces of policy. All sections of policy that are updated should bear the amendment date and a system put into place for regular review.

Chief Brinton advises that Police Services Division is striking a committee to provide police standards on some high risk areas of policy throughout the entire province.

MOVED and seconded: That Policy OB 180 be approved as presented.

CARRIED

NEW BUSINESS:

Chair Jensen would like to host a joint Police Board meeting with Council sometime in March, with a further plan to hold one annually. After discussion it was determined that the joint meeting would be held Monday, March 21 at 5:30 p.m. in Council Chambers, prior to the Committee of the Whole meeting. Sandra Waddington to be the Acting Chair for the meeting as Chair Jensen will be away. Items to be on the agenda include the Strategic Plan specific to the Police Board and the budget process.

ADJOURNMENT:

RESOLVED that the open portion of the meeting be adjourned and that a closed session be convened to discuss personnel issues, which may be dealt with in private under the *Police Act*.

The open portion of the meeting adjourned at 4:38 p.m.

*Deputy Chief Thom left the meeting.*

Certified Correct:

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Secretary, Oak Bay Police Board

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Chairman, Oak Bay Police Board





**Statement of Expenditures as at February 29, 2016  
(16.67%)**

EI	35.30%	These deductions are front loaded, so figures will appear high until later in the year when they start to level off.
CPP	34.24%	
Uniform Cleaning Allowance	100.30%	The cleaning account is managed by the Police Association. The entire amount is paid at the beginning of the year, with seconded members allowance being credited back quarterly.
Car #76 – Total	40.53%	Insurance for the new car #76 was higher than budgeted for. There was an expense for repairs & supplies that was allocated incorrectly. A correcting entry is pending.
MYST	277.18%	Overall figures for MYST remain high throughout the year until the recoveries from other participating agencies have been applied.



**DISTRICT OF OAK BAY  
GL Department Report**



GL5330

Page : 1

Date : Feb. 29, 2016

Budget : 16.67%

Year : 2016  
Period : 2

Account No.	Description	Year To Date	Committed	Budget	Variance	% Used
<b>POLICE DEPARTMENT</b>						
<b>EXPENSES</b>						
<b>POLICE</b>						
<b>21100 POLICE BOARD</b>						
10-2-21100-5900	SUNDRY-POLICE BOARD	1,443.33	0.00	12,000.00	10,556.67	12.03
	<b>21100 POLICE BOARD</b>	<b>1,443.33</b>	<b>0.00</b>	<b>12,000.00</b>	<b>10,556.67</b>	<b>12.03</b>
<b>21200 ADMINISTRATION</b>						
10-2-21200-1101	SALARIES FULL TIME-POL ADM	71,350.13	0.00	454,474.00	383,123.87	15.70
10-2-21200-1201	BENEFITS FULL TIME-POL ADM	4,918.79	0.00	31,348.00	26,429.21	15.69
10-2-21200-2001	LEGAL FEES-POL ADMIN	0.00	0.00	15,000.00	15,000.00	
10-2-21200-2100	CAR ALLOW'CE/TRAVEL-POL A	0.00	0.00	400.00	400.00	
10-2-21200-2101	CONFERENCES/MEETINGS-PO	192.93	0.00	17,465.00	17,272.07	1.10
10-2-21200-3300	OFFICE SUPPLIES-POL ADMIN	1,162.91	0.66	10,700.00	9,536.43	10.87
10-2-21200-5900	SUNDRY-POL ADMIN	518.00	0.37	8,827.00	8,308.63	5.87
10-2-21200-9999	RECOVERIES-POL ADMIN	-2,540.00	0.00	-20,000.00	-17,460.00	12.70
	<b>21200 ADMINISTRATION</b>	<b>75,602.76</b>	<b>1.03</b>	<b>518,214.00</b>	<b>442,610.21</b>	<b>14.59</b>
<b>21300 PROTECTIVE SERVICES</b>						
10-2-21300-1101	SALARIES FULL TIME-PROTEC	396,579.81	0.00	2,581,679.00	2,185,099.19	15.36
10-2-21300-1103	OVERTIME-PROTECTIVE	22,759.72	0.20	99,766.00	77,006.08	22.81
10-2-21300-1106	OVERTIME - STAT HOLIDAYS - F	4,609.80	0.00	67,716.00	63,106.20	6.81
10-2-21300-1107	OVERTIME - RECOVERABLE - F	1,573.46	0.00	0.00	-1,573.46	
10-2-21300-1906	E.I.-PROECTIVE	10,766.36	0.00	30,500.00	19,733.64	35.30
10-2-21300-1907	C.P.P.-PROTECTIVE	21,401.74	0.00	62,500.00	41,098.26	34.24
10-2-21300-1908	SUPERANNUATION-PROTECTI	80,523.89	0.00	486,500.00	405,976.11	16.55
10-2-21300-1909	GROUP INSURANCE-PROTECT	799.06	0.00	5,000.00	4,200.94	15.98
10-2-21300-1931	DENTAL POLICE-PROTECTIVE	6,419.19	0.00	40,500.00	34,080.81	15.85
10-2-21300-1934	UNIFORM CLEAN ALLCE-PROT	9,106.80	0.00	9,080.00	-26.80	100.30
10-2-21300-1935	W.C.B. ASSESSMENTS-PROTEI	9,361.71	0.00	38,000.00	28,638.29	24.64
10-2-21300-1936	W.C.B. REIMBURSEMENTS-PR	-8,184.64	0.00	0.00	8,184.64	
10-2-21300-1939	POLICE EHB -PROTECTIVE	5,303.60	0.00	34,100.00	28,796.40	15.55
10-2-21300-3500	RADIO-PROTECTIVE	0.00	0.00	47,100.00	47,100.00	
10-2-21300-3700	CLOTHING, UNIFORMS ETC.-PF	2,282.04	0.70	36,790.00	34,507.26	6.20
10-2-21300-3800	TELEPHONE-PROTECTIVE	3,803.00	3.00	28,960.00	25,154.00	13.14
10-2-21300-4200	REPAIRS & SUPPLIES-PROTEC	1,013.49	1.04	38,550.00	37,535.47	2.63
10-2-21300-4500	COMPUTER-PROTECTIVE	7,059.77	0.50	39,802.00	32,741.73	17.74
10-2-21300-4602	REPL SMALL EQUIPMENT - PR	0.00	0.34	28,950.00	28,949.66	0.00
10-2-21300-5901	CONTRACT - SAANICH GEN. SE	31,775.78	1.00	190,655.00	158,878.22	16.67
10-2-21300-5907	SUNDRY CONTRACTS-PROTEC	23,514.82	0.50	142,799.00	119,283.68	16.47
10-2-21300-6001	RESERVE FOR RETIREMENT-P	0.00	0.00	18,500.00	18,500.00	
10-2-21300-6650	IT SERVICES-PROTECTIVE	1,203.75	0.00	6,825.00	5,621.25	17.64
10-2-21300-8800	CAPITAL REPLACEMENT-PROT	0.00	0.00	20,000.00	20,000.00	
10-2-21300-8815	OLD MAJOR CRIMES RESERVE	0.00	0.00	20,000.00	20,000.00	
10-2-21300-9999	RECOVERIES	0.00	0.00	-202,835.00	-202,835.00	
	<b>21300 PROTECTIVE SERVICES</b>	<b>631,673.15</b>	<b>7.28</b>	<b>3,871,437.00</b>	<b>3,239,756.57</b>	<b>16.32</b>
<b>21500 TRAINING</b>						
10-2-21500-5904	TRAINING EXPENSES	1,663.86	0.20	29,250.00	27,585.94	5.69

**DISTRICT OF OAK BAY  
GL Department Report**



GL5330

Page : 2

Date : Feb. 29, 2016

Budget : 16.67%

Year : 2016  
Period : 2

Account No.	Description	Year To Date	Committed	Budget	Variance	% Used
<b>POLICE DEPARTMENT</b>						
<b>21500 TRAINING</b>		<b>1,663.86</b>	<b>0.20</b>	<b>29,250.00</b>	<b>27,585.94</b>	<b>5.69</b>
<b>21600 BLDG EXPENSES</b>						
10-2-21600-1102	WAGES HRLY FULL TIME-BLDG	270.24	0.00	2,278.00	2,007.76	11.86
10-2-21600-1202	BENEFITS HRLY FULL TIME-BLI	153.22	0.00	1,253.00	1,099.78	12.23
10-2-21600-3900	ELECTRICITY-BLDG EXP	0.00	0.10	8,560.00	8,559.90	0.00
10-2-21600-4000	WATER-BLDG EXP	0.00	0.00	1,000.00	1,000.00	
10-2-21600-4100	NATURAL GAS-BLDG EXP	77.71	0.33	1,000.00	921.96	7.80
10-2-21600-4200	REPAIRS & SUPPLIES-BLDG E>	208.70	0.00	14,000.00	13,791.30	1.49
10-2-21600-5600	CUSTODIAL SUPPLIES-BLDG E	635.72	1.50	5,000.00	4,362.78	12.74
10-2-21600-5601	JANITOR SERVICES-BLDG EXP	1,294.17	0.50	16,247.00	14,952.33	7.97
<b>21600 BLDG EXPENSES</b>		<b>2,639.76</b>	<b>2.43</b>	<b>49,338.00</b>	<b>46,695.81</b>	<b>5.36</b>
<b>21730 SUNDRY AUTO EXPENSES</b>						
10-2-21730-4200	REPAIRS & SUPPLIES-SUNDRY	73.03	0.09	0.00	-73.12	
10-2-21730-4201	GAS & OIL FOR EQUIP'T-SUNDI	0.00	0.00	150.00	150.00	
10-2-21730-4202	EQUIP'T PARTS SUPPLIES-SUN	0.00	0.00	2,700.00	2,700.00	
<b>21730 SUNDRY AUTO EXPENSES</b>		<b>73.03</b>	<b>0.09</b>	<b>2,850.00</b>	<b>2,776.88</b>	<b>2.57</b>
<b>21731 AUTO EQUIPMENT # 71</b>						
10-2-21731-1102	WAGES HRLY FULL TIME-AUTO	205.08	0.00	0.00	-205.08	
10-2-21731-1202	BENEFITS HRLY FULL TIME-AU	115.68	0.00	0.00	-115.68	
10-2-21731-4200	REPAIRS & SUPPLIES-AUTO EC	62.39	0.09	0.00	-62.48	
10-2-21731-4201	GAS & OIL FOR EQUIP'T-AUTO	911.08	0.00	6,900.00	5,988.92	13.20
10-2-21731-4202	EQUIP'T PARTS SUPPLIES-AUT	0.00	0.00	5,432.00	5,432.00	
<b>21731 AUTO EQUIPMENT # 71</b>		<b>1,294.23</b>	<b>0.09</b>	<b>12,332.00</b>	<b>11,037.68</b>	<b>10.50</b>
<b>21732 AUTO EQUIPMENT # 72</b>						
10-2-21732-1102	WAGES HRLY FULL TIME-AUTO	173.79	0.00	0.00	-173.79	
10-2-21732-1202	BENEFITS HRLY FULL TIME-AU	98.53	0.00	0.00	-98.53	
10-2-21732-4200	REPAIRS & SUPPLIES-AUTO EC	15.20	0.09	0.00	-15.29	
10-2-21732-4201	GAS & OIL FOR EQUIP'T-AUTO	888.22	0.00	4,600.00	3,711.78	19.31
10-2-21732-4202	EQUIP'T PARTS SUPPLIES-AUT	0.00	0.00	4,156.00	4,156.00	
<b>21732 AUTO EQUIPMENT # 72</b>		<b>1,175.74</b>	<b>0.09</b>	<b>8,756.00</b>	<b>7,580.17</b>	<b>13.43</b>
<b>21733 AUTO EQUIPMENT # 73</b>						
10-2-21733-4200	REPAIRS & SUPPLIES-AUTO EC	0.00	0.09	0.00	-0.09	
10-2-21733-4201	GAS & OIL FOR EQUIP'T-AUTO	41.80	0.00	1,150.00	1,108.20	3.63
10-2-21733-4202	EQUIP'T PARTS SUPPLIES-AUT	0.00	0.00	3,322.00	3,322.00	
<b>21733 AUTO EQUIPMENT # 73</b>		<b>41.80</b>	<b>0.09</b>	<b>4,472.00</b>	<b>4,430.11</b>	<b>0.94</b>
<b>21734 AUTO EQUIPMENT # 74</b>						
10-2-21734-1102	WAGES HRLY FULL TIME-AUTO	113.01	0.00	0.00	-113.01	
10-2-21734-1202	BENEFITS HRLY FULL TIME-AU	64.08	0.00	0.00	-64.08	
10-2-21734-4200	REPAIRS & SUPPLIES-AUTO EC	0.00	6.44	0.00	-6.44	
10-2-21734-4201	GAS & OIL FOR EQUIP'T-AUTO	873.37	0.00	6,900.00	6,026.63	12.66
10-2-21734-4202	EQUIP'T PARTS SUPPLIES-AUT	0.00	0.00	25,745.00	25,745.00	
<b>21734 AUTO EQUIPMENT # 74</b>		<b>1,050.46</b>	<b>6.44</b>	<b>32,645.00</b>	<b>31,588.10</b>	<b>3.24</b>

**DISTRICT OF OAK BAY  
GL Department Report**



GL5330

Page : 3

Date : Feb. 29, 2016

Budget : 16.67%

Year : 2016  
Period : 2

Account No.	Description	Year To Date	Committed	Budget	Variance	% Used
<b>POLICE DEPARTMENT</b>						
<b>21735 AUTO EQUIPMENT # 75</b>						
10-2-21735-1102	WAGES HRLY FULL TIME-AUTO	422.92	0.00	0.00	-422.92	
10-2-21735-1202	BENEFITS HRLY FULL TIME-AU	239.80	0.00	0.00	-239.80	
10-2-21735-4200	REPAIRS & SUPPLIES-AUTO E	116.46	0.09	0.00	-116.55	
10-2-21735-4201	GAS & OIL FOR EQUIP'T-AUTO	712.91	0.00	6,900.00	6,187.09	10.33
10-2-21735-4202	EQUIP'T PARTS SUPPLIES	0.00	0.00	5,832.00	5,832.00	
<b>21735 AUTO EQUIPMENT # 75</b>		<b>1,492.09</b>	<b>0.09</b>	<b>12,732.00</b>	<b>11,239.82</b>	<b>11.72</b>
<b>21736 AUTO EXPENSE # 76</b>						
10-2-21736-1102	WAGES HRLY FULL TIME-AUTO	68.06	0.00	0.00	-68.06	
10-2-21736-1202	BENEFITS HRLY FULL TIME-AU	38.60	0.00	0.00	-38.60	
10-2-21736-4200	REPAIRS & SUPPLIES-AUTO E)	137.26	0.09	0.00	-137.35	
10-2-21736-4201	GAS & OIL FOR EQUIPMT-AUTC	69.24	0.00	1,380.00	1,310.76	5.02
10-2-21736-4202	EQUIP'T PARTS SUPPLIES-AUT	0.00	0.00	2,665.00	2,665.00	
10-2-21736-4700	INSURANCE-AUTO EXP 76	1,326.00	0.00	0.00	-1,326.00	
<b>21736 AUTO EXPENSE # 76</b>		<b>1,639.16</b>	<b>0.09</b>	<b>4,045.00</b>	<b>2,405.75</b>	<b>40.53</b>
<b>21739 AUTO EQUIPMENT # 79</b>						
10-2-21739-1102	WAGES HRLY FULL TIME- AUTC	102.09	0.00	0.00	-102.09	
10-2-21739-1202	BENEFITS HRLY FULL TIM - AU'	57.89	0.00	0.00	-57.89	
10-2-21739-4200	REPAIRS & SUPPLIES-AUTO E)	0.00	0.09	0.00	-0.09	
10-2-21739-4201	GAS & OIL FOR EQUIP'T-AUTO	30.57	0.00	1,150.00	1,119.43	2.66
10-2-21739-4202	EQUIP'T PARTS SUPPLIES-AUT	0.00	0.00	2,215.00	2,215.00	
<b>21739 AUTO EQUIPMENT # 79</b>		<b>190.55</b>	<b>0.09</b>	<b>3,365.00</b>	<b>3,174.36</b>	<b>5.67</b>
<b>21800 COMMUNITY PROGRAM</b>						
10-2-21800-5900	SUNDRY-COMMUNITY PROGRA/	563.57	0.00	20,937.00	20,373.43	2.69
<b>21800 COMMUNITY PROGRAM</b>		<b>563.57</b>	<b>0.00</b>	<b>20,937.00</b>	<b>20,373.43</b>	<b>2.69</b>
<b>21850 MOBILE YOUTH SERVICES TEAM</b>						
10-2-21850-1101	SALARIES FULL TIME - MYST	15,207.35	0.00	98,708.00	83,500.65	15.41
10-2-21850-1103	OVERTIME - MYST	-695.40	0.00	1,000.00	1,695.40	
10-2-21850-1201	BENEFITS FULL TIME - MYST	3,539.84	0.00	23,890.00	20,150.16	14.94
10-2-21850-2101	CONFERENCES - MYST	309.52	0.00	2,000.00	1,690.48	15.48
10-2-21850-3700	CLOTHING - MYST	0.00	0.00	1,070.00	1,070.00	
10-2-21850-3800	TELEPHONE - MYST	134.54	0.00	1,000.00	865.46	13.45
10-2-21850-3805	SURPLUS CONTRIBUTIONS - M	0.00	0.00	5,000.00	5,000.00	
10-2-21850-4201	GAS & OIL FOR EQUIP'T - MYS'	142.01	0.00	3,500.00	3,357.99	4.06
10-2-21850-5900	SUNDRY - MYST	0.00	0.00	700.00	700.00	
10-2-21850-9999	RECOVERIES - MYST	0.00	0.00	-129,944.00	-129,944.00	
<b>21850 MOBILE YOUTH SERVICES TE</b>		<b>18,637.86</b>	<b>0.00</b>	<b>6,724.00</b>	<b>-11,913.86</b>	<b>277.18</b>
<b>21900 OTHER EXPENSES</b>						
10-2-21900-5706	DOMESTIC VIOLENCE UNIT	0.00	0.00	22,739.00	22,739.00	
10-2-21900-5900	SUNDRY-OTHER EXPENSES	0.00	0.00	2,400.00	2,400.00	
10-2-21900-5901	CROWD MANAGEMENT UNIT-C	0.00	0.00	2,965.00	2,965.00	
10-2-21900-5903	EMERGENCY RESPONSE TM-C	0.00	0.00	32,713.00	32,713.00	
10-2-21900-5914	MOBILE CRISIS RESPONSE TE	0.00	0.00	14,660.00	14,660.00	

**DISTRICT OF OAK BAY  
GL Department Report**



GL5330

Page : 4

Date : Feb. 29. 2016

Budget : 16.67%

Year : 2016  
Period : 2

Account No.	Description	Year To Date	Committed	Budget	Variance	% Used
<b>POLICE DEPARTMENT</b>						
10-2-21900-5919	UNDERCOVER POLICING UNIT	0.00	0.00	5,469.00	5,469.00	
	<b>21900 OTHER EXPENSES</b>	<b>0.00</b>	<b>0.00</b>	<b>80,946.00</b>	<b>80,946.00</b>	<b>0.00</b>
	<b>POLICE DEPARTMENT</b>	<b>739,181.35</b>	<b>18.01</b>	<b>4,670,043.00</b>	<b>3,930,843.64</b>	<b>15.83</b>

**OAK BAY POLICE DEPARTMENT  
MONTHLY OVERTIME REPORT  
Month of: February, 2016**

<b>Overtime Type</b>	<b>Overtime hours worked</b>	<b>Year to Date (hours)</b>	<b>Previous YTD (hours)</b>
Investigation	9.5	11.5	9
Court	6	14	22
Sick Relief	101.5	243.5	150.5
WCB Relief	-	-	-
Shift Coverage	2	2	2
Special Duty	-	-	-
Training	20	20	4.5
Meetings	-	8	2.5
<b>Total</b>	<b>139</b>	<b>299</b>	<b>190.5</b>
Hours Banked	49	111	46.5
OT Bank balance (hours)	n/a	979	941

<b>OT Hours Paid</b>	<b>Current \$ Amt</b>	<b>Year to Date \$ Amount</b>	<b>Previous Year to Date \$ Amount</b>
90	\$8,281.02	\$18,110.12	\$12,411.92







## OAK BAY POLICE DEPARTMENT MEMORANDUM

**DATE:** March 18, 2016  
**TO:** Oak Bay Police Board  
**FROM:** Chief Constable Brinton  
**RE:** Chief's Monthly Update – February 2016

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### **BC CrimeStoppers Coordinator**

I met with the BC Crime Stoppers Coordinator due to my position on the BCACP Crime Prevention Committee. This was a good opportunity to become familiar with the status of the Crime Stoppers Program throughout the province. While the CRD and the Metro Vancouver Programs are structured well, there is work to be done in other areas of the province to ensure continuity and appropriate coordination.

### **Municipal Review of Renovation Proposal Meeting**

I took part in a review of a renovation proposal for a local private school. While Engineering and Planning looked at the technical aspects, Police and Fire reviewed the safety and traffic flow considerations. This was a good initiative by the municipality to bring everyone together at one time due to the scale of the project.

### **BC Association of Chiefs of Police Meetings**

I attended meeting in North Vancouver, part of a series of meetings held 3 times a year. Committee Reports, an update from Police Services, and other discussions took place.

### **Road to Mental Readiness**

The department held a selection process to identify 2 members to be trained as facilitators. This involved resumes and interviews. These two members will deliver the training to all our members in the fall. Constable Mike Martin and Constable Sheri Lucas were selected.

**Municipal Manager's Meeting**

I attended this regular staff meeting. There was good overview of the municipalities' strategic plan and discussion around the transition period as the Municipal Clerk leaves the position. There is good value in these sessions to keep apprised of other activities in the jurisdiction and to ensure the police department is integrated.

**Woman's Washroom / Locker Room Renovation**

This project is well underway in the police office. Meetings have been held with municipal staff and the contractors as the demolition stage identified the presence of asbestos and some significant structural concerns that had to be addressed.

Andy BRINTON  
Chief Constable



# Support Services Section

## Monthly Activity Report

February 2016

Admin Sergeant	Sgt Rob Smith
Records/Block Watch	Rebecca
Front Desk	Heather
Community Liaison Officer	Cst Rick Anthony
School Resource Officer	Cst Markus Lueder
Mobile Youth Services Team	Cst Jennifer Gibbs
Reserve Constable Program	R/Cst Taylor, R/Cst Malhotra, R/Cst Carrie

### **Admin Sergeant**

The beginning of February saw me in Surrey attending a board meeting of the BC Crime Prevention Association. As the current "past president" of that organization, I remain very involved in the initiatives and administration of that great group of dedicated people. Much of our discussion was around early planning for this year's Symposium to be held October 27-29 in Delta.

Policy research and drafting with regard to the issue of personal cell phones, our growing emergence into the realm of Social Media and use of our Intranet/Internet was continued. A draft of a new policy surrounding the department's use of Police Service Dogs has also begun in response to the Province's new Police Standards around their use. Our recently approved policy on Missing Persons is being used and adopted by several BC police departments and a power point presentation on that policy was begun this month as well.

Three more members were qualified in the use of the Bean Bag Shotgun in the middle of the month bringing the total of members trained in this option to 21 of the department's 23 operational members. In the first month of deployment, a BBSG was on the road and available about 50% of the time. Some platoons had signed all three of the weapons out for their shift while other platoons have yet to embrace the option at all. It is interesting to note that when the Taser first came to Oak Bay and especially following the Braidwood inquiry, we observed the same reluctance to carry at first. In the last year however, 84% of shifts have had at least one Taser signed out and many shifts have all three of the weapons deployed. With some further training and education, I'm certain we'll be able to have a better percentage of shifts deploying with the BBSG as well.

On the 23<sup>rd</sup>, I met with the executive of the Tea Party planning committee and we began our 2016 collaborative effort towards making the three day weekend in June a success.

Beyond Tea Party, a Special Events Log for 2016 has now been created listing the approximately 28 special events planned for our municipality by date. Many of these dates are planned and facilitated by the BIA (Business Improvement Association) with help from the police and several of them are a part of a bigger event such as the Royal Victoria Marathon. Deputy Chief Thom and I met with Heather Leary of the BIA and Maura Jones, Deputy Director of Corporate Services, to discuss many of these events on February 29<sup>th</sup>.

### **Records/Front Desk**

Two of the busiest employees of the OBPD are, without question, Rebecca and Heather. Together, they staff the front counter and are the first point of contact for any citizen entering or calling the station during regular business hours. Many of these people are looking to "speak to a police officer" and every member of the department will tell you how much they appreciate the fact that these two women have the confidence and knowledge required to answer most any "police officer" question put to them without having to pull an officer in from the road or otherwise from their duties.

Much of what they do is affectionately referred to as the “help line” through which they routinely assist members of the public with their questions on such matters as the CRA tax scam, online sales, criminal record check policies and general information. A frequently heard comment, having been so assisted by the “police department” is, “I’m so glad I live in Oak Bay.”

The front counter positions process about 20 criminal record checks per week and schedule fingerprinting for those who require it as part of the check. Rebecca and Heather are responsible for making determinations regarding the information obtained by the Criminal record checks regarding the release of information in consideration of all applicable legislation.

Property checks, that wonderful service whereby we invite people to notify us when they are out of town, are processed by these two. As well received as the program is, people are still disappointed when they are informed (caringly) that no, the police won’t be checking on your fruit trees, clearing your downspouts or collecting your mail.

CPIC entries, arrest warrant maintenance, file audits and court entries are among the other myriad roles played by these two. Rebecca is also our PRIME liaison person, trains members on the use of the system, updates records continuously and is part of a group of subject matter experts that suggests changes and improvements to the PRIME system around the CRD and the province.

Additionally, Rebecca also runs the Oak Bay Block Watch program assisted in part by Heather. Together they manage the 59 active Block Watch groups around the municipality, plan for the education and indoctrination of new groups, assist in the planning of a block’s annual meeting, and celebrate the partnership by inviting all block captains to a yearly appreciation dinner hosted by the department. Weekly newsletters are circulated throughout the Program spreading the word of Crime Prevention and giving updates on property crime around the District. These newsletters reach 100’s and 100’s of homes.

### **Community Liaison Officer**

Cst Anthony remains engaged in all things to do with Senior Safety and fields numerous calls on a regular basis as the department’s resident expert in such matters. Along this line, February saw him solidifying future plans for the inaugural (mobility) Scooter Rodeo to be held in the parking lot behind the Rec Centre on June 11<sup>th</sup>. School District 61, ICBC and Oak Bay Parks and Rec are all on board to help make this happen. Additionally, a local retailer of mobility scooters has agreed to be a part of the event.

February also saw Cst. Anthony in traffic court prosecuting disputed Motor Vehicle Act Violation tickets and then out on the streets again in an enforcement role educating even more motorists on the dangers of speeding and cell phone use. Rick was also active in a foot patrol capacity touching base with area merchants on a number of occasions.

Rick attended two Greater Victoria Police Victim Services functions, a board and staff luncheon on February 2 and a board meeting on February 23.

Cst. Anthony conducted a security audit of a condominium complex on Beach Drive and discussed and planned a similar initiative (including a presentation) with the strata council of a complex on Goodwin Street. Home security is a topic that comes up on a very regular basis. To that end, Rick is in the process of putting together a DVD presentation on the topic, speaking to the tenets of Crime Prevention Through Environmental Design (CPTED) and other tried and true ways of target hardening your home. A timely project given the frequency of residential B&E's in recent local media.

On February 23<sup>rd</sup>, Rick was invited to the Police Board meeting where he and Sgt. Craib were presented with 30-year Exemplary Service medals.



**Ongoing projects and files being monitored are as follows:**

- High Visibility Residential Address project: A proposal to re-visit a 1948 bylaw that requires residents to have visible addresses for the purposes of emergency responders. This bylaw has not been revised or enforced in about 50 years. **ONGOING research**
- Operation Head Start:
- Operation Lumiere:
- Retail Merchant emergency contact info updates (*will resume in the spring due to a shortage of Reserve Officer resources*)
- Marine Watch / "Dock It or Lose It" program

**School Resource Officer**

Cst. Lueder began the month of February still relegated to light duties while his leg finished healing. He spent that time productively, researching and preparing a completely new and up-to-date drug awareness presentation for the high school, even going so far as to consult with teens themselves.

Cst. Lueder made himself available for the numerous finger printing appointments set up for vulnerable sector criminal record checks and continued in his compilation of area school maps and floor plans for his S.A.F.E. schools program.

February also saw Markus become a “certified” W.I.T.S. presenter. W.I.T.S. stands for Walk away, Ignore, Talk it out and Seek help and has proven to be a successful anti-bullying program that is presented by police to Elementary school children.

Cst. Lueder has been making himself available to students and parents in a rather “casual” format. On several occasions now, Markus has invited a student or parent to join him for coffee. The students are generally those who are walking a fine line in terms of the choices they are making; students who would benefit from having another adult to talk to. The parents involved are often the parents of the youths already approached. In the two months that Markus has been the department’s SLO, he has already built some very impressive relationships with some of the area’s more challenging youth.

As the School Liaison Officer, Markus was involved in the media high-lighted bullying incident surrounding the High School junior boys basketball team. Working with the school, the school board and Restorative Justice Victoria, Markus played a large role in facilitating the planning of a Restorative Justice Closing Circle involving all parties.

Cst. Lueder “attended” a webinar entitled “*Active Shooter Preparedness and Response for Government Agencies*” on February 18<sup>th</sup>.

Upon obtaining a clean bill of health on February 23<sup>rd</sup>, he renewed his commitment to traffic enforcement of the area school zones, speaking to dozens of motorists about their driving over the days between February 23-26.

February 26<sup>th</sup> saw Oak Bay hosting the Roger’s Hometown Hockey broadcast at Willows School. The opportunity to get involved in this event was brought to us by Cst. Martin who is well connected with local minor hockey. Cst. Martin brought the event to the attention of the Cst. Lueder (school liaison officer) who in turn approached the school. The event was a huge success with local hockey alumni present along with celebrities all within our own Willows Elementary School.

**Mobile Youth Services Team (MYST)**

Cst. Jennifer Gibbs has now completed two years in her position as MYST officer for the Greater Victoria Area. Her knowledge of the youth in the area is nothing short of amazing and her reputation and abilities are lauded by members in all of the departments and



detachments of the CRD.

Cst. Gibbs has developed a great rapport with many of the area's "at risk" youths as well as their parent(s), guardians, outreach workers and caregivers. The intelligence she has obtained and the relationships she has nurtured have proven to be invaluable in the course of various investigations. Jennifer is consistently called upon to assist victimized youth in the legal process lending support through interviews and court where required.

Cst. Gibbs is a member of the CRAT-SEY (Capital Regional Action Team for Sexually Exploited Youths). CRATS-SEY is instrumental in organizing and bringing over TCO<sup>2</sup> (Taking Care of Ourselves, Taking Care of Others), an interactive workshop developed and presented by the Children of the Street Society. This workshop is delivered by youth for youth on how to prevent sexual exploitation. They travel to school and youth programs across BC and engage the youth through role play and monologues. During the week of February 22-26, Jennifer escorted TCO<sup>2</sup> around town and facilitated 14 separate presentations. Approximately 850 students heard the message on Human Trafficking, Sexual exploitation, Sexting, and Gangs.

Cst. Gibbs participates in many "Intensive Case Management (ICM'S)" meetings with various high risk youth and their workers. ICM'S usually occur at the Ministry of Children and Family Development (MCFD) offices and consist of the youth, his or her social worker, guardian, probation officer, Intensive Support and Supervision Program (ISSP) worker, and counselors. The objective of these meetings is to help plan for the youth, and have them engaged in their future. It is a chance for the workers to get together and ensure everyone is on the same page.

Cst. Gibbs regularly connects with at risk youth, sometimes just to meet for coffee or lunch or help them with a ride somewhere. This provides an excellent opportunity to see where the youth is at and offer any assistance within Jennifer's sphere of influence. In the month of February, Cst. Gibbs has detailed over 20 such meetings with high risk youth. Some of these meetings simply involved follow up over coffee while other involved visits to area hospitals following complications from drug use or mental health issues. Additionally, Jennifer has been involved with youth encamped at Victoria's tent city and made regular visits to the park to check on youth there.

### **Reserve Constable Program**

Members of the Reserve Program deployed on two separate initiatives in the month of February. Both of these deployments were "cell watch" initiatives whereby reserves watch for and report on the number of driver's found using an electronic device while operating a vehicle. These stats are then sent back to ICBC. It had been our hope to combine Cell Watch and Speed Watch but the repair of our Speed Watch board has apparently become a complicated job. Cst. Brian Lucas, noted last month due to his preparation for the Use of Force Instructor Course, helped with the current Reserve Constable class's Use of Force training over a number of Saturdays in February. His involvement was appreciated by all and he gained some important practical knowledge in UoF instruction prior to his course starting.



Unfortunately, the month of February also saw the reduction in numbers of the Reserve Constable ranks. R/Cst Dustin Daly made the decision to resign from the program and will be pursuing other goals closer to his home in Langford.





## OAK BAY POLICE DEPARTMENT MEMORANDUM

**DATE:** 2016-03-14  
**TO:** Oak Bay Police Board  
**FROM:** Chief Constable Brinton  
**RE:** Request for Additional Capital Funding

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**Request:**

Request for additional funding for the women's and public washroom renovations.

**Background:**

The 2015 Provisional Budget included \$67,000 for a renovation to the women's and public washroom facilities at the Police office. The project was started in 2015 and continued into 2016.

The 2016 Provisional Budget shows a \$57,000 carry forward from 2015 to complete the project.

The demolition stage of the project revealed two significant new cost items.

**Additional Costs:**

Asbestos Abatement

The demolition stage revealed the presence of asbestos under the sub-flooring that was not identified during the pre-work inspections.

Abatement - \$6,360

Structural Work

The demolition stage also revealed a steel i-beam in the ceiling that had been placed there during a modification to the building sometime in the past. This proved to be a

problem as a significant span of the beam was unsupported and a risk to the structural integrity of the roof. This required a structural engineering assessment and structural work to support the beam appropriately.

Structural engineering - \$1,500  
Structural work (labour and material) - \$5,830

Architectural Design Changes

The situation with the i-beam required changes to the design of the project.

Design Changes - \$1,500

Revised Layout and Other

The original design called for using an existing bank of built in wooden lockers. These were removed during the demolition stage and proved to be in poor condition and not cost effective to restore.

The required structural work caused some changes to the layout as well as opportunities to improve the original design.

Lockers - \$2,612  
Revised layout costs (partitions, pre-hung door, other hardware) - \$2,695

**Additional Cost Totals:**

\$20,500

Andy BRINTON  
Chief Constable



March 3, 2016  
Ref: 514640

Chairs of Independent Municipal Police Boards  
Chief Constables of Independent Municipal Police Departments

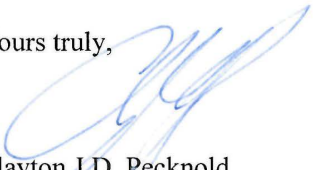
Dear Madams and Sirs:

Please find attached a copy of Order in Council No. 125 and Special Municipal Constables Complaint Regulation. The Regulation clarifies that Special Municipal Constables (SMC) are subject to Part 11 of the *Police Act* (the Act).

In a letter to you of July 27, 2015, I suggested that police boards and departments undertake a review of their respective SMC appointments to determine whether a particular job function requires any or all powers, duties, and immunities that may be afforded to an SMC under the Act. To allow adequate time for municipal police boards and departments to evaluate their current SMC appointments, make any necessary changes to the number or type of appointments in place, and ensure that compliance with the Regulation is as seamless as possible, the Regulation is scheduled to come into force on August 1, 2016.

I would like to reiterate my thanks to Deputy Chief Steve Ing for his coordination of communications on this issue on behalf of BCAMCP, as well as to each of you for your efforts in considering this issue and working to continue public confidence in policing in BC.

Yours truly,



Clayton J.D. Pecknold  
Assistant Deputy Minister  
and Director of Police Services  
Policing and Security Branch

Enclosure

pc: Commissioner Stan Lowe, Office of the Police Complaint Commissioner BC  
Deputy Chief Steve Ing, Victoria Police Department

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Ministry of Public Safety and  
Solicitor General

Policing and Security Branch


Mailing Address:  
PO Box 9285 Stn Prov Govt  
Victoria BC V8W 9J7

Telephone: 250 387-1100  
Facsimile: 250 356-7747  
Website: [www.gov.bc.ca/pssg](http://www.gov.bc.ca/pssg)



**PROVINCE OF BRITISH COLUMBIA**  
**ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL**

Order in Council No. 125 , Approved and Ordered February 29, 2016

  
Lieutenant Governor

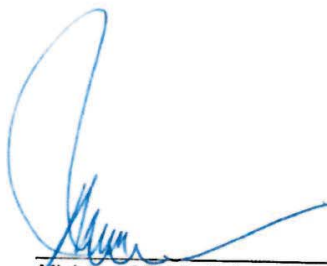
**Executive Council Chambers, Victoria**

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective August 1, 2016, the attached Special Municipal Constables Complaints Regulation is made.

**DEPOSITED**

March 1, 2016

B.C. REG. 46/2016



Minister of Public Safety and Solicitor  
General



Presiding Member of the Executive Council

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

**Authority under which Order is made:**

Act and section: *Police Act, R.S.B.C. 1996, c. 367, section 184*

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

January 13, 2016

R/643/2015/10

## SPECIAL MUNICIPAL CONSTABLES COMPLAINTS REGULATION

### *Contents*

- 1 Definition
- 2 Application of Part 11 of Act
- 3 References to "member" in Part 11 of Act
- 4 References to "retired or resigned" in sections 76, 81 and 82 of Act
- 5 References to "reassign", "transfer" and "powers as a municipal constable" in section 110 of Act
- 6 References to "reduction in rank" in sections 119 (4), 120 (3) and 137 (1) of Act
- 7 References to "reduction in rank", "transfer" and "reassign" in sections 126 (1) and 180 (7) and (8) of Act

#### **Definition**

- 1 In this regulation, "Act" means the *Police Act*.

#### **Application of Part 11 of Act**

- 2 (1) The provisions of Part 11 [*Misconduct, Complaints, Investigation, Discipline and Proceedings*] of the Act apply in relation to a special municipal constable as if the special municipal constable were
  - (a) a municipal constable employed with the municipal police department of the municipal police board that appointed the special municipal constable, and
  - (b) an employee of the municipal police board referred to in paragraph (a).
- (2) In applying Part 11 of the Act for the purposes of this regulation, the rules set out in sections 3 to 7 of this regulation apply.

#### **References to "member" in Part 11 of Act**

- 3 The definition of "member" in section 76 (1) [*definitions and interpretation*] of the Act and, for certainty, each reference to member in Part 11 of the Act, is to be read as if that definition included a reference to "special municipal constable".

#### **References to "retired or resigned" in sections 76, 81 and 82 of Act**

- 4 (1) The definition of "former member" in section 76 (1) of the Act is to be read as if the reference to "but who after that time has retired or resigned and is no longer a member of any municipal police department" were a reference to "but who after that time is no longer a member of any municipal police department".
- (2) Section 81 (c) (iii) [*if complaint made directly to police complaint commissioner*] of the Act is to be read as if the reference to "who has since the time of that conduct retired or resigned and is no longer a member of any municipal police department" were a reference to "who is no longer a member of any municipal police department".
- (3) Section 82 (4) (b) [*determination of whether complaint is admissible*] of the Act is to be read as if the reference to "retires or resigns from the municipal police



department” were a reference to “ceases to be a member of the municipal police department”.

**References to “reassign”, “transfer” and “powers as a municipal constable” in section 110 of Act**

- 5
- (1) Section 110 (1) [*member’s reassignment or suspension pending investigation and hearing*] of the Act is to be read as if the references to “reassign”, “reassignment” and “transfer” were excluded.
  - (2) Section 110 (2) of the Act is to be read as if the reference to “powers as a municipal constable, chief constable or deputy chief constable” were a reference to “the powers of a municipal constable”.

**References to “reduction in rank” in sections 119 (4), 120 (3) and 137 (1) of Act**

- 6
- (1) Section 119 (4) (a) (i) and (ii) [*member or former member may request permission to question witnesses at discipline proceeding*] of the Act is to be read as if the references to “or a reduction in rank” were excluded.
  - (2) Sections 120 (3) (b) (i) [*prehearing conference*] and 137 (1) [*circumstances when member or former member concerned is entitled to public hearing*] of the Act are to be read as if the references to “or reduction in rank” were excluded.

**References to “reduction in rank”, “transfer” and “reassign” in sections 126 (1) and 180 (7) and (8) of Act**

- 7
- (1) Section 126 (1) [*imposition of disciplinary or corrective measures in relation to members*] of the Act is to be read as if paragraphs (b) and (d) of that section were excluded.
  - (2) Section 180 (7) [*members’ service records of discipline*] of the Act is to be read as if the reference to “transfer and reassignment” were excluded.
  - (3) Section 180 (8) (b) (ii) of the Act is to be read as if the reference to “dismissal, reduction in rank, suspension or transfer or reassignment” were a reference to “dismissal or suspension”.
  - (4) Section 180 (8) (c) (i) of the Act is to be read as if that subparagraph read as “consist of suspension, and”.



## **Terms of Reference**

### **Integrated Policing Initiatives Working Group**

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#### **Working Group Purpose**

The purpose of the Integrated Policing Initiatives Working Group (the Working Group) is to develop options and recommendations to take forward to the larger group of CRD Municipalities Police Group, with respect to fostering improved integration amongst the police forces of the Greater Victoria area.

#### **Initial Context**

A number of changes to the *Police Act* which encourage greater cooperation amongst forces, as well as the priorities of the Mayors of Victoria, Esquimalt, Oak Bay, Saanich and Central Saanich, have led to a shared impetus to improve the governance of the Capital Region's current and future integrated teams/units.

In addition, in the spring of 2014 a review was undertaken of integrated police teams that operate in the Capital Region. The resulting report, the *Integrated Police Teams Review*, was released in June 2014 and identified a number of issues, including lack of clarity and consistency in governance, funding and decision making.

Building on these factors, in June 2015 the Mayors, Chiefs of Police, and Police Boards of the above-noted municipalities convened a session to discuss potential steps forward. The meeting resulted in a shared commitment to address the issues set out the Integrated Police Teams Review and to foster a more integrated approach to the work that is conducted through current and future integrated teams/units.

A first step was the striking of a working group to clarify the scope of work that will be required. This document provides the Terms of Reference that the working group developed.

It should be noted that this is an early step in a longer-term, iterative process. Initially, participation have been limited to the municipalities noted above, which have their own municipal police forces, but it is hoped that the process will eventually include the participation of the RCMP and other partners as appropriate.

#### **Scope**

The following areas are in scope:

- The areas set out in the "Objectives" section of this document; and
- Recommending strategic priorities for integrated teams/units.

The following areas are out of scope:

- Matters related to the operations of policing;
- Decision-making (versus making recommendations); and
- Consideration of the amalgamation of police forces.

## **Objectives of the Working Group**

The following are the key objectives of the Working Group:

- 1) Identify the key concerns with respect to Integrated Teams/Units in Greater Victoria. Concerns may include matters such as:
  - a) Governance of shared/integrated services, including but not limited to shared values and dispute resolution processes;
  - b) Budget processes and funding formulae;
  - c) Communications and information sharing;
  - d) Responding to community input;
  - e) Reporting;
  - f) Effectiveness of any proposed or existing integrated teams/units; and
  - g) Processes for opting in and out of integrated teams/units.
- 2) Develop strategies to address the identified concerns. Consideration may include:
  - a) What has and has not worked with respect to current and former integrated teams/units;
  - b) Identifying other interested parties;
  - c) Identifying best practices;
  - d) The role of Provincial Policing Standards;
  - e) Identifying options for evaluation; and
  - f) Identifying potential models for oversight/governance to ensure that deliverables are met.
- 3) Identify and present recommendations which improve the integration of services while maintaining municipal autonomies.
- 4) Recommend a succession/progression plan to ensure that the purpose of the Working Group continues.
- 5) Recommend Terms of Reference for the larger CRD Municipalities Police Group, consistent with their individual mandates and roles under the *Police Act*.

## **Membership**

Each of the participating Police Boards has nominated a) one member from their civilian Police Board; and b) one police officer, named by the Chief Constable or Officer in Charge, to serve on the Working Group.

## **Expectations**

The Working Group is guided by the values of respect and professionalism, and the following procedural expectations:

**Meetings:** Meetings are held as needed by consensus.

**Decision-Making:** The decision making process for the Working Group will be by consensus.

**Communications:** Records of discussion and other relevant information will be shared amongst the members of the Working Group.

### **Accountabilities and Reporting**

The Working Group is accountable and reports to the CRD Municipalities Police Group, and in particular to its co-chairs.

### **Support**

Support to the Working Group, including record keeping, scheduling meetings, and circulating relevant materials, is provided by:

- Victoria and Esquimalt Police Board executive assistant.
- Other resources as supplied by the Minister of Justice.



## **Principles**

### **CRD Municipalities Police Group**

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The following principles will guide the work of the CRD Municipalities Police Group, and the Integrated Policing Initiatives Working Group. This is a first iteration. It will be amended appropriately over time as new partners such as elected officials and police from RCMP jurisdictions are included in the process. It is recognized that the initiative of integration will be more successful with the inclusion of all communities.

1. Decision making will be undertaken only by those municipalities who are funding the services in question, but all South Island municipalities will be invited to participate in discussions and will be kept informed of the decisions.
2. Public safety will be considered at the centre of discussions regarding integrated teams/units.
3. Discussions about integration will take place within an understanding that the autonomy of Municipal Police Boards will be maintained and respected, i.e each Municipal Police Board will have discretion to make decisions regarding its participation in integrated teams/units.
4. The role of the CRD Municipalities Police Group includes providing information and advocacy on municipal and provincial funding decisions in respect to regional teams/units.
5. The core police mandate is to ensure public safety through effective service delivery in participating municipalities. Decisions should take into account the interests of all South Island municipalities, and it is a goal that services will be enriched and not diminished.
6. Discussions regarding integration will take place with the understanding that the role of the CRD Municipalities Police Group, individual Municipal Police Boards, and associated working groups, is to examine policies, set direction, review funding options and evaluate outcomes, but not to consider operational matters.





## ***INTEGRATED POLICE TEAMS REVIEW***

**Prepared for:**

**Mayor Bryson, Central Saanich  
Mayor Desjardins, Esquimalt  
Mayor Fortin, Victoria  
Mayor Jensen, Oak Bay  
Mayor Leonard, Saanich**

**Prepared by:**

**Police Services Division, Ministry of Justice  
Catherine Tait, Catherine Tait Consulting  
Peter Adams, Victoria Consulting Network Inc.**

**Submitted:**

June 5, 2014

## **OVERVIEW**

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At the request of the Mayors of Victoria, Esquimalt, Oak Bay, Saanich and Central Saanich a review has been undertaken of integrated police teams that operate in the Capital Region. To conduct the review, relevant background documents were reviewed, a group meeting was held with the Mayors, and interviews were conducted with the police agencies that participate in the eight integrated teams<sup>1</sup> included in the study. The review was intended to identify issues and obtain perspectives on those issues from the Mayors and police agencies in the CRD but not to provide conclusions or recommendations. As such, the content of this report and in particular the Key Messages chapter reflects the results of the consultation phase rather than the views of Police Services Division or the consultants. The following are the key messages expressed during the consultation phase.

### **The Benefits of Cooperation**

All police forces recognize that there are benefits to be gained through inter-force cooperation. Such benefits include: economies of scale; access to specialized equipment, training and personnel; and, increased effectiveness in addressing criminal activity that affects more than one community.

Integrated teams are perhaps the most visible method of departmental cooperation but, as a number of jurisdictions pointed out, they are not the only way that cooperation occurs today or could occur in the future. Other methods of cooperation include: contracting for service with another police department; providing mutual back up on an as needed basis; joint ownership of speciality equipment; and coordination of coverage (e.g. coordinated dog team scheduling). Another view is that the use of integrated teams does not address the need for much greater regionalization on a permanent basis. Also, there is scepticism among some forces that interest in integrated teams has been driven more by efforts to enhance the symbolism of cooperation rather than a concern for delivering police services in the most cost-effective way for all jurisdictions.

### **The Value of Existing Teams**

Generally speaking, there is strong support for the mandate of existing teams and a respect for the quality of service being provided. However, while the quality of service provided by the integrated teams is generally well respected the capacity of some teams has been affected by cutbacks in resources caused by the withdrawal of participants and other sources of funding. Collectively, police forces are particularly concerned regarding the resource levels for MYST and RDVU and are actively seeking ways to strengthen these teams.

Use of non-police experts by some integrated teams (RDVU, IMCRT) is viewed as an innovative and effective method of addressing domestic violence cases and incidents involving people with mental health / addiction issues. These teams are effective because they bring together the law enforcement

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<sup>1</sup> Regional Crime Unit (RCU), the Regional Domestic Violence Unit (RDVU), the Integrated Mobile Crisis Response Team (IMCRT), the Mobile Youth Services Team (MYST), the Crisis Negotiation Team (CNT), the Dive Team, the Crowd Management Unit (CMU) and the Greater Victoria Emergency Response Team (GVERT).

skills of police officers and the mental health and social work skills of the non-police team members in a coordinated way.

### **Decisions on Participation**

Even where the service is valued, individual police forces are regularly evaluating whether continued participation in an integrated team represents best value for money in a world of constrained financial resources.

While the provision of police services within municipal boundaries is a requirement under the Police Act, police forces see participation in the teams as only one possible way to provide these specific services. Therefore they see participation in the teams as voluntary and recognise that membership may change over time. Each Police Chief and Detachment Commander will assess the costs and benefits for their municipality, of participating on each team, and may decide to end their participation.

The factors considered when deciding whether or not to continue participation can include:

- how frequently they expect to make use of the team's services compared to the cost of participation;
- insurance value of participating in a team, to reduce the costs of addressing infrequent but serious crimes with high cost investigations
- efficiency of joint investment in expensive specialized training and equipment
- effectiveness in addressing cross boundary crime, but mostly to the extent that a municipality would expect to experience this type of crime
- alternatives for accessing the service another way and the cost effectiveness of the alternative (e.g. provide internally; obtain from a neighbour; or, in the case of the RCMP, from Island District);
- opportunities for staff development;
- having less control over the portion of the police budget attributable to a team - and less operational control over the deployment of members contributed to a team - compared to the benefits of participation; and
- a recognition that some residents of outlying communities benefit from support provided by some teams when they are in the core area (e.g. MYST, IMCRT).

These factors differ for each municipality depending on their size, location, crime patterns and relationships with other police agencies. We were provided with examples where integrated teams could not respond to all cases in every participating municipality and this prompted re-examination of the level of participation by the municipality. In another instance there were too few cases that met a team's mandate occurring within a municipality to justify the continued cost of participation. Very recently, participants considered the usefulness of continued participation in the integrated Dive Team and decided to disband it at the end of 2014. In none of the cases, however, has the decision to withdraw been a reflection on the quality of service provided.

Police agencies agree that an individual force must have the flexibility to leave an integrated team (or decline to participate in a new team) because they have to be able to manage their budgets in response to local police priorities and changing circumstances. All agree that departures from a team can have a significant impact on the remaining participants. Therefore, the exit arrangements need to ensure reasonable advance notice (see next section).

### **Addressing Inconsistencies in Governance and Funding**

The integrated teams have been created at different times and evolved differently resulting in differences in their governance structure, exit provisions, funding formula, budgeting process and reports. A Joint Management Team (JMT) was created in early 2013 to address these differences and to achieve greater consistency. The JMT is comprised of Deputies from independent police forces and Commanders of RCMP detachments.

Over the past year, the JMT has made a number of significant strides in improving governance arrangements and have created a draft protocol agreement that: implements more orderly exit provisions with an adequate notice period; recommends a new standard cost-sharing formula for most services; introduces a consistent approach to budgeting and annual reporting; and implements a standard term for officers serving on teams. In addition, the JMT has proposed that the participants in any newly established team be required to continue their participation for three years before they consider exiting from the service.

The new formula for sharing costs is almost universally accepted as fair – with the exception of one police agency that disagrees with changes to the cost sharing cost base<sup>2</sup>. The single formula will provide consistency and will allow for easier communication when explaining how the contribution of each municipality is determined.

The JMT is also taking the lead in developing ways to improve the effectiveness of MYST and RDVU (MYST is the priority for 2014) and is considering the development of performance measures for the teams. A number of the integrated team MOUs are out of date and while this is not seen by some as an important issue for day to day effectiveness of the teams, the JMT has tasked team Operations Councils / Supervisors for each team to review their MOUs and make recommendations to the JMT.

### **Differences in the Role of Boards and Councils**

The degree to which police boards and municipal councils are involved in making decisions regarding integrated team issues and monitoring the work of the teams varies from agency to agency. In some jurisdictions, the Chief or Detachment Commander makes the decisions and informs the board or council, while in others the Chief or Detachment Commander provides the board or council with information and the board or council make the decision. The police boards and municipal councils do

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<sup>2</sup> Under the new approach, the cost base would share all officer and other costs among all participants; under the previous approach for some teams, only non-personnel costs were shared, and only by those participants that did not contribute officers.

not meet collectively to discuss integrated police teams but the Area Chiefs, Detachment Commanders and Deputies do.

In smaller communities policed by independent forces, police boards appear to have more involvement in decisions concerning the funding of and participation in integrated teams than those in larger communities. Similarly, the involvement of municipal councils in integrated team decisions within RCMP municipalities also varies. The RCMP has added layers of decision making involving the local Detachment Commander, Island District and the Commanding Officer at E Division who has the authority to sign MOUs. Island District does assist with the MOU process but decisions regarding participation on integrated teams are the responsibilities of Detachment Commanders, Mayors and councils.

There is a feeling in some police agencies that the process of reporting out to boards and councils on the work and success of integrated teams can be improved to support more informed decision making. The JMT has agreed to establish a standard annual report format and schedule for all the teams.

#### **The Potential for Greater Cooperation**

All police agencies suggested areas where additional cooperation may be possible. Areas mentioned include: communications and dispatch; police dog teams; computer forensics; intelligence sharing and region-wide crime analysis; forensic identification and crime scene analysis; child pornography investigation; traffic crash analysis; plain clothes units; and, records management, document transcription and preparation of court documents. However, there is not a universal feeling that creating more integrated teams is automatically the best way to achieve cooperation.

While some police agencies support the use of integration, some would proceed cautiously on expanding the number of teams because:

- They would want to be sure that their commitment of funding or resources would not compromise their capacity to address policing priorities in their own jurisdictions;
- Achieving support for regional initiatives can be difficult unless all potential participants can expect to see sufficient benefits for their jurisdictions; and
- Some would prefer to see existing teams enhanced before expanding into other areas.

Decisions to create new integrated teams should be taken on their merits, on a case by case basis, starting with shared objectives to address actual problems. This will create commitment to the value of a team.

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## ***INTRODUCTION***

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The municipalities and unincorporated areas of the Capital Region District (CRD) are policed by four independent police departments and three RCMP detachments. These police agencies cooperate in a number of ways, including through a number of integrated police teams or units that focus on particular policing issues. These teams include the Regional Crime Unit, the Regional Domestic Violence Unit, the Integrated Mobile Crisis Response Team, the Mobile Youth Services Team, the Crisis Negotiation Team, the Dive Team, the Crowd Management Unit and the Greater Victoria Emergency Response Team.

Participation by individual police agencies in these integrated units varies. In recent years, some participants have withdrawn from the Regional Crime Unit (RCU) and staff contributions to the Regional Domestic Violence Unit (RDVU) have been reduced, raising concerns regarding the impact of withdrawals, the level of commitment to, and the future of, the integrated team approach in the CRD. During a meeting between the Director of Police Services Division and the Mayors of Victoria, Esquimalt, Oak Bay, Saanich and Central Saanich in February 2013, Police Services Division agreed to undertake a review of CRD integrated policing services to examine whether improvements can be made to the structure and governance of integrated policing within the CRD. Two consultants, Catherine Tait and Peter Adams, were retained to assist Police Services Division with the review, and this report presents the results of the review process. The review was limited to the integrated teams listed above. The Vancouver Island Integrated Major Crime Unit and the Integrated Road Safety Unit are not covered by this review. Amalgamation of CRD police forces was also outside the scope of this review.

The review examined the present structure of integrated policing within the Capital Region, and through consultations with Mayors and police agencies, identified the benefits of cooperation and the value of existing teams. The review also examined the factors considered by local police agencies when deciding whether to participate in an integrated service and the roles played by police boards and municipal councils in coming to such decisions. Further opportunities for cooperation in policing services and functions were also identified.

The review was conducted in three phases. In the first phase, conducted during the summer and early fall of 2013, relevant documents were collected and reviewed, including Memoranda of Understanding (MOUs) that established the teams, annual reports and activity statistics submitted by teams, budgets and related documents such as submissions for resource increases. Based on the review of these documents, a standard template of information was created for each team; these templates are presented in the Appendix and a short summary of the current situation is presented later in this Chapter.

The second phase entailed consultation, and began with a group meeting of the Mayors, followed by interviews conducted with the Police Chiefs, Detachment Commanders, and their Deputies. A representative of the RCMP Island District was also interviewed. Interviews were conducted during

November and December 2013, with some follow up occurring in January 2014. In March 2014, the new Chief of the Victoria and Esquimalt Police Department was interviewed to gain his perspective. The results of the second phase are presented in Chapter Two, Key Messages from Consultations. The third phase consisted of preparing the review report.

In the period while the review was underway, a new Joint Management Team (JMT) for integrated police teams in the CRD was created. The JMT has addressed and resolved a number of the Mayors' original concerns regarding integrated police teams in the CRD. These changes are being implemented in 2014, and are also described in this report.

This review was not intended to be an intensive review or evaluation, nor was it intended to assess the merits of potential options for change or provide recommendations. Rather, it was intended to identify issues and obtain perspectives on those issues from the Mayors and police agencies in the CRD. As such, the content of this report and in particular the Key Messages chapter reflects the results of the consultation phase rather than the views of Police Services Division or the consultants.

## **Summary of the Current Situation**

The eight integrated teams covered by this review started at different times in response to a variety of issues, and their mandates address a diverse set of policing issues. Most of the integrated teams provide specialized services, some of which are provided on an occasional basis, and others on a frequent basis. Two teams include non-police experts in addition to their police members.

Each team has MOU or MOA<sup>3</sup> that sets out the team mandate, participants, contributions, lines of authority and other arrangements. Until recently, police agencies contributed to the teams either by providing staff and / or equipment, or by providing funding to support the team. A new funding arrangement implemented in 2014 is described in Chapter Two. Exhibit One presents 2012 costs for each integrated team, municipal contributions to each team, and for comparison, the municipalities' overall police expenditures that year. Exhibit Two indicates the year in which each team began operations, its staffing level in 2012 and a key indicator of its 2012 activity level<sup>4</sup>.

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<sup>3</sup> With the exception of MYST which does not have an MOU.

<sup>4</sup> At the time of writing, 2012 is the most recent year for which all information is available.



**EXHIBIT ONE**  
**2012 CRD INTEGRATED TEAM COSTS AND CONTRIBUTIONS**

**CRD Integrated Services Review: Costs Allocations 2012; Compared to 2012 Police Budgets Overall**

	Regional Crime Unit*	Regional Domestic Violence Unit**	Integrated Mobile Crisis Response Unit	Mobile Youth Services Team	Dive Team	Crowd Manage- ment Unit	Greater Victoria Emergency Response Team	Crisis Negotia- tion Team	Total Team Costs	2012 Municipal Police Expenditures***
<b>Independents</b>										
Victoria/Esquimalt		\$237,000	\$117,996	\$54,744	\$35,745	\$13,543	\$178,212	\$7,220	\$644,460	\$43,807,792
Oak Bay	\$91,959	\$18,636	\$11,287	\$5,236	\$5,588	\$2,117	\$27,858	\$1,129	\$163,810	\$4,254,307
Saanich	\$603,733	\$119,000	\$73,876	\$34,274	\$30,387	\$11,513	\$151,500	\$6,138	\$1,030,421	\$27,201,509
Central Saanich	\$91,959	\$18,636	\$11,287	\$5,236	\$4,822	\$1,827	\$24,041	\$974	\$158,782	\$4,285,517
<b>RCMP</b>										
Sidney	\$55,975	\$11,339	\$6,926	\$3,213					\$77,453	\$2,390,750
North Saanich	\$43,981	\$8,911	\$5,387	\$2,499					\$60,778	\$1,834,774
Sooke	\$43,981	\$8,098	\$5,387	\$2,499					\$59,965	\$1,525,853
West Shore	\$199,912	\$97,000	\$24,369	\$11,306					\$332,587	\$8,557,116
<b>Total</b>	<b>\$1,131,500</b>	<b>\$518,621</b>	<b>\$256,515</b>	<b>\$119,007</b>	<b>\$76,542</b>	<b>\$29,000</b>	<b>\$381,611</b>	<b>\$15,461</b>	<b>\$2,528,257</b>	<b>\$93,857,618</b>

\* RCU budget excludes cost of RCMP Provincial Force contribution of 3 members and a crime analyst.

Sidney, North Saanich and Central Saanich withdrew from RCU in 2013.

\*\* RDVU amounts for Victoria/Esquimalt, Saanich and West Shore are in kind contributions of police members.

Victoria subsequently reduced its contribution from 2 to 1 member.

\*\*\* Police Resources in British Columbia, 2012. RCMP Municipal expenditures exclude federal contribution amounts.

**EXHIBIT TWO**

**2012 INTEGRATED TEAM, START YEAR, STAFFING AND KEY ACTIVITIES**

**CRD Integrated Services Review: Integrated Team Key Facts**

	Regional Crime Unit	Regional Domestic Violence Unit**	Integrated Mobile Crisis Response Unit	Mobile Youth Services Team	Dive Team	Crowd Management Unit	Greater Victoria Emergency Response Team	Crisis Negotiation Team
<b>Start of Operations**</b>	2008	2010	2006*	2002	2004	2004	1977	1977
<b>Members***</b>								
Police full time	10	3	2	1	0	0	0	0
Police stand by members	0	0	0	0	6	60	14	9
Non-police members	0	3	7	0	0	0	0	0
<b>Key Activity Statistic 2012</b>	124 files; 203 charges	64 new action files	3746 calls for service	76 files	2 calls for service	4 deployments & 3 cell extractions	57 operations	35 operations
<b>2012 Key Activities by by Jurisdiction</b>	Charges	Action Files	Calls for Service	na	na	Deployments	Operations	na
Victoria/Esquimalt	7	20	1,655			5	44	
Saanich	19	16	923			2	12	
Central Saanich	-	-	86				1	
Oak Bay	-	-	118					
Sidney/North Saanich	-	3	137					
Sooke	2	3	325					
West Shore	175	2	337					
Out of area / unknown / other		20	161					

\* IMCERT began as a pilot project in 2004 and became operational on an on-going basis in 2006.

\*\* Start dates for the Dive, Crowd Management teams are based on the date of the governing MOU.

Start dates for the Greater Victoria Emergency Response and Crisis Negotiation Teams provided by Saanich PD.

\*\*\* Members may not work full time on team duties. the members of the Dive, Crowd Management, Greater Victoria Emergency Response, and Crisis Negotiation teams represent the number of staff who are trained and available for call out as required.

The following provides a brief outline of the mandate and key activities of each team<sup>5</sup>.

1. **Regional Crime Unit (RCU):** Proactively targets prolific offenders who are responsible for a disproportionate amount of property crime. Many such offenders are transient and commit offences in more than one jurisdiction. Assigned members work full time on team activities. Oak Bay, Saanich, Sooke and West Shore participate in RCU. The province provides three members and a crime analyst to the team through the RCMP Provincial Force.

<sup>5</sup> More detailed information on each team can be found in the Appendix, which presents a template of information for each team

2. **Regional Domestic Violence Unit (RDVU):** Provides follow-up services in select domestic violence cases where there is an elevated level of risk to victims, and/or their children, accompanied by a need for intensive victim support. The RDVU team includes police, community based victim service providers, and the Ministry of Children and Family Development (MCFD). Services include follow-up investigation, risk assessment, offender management, safety planning for victims and children, and intensive victim specific support through to trial, and in some cases beyond. Assigned members work full time on team activities. The Victoria Women’s Transition House, MCFD and all CRD police agencies participate in RDVU.
  
3. **Integrated Mobile Crisis Response Team (IMCRT):** Attends to community crises arising from addictions or mental health issues, or public safety concerns. IMCRT is an interdisciplinary team that collectively triages calls for service. It involves the most appropriate staff based on discipline, gender, sub-speciality and provides consultation, and where necessary, direct intervention to resolve the crisis in the least intrusive manner possible while maintaining safety. The team is comprised of 7 Vancouver Island Health Authority (VIHA) psychiatric, child and youth and social work staff and 2 police officers. Assigned members work full time on team activities. VIHA and all CRD police agencies participate in IMCRT.
  
4. **Mobile Youth Services Team (MYST):** Provides a full time police officer to work with at risk youth, their parents, guardians and caregivers. The MYST officer also delivers presentations to youth on sexual exploitation and drug awareness, targets criminal investigations on pimps, johns and recruiters and works closely with youth organizations and groups throughout the community. All CRD police agencies participate in MYST.

The following four teams are covered by a single MOU entitled “CRD Integration of Specialised Police Services”. Victoria/Esquimalt, Oak Bay, Saanich and Central Saanich Police Departments participate in all four teams; RCMP detachments do not participate. These teams are deployed on an as needed basis. The majority of the shared costs associated with these teams relate to specialized training and equipment:

5. **Crisis Negotiation Team (CNT):** Conducts negotiations in criminal barricades and suicide interventions. Negotiators may also participate in a standby capacity for pre-planned tactical operations.
  
6. **Crowd Management Unit (CMU):** Deployed to maintain public order at events such as Canada Day and New Year’s Eve celebrations, protests and music concerts. CMU also performs cell extractions to resolve disturbances in police cells.
  
7. **Dive Team:** Performs operational dives for evidence recovery and searching for missing persons.

8. **Greater Victoria Emergency Response Team (GVERT):** Provides highly trained tactical members to respond to high risk calls including execution of warrants, criminal barricades, hostage rescue and prisoner transport.

## ***KEY MESSAGES FROM CONSULTATIONS***

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This Chapter presents the themes that were expressed during the consultation phase of this review. The consultations began with a group meeting with the Mayors of Victoria, Saanich, Oak Bay, Central Saanich and Esquimalt. Interviews were then conducted with these municipalities' Chiefs of Police and their Deputies, as well as the RCMP Detachment Commanders and their Ops/Admin NCO's from Sidney / North Saanich, Sooke and West Shore. A representative of RCMP Vancouver Island District was also interviewed. The themes covered in the consultations include the benefits of cooperation, the value of the integrated teams, local decisions regarding participation in teams, governance and funding, as well as the potential for further cooperation in the future.

### **The Benefits of Cooperation**

All police forces recognize that there are benefits to be gained through inter-force cooperation. Such benefits include: economies of scale; access to specialized equipment, training and personnel; and increased effectiveness in addressing criminal activity that affects more than one community. Some of these benefits are especially appreciated by smaller police agencies. For example, one smaller police agency commented that participation in the integrated teams allows them to take advantage of specialization and expertise while still retaining a community focus for most of their policing. Another said that because they provide only general policing the added expertise of the integrated teams is a real benefit.

Integrated teams are perhaps the most visible method of departmental cooperation but, as a number of jurisdictions pointed out, they are not the only way that cooperation occurs today or could occur in the region. In fact, some of the current teams have had history of informal cooperation (e.g. Dive Team) before they became a formal, standing integrated team. Other methods of cooperation include: contracting for service with another police department; providing mutual back up on an as needed basis; joint ownership of speciality equipment; and coordination of coverage. As one Chief put it, police agencies in the CRD have always come to each other's aid when needed. Examples of cooperation include:

- One smaller police department has a service agreement with a larger neighbour that covers investigative services, operational and administrative support. A separate MOU covers dispatch.
- Two other smaller agencies, also neighbours, share dispatch and use the same radio channel so communication is excellent and they back each other up on calls. This is not a formalized relationship and there are no charge backs except for major cases.
- One agency has a traffic crash analyst who works on accidents in a neighbouring municipality. Only overtime costs are charged back.
- Dog teams operated by three police agencies are scheduled collaboratively, to allow for round the clock coverage in the municipalities served by these agencies.

- An example of formal cooperation outside of integrated teams is the joint use of the CREST public safety radio system. CREST users also include a number of fire and ambulance services, and CREST is governed by its own Board of Directors.
- One police agency interviewed also referenced arrangements for services to be provided, as needed, with non-police agencies such as the military.

Another view is that the use of integrated teams does not address the need for much greater regionalization on a permanent basis. As well, there is scepticism among some forces that interest in integrated teams has been driven more by efforts to enhance the symbolism of cooperation rather than a concern for delivering police services in the most cost-effective way for all jurisdictions.

### **The Value of Existing Teams**

Generally speaking, there is strong support for the mandate of existing teams and a respect for the quality of service being provided. One agency commented that they were generally pleased with the service provided and are satisfied that they receive their fair share of service from the teams. Another commented that the teams enhance the effectiveness of policing in their jurisdiction and operate across boundaries seamlessly. Yet another reported that the RCU had recently helped solve a rash of B&Es and thefts from autos in their municipality. One police agency did note that the teams are not able to provide all services to everyone on an immediate basis; sometimes the service may not be as timely as they would like, but they do respond to requests as they are able. Another feels that the span of control within the teams is too great - that the teams have too much control over the selection of their members and the types of calls they respond to. He would prefer to have greater control over how his members who are assigned to teams are deployed.

The presence of non-police experts on some integrated teams (RDVU, IMCRT) is viewed as an innovative and effective method of addressing domestic violence cases and incidents involving people with mental health / addiction issues. These teams are effective because they bring together the law enforcement skills of police officers and the mental health and social work skills of the non-police team members in a coordinated way. Support for these teams is reflected in comments such as these:

- IMCRT is a wonderful service that provides a key service in assessing people and deciding on a course of action. With limited officers on duty at any one time, having IMCRT available to escort someone to the hospital is valuable and efficient.
- RDVU brings a level of expertise to dealings with Crown and the Courts – they have credibility and their recommendations are listened to.

However, while the quality of service provided by the integrated teams is generally well respected, the capacity of some teams has been affected by cutbacks in resources caused by the withdrawal of participants and other sources of funding. MYST was launched with federal and provincial funding that supported non-police members of the team. When that funding eventually ran out MYST staffing was scaled back to one police officer. RDVU was originally staffed by family violence

experts and four police members but lost a police member as the result of internal restructuring by one of the contributing police agencies. RCU has reduced the number of officers on the team as a result of recent departures by three participating police agencies.

These resource reductions have impacted the services that can be provided to participants. While the broad mandate for these teams has remained the same, the service standards have had to adjust to changes in resources. RDVU, for example, has had to increase its threshold for accepting cases. Collectively, police forces are particularly concerned regarding the resource levels for MYST and RDVU and are seeking ways to strengthen these teams.

### **Decisions on Participation**

Even where the service is valued, individual police forces are regularly evaluating whether continued participation in an integrated team represents best value for money in a world of constrained financial resources.

While the provision of police services within municipal boundaries is a requirement under the Police Act, police forces see participation in the teams as only one possible way to provide these specific services. Therefore they see participation in the teams as voluntary and recognise that membership may change over time. Each Police Chief or Detachment Commander assesses the costs and benefits for their municipality of participating on each team, and may decide to end their participation.

Clearly, the services that an integrated team provides must meet an operational need of its participants. Other factors considered when deciding whether or not to continue participation include:

1. **Frequency of use versus cost.** Of primary importance is an assessment of how frequently a police agency expects to make use of a team's services compared to the cost of participation. For example, one large municipality commented that 80% of a particular team's calls are within their jurisdiction so it is worth their while to participate. On the other hand, a smaller municipality notes that they have never had a call for the same team, and have used three other teams less than a half a dozen times each. While they continue to participate in these teams, the low frequency of use means that continued participation is subject to on-going consideration.
2. **Insurance.** Some types of crime may occur with a low frequency but entail high investigation costs. For such circumstances, particularly for small police agencies, it may be worth joining an integrated team on an insurance basis. As one Detachment Commander noted "integrated services or units can protect against high costs from infrequent but serious crimes, but integration may provide fewer benefits in the realm of everyday policing".
3. **Efficiency.** Joint investment in high cost specialized training and equipment can be more efficient than each agency investing in these things individually. This is especially true for a

number of CRD integrated teams where the training and equipment costs are shared among participants and the teams have a limited number of call-outs each year. One example is the Greater Victoria Emergency Response Team - it is a specialised service with high training costs.

4. **Effectiveness in addressing cross boundary crime.** Integrated police services are well positioned to respond to patterns of crime occurring in more than one jurisdiction that are the work of a single prolific offender. The original mandate for the Regional Crime Unit was based, in part, on this premise. However, municipalities must have a reasonable expectation that their jurisdiction will in fact experience this problem before participation in a team is worthwhile. One police agency commented that they participate in the RCU because it provides a benefit to the people of their municipality, within the municipal boundaries. Others have decided to leave the RCU, in part because of the low number of calls meeting the RCU mandate occurring within their jurisdictions.
5. **Cost effective alternatives.** As noted above, integrated services are seldom the only way that a police agency can access a service, and the availability and cost of alternatives are considered when assessing continued participation in an integrated team. A police agency may be able to provide a team's service internally, obtain it from a neighbour or, in the case of the RCMP, obtain assistance from Island District. Examples:
  - One Police Chief noted that his department needs access to emergency response and crowd management services, as they cannot reasonably provide these services themselves and have policing standards to meet. However, the Chief feels that they should always be considering the best method of obtaining these services; accessing these services on a cost recovery basis from another police agency could be a cost effective alternative to participation in the integrated teams.
  - RCMP detachments noted that Island District assistance is usually available for investigations of serious crime. One Detachment Commander commented however, that Island District would be unlikely to assist with property crimes committed by a prolific offender. Island District itself notes that it cannot backstop all investigations for every Island municipality as it has a limited number of investigators; they are more inclined to assist smaller detachments. As a result, one Detachment Commander noted that sometimes it is good to have a service (in this case, RDVU) covered off by an integrated team.
6. **Opportunities for staff development.** Team members gain experience and often specialized training while working on the teams that they bring back with them when they return to their home police agency. One Detachment Commander also noted that there can be a useful cross fertilization and knowledge transfer that occurs when members from different agencies work together. These benefits may be considered as part of the decision to join or continue with a team. Conversely, one Police Chief feels that there is a danger of identifying too many members



as specialists because this takes away from a more generalist role needed in front-line policing. Because specialists may not be busy all the time on team work they need to be able to be redeployed to areas that are of priority to the municipality.

7. **Less flexibility and control.** Participation in an integrated team necessarily involves a trade off between the benefits of membership and having less control over the portion of the police budget attributable to a team, and less operational control over the deployment of members contributed to a team. In other areas, Chiefs and Commanders are able to allocate resources nimbly to respond to local priorities and needs. In contrast, Chiefs and Commanders have less direct control over integrated team finances and staff.
8. **Support for residents of outlying communities.** Police Chiefs and Detachment Commanders recognize that at-risk residents of outlying communities benefit from support provided by some teams even when the teams are working in the core downtown area. This is particularly true of MYST and IMCRT. MYST provides prevention and education for youth in the downtown area, some of whom are actually residents of the Western Communities or communities on the Saanich Peninsula. The work can be seen as a crime reduction strategy, providing early intervention in the lives of at risk youth. Similarly, IMCRT works in all areas of the CRD, but receives most calls from Victoria/Esquimalt. Detachment Commanders from outlying areas recognize that residents from their communities with chronic mental health issues may receive IMCRT assistance locally, but also when they are in the downtown area.

This list illustrates the wide range of factors considered when decisions to join and continue participation in an integrated team are made. How these factors impact those decisions differs for each municipality depending on its size, location, crime patterns and relationships with other police agencies. As Exhibit Three illustrates, the police agencies in the CRD vary greatly in their size, which affects their ability to develop and deliver specialized services themselves. Crime rates also differ dramatically – communities with low rates of crime may not feel as great a need to address prolific offenders or cross boundary crimes, for example, as communities with higher crime rates. One police agency explained that they serve one of the safest communities in Canada, and have the time to undertake proactive policing such as night time vehicle checks; as a consequence of these factors, they feel limited need to participate in the RCU. Nonetheless, low crime rate communities may still wish to participate in an integrated team for its insurance value or to access expensive specialist services.

Larger police departments work in higher crime communities but are better positioned to provide some specialized services themselves; they too might not feel the need for integrated team services unless the teams provide clear benefits to their residents and cost effective alternatives do not exist.

One RCMP representative noted that because the integrated teams appear as separate line items in police budgets they can be singled out for greater scrutiny and questioning than perhaps their

relatively small proportion of overall costs would warrant. However, all agencies agree that cost pressures make them examine the affordability of specialized services carefully.

**EXHIBIT THREE**  
**CRD MUNICIPAL POLICING STATISTICS, 2012**

	Population	Authorized Strength	Criminal Code Offences	Crime Rate	Municipal Cost per Capita
<b>Independents</b>					
Victoria/Esquimalt	101,999	243	10,108	99	\$429
Oak Bay	17,910	23	686	38	\$238
Saanich	114,013	154	4,915	43	\$239
Central Saanich	16,172	23	529	33	\$265
<b>RCMP</b>					
Sidney	11,578	14	611	53	\$206*
North Saanich	11,107	11	325	29	\$165*
Sooke	11,125	11	535	48	\$137*
West Shore					
Colwood	16,838	17	663	39	\$167*
Langford	31,195	28	1,992	64	\$146*
View Royal	9,994	8	522	52	\$120*

Source: Police Resources in British Columbia 2012

\* Municipal costs per capita for RCMP municipalities do not include federal contributions which vary by population; the federal government contributes 30% to RCMP municipalities between 5,000 and 15,000 and contributes 10% to RCMP municipalities over 15,000 population.

**Specific Examples of Participation Decisions**

We were provided with examples where the factors outlined above played into the decisions of municipalities to reduce its contribution to, or withdraw from, an integrated team.

**a. RDVU**

In the first example, the level of in-kind contributions to the RDVU was reduced by a participating police department. The RDVU has the capacity to accept about 75% of the cases referred to it and therefore focusses on the highest risk cases of intimate partner violence<sup>6</sup> with the result that a number of domestic violence files are not taken on by the team. When the

<sup>6</sup> Regional Domestic Violence Unit (CRD) Second Year Report, September 2012.

police department reduced its in-kind contribution to the RDVU by one member, it redeployed that member to address local domestic violence cases that were below the RDVU threshold for service. Conversely, two other police agencies we spoke to commented that while they have few cases that make the RDVU threshold, they still value the case assessments that the team provides and the team's assistance with victim and offender management when offenders are released back into the community. Therefore these two agencies are happy to continue their participation in RDVU.

**b. RCU**

In another example, decisions to leave the RCU were prompted by three factors – low frequency of calls, an ability to provide investigations in house and the high costs of participation. RCU began in 2008 with participation by all CRD police forces and the RCMP provincial force but has seen the departure of three CRD police agencies since then. For the smaller municipalities that decided to leave the RCU the low number of calls within their jurisdictions was a clear indicator to them that their share of the unit's cost – which was relatively high as this team was staffed with 10 full time police officers<sup>7</sup> – could be put to better use locally. One municipality noted that for the cost of their participation in RCU they could hire one additional officer to work full time locally; compared to the low number of RCU calls they experienced each year, this was simply the more cost effective option, prompting their withdrawal from RCU. They are, in fact, hiring another member and establishing a two member crime reduction unit. Two other agencies concurred and noted that while the RCU creates value added for the region the cost is too high for them; they could use their contributions better other ways. One commented that they have recently had some occurrences that would fit within the RCU mandate but they did the police work themselves with help from a neighbouring jurisdiction. High costs also prompted a large municipality to leave the team.

In response to these withdrawals, RCU has recently reduced the size of its team and shifted its mandate. The revised mandate now gives RCU the ability to target spree type crimes to identify the offender versus only targeting offenders who were known to be prolific. RCU will also focus more on the use of investigative techniques than the use of surveillance. The unit is available to assist any partner agency that requires additional resources to target a subject or crime spree that may not be known to the RCU.

**c. Dive Team**

In 2010, 2011 and 2012 the Dive Team performed a total of 10 operational dives and a number of agencies commented on their low use of the team.<sup>8</sup> At least four of the police agencies we

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<sup>7</sup> RCU has reduced the number of officers by two as a result of decisions by three police agencies to withdraw from the unit in 2013.

<sup>8</sup> Greater Victoria Integrated Police Dive Team Summary Year End Reports, 2010, 2011, 2012.

interviewed indicated that they were actively considering less expensive alternatives, including contracting for service from the private sector or a neighbour as needed.

Very recently, participants considered the usefulness of continued participation in the integrated Dive Team compared to other ways of acquiring the same service. As a result, the decision has been taken to disband the Dive Team at the end of 2014. Saanich Police Department will take on this service and make it available to others on a contract basis.

In none of the cases described above has the decision to withdraw from an integrated team been a reflection on the quality of service provided. As one agency commented, they are very happy with the quality of work of the integrated teams and any decision to pull out of a team is based more on value for money questions, rather than effectiveness or efficiency concerns. Another noted that departures from integrated teams should not be viewed as failures of the teams.

Police agencies agree that an individual force must have the flexibility to leave an integrated team (or decline to participate in a new team) because they have to be able to manage their budgets in response to local police priorities and changing circumstances.

While all agree that flexibility is needed, they all also agree that departures from a team can have a significant impact on the remaining participants. Therefore, the exit arrangements need ensure reasonable advance notice (see next section).

### **Addressing Inconsistencies in Governance and Funding**

The integrated teams were created at different times and have evolved in their own ways, resulting in differences in their governance structures, exit provisions, funding formulas, budgeting and reporting processes. These differences have made rational decision making about the teams complicated and sometimes difficult to explain. In particular, until recently, there was concern from different quarters about uneven funding formulas, different notice provisions for participants exiting from a team, differences in staff terms, the processes used to fill vacancies on teams, and inconsistent reporting requirements that did not provide useful information to decision makers in a timely way.

In early 2013 a Joint Management Team (JMT) for the integrated teams was created to address these issues and to achieve greater consistency. All the teams covered by this review, plus Crime Stoppers, are within the scope of the JMT. The creation of the JMT has been a welcome development - one Chief stated that the JMT has created the missing governance foundation for integrated units in the CRD, and another commented that the JMT has solved most problems.

The JMT is comprised of a Deputy Chief from each of Victoria/Esquimalt, Oak Bay, Saanich and Central Saanich and Detachment Commanders from the RCMP detachments of Sidney/North Saanich, West Shore and Sooke. RCMP Island District also has a representative on the JMT. A draft protocol agreement describes the JMT's purpose:

“To administer regional Integrated Units in an effort to provide greater consistency in the management of the Units, and an efficient reporting structure that may be more effective in communicating with stakeholders”<sup>9</sup>

JMT decisions are made by consensus or by vote if consensus is not attained. According to the protocol, all JMT decisions must be ratified by Area Chiefs. The protocol also sets out reporting lines up to the JMT as each integrated team or unit will have an Operations Council or Supervisor who will report to the JMT for their team.

Over the past year, the JMT has made a number of significant strides in improving governance arrangements in the areas of funding arrangements, exit provisions, budgeting and annual reporting, and filling team vacancies. The agreed-to provisions are set out in the draft protocol:

1. A new standard **cost-sharing formula** for most services<sup>10</sup> has been developed and implemented for 2014. Prior to this change, integrated team costs were shared in different ways. Some teams were supported by a combination of in-kind contributions from some participants with the balance of costs allocated among the remaining participants<sup>11</sup>, while other teams allocated all costs among all participants<sup>12</sup>. Allocated costs were shared using two different formulas - one split costs according to the authorized strengths of participating police departments and RCMP detachments<sup>13</sup> while the other used a combination of property tax assessments, population and authorized strength<sup>14</sup>. The result was an uneven pattern of municipal contributions that varied from team to team. The single formula will improve consistency and will allow for easier communication when explaining how each municipality’s contribution is determined.

Under the new formula the in-kind contributions made by some participants will be included in the cost base to be shared by all participants. A formula then divides team costs among participants based on four equally weighted factors: authorized strength, population, property tax base assessment and calls for service. The new formula is largely accepted as fair, even by most of the jurisdictions whose costs increase slightly. However, one agency would prefer the existing approach where police forces are able to contribute members rather than pay a share of total team costs. Because member costs vary between participants, this agency does not want to share higher costs for members contributed by another agency.

2. More orderly **exit provisions with an adequate notice period** have also been developed by the JMT. When departures from integrated teams occur, operational and budget impacts on remaining participants can be significant and adequate notice periods are needed to give

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<sup>9</sup> Greater Victoria Integrated Police Units Protocol, (draft) 2013.

<sup>10</sup> The new formula will apply to all integrated units except the RCU, which is excluded because the RCMP Provincial Force contributes a number of members to the RCU.

<sup>11</sup> MYST, IMCRT

<sup>12</sup> RCU, RDVU, CNT, CMU, Dive and GVERT

<sup>13</sup> MYST, RCU, RDVU, IMCRT

<sup>14</sup> CNT, CMU, Dive and GVERT

remaining participants time to make adjustments. Presently, the exit provisions contained in integrated team MOUs require notice periods varying between 30 days and 12 months. The JMT has recommended a uniform notice period of one full budget year (based on the municipal budget year of January to December) for exits, and in addition, has proposed that the participants in any newly established team be required to continue their participation for three years before they consider exiting from the service.

3. A **consistent approach to budgeting and annual reporting** will also be introduced. Until now, integrated team leaders prepared and submitted annual reports to their supervisors. The reports differed in the content presented, the period covered, and when during the year they were submitted. To support better-informed decision making, the JMT has created a standard template for the integrated team annual reports and has stipulated a common reporting period for all teams (July 1st to June 30<sup>th</sup>). Budget submissions for the following year must be made by June 30<sup>th</sup>, and all annual reports will be submitted to the JMT by August 15<sup>th</sup> to give the JMT time to review them, prepare a consolidated report on all integrated teams and make recommendations for the Area Chiefs' September meeting.
4. A **policy and process for filling vacancies** in integrated teams is also set out in the draft protocol. There has been some concern regarding the rotation of members through integrated teams and the balance of different police agency members on the teams. The draft protocol sets out a three-year term for members serving in full time positions on integrated teams. The JMT will approve job descriptions for each team, and will determine the parameters and process for posting vacancies. Police agencies will choose whether their personnel will be permitted to compete for an integrated team position.

In addition to implementing these governance decisions, the JMT has identified future activities including:

5. Taking the lead in developing ways to improve the effectiveness of MYST and RDVU. As discussed previously, both MYST and RDVU have experienced resource reductions and the JMT will consider strategies to strengthen these teams with MYST as a priority in 2014. A MYST Review Committee will explore potential collaborations with non-police services.
6. Considering the development of performance measures for the teams. Most of the integrated team MOUs contain provisions for evaluation of the team at some point before the MOU expiration but only one evaluation has been completed (IMCRT). Those interviewed confirmed that while evaluations have not been done, the JMT is starting to look at performance indicators for the teams.
7. Reviewing team MOUs and policies that affect policing. A few of the MOUs governing integrated teams are out of date or have expired; one team's MOU is still in draft form, and one

team does not have an MOU at all<sup>15</sup>. While most interviewed felt that the MOUs do not have much impact on the day-to-day effectiveness of the integrated teams, some did note that MOUs are helpful in establishing common expectations regarding a team's scope of service and the chain of command when officers work outside their home jurisdictions. In the draft protocol the JMT has tasked the Operations Council for each team with reviewing its MOU and making any recommendations for change to the JMT.

### **Variations in Police Board and Municipal Council Involvement**

The degree to which police boards and municipal councils are involved in monitoring the work of integrated teams and making decisions regarding team issues varies from municipality to municipality. In some jurisdictions, the Chief or Detachment Commander makes decisions regarding the teams (and operational policing issues generally) and informs the board or council, while in others the Chief or Detachment Commander provides the board or council with information and the board or council makes decisions. The police boards and councils do not meet collectively to discuss integrated police teams but the Area Chiefs, Detachment Commanders and Deputies do.

In general, the reporting and decision making processes for integrated teams mirrors that of other policing issues within each municipality. For larger municipalities policed by independent forces, police boards set strategic objectives, but operational issues such as decisions regarding continued participation in integrated teams are generally the prerogative of the Police Chief. One Chief commented that he would take the initial decision to join a team to the police board but make decisions regarding exiting himself. In smaller communities with independent forces, police boards appear to have more involvement in decisions concerning the participation in integrated teams. For example, one Chief explained that a decisions regarding continued participation in a team was discussed over the course of a few police board meetings and culminated in a recommendation by the Police Chief, which the board accepted and formalized by way of a motion. The Chief stated that the financial implications of this decision meant that the participation decision rested with the board. Another commented that any new MOUs would require approval of his police board, and that he would seek the concurrence of his board regarding the funding formula changes as part of the overall police budget discussions. He noted that small departments are able to keep the boards informed and involved at this level because they have fewer policing issues than the large departments.

The involvement of municipal councils in integrated team decisions within RCMP municipalities also varies. One Detachment Commander interacts with the Mayor, the Chief Administrative Officer (CAO) and the chair of the council's Finance and Administration Committee. The Committee chair develops police funding recommendations to take to council, who then make decisions. This year the Mayor and CAO were consulted regarding the changes to the integrated team funding formula. Another Detachment Commander notes that while police boards do not exist for RCMP municipalities, the municipalities he deals with have developed Police Advisory Committees with

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<sup>15</sup> RCU and MYST, respectively.

whom he interacts. Yet another has contact with municipal CAOs but also works more directly with the municipal councils themselves. He gives the councils quarterly reports, which sometimes include information about the integrated teams, and provides information on cost implications for any suggestions made by the councils.

In addition to consultation with the municipalities they serve, the RCMP has added layers of internal decision making involving the local Detachment Commander, Island District and the Commanding Officer at E Division who has the authority to sign MOUs. A representative from Island District sits on the integrated teams JMT because provincial force members serve in the RCU but does not have any direct say in other teams. Island District does assist with the MOU process but decisions regarding participation on integrated teams and choices regarding local detachment budgets are the responsibilities of Detachment Commanders, Mayors and councils.

There is a feeling in some police agencies that the process of reporting out to police boards and municipal councils on the work and success of integrated teams can be improved to support more informed decision making and better accountability. As described above, the JMT has agreed to establish a standard annual reporting format and schedule for all the teams. When reports for all teams are prepared consistently and submitted at the same time, communication about the teams to boards and councils should be easier, more comprehensive and have better linkages to the police budgeting process. This will allow for decisions on integrated teams to be made in context with other decisions regarding local policing priorities and funding.

### **The Potential for Greater Cooperation**

All police forces we interviewed suggested areas where additional cooperation may be possible. Some areas require specialized skills and/or equipment, including:

- Police dog teams
- Technology crime (computer forensics)
- Intelligence sharing and region-wide crime analysis
- Forensic identification and crime scene analysis
- Child pornography - this area is highly technical and very labour intensive. While the RCMP has a provincial Child Exploitation Team, a regional level team could reduce the currently lengthy wait times for technical analysis of computers
- Traffic-crash analysis – requires expensive specialized equipment

Other suggestions include administrative and support functions that could potentially provide greater efficiencies and improved regional effectiveness:

- Communications and dispatch – multiple dispatch agencies operate in the region and concern has been raised regarding dispatch response to 911 calls made from cell phones
- Records management, document transcription and preparation of court documents



However, while some police agencies support the use of integration and would look favourably at expanding integration to new areas, there is not a universal feeling that creating more integrated teams is automatically the best way to achieve cooperation. Some would proceed cautiously on expanding the number of integrated teams because:

- They would want to be sure that their commitment of funding or resources would not compromise their capacity to address policing priorities within their own jurisdictions. One agency notes that it takes a cautious approach to new initiatives that involve manpower. Generally, they are only willing to enter into new arrangements if they have new resources to support that initiative as they don't want to compromise existing policing priorities.
- Achieving support for regional initiatives can be difficult unless potential participants can expect to see local benefits. As one agency puts it, some integrated services help neighbours more than their own jurisdiction, and they would not be prepared to support a service that does not benefit their jurisdiction directly.
- Some would prefer to see existing teams enhanced before expanding into other areas.

Decisions to form new teams should be taken on their merits on a case by case basis. The decision to create a new integrated team should start with shared objectives to address actual problems, and be supported by a sound business case. This will create commitment to the value of a team.

## ***APPENDIX: TEAM DETAILS***

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Regional Crime Unit	A2
Regional Domestic Violence Unit	A6
Integrated Mobile Crisis Response Team	A10
Mobile Youth Services Team	A15
Crisis Negotiation Team	A18
Greater Victoria Emergency Response Team	A21
Greater Victoria Integrated Dive Team	A24
Crowd Management Unit	A27

**Regional Crime Unit**

- a. **Team / Unit Name and Acronym:** Regional Crime Unit (RCU)
- b. **Team start date:** February 2008
- c. **Purpose:** Provide enhanced investigation of the most prolific offenders who commit crimes in the CRD, including robbery, break and enter, identify theft, possession of stolen property. A secondary mandate is to provide support to major crime investigative units in the CRD by way of services such as surveillance.
- d. **MOU term:** The MOU has never been signed. Under the provisions of the 2012 draft MOU, the MOU is open ended; the MOU can be terminated by agreement of all parties. The draft MOU is currently out of date because it references participation by Sidney/North Saanich and Central Saanich, all of whom have withdrawn.
- e. **Reporting period:** Calendar year. As of 2014 reporting period will be July 1 - June 30.
- f. **Participants:** Oak Bay, Saanich, Sooke, West Shore (Victoria withdrew in 2009, Sidney/North Saanich in 2013. In June 2013 Central Saanich Police Board also voted to withdraw from the RCU.) The province contributes three members through the RCMP Provincial Force (see below).
- g. **Governance structure set out in MOU**

The 2012 draft MOU sets out the following governance structure for RCU:

- Members of the CRD Area Chiefs that participate in RCU provide strategic direction, policy, and budget approval
- An Operations Council, comprised of the OIC Saanich Detectives, a senior member of the RCMP Island District, and a representative from one other participating department or detachment, oversees tactical operations of the RCU and provides general operational direction to the NCO i/c and ensures coordination with other regional investigative units.
- The Operations Council selects the NCO i/c from Saanich PD, and the 2 i/c from another participating agency. The NCO i/c selects all other members and civilian staff in collaboration with the Operations Council and a representative from the candidates home agency
- Members are subject to the operational direction and command of the NCO i/c but report to their respective agencies for administrative purposes.
- As with other CRD integrated teams and units, RCU reports administratively to the Greater Victoria Integrated Police Joint Management Team (JMT) established for CRD integrated units in early 2013. The JMT is overseen by the Area Chiefs of Police

Regional Crime Unit

Committee. The JMT is comprised of Deputy Chiefs for the independents and RCMP Detachment Commanders, but only agencies participating in the RCU will participate in discussions or votes pertaining to the RCU (i.e. Victoria, Central Saanich and Sidney/North Saanich will not participate in RCU matters at JMT meetings).

- h. Total budget:** \$1,131,500 (2012). The budget does not include the provincial contribution for the salaries and benefits of three police officers and one civilian position; these have been estimated at \$563,000 for all Provincial Force positions.

**i. Budget breakdown**

	<b>2012</b>	<b>2013</b>
Salaries and benefits*	921,050	955,757
Office space	60,000	60,000
Cell phones, communications	22,150	18,350
Investigation expenses	10,000	10,000
RCMP meal claims	2,400	2,400
Training / travel	4,500	5,000
Office supplies	4,500	4,500
Miscellaneous operating	2,000	2,000
Vehicle lease	40,000	43,200
Fuel & maintenance	36,500	35,000
Insurance	8,400	8,400
IT capital	5,000	5,000
Equipment replacement capital	8,000	8,000
Other capital	5,000	5,000
<b>Total</b>	<b>\$1,131,500</b>	<b>\$1,162,607</b>

\*Excludes salaries and benefits for RCMP Provincial Force positions.

**j. Resource contributions provided by participants (2012)**

<b>Contribution</b>	<b>Contributor</b>	<b>Comment</b>
3 regular members	RCMP E Division (Provincial Force)	1 Crpl, 2 Cst
1 crime analyst	RCMP E Division (Provincial Force)	
4 regular members	Saanich	1 S/Sgt, 1 Sgt, 2 Cst
1 member	Central Saanich	1 Cst
1 member	Oak Bay	1 Cst
1 member	West Shore RCMP	1 Cst
1 Admin Assistant	Saanich	
Unit budgeting, billing	Saanich	

Note that these contributions (excluding E Division members / staff) are cost recovered from all participants. Cost base for recoveries includes salaries, benefits, pre-approved overtime, clothing allowance and cleaning allowance, approved incidental expenses, and approved travel and transportation.

**k. Cost sharing formula and allocation basis**

- Costs are allocated based on authorized strengths of participants based on figures in “Police Resources in BC”.
- The costs shares are based on the 2010 strengths; the MOU does not specifically provide for updating the cost shares as strengths change.
- As three original participants have left, cost shares for the remaining participants have increased. For example, in the original MOU, Saanich’s share was 30.2%. The following allocation was developed prior to the departure of Central Saanich in June 2013:

Police Agency	Members	2012 Percentage	2013 Percentage
Central Saanich	23	8.1%	8.9%
North Saanich		3.9%	-
Oak Bay	23	8.1%	8.9%
Saanich	152	53.4%	58.7%
Sidney		4.9%	-
Sooke	11	3.9%	4.2%
West Shore	50	17.7%	19.3%
<b>Total</b>		<b>100%</b>	<b>100%</b>

- The new cost sharing formula developed by the JMT will not apply to the RCU in 2014. This decision will be reviewed by the JMT for the 2015 budget year.

**l. Costs allocated to each participant**

	2012	2013*
Central Saanich	91,959	103,243
North Saanich	43,981	-
Oak Bay	91,959	103,243
Saanich	603,733	682,302
Sidney	55,975	-
Sooke	43,981	49,377
West Shore	199,912	224,442
<b>Total Allocated</b>	<b>\$1,131,500</b>	<b>\$1,162,607</b>

\*Allocation prior to the departure of Central Saanich in June 2013.

**m. Staff resources:** 10 police members (RCMP Provincial, Saanich, Central Saanich, West Shore), 1 crime analyst (RCMP provincial), 1 Admin Assistant (Saanich).

**n. Activity statistics for 2012**

- 124 files opened (including 39 charge files, 37 intelligence files, 34 assistance files, 8 other investigative files and 6 admin/other).
- 45 persons charged with 203 criminal offences (39 files with charges)
- Offence locations: West Shore accounted for 86% of the offences where charges were laid, Saanich 9%, Victoria 3% and Sooke 1%. (Note: none in Sidney, North Saanich, Central Saanich or Oak Bay).
- Of the 34 assistance files, 5 were for Victoria and 6 were for other areas/agencies that are not participants in the RCU.

**o. Other Comments**

- Draft MOU references performance reviews that were to be conducted in 2010 and 2013; these have not been undertaken.
- The 3 members and crime analyst are contributed by provincial RCMP have no other home detachment.

**Regional Domestic Violence Unit**

- a. **Team / Unit Name and Acronym:** Regional Domestic Violence Unit (RDVU)
- b. **Team start date:** July 2010
- c. **Purpose:** To increase victim safety and offender responsibility by providing a cross jurisdictional response that is uniform in approach in domestic violence cases across the CRD.
- d. **MOU term:** December 31, 2011 – expired. A new MOU has been drafted and is awaiting signature. Under the expired MOU parties could exit from the unit with 30 days written notice.
- e. **Reporting period:** Mid-September to mid-September. As of 2014 reporting period will be July 1 - June 30.
- f. **Participants:** Victoria/Esquimalt PD, Saanich PD, Central Saanich PS, Oak Bay PD, West Shore RCMP, Sidney/North Saanich RCMP, Sooke RCMP; Victoria Women’s Transition House Society (VWTHS), Ministry of Children and Family Development (MCFD)
- g. **Governance structure set out in MOU**
  - A Steering Committee with senior level representatives from Victoria PD, Saanich PD, West Shore RCMP, VWTHS and MCFD provides oversight on strategic policy and planning. The NCO/Officer in charge is selected by the Steering Committee.
  - Operational Managers are the NCO/Officer in Charge, VWTHS Program Manager and MCFD Clinical Supervisor. Team members other than the NCO/Officer in Charge are selected by Operational Managers.
  - Day to day direction to all team members is given by the NCO/Officer in Charge.
  - Operational Managers are to meet regularly to make joint decisions regarding file reviews, best practices, training, resource and partnership challenges.
  - As with other CRD integrated teams and units, RDVU reports administratively to the Greater Victoria Integrated Police Joint Management Team (JMT) established for CRD integrated units in early 2013. The JMT is overseen by the Area Chiefs of Police Committee. The JMT is comprised of Deputy Chiefs, for the independent police departments, and RCMP Detachment Commanders.

Regional Domestic Violence Unit

**h. Total budget:** \$518,621 (2012)<sup>16</sup>. This budget amount excludes costs for non-police team members. (The proposed budget for 2104 includes an estimate of the salaries for non-police members totalling \$160,000).

**i. Budget breakdown**

	<b>2012 Budget</b>
Police Salaries and Benefits	453,000
Administrative Support	41,621
Overtime	7,000
Supplies	2,000
Travel	2,000
Vehicle insurance and maintenance	8,000
Vehicle Replacement fund	5,000
<b>Total</b>	<b>\$518,621</b>

**j. Resource contributions provided by participants**

<b>Contribution</b>	<b>Contributor</b>	<b>Comment</b>
1 member (constable)	Saanich PD	Police members are supplied with cell phone, CREST radio and laptop by their home agencies
1 member (Sergeant)	Victoria/Esquimalt PD (Note Victoria originally contributed 2 members but reduced its contribution to 1 member in 2012)	
1 member (constable)	West Shore RCMP	
2 full time victim service workers with back up for absences	VWTHS	
1 full time child welfare worker with back up for absences	MCFD	
Investigative and surveillance overtime for high risk files	Originating police jurisdiction	
Facilities for all team members at (co-location).	Saanich PD	This includes desks, desk phones, parking, IT support and network access

<sup>16</sup> Provided by S. Seivewright



**k. Cost sharing formula and allocation basis**

- Until 2014, in kind resource contributions from Victoria, Saanich and West Shore (see above) were borne by the home agency and not allocated by way of the cost sharing formula. In 2012, these in kind contributions were estimated to be \$237,000 for Victoria, \$119,000 for Saanich and \$97,000 for West Shore RCMP.<sup>17</sup>
- Until 2014, costs for 2 vehicles, 0.5 admin support, admin supplies, travel and investigation overtime were cost shared by Sooke, North Saanich, Sidney, Oak Bay and Central Saanich. In 2012 these were budgeted at \$65,621.
- Allocation of cost shared items is based on the number of members in each police agency:

Police Agency	Members	Percentage
Oak Bay	23	28.4%
Central Saanich	23	28.4%
Sidney	14	17.28%
North Saanich	11	13.58%
Sooke	10	12.34%
Total	81	100%

- As of 2014, a new funding formula will allocate all team costs among participants based on their share of four equally weighted factors: authorized strength, population, property assessment and calls for service.

**l. Costs allocated to each participant in 2012**

	2012 Allocation
Oak Bay	\$18,636
Central Saanich	18,636
Sidney	11,339
North Saanich	8,911
Sooke	8,098
<b>Total</b>	<b>\$65,621</b>

- m. Staff resources:** 3 police members (Victoria/Esquimalt, West Shore, Saanich) plus 3 civilian members (2 Transition House, 1 MCFD).

<sup>17</sup> Provided by S. Seivewright

**n. Activity statistics for 2012**

- August 2011 – July 2012: 101 cases were referred to the RDVU, of which 27 were declined, 64 resulted in action, 9 resulted in a consult and 1 was not pursued due to lack of resources. Victoria, Saanich and MCFD are the largest referral sources. The team received 2 referrals from outside the CRD, both resulted in action.
- Since the team began operation in 2010 until July 2012, the team has acted on 157 cases. The outcomes of these cases are: 51% guilty pleas, 6% convictions, 4% criminal or civil peace bonds, 8% charges not laid or dropped, 2% acquittals, and 23% pending trial or still under investigation.

**o. Other Comments**

- Development of an evaluation framework has been undertaken by a Masters student working for the Ministry and will soon be defended. Once the JMT signs off on the framework the OIC intends to seek funding for the evaluation itself.
- The MOU states that Victoria/Esquimalt is to provide 2 members but currently provides only one. Victoria reduced their contribution to one member based on a resource analysis for the Department as a whole. A business case to increase the member complement to 4 was presented to the JMT in September 2013 but the request was denied.

**Integrated Mobile Crisis Response Team**

- a. **Team / Unit Name and Acronym:** Integrated Mobile Crisis Response Team (IMCRT)
- b. **Team start date:** December 2008 (previously operated since 1991 as the Emergency Mental Health Service staffed by a nurse and a social worker; a pilot project with police members began in 2004<sup>18</sup>)
- c. **Purpose:** To combine front-line crisis responder elements into a more efficient, responsive and interdisciplinary crisis response team, that can attend to the full continuum of community crises irrespective of age, addictions or mental health issues, or public safety concerns. The service will promote diversion from acute hospital resources and link to community service providers.

The goal of the team is to collectively triage calls for service, involve the most appropriate staff based on discipline, gender, sub-speciality, etc. provide consultation and where necessary direct intervention to resolve the crisis in the least intrusive manner possible while maintaining safety.

Service operates between 1300 and 2400 hours daily. MOA states that the team operates regionally (from Sidney through West Shore).

- d. **MOA term:** December 31, 2008 – December 31, 2011 (expired); new MOA signed in January 2012 with a term of December 31, 2011 to December 31, 2014. A party may terminate the MOA with 45 days' notice.
- e. **Reporting period:** Calendar year. As of 2014 reporting period will be July 1 - June 30.
- f. **Participants:** The MOA is between VIHA, Area Chiefs of Police Committee (ACPC) and the City of Victoria. VIHA participants are Mental Health and Addictions, VIHA Child, Youth and Maternal Health. Victoria/Esquimalt PD, Saanich PD, Oak Bay PD, Central Saanich PS, North Saanich/ Sidney RCMP, Sooke RCMP and West Shore RCMP participate.
- g. **Governance structure set out in MOU**

At the operational level, the VIHA MHAS Program Coordinator for Access and Crisis Response/Stabilization Programs (Devon Lin) provides primary day to day supervision to team members. A police NCO o/c has contact with the team members once every

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<sup>18</sup> "Mental Health Outreach Services and the Vancouver Island Health Authority (VIHA) A program evaluation of the Integrated Mobile Crisis Response Team (IMCRT)", Murray S.C. Anderson, Doctoral Candidate, March 2012.

Integrated Mobile Crisis Response Team

month or two months. VIHA and ACPC direct their respective employees regarding the performance of their duties and obligations.

IMCRT is overseen by the Area Chiefs of Police Committee and the JMT established for CRD integrated units in early 2013. JMT is comprised of Deputy Chiefs for the independent police departments and RCMP Detachment Commanders.

**h. Total budget: \$256,514 (2012)**

Budget is for police resources only; it does not include VIHA contributions. The salary, benefits and backfill for VIHA team members is estimated to be approximately \$730,000<sup>19</sup>.

**i. Budget breakdown**

	<b>2012</b>
Member salaries and benefits	217,514
Backfill	20,000
Supplies	2,000
Communications	2,000
Training	3,000
Vehicle insurance and maintenance	6,000
Equipment	6,000
<b>Total</b>	<b>\$256,514</b>

Source: Report to Deputy Chiefs - May 22 2012

**j. Resource contributions provided by participants**

<b>Contribution</b>	<b>Contributor</b>	<b>Comment</b>
1 program coordinator	VIHA Mental Health	
2 social workers	VIHA Mental Health	
2 child & youth clinicians	VIHA Child Youth and Family Mental Health	
2 psychiatric nurses	VIHA Mental Health	
Psychiatric sessional time to support clinical operations	VIHA Mental Health	One session per week
1 admin assistant	VIHA Mental Health	Part time, also supports Mental Health intake, which is co-located with IMCRT

<sup>19</sup> Provided by police Officer in Charge.

Integrated Mobile Crisis Response Team

<b>Contribution</b>	<b>Contributor</b>	<b>Comment</b>
Unmarked van	VIHA Mental Health	
Insurance and operating cost for van	VIHA Mental Health	
Office space and program & admin support	VIHA Mental Health	
Cell phones / pagers for VIHA staff	VIHA Mental Health	
Insurance & registration for secure transport vehicle	VIHA Mental Health	
2 police officers + 0.4 FTE backfill	Area Chiefs of Police Committee	Victoria/Esquimalt and Saanich
Cell phones, radios, pagers for police officers	Area Chiefs of Police Committee	
Purchase and maintenance of secure transport vehicle	Area Chiefs of Police Committee	Donated by Oak Bay. Fuel and maintenance are team costs.
Insurance for police vehicle	VIHA Mental Health	

**k. Cost sharing formula and allocation basis**

- Until 2014, budget costs were allocated on the basis of a fixed formula based on the published authorized strength. The allocation below is based on the 2010 strength data.

<b>Police Agency</b>	<b>Members</b>	<b>2012 Percentage</b>
Victoria/Esquimalt	243	46.0%
Saanich	152	28.8%
Central Saanich	23	4.4%
Oak Bay	23	4.4%
West Shore	50	9.5%
Sidney	14	2.7%
North Saanich	11	2.1%
Sooke	11	2.1%
<b>Total</b>	<b>527</b>	<b>100%</b>

- As of 2014, a new funding formula will allocate costs among participants. This formula allocates team costs to participants for their share of four equally weighted factors: authorized strength, population, property assessment and calls for service.

**I. Costs allocated to each participant in 2012**

	<b>2012 Allocation</b>
Victoria/Esquimalt	117,996
Saanich	73,876
Oak Bay	11,287
Central Saanich	11,287
West Shore	24,369
Sidney	6,926
North Saanich	5,387
Sooke	5,387
Total Allocated	<b>\$256,514</b>

**m. Staff resources**

- 2 full time police members (1 from Saanich, 1 from Victoria/Esquimalt PDs) plus 8 relief workers from Saanich, Victoria/Esquimalt, Oak Bay and the RCMP.
- 1 program coordinator (funded by VIHA)
- 2 social workers (funded by VIHA)
- 2 child & youth clinicians (funded by VIHA)
- 2 psychiatric nurses (funded by VIHA)
- 1 part time admin assistant (funded by VIHA)
- Psychiatric sessional time (one session per week, funded by VIHA)

**n. Activity statistics for 2012**

- In 2012 the team had 3,746 calls for service, up from 3,328 in 2011.
- In 2012, 1,041 of the team's calls for service were initiated by police.
- The 2012 annual report notes that IMCRT had significant periods in 2012 when police officer backfill was not available.

**o. Other comments**

- An evaluation of IMCRT was completed by a doctoral candidate and submitted in March 2012<sup>20</sup>.
- Schedule D of the MOA requires reporting of statistics on a monthly basis. The Officer in Charge prepares 3 and 6 months updates compared to previous year and a more comprehensive annual report. Monthly statistics are accessible to the leadership group if requested.

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<sup>20</sup> Ibid

Integrated Mobile Crisis Response Team

- The MOA states that VIHA is responsible for the cost to insure the secure transport vehicle. VIHA contributes a van and covers its insurance and operating costs. VIHA also reimburses the Victoria/Esquimalt PD for the insurance cost for an unmarked police vehicle, but not the cost of fuel or maintenance. This arrangement was established when Oak Bay Police Department donated the vehicle to the team.

**Mobile Youth Services Team**

- a. **Team / Unit Name and Acronym:** Mobile Youth Services Team (MYST)
- b. **Team start date:** 2002<sup>21</sup>
- c. **Purpose:** Provide police officer to work with at risk youth, their parents, guardians and caregivers. The position is also a point of contact for youth probation, MCFD, Boys and Girls Club, Kiwanis Youth Shelter, Youth Detox, Youth Employment Society etc.
- d. **MOU term:** No MOU exists for this unit
- e. **Reporting period:** Calendar year. As of 2014 reporting period will be July 1 - June 30.
- f. **Participants:** Victoria/Esquimalt PD, Saanich PD, Central Saanich PS, Oak Bay PD, West Shore RCMP, Sidney/North Saanich RCMP, Sooke RCMP.
- g. **Governance structure**
  - NCO/Officer in charge reports out to JMT formed in early 2013 to oversee the CRD integrated units. The JMT is comprised of Deputy Chiefs for the independent police departments and RCMP Detachment Commanders. The JMT reports to the Area Chiefs of Police Committee.
- h. **Total budget:** \$119,008 (2012)
- i. **Budget breakdown**

	<b>2012 Budget</b>
Salaries and Benefits	103,578
Overtime	600
Clothing allowance	1,070
Vehicle	7,700
Vehicle fuel/oil	3,600
Cellular phone	1,260
Travel / Conference	1,200
<b>Total</b>	<b>\$119,008</b>

Source: Report to Deputy Chiefs - May 22 2012

<sup>21</sup> Source: <https://www.vicpd.ca/media/media-releases/2012/march-5-vicpd-media-conference>, accessed January 9, 2013.



**j. Resource contributions provided by participants**

- No in-kind contributions are provided by participants

**k. Cost sharing formula and allocation basis**

- Until 2014 allocation was based on the latest published authorized strength. The allocation below is based on the 2010 strength data.

<b>Police Agency</b>	<b>2012 Percentage</b>
Victoria/Esquimalt	46.0%
Saanich	28.8%
Central Saanich	4.4%
Oak Bay	4.4%
West Shore	9.5%
Sidney	2.7%
North Saanich	2.1%
Sooke	2.1%
<b>Total</b>	<b>100%</b>

- As of 2014, a new funding formula will allocate costs among participants. This formula allocates team costs to participants for their share of four equally weighted factors: authorized strength, population, property assessment and calls for service.

**l. Costs allocated to each participant**

	<b>2012</b>
Victoria/Esquimalt	54,744
Saanich	34,274
Oak Bay	5,236
Central Saanich	5,236
West Shore	11,306
Sidney	3,213
North Saanich	2,499
Sooke	2,499
<b>Total Allocated</b>	<b>\$119,008</b>

**m. Staff resources**

- 1 full time member

**n. Activity statistics for 2012**

- In 2012 the member worked on approximately 76 files.

**o. Other comments**

- The MYST officer delivers presentations to youth on sexual exploitation and drug awareness, works with and supports youth who are at-risk, and those being exploited, targets criminal investigations on pimps, johns and recruiters and works closely with youth organizations and groups throughout the community, such as Youth Empowerment Society, Youth Probation, Youth Core and Children of the Street Society.
- MYST was originally supported in part by funding from the province and federal government but now is supported only by the participating police agencies.

**Crisis Negotiation Team**

- a. **Team / Unit Name and Acronym:** Crisis Negotiation Team (CNT)
- b. **Team start date:** June 2004 (MOU date) but Saanich PD reports that CNT has operated in conjunction with the GVERT since its inception in 1977.
- c. **Purpose:** The establishing MOU covers four services that “may be more effectively delivered through a cooperative and integrated approach”. The other services are: Crowd Management, Dive Team and Emergency Response.
- d. **MOU term:** Part of MOU called “CRD Integration of Specialised Police Services”. Open ended; parties can withdraw by giving 12 months’ notice to the other parties; parties can agree to cancel the MOU.
- e. **Reporting period:** Calendar year. As of 2014 reporting period will be July 1 - June 30.
- f. **Participants:** Independent police forces: Victoria/Esquimalt PD, Saanich PD, Central Saanich PS and Oak Bay PD.
- g. **Governance structure set out in MOU**
  - Chief Constables approve budgets, OICs, extraordinary expenditures, amendments to the funding formula and policies and procedures.
  - Operations Management Team consisting of Deputy Chief Constables or delegates. The Team is responsible for overseeing operations of the four services and specifically for: overseeing the OICs; budget monitoring; recommending operating and capital budgets; delivery of service according to policies and procedures; and, program evaluation and audits.
  - Day to day direction given by the Officer in Charge of each service.
  - As with other CRD integrated teams and units, CNT reports administratively to the Greater Victoria Integrated Police Joint Management Team (JMT) established for CRD integrated units in early 2013. The JMT is overseen by the Area Chiefs of Police Committee. The JMT is comprised of Deputy Chiefs for the independent police departments and RCMP Detachment Commanders but only agencies participating in the CNT participate in discussions or votes pertaining to the CNT (i.e. the RCMP not participate in CNT matters at JMT meetings).
- h. **Total budget:** \$15,460 (2012). The budget includes the “capacity building and sustaining” costs. Call-out costs are not included in the budget.

**i. Budget breakdown**

	<b>2012 Budget</b>
Supplies	5,000
Training	5,000
Equipment	5,460
<b>Total</b>	<b>\$15,460</b>

Source: Report to Deputy Chiefs

**j. Resource contributions provided by participants**

- No in kind contributions are discussed in the MOU.

**k. Cost sharing formula and allocation basis**

- Until 2014, budget costs were allocated on the basis of a fixed formula. The fixed formula was derived from of average of three factors: assessment, population; and strength.

<b>Police Agency</b>	<b>Percentage</b>
Oak Bay	7.3%
Central Saanich	6.3%
Saanich	39.7%
Victoria/Esquimalt	46.7%
<b>Total</b>	<b>100%</b>

- Call-out costs (recoverable costs) are charged to the Local Authority requesting the call out. Call-out cost include: directly attributable overtime, on-duty hourly salary excluding benefits and off duty training costs.
- As of 2014, a new funding formula will allocate all team costs among participants based on their share of four equally weighted factors: authorized strength, population, property assessment and calls for service.

**l. Costs allocated to each participant in 2012**

	<b>2012 Allocation</b>
Central Saanich	974
Oak Bay	1,129
Saanich	6,138
Victoria/Esquimalt	7,220
<b>Total</b>	<b>\$15,460</b>

- m. Staff resources:** 9 trained members available for deployment as needed.
- n. Activity Statistics for 2012:** 35 operations in 2012
- o. Other Comments**
  - The MOU refers to a formal evaluation of the efficiency and effectiveness of the Integrated Specialised Services in the first year of operation and subsequent period evaluations after that.

**Greater Victoria Emergency Response Team**

- a. **Team / Unit Name and Acronym:** Greater Victoria Emergency Response Team (GVERT)
- b. **Team start date:** 1977 (Saanich Web site); June 2004 (MOU date) but Saanich PD reports that the GVERT began in 1977 under an Area Chiefs Agreement.
- c. **Purpose:** The establishing MOU covers four services that “may be more effectively delivered through a cooperative and integrated approach”. The other services are: Crowd Management, Crisis Negotiation and Dive Team.
- d. **MOU term:** Part of MOU called “CRD Integration of Specialised Police Services”. Open ended; parties can withdraw by giving 12 months’ notice to the other parties; parties can agree to cancel the MOU.
- e. **Reporting period:** Calendar year. As of 2014 reporting period will be July 1 - June 30.
- f. **Participants:** Independent police forces: Victoria/Esquimalt PD, Saanich PD, Central Saanich PD and Oak Bay PD.
- g. **Governance structure set out in MOU:**
  - Governance structure applies to all four team not just GVERT
  - Chief Constables approve budgets, OICs, extraordinary expenditures, amendments to the funding formula and policies and procedures.
  - Operations Management Team consisting of Deputy Chief Constables or delegates. The Team is responsible for overseeing operations of the four services and specifically for: overseeing the OICs; budget monitoring; recommending operating and capital budgets; delivery of service according to policies and procedures; and, program evaluation and audits.
  - Day to day direction given by the Officer in Charge of each service.
  - As with other CRD integrated teams and units, GVERT reports administratively to the Greater Victoria Integrated Police Joint Management Team (JMT) established for CRD integrated units in early 2013. The JMT is overseen by the Area Chiefs of Police Committee. The JMT is comprised of Deputy Chiefs for the independents and RCMP Detachment Commanders but only agencies participating in the GVERT participate in discussions or votes pertaining to the GVERT (i.e. the RCMP not participate in GVERT matters at JMT meetings).
- h. **Total budget:** \$381,611 (2012) - The budget includes capacity building and sustaining costs and is primarily salaries associated with the team leader, training and equipment. Call-out costs are not included in the budget.

**i. Budget breakdown**

	<b>2012 Budget</b>
Team Leader Position	124,294
Training	113,317
Supplies	41,000
Communications	32,400
Other Training	23,000
Insurance	3,000
Vehicle Maintenance & Gasoline	6,000
Weapons Maintenance	1,000
Uniforms	3,000
Range Fees	3,600
Equipment	5,000
Miscellaneous	1,000
Equipment Replacement Fund	25,000
<b>Total</b>	<b>\$381,611</b>

Source: Report to Deputy Chiefs

**j. Resource contributions provided by participants**

- No in kind contributions are discussed in the MOU.

**k. Cost sharing formula and allocation basis**

- Until 2014, budget costs were allocated on the basis of a fixed formula. The fixed formula was derived from of average of three factors: assessment, population; and strength.

<b>Police Agency</b>	<b>Percentage</b>
Oak Bay	7.3%
Central Saanich	6.3%
Saanich	39.7%
Victoria/Esquimalt	46.7%
<b>Total</b>	<b>100%</b>

- Call-out costs (recoverable costs) are charged to the Local Authority requesting the call out. Call-out cost include: directly attributable overtime, on-duty hourly salary excluding benefits and off duty training costs.

Greater Victoria Emergency Response Team

- As of 2014, a new funding formula will allocate all team costs among participants based on their share of four equally weighted factors: authorized strength, population, property assessment and calls for service.

**I. Costs allocated to each participant in 2012**

	<b>2012 Allocation</b>
Central Saanich	24,041
Oak Bay	27,858
Saanich	151,500
Victoria/Esquimalt	178,212
<b>Total</b>	<b>\$381,611</b>

**m. Staff resources:** 14 police members available for deployment

**n. Activity Statistics for 2102:** Responded to 57 calls in 2011/12.

**o. Other Comments**

- MOU refers to a formal evaluation of the efficiency and effectiveness of the Integrated Specialised Services in the first year of operation and subsequent period evaluations after that.



**Greater Victoria Integrated Dive Team**

- a. **Team / Unit Name and Acronym:** Greater Victoria Integrated Police Dive Team (Dive Team)
- b. **Team start date:** June 2004 (MOU date).
- c. **Purpose:** The establishing MOU covers four services that “may be more effectively delivered through a cooperative and integrated approach”. The other services are: Crowd Management, Crisis Negotiation and Emergency Response.
- d. **MOU term:** Part of MOU called “CRD Integration of Specialised Police Services”. Open ended; parties can withdraw by giving 12 months’ notice to the other parties; parties can agree to cancel the MOU.
- e. **Reporting period:** Calendar year. As of 2014 reporting period will be July 1 - June 30.
- f. **Participants:** Independent police forces: Victoria/Esquimalt PD, Saanich PD, Central Saanich PS and Oak Bay PD.
- g. **Governance structure set out in MOU**
  - Governance structure applies to all four team not just the Dive Team
  - Chief Constables approve budgets, OICs, extraordinary expenditures, amendments to the funding formula and policies and procedures.
  - Operations Management Team consisting of Deputy Chief Constables or delegates. The Team is responsible for overseeing operations of the four services and specifically for: overseeing the OICs; budget monitoring; recommending operating and capital budgets; delivery of service according to policies and procedures; and, program evaluation and audits.
  - Day to day direction given by the Officer in Charge of each service.
  - As with other CRD integrated teams and units, CNT reports administratively to the Greater Victoria Integrated Police Joint Management Team (JMT) established for CRD integrated units in early 2013. The JMT is overseen by the Area Chiefs of Police Committee. The JMT is comprised of Deputy Chiefs for the independents and RCMP Detachment Commanders but only agencies participating in the Dive Team participate in discussions or votes pertaining to the Dive Team (i.e. the RCMP not participate in Dive Team matters at JMT meetings).
- h. **Total budget:** \$76,542 (2012) - The budget includes the capacity building and sustaining costs and is primarily salaries associated with training days (12 days), certification and equipment. Call-out costs are not included in the budget.

**i. Budget breakdown**

	<b>2012 Budget</b>
Training days (12 training days)	36,792
Acting Pay	1,132
International Police Diver Symposium	3,313
Certification and Training	6,020
Equipment	3,827
Maintenance and gasoline	2,761
Cell Phone	707
Miscellaneous Supplies	1,104
Equipment Replacement Fund	18,151
Vehicle Operating Expenses	2,734
<b>Total</b>	<b>\$76,542</b>

Source: Report to Deputy Chiefs

**j. Resource contributions provided by participants**

- No in kind contributions are discussed in the MOU.

**k. Cost sharing formula and allocation basis**

- Until 2014 budget costs were allocated on the basis of a fixed formula. The fixed formula was derived from of average of three factors: assessment, population; and strength.

<b>Police Agency</b>	<b>Percentage</b>
Oak Bay	7.3%
Central Saanich	6.3%
Saanich	39.7%
Victoria/Esquimalt	46.7%
<b>Total</b>	<b>100%</b>

- Call-out costs (recoverable costs) are charged to the Local Authority requesting the call out. Call-out cost include: directly attributable overtime, on-duty hourly salary excluding benefits and off duty training costs.
- As of 2014, a new funding formula will allocate all team costs among participants based on their share of four equally weighted factors: authorized strength, population, property assessment and calls for service.

**I. Costs allocated to each participant in 2012**

	<b>2012 Allocation</b>
Central Saanich	4,822
Oak Bay	5,588
Saanich	30,387
Victoria/Esquimalt	35,745
<b>Total</b>	<b>\$76,542</b>

**m. Staff resources:** 6 police members (Victoria/Esquimalt and Saanich)

**n. Activity Statistics for 2012:** Two operational dives recorded in the 2012 annual report.

**o. Other Comments**

- The Dive Team will be disbanded at the end of 2014. Saanich Police Department will take on this service and make it available to other police agencies on a contract basis.

**Crowd Management Unit**

- a. **Team / Unit Name and Acronym:** Crowd Management Unit (CMU)
- b. **Team start date:** June 2004 (MOU date)
- c. **Purpose:** The establishing MOU covers four services that “may be more effectively delivered through a cooperative and integrated approach”. The other services are: Dive Team, Crisis Negotiation and Emergency Response.
- d. **MOU term:** Part of MOU called “CRD Integration of Specialised Police Services”. Open ended; parties can withdraw by giving 12 months’ notice to the other parties; parties can agree to cancel.
- e. **Reporting period:** Calendar year. As of 2014 reporting period will be July 1 - June 30.
- f. **Participants:** Independent police forces: Victoria/Esquimalt PD, Saanich PD, Central Saanich PD and Oak Bay PD.
- g. **Governance structure set out in MOU**
  - Chief Constables approve budgets, OICs, extraordinary expenditures, amendments to the funding formula and policies and procedures.
  - Operations Management Team consisting of Deputy Chief Constables or delegates. The Team is responsible for overseeing operations of the four services and specifically for: overseeing the OICs; budget monitoring; recommending operating and capital budgets; delivery of service according to policies and procedures; and, program evaluation and audits.
  - Day to day direction given by the Officer in Charge of each service.
  - As with other CRD integrated teams and units, CMU reports administratively to the Greater Victoria Integrated Police Joint Management Team (JMT) established for CRD integrated units in early 2013. The JMT is overseen by the Area Chiefs of Police Committee. The JMT is comprised of Deputy Chiefs for the independents and RCMP Detachment Commanders but only agencies participating in the CMU participate in discussions or votes pertaining to the CMU(i.e. the RCMP not participate in CMU matters at JMT meetings).
- h. **Total budget:** \$29,000 (2012) - The budget includes the capacity building and sustaining costs and is primarily salaries associated with training and equipment. Call-out costs are not included in the budget. The budget is net of a recovery of \$30,000 from the legislative precinct.

**i. Budget breakdown**

	<b>2012 Budget</b>
Munitions	14,700
Three Sets of Personal Equipment	7,500
Weapons Maintenance and purchase	1,000
Hydration/Nutrition supplies	4,400
Vehicle Rentals	2,000
Communications equipment	2,800
Personnel costs relating to Training	21,600
Training	5,000
Recovery from the Legislative Precinct	(30,000)
<b>Total</b>	<b>\$29,000</b>

Source: Report to Deputy Chiefs

**j. Resource contributions provided by participants**

- No in kind contributions are discussed in the MOU.

**k. Cost sharing formula and allocation basis**

- Until 2014 budget costs were allocated on the basis of a fixed formula. The fixed formula was derived from of average of three factors: assessment, population and strength.

<b>Police Agency</b>	<b>Percentage</b>
Oak Bay	7.3%
Central Saanich	6.3%
Saanich	39.7%
Victoria/Esquimalt	46.7%
<b>Total</b>	<b>100%</b>

- Call-out costs (recoverable costs) are charged to the Local Authority requesting the call out. Call-out cost include: directly attributable overtime, on-duty hourly salary excluding benefits and off duty training costs.
- As of 2014, a new funding formula will allocate costs among participants. This formula allocates team costs to participants for their share of four equally weighted factors: authorized strength, population, property assessment and calls for service.

**I. Costs allocated to each participant in 2012**

	<b>2012 Allocation</b>
Central Saanich	1,827
Oak Bay	2,117
Saanich	11,513
Victoria/Esquimalt	13,543
<b>Total</b>	<b>\$29,000</b>

**m. Staff resources:** 60 police members (Victoria/Esquimalt, Saanich and Central Saanich) available for deployment as needed.

**n. Key Activity Statistics for 2012:** 7 deployments recorded in the annual report (including 3 cell extractions) in 2012.

**o. Other Comments**

- MOU refers to a formal evaluation of the efficiency and effectiveness of the Integrated Specialised Services in the first year of operation and subsequent period evaluations after that.







**From:** Perri, Stacey JAG:EX [<mailto:Stacey.Perri@gov.bc.ca>]  
**Sent:** March-13-16 11:16 AM  
**Subject:** BCAPB 2016 Conference & AGM - Sponsorship Request

*Sending on behalf of Bill Reid*

Mayor Nils Jensen  
Chair, Oak Bay Police Board  
Via email

Dear Mayor Jensen:

**Re: Sponsorship Request – 2016 BCAPB Annual General Meeting and Conference**

The BC Association of Police Boards would like to invite you to sponsor one or more of the events associated with the “Ages and Stages” conference to be held in Nelson from May 26 to 28, 2016. Ages and Stages affect all aspects of policing: the people we serve who may be at any age and stage of their lives; the staff we employ from the rookie officer to the seasoned veteran; the ‘new’ Board member to the experienced Board member; the legislation governing policing which may be at an inception stage, review stage or implementation stage. There will be opportunities to interact in joint dialogue and information sharing sessions.

The opportunities for sponsorship range from a coffee break at \$450 each, through a breakfast at \$525, lunch at \$675, welcoming reception at \$675 and the plenary dinner at \$850.

In every case sponsors will be acknowledged in the conference program and by display cards at the actual event. However, if you prefer to make a generic contribution in any amount we will be pleased to allocate your funding according to need, again with acknowledgement.

If your board is able to assist in this manner, cheques should be made payable to the BC Association of Police Boards and forwarded to  
Stacey Perri, BCAPB, PO Box 9285 Stn Prov Gov’t, Victoria BC V8W 9J7.

Sincerely,

Bill Reid  
President, BCAPB



DRAFT #2

# OAK BAY POLICE BOARD MANUAL

Date: \_\_\_\_\_



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## MISSION STATEMENT

The Oak Bay Police Board strives through good governance practices to maintain the safety and security of the Municipality of Oak Bay by ensuring that police services are delivered professionally, ethically and in partnership with the community.

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**PART 1****LEGISLATION, BOARD MANDATE AND GOVERNANCE****Legislative Authority**

The Oak Bay Police Board is established as an independent and autonomous authority pursuant to the *Police Act*, RSBC 1998, c.367.

Part 5, s.23 through to s.29 of the *Police Act* establishes the mandate of a municipal police board as follows:

**Police Act****Part 5 - Municipal Police Board****s.23 Municipal police board**

- (1) Subject to the minister's approval, the council of a municipality required to provide policing and law enforcement under section 15 may provide policing and law enforcement by means of a municipal police department governed by a municipal police board consisting of
  - a. the mayor of the council,
  - b. one person appointed by the council, and
  - c. not more than 7 persons appointed, after consultation with the director, by the Lieutenant Governor in Council.
- (2) Subject to the approval of the minister, the councils of 2 or more municipalities may enter into an agreement to establish a joint municipal police board under subsection (1).
- (3) An agreement under subsection (2) must contain terms respecting the establishment of the municipal police board, membership on the municipal police board and division of expenditures.

**s.24 Membership of municipal police board**

- (1) A person who is a councillor or is ineligible to be elected as a councillor must not be appointed to a municipal police board.
- (2) A person appointed to a municipal police board under s.23
  - a. holds office for a term, not longer than 4 years, that the Lieutenant Governor in Council determines, and,
  - b. may be reappointed, subject to subsection (3).

- (3) A person is not eligible to hold office as an appointed member of a municipal police board for a period greater than 6 consecutive years.

#### **s.25 Chair of municipal police board**

- (1) The mayor of a council referred to in section 23 is the chair of the municipal police board.
- (2) If the mayor is absent or unable to act, the municipal police board members present at a meeting of the municipal police board must elect from among themselves a chair to preside at the meeting.
- (3) In case of a tie vote at a meeting of a municipal police board, the chair may cast the deciding vote.

#### **s.26 Board to establish municipal police department**

- (1) A municipal police board must establish a municipal police department and appoint a chief constable and other constables and employees the municipal police board considers necessary to provide policing and law enforcement in the municipality.
  - a. If a municipality has entered into an agreement referred to in section 66.2 (1.1)(b) with a treaty first nation, or an agreement referred to in section 66.2 (1.11)(b) with the Nisga'a Nation, for the duration of the agreement, the reference in subsection (1) of this section to "municipality" must be read as including the treaty lands of the treaty first nation or Nisga'a Lands, as applicable.
- (2) The duties and functions of a municipal police department are, under the direction of the municipal police board, to
  - a. enforce, in the municipality, municipal bylaws, the criminal law and the laws of British Columbia,
  - b. generally maintain law and order in the municipality, and
  - c. prevent crime.
- (3) Subject to a collective agreement as defined in the *Labour Relations Code*, the chief constable and every constable and employee of a municipal police department must be
  - a. employees of the municipal police board,
  - b. (b) provided with the accommodation, equipment and supplies the municipal police board considers necessary for his or her duties and functions, and
  - c. paid the remuneration the municipal police board determines.



- (4) In consultation with the chief constable, the municipal police board must determine the priorities, goals and objectives of the municipal police department. The chief constable must report to the municipal police board each year on the implementation of programs and strategies to achieve the priorities, goals and objectives.

#### **s. 27 Estimates and expenditures**

- (1) On or before November 30 in each year, a municipal police board must prepare and submit to the council for its approval a provisional budget for the following year to provide policing and law enforcement in the municipality.
  - a. If a municipality has entered into an agreement referred to in section 66.2 (1.1)(b) with a treaty first nation, or an agreement referred to in section 66.2(1.11)(b) with the Nisga'a Nation, for the duration of the agreement, the reference in subsection (1) of this section to "municipality" must be read as including the treaty lands of the treaty first nation or Nisga'a Lands, as applicable.
  - b. If a municipality is a specialized service provider, the reference in subsection (1) to "municipality" must be read as including areas within the specialized service area that are outside the municipality.
- (2) Any changes to the provisional budget under subsection (1) must be submitted to council on or before March 1 of the year to which the provisional budget relates.
- (3) If a council does not approve an item in the budget, the director, on application by the council or the municipal police board, must
  - a. determine whether the item or amount should be included in the budget, and
  - b. report the director's findings to the municipal police board, the council and the minister.
- (4) Subject to subsection (3), a council must include in its budget the costs in the provisional budget prepared by the municipal police board.
- (5) On certification by the municipal police board members that expenditure is within the budget prepared by the municipal police board, the council must pay the amount of the expenditure.
- (6) Unless the council otherwise approves, a municipal police board must not make an expenditure, or enter an agreement to make an expenditure, that is not specified in the board's budget and

approved by the council.

**s.28 Rules**

- (1) A municipal police board must make rules consistent with this Act and the regulations respecting the following:
  - (a) the standards, guidelines and policies for the administration of the municipal police department;
  - (b) the prevention of neglect and abuse by its municipal constables;
  - (c) the efficient discharge of duties and functions by the municipal police department and the municipal constables.
- (2) A rule under subsection (1) is enforceable against any person only after it is filed with the director.

**s. 29 Studies by municipal police board**

- (1) A municipal police board may study, investigate and prepare a report on matters concerning policing, law enforcement and crime prevention in its municipality.
- (2) A municipal police board must submit its report of a study under subsection (1),
  - a. on request, to the director,
  - b. if the report suggests a breach of discipline by any of its municipal constables, special municipal constables or bylaw enforcement officers, to the chief constable, and
  - c. if the report suggests criminal liability of any of its municipal constables, special municipal constables or bylaw enforcement officers, to the minister.

### **Governance and Oversight**

Under the legislated mandate, the Oak Bay Police Board must perform governance and oversight functions. Governance will provide the general direction for the department and be achieved through the establishment of a policy framework for the Board. Board monitoring practices will provide the oversight required to ensure that the legislated functions for the police department are carried out by the organization. If effective governance and oversight policies and practices are well established, implemented and routinely updated, the result will be an organization that constantly achieves peak performance and is accountable to the public it serves.

### **Independence and Jurisdiction Policy of Police Board**

It is the position of the Oak Bay Police Board that there is judicial authority to support the proposition that the legislative intent behind the creation of a Police Board is to ensure that the Police Department remains a separate and independent body from the municipality. The Police Board has a unique relationship with the Municipal Council and it exists, in part, to insulate the Police Department from the political decision making process. The Police Board is responsible for ensuring that the police provide effective and efficient services. The Municipal Council provides the Police Department with an annual budget to achieve these objectives.

The work of the Police Department necessitates confidentiality and adherence to security protocols and, to that end, the Police Board has adopted regulations and procedures to closely restrict access to, and disclosure of, information under the authority of the Police Department. The Police Board's independent status is achieved by ensuring accountability for the management of the Police Department and its employees.

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

### **Composition of Board, Selection and Appointments**

The *Police Act*, Part 5, s.24, requires that the Board consist of the Mayor, who is designated as Chair, one person appointed by the Municipal Council, and not more than seven persons appointed by the Lieutenant Governor in Council.

All members of the Oak Bay Police Board are appointed and their terms

OBPB Manual

of office set by the order of the Lieutenant Governor in Council based on recommendations put forward by the Attorney General and Minister of Justice, after consultation with the Director of the Police Services Division. The Police Services Division indicated that Board members are chosen to reflect the demographics of the community, and to bring appropriate qualifications and demonstrated ability to act in the best interest of the community.

For the single municipal appointee, the municipality is expected to solicit and receive names of interested and suitable individuals and submit the name of the candidate selected by Municipal Council to the Police Services Division. As with the Provincial appointees, the Province will review the application, conduct an interview, carry out a reference check, complete a personal profile, and complete a criminal record check. The selected and qualified candidate from the municipality is then forwarded to the Attorney General and appointed by Cabinet.

Police Services Division has established a Board Member selection and reappointment process. The appointments are governed by the overriding principle of selection based on merit. This is an objective assessment of the fit between the skills and qualifications of the prospective candidate and the needs of the Board.

Prospective Board Members are to meet the following qualifications:

- Residence in the municipality served by the Board
- Willingness to submit to a criminal record review and personal interview
- Knowledge about, and interest in, the community
- Ability to understand the complexities of policing
- Commitment to protecting fairness, avoiding of conflict of interest and maintaining neutrality and objectivity
- Willingness, ability and availability to meet time commitments related to board duties
- Ability to work with a variety of situations, groups and people
- Ability to deal with difficult and complex interpersonal situations
- Willingness to contribute to consensual solutions.

Notwithstanding the above, Board members are appointed through an order-in-council for a not to exceed six consecutive years. Appointments are staggered in order to have some continuity from year to year.

**Oath of Office**

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

The oath or affirmation as specified in the Police Oath/Solemn Affirmation Regulation shall be made before the Chair of the Oak Bay Police Board, or alternatively, before a Commissioner for taking affidavits for British Columbia. A copy of the signed oath/affirmation shall be filed with the Ministry of Justice and Attorney General, as designated in s.1 of the Regulation.

**PART 2****OAK BAY POLICE BOARD POLICIES****#1 Role of Board Members**

A Member has a fundamental responsibility to assist the Board in making effective and informed decisions that promote the achievement of the mission of the Police Department.

A Member has a responsibility to become informed of the substantive issues impacting upon the Police Department and the community, and to participate in Board activities that will enhance and expand the knowledge required to be an effective Board Member.

A Member, as representative of the community and primarily representing the interests of the public, shall seek to foster a strong and positive relationship between the Police Department and the community.

A Member has no direct authority over members of the Police Department. All authority of the Board flows through the approved resolutions of the Board and is contained within approved Minutes of the Board.

A Member must be a full partner with the Chair and work with the other Members so that the Board functions as a unit. This does not mean that consensus needs to be reached on every issue. It should mean that there has been full debate and Members accept the decision of the majority.

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

## #2 Code of Conduct of Board Members

### Guidelines for Conduct

The effective governance of British Columbia's municipal boards is contingent on the board members fulfilling their roles and responsibilities with the highest standards of conduct. The following outlines the expectations of members of Boards:

*Duty of Integrity:* To act in good faith and with honesty and due diligence.

*Duty of Loyalty:* To give one's loyalty to the department when acting on behalf of the board.

*Duty of Care:* To act in a prudent and diligent manner, keeping informed as to the policies, business and affairs of the department.

*Duty of Skill:* To use one's level of knowledge and expertise effectively in dealing with the affairs of the department.

### *Please Note:*

*Police Services has asked the BCAPB to develop a standard Code of conduct or Police Boards which when completed may be adopted and inserted in this section*

### #3 Conflict of Interest Guideline

Members are expected to perform duties conscientiously and in a manner that will not put their personal interests in conflict with the best interests of the Oak Bay Police Board and Police Department. A conflict of interest arises when a Member's private interests supersede or compete with the Member's dedication to the interests of the organization. This could arise from real, potential, or apparent conflict of interest:

- i) A "real" conflict of interest occurs when a Member exercises an official power or performs an official duty or function and, at the same time, knows that in the performance of that duty or function or in the exercise of power, there is the opportunity to further a private interest.
- ii) A "potential" conflict of interest occurs when there exists some private interest that could influence the performance of a Member's duty or function or in the exercise of power, provided that he/she has not yet exercised that duty or function.
- iii) An "apparent" conflict of interest exists when there is a reasonable apprehension that a reasonably well-informed person could properly believe, that a real conflict of interest exists on the part of the Member.

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

Upon declaration of a conflict, the person recording the events of the meeting should duly note the declaration. The Member must absent themselves from the proceedings during discussion or voting on that particular matter, contract or arrangement.

Board Members concerned that another Member may have a conflict of interest must bring the matter to the attention of the Chair as soon as is practicable. In the case of a "conflict of interest" involving the Chair, the matter is to be brought to the attention of the Board Members. Conflicts brought to the attention of the Chair or the Board must be resolved in a manner that preserves and enhances public confidence and trust in the objectivity and impartiality of the Board.



#### #4 Confidentiality

Notwithstanding the need for Members to make informed decisions on issues before the Board by obtaining input from internal and external sources, Members are to ensure that information that is normally considered confidential (i.e. financial, legal and personnel issues) is not disclosed to any outside person unless authorized.

Municipal police departments and municipal police boards in British Columbia are subject to the *Freedom of Information and Protection of Privacy Act*. Members must avoid disclosing any verbal or written material that is meant to be confidential concerning the Department, its officers, staff members or clients.

Members must not disclose or use confidential information gained by virtue of their association with the Department for personal gain, or to benefit friends, relatives or associates.

#### #5 Role of the Chair

Under s.25 of the *Police Act*, the Chair of the Municipal Police Board is also the Mayor of the Municipality. Given the leadership role of the Chair, the Chair shall recognize that the two roles are distinct, and shall be aware of which role he/she is undertaking and whose interests he/she is representing at any given time. It is recognized that this dual role brings an inherent conflict of interest with respect to the budget. The Chair shall ensure the integrity of the Board's independence from political interference.

The Chair's primary role is to preserve the integrity of the Board's process and, secondarily, to represent the Board to outside parties. The Chair shall ensure that the Board operates consistently with its own policies, operating effectively, and meets its obligations and responsibilities. The Chair ensures that meeting discussion content will only be those issues which, according to Board policy, clearly belong to the Board. Deliberations will be fair, open, and thorough, but also efficient, timely, orderly, and kept to the point. The Chair ensures that the mission of the Police Department is reflected in all discussions.

The Chair is the only Board Member authorized to speak for the Board (beyond simply reporting Board decisions), other than in specific instances, as authorized. The Chair shall consult with the Chief prior to speaking on operational issues.

The authority of the Chair consists of making decisions that adhere to Board policies. The Chair is authorized to use any reasonable interpretation of the provisions in these policies. The Chair may delegate this authority but remains accountable for its use.

The Chair shall chair the Board meetings in accordance with Robert's Rules of Order, current version.

While it is recognized that the Chair and the Chief need a good working relationship and ongoing dialogue, the Chair cannot independently supervise or direct the Chief. Only the Board as a whole has that authority.

The Chair has a responsibility to maintain a liaison and communication with all Members and Committee chairs, and to optimize the effectiveness of the Board and its committees.

The Mayor must fulfill the role of the Discipline Authority for complaints lodged against the Chief and Deputy Chief Constables in accordance with Part 9 of the *Police Act*.

The Chair of the Board presides over meetings of the Board. Should the Chair not be present, or vacates the chair temporarily or permanently, the Board shall elect an acting Chair.

The duties of the Chair with respect to the Board meetings shall include:

- (1) calling the meeting to order;
- (2) announcing items of business;

- (3) deciding, subject to appeal, all questions of order and procedure; and
- (4) preserving order and decorum.

## #6 Quorum

A majority of Members of the Board holding office constitutes a quorum. A meeting of the Board, where notice has been given, and at which a quorum is present, is competent to exercise all or any of the authorities, powers and discretion vested in or exercisable by the Board generally.

The Chair shall call the meeting to order after the hour fixed for the meeting, once a quorum is present.

At the Chair's direction, but no sooner than one-half (1/2) hour after the fixed time for the meeting, should no quorum be present, the Board Secretary will call the roll and record the names of the Members present and the meeting shall be adjourned.

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

Whenever there is a matter of urgency which requires the immediate attention of the Board, the Chair may, via telephone conference and E-mail polling, video conferencing or Internet, solicit a motion from the Members dealing with the matter. The motion shall be valid and in effect if passed by a majority of the Board. It shall be recorded either in the Minutes of the next open or in-camera meeting of the Board as directed by the Chair.

## #7 Meeting Procedural Rules

The Board shall adhere to the following meeting procedural rules:

- (1) Pursuant to s. 25(3) of the *Act*, in case of a tie vote at a meeting of the Board, the Chair may cast the deciding vote. Other than

- a tie vote, the Chair shall not vote.
- (2) Repealing, rescinding or altering any decision of the Board shall require a two-third (2/3) majority.
  - (3) Corrections of the Minutes require a majority vote of the Board.
  - (4) If a question of procedure should arise during the course of a meeting that is not specifically covered by these rules, it shall be determined by the Chair with reference to Robert's Rules of Order.
  - (5) A direction to the Chief Constable shall be authorized by resolution of the majority of the Members present.
  - (6) Actions to be pursued by the Board arising from the agenda shall be clearly identified at the meeting.

## #8 Regular and In-Camera Meetings

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

Pursuant to s.69(2) of the *Police Act*, the Board may hold meetings in absence of the public (in-Camera), if the subject matter being considered concerns:

- (1) A matter concerning public security, the disclosure of which could be reasonably expected to seriously impair effective policing or law enforcement.
- (2) A matter concerning a person's financial or personal affairs, if the person's interest in the matter outweighs the public interest in the matter.
- (3) A matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter.
- (4) A matter concerning information that a person has requested that he or she is allowed to provide in private to the Board.

No person other than Board Members, the Board Secretary, Chief Constable Deputy Chief and other persons invited by the Board for specific agenda items shall attend In-Camera meetings. Persons shall leave the meetings if requested to do so by the Chair.

Attendance at the CLOSED In-Camera meetings of the Board is at the sole discretion of the Board.

Any and all information obtained at an In-Camera meeting shall be treated as confidential by any and all persons in attendance.

### **#9 Notice of Meetings**

Notice of Regular or In-Camera meetings of the board shall be given at least five (5) calendar days prior to the meeting, accompanied by the proposed agenda and any supporting materials.

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

8

### **#10 Special Meetings**

The Chair, or authorized Board delegate may, at any time, call a special meeting of the Police Board and the Board Secretary may call a special meeting whenever requested by a majority of the Members of the Board.

Written notice of a special meeting shall be given to each Member of the Board at least 24 hours prior to the meeting, setting out the time and place of the meeting and the matters to be considered. The notice may be made by personal service, email, text message or by leaving a copy at the Member's recorded address as submitted by the Member.

A special meeting of the Board may be called by verbal notice provided that at least two-thirds (2/3) of the Board consent to the time, the place and the matter to be considered and that the decision to call the meeting is later ratified by the Board

Notice of a special meeting shall state the business to be considered and no business other than that stated shall be considered, except if all Members of the Board are present.

### **#11 Board Committees**

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

### **#12 Annual Board Planning Cycle**

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

By November 1 of each year, the Board shall determine, in consultation with the Chief, the process to be followed for the next year in order for the Board to meet its obligations under s. 16(4) of the *Police Act*.

### **#13 Board Member Orientation**

It is imperative that all Board members receive orientation regarding their roles and responsibilities as Police Board Members. The Board Secretary shall arrange for swearing in and provide an initial orientation session as soon as is practicable after appointments.

Upon appointment, the Chief Constable shall contact the appointee and arrange a time for the Mayor and Chief Constable to meet the new appointee at the Police Department, provide a tour of the building and provide them with an electronic copy of the "Police Board Orientation Information".

Orientation continues over several months and the Board Secretary can assist a Member in making the necessary arrangements.

**Note: See “Appendix A” for the Board Orientation Checklist.**

#### **#14 Travel and Training**

Members are encouraged to participate in training sessions and conferences of the BC Association of Police Boards and Canadian Association of Police Governance, and to take advantage of other training opportunities that will increase their knowledge and capabilities as a Board Member.

Board Members are eligible to be reimbursed for expenses incurred while on Board business travel or attendance at training sessions outside the area of the Capital Regional District. Any travel or attendance to training sessions requiring reimbursement will be authorized by Board resolution.

A Member’s expenses are reimbursed upon the submission of receipts and explanatory expense statements, and must be in accordance with the travel guidelines of the District of Oak Bay. A Board resolution is required in order to over-ride said travel policies.

The Oak Bay Police Board will reimburse the member appointed to the BCAPB Executive for travel to and from the quarterly regular meetings of the executive. Travel by the member on behalf of the BCAPB will be reimbursed by the Association.

#### **#15 Execution of Documents and Production**

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

## #16 Memberships

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

## #17 Board Assessment Process

### Board Evaluation

It is recommended that the board evaluate their performance both as individual members and as a whole. The evaluation will help to reinforce that board activities taking place are going well and draw attention to needed changes. Performance review of the board and its members should be based upon the board's planned actions and the subsequent results that have been achieved. It is recommended that performance reviews be conducted once a year.

The evaluation process should look at both the accomplishments and results of the goals and objectives and the process by which they were accomplished. What the board has accomplished should be stated in concrete, measurable terms. Evaluating how the goal was accomplished involves assessing the timelines and the resources used to accomplish the goal. It also involves assessing the information gathering techniques, problem-solving approaches and decision-making techniques used by the board in the process.

As part of the strategic planning for the Oak Bay Police Board a board assessment tool will be developed for use in the year 2017 and included in this manual and undertaken annually.



## #18 Agenda

As a general rule, the Board shall deal with matters in the order established by the order of business and as shown on the agenda. The Chair may, at his/her discretion, alter the order established to facilitate the business of the meeting.

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

- Resolution to endorse the Agenda.
  - A. Approval of Minutes
  - B. Delegations / Presentations
  - C. Priority Items
  - D. Reports
  - E. Consent Agenda
  - F. Correspondence
  - G. Information Items
  - H. Other Business
- Resolution to terminate

Prior to each meeting, the Board Secretary shall prepare a draft agenda of all business to be brought before the Board, decisions on the inclusion or exclusion of agenda items shall be made by the Chair of the Board or their designate, in consultation with the Chief Constable or their designate.

Wherever possible, Members shall give notice regarding a matter to be added to the agenda prior to the agenda review with the Chair.

Under "Other Business", a Member may introduce new business with the consent of the majority of the Members present at the meeting

Items placed on the Board agenda consist primarily of:

- Reports prepared by staff of the Police Department
- Correspondence directed to the Board
- Copies of correspondence received by the Board
- Delegations or presentations
- Items of Information
- Items requested or received by the Board.

The Board Secretary shall be responsible for the initial placement of all items on either the Regular or In-Camera agenda. The placement may be adjusted following review by the Chair and Chief Constable in the agenda development process.

The Chief shall suggest on which agenda the reports prepared by Police Department staff or Department presentations should be placed.

Upon convening of the Regular Meeting, a Member may request an item be moved from the Regular to the In-Camera Agenda. During an In-Camera meeting the Board can, by motion, move any item from the In-Camera Agenda to the Regular Agenda. Should there be no Regular Agenda for that meeting, the Board may move that one be created for the item, or that the item be placed on the Regular Meeting Agenda at the next meeting of the board.

During consideration of an In-Camera item by the Board, the Board may direct that the decision on that item, or the item in its entirety, be reported back to the Regular Meeting.

Notwithstanding the above, the Board or any member thereof may request an item to be placed on the agenda by forwarding the item to the Secretary one week prior to the meeting. The decision on the inclusion of the agenda item shall be decided by a majority vote of the Board

## #19 Delegations

Any person or persons (a delegation), not being a Member or employee of the Board wishing to address the Oak Bay Police Board shall make a written request to the Board Chairperson indicating the topic or issue upon which the delegation wishes to address the Board and the estimated length of time for the presentation.

All requests must be received by the Board ten (10) business days prior to the next Board meeting for the request to be considered at that meeting.

The Board Chairperson in consultation with the Chief Constable shall determine if the request is within the mandate and scope of the Police Board as described in the Police Act, and if so place the request on the next meeting agenda for the Board. The Board, by majority vote at the meeting or by poll if the matter is of an urgent nature, agree to hear the delegation at the next Board meeting.

The written submission by the delegation and a list of persons attending shall be filed with the Board Secretary for distribution with the meeting agenda.

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

No delegation at either a Regular Meeting or Special Meeting of the Board shall:

- (1) Speak disrespectfully of any person;
- (2) Use offensive words or un-parliamentary language;
- (3) Speak on any subject other than the subject for which they have received approval to address the Board; or
- (4) Disobey the rules of procedures or a decision of the Chair.

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

**Staff** presentations and delegations be limited to 15 minutes, which would be flexible depending on the nature of the presentation and amount of questions

## #20 Schedule and Location

Regular meetings of the Oak Bay Police Board will be held on the fourth Tuesday of each month, except for July and August, at the municipal hall.

Notice of meetings will be posted on the municipal website at least five (5) days prior to the meetings.

## #21 Attendance at Meetings

Board Members have a responsibility to attend meetings, participate in discussions and exercise voting rights. Should a Member be unable to attend a meeting, the Member is expected to advise the Board Secretary.

Should a Member be absent from three (3) consecutive meetings without reasonable cause, the Board may make recommendation to the Director of Police Services to revoke the appointment of the Board Member.

## #22 Minutes

All Minutes of the Board shall be retained by the Board Secretary in a designated archive storage facility. The minutes of the open portion of the regular meeting of the Board will be posted to the Police Department section of the municipal website.

The Minutes of the Oak Bay Police Board meetings shall contain a record of the formal actions undertaken at the meeting. The Minutes of the Regular, In-Camera and Special Meetings of the Board shall be distributed to the Members of the Board prior to the next meeting, at which time they are considered for approval.

**Any decision of the Board shall be upheld by resolution of the Board and recorded in the Minutes.**

The Board is required by s.71 of the *Police Act* to keep minutes of its meetings and hearings, and records of its inquiries. Further, in accordance with s.28(2) and s.69(3) of the *Police Act*, the Board shall file copies of its approved Minutes with the Police Services Division of the Ministry of Justice and Attorney General.

### **#23 Community and Media Notification and Information**

The public shall be notified of the time and place of the public Board meetings by the schedule posted on the municipal website ([www.oakbay.ca](http://www.oakbay.ca)) and by notification included on the monthly meeting agenda.

Wherever possible, two (2) days preceding the day upon which the meeting is to be held, the Regular (public) Meeting Agenda shall be posted on the municipal website ([www.oakbay.ca](http://www.oakbay.ca)). The complete Regular Meeting Agenda with supporting materials shall be available for pick-up and upon request, through the Board Secretary. Copies shall also be available at the Board meeting.

### **#24 Amendments to the Manual**

The Board is responsible for designating one board member annually at the January meeting to review the manual. Any amendments will be brought to the Board for approval. The Chief Constable may submit amendment request to the Board.

### **#25 Conduct Complaints**

The Board will not hear any delegation concerning a conduct complaint against members of the Oak Bay Police Department. The delegation will be referred to the appropriate oversight body which is usually the Office of the Police Complaints Commissioner.

## #26 Service or Policy Complaints

Under the Police Act, service or policy complaints are the responsibility of the Board, including complaints that arise at a discipline proceeding or public hearing.

The Board may do one or more of the following:

- request that the Chief Constable investigate and report to the Board,
- initiate a study,
- initiate an investigation,
- dismiss the complaint with reasons, and
- any other course of action the Board considers appropriate.

The Board must advise the Office of the Police Complaint Commissioner (OPCC) and the complainant of the results, including what course of action, if any, was taken and a summary of the results of any investigation or study.

Service or policy complaints are received by the Board through the OPCC.

## #27 Board Member Suspension

Any Suspension of a Board member shall be done in accordance with s.(110) of the *British Columbia Police Act*.

## #28 Board Governance Style and Commitment

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

- (1) always mindful of its civic trusteeship obligation to the public and accountability for the governance of the Police Department.
- (2) independent of Police Department administration and management, political affiliation and interest groups;
- (3) subject to the needs of confidentiality and security, open, transparent, and accessible to both the public and Police Department; and
- (4) responsive to the community.

Therefore, it is the policy of the Oak Bay Police Board that the Board shall govern collaboratively and in a way that emphasizes outward vision. It shall encourage strategic leadership rather than administrative detail and shall maintain a clear distinction between Board governance and the Chief Constable's role as Chief Executive Officer of the Police Department.

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

- (1) acknowledge the importance of goodwill between each other;
- (2) respect each other's roles, interests and accountabilities;
- (3) give each other the benefit of the doubt, accept honest mistakes and seek explanations before reacting;
- (4) recognize and respect each other's decision-making processes and lines of authority;
- (5) acknowledge that the Board's mandate is summarized as general oversight and setting of policing policy; and
- (6) recognize that the Chief Constable is responsible for daily policing and all operational matters as set out in the Police Act Part 7, s.34(1) and (2)

Communications between the Board and Chief shall:

- (1) promote common understanding
- (2) promote quick and effective resolution of issues, and
- (3) build stronger relationships.

Information shall be shared to the fullest extent possible and be undertaken in an atmosphere that promotes clarity, transparency, openness and trust.

The Board shall be responsible for excellence in governing. The Board itself shall be the initiator of policy, in addition to responding to policy initiatives from staff. The Board shall use the expertise of individual Board Members to enhance the performance of the Board as a body.

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

## **#29 Performance Management- Chief Constable**

As part of the strategic planning for the Oak Bay Police Board a Performance Management Policy will be developed for and in consultation with Chief Constable for implementation in 2016.



### **#30 Role of Chief Constable**

The Chief Constable shall operate under the direction of the Police Board and is responsible for the overall management and command of the Police Department on a day-to-day basis. The Chief Constable also shall perform other functions and duties assigned to him/her under the regulations or under any Act [Part 7, s.34(1), *Police Act*]. The Chief Constable is not a member of the Board.

The Chief Constable shall be responsible for the development of annual priorities, goals and objectives for the Department. The Chief Constable must ensure that Departmental programs and strategies are designed in accordance with the Board-approved strategic plan and are reported to the Board annually.

The Chief Constable shall ensure that the Board's vision and direction are implemented and shall bring high-level policy issues to the attention of the Board.

The Chief Constable shall be proactive in presenting emerging issues (policing and community) to the Board, either through formal presentations to the Board or more informal channels to the Board as a whole.

### **#31 Accountability of the Chief and Deputy Chief Constables**

The Board operates by delegating certain of its authorities to the Chief Constable and through him to the Management Team and by reserving certain powers to itself. These policies are prepared to assist the Board and the Chief Constable in clarifying responsibilities and ensuring effective communication between the Board and management.

The Chief Constable is the Board's link to the operational achievement and conduct of the Department. All authority and accountability of employees, as far as the Board is concerned, is considered the authority and accountability of the Chief Constable.

Accordingly:

- (1) The Board will never give instructions to persons who report directly or indirectly to the Chief Constable.

- (2) The Board will not evaluate, either formally or informally, any employee other than the Chief Constable.
- (3) The Board will view the Chief Constable's performance as identical to organizational performance, so that organizational accomplishment and compliance with Board Policies will be viewed as successful Chief Constable performance.
- (4) When the OPCC refers a BC *Police Act* matter to the board in relation to the Chief or a Deputy Chief, the board will conduct an investigation in accordance with the *Act*.
- (5) In the case of discharge of firearm by Chief Constable, he or she is required to notify the Chair of the Board and the Chair will investigate in accordance with the BC *Police Act* Use of Force Regulation.

### #32 Delegation to and Relations with the Chief Constable

The Chief Constable has command of the Police Department, subject to the policies and general supervision of the Police Board, and is accountable to the Board acting as a body.

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

Board authority is delegated through the Chief Constable, so that all authority and accountability of staff/members, insofar as the Board is concerned, is considered to be the authority and accountability of the Chief Constable.

Only decisions of the Board acting as a body are binding upon the Chief:

- (1) Decisions or instructions of individual Board Members or committees are not binding on the Chief Constable except in those instances when the Board has specifically authorized such exercise of authority.
- (2) In the case of Board Members requesting information or assistance without Board authorization, the Chief Constable will bring such requests to the Board if, in the Chief Constable's judgment, a material amount of staff time or funds are required.

The Chief Constable shall ensure that his/her actions and those of the Police Department will not compromise the independence of the Police Board.

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

### **#33 Role of Board Secretary**

The Board will appoint a Board Secretary to satisfy secretarial and administrative requirements.

The Board may retain other professional advice or services as necessary, including clerical support to assist the Board Secretary.

The Board Secretary assists the Board in administering and coordinating its business to ensure efficiency of operations.

Responsibilities include:

- (1) Serves as administrative link between the Board, the Chief Constable, and committees of the Board,
- (2) Manages and organizes the flow of information and documentation.
- (3) Organizes meetings, creates the agenda in consultation with the Board Chair and Chief (or delegate), and through clerical support, ensures minutes, correspondence reflects Board decisions, and acts in a similar capacity for committees.
- (4) Ensures that an accurate archived record is kept of all Board proceedings and correspondence, and provides procedural, historical and policy information to the Board as required.
- (5) Maintains schedule of monitoring and other reports to be received by the Board and ensures that all Board members are kept fully informed on any developments upon which they may have to act.
- (6) Liaises with municipal and provincial government officials and with staff from other police boards.

- (7) Liaises with Oak Bay Police staff for the purposes of communicating FOIPPA access requests and Service and Policy complaints and coordinates related correspondence;
- (8) Receives and coordinates Board travel and expense claims for submission to the Director of Financial Services of the municipality;
- (9) Coordinated registration, travel arrangements and related logistical requirements for Board member attendance at various Board related conferences, retreats and meetings.

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

The Board Secretary must disclose to the Board Chair any pecuniary interest or conflict of interest in any matter before or likely to come before the Board as soon as is practicable.

#### **#34 Consultation and Community Outreach**

The Board's mandate includes initiating of policies that reflect community need and enhance the effectiveness of the police service. The Board considers both the community and police viewpoints and needs, and serves as a communication link to enhance understanding and working relationships amongst the Department, the public it serves and Government. The Board operates within a highly public environment and recognizes that the actions of the Department have a significant public impact. Accordingly, the Board shall:

- (1) Provide opportunities for the community to give input on areas of interest or concern to them, via such mechanisms as public forums and designated meetings with the Board, and environmental scans.
- (2) Provide opportunities at Regular Meetings of the Board for a person or persons to appear as a delegation and present to the Board comments relevant to the agenda items.

- (3) Share crime statistical information and crime trends with Government, community organizations, businesses and members of the public, and ensure timely reporting of any other developments that have a significant and material effect on the Department.
- (4) Ensure that the financial performance of the Department is available to the public on a quarterly basis.
- (5) Build relationships with board members of other police services at the provincial and national levels and where possible, have a least one representative at meetings of the BC Association of Police Boards and special consultations with Government.

### **#35 Internal Communications**

The Chief shall take all reasonable steps to ensure that the Board is fully informed about all major issues that may be of concern to the community, as soon as is practicable.

The Chief shall direct that all official media releases be provided to the Board, as soon as is practicable following release.

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

The Chief shall attend regularly scheduled meetings of the Police Board and, as otherwise requested by the Board. Police staff attendance at In-Camera Board meetings shall be coordinated with the Chief and be at the request of the Board.

**#36 Police Department Submissions to Municipal Council**

In consideration of the Board's governance responsibility for the Police Department under the *Police Act*, all formal reports and information tabled with Municipal Council or any of its committees with respect to the budgetary requirements and operations of the Oak Bay Police Department shall be tabled with the Police Board first.

The Police Board must be notified, as soon as is practicable, of any request to the Police Department to make a formal presentation to Municipal Council, a Standing committee or other Municipal Department.

Police Act Part 4 s.15(1) and (2) s.17 (1)(2)(3) and (4) apply.

**#37 Media and Public Relations**

The Chair of the Board is the official spokesperson for the Board. Media requests for interviews shall be forwarded directly to the Chair or via the Board Secretary.

The Chair or Board may appoint a Board Member as a spokesperson for specific matters.

The Board spokesperson shall consult with the Board prior to responding to media requests for interviews on significant and sensitive matters, and as appropriate, consult with the Chief Constable.

When responding to media enquiries related to public complaints against the police or legal matters, the Board spokesperson shall be cognizant of the confidentiality and process provisions, including appeals, under the Police Act and the Freedom of Information and Protection of Privacy Act, and that the Chief Constable is the Discipline Authority for sworn members under the rank of Deputy Chief Constable. The Board may wish to seek legal advice in determining appropriate public comment for its spokesperson.

A Board spokesperson shall be careful to only speak on matters within the jurisdiction and mandate of the Board, and not interfere with the legislated authority of the Chief Constable.

Most news items regarding the Oak Bay Police Department are operational in nature and properly the domain of the Chief Constable and his staff. However, where operational matters may be likely to spark significant public interest or debate, the Chief Constable will inform Board members before a public statement is made. This may be done by email or telephone, or on the municipal website. The purpose of informing the Board is a courtesy, to ensure that Board members are aware of major occurrences.

On some occasions the matter may be of such significance or seriousness that consultation and discussion with the Board before information is released is justified. These occasions include, but are not limited to:

- Major financial expenditures that are outside the approved operating or capital budget;
- Departure from the Police Act or Board policy;
- The Oak Bay Police Department's public position being at odds with municipal, provincial or federal government, the Police Complaint Commissioner, or a court decision
- Release of information relating to public complaints that may cause the public or media to draw wider inferences about the Oak Bay Police Department's policies, objectivity or integrity.

The purpose of consultation with the Board is to provide the Chief Constable with advice and counsel on the format and tone of public releases, and to provide the Board with an early insight into the Chief Constable's strategy and follow-up plans.

In some cases the Chief Constable may be uncertain as to whether the Board should be consulted or simply informed. The Board will designate one of its members to provide guidance to the Chief Constable on the appropriate level of Board involvement. The Board designate and the Chief Constable will together decide upon the medium and timing of informing/consultation, taking into account the seriousness and urgency of the matter. The Board designate will inform the Board of advice given at an appropriate time.

Board media releases and information to media outlets shall be published on the Oak Bay municipal website.

The Board shall respond to media requests for information released at its public meetings and minutes of its public meetings shall be made available on the municipal website. The media shall be referred to the Department's media liaison person for response on issues within the authority of the Chief Constable.

**#38 Municipal Council**

Formal communication between the Board and the Council, or Board and Administration of The Corporation of Oak Bay, is conducted through the Chair and/or the Board Secretary, unless otherwise specified by the Board.

The Board shall pursue a positive and productive working relationship with Municipal Council and promote opportunities for dialogue between the Board and Council. **It is suggested that the Board and Council meet annually.**

The Board Chair will respond to information questions, where possible, and appropriate to the Board's mandate. Council requests concerning police operational matters shall be directed to the Chief Constable.

**#39 Emergency Acquisition of Goods and Services**

In order to provide the funds and resources required to satisfactorily resolve an emergency situation; and to provide the operational support required immediately where the time frame precludes prior approval in the normal manner, the Chief Constable, or his designate, will have the authority to purchase or rent equipment to adequately cover any emergency, disaster or life threatening incident where time, or other pressing factors, make it impossible to obtain prior approval.

In the event that emergency procurement of goods and services is required, the Chief Constable will provide details to the Board Chair at the earliest possible date, and subsequently to the full Board.



#### #40 Succession Planning

Succession planning is a timely and continuous process designed to ensure the ongoing effective performance of the Oak Bay Police Department by providing training and development for the replacement of key personnel that may be lost to the department.

The Chief Constable will develop, report and implement a succession plan on a yearly basis that will proactively ensure the continuity of leadership at all senior levels within the Oak Bay Police Department.

#### #41 Strategic Planning

To ensure a strong alignment between the mandate and mission of the Oak Bay Police Board and the allocation of publicly funded resources, the Oak Bay Police Department, under the leadership of the Chief Constable, will develop a long term strategic plan for Board approval.

The plan will be based on an evaluation of the policing requirements of the Municipality of Oak Bay and will include:

1. Strategic Direction
2. Strategic Goals
3. Action plans
4. Time lines
5. Measurement tools
6. Resource allocation
7. **Board specific Strategic Direction and Goals**

The approved strategic plan for the Oak Bay Police Department will provide the framework under which annual financial plans will be developed.

The approved strategic plan and the annual financial plan for the Oak Bay Police Department will be utilized by the Board in consultations with Municipal Council and staff and in the performance assessment of the Chief Constable.

The strategic plan will be reviewed at least bi-annually and updated as required.

## #42 Freedom Of Information

Subject to the *Freedom of Information & Protection of Privacy Act*, R.S.B.C. 1996, c. 165, the board policy with respect to the authority for the release of information is as follows;

1. The Oak Bay Police Board Chair as the head of the Oak Bay Police Board for the purposes of the *Freedom of Information & Protection of Privacy Act*, has responsibility for all requests for records within the custody or control of the Board and,
2. The Chief Constable as the head of the Oak Bay Police Department has responsibility for all requests for records within the custody or control of the Department.

## #43 Record Management

As part of the strategic planning for the Oak Bay Police Board a record management policy will be developed prior to the end of 2016.

APPROVED by the  
Oak Bay Police Board on

, 2016

## **Appendix A**

### **Member Orientation Checklist**

#### **Operational Orientation** (facilitated by Chief Constable)

- a. Meet with Chief Constable and Deputy Chief Constable
- b. Tour of Police facility
- c. Overview of the organizational structure overview of specialty units and CRD integrated units. Overview of Service Agreements with other agencies.
- d. Overview of Strategic Plan.
- e. Overview of Budget and Budget process
- f. Ride Along

#### **Administrative Orientation**

- a. Meet with Mayor for overview of how the board functions and its relationship with Municipal Council.
- b. Meet with Municipal Administrator to discuss her role as secretary to the Police Board and any other relevant topics including how expenses for travel are handled.
- c. Meet with senior board member to review board policies and procedures, board packages and meeting structure and the role of the BCAPB and CAPG, including access to websites.

#### **Other Training**

- a. Police Services Orientation
- b. Other training provided by BCAPB and CAPG





## OAK BAY POLICE DEPARTMENT MEMORANDUM

**DATE:** March 21, 2016  
**TO:** Oak Bay Police Board  
**FROM:** Chief Constable Brinton  
**RE:** AC 000 - Use of Telephones and Cellular Telephones  
AF 100 - Intra/Internet and Voice Mail Use  
AF 120 - Social Media

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### **Current Policy**

AC 000 - Use of Telephones and Cellular Telephones  
AF 100 – Intra & Internet Usage

### **New Policy**

AC 000 - Use of Telephones and Cellular Telephones  
AF 100 - Intra/Internet and Voice Mail Use  
AF 120 - Social Media

### **Background**

There is a general need to update the departmental policy around Internet, Social Media and Telephone use as technology has evolved.

The department currently issues cellular telephones to specific members based on their function and has cellular telephones installed in the 4 marked police vehicles for patrol members use. The 4 vehicle cellphones are no longer supported and obsolete. Research showed we could issue all patrol members with a cellphone instead of mounting units in the 4 patrol vehicles at a minimal extra cost. While they will have limited capabilities they will allow for appropriate communications, and assist with records management and disclosure principals.

The current policy on telephone and cellular telephone use had to be modified to cover the new security and records management considerations this will bring. There was also a need for a general update of the policy as it was last reviewed in 2000.

The department does not currently have policy on social media. It is timely that it be developed as we are seeing an increased use both for professional reasons and personal purposes.

There was a need to update the Intra/Internet and voice mail related policy as it was last reviewed 5 years ago and things have changed. This policy will also be an overarching document that is relevant to social media, internet usage, and email.

### **AF 100 - Intra/Internet and Voice Mail Use**

#### Overview:

- This policy is the overriding direction on employees' conduct on the Internet, social media and email accounts.
- The original version of this policy was created when IT was addressed through the municipality. Now that we contract this out to Saanich PD the various roles outlined in the policy and rights to bypass security or have access to the server are no longer relevant and have been removed.
- Certain guidelines for individual users are captured in signed IT agreements that are held on the member's personnel file and do not have to be included in this policy. It would be cumbersome to duplicate the agreements in this policy as they are significant documents and can change as technologies evolve.
- Direction is provided on protecting the integrity Oak Bay PD name and how material will be published to the Intranet or Internet.
- Managing email and voicemail in-boxes is addressed.
- Control of software downloading and network access is established.
- The maintenance of investigative material and other records is provided.
- System security is covered.
- Personal use of the department's internet service is addressed.

## **AF 120 - Social Media**

### Overview:

- Control of departmental websites and social media accounts is established.
- The monitoring and management of accounts is addressed.
- The department's community outreach through social media is discussed.
- This policy covers the investigative use of social media including covert accounts. This is high risk area that needs to be accounted for so appropriate requirements are laid out.
- Security of accounts and departmental information is covered.
- Lines are often blurred between professional use and personal use. Clear direction is provided on separating this.

## **AC 000 - Use of Telephones and Cellular Telephones**

### Overview:

- The manner all incoming calls are handled is addressed.
- This policy accounts for the use of cellular telephones for investigative purposes and addressed issues around the use of person cellular telephones for this purpose.
- The security and guidelines for the new issued cellular telephones are covered.
- Specific direction is provided on the retention of information requirements.

Andy Brinton  
Chief Constable  
Oak Bay Police Department





# USE OF TELEPHONES and CELLULAR TELEPHONES

<b>AC 000</b>	<b>Effective Date: 97.03.19</b> <b>Review Date: 00.12.19</b> <b>By:</b> <b>Last Update:</b>
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See also: AF 100 Intra/Internet Usage and Voice Mail  
AF 120 Social Media

## 1.0 POLICY

- 1.1 — All members must strive to use good manners and courtesy when using the telephone, and must constantly remember that politeness, promptness and tone of voice used when answering a telephone instills confidence in the Department and promotes good Police – Community relations.
- 1.2 — Under no circumstances are private telephone numbers of a sworn member, civilian member or reserve constable of the Department to be conveyed to a person without express permission of that member.
- 1.3 — If a person deems a message important and it is during a member's off-duty time, personnel will refer the matter to the duty supervisor decision on calling the member at home.

- 1.1 All employees of the Oak Bay Police Department are expected to be polite, courteous and professional at all times when using department telephones and cellular telephones.
- 1.2 The Oak Bay Police Department recognizes the need for members and employees to be able to communicate with the public and with each other through the use of telephones often and conveniently.
- 1.3 The Oak Bay Police Department recognizes that there will be instances where using a “smart phone” for investigative purposes (picture taking, statements, internet searches) will be the most convenient and sometimes only way to immediately obtain and document needed information.

- 1.4 Personal cellular telephones are not to be used for investigative purposes including, but not limited to, the taking of pictures, statements or communication involving sensitive material.
- 1.5 Use of a personal cellular telephone for those purposes noted in 1.4 above may make that telephone susceptible to rules governing disclosure and may see such personal cellular telephones seized where necessary.

## 2.0 REASON FOR POLICY

- 2.1 To promote good Police-Community relations.
- 2.2 To ensure Departmental member's right to privacy.
- 2.3 To document guidelines on the use of Department telephones and cellular telephones.

## 3.0 PROCEDURE

### ~~Telephone Answering – Emergency~~

~~(Also see [COMMUNICATIONS OO 010, 4.0](#))~~

- ~~3.1 Members must answer the Emergency Telephone in strict accordance with guidelines established in the CRD 9-1-1 Operating Procedures Manual.~~
- ~~3.2 If the call is obviously of a non-emergency nature, the caller must be advised politely to call back on the non-emergency number; or,~~
- ~~3.3 The Member has the option of transferring the call from the 9-1-1 system to the regular phone lines.~~  
~~(BACK TO [COMMUNICATIONS OO 010](#))~~

3.1 Callers contacting the Oak Bay Police Department to report an Emergency or crime-in-progress event shall be directed to dial 9-1-1 directly.

3.2 9-1-1 calls received by Dispatch are given priority over non-emergency calls and will be dispatched that much quicker.

### Telephone Answering – Non-Emergency

(ALSO SEE [COMMUNICATIONS OO 010, 5.0](#))

3.3 Non-emergency calls to the Oak Bay Police Department shall be answered in such a way as to ensure the caller that they have reached the Oak Bay Police Department.

3.4 Calls received to report a matter for which a file may be generated can be forwarded through to the Dispatch Call Centre using the instructions at the front counter.

3.5 Calls received for an on-duty employee (or an off-duty employee's voicemail) may be forwarded to the appropriate local (voicemail box) using the instructions at the front counter.

3.3 All members should answer the non-emergency telephone in accordance to the following procedure:

- Upon answering the non-emergency telephone, the following phrase should be used: "Oak Bay Police Department, how may I help you"? The public's first contact with the department may be this phone call. The member's response will set the tone of that contact. [\(BACK TO COMMUNICATIONS OO 010\)](#)

#### **Calls For other Agencies**

3.6 When a call is received for any other local agency, the member **employee** should obtain the telephone number of that agency and provide it to the caller in order that the caller may have direct contact with the agency requested.

#### **Long Distance Calls**

~~3.5 Before making a long distance phone call that may be lengthy, every effort should be made to use the CPIC Narrative System.~~

~~3.6 Personal long distance phone calls are restricted to **urgent** matters unless the member is using a calling card and the charges are being billed to his or her own number.~~

~~3.7 If a personal long distance phone call is made on the department phone system at the department's expense, the time, date and phone number called must be forwarded to the Administrative Secretary for billing purposes.~~

#### **Long Distance Fax**

- ~~3.8 Personal long distance fax transmission are restricted to **urgent matters**. The time date and phone number called must be forwarded to the Administrative Secretary for billing purposes.~~  
~~Member's private or personal Telephone Numbers~~

**Confidentiality**

- 3.7 Under no circumstances are private telephone numbers **or private cellular telephone numbers** of a sworn member, civilian member or reserve constable of the Oak Bay Police Department to be conveyed to a person without the express permission of that member.
- 3.8 In cases of **a** purported emergency need to contact an OBPD employee, the matter must be referred to the duty supervisor for decision.

**Cellular Telephones**      INDEX

- 3.9 Cellular telephones are provided for members use to facilitate investigations and duties while outside the department building. Personal calls, although not prohibited, are discouraged.
- 3.10 Each regular member of the department shall be issued a cellular telephone. Only members fulfilling specific roles within the department will have telephones linked to data plans with mobile access to the Internet and to the Blackberry Enterprise Server and departmental email.
- 3.11 All department cellular telephones shall be protected by a password.
- 3.12 All cellular telephones will be wifi compatible allowing access to the Internet where wifi is available.
- 3.13 Members will be held responsible for their personal issued cellular telephone including its maintenance, use and availability as intended.
- 3.14 Personal issued cellular telephones remain the property of the Department and, as such, members should have no real expectation of privacy with regard to the contents and data created by or held by the phone.

3.15 OBPD policies at AF 100 (Intra/Internet and Voice Mail) and AF 120 (Social Media) are to be used as guidelines as they apply to the use of department issued cellular telephones.

3.16 Employees who plan to travel outside of BC for business purposes must make arrangements for a temporary update to their specific plan to ensure that costs are reduced.

3.17 Telephones equipped with a data package shall have their "roaming" capabilities turned off when travelling outside of the country unless expressly authorized by the Deputy Chief or his designate to maintain such connectivity.

3.18 Employees must be aware that messages sent by cellular telephone are not secure with the exception of email sent through the Blackberry Server. Sensitive information shall not be sent by SMS text messages, Blackberry PIN, etc.

~~3.12 In an attempt to keep costs reasonable, remember that:~~

- ~~\* All outgoing calls cost on a per minute basis~~
- ~~\* Calls received from any source except Telus Mobility cell phones cost on a per minute basis.~~
- ~~\* Calls received from other Telus Cell phones are billed to the caller, not the receiver.~~

~~[Go To CELLULAR PHONE INDEX](#)~~

#### **Intended Use (Smartphone other than Blackberry)**

3.19 There is no expectation that patrol members will carry their department issued cellular telephones off duty.

3.20 Carrying a department issued cellular telephone off duty is not prohibited in instances where a member feels a need to be connected via that number.

3.21 There is no provision granted for the reimbursement of time that a member may put in to the answering of work related calls off duty except in special circumstances and with the prior approval of the Deputy Chief or designate.

- 3.22 The number assigned to a department issued cellular telephone may or may not be provided to a member of the public at the discretion of the member. Members may still default to continued communication through the regular office number and voice mail as the case may be.
- 3.23 Notwithstanding section 3.22, and in the spirit of enhanced communication between the public and members of the Oak Bay Police Department, members are encouraged to provide their department issued cellular telephone number to clients encountered in the course of duty and where continued conversation is expected.
- 3.24 Members shall endeavour to ensure that their department issued cellular telephones remains charged and available for use.
- 3.25 Associated voicemail should identify the responsible user and offer a timeline for expected call back.
- 3.26 Voice mail shall be checked on a regular basis and no less than once per shift.
- 3.27 Members are not expected to continuously respond to calls from a member of the public who has acquired their department issued cellular telephone number and wishes to communicate about anything other than a related, relevant call. Chronic or nuisance callers may be professionally asked to cease and desist. A notation to this effect should be made on the associated file or otherwise documented.
- 3.28 The download and installation of "apps" should be done with the best interest of the Department in mind.
- 3.29 Members are responsible for creating and maintaining their own "play store" account for access to applicable, desired apps.
- 3.30 The Department will not be held liable for any payment associated to a downloaded app.

#### **Intended Use (Blackberry)**

- 3.31 Blackberry devices offer secure access to the Department's Blackberry Enterprise Server (BES).

3.32 The BES allows for secure access to a member's MS Outlook account including email, contacts and calendar.

3.33 In addition to, or as an exception to, points 3.19 to 3.30 above, those members assigned a Blackberry agree to be available to respond/reply to calls, texts and email on duty and off as required.

3.34 A member's issued Blackberry shall be checked on a regular basis for communication requiring immediate response.

3.35 The Department acknowledges that not all communication received by members on Blackberry will require a response that cannot wait until the next duty shift.

#### **Data Retention**

3.36 All information received as it pertains to the business of the Department must be retained and secured in accordance with the Office of the Information and Privacy Commissioner guidelines.

#### **3.37 Definitions:**

- Record: any information contained in any physical medium that is capable of being preserved. This includes audio/visual records, photographs, maps, drawings, film, sound recording, videotape, microform, magnetic tape, paper or electronic files and any other documentary material;
- Corporate Information: is information required to control, support or document the delivery of programs, to carry out operations, to make decisions, or to account for activities of the department. Examples include:
  - E-mails that contain information pertaining to operational and/or investigative decisions, actions and transactions are a legitimate source of evidence. Such as summaries of statements, summaries of surveillance, direction(s) or decision(s) given regarding an investigation.
- Transitory Information: is information required only for a limited time to complete a routine action. Transitory Information does not have to be retained, examples include:
  - casual communications;
  - versions of documents that were not communicated beyond the individual who created the document;
  - copies of documents used for information, reference or convenience only;

- o annotated drafts where the additional information is found in a subsequent version;
- o Emails used only to forward attachments to the File Coordinator where the attachment is retained;
- o Emails used to advise of unit meetings or other types of meetings.

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# ~~INTRA & INTERNET USAGE~~

## Intra/Internet and Voicemail Usage

<b>AF 100</b>	<b>Effective Date: 00.02.22</b> <b>Review Date: 2011-07-20</b> <b>By: Sgt. I. Craib</b> <b>C/Cst. Fisher</b> <b>Last Update: 2011-08-05</b>
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[INDEX](#) — [TABLE OF CONTENTS](#) — [TO DISTRICT OF OAK BAY POLICY](#)

See also: AC 000 Use of telephones and Cell Phones  
AF 120 Social Media

### 1.0 POLICY

- 1.1 The Oak Bay Police Department will provide computer, email, internet, intranet and voice mail access to its employees to enhance:
  - service delivery
  - information gathering and transmission, and
  - research capabilities
- 1.2 The Oak Bay Police Department shall provide member employee access to the Internet by means of a service provider.
- 1.3 All e-mail and associated system resources are the property of the Department.

### 2.0 REASON FOR POLICY

- 2.1 To provide access to information available through the Internet for investigative and developmental purposes.
- 2.2 To define the rules governing the use of the Oak Bay Police Internet and Intranet service.
- 2.3 To recommend best practices for the use of Department Voicemail and Email.

## 3.0 PROCEDURES

- 3.1 All access to the Internet and external e-mail systems by ~~members~~ **employees** of the Oak Bay Police Department through equipment provided by the Oak Bay Police Department shall be governed by this policy, **associated policies** and The Corporation of the District of Oak Bay Information Technology (IT) Security Policy.
- 3.2 Prior to being issued a user ID to obtain access to the Internet on office computers, members shall agree to, and sign, The Corporation of the District of Oak Bay Information Technology (IT) Security Policy **and** The Acknowledgement of Restrictions Respecting the Handling of CPIC Material, Records and Information. Signed copies will be placed on the member's personnel file.
- 3.3 ~~All access to the Internet shall be governed by the whole of this policy and more specifically by the following principles:~~
- 3.4 Employees who use department computers, email, internet or intranet:
- consent to the monitoring of all transactions,
  - will not access, send, receive, or display offensive or improper information through the email, intranet, or internet,
  - realize that use of these services is a privilege which will be revoked if abused, and
  - must be aware that use of computers, email, internet, or intranet for inappropriate activity may result in disciplinary action.
- 3.5 All information is subject to the guidelines set out in the *Freedom of Information and Protection of Privacy Act* as well as any other applicable Federal or Provincial legislation and will only be released in compliance with the appropriate legislation.
- 3.6 Information of a sensitive nature or which poses a security risk will not be published through the email, internet, or intranet.
- 3.7 Personal opinions may place the author in position of legal difficulty should the opinion be determined libellous, discriminatory or contrary to Human Rights legislation.

- 3.8 Employees communicating through electronic means with the public will respond in a prompt and courteous manner.
- 3.9 The Oak Bay Police Department supports and complies with the Copyright Laws and the Rights of Patent.

#### **Offensive Material**

- 3.10 The Internet must not be used to access sites or transmit material of offensive content, including but not limited to pornography, sexually harassing, hate literature or racist commentary without the express consent of the chief constable in relation to an investigation.
- 3.11 Users are reminded that the Web browsers leave “footprints” providing a trail of all sites visited, which may be reviewed periodically.

#### **Downloads**

- 3.12 The Information Technology staff contracted to maintain the Oak Bay Police Department computer network, in consultation with the Deputy Chief, Sergeant I/C of Support services or his designate are the only employees authorized to:
- install or delete software on any department computer with the exception of the “stand alone” computer designated for such purpose, or
  - make modifications to department computer equipment.
  - any department employee requiring additional software will make a written request through the Chief Constable or his designate.
- 3.13 Employees who download approved software, through the internet, must comply with copyright legislation.

#### **E-mail Attachments**

- 3.14 All external e-mail attachments should be considered a potential risk for virus infection. Any file sent to you as an attachment to an e-mail must be scanned for viruses before it is opened.

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### Responsible Internet / Intranet Use

- 3.15 It is policy of the Oak Bay Police Department to provide employees with information and give direction regarding posting of information to the internet.
- 3.16 The Internet provides a ~~media~~ **medium** for anyone to access and post vast amounts of information.
- 3.17 Employees should not expect that privacy exists when uploading information to the Internet. This should be considered public information.
- 3.18 All employees shall ensure that their use of the Internet is appropriate and consistent with professional conduct and does not compromise the reputation of the Oak Bay Police Department.
- 3.19 Employees shall be aware that information posted on a *Social Networking Site* (**definition below**) is not private.
- 3.20 Posted information may be viewed, altered, printed and redistributed by any member of the public including members of criminal organizations or the media.
- ~~3.19 Care must be exercised by any employee who chooses to post personal information on the Internet. Once it is posted, it should be considered accessible by anyone, indefinitely.~~
- ~~3.20 If an employee chooses to post personal information on the Internet, they should be aware that such information may result in the fraudulent use of that information. Caution must be exercised when disclosing:~~
- ~~• photograph(s)~~
  - ~~• name(s)~~
  - ~~• date of birth~~
  - ~~• address (residence, or other)~~
  - ~~• occupation~~
  - ~~• position~~
  - ~~• location~~
  - ~~• information about family members; and~~
  - ~~• any other personal identifying information.~~

- ~~3.21 Employees must be aware of the potential risk of jeopardizing their own or other employees personal confidentiality and safety by posting photographs and personal details about themselves or their friends.~~
- ~~3.22 Police Officers who are or may be assigned to covert assignments shall not post any personal identifying information to the Internet that may identify themselves or anyone connected to them as Police Officers. Posting such information may jeopardize their safety, the safety of their family, co-workers and/or any investigations.~~
- ~~3.23 Employees shall not, unless authorized by the Chief of Police, post anything to the Internet for the purpose of soliciting information to aid in solving a case.~~
- ~~3.24 Employees shall not post any photographs of themselves or other employees wearing and/or showing OBPD issued uniforms or equipment to a Social Networking Site or Weblog (blog) (definition below).~~
- ~~3.25 Employees shall not post any materials or information to a Social Networking Internet Site that is contrary to the Oak Bay Police Department Code of Conduct, Ethics, Values, or discredits the reputation of the Oak Bay Police Department.~~
- ~~3.26 Employees shall not, use Oak Bay Police Department computer equipment to access the Internet for the purpose of communicating with other users, via Social Networking Internet Sites or Weblogs, unless authorized by an NCO/Supervisor, for investigative purposes.~~
- 3.21 The Oak Bay Police Department crest shall not be displayed, ~~copies~~ copied or reproduced in any manner or posted on the Internet without prior written permission of the Chief of Police Constable or his designate.
- 3.22 Although "Oak Bay Police Department" is not registered as a trademark, there are legal provisions for the protection of materials used exclusively by one entity. Therefore the name "Oak Bay Police Department" shall not be used without prior written permission of the Chief of Police Constable or his designate.

3.23 All employees shall report any unsolicited posting on the Internet of personal identifying information, about themselves by another person, to their NCO/Supervisor.

~~3.30 The Chief Constable or the Deputy Chief shall ensure background investigations of applicants to the Oak Bay Police Department include:~~

- ~~• ask applicants if they have posted personal information on the Internet;~~
- ~~• check the Internet, including Social Networking Internet Sites, to determine if an applicant has posted personal information; and~~
- ~~• if applicable, assess the content of the applicant's site for compatibility with the Oak Bay Police Department/BC Code of Ethics and Code of Conduct.~~

3.24 The Oak Bay Police Department may conduct internal audit investigations pertaining to Internet activity, upon written request and authorization of the Chief of Police **Constable**, or designate.

~~3.29 Employees who download approved software, through the internet, must comply with copyright legislation. (moved to 3.13 above)~~

#### DEFINITIONS

3.25 **Networking Internet Social Network Site:**

For the purpose of this Policy, means a web-site specifically focused on the building and verifying of social networks (e.g. Face Book, My Space, **Twitter, LinkedIn**, etc.) with the ability to create groups that share common interests or affiliations, upload files including pictures, music, or videos, hold discussions in forums and/or host Weblogs for members of the site and includes Internet dating services.

3.26 **Web Blog (blog):**

For the purpose of this policy, means a web-based publication where users post informal journals on their thoughts, comments and philosophies based on the views of its creator. Weblogs are generally referred to as blogs.

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### **Approved Browser**

- 3.27 The Department will only support Microsoft Internet Explorer, **Google Chrome** and Mozilla Firefox.
- 3.28 No other browser applications will be placed on department computers.

### **Publishing on the Department Internet/Intranet or website**

- ~~3.37 An employee must obtain permission from the OIC Administration before publishing information on the Internet/Intranet.~~
- 3.38 Any document made available on the Internet/Intranet will:
- ~~• include a title,~~
  - ~~• contain the date published and a date of any modifications, and~~
  - ~~• indicate the appropriate contact person/authority with an email address link.~~

### **Publishing on the Department Internet/Intranet**

- ~~3.39 An employee must obtain permission from the OIC Administration before publishing information on the Internet/Intranet.~~
- 3.40 Any document made available on the Internet/Intranet will:
- ~~• include a title,~~
  - ~~• contain the date published and a date of any modifications, and~~
  - ~~• indicate the appropriate contact person/authority with an email address link.~~

- ~~3.41 The primary format for publication will be HTML.~~

**3.29 Publishing on the Department's Intranet and Website will only be done by those authorized by the Chief Constable.**

**3.30 Employees with suggestions for material to be added to the Intranet or Website may do so in writing through their chain of command.**

### **Voice Mail / Email / Vmail**

- 3.31 In order to facilitate improved internal/external communication, employees shall, where practicable:
- at the beginning and end of each workday, check their voice mail messages,
  - at least once during their workday, check their email messages,
  - update their voice mail ~~when they will be away from work for more than two consecutive days to inform callers when their expected return to work is. This would not be necessary when your normal work schedule includes having weekends off when they will be away from work for a period longer than their regular shift rotation, and~~
  - when signed into Versadex RMS, at least once during their workday, check their vmail (Versadex) messages.
- 3.32 In all cases, voice mail greetings should **at minimum**:
- include a default message that states if the message is urgent or the caller wishes to speak with someone prior to the officer returning to work, who the caller should contact (e.g. If urgent or you wish to speak to someone now who may be able to assist you please contact the on duty Watch Commander at 250-592-2424, and
  - indicate what their normal shift is (e.g. My hours of work are Monday to Friday, 0800 - 1600 hrs).
- 3.33 Employees are prohibited from reading, copying, modifying, or deleting email that does not originate from, or is not addressed to the employee, except where permission has been granted and a proxy has been given.
- 3.34 Employees should regularly delete email messages that are no longer current, so that we will not exceed disk space on the server. **Similarly, the Outlook "trashcan" shall also be emptied periodically.**

#### **Threatening Email**

- 3.35 An employee who receives a threatening email will:
- save the email,
  - make a hard copy of the email, and
  - supply their NCO with the hard copy along with any other pertinent information relating to the threat.
- 3.36 The NCO will forward the information along with the hard copy of the email to the NCO I/C of Detectives for investigation.

### **Approved Email Software**

3.37 The Department will only support the Microsoft email system.

3.38 Only Microsoft Office Outlook email will be used by officers to conduct department business.

3.39 Remote access to department email will only be facilitated by Department issued Blackberry phones through the Department Blackberry Enterprise Server.

~~3.40 For security reasons, access to internet email mailboxes is not allowed for department business (e.g. hotmail.com).~~

### **Email Accounts**

3.41 Email accounts will be assigned to officers by ~~the Deputy Chief Constable or the Sergeant I/C Support Services.~~ Saanich IT Department which has been contracted to maintain all of the Department's IT requirements.

## **4.0 GENERAL**

### **Access to Information**

4.1 All internet, intranet and email is subject to **the** same access to information guidelines as other department reports and information, therefore, officers should remember that emails may be the subject of an access to information request.

### **Responsibility**

4.2 ~~The Support Services under the supervision of the Deputy Chief Constable will be responsible for coordination, content and maintenance of the Department internet, intranet and email.~~ **The bulk of the Department's IT requirements are the responsibility of Saanich IT as contracted by the Department and under the supervision of the Deputy Chief. Support for specific systems may also come from the Municipality's IT manager.**

### **Termination of Employment**

- 4.3 When a staff member's employment is terminated with the Oak Bay Police Department, ~~their NCO will notify the Deputy Chief and the Sergeant I/C Support Services~~ shall notify the IT Department so the officer's access rights can be removed.

#### Information Pertaining to Department Files

- 4.4 Email that is used to control, support, or document the delivery of programs, to carry out operations, to make decisions, or to account for activities relating to a record maintained within the Records Management System must be printed off (or scanned) and a copy attached to the appropriate case file.
- 4.5 Original copies of documents received through fax, email, internet or intranet, which pertain to a department file, will be ~~printed, scanned, and placed in that file.~~ attached to the file.
- 4.6 ~~Original copies of documents created through fax, email, internet or intranet, which pertain to a department file, will be printed, scanned, and placed in that file.~~
- 4.7 File information **may** be released to an outside agency/person **within Canada (e.g. police, Crown Counsel)** for investigational purposes. The details of these releases must be noted within the applicable file by the person making the release. All other information releases must be reviewed by the Information and Privacy Coordinator.
- 4.8 The Investigating Officer may keep a copy of an original document for their working file.

#### Investigation of an Offensive Site

- 4.9 If an offensive site is visited as part of an investigation, the Officer will record in their notebook:
- the time and date they logged on and off the site,
  - the type of site visited, and
  - the reasons for visiting the site.

#### Employer Rights

- 4.10 The District **Department**, through authorized individuals, reserves the right to periodically check and monitor the computing, networking, e-mail, and internet use of all users. District **Department** computers log all activities conducted on the network.

## 5.0 ROLES / RESPONSIBILITY / ACCOUNTABILITY

### 5.1 ~~Municipal Administrator~~

- ~~• Computer Steering Committee Chair~~

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### ~~Department Heads~~

- ~~• Advocate for advancing departmental projects including networks and application software.~~

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### ~~Deputy Treasurer~~

- ~~• Corporate Network Security Interdepartmental technical standards.~~

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### ~~Network/Application Custodians~~

- ~~• Departmental Network Security~~
- ~~• User account set-up and maintenance~~
- ~~• Hardware/Software implementation and maintenance~~
- ~~• End user support.~~

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### ~~User~~

- ~~• Appropriate use of computers and the network~~
- ~~• Safeguarding of District assets (including network and other confidential information).~~

### ~~Computer / Network Access And Use~~

~~5.2 Users are permitted to use computers and access the network and the Internet under prescribed methods only, and with the express condition that it is only to be used for the District's administrative objectives and specific objectives of the project or task for which they are authorized.~~

~~5.3 Users are not permitted to bypass or attempt to bypass the security of the network.~~

~~5.4 Remote access of the computing and networking facilities shall not be undertaken by any user unless authorized by the deputy treasurer.~~

~~5.5 Modems will not be connected to the network unless authorized by the deputy treasurer.~~

~~5.6 Users will not gain or attempt to gain access to restricted software or data directories without the permission of the deputy treasurer.~~

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### **Public Access / Information**

5.1 The District's Department's network is a "private network" and as such the public is not to be given access or information about the network. A very real and ever present threat exists from hackers to destabilize and impede the operations of the District Department, and to cause lasting damages to persons who have entrusted information to our care. Hackers use conversations with users to gain the necessary information to launch their attacks. Accordingly, users will be aware of these risks and will not disclose information about the network (including computers) to the public, which includes suppliers.

5.2 Telephone and other surveys regarding the network are not to be participated in by users.

### **Copyright and Licensing**

- 5.3 All Applicable laws and regulations must be complied with concerning copyright and licences relating to both programs and data.

#### **Network Logon Passwords**

- 5.4 Network logon passwords are to be memorized and not given to other users.  
~~Adequate password strength requires a minimum of 9 characters using numbers, punctuation, upper case, and lower case letters. Users will be prompted to change their passwords every 100 days.~~
- 5.5 ~~Users are required to report to their network/application custodian any exceptions with respect to their logging on screen or the failure of their password to expire.~~

#### **Leaving A Network Computer Unattended**

- 5.6 Computers left unattended are governed as follows:
- Password protected screen saver must come within 30 minutes of inactivity.
  - ~~▪ Except for bona fide operational reasons, users must turn their computer off at the end of each working day.~~

#### **Anti-virus Software**

- 5.7 All laptop and PC computers must run anti-virus software, which will be routinely updated (typically weekly). Users are to report to ~~their network/application custodian~~ any concerns or doubts they have concerning the proper functioning of their anti-virus program **through appropriate channels.**

#### **Programs, Data and Information**

- 5.8 All programs, data, and information on the network are either the sole property of or licensed exclusively to the **District Department.** ~~Users are prohibited from copying, deleting, or installing programs onto the network, unless approved to do so by the department's Network/Application Custodian (examples include: demos, patches, and screen savers).~~

- 5.9 ~~All programs, data files, and documentation developed by users, during office hours, are the sole property of the District. Only with the express permission of the Municipal Administrator may these be distributed or sold.~~
- 5.10 Users shall only use data for the purpose for which it was collected unless otherwise authorized by the ~~Municipal Administrator~~ **Deputy Chief.**

## **6.0 PERSONAL USE OF DEPARTMENT INTERNET SERVICES**

- 6.1 The Department's computer hardware, networks and software represent a corporate asset, which is to be used for the benefit of the organization as a whole and the Municipality at large. This equipment and software is not for personal use **except in accordance with this policy.**
- 6.2 While on duty, use of the department Internet Service to conduct personal business or for personal reasons is ~~not permitted~~ **limited.** ~~The receipt and response to personal e-mails is however permitted as per Section 5.3.~~
- 6.3 ~~Personal e-mail may be sent and received~~ **Use of the Department's computer's and Internet access for personal reasons may occur** ~~provided the composition and reading of these messages~~ **use of these systems** ~~does not interfere with normal duties.~~

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[BACK TO WHAT'S NEW](#)

- 6.4 Access to the World Wide Web is restricted to sites not prohibited by this policy ~~and where it does not interfere with normal duties.~~
- 6.5 ~~The service shall not be accessed for personal use of Internet relay chat channels or other Internet forums such as newsgroups or list servers.~~



## 7.0 E-MAIL (EXTERNAL) [INDEX](#)

- 7.1 E-mail usage must be able to withstand public scrutiny. Users must comply with all applicable legislation, regulations, policies and standards. This includes complying with copyright and license provisions with respect to both programs and data.
- 7.2 While e-mail is provided as a business tool to users, it's reasonable, incidental use for personal purposes is acceptable. This use must not, however, detrimentally affect employee productivity, disrupt the system and/or harm the Department's reputation.
- 7.3 Users of the external e-mail system may not:
- use e-mail for commercial solicitation or for conducting or pursuing their own business interests or those of another organization;
  - use e-mail to distribute hoaxes, chain letters, or advertisements; and/or send rude, obscene or harassing messages; or
  - propagate viruses, knowingly or maliciously.
- 7.4 All external e-mail attachments should be considered a potential risk for virus infection.
- ~~7.5 When an external e-mail attachment is received from a person not known to the recipient (especially those from the general public), the recipient shall reply to the sender with the following message and then delete the e-mail and its attachment from the computer:~~

“The Oak Bay Police Department does not accept e-mail attachments. Please copy and paste the text of your attachment into the body of you e-mail message and send your message again”

Also see [PUBLIC INFORMATION/MEDIA RELATIONS OM 010](#)  
[FREEDOM OF INFORMATION ACT AF 090](#)



## SOCIAL MEDIA

**AF 120**

**Effective Date: 2015.10.21**

**Review Date:**

**By: Sgt R. Smith**

**Last Update:**

Also See Use of Intra/Internet and phones AF 100

### **1.0 Policy**

- 1.1 Social media is the collective of online communications channels dedicated to community-based input, interaction, content-sharing and Collaboration. Websites and applications dedicated to forums, microblogging, social networking, social bookmarking, social curation, and wikis are among the different types of social media.
- 1.2 The Oak Bay Police Department recognizes social media as a valuable tool for engaging with the community, problem solving, crime prevention, investigations, and recruiting. As with other forms of public messages and presence by the Oak Bay Police Department, social media must be utilized in a clear and responsible manner to ensure consistency, and clarity of message to prevent misinterpretation and erroneous information being reported.
- 1.3 The Oak Bay Police Department recognizes that social media is utilized by its employees and has a varying role in their personal lives. The personal use of social media can have an impact on an employee's official capacity and the public image of the Oak Bay Police Department. The policy and procedures outlined by the Oak Bay Police Department are a guideline to assist employees in protecting their personal and professional images.
- 1.4 The use of social media will be administered under the direction of the Support Services NCO.
- 1.5 The Oak Bay Police Department will utilize social media platforms to extend community engagement and partnerships to a broader audience.

## 2.0 Procedures

### Community Engagement through Social Media

- 2.1 The Oak Bay Police Department website will remain the organization's primary and predominant internet presence.
- 2.2 Any social media site or profile that represents the Oak Bay Police Department, a division of the organization, or a specific employee must be pre-authorized by the Support Services NCO prior to being created.
- 2.3 The Oak Bay Police Department's social media profiles will be reviewed by the Support Services NCO. This is to ensure consistent profile appearance and security settings

### Social Media and Profile Page

- 2.4 All social media profiles and pages representing Oak Bay Police Department will clearly indicate that they are the property of, and are maintained by, the Oak Bay Police Department.
- 2.5 Any Oak Bay Police Department social media will clearly display contact information and the Oak Bay Police Department website URL.
- 2.6 Oak Bay Police Department social media will clearly indicate it is not monitored 24/7 and is not a medium for reporting incidents. The non-emergency and 911 phone numbers will be displayed.
- 2.7 Oak Bay Police Department social media content shall adhere to all applicable laws, regulations, and policies. The content is subject to public record laws and all relevant retention periods apply.
- 2.8 Any social media platform which permits the public to comment for public display shall clearly state that the opinions expressed by visitors do not necessarily reflect the opinions of the Oak Bay Police Department.
- 2.9 Oak Bay Police Department social media will clearly indicate that posted comments will be monitored and that the Oak Bay Police Department reserves the right to remove obscenities, off-topic comments, and any material the Oak Bay Police Department deems inappropriate.
- 2.10 Oak Bay Police Department employees and volunteers who have been authorized to represent the organization through a social media profile/page

will:

- a. Identify the rank/employment status of the administrator (themselves),
- b. Conduct themselves at all times as a representative of the Oak Bay Police Department,
- c. Adhere to all the Oak Bay Police Department standards of professional conduct,
- d. Observe and abide by all copyright, trademark, and service mark restrictions for posted material,
- e. Not comment on an individual's guilt or innocence in any matter, whether it be a the Oak Bay Police Department investigation or otherwise,
- f. Not post, transmit, or otherwise disseminate confidential information, and
- g. Avoid personal opinion on matters of a potentially controversial nature.

#### **Non-Investigative Use of Social Media**

2.11 The following are examples of non-investigative use of social media:

- a. Community Outreach and engagement, including but not limited to:
  - i. Media releases
  - ii. Providing crime prevention tips
  - iii. Promotion of an **Oak Bay Police Department** project/focus area (e.g. Targeted Traffic Projects)
  - iv. Promotion of an **Oak Bay Police Department** supported event (e.g. Tea Party, Marathon)
- b. Time-sensitive notifications, including but not limited to:
  - i. Road closures
  - ii. Special events
  - iii. Weather emergencies

#### **Investigative Use of Social Media**

2.12 Social media can be a valuable tool for criminal investigations and background investigations.

2.13 Where social media is used for investigative purposes, such use shall be recorded in the relevant PRIME report. Members should be aware information gathered through social media can be destroyed or hidden, and therefore should be captured in an appropriate manner (i.e. screen capture, printing, saving as pdf) that will allow for future reference. Sources (website, URL) should be noted.

2.14 Any intelligence gained through social media shall be noted and, where appropriate, forwarded to the Detective Division for follow up.

- 2.15 Any use of social media for investigative outreach purposes must receive prior approval by the Watch Commander or Detective Sergeant. Any such outreach initiative, whenever possible, shall also be done in consultation with the Media Liaison Officer. This includes, but is not limited to:
- a. Missing persons
  - b. Wanted persons
  - c. BOLOs
  - d. Persons for identification
  - e. Appeal for photos/video regarding an incident

#### **Covert Accounts**

- 2.16 The use of “covert accounts” will be on a case by case basis, to be approved by the Deputy Chief.
- 2.17 The use of “covert accounts” in an investigation must be recorded in the relevant GO. All account, user names, and passwords shall be recorded for the future use of investigators and to prevent the loss of critical information. The information shall be privatized in the PRIME file, per Part 5 Privacy and Security of BC Prime Policy.
- 2.18 The use of “covert accounts” must be conducted from a covert computer to prevent the discovery of the police investigation.
- 2.19 Where a “covert account” is created, with the intent of use in facilitating an in-person undercover operation, the account shall only be undertaken in consultation with the BC Municipal Undercover Program.
- 2.20 Sections 2.16 to 2.19 above are not intended to limit or prevent a member from using social media sites to gather information or intelligence in cases where the creation of an account is not required. Sites such as Twitter, Facebook, blog, message boards (Forums), or any other open source information website on the Internet may provide useful information/intelligence without the creation of an account (open source).

#### **Recruiting**

- 2.21 The use of social media for recruiting purposes must be authorized by the Deputy Chief.
- 2.22 When using social media and other internet-based content searches for the

background investigations of potential Oak Bay Police Department employees, a consistent method will be applied and recorded for all candidates.

- 2.23 Candidates for employment will be informed during the hiring process that social media accounts will be reviewed as a part of the background check.
- 2.24 Any concerns arising during a background check of any potential employment candidate shall be brought to the attention of that individual with an opportunity to defend or correct an online profile, page, or posted material.

#### **Profile Security**

- 2.25 Oak Bay Police Department employees should be aware that privacy settings and social media sites are constantly in flux, and should assume all information posted on these sites may be subject to public viewing.
- 2.26 Oak Bay Police Department employees should be aware that any material posted on a social media site becomes the property of the individual site, and may be used for purposes unintended by the employee or authorized by the Oak Bay Police Department.
- 2.27 Oak Bay Police Department employees should expect that any information transmitted, downloaded, exchanged, or discussed in a public online forum may be accessed by any person or organization, including defense counsel, Crown Counsel, or the Oak Bay Police Department at any time without prior notice.
- 2.28 The security settings, passwords, or access codes for any Oak Bay Police Department social media profile are not to be changed without the approval of the Support Services NCO. Any changes are to be reported to the Support Services NCO.
- 2.29 The passwords and security settings of an Oak Bay Police Department social media account are to be kept strictly confidential.
- 2.30 In the event that an Oak Bay Police Department social media account is compromised or “hacked”, the security settings and password will be immediately changed under the direction of the Support Services NCO or their designate.
- 2.31 In the event that an Oak Bay Police Department social media account:

- a. Is compromised by an individual who posts or comments as an authorized member of the Oak Bay Police Department, or;
- b. A post or comment is made by an authorized user and the timing (unaware of a world event, e.g. tragedy), content, or perceived context is not publicly accepted;

An immediate apology and/or clarification/explanation will be posted under the direction of the Support Services NCO or designate.

### **Personal use of Social Media by Oak Bay Police Department Employees**

- 2.32 Oak Bay Police Department employees are free to express themselves as private citizens on social media sites, but do owe a duty of fidelity to their employer and should guide their actions accordingly.
- 2.33 Profiles, pages, and posted material must not:
  - a. Impair working relationships,
  - b. Compromise confidentiality,
  - c. Impede the performance of other **Oak Bay Police Department** employees,
  - d. Reduce workplace harmony amongst co-workers,
  - e. Ridicule, malign, disparage, or otherwise express bias against any race, religion, or any protected ground, or
  - f. Negatively affect public confidence in the **Oak Bay Police Department**.
- 2.34 Employee personal profiles shall not include any photos, video, audio, or other media that was captured during, or related to, on-duty activities.
- 2.35 Employee personal profiles shall not post, transmit, or otherwise disseminate any information to which they have access as a result of their employment.
- 2.36 To ensure the safety of all employees, caution is to be used in disclosing one's employment by the Oak Bay Police Department through social media. (Suggested alternatives: "Oak Bay Municipal Employee", "Government", or do not display occupation)
- 2.37 Employee personal profiles shall not post information about another employee that identifies them as such, without the other employee's permission.
- 2.38 Employees that have been identified through social media as an employee of the Oak Bay Police Department may not be accepted into an undercover unit.



- 2.39 Employees are cautioned that material posted on social media becomes a permanent part of the worldwide electronic domain, and commentary offered off-duty may be associated to them professionally. In particular, while off-duty, Oak Bay Police Department employees are prohibited from the following:
- a. Commentary involving themselves or other Oak Bay Police Department employees which reflects behavior that would reasonably be considered reckless or irresponsible;
  - b. Engaging in commentary that may provide or be utilized as grounds to undermine or impeach an employee's court testimony or credibility;
  - c. Divulging information gained as result of their authority or employment;
  - d. Making any statements, commentary, or endorsements representing the Oak Bay Police Department
- 2.40 The Chief Constable, or designate, may request the removal of any posted material by its employees found to negatively affect the public perception or confidence in the Oak Bay Police Department.