



# *Written Submission to the Special Committee on Reforming the BC Police Act*



BC RCMP

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Royal Canadian Mounted Police    Gendarmerie royale du Canada  
Commanding Officer    Commandant divisionnaire

Special Committee Members:

Please accept this document as the BC RCMP's written submission to the Special Committee on Reforming the *Police Act* (Special Committee).

We appreciate the opportunity to participate in discussions with the Special Committee and contribute to the efforts towards developing recommendations for reforming the *British Columbia Police Act*.

This written submission:

- Provides background information and considerations about the BC RCMP concerning a range of topics relevant to the discussions of the Special Committee;
- Clarifies information about the BC RCMP;
- Identifies challenges, opportunities, and shortcomings;
- Shares our [recommendations to the Special Committee](#).

We look forward to presenting to the Special Committee and engaging in further dialogue.

The information about the RCMP and the BC RCMP contained in this written submission are a summary from official documents to present highlights relevant to the scope of the Special Committee on Reforming the *Police Act*. If further information is required, please contact the BC RCMP, Office of the Commanding Officer at [E\\_Commanding\\_Officer@rcmp-grc.gc.ca](mailto:E_Commanding_Officer@rcmp-grc.gc.ca)

Kind Regards,

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## BC RCMP Overview

As the Provincial Police Service for British Columbia, the BC RCMP provides general duty/frontline/emergency and specialised policing to all areas of BC, except for jurisdictions served by independent municipal police departments. BC RCMP serves 99% of BC's land mass, and the communities we serve range from isolated Indigenous communities and coastal villages to major urban cities.

BC RCMP provides general duty/frontline/emergency policing services to nearly 3.7 million British Columbians, over 72% of the total provincial population (PSD-MPSSG, 2020), including over 200 Indigenous communities, many of which are on reserves located in rural and remote areas. For 131 of these Indigenous communities, BC RCMP provides additional enhanced services.

BC RCMP has over 8,500 RCMP employees, composed of Regular Member (RMs), Civilian Members (CMs), and Public Service Employees (PSEs). BC RCMP's RMs account for approximately 75% (7600+) of BC's total 10,400 police resources (PSD-MPSSG, 2020). In 2020, BC RCMP RMs were 77% male and 23% female, and the overall RM complement featured 18.2% Visible Minority (VM), 5% Indigenous (I), and 1.2% Persons with Disability (PWD) (RCMP HRABI, 2020).

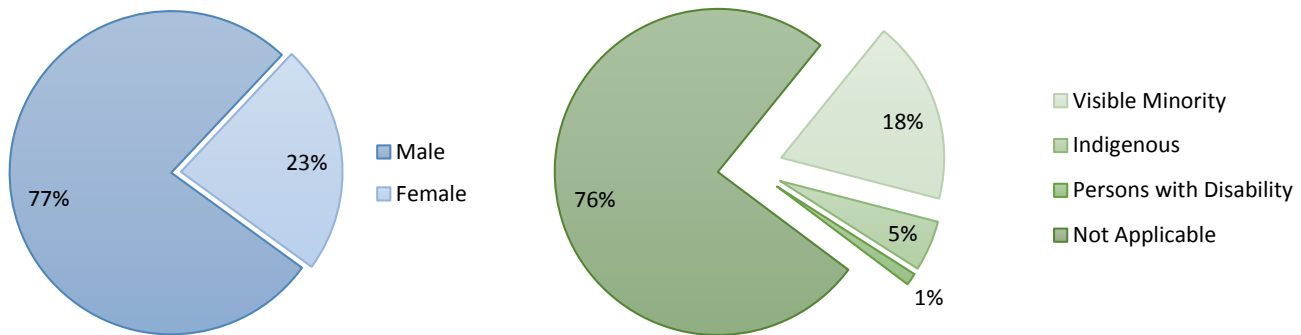


Figure 1: BC RCMP Gender and Diversity Composition, Source: RCMP HRABI

Please refer to the [Elected Official's Guide \(EOG\)](#) for more information about the BC RCMP, annexed with this document.

### Organizational Structure

The BC RCMP is under the direction of a Commanding Officer, who holds the rank of Deputy Commissioner.

The BC RCMP has five major branches supporting the Commanding Officer. Four branches compose the internal services that support BC RCMP operations: Information Management and Technology, Human Resources, Corporate Management and Comptrollership, and Operations Strategy. The fifth branch, Criminal Operations, accounts for the operational side of BC RCMP, is divided into two areas: Contract Policing and Federal, Investigative Services, & Organized Crime.

- Contract Policing oversees services delivered by the BC RCMP as British Columbia's Provincial Police Service based on agreements enabled by the *RCMP Act* and the *BC Police Act*, such as the Provincial Police Services Agreement (PPSA), the Municipal Police Services Agreement (MPSA), the Municipal Police Unit Agreement (MPUA) and the Community Tripartite Agreements (CTAs).<sup>1</sup> Contract policing services involve detachment policing services and other specialized policing and support services such as BC Highway

<sup>1</sup> For more details about the PPSA, MPSA-MPUA, and CTA Service Agreements, including the cost-sharing formula for each, see the [Appendix 1](#)

Patrol, Critical Incident Program, Enhanced Community & Indigenous Policing Services, and Operational Communication Centres.

- Federal, Investigative Services & Organized Crime (FISOC) oversees Federal Policing, Major Crime Section, Specialized Investigative & Operational Police Services, Departmental Security Section, and the Combined Forces Special Enforcement Unit-British Columbia.

BC RCMP's policing services are geographically divided into four districts: Island, Southeast, North, and Lower Mainland. A District Commander, who reports to the Criminal Operations Officer (Contract Policing), leads each district.



Each district further divides into detachments, where Regular Members are stationed to provide law enforcement and crime prevention services within their respective jurisdictional boundary. These employees are supported by Civilian Members (CMs), Public Service Employees (PSEs), and Municipal Employees (MEs), under the leadership of a Detachment Commander. The Detachment Commander is equivalent to the Chief of Police for municipal police agencies, serving as the highest-ranking police officer for the local (set of) police jurisdictions.

Figure 2: BC RCMP District Map, Source: [BC RCMP](#)

For more details on the BC RCMP's organizational structure, see [Appendix 2](#) for a list of detachments and the [organization chart in the Elected Official's Guide](#).

## Services

BC RCMP's services are divided into three main business lines: Provincial, Municipal, and Federal. The Indigenous Policing Business Line is addressed separately in the [succeeding section](#).

### Contract Policing – Provincial and Municipal Business Lines

Under Contract Policing, BC RCMP provides services to the Provincial Business Line (PBL) and Municipal Business Line (MBL), which have a total authorized strength of 6,478 positions (PSD-MPSSG, 2020, p.17).

*Authorized Strength represents the maximum number of positions the BC RCMP is authorized to fill under the relevant contract/by the relevant contract partner. Under the Provincial Business Line (PBL) this only includes regular members (RMs), whereas under the Municipal Business Line (MBL) this includes regular member (RMs) and civilian members (CMs). All figures on Authorized Strength are sourced from the [Police Resources in British Columbia, 2019 report](#). Authorized Strength does not account for vacancies and differs from actual strength, which is the number of members on strength or the number of member positions filled.*



### Authorized Strength by Business Line

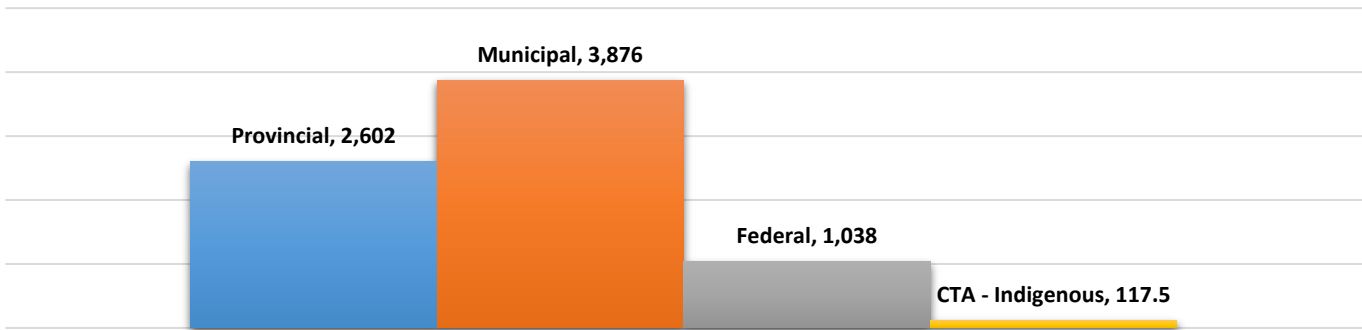


Figure 3: Authorized Strength by Business Line, Source: [Police Resources in British Columbia, 2019 report](#) (PSD-MPSSG, 2020, p.17).

#### Provincial Business Line (PBL)

Incorporated municipalities under 5,000 in population and unincorporated communities across BC are served by the BC RCMP under the terms of the Provincial Police Service Agreement (PPSA) and the *Police Act*, comprising the Provincial Business Line (PBL), which has a total authorized strength of 2,602 positions (PSD-MPSSG, 2020, p.17).

The PBL is further divided into detachment policing and non-detachment province-wide services – simplified as Provincial, District & Specialized Resources.

#### Provincial Detachment Services

Provincial Detachment Services provide General Duty/frontline policing services and General Investigative Services (GIS) with a combined authorized strength of 775 positions (PSD-MPSSG, 2020, p.17) divided across 117 provincial jurisdictions.<sup>2</sup>

The number of positions assigned to each provincial jurisdiction varies in size. The smallest has only two positions each (Revelstoke, North Vancouver, Port Alice, Kitimat), and the largest unit having 23 positions (Duncan). While some larger provincial jurisdictions have dedicated localized GIS, most provincial jurisdictions primarily provide General Duty/frontline policing services. They use a combination of those resources to provide some GIS with the support of District-based GIS, which is part of Provincial Policing Services.

#### Provincial, District & Specialized Resources

Provincial, District, and Specialized Resources provide a wide range of centralized and specialised police services province-wide, with an authorized strength of 1,827 positions (PSD-MPSSG, 2020, p.17).

Provincial, District, and Specialized Resources deliver capital-intensive services such as highway patrol, air and marine services, specialized units that provide major criminal investigative support; investigative units targeting major or serious crimes, organized crime, and serial and unsolved homicides; and support services such as criminal intelligence, surveillance, gang suppression, and gang enforcement. Some notable examples are the district-based GIS and the Critical Incident Program.

District-based GIS provides major criminal investigative support to detachments across a district to provincial jurisdictions that do not have dedicated GIS capacity. The Critical Incident Program (CIP) provides technical

<sup>2</sup> Provincial policing jurisdictions correspond to geographical subdivisions of all provincial areas served by the BC RCMP under the PBL.

and tactical expertise, comprising of Emergency Response Teams (ERTs), Crisis Negotiation Teams (CNTs), Explosive Disposal Unit (EDU), Police Dog Services (PDS), Underwater Recovery Team (URT), and Tactical Support Groups (Public Order).

### *Municipal Business Line (MBL)*

While the BC RCMP serve municipalities with a population under 5,000 under the PPSA, municipalities with populations of at least 5,000 assume responsibility for their police services under the *BC Police Act*. Through the PPSA, the BC Provincial Government can sub-contract the BC RCMP to serve the municipalities that reach this population threshold under the Municipal Police Services Agreement (MPSA) with the Federal Government. The Municipal Police Unit Agreement (MPUA) is the agreement between the Provincial Government and the relevant BC Municipal Government, effectively designating the BC RCMP as their municipal police agency.

Currently, the Municipal Business Line (MBL) is comprised of 65 BC municipalities under MPUAs and has a combined authorized strength of 3,876 positions (PSD-MPSSG, 2020, p.17). As incorporated municipalities grow to over 5,000 in population, more MPUAs are likely to be established following the upcoming 2021 Census.

BC RCMP municipal units range from as large as 843 authorized strength (Surrey) to as small as four authorized strength/positions (tie between Spallumcheen, Peachland, and Armstrong).

Larger BC RCMP municipal units typically have GIS and provide specialized services with dedicated resources in addition to General Duty/frontline policing services. Depending on the size and structure of the municipal unit, the specialized services may include police dog, school liaison, crime reduction, mental health, community policing, traffic enforcement, forensic identification services, crime prevention and police-based victim services, among others.

### *Federal, Investigative Services and Organized Crime (FISOC) - Federal Business Line (FBL)*

The RCMP delivers federal policing across Canada. BC RCMP's Federal Business Line (FBL) has an authorized strength of 1,038 positions to deliver on the federal policing mandate that includes preventing, detecting, and investigating federal statutes related to key target activities, including: terrorism; foreign interference activities; organized crime; money laundering and proceeds of crime; border integrity; transnational serious and organized cyber-enabled criminal activities; and foreign-influenced cybercrime. Additionally, the BC RCMP FBL ensures the security of internationally protected persons, state officials and dignitaries, and provides specially-trained personnel on board selected Canadian-registered aircraft.

The Federal, Investigative Services and Organized Crime (FISOC) portfolio includes investigative and specialized support units such as Combined Forces Special Enforcement Unit – BC (CFSEU-BC), Specialized Investigation & Operational Policing Support (SIOPS), BC RCMP Major Crime Section (MCS) and FISOC Support Group.

For more information about the Federal Business Line, see [Appendix 11](#).

### *Integrated/Regional Detachments*

BC RCMP has both regional and integrated detachments. We capitalize on our capacity through regionalization and integration and provide seamless policing service to multiple communities in integrated or regionalized detachment areas. See [Appendix 2](#) for a list of our detachments, including which provincial and municipal jurisdictions/units are integrated or regionalized.

An integrated detachment typically comprises of two or more provincial and/or municipal police units working out of the same detachment building (under the same leadership structure – singular Detachment Commander). Most integrated detachments combine their authorized strength/positions, particularly when it comes to the General Duty/frontline policing services. Members of an integrated General Duty/frontline policing service respond to calls throughout the combined areas, regardless of the jurisdiction or the business line under which the member is assigned. Examples include Comox Valley Detachment and North/Cowichan Duncan Detachment.

A regional detachment features a central point of management, coordination, and comptrollership for multiple integrated or stand-alone detachments in the area. Examples include Kelowna Detachment and Kootenay-Boundary Regional Detachment.

Integration and Regionalization offer the following advantages:

- Enhanced capacity and flexibility in service hours made possible by the combined resources from provincial and municipal units of the different contract partners, particularly when members are in coordinated shift schedules allowing for better service coverage, surge capacity, and proactive policing capability for crime and safety issues that typically cross boundaries;
- Cost savings from the centralization and coordination of management and administration functions; and
- Cost savings and maintaining a localized presence for ready access to specialized units (including GIS and Police Dog Services).

The level of integration can depend on various factors including municipal priorities and whether they align, desire for local police presence, geographic considerations and feasibility of a coordinated singular team of General Duty/Frontline vs multiple smaller teams with coordinated administration/centralized hub. Even where General Duty/Frontline are not integrated, it remains advantageous to have access to cover from other members of the same detachment.

Maintaining integrated detachments requires the ability to provide partners, including the Province, clarity and transparency regarding their equitable share of contributions for the services received. A common area of concern from municipal partners involves a belief that the province may be under-contributing. While partner municipalities can meet and discuss their relative contributions, including the provincial funding partner in the conversation is more complex. Indeed, the contrast in budgets is more apparent for contract partners under an integrated detachment serving both MBL and PBL jurisdictions.

BC RCMP is committed to further develop our capability to provide robust police analytics in support of these arrangements by enabling ongoing management and financial reporting, a robust governance structure and the ability to course correct and adapt. While progress has been made, this remains a priority for the BC RCMP and partners.

### Federal and Regional Integrated Teams

BC RCMP enhances police operations by working closely with other police and law enforcement agencies within integrated teams, providing specialized police services across multiple jurisdictions.

These multi-agency collaborations leverage the cumulative strength of participating partners through enhanced information-sharing and consolidation of resources. Additionally, participating partners benefit from cost effectiveness through economies of scale, access to specialized equipment, and expertise in various

disciplines. Combining these advantages contribute to overall effectiveness and efficiency when undertaking high-risk incidents and specialized investigations in the participating jurisdictions.

Integrations are achieved through financial and/or human resource contributions from participating partners, supported by governance mechanisms established under terms of the relevant agreement, along with funding formulas. The day-to-day administration and operations are typically led by the largest participating agency or the one with the most contribution. In the BC context, BC RCMP in its capacity as the Provincial Police Service is both the largest and has the most contribution. Of note, BC RCMP's Provincial Policing Service accounts for significant contributions to these integrated teams in a support and program oversight capacity.

Integrated teams may be partnerships between at least two levels of policing between federal, provincial, and/or municipal law enforcement agencies. Federal teams are primarily funded by the Federal Government and managed under the Federal Policing Program, while Provincial Government primarily funds provincial teams. An example of a Federal integrated team is the Integrated National Security Enforcement Team (INSET), and an example of a Provincial integrated team is the Combined Forces Special Enforcement Unit (CFSEU).

Regional integrated teams are formed to provide specialized services to defined regions of the province and are funded by participating jurisdictions from that defined region Lower Mainland District has the most established integrated teams such as such as the Integrated Homicide Investigation Team (IHIT) and Integrated Forensic Investigation Service (IFIS). See [Appendix 4](#) for the list of BC RCMP Integrated teams.

### Priority Setting

BC RCMP leaders develop strategic plans by facilitating engagement and consultation with our partners and stakeholders at multiple levels of government: provincial, municipal, and Indigenous. On an annual basis, BC RCMP engages with the contract partners to develop budgets for current and planned policing services, informing annual and multi-year budgets. Business cases are developed for additional resources subject to approval by contract partners.

In addition, national/department priorities for the RCMP are set by the Federal Government and departmental leadership at National Headquarters in Ottawa. Vision 150 is the overall framework for the RCMP's modernization activities: its framework is based on four pillars: our people, our culture, our stewardship, our policing services. The RCMP Strategic Plan 'Vision 150 and Beyond,' released in 2021, builds on the original framework and guides the organization to its 150<sup>th</sup> anniversary and beyond. The plan and its subsequent initiatives already underway are focused on key areas where we see opportunities to modernize and transform the way we work. For more information about Vision 150, see <https://www.rcmp-grc.gc.ca/vision150/index-eng.htm>.

As the federal and provincial police service for all British Columbians and the municipal police for numerous jurisdictions, BC RCMP aims for balance in our responsiveness to all contract partners. BC RCMP strives to maintain cohesive internal management of its national policies, standards, and procedures, be responsive to the provincial priorities, and deliver services in line with the priorities of each community.

For a list and details of a selection of BC RCMP's different governance and advisory bodies, see [Appendix 5](#).

## Planning Process

Under the Provincial Police Service Agreement (PPSA), the BC RCMP Commanding Officer implements the objectives, priorities, and goals as determined by the Minister of Public Safety and Solicitor General (Provincial Minister). BC RCMP develops the Provincial Policing Strategic Plan, a three-year plan reflecting the provincial policing priorities, objectives and targets, and updates a Performance Report annually.

Detachment Commanders engage with local government authorities under the Provincial Business Line (PBL) to identify service delivery priorities for their respective provincial policing units and subsequent resource pressures that inform the larger divisional discussion with the Province. Such local authorities include Indigenous community leadership, incorporated Municipal Governments under 5,000 in population (e.g. Vanderhoof, Barriere), and regional district administration. Detachment Commanders are empowered to consult a wide range of partners and stakeholders within their jurisdiction(s) that include the general public, community service providers, private and non-profit organizations, to name a few.

Detachment Commanders are encouraged to include General Duty/Frontline service priorities for Indigenous communities. For the new fiscal year, in alignment with the provincial priorities, detachments are directed to focus on reconciliation, improving cultural awareness of Indigenous communities, and in enhancing consultation with local/municipal/provincial/Indigenous governments and communities. However, for detachments that serve Indigenous communities under a Community Tripartite Agreement (CTA), Detachment Commanders are required to develop and include in their performance plan at least one priority pertaining to their enhanced services to the CTA-participating Indigenous community.

Similarly, the Municipal Police Unit Agreement (MPUA) allows Municipal Government contract partners to set objectives, priorities, and goals for their respective municipal policing units. BC RCMP Detachment Commanders have significant autonomy in setting detachment policing priorities in alignment with the priorities of their local municipal governments. Detachment Commanders create an Annual Performance Plan (APP) in consultation with their jurisdiction's local authorities, including: Mayors and Councils, relevant local municipal policing committees, and other key stakeholders and partners serving the local community or wider region.

## Multi-Year Financial Planning

The Multi-Year Financial Plan Working Group (MYFP WG) provides a forum for: consultation, communication, and agreement between the BC RCMP and the Province regarding the development and production of the RCMP Multi-Year Financial Plan (MYFP) report. The MYFP report covers a period of three fiscal years, or up to five fiscal years, as determined by the Provincial Minister, beginning on the first day of the next fiscal year. The discussions and resulting MYFP report address the following:

- 1) The number of positions required for the Provincial Police Service;
- 2) The resources, including staffing levels, allocated to any Divisional and Regional administration that is required to support the Service;
- 3) Budgetary considerations affecting the Provincial Police Service and any Divisional and Regional administration that is required to support the Service;
- 4) The proposed multi-year infrastructure and equipment plans; and
- 5) Any significant deviation between the budget for the previous fiscal year and expenditures for the current fiscal year; and any other agreed upon information.

For more information about the Multi-Year Financial Planning process, see [Appendix 12](#).

## Operating Environment

### The BC Context

Providing and sustaining high-quality, efficient, effective, and equitable services to the entire province is challenging. In particular, it is a demanding commitment to consistently deliver timely and effective responses to calls-for-service in all provincial jurisdictions given the resource levels assigned to individual provincial units.

Looking forward, resource levels in combination with the factors listed below continue to pose a risk to the sustainability of provincial detachment policing, including the safety and wellness of BC RCMP members serving in provincial units. This remains a critical priority for the BC RCMP.

#### *Large distances and remote communities*

Remote communities in BC are far from major population centres and have limited access points by roadways or are only readily accessible by plane or boat. Responding to calls in the most remote communities can be particularly challenging as it may take hours before BC RCMP members arrive at the scene and initiate appropriate action. Most rural communities have a regular police presence and detachment buildings, and while most remote communities have no permanent police presence, they continue to be served by regularly scheduled patrols though on a less frequent basis. Many remote island and coastal communities do not have a 24-7 police presence. Instead they have scheduled patrols where BC RCMP members or West Coast Marine patrol vessels stay within a community during their block of shifts, which can be extended for several days if required.

#### *Complex terrain*

Provincial jurisdictions cover vast expanses of land and sea that feature combinations of mountain ranges, major waterways, islands, and forests. Complex terrain impacts response times to calls and requires safe transport and accessibility modes.

#### *Weather conditions*

Many provincial jurisdictions are located in BC regions that are subject to dynamic or extreme weather patterns that negatively impact the ability to travel safely by rendering roads, air, and sea unnavigable. Weather events can result in emergencies that require BC RCMP support/assistance, and the same weather events limit travel to and within these communities.

Most BC RCMP detachments in rural and remote areas are either integrated or regionalized, and equipped with all-terrain vehicles, snowmobiles, and upgraded fleet vehicles. Additionally, BC RCMP mitigates the risks posed by large distances, complex terrain, and weather conditions with specialised services such as the West

Coast Marine Services,<sup>3</sup> Air Services,<sup>4</sup> and the Provincial Support Team,<sup>5</sup> as well as ongoing efforts to improve workload analysis, such as call mapping, and resource and time analysis can allow for adjustment including resource needs for community offices and patrol schedules.

### *Connectivity/communications*

Many provincial jurisdictions continue to have weak connectivity due to poor commercial communications technology infrastructure. Residents of these communities have reduced access to information and services due to poor internet services and weak/absent cellular coverage. These constraints are shared by BC RCMP provincial units working in these communities who face operational risks from reduced cellular coverage and have diminished capacities to connect with BC RCMP's network of systems due to a slow internet connection.

To mitigate risks from these constraints, RCMP has completed the modernization of its province-wide digital radio system, known as E-ReNU. E-ReNU provides fully encrypted radio communication services to all communities outside the Capital Regional District and the E-Comm network. Further, RCMP is collaborating with Shared Services Canada on a strategy to update RCMP Network and Internet bandwidth along with Wi-Fi services for all Detachments within two years. These updates will offset many of the operational risks and inefficiencies and will serve as the foundation for upcoming technologies such as digital evidence management.

### *Natural Disasters*

British Columbia's risks of life-loss and damages from flooding, wildfires, landslides, and avalanches are increasing due to housing and business developments sprawling and encroaching into unsettled rural and remote areas. In particular, the frequency and scale of events, such as wildfires and flooding, may also be increasing due to climate change. BC RCMP deploys resources to respond to emergencies and support the recovery of communities and regions hit hard by natural disasters. Article 9 of the Provincial Police Service Agreement (PPSA) provides a mechanism allowing provinces to temporarily access extra resources to assist with police duties during emergencies. This not only provides a benefit to BC RCMP in the event of a BC specific emergency, but also allows us to assist other provinces who have contracted the RCMP for their provincial policing.

### *Lack of other public services/resources*

Some provincial jurisdictions border large metropolitan hubs that have an array of other complementary public services such as health, addictions, and other social services. However, many other provincial jurisdictions are located much farther from population centres and do not have close, local access to these alternative public services and resources. This can mean provincial police take on other roles depending on the situation, given fewer options for partnership and collaboration, particularly when responding to complex social issues such as mental health and addictions.

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<sup>3</sup> West Coast Marine Services (WCMS) provides police services to remote, isolated communities, often located hours away from larger communities or Detachments, some only accessible by boat or plane. WCMS members operate on seven-day pre-planned patrols, attend coastal communities and back-up or support the Detachment members.

<sup>4</sup> Air Services operates fixed and rotary wing aircrafts for long and short range transport of investigators, prisoners, dangerous goods, and freight; in addition, provides operational support for photo reconnaissance, surveillance, traffic law enforcement, airborne Command Post, searches for persons, property and crime scenes, provides photographing scenes of crime.

<sup>5</sup> The BC RCMP, in collaboration with the Province, established the Provincial Support Team (PST) in 2019. The PST is a 12-member unit staffed with active serving regular members that provide short-term relief for temporary vacancies or resource pressures at Provincial Detachment units.

## Increasing Provincial Police Workload

BC RCMP workload is not only increasing but also becoming more challenging, driven by a combination of factors.

### *Increased Calls-for-Service*

Since 2013, the number of calls-for-service increased by 12% percent from just over 204,000 to over 229,000 in 2019 (BC RCMP DAU). Call volume alone does not account for the increasing time members spend responding to calls, nor does call volume reflect the growing complexity of calls such as domestic violence and impaired driving calls.

### *Increased Sophistication of Crimes*

Crimes are becoming more sophisticated, driven by rapid technological innovation and improving connectivity. Widespread consumer access to emerging technologies and social media platforms, sped up by recent pandemic measures, have led to unprecedented levels of connectivity that unfortunately also enable new opportunities for more sophisticated crimes.

To meet this challenge, BC RCMP invests in new tools and talents to harness efficiencies from new technology and to leverage influence and trust-building through social media. In addition to a number of investments in technological modernization, which are detailed in a [succeeding section](#), BC RCMP offers Digital Forensics Services, enabling investigations to correctly seize and process digital evidence in an attempt to prosecute those individuals utilizing digital devices or data to aid in criminal activity. In addition, BC RCMP is home to the Real Time Intelligence Centre of BC (RTIC-BC), which provides operational and tactical intelligence support to frontline officers on a 24/7 real-time basis through collaboration with policing agencies across the Lower Mainland, including the partner agencies of CBSA, Provincial and Federal Corrections, and BC Sheriffs (Vasylichuk, 2019).

As technology evolves with continuous innovations, BC RCMP looks to more investments in cutting edge tools and advanced skills sets required to keep pace with the changing demands.

### *Increased Complexity of Policing*

The increased complexity of policing further illustrates “having to do more with less.” Police have been exposed to a great deal of change in the past decade. Court decisions, legislative changes, and policing policy amendments have placed additional operational demands on the police, reducing the number of available calls-for-service hours in the communities they serve.

BC RCMP has seen an increase in call volume and service time. Service time is the time spent responding to a call for service from the public and includes the time from when a call is received by dispatch until the officer clears from the scene. This does not include the time the officer spends in the follow-up investigation and court preparation that occurs after a scene is processed.

Domestic Violence calls have experienced an increase in both call volume and service time since 2013. From 2013 until 2019, the overall call volume for Domestic Violence calls-for-service increased by 36% and the service time spent on Domestic Violence calls increased by 48% (BC RCMP BIU).

The Violence Against Women in Relationship policy (VAWIR 2010) requires additional investigative steps to be completed. This includes completing risk assessments/summaries, supervisory checklists, the establishment and documentation, additional database checks, referrals for further non-policing assistance, and additional timely follow-up.



Recent court decisions that directly impact policing and add additional duties and responsibilities include:

1. *R. v. Spencer (2014)*: Court ruled that police require a Production Order to obtain subscriber account information associated with an IP address from the internet service provider.
2. *R. v. Jordan (2016)*: In 2016, the Supreme Court of Canada, in a 5-4 majority, ruled that if an accused was not brought to trial within a reasonable amount of time, the court would grant a stay of proceedings. The Justices in their rulings stated that for Provincial Court, a ceiling of 18 months from laying a charge(s) to end of a trial is reasonable, with anything beyond that being “unreasonable” except in exceptional circumstances. A 30-month timeline was set for Supreme Court matters.
3. *R. v. Fearon (2014)*, *R. v. Polius (2009)*: Police must obtain a Search Warrant to conduct searches of items such as smartphones and computers that have been lawfully seized.

The BC Provincial Policing Standards for Major Case Management (MCM) requires that investigations of certain serious offences follow MCM principles. These investigations are often onerous, as are the final disclosures to Crown Counsel. The involved team of members can be fully absorbed and encumbered for months or years on a single investigation.

To bolster the security of victims in Missing Persons cases and Domestic Violence files, increased supervisory oversight in addition to legislative and policy changes have significantly added to the investigative time spent on these files.

In 2016, the BC Government created policing standards for Missing Persons investigations. These standards added additional steps and follow-ups while conducting these investigations. These include completion of risk assessment documents, consideration of the *Missing Persons Act*, the requirement to utilize an approved verifier prior to concluding the file, utilization of the BC Policing Standards MCM principles in some incidents, and submission of documents to the BC Police Missing Persons Centre.

The recognition that these types of investigations usually involve vulnerable persons adds to the commitment of the RCMP to ensure a more than fulsome investigation is completed.

In 2009, as a result of several high profile police-involved use-of-force events, peace officers are required to complete a Subject Behavior Officer Response (SB/OR) report whenever they have used, drawn or displayed intervention weapons or techniques resulting in, or capable of resulting in, injuries to others or themselves. The SB/OR report can take up to two hours to complete and must be completed prior to the end of the officer’s shift and within 48-hours of the incident, as per the RCMP policy.

Many hours are spent by police officers addressing mental health and addiction issues. Many rural and Indigenous communities lack the mental health and addiction support services that are associated with urban locations. The time spent in response to mental health and addiction related calls is significant given the complexity of matters at the scene, the time spent transporting the person to the appropriate facility, followed by the hours spent waiting for medical personnel. Multiple police officers may be involved in mental health and addiction calls to ensure the safety of the individual and the public. In addition, the policing hours spent in response to these calls have increased significantly in the face of the current opioid crisis.

## Mental Health and Substance Use

BC RCMP recognizes increasing public concerns over whether police should attend calls involving mental health and substance use problems. Police calls-for-service involving Emotionally Disturbed Persons (EDPs) as well as Checks for Well Being (CWBs), have come under increasing public scrutiny.

While we recognize the validity of these concerns, we emphasize that police response remains necessary to ensure public safety. In most cases where police involvement is required, individuals involved are already in the midst of a crisis and pose risks of harm and injury to themselves, the general public, and other first responders. Given the ongoing opioid crisis, there is further heightened risk in cases where mental health and substance use coincide.

BC RCMP prepares officers to respond appropriately to mental health and substance use calls by ensuring officers are equipped with Naloxone to treat overdose victims and undergo mandatory training every three years in crisis intervention and de-escalation, as well as trauma-informed policing. Additionally, an enhanced training program is in development for police officers who have an interest in this area or already have specialized education such as a psychology degree. Larger BC RCMP detachments have police officers in the role of Mental Health Liaisons, assisting chronic offenders with mental health conditions to get the help they need. Moving forward, BC RCMP recognizes the need to further adjust, adapt, and modernize our processes, policies, and training to ensure police officers continue to respond appropriately to evolving complex issues for as long as there are limited alternatives to police presence.

In the meantime, BC RCMP collaborates with health authorities and social services partners to provide more appropriate responses, including redirecting individuals away from the criminal justice system and into other interventions. BC RCMP detachments coordinate with local organizations such as health service providers and non-profit/not-for-profit agencies where available.

BC RCMP also participates in innovative partnerships such as Integrated Mobile Crisis Response Services (Car/Fox Programs), Assertive Community Treatment (ACT) teams, and Situation Tables (Hubs) at several jurisdictions. These innovative programs respond to emergency situations and attempt to prevent future crises by diverting individuals to the health and social services they need.

BC RCMP supports the formalization and expansion of these innovative programs and intends to participate at all levels where possible. However, the implementation of innovative programs may be limited to larger urban centres where those health and social services already exist. For provincial jurisdictions in remote and rural areas, the unavailability of health and social services at the community level reduces the potential to localize these innovative programs.

## Vulnerable and At-Risk Populations

BC RCMP comes into contact with the most vulnerable people in society. In relation to policing, vulnerable populations face a higher-risk for criminal victimization due to their situational and personal circumstances, shaped by socio-economic barriers and burdens they experience. Additionally, specific groups may become acutely vulnerable driven by social trends, such as anti-Asian hate precipitated by the politicization of the COVID-19 pandemic and transphobic violence driven by extreme activism.

BC RCMP seeks to prevent victimization through proactive policing and community engagement in response to evolving criminality, while also seeking to help victims by redirecting them to the appropriate support services they deserve and need, such as shelter, financial assistance, social services, and transportation. Efforts at the

provincial level include participation in a number of programs, groups, and initiatives focused on preventing gender-based and intimate partner violence, and racially-motivated hate crimes, and promoting senior safety, newcomer engagement, safe spaces for LGBTQ2+, etc. BC RCMP works with police-based victim services as part of responses to critical incidents, complementing BC RCMP member training and policy updates that aim to enshrine a culture of compassion and sensitivity through trauma-informed practices. At the detachment level, BC RCMP engages with local authorities, community programs, advocacy groups, and service initiatives to identify and address specific issues for the vulnerable populations in their respective jurisdictions. Volunteers, community liaisons, and other trusted members of the community develop effective communication, overcome cultural barriers and build relationships.

Vulnerable populations that have had negative experiences with the criminal justice system may not be receptive to help from police services. For example, sex workers and those experiencing homelessness are among the most stigmatized vulnerable groups and are most likely to view police officers with apprehension. The use of the criminal justice system in the historical and current persecution and maltreatment of Indigenous peoples, persons of colour, and members of the LGBTQ2+ community continue to drive distrust of police services. Additionally, newcomers from other cultural backgrounds and marginalized communities at-large may perceive law enforcement negatively and avoid all contact with police services. In such cases, crimes go unreported and victims are unable to access the support they need. With crimes going unreported, police services lose access to vital information useful to solving and preventing future incidents.

BC RCMP acknowledges that police presence and involvement in the delivery of these services may not be effective for some vulnerable groups. Through community involvement and engagement in consultations and dialogue with representative leaders of these vulnerable communities, BC RCMP attempts to re-build trust in policing among members of these communities, careful to avoid adding more trauma through re-victimization. See [Appendix 9](#) for a list and details of some of BC RCMP's relevant programs and initiatives.

## Data and Expectations for Accountability and Transparency

### *Operational Data Management*

The BC RCMP uses PRIME<sup>6</sup> as a records management system and differs from the rest of the RCMP, which uses the Police Reporting and Occurrence System (PROS). BC RCMP adapts to this difference by providing additional PRIME-BC training to cadets and transferees assigned to BC. RCMP cadets and members who have only served in other divisions are only trained on PROS as part of RCMP's Cadet Training Program (CTP). Additionally, BC RCMP ensures resources and processes are in place to support the reconciliation between PRIME-BC and PROS, to facilitate data sharing between BC RCMP and RCMP nationally.

Public expectations and government oversight, in the context of our evolving policing environment, increasingly demands more operational data. For example, the tracking of non-criminal occurrences, particularly involving mental health calls, as well as demands for tracking the methods and subjects of our actions, such as use-of-force and race-based (race-disaggregated) data.

Police services have adapted and responded to some of these calls. For example, new codes have been created on PRIME to track occurrences involving mental health calls and check well being. Some BC RCMP

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<sup>6</sup> For more information about PRIME, see section on [Modernization](#)

detachments are working with their regional health services and local hospitals to track hospital wait times. BC RCMP implemented Subject Behaviour/Officer Response (SB/OR) reporting and made it mandatory.

### *Business Data*

BC RCMP recognizes that the information needs and interests of our contract partners and the public have become more sophisticated, but our technology has not kept up with such expectations. As it stands, the policing industry at large lacks business data to meet the demands of modern management and accountability. Police databases like PRIME are primarily geared to support operations and are designed and utilized to facilitate investigative and court processes. As such, the information contained and how it is organized are not conducive to business analysis.

For example, PRIME collects and reports workload measures such as the volume of calls and occurrences. Such workload measures are not sufficient for business analysis and performance measurement being undertaken today; PRIME does not capture data beyond that of General Duty/Frontline, which involves activities that follow after attending calls-for-service, such as that of the follow-ups and investigation. Consequently, the desire for enhanced accountability requires more data points measuring time spent and outcomes that describe the effectiveness and efficiency of service delivery for all aspects of police work. Unfortunately, across the policing industry, there are limited solutions for collecting these data points throughout the lifecycle of police work - from attending calls to concluding investigations.

BC RCMP recognizes the limitations of the current data collection practices to demonstrate non-General Duty (GD) member workload. The BC RCMP is piloting the use of PRIME logins for non-GD units in addition to the use of the PRIME Major Case Module to track officer workload beyond a call for service time.

BC RCMP continues to work with our existing systems and work around their limitations to report on data required by our contract partners. While we are able to make incremental changes to improve data collection at the program and unit levels, a system-wide change may be required to meet current and future expectations.

### *Public Order*

BC is home to many active advocacy and special interest groups, often coordinating and leading peaceful protests and demonstrations. While most events occur in either Vancouver or Victoria, BC has seen a number of significant events in areas under BC RCMP jurisdiction, particularly where cross-cutting issues converge such as that of Indigenous land rights, environmental protection, energy industry, and labour groups/unions.

BC RCMP created the Community-Industry Response Group (C-IRG) in 2017 to provide strategic oversight addressing energy industry incidents and related public order, national security and crime issues. The C-IRG is mandated to ensure a consistent, standardized and impartially administered police response across the province. The C-IRG uses a measured approach in facilitating the peaceful resolution of public disorder issues. They proactively engage all stakeholders through open communication and meaningful dialogue.

The dynamic political climate for BC suggests that public events requiring police presence may become more common in the future, particularly for jurisdictions under BC RCMP's responsibility.

### *Pandemic Measures*

Federal and Provincial Governments have invoked emergency measures and established new legislation to help contain the spread of the COVID-19 virus. While initial efforts focused on education and awareness, BC

RCMP and other BC police services have increased enforcement of pandemic measures. In the Province of BC, there has been rallies and gatherings protesting Covid19 pandemic measures, face coverings, and vaccines.

Some BC RCMP detachments have implemented compliance enforcement teams, in cooperation with provincial or municipal agency partners. BC RCMP is increasingly issuing fines for infractions involving face coverings, the provincial Emergency Program Act, and the federal Quarantine Act.

BC RCMP's General Duty/Frontline members are among essential workers who continue to engage with the general public during these trying times, and face particularly heightened risks when enforcing pandemic measures.

Over the past year, calls-for-service have involved more events that are not criminal in nature. Under the COVID-19 pandemic, the type and amount of calls-for-service have been evolving. BC RCMP members have been increasingly re-directed towards COVID-19 compliance checks, and some communities are seeing increases in wellness checks, mental health calls, and calls to attend domestic disturbances.

The additional workload puts more pressure on already strained General Duty/Frontline resources and some of the direct enforcement measures risk aggravating BC RCMP's tenuous relations with some vulnerable and racialized communities, and could adversely impact the progress made to date in building and re-building trust.

## Oversight and Transparency

### Internal - Professional Responsibility/Accountability

All RCMP employees are subject to the same laws as all Canadian citizens. BC RCMP employees are also governed by codes of conduct, which set out their responsibilities and guides their expected behaviour with the public they serve and their coworkers. Three codes of conduct have been developed to help guide RCMP employee conduct:

- Government of Canada Values and Ethics Code for the Public Sector (all employees) (TBS);
- Public Service Employee Code of Conduct (RCMP Public Service Employees and reservists) (RCMP AM App. XII-13-1.); and
- Member Code of Conduct – *RCMP Act* (Regular Members and Civilian Members) (RCMP Act).

### *RCMP Act - Code of Conduct*

The Member Code of Conduct is outlined in the Regulations of the *RCMP Act*. A Code of Conduct contravention is a transgression in which a member of the RCMP has conducted themselves, on or off duty, contrary to the organization's values and policing as a profession (this includes harassment, discrimination, and other forms of disrespectful behaviour). A new Member Code of Conduct and conduct process, called the *Enhancing RCMP Accountability Act*, came into effect on November 28, 2014. When information is received that a member is alleged to be in contravention of the Code of Conduct, the RCMP Conduct Authority (e.g. Detachment Commander) reviews the allegations and may order a Code of Conduct investigation. (RCMP, 2019) The BC RCMP Professional Responsibility Unit (PRU) is the divisional policy centre for overseeing and managing internal investigation processes. PRU Conduct Advisors advise managers on discipline and conduct issues, conduct assessments, and provide recommendations to Conduct Authorities.

Informal corrective actions can range from operational guidance to disciplinary measures in the form of a reprimand. Formal discipline is warranted when a member has contravened the *RCMP Act* Code of Conduct,

and informal disciplinary action would not be sufficient. Formal discipline can range from possible remedial measures, such as forfeiture of one or more days of a member's pay, to termination for misconduct. (RCMP, 2016)

### *RCMP's Core Values*

The RCMP's core values (Honesty, Integrity, Professionalism, Compassion, Accountability, and Respect) are currently under review. They will be updated through an internal and external stakeholder engagement process to ensure that the RCMP's values are inclusive, well-understood, and continue to reflect a modern Canada. A new statement of values will also be developed, to guide how RCMP employees are expected to live out the core values in the workplace and communities. (RCMP, 2021)

### *External Oversight*

In addition to scrutiny from all three levels of government, the media, and the general public, the BC RCMP is independently overseen by two civilian-led agencies: Independent Investigations Office (IIO) of British Columbia and Civilian Review and Complaints Commission for the RCMP (CRCC).

#### *Independent Investigations Office of British Columbia (IIO)<sup>7</sup>*

The IIO is a civilian-led police oversight agency responsible for conducting investigations into incidents of death or serious harm that may have been the result of the actions of a police officer, whether on or off duty. The IIO reports to the Criminal Justice Branch (Crown Counsel) if, after an investigation, there are reasonable grounds to believe that an officer may have committed an offence. In approving charges, the Criminal Justice Branch must generally be satisfied not only that a *Criminal Code* offence may have been committed but that the commission of an offence can be proven in court beyond a reasonable doubt.

While the volume of IIO files involving the BC RCMP increased from 60 in 2018 to 166 in 2020, the IIO only referred a small fraction to Crown for charges/prosecution. IIO received a total of 352 cases against the BC RCMP between the three calendar years 2018 and 2020 and referred only 11 cases to Crown (IIO-BC, 2021).

#### *Civilian Review and Complaints Commission for the RCMP (CRCC)<sup>8</sup>*

The CRCC is an agency of the Federal Government, established independently of the RCMP, ensuring public complaints concerning the on-duty conduct of RCMP members are examined fairly and impartially. Public complaints can be made directly to the RCMP or the CRCC. The RCMP investigates the complaint and provides a report to the complainant. If the complainant is not satisfied with the RCMP's report, the complainant may request a review by the CRCC. The CRCC requests all relevant material from the RCMP and reviews the RCMP's handling of the complaint. The CRCC also has the authority to conduct reviews of specified RCMP activities to ensure accordance with legislation, regulation, ministerial direction, or RCMP policies, procedures, or guidelines. These reviews can be initiated by the CRCC or, at the request of either the Minister of Public Safety, or a Provincial Minister responsible for policing in a province where the RCMP provides service. (e.g. Review of Crime Reduction-Type Units) (CRCC, n.d.)

According to the 2019/2020 Report on RCMP Public Complaints (2020), 92% of complaints against BC RCMP members were lodged with the Commission directly, while the remaining 8% were lodged with the RCMP. The number of complaints received since 2015/2016 are on an upward trend. However, the proportion of

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<sup>7</sup> Additional information regarding the Independent Investigations office of BC can be located from their website: <https://iiobc.ca/>.

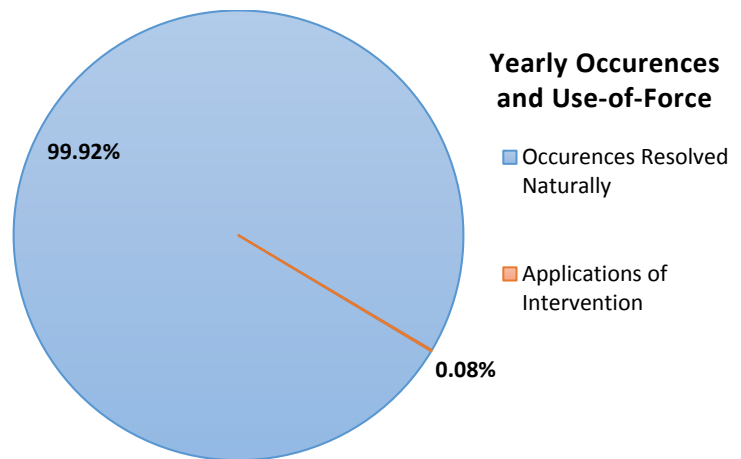
<sup>8</sup> Full details regarding the public complaint process can be located on the CRCC's website <https://www.crcc-ccetp.gc.ca/en>, including a Complaint and Review Process flowchart <https://www.crcc-ccetp.gc.ca/en/complaint-and-review-process-flowchart>.

complaints meeting the criteria<sup>9</sup> for investigation have been on a downward trend, with only 62% in 2019/2020 from 87% in 2015/2016. The top three allegations in 2019/2020 were Neglect of Duty, Improper Attitude, and Improper Use-of-Force. In 2019/2020, BC RCMP finalized 1036 complaints containing 2649 allegations, with 144 complaints further directed to the CRCC for review in that year. Of these 144 reports sent to the CRCC for review, 83% met the satisfaction of the CRCC, while the remaining 17% required further investigation and a response from the RCMP Commissioner identifying which recommendations will be implemented and providing reasons as to why other recommendations will not be implemented.

### Interventions – Use-of-Force<sup>10</sup>

Public accountability is an important element in the use-of-force decisions made by RCMP members. As of January 1<sup>st</sup>, 2010, Subject Behaviour/Officer Response (SB/OR) reporting became mandatory for all RCMP peace officers. SB/OR reporting is a standardized method to record and explain the intervention strategies that an officer chose to manage an incident. The explanation must take into account the totality of the situation, including the officer's perceptions, assessment of situational factors present, tactical considerations, and subject behaviour, all of which form the risk assessment. SB/OR reports are mandatory for all officers who apply/display: physical control hard (intermediate weapons, firearms, police service dog, specialty munitions, and/or other-weapon of opportunity) and physical control soft resulting in an injury to the subject, officer, or other people. The RCMP established a National Police Intervention Unit (NPIU) at Headquarters in Ottawa. There are also Use-of-Force coordinators in each division (RCMP, 2018).

BC RCMP resolves virtually all occurrences/encounters without the need to use force. Over 99% of occurrences between 2017 and 2019 did not involve reportable applications of Use-of-Force (RCMP ORU CAP). BC RCMP dealt with an average of 1.2 million occurrences each year between calendar years 2017 and 2019. Of these 1.2 million occurrences per year, 986 occurrences on average involve Use-of-Force. BC RCMP's rate of Use-of-Force is approximately one out of every 1,200 occurrences or 0.08%.



*Using force is never seen as a first choice. Sometimes situations can escalate very quickly, and to some, it may seem that the decision to use force is made without other considerations. The truth is that our officers are making constant, ever-changing risk assessments, even in the blink of an eye, to diffuse situations without using force if possible. Every officer knows that they are accountable in crises. Their decision-making related to what they did or did not do will be investigated, debated, and analyzed to ensure their*

<sup>9</sup> Section 45.53 of the Royal Canadian Mounted Police Act, <https://laws-lois.justice.gc.ca/eng/acts/r-10/page-15.html#h-422022>

<sup>10</sup> Additional information regarding the RCMP's Incident Management/Intervention Model, Subject Behaviour/Officer Response reporting, training and national RCMP police intervention options data and trend analysis for the period of January 1, 2010 to December 31, 2019 have been updated on the RCMP's website <https://www.rcmp-grc.gc.ca/transparenc/police-info-policieres/intervention/2010-2019-eng.htm>

*actions were ethical and lawful. As a professional police organization, we support this oversight and know that it is necessary. As we have seen from independent academic research, police officers face physical and mental injuries while utilizing force. For the well-being of others and themselves, officers prefer to end these contacts by using communication and creating a safe situation for all without applying force.*

Supt. Larry Montgomery  
Officer-in-Charge, BC RCMP Training, Pacific Region Training Centre



## Indigenous Policing

BC RCMP provides contract policing services – General Duty/Frontline services - to over 200 Indigenous communities under the Provincial Police Service Agreement (PPSA) and Municipal Police Service and Unit Agreements (MPSA-MPUA). For 131 of these communities, BC RCMP provides additional (enhanced/complementary) services under the First Nations Policing Program (FNPP).

### First Nations Policing Program (FNPP)-Community Tripartite Agreement (CTA)

The First Nations Policing Program (FNPP) is the implementation of the Community Tripartite Agreement (CTA) policing arrangements for participating Indigenous communities.<sup>11</sup>

To participate in the program, an Indigenous community enters into a five-year Community Tripartite Agreement (CTA) with the Federal and Provincial Governments, where one of the options is to be served by the BC RCMP. Under the CTA, FNPP is administered separately and in addition to contract policing services – General Duty/Frontline services, where the number of positions allocated to each CTA is determined by the parties involved, not by the BC RCMP. FNPP services are dedicated to participating Indigenous communities and intended to respond to their specific needs; as such FNPP resources are over and above those used to support regular police services provided under the PPSA and MPSA-MPUA. The FNPP-CTA provides Indigenous communities the opportunity to establish policing goals, objectives, and priorities that reflect the culture and traditions of their communities in partnership with the BC RCMP.

### Indigenous Policing Service

In total, 117.5 regular member positions provide FNPP services under CTA's to 131 Indigenous communities throughout BC. FNPP members must perform duties based on the CTA community's identified priorities and are complementary, not supplementary to the frontline policing shift schedule.

Enhanced services under a CTA include the delivery of programs related to community wellness, building trusting relationships, understanding and promoting cultural sensitivities, crime prevention, and other outreach or education. In response to new and trending Indigenous community priorities, Indigenous Policing Services and FNPP members develop programs and projects in collaboration with the communities they serve – see [Appendix 3](#) for list and details.

Some Indigenous communities in BC are not under a CTA and do not receive enhanced policing services under the FNPP. There are over 200 Indigenous communities in BC served by the BC RCMP, but only 131 Indigenous Communities have entered into a CTA, through which they receive complementary enhanced services. CTAs continue to be recognized despite the formal framework agreement having lapsed in 2018/2019. Many non-CTA communities desire entry into CTAs but the framework agreement is still under negotiation. The remaining 69 Indigenous Communities with no CTAs receive contract policing services – General Duty/Frontline services from their relevant BC RCMP detachment.

FNPP Members are intended to enhance General Duty/Frontline policing services. The BC RCMP has ensured that in the vast majority of communities, FNPP members are able to focus on enhancing police service. This typically involves proactive initiatives in communities but also involves direct support to frontline policing by

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<sup>11</sup> For more information about the CTA, consult the First Nations Policing Program: Community Tripartite Agreement (CTA) Toolkit. First Nations Policing Program: Community Tripartite Agreement (CTA) Toolkit. <https://www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/publications/agreements/community-consultative-group-toolkit.pdf>

leveraging cultural knowledge, community resources and relationships to build trust and cooperation of victims and witnesses and ensuring trauma-informed approaches. The primary challenge to this occurs where general duty/frontline resources are inadequate. This will inevitably result in FNPP members undertaking General Duty/Frontline policing responsibilities in order to ensure safe and adequate responses to non-discretionary duties involving calls-for-service and investigations. Indeed, First Nations Leaders have expressed concern with FNPP members being utilized to respond to calls-for-service, which is not in line with the CTAs in place. In 2016, a Directed Review of Indigenous Policing Services (BC RCMP RSU, 2017) found that FNPP members responded to approximately 12,000 calls-for-service a year that should have been the responsibility of General Duty/Frontline Policing frontline members and not FNPP resources. As in other areas of the provincial police service, the BC RCMP in partnership with the Province is working to establish a methodology and analytics capability that measures workload, sets reasonable service and safety standards, and uses this information to make frontline resourcing and deployment decisions tailored to the unique policing context in each community served.

Under the Framework Agreement, the FNPP are separate and distinct components of the Provincial Police Service. Services provided by FNPP members are dedicated, enhanced services designed solely for the Indigenous communities they serve. However, in certain areas, this still occurs due to the inadequate size of the frontline policing complement. Where workload pressures exist in frontline detachments, FNPP resources have assisted with frontline policing. Appropriate direct support to frontline policing can occur, e.g. supporting investigations by leveraging relationships to elicit trust and cooperation of victims and witnesses with investigators and ensuring trauma-informed approaches.

The CTAs also provide for the enforcement of *Indian Act* Bylaws within CTA communities. The RCMP may investigate and assist enforcing Band Bylaws under sec. 81(1) and 85.1 of the *Indian Act*, where there is a legal basis for police enforcement action. In exercising operational discretion to enforce such bylaws, the RCMP weighs a multitude of factors, including whether the particular bylaw in question complies with the *Canadian Charter of Rights and Freedoms*. The PPSC has agreed to consider prosecution of COVID-19 specific *Indian Act* bylaws that are legally valid and do not violate the *Charter*, through a protocol Agreement with the RCMP and the Indigenous community. *First Nations Land Management Act* Bylaw violations are not considered by the PPSC under these protocol agreements at this time.

#### *Urban Indigenous Populations*

CTA-FNPP enhanced services are geared for Indigenous communities primarily located in rural and remote regions of the province. No similar enhanced services are made available to urban and off-reserve Indigenous populations. Urban and off-reserve Indigenous peoples and communities may have supplementary service needs not being met, given this gap in services.

#### *Indigenous Policing Services Planning Process*

BC RCMP's Indigenous Policing Services (IPS) oversees, coordinates, and delivers services such as the First Nations Policing Program (FNPP). With support and guidance from IPS, Detachment Commanders consult with Indigenous community leaders and/or Community Consultative Groups (CCGs)<sup>12</sup> in developing plans for Indigenous communities they serve.

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<sup>12</sup> Community Consultative Group (CCG) - CCGs are established through consultation with the leadership of an Indigenous community under a CTA. The CCG is comprised of community members with varying backgrounds, age and experience. Its role is to identify and advocate for the community's policing priorities which are also reflected in the Letters of Expectations (LOEs).

Letters of Expectation (LOEs), as mandated by the CTA, are developed by First Nations community leaders and/or CCGs in consultation with Detachment Commanders of their respective relevant jurisdictions. LOEs identify community policing priorities for the Indigenous community and define measurable goals to address these priorities as a matter to enhance the Contract policing services provided – where enhanced services are professional, culturally sensitive, and responsive to each community’s specific needs. LOEs are mandatory components of the annual planning process for detachments serving Indigenous communities.

In addition to LOEs, BC RCMP has other avenues for facilitating Indigenous involvement. The Upper Fraser Valley Regional Detachment, with support from IPS, struck an agreement with 15 Indigenous communities in the Upper Fraser Valley, resulting in the “Upper Fraser Valley Community Safety Agreement” (BC RCMP Upper Fraser Valley, 2021). This agreement went into effect December 2020 and aims to develop prevention strategies and assistive responses to conflict situations and community crises through collaboration and direct communication lines, and mechanisms to prioritize addressing allegations of unprofessionalism and racism.

#### *Staffing Indigenous Police Services - FNPP Positions*

BC RCMP Staffing prioritizes staffing of the most challenging or difficult to fill positions, such as those Limited Duration and Isolated Posts (LDPs, IPs), which are typically in small and remote communities. The majority of LDPs and IPs are positions under CTAs in the North District, with a few positions assigned to the Island and Southeast Districts. The duration of assignment for LDPs and IPs range between two to five years, where extensions may be requested by members and are relatively common.

#### *Community Input/Participation in Board Selection*

Indigenous leaders for communities under CTAs are involved in the selection process of FNPP members. They are given opportunities to review applicant qualifications and make recommendations to the Detachment Commander and District Office on their preferred candidate. Where possible, IPS tries to ensure the member(s) assigned to an Indigenous community pursuant to a CTA is Indigenous or familiar with the culture and traditions of the Indigenous people. Additional consultation with community leaders is required when non-Indigenous members are considered for deployment to the Indigenous community.

#### *Member Transfers/Relocation/Redeployment*

The RCMP has a mobility policy that facilitates the transfer of our members between jurisdictions, providing them with various policing experiences, contributing to more well-rounded police officers. This policy develops members through diverse experiences, which they bring to communities they serve in the form of innovative ideas that add value to our services.

It also provides BC RCMP an enhanced ability to fill LDPs and IPs. This policy is particularly advantageous when the challenge of filling LDPs and IPs are aggravated during times when the organization and division as a whole experience high vacancy rates.

#### *Indigenous Recruitment*

BC RCMP engages in targeted recruitment activities to enhance diversity and representativeness, specifically for Indigenous Persons.

The targeted recruitment approach for Indigenous Persons involves presentations at pow wows and participation in events such as the War Canoe Races and Canoe Journeys, which the BC RCMP organizes. BC RCMP also promotes the Indigenous Pre-Cadet Training Program (IPTP) and the Community and Public Safety Professional Certificate— see [Appendix 7](#) for details.

## Cultural Training and Reconciliation

The BC RCMP is particularly mindful of the role it has played in enforcing harmful and damaging government and social policies such as the Residential School Program. We acknowledge the lived experiences of Indigenous persons who have had police encounters that resulted in emotional suffering, physical injury, and death have created lasting perceptions of policing and the RCMP. We acknowledge the history of policing services and its role in the Criminal Justice System. We recognize that while much has changed societally, for Indigenous People, what has not changed is that members of their communities continue to face discrimination.

Moving forward, BC RCMP is working to advance reconciliation and renew the relationship with Indigenous Peoples, based on recognition of rights, respect, cooperation, and partnership. BC RCMP employees strive to build relationships toward reconciliation with Indigenous Peoples by listening to what “reconciliation” means to the local peoples. Our continuous reconciliation efforts involve partnerships with communities to create or adopt many practices, initiatives, and programs.

BC RCMP is implementing a [Reconciliation Strategic Plan](#)<sup>13</sup> that involves expanding culturally-appropriate and relevant Indigenous restorative justice and healing practices, formalizing relations and entering into explicit collaborations with Indigenous groups; and addressing the Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice – Police Services.

Members are strongly encouraged to engage local leaders and get involved in the communities they work in. District offices and detachments facilitate introduction of new members and provide orientation resources such as unit summaries and community biographies. Additionally, BC RCMP participates in national and local Indigenous campaigns and events.

BC RCMP conducts a series of training in cultural awareness that includes the Aboriginal and First Nations Awareness (Agora-Online) course, which provides information on the history, geography, and contemporary issues pertaining to Indigenous lands, cultures, and communities. Additionally, BC RCMP engages in partnerships to facilitate community-based cultural learning, such as the Kairos Blanket Exercise and the Village Workshop. Some detachments, like White Rock and Alert Bay, have developed locally-relevant cultural training with their local Indigenous communities.

For a detailed list of relevant training/courses and some of BC RCMP’s efforts/activities towards reconciliation, see [Appendix 8](#).

BC RCMP supports Indigenous community leaders looking to develop and lead the facilitation of localized training specific to their respective community’s history, tradition, and practices. Some Indigenous community leaders have raised concerns about the adequacy of the cultural training provided to BC RCMP police officers. BC RCMP recognizes that while we have some detachments moving in this direction, our overall efforts in enhancing Indigenous cultural awareness does not comprehensively account for localized content specific to BC’s Indigenous Peoples. We are committed to working with BC’s Indigenous leaders and communities in developing new and revamping existing courses with the goal of ensuring the course content are reflective of BC’s Indigenous cultures. However, we also recognize that in order for us to proceed and take concrete action will require investment in this area.

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<sup>13</sup> For more information about the BC RCMP Reconciliation Strategic Plan, visit <https://bc-cb.rcmp-grc.gc.ca/ViewPage.action?languageId=1&siteNodeId=2096&contentId=68532>.

## Indigenous Rights

The BC RCMP can face significant challenges when it is required to enforce court injunction orders concerning divisive resource industry activity. This is magnified where there is a bearing on indigenous rights and title that are not clearly defined with respect to the activity in dispute. Added to this are the challenges around indigenous governance in these situations where elected and hereditary leadership both play a role but may be in opposition.

In most situations, the BC RCMP's measured approach has been successful in facilitating protest that is lawful, peaceful and safe. However, when enforcement occurs, the images and narrative in mainstream and social media draw focus to police enforcement, particularly images involving use of force. Well organised and funded protest groups exploit these images and this can negatively impact relationships between the RCMP and indigenous and non-indigenous communities. The police who are subject to the court order become the focus instead of governments who regulate these industries, approve the projects, and who are empowered to engage with indigenous leadership to better define how rights and title apply to preventing or resolving these conflicts.

While police may never fully overcome this challenge in all situations, the use of the measured approach is proving to be an important ingredient in mitigating these situations. This entails the deliberate employment of proactive engagement, communication and facilitation to resolve or mitigate situations conflict between opponents and proponents. It seeks to define the police role and its limits. It actively refers underlying issues to indigenous and non-indigenous government, industry, and protest groups to discuss and resolve or mitigate issues prior to enforcement. This has been a successful approach in recent mining and aquaculture disputes and in current oil pipeline and logging related conflicts. The conflict regarding the Coastal Gaslink project on Wet'suwet'en territory has been much more challenging. However, over the past year, formal government to government negotiations have made progress on complex, underlying issues. While police patrols in the territory continue to enforce the Coastal GasLink injunction, there is reason to hope that despite ongoing opposition to the project, the ongoing work to establish indigenous governance in relation to lands and waters will inform future resource development. This would certainly reduce the need to resort to the courts to advance projects and for related police response.

Alongside the current negotiations in Wet'suwet'en territory has been a positive move to adopt the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and BC Declaration on the Rights of Indigenous Peoples Act (BC-DRIPA) across the unceded indigenous territories within our province. This promises to have a significant impact on future decisions regarding resource projects impacting Indigenous communities in BC.

# Systemic Racism, its Role in the Canadian Justice System, and its Impact on Policing

## Systemic Racism – Definitions & Examples

Considerations of Systemic Racism has recently come to the forefront in discussions of policing in Canada. But it is not a term, from a Systems Theory perspective, systemic problems (such as Systemic Racism) can come as a result of interactions or conflict between, and influences of all parties within a system (Senge, 1990).

When considering the nature of Systemic Racism within the Canadian Justice System, it is important to consider the clearest evidence. This includes the overrepresentation of Indigenous and Black Canadians amongst the incarcerated population (Statistics Canada, 2019; Trevethan & Rastin, 2004), and the disproportionate likelihood that members of these groups will be subject to a police stops or a use-of-force scenario (Ontario Human Rights Commission, 2018; Public Safety Canada, 2007).

In Canada, contributing factors to Systemic Racism within the Justice System can be traced to practices of the courts, the social welfare system, policing services, health authorities, and related, overarching legislative processes. Organizations working within this system, including the police have a responsibility to explore and resolve these issues.

The BC RCMP and the National RCMP have explored our organizational role in Systemic Racism in Canada; We have considered both how we might contribute to the problem and how we might contribute to solutions in this area.

There are many organizationally- or socially-generated definitions for Systemic Racism, but the RCMP ascribe to the following:

1. *Systemic racism isn't about the behaviour of a single individual or the actions of one person. It's in the institutional structures that reflect the inequities that persist in our society. And it shows up in policies, processes or practices that may appear neutral on the surface, but disadvantage racialized people or groups* (Lucki, 2020);
2. Systemic racism is also known as 'Institutional Racism'. It refers to organizational culture, policies, directives, practices or procedures that exclude, displace or marginalize some racialized groups or create unfair barriers for them to access valuable benefits and opportunities. This is often the result of institutional biases in organizational culture, policies, directives, practices, and procedures that may appear neutral but have the effect of privileging some groups and disadvantaging others (Canadian Association of Chiefs of Police, n.d.);

As exemplified in the above definitions, broadly speaking, Systemic Racism refers to embedded practices, policies, and laws that serve to create continual socio-economic and political advantages for some groups while disadvantaging other groups. Some of these policies or practices might be overtly obvious, but others may not.

For example, the RCMP is mindful of the role it has played in enforcing harmful and damaging government and social policies such as the Residential School Program. We acknowledge the pain we have caused Indigenous Peoples, and continue to strive in every aspect to build trust in this community.

We also understand that problematic organizational policies and practices may not be so obvious. Sometimes they can be a series of micro-aggressions or slights, implicit biases and prejudices, antiquated practices, or non-inclusionary behaviours. These too cause harm.

In exploring this issue organizationally, we have discovered that Systemic Racism impacts not only those we serve, but also employees within our own organization.

The RCMP dress and deportment manuals provide a simple example. Following a fulsome review of our policies, which included consultation with members of our racialized membership, we identified that certain rules around grooming created systemic barriers for some of our employees. In particular, for our Black Regular Members, there was no consideration of ethnically diverse hair textures or related culturally significant hair styles. This was rectified, along with a number of other issues, when we upgraded our dress and deportment manual in 2019.

A second example is provided in the circumstances of Indigenous RCMP members working on reservations. These employees are entitled to tax benefits depending on the number of hours / days spent conducting duties on reserve lands. The Canadian Revenue Agency (CRA) requires that these employees fill out a specific tax form and submit it through their employer. But in years past, the RCMP also required that Indigenous members working on reservations have a detachment commander scrutinize (and potentially refute) their revenue tax claims. This procedure was not required by CRA, and directly resulted in some employees claiming less than they were entitled to. This scrutinizing has ceased and we continue to work with members who were negatively affected by this practice in the past.

### RCMP Vision 150 – Addressing Systemic Racism

The RCMP is modernizing. Seeking to be a learning organization we are committed to continued critical thinking and self-reflection. On the issue of Systemic Racism, the BC RCMP and our National Police Service have worked to identify areas where we fall short, remain open to issues raised by the community and our employees, and seek to implement solutions contributing to resolutions in all areas.

As the RCMP moves toward its 150<sup>th</sup> anniversary in 2023, various initiatives, many of which have come from our employees within the workplace, have been undertaken impacting how we do business specific to our people, our culture, our stewardship, and our policing services. Organizational efforts to modernize the RCMP are being tracked and updates are published to our publicly-available Vision 150 Tracker. For more information on Vision 150 Diversity, see [Appendix 10](#).

Under Vision 150, many individual initiatives specifically address issues of community and race-relations. The specific focus in many areas is engaging and building trust with Indigenous communities and Persons of Colour, and producing and delivering anti-racism training. The general focus remains on modernizing the RCMP, ensuring transparency and accountability, and advancing equity.

At the provincial and municipal levels, the BC RCMP, supported by our National police service, are innovative in our approach. Priorities are identified from the community level up and BC RCMP employees engage in consultative practices to ensure the unique needs of each community are met. The BC RCMP has led the way

both provincially and nationally on a number of community-based projects in the areas of restorative justice, reconciliation, diversity and inclusion, cultural awareness, mental health, and community-led policing.

## Looking Forward – Considerations in Addressing Systemic Racism

### Analytics

The BC RCMP is committed to building trust with the diverse communities we serve across the Province.

We have embraced new legislation around the practice of “street checks” or “police stops.” The RCMP is hopeful that prohibiting stops based on race in absence of other grounds will contribute to a Canada-wide bias-free policing practice in this area. We are in the process of rolling out new comprehensive training to drive home the interim standards that went into effect over a year ago.

The RCMP acknowledges the importance of collecting, analyzing, and reporting race-based data in addressing systemic racism and building trust with Black, Indigenous, and other racialized communities. At the National level, the RCMP is exploring a framework to enable the collection, analysis, and reporting of race-based data on police interactions and use-of-force in collaboration with the Canadian Association of Chiefs of Police (CACCP) and Statistics Canada. Accordingly, the BC RCMP remains committed to supporting similar initiatives at the Provincial level.

Implementing a process of collecting, analyzing, and reporting race-based data raises significant ethical considerations, including privacy issues and research margin or error (e.g. perceived race versus self-identified race).

A viable strategy will need to include consultation with police agencies and Statistic Canada. A best practice in this area would be to engage academic and/or corporate research firms to ensure the development of a sound and practical methodology.

It should also be noted that there will be considerable challenges and costs associated with upgrading police databases and enabling them for use in analytics beyond current crime statistics-driven research.

### Community Engagement

The BC RCMP continues to engage with community partners to encourage restorative justice and reconciliation practices. We continue to take an innovative approach to culturally appropriate practices and initiatives such as those listed in [Appendix 3](#). We continue to explore further bias-free policing standards with our community and government partners.

The BC RCMP remains open to working with communities to build services and take on initiatives that are important and relevant to their unique needs.

Restorative Justice programs and other individualized grassroots initiatives are community-driven and funded. Police may engage in restorative justice practices (e.g. Diversions from court proceedings), but formal Restorative Justice programs such as Community Courts or Healing Circles are really only feasible when the community is engaged and taking a lead role in implementation.



Communities must be willing and/or able to fund and support formalized programs. A community's ability to run programming is often tied to its financial means, and programming across the province is thus inconsistent and sometimes ad hoc.

## Recruiting

BC is known to be one of the most ethnically diverse provinces in Canada. In 2016, visible minorities in BC accounted for 30.3% of the total population (Statistics Canada, 2017b). At that time, immigrants represented 28% of the total population in BC, compared with 29% in Ontario, 14% in Quebec, and 21% in Alberta. And for Vancouver alone, linguistic diversity was close to 180 languages (Statistics Canada, 2019).

Meanwhile, the number of police-reported hate crimes (particularly those motivated by hatred of religion, race, or ethnic origin) has been on the rise since 2015 (Statistics Canada, 2019).

According to Sir Robert Peel's Principles of Policing, within a democratic society, it is important that the police are representative of the public they serve (Emsley, 2014). As stated, ". . . the police are the public and the public are the police . . ." (p. 14).

The RCMP is seeking out ways to increase diversity in the recruitment and retention of our employees so that our police force is representative of the communities we serve. We continue to recruit diverse employees. For 2020-2021, specific to the national recruitment of regular members, BC contributed female recruits at a rate of 27%, visible minorities at a rate of 27%, and Indigenous Persons at a rate of 3%. Richmond RCMP has 284 regular members in its establishment, of which 165, or 56% of the membership, speak a second language. In total, Richmond RCMP regular members speak 40 different languages or dialects. At Depot, our National training facility, we have been tracking demographic information for cadets who elect to share it. We continue to monitor and are committed to ensuring recruitment practices align with Canadian demographics. Internally, we are seeking to address and remove internal ethnic, religious, and cultural systemic barriers for our employees. This includes initiatives included in [Appendix 3](#).

For recruits, the RCMP has introduced new training related to cultural awareness, diversity, and bias awareness. The venue for delivery includes courses on leadership and the Cadet Training Program. We are also exploring ways to screen for racial biases during the hiring process. There is a difference between simply understanding a cultural or ethnic identity and taking the step of looking inward to ask, "am I treating someone differently," or "do I hold biases?" Exercises that challenge all of our biases, including those that are unconscious, should be built into policing culture.

We are aware that structural challenges slow our ability to meet our goals related to diversity in recruiting. For example, we can certainly seek to hire a more diverse employee base, but it takes time for individuals to work their way up the rank structure. To mitigate this, we have put several diversity and employee equity initiatives in place, seeking to achieve equitable, bias-free staffing and promotions. We must also ask ourselves how we might overcome feelings of mistrust towards police in marginalized communities so that they will even want to join.

## Sustainability and Modernization of Policing

### Resource Allocation (and Service Standards)

While there are some common/consistent measures between police agencies, there are no universally-accepted metrics or methods for assessing or determining appropriate resource levels for police services in Canada or elsewhere. The exception is the widespread use of dispatch system and complementary data to effectively measure and assess workload and deployment of General Duty and Traffic units. This does not extend to more specialised duties such as administration, General Investigative Services, or Community Policing.

### Metrics/Criteria

Various metrics have been used historically by police services to determine the number of police officers required to serve a jurisdiction. The most common of such metrics are Pop-to-Cop Ratio and Workload Volumes.

- **Pop-to-Cop Ratio**, or inversely Cop-to-Pop Ratio, looks at the ratio between the population of a police jurisdiction and the number of police officers assigned to that jurisdiction.
- **Workload (Cases, Calls) Volumes** are primarily based on the number of *Criminal Code* occurrences or calls from a police jurisdiction, expressed as ratios against the number of police officers assigned to that jurisdiction – respectively, case load and call burden.

For both metrics, lower populations and lower workload compared to the number of assigned police officers are desirable. Lower pop-to-cop ratio, case load, and call burden suggest manageable and sustainable working conditions/environments where police officers have more time available to properly and thoroughly conduct their jobs. Case load, in particular, is typically reported in ways that only account for Canada *Criminal Code* (CCC) cases, which does not include cases involving non-criminal occurrences such as Emotionally Disturbed Persons (EDPs) and Missing Persons. Pop-to-Cop Ratio and Workload Volumes have been criticized for being simplistic and narrow in scope, resulting in other factors being increasingly considered. These other factors include policies and preferences for service features, more qualitative workload measures, and various physical qualities of the jurisdiction and its population – below are some specific examples.

- Response time/speed to calls
- Shift schedules, hours of policing, and minimum response policies
- Amount of time allocated to proactive policing
- Types of crimes and time needed for investigation
- Other geographic, demographic, and socio-economic factors

See [Appendix 6](#) for more details about these specific examples.

### Methods

The General Duty Police Resourcing Model (GDPRM) is an “RCMP-developed business intelligence tool and computerized workload simulation model” that implements RCMP’s “nationally developed methodology for estimating frontline general duty staffing levels at RCMP detachments in provinces/territories and municipalities that have provincial/territorial or municipal police service agreements (RCMP, 2020, Definitions under AM - ch. II.20.)” The GDPRM is intended to help estimate appropriate staffing levels, in consultation with key stakeholders, in conjunction with other qualitative information as part of the overall resourcing and

business planning process. GDPRM analyzes detachment workload data against time standards developed and reviewed periodically by the RCMP for exclusive use with GDPRM.

GDPRM is used across the RCMP except in the BC RCMP due to compatibility issues with BC's records management system (PRIME). GDPRM is designed to be used with data from RCMP's national records management system (PROS). Some BC RCMP staff were trained in GDPRM and attempted reconciliations to covert/translate PRIME data to fit the PROS structure/framework as required for GDPRM. Unfortunately, those attempts have so far been unsuccessful, and as such, the BC RCMP has not applied the GDPRM.

BC RCMP uses the Frontline Resource Allocation (FLRA) methodology as one among several tools to assess resourcing needs for General Duty/Frontline services. The FLRA is generally consistent with methods used by large police organisations. It leverages the data created by every General Duty/Frontline member as they respond to calls or other duties via the PRIME Computer-Aided Dispatch (CAD) system. This information, combined with the precise mapping using Global Positioning System (GPS) and human resources systems, can paint a very detailed picture of the time consumed in the course of a shift by the hour of the day, and day of the week. Using GPS-based mapping, this can be broken down by jurisdiction. In larger detachments, FLRA can be used to analyse this workload data against service goals set by police and partners. These typically include response time to emergency and urgent calls, the availability of back-up, and the amount of proactive time. For example, in built-up urban environments, a seven-minute emergency response time is a commonly adopted standard. This will require a specific number of officers, exclusive of vacancies and those on leave, and that number will vary by time of day and day of the week based on workload data.

FLRA and other workload and efficiency measures are intended to support consultation and discussion with key stakeholders in conjunction with other qualitative information and processes such as surveys and focus groups. For commanders, FLRA data can be used to optimise shift patterns, measure the impact of training and leave on numbers, and identify opportunities to shift deployment into areas of higher workload. While this is focused on General Duty, understanding their staffing and deployment requirements is the starting point to assessing the resource requirements for supervisory, administrative, and specialised unit needs.

While BC RCMP continually works to enhance business intelligence and police analytics capabilities, the information provided on workload levels and resource requirements are intended to support, not replace, respectful and intelligence-led dialogue with contract partners. It is important the methods used, and information provided earn the confidence of contract partners so that resource requests are thorough and defensible.

Determining the appropriate and adequate level of police resources for any jurisdiction is complex but achievable and necessary. BC RCMP recognises various issues involved in managing and maintaining an analytical framework that would ensure the integrity and manage the expectations of contract partners. Below are other critical issues that BC RCMP faces today for resource allocation:

- Conventional police resourcing models (like the FLRA) focus on estimating Frontline/General Duty resources and are not reflective of the full range of work involved in policing. These models do not examine non-frontline service areas such as investigative and specialized services but are useful to inform assessment of the resource needs for those services.
- Integrated detachments, integrated teams, and provincial policing services are features that increase the resource bench-strength for any participating jurisdiction. Such features add a layer of complexity in calculating the available and appropriate resources for any given detachment by jurisdiction. The use of

GPS technology and improvements in coding units working in different areas have mitigated this issue. However, our contract partners require additional support in understanding the equity of relative contributions in these contexts. This is most evident when we assess the resource allocation between the municipal and provincial business lines under an integrated detachment. Adding to the complexity are situations where the Province has contributed resources to non-frontline roles or where Provincial Policing Services provide service and support to municipal areas.

- Uniformity across all jurisdictions is neither possible nor desirable. The wide range of operating environments in the province require a combination of credible metrics, information, and area knowledge to craft the right approach. For example, acceptable response times will be longer in semi-rural, rural, and remote areas. Additionally, contract partners determine which factors are most critical to decide on resource allocation for their respective jurisdiction. Some contract partners desire a no-call-too-small approach and want police to attend every call. Other contract partners, typically those facing larger call volumes and more serious crimes, prefer police to prioritize calls for major over minor offences. Commanders also must use the same information to evaluate factors such as officer and public safety along with member workload and wellness.

Despite such challenges we face today, BC RCMP continues to work with our contract partners to identify ways to evaluate the allocation of resources to optimize the effectiveness and efficiency of our services.

### Eroding Provincial Business Line

Increasing financial pressures due to inflationary factors and operational pressures have contributed to an erosion of resources within Provincial policing.

The Authorized Strength or the number of positions that the RCMP is contracted to fill under Annex A of the Provincial Police Service Agreement (PPSA) is 2,602 Members (Regular and Civilian Members); however, this number is reduced when Paid Special Leave that includes all members on Medical Leave, Graduated Return to Work and Suspension with Pay is considered. In addition, the use of salary dollars from funded blocked positions for other emergent expenses further erodes the number of filled positions under the PBL.

The issue of excessive leave within the RCMP is two-pronged: 1) the lack of vacation and unfettered time off for members due to resource shortages and operational demand and the causal effect of member burnout and mental health issues, and; 2) the liability of carrying excessive leave costs to be paid out at an unforeseen time in the future.

Unforeseen operational requirements such as wildfires, large-scale protests, and vacancy levels have negatively impacted the BC RCMP's planned reduction of the existing liability. The BC RCMP is currently triangulating datasets that include the number of high-risk incidents to which a member responds, the length of time spent on operational duty without unfettered time off, and excessive leave balances in an effort to identify and mitigate future burnout, mental health, and disability liabilities and the associated costs.

### Major Cost Drivers

#### Regular Member and Civilian Employees Pay

The annual expenditure on Regular Member Pay (including pay, service pay, allowances, and isolated post living cost differentials) increased by an annual average of 1% between 2012/13 to 2018/19 despite a drop in

member utilization (MNP, 2020). Member utilization is the number of members on strength or the number of member positions filled.

The annual expenditure on Civilian Members and Public Service Employee (PSE) Pay increased by an annual average of 6% between 2012/13 to 2018/19 (MNP, 2020). Most Civilian Members are pay-matched with PSEs.

### Member Unionization

The inaugural collective bargaining agreement is currently being negotiated by the National Police Federation, the official union of RCMP Members (inclusive only of ranks below Inspector). It is anticipated that member salaries will rise due to the collective bargaining agreement, putting budgetary pressure on contract partners.

A possible factor on the horizon, resulting from the collective bargaining agreement or other initiatives looking into improving Member Wellness/Officer Safety, is the implementation of a mandatory two-member minimum response to all or more types of service calls. Currently, BC RCMP Members are only required to have two-members responding for certain calls, such as those involving domestic violence. Other police departments require two-member responses for a wider range or all service calls. Implementing such a policy would require a substantial increase in our general duty/frontline resources to maintain the patrol hours/availabilities we offer today.

### Extra Duty Pay

Overall, extra duty pay (which includes overtime, Operational Availability<sup>14</sup>, and Operational Readiness<sup>15</sup>) has increased every year from 2012/13 to 2018/19. During this period, member utilization decreased at an average annual rate of 1%, while extra duty pay increased at an average annual rate of 9% (MNP, 2020).

### Operational Availability (OA) and Operational Readiness (OR)

Provincial Police Service is available 24-hours per day for critical and emergency situations. Historically, some police officers have elected to remain on call or perform duties without seeking compensation. However, for the wellness of our employees, this is not a feasible arrangement. Employees cannot, and should not, be expected to be on-call without compensation. Paying our employees in a manner that aligns with Treasury Board directives and work legislation comes with a cost to all RCMP business lines, including the Provincial Business Line (PBL).

In 2011/12, additional funding of \$2.95M (@ 70%) was provided by the Province of British Columbia to address the impact of the Standby Policy for front-line members. The Standby Policy has since evolved to the OA/OR Policy and applies to all employees, including those in specialized units, who are expected to be available in critical and emergency situations.

Between 2012/13 and 2018/19, OR costs in the PBL fluctuated from \$4.5M to \$9.1M, with the majority being incurred in small remote detachments requiring a considerable on-call response. There was also an increase in OR costs at the District Offices for the Critical Incident Program. OA costs increased from \$2,800 in 2012/13 to over \$2.4M in 2018/19. The OA costs were primarily found in support positions and units, including Traffic Reconstructionist, Forensic Identification, Major Crime Section, and various supervisory positions. During this

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<sup>14</sup> Operational availability (OA) means designated standby or availability for any operational or operational support function where an immediate operational response is not required. A member designated for operational availability will be available to return for duty within a reasonable period of time, as determined by their unit commander. - OM - ch. 16.12. Operational Response

<sup>15</sup> Immediate operational readiness (OR) means designated responders for operational policing duties where an immediate response is required. A member designated for immediate operational readiness will be available to return for duty immediately when called. - OM - ch. 16.12. Operational Response

period, it was acknowledged that the past business practice of members being available to respond on a voluntary basis is unacceptable. The submission of multiple OR/OA business cases, primarily in 2017/18, caused this sharp increase in OA costs, some of which have been retroactive to 2009. These costs are expected to gradually level off as units fully adopt OR/OA policies.

The BC RCMP forecasts that OA and OR costs for 2021/22 will be \$2.7M and \$10.2M (@ 100%), respectively. The BC RCMP is currently reviewing OA and OR expenditures (MNP, 2020).

### Travel

Non-training related travel costs increased by an average of 6% annually from 2012/13 to 2018/19 (MNP, 2020). The increase is partially reflective of the continuous updates to travel rates for meal allowances and mileage, which mirrors the increasing costs.

### Equipment

Equipment costs include security equipment (bulletproof vests, etc.), clothing and kit, investigational aids, firearms, ammunition, and other specialized equipment. From 2012/13 to 2018/19, the equipment cost/member utilization has grown by an annual average of 8% (\$4,900/Member utilization) (MNP, 2020).

Additional items that may result in incremental costs under the PBL budget include but are not limited to the extended range impact weapon, ballistic shields, breaching equipment, new uniforms, and pistol modernization. The timelines, implementation, and roll-out strategy for these items have not yet been finalized.

### Land vehicles

Budget constraints have reduced the BC RCMP's ability to purchase police vehicles resulting in a growing number of vehicles that are not being replaced in a timely manner. The average expenditure on vehicles was approximately \$7M annually in 2015/16 and 2016/17; however, to minimize expenditures and manage unfunded pressures, the BC RCMP spent \$2M in 2017/18, \$4.4M in 2018/19, \$7.5M in 2019/2020 and will spend \$6.2M in 2020/21 on the purchase of new vehicles. At the end of 2020/21, there will still be almost \$15M worth of vehicles due for replacement as they are at least 10 years old and/or have accumulated 160,000 kilometers. If left unaddressed, this will lead to further increases in the number of vehicles that are beyond their useful life cycle, substantial increases in repairs, and more cases where the repair costs exceed the market return of the aged vehicle. The BC RCMP 2021/22 to 2025/26 MYFP requested a total of \$15M (@100%) in supplemental funding spread over a five-year period from 2021/22 to 2025/26 to address the erosion.

Additionally, the Federal Government is looking to implement a new green plan calling for hybrid or electric vehicles to replace 80% of the current fleet by 2030, including those used as patrol cars by the RCMP, with exceptions for specialised vehicles (Tasker, 2020). This policy may increase budgetary pressures significantly depending on advances in hybrid and electric vehicle technology and market availability.

### Marine Vessels

The existing three catamarans are well beyond their life cycle and may be ordered out of service at any time by Transport Canada (TC) for not meeting regulatory requirements and standards. Delays in financial approval for the Next Generation Pacific Coastal Patrol Vessels (NG-PCPV) Project will result in ongoing increased refit costs for the existing fleet from \$450K to \$750K per year (started in 2019/20 with refit of one; 2020/21 and 2021/22 for the remaining two, if needed). Increased refit costs are being managed within the existing delegation, which further erodes the PBL budget.

## *Air Fleet*

As with the marine fleet, aircraft and aircraft systems that are nearing the end of life require replacement to ensure ongoing operational capability.

## Operational Communication Centre Program

The BC RCMP Operational Communication Centre (OCC) Program is the policy centre for 911 dispatch. The program also operates four Operational Communications Centres (OCCs) including:

- North Island, Courtney – 15 detachments and over 70 dispatchers
- BC RCMP Headquarters (Surrey) – 6 detachments and all Federal and specialised provincial, and integrated units. It employs over 40 dispatchers
- Southeast District, Kelowna – 43 detachments and 100 dispatchers
- North District, Prince George – 36 detachments and over 90 dispatchers

Several BC RCMP Detachments have their own municipal OCC's. These include Coquitlam, Surrey, Langley, and North Vancouver.

OCC's take both routine and emergency 911 calls and then dispatch police officers accordingly. While on scene, dispatchers monitor the location and status of the officers. The 911 dispatch service is quite simply the first step in first response.

The OCC program service is provided on a scale and in geographic context that ranges from cities such as Kelowna, Prince George and Nanaimo to the most remote communities where a member may need to be called out of bed and travel hours to attend.

The OCC program is provincially funded. Municipalities, including many of BC's larger cities all receive this service at no cost while others pay 100% of the costs for their own centres or contract with our partners at ECOMM-911.

Prior to fiscal year 2020-2021 which was impacted by the pandemic, the Provincial OCCs saw an annual average increase of 8% in calls-for-service since 2018. The provincial contribution to the OCC program has remained static for 15 years. As demand and therefore costs rise, the OCC program has drawn an increasing share of the provincial policing budget. Without increases in positions, the increased work is primarily done on overtime which has risen 4% since 2019-20.

Barriers to sustaining and evolving the OCC program stem from the current funding model. There is a critical need for a funding model where the responsible provincial and municipal policing jurisdictions fund this service in an equitable, transparent and predictable manner. This funding should reflect accepted service standards and the BC RCMP must be accountable for the funds expended and results achieved.

For more details on the OCC Program, see [Appendix 13](#).

## Lease Pressures

The BC RCMP's lease portfolio predominantly consists of long-term commercial leases and municipal occupancy agreements that provide office, warehouse, and other special-purpose space accommodation for RCMP operational units. Although the estimated PBL costs for the Real Property Lease portfolio is approximately \$9.5M annually. When we factor in additional costs that include estimates for capital work from the 32 municipalities, for which the RCMP pays a proportional share and one-time fit-up costs that are billed back to the Province, the total cost for the PBL for 2020/21 comes up to \$14M.

There is an increasing demand for additional space as operational units outgrow or are evicted from their existing space. This has resulted in a significant list of pressures that are being prioritized on a divisional basis by Criminal Operations Branch and the Province. Urgent and future lease pressures include the Prince George Major Crime Unit, Annacis Island Explosive Disposal Unit, as well as municipal detachment builds for North Cowichan, Fort St. John, and Prince Rupert. Lease costs for 2021/22 are expected to increase by an additional \$5M, including both one-time fit-up and incremental lease payments.

### Training Costs

Between 2012/13 and 2018/19, training costs increased at an annual average rate of 9%, and training costs per member utilization increased by 10%. Training travel costs have consistently contributed about 42% of the total training related costs (MNP, 2020).

### Member Time Spent on Training

A member's availability to respond to calls is further eroded by the number of hours the member spends in training. Training is an integral part of a police officer's career and ensures the health and safety of both the member and the public they serve. Legislative changes and recommendations after police commissions often result in increased training time, which further reduces the time a member has available to respond to calls.

The mandatory training process and Provincial Policing Standards are established through various channels that include but are not limited to:

- National and provincial legislation (through the Provincial Policing Standards);
- Internally developed by the RCMP when various gaps are identified within our membership skill set and/or;
- Accountability mechanisms such as Commission Inquiries, oversight bodies, coroner's inquests, and other accountability processes

### Ongoing Mandatory Training and Re-Certification

Every police officer is required to complete an average of 41.5 hours of ongoing mandatory training a year. Examples of mandatory training include annual firearm qualification (four hours), carbine recertification (four hours), Conducted Energy Weapon (CEW) recertification (24 hours or three days), Incident Management Intervention Model (three hours), Carotid Control/Baton/OC Spray (three hours every four years), Chemical, Biological, Radiological, Nuclear (CBRN) recertification (two hours), and First Aid (12 hours every three years). Training time may be increased by up to two days of return travel time from an RM's home detachment to the Pacific Regional Training Centre (PRTC) in Chilliwack. Specifically, it has been estimated that a RM from North District will require two days (16 hours) of travel time, while Southeast and Island Districts are estimated at one day (8 hours) of travel time.

An average of 41.5 hours per RM at minimum for ongoing mandatory training, not including travel time, suggests that a full-time RM is unable to work in an operational capacity at least one week out of every year.

### One Time Only Mandatory Training

Every member is required to complete an average of 227 hours of one-time training. This training is not completed at one time but at various times throughout a member's career. To address the recommendations of the 2014 MacNeil report, in response to the shooting spree in Moncton, New Brunswick, the RCMP implemented Immediate Action Rapid Deployment (IARD) training. The training has both an inside (16 hours) and outside (eight hours) "active shooter" component and is 24 hours in length total. Crisis Intervention and



De-escalation is required for all recruits and RMs entering “E” Division and is 8 hours in length. There is an online pre-requisite that is required before attending in person (3.5 hours). As previously mentioned, travel to PRTC may increase the time a member is away from their substantive duties.

Additional mandatory training courses introduced between 2018 and 2021, such as the online courses for the Introduction to Cannabis Legislation, BC Cannabis and Legislation Course (1.5 hours), Naloxone Nasal Spray Administration course (.5 hours), Infectious Disease – Pandemic Preparedness (.5 hours), and the Cultural Awareness and Humility course (3 hours), added 5.5 hours. As the 40mm Extended Range Impact Weapon (ERIW) begins the roll-out, training will be required at PRTC for approximately 8 hours, and annual recertification will be four hours.

Today, an average of 227 training hours per RM suggests that a full-time RM is unable to work in an operational capacity at least 5.7 weeks out of their career. As additional training priorities emerge and we implement more training in response to community needs, it is likely that this figure will increase.

### Additional Specialized Training

In addition to the mandatory training, members are required to complete various other instruction dependent on their position, location, or the specialized teams to which they belong. While not mandatory for every member, this training is vital for the BC RCMP to have several specialist profiles within the organization that bolster officer and public safety and career development. Some of this training includes but is not limited to:

1. Emergency Response Team – 40 hours per month/480 hours per year (minimum training only)
2. Tactical Troop – 80 hours per year
3. All-Terrain Vehicle (ATV) – eight hours or one day
4. Snowmobile – eight hours or one day
5. Small Vessel Operator Proficiency Training Course – 80 hours
6. Electronic Navigators Course – 32 hours or four days
7. Motorcycle Operator Training – 80 hours

Many in-service, non-mandatory courses are instructed by RCMP members, requiring them to leave their detachment area and regular duties. This includes training such as:

1. Public Safety Instructor
2. Firearm Instructors
3. Cadet Field Trainer
4. Driver Training
5. Conducted Energy Weapon (CEW)

General Duty/Frontline police members must keep up with the pace of technological change to remain abreast of emerging police priorities. The constant fluidity of organized crime, cybercrime, and economic crime will continue to require increased additional and ongoing training.

RCMP also provides competency-based developmental programs that support RMs in making the transition from Constable to supervisory positions. Supervisory Development Program (SDP) trains first-time supervisors to gain the competencies required to move into a supervisory position. Manager Development Program (MDP) and Executive Officer Development Program (EODP) will provide the training to members transitioning into higher ranks such as Sergeant, Staff Sergeant, and Inspector. Each program takes approximately one year to

complete and is organized in three phases, pre-class and self-study, in-class session and application of skills and knowledge in the workplace.

Scheduling and other efficiencies are utilized to minimize the impact of frontline operations when possible. PRTC undergoes a needs analysis process every summer in consultation with the Districts. The Districts will provide input on which training is required for their membership and how many members are estimated to attend in the next fiscal year. Once this information is compiled, PRTC determines which course offerings will be released in December for the upcoming fiscal year. This process allows the BC RCMP to strategically plan member training for the coming year as there are always competing time commitments, such as court dates and annual leave. Some training, such as firearm qualifications, are completed locally at the detachment level given that the training is short in length, which alleviates the need to travel. Other short-duration courses that must be attended in person are often bundled together to maximize time spent at PRTC.

### LMD Integrated Teams

The LMD I-Teams is comprised of five teams: 1) Integrated Collision Analysis and Reconstruction Services (ICARS), 2) Integrated Emergency Response Team (IERT), 3) Integrated Forensic Identification Services (IFIS), 4) Integrated Homicide Investigation Team (IHIT) and 5) Integrated Police Dog Services (IPDS). The integrated teams are formed on the basis of voluntary participation among police departments who report to a police board while all LMD RCMP Detachments are required to participate.

While all 13 RCMP detachments (28 Municipal jurisdictions) in the LMD participate in all five integrated teams, the five existing (independent) municipal police agencies have opted out of participating in some integrated teams. As of late, many of these municipal departments have recently joined or are in discussions to join/participate in more integrated teams in the near future.

Given the increasing complexities of the police work in the specialized areas for these integrated teams, the stability of their funding and resources would be critical to their continuity/sustainability and effectiveness. The risk of fluctuations in/changes to the number of participating agencies negatively impacts the sustainability of these teams.

### Specialized Teams in Outlying Districts

(Most) North/Southeast/Island District Teams are not formally integrated but may benefit from formal integration. Contract partners in these districts are cooperating under informal arrangements. While there are benefits to expanding formal integrated services in other/outlying districts, such expansions also pose logistical challenges for areas which may include funding, human resources, assets, and geographic complexities, etc.

In the North and Southeast Districts, all or most jurisdictions are served by the BC RCMP and the teams are arrangements between the Province and the few MPUA partners in those regions, which make for relatively stable arrangements albeit more resource-challenged. Meanwhile, the sustainability of Island District teams depends on more MPUA partners, which increases their instability given the risk of opting out of a major municipal department, such as the Victoria Police Department.

In the course of BC RCMP's facilitation of these formal integrations and informal arrangements, some municipal partners persistently raise concerns about the equity of their contribution to some teams. Some MPUA contract partners perceive a degree of inequity in the costs and benefits from participating, shaped by their expected return on investment compared to services they actually receive. BC RCMP recognizes the need

to better inform MPUA contract partners of the full range of benefits of these services, particularly the benefits of financial and infrastructure partnerships compared to having an dedicated in-house unit.

### *Emergency Response Team (ERT)*

ERT attends complex, high risk-incidents requiring a high level of skill, training, and equipment. BC RCMP currently has one full-time ERT unit in the Lower Mainland District and three part-time teams responsible for North, Southeast, and Island Districts. These part-time teams are comprised of two full-time members and augmented with part-time members whose typical substantive full-time role is in General Duty/Frontline policing. There is an inherent risk to the health and safety of both members and the public as a result of deploying part-time ERT members in high-risk emergency response situations in addition to working a regular work shift(s) on the frontline. With the creation of a RCMP union, allowing members to have a full-time substantive position in addition to an ERT profile will be difficult to defend. Furthermore, RCMP National has drafted policy that is in the final stages of approval, which will require all ERTs to have a minimum strength of 18 trained members. With current resources, the teams outside of the LMD will find it challenging to comply with this policy once finalized.

Southeast District ERT experienced a 63% increase in calls-for-service from 2018 to 2019 (BC RCMP OSB, 2020). Due to the increasing demands for ERT service and associated stress, all part-time SED members advised they could not sustain the demand put on them. As such, from October 18<sup>th</sup>, 2019 to December 1st, 2019, ERT coverage in Southeast District was assumed by LMD ERT in the West area and RCMP K Division (Alberta) in the East area. This was a challenge for LMD ERT due to their own call volume and resources. Island District and North District ERT also expressed they were close to a breaking point due to their own increasing work demands. Total District ERT CFS increased 75% over four years (2016 to 2019), and deployment hours have also increased by 215% (BC RCMP OSB, 2020).

### *ERT Operational Readiness (OR)*

Emerging changes have further impacted the ERT program. Prior to 2018, District teams were not paid OR and responded to afterhours ERT call-outs due to their commitment to the program and the organization. In late 2017, a RCMP business case was put forth to approve OR for ERT and their resources. Following this implementation, the cost of the program increased by approximately \$3.8M to accommodate OR costs.

### *ERT Mandatory Training*

In 2016, the RCMP Tactical Operations Manual was amended to reflect the current 40 hours per month training standard, which amounts to 480 hours per year. ERT members are required to train 40 hours per month to maintain a basic profile. Currently, none of the ERTs are able to comply with the training standards. For 2019 Island District was 74% compliant, North District was 62% compliant, and Southeast District was 59% compliant for basic ERT training hours.

## *Technological Modernization*

Under Vision 150, the RCMP is working to develop new strategies to work effectively in the digital world and acquire modern technologies and tools to conduct business and meet its mandate. Under Vision 150, the organization is aiming to become “The Connected RCMP.”

Employees of the BC RCMP utilize technology every day as they deliver quality service to Canadian communities. The BC RCMP continually strives to enhance service in this area and introduce new technologies to streamline processes, strengthen transparency, and build trust with the communities we serve.

## Police Records Information Management Environment (PRIME)

Police Records Information Management Environment (PRIME) is a multi-jurisdictional police records management and computer-aided dispatch system legislated for use by BC police agencies, including the BC RCMP. PRIMECorp oversees its use.

PRIME-BC manages the PRIME system. The system includes two key data points of entry: Versaterm Computer Aided Dispatch (PRIME CAD) and Versaterm Records Management System (PRIME RMS).

Employees utilize PRIME CAD to take initial complaint details from the public, capture 9-1-1 call details, and status-keep for police officers/units. This system also provides an interface to other databases for query/browse requirements (such as CPIC, ICBC, etc.).

PRIME RMS is divided into four server areas (Vancouver Island, Lower Mainland, the Interior of BC, and Combined Forces Special Enforcement Unit of BC (CFSEU)). It is the primary records management system for all police agencies in BC.

The BC RCMP has utilized PRIME as its primary records management since 2006. Since that time, the BC RCMP has completed numerous upgrades and projects targeted at increasing efficiencies, including Project Purge (ensuring compliance with Privacy legislation), and Prime Case Management (enabling investigators to utilize the database to investigate and disclose major cases).

BC RCMP recognizes that the information demands and interests of our contract partners and the public have become more sophisticated. The organization continues to endeavour to meet the expectations of the public in terms of this area. Reporting capabilities are a functionality of accountability, and the BC RCMP takes this responsibility seriously. This is inclusive of the public's recent calls for the collection of race-based data.

But police databases are designed and utilized to facilitate investigative and court processes. As such, the information contained, and how it is organized are not easily conducive to an application of the dataset to an academic or social sciences study.

Regardless of these limitations, the RCMP acknowledges the importance of collecting, analyzing, and reporting race-based data to address systemic racism and building trust with Black, Indigenous, and other racialized communities. Currently, at the National level, the RCMP is exploring a framework to enable the collection, analysis, and reporting of race-based data on police interactions and use-of-force in collaboration with the Canadian Association of Chiefs of Police (CACP) and Statistics Canada.

The BC RCMP are similarly willing to participate in methodologically sound research opportunities, where feasible. The cost and time associated with such endeavours are challenges in this area.

Ultimately, the desire for enhanced accountability through data analytics requires more data points than are currently collected and than are easily accessible in current systems. While certain variables such as race may be collected in the course of police duties and included in a report, there is no consistent analytic functionality to cross-reference all variables with every action taken by a police officer in the course of those duties.

Unfortunately, across the policing industry, there are limited solutions for collecting data points throughout the lifecycle of police work. However, the BC RCMP continues to work with existing systems and seek solutions to limitations. The National Race-based Data Collection Working Group is exploring several avenues, including updating the currently available list of choices in the ethnicity pick list.

Generally, we endeavour to report on data sought by our contract partners and make incremental changes to improve data collection at the program and unit levels.

A system-wide change may be required to meet current and future expectations.

### Digital Evidence Management (DEMS)

Digital Evidence Management (DEMS) is a cloud-based software solution to capture, manage, retain, and disclose digital evidence (photos, audio, and video).

Once rolled out, DEMS will allow RCMP employees to capture photo, audio, and video evidence using RCMP-issued smartphones, facilitate citizen submission of digital evidence to police, and allow for automatic transfer of evidence from smartphones to Protected-B cloud storage.

Once police receive evidence, DEMS software will track the access of evidence from upload to disposition, facilitate redaction and transcription of digital evidence, and allow for the electronic sharing of evidence with Crown Counsel and other partner agencies.

DEMS is a foundational element required to store, manage, and disclose the significant volumes of video anticipated from the deployment of Body Worn Cameras and represents a significant efficiency improvement for frontline policing to capture digital evidence.

The Province of BC and the BC Association of Chiefs of Police (BCACP) has directed PRIMECorp to lead the procurement of a provincial DEMS on behalf of all BC police agencies and justice system users.

The identification of a best-fit technology will be key to a successful rollout. Obviously, the funding required for both the planning, pilot, initial rollout, and ongoing operations of such an endeavour will be substantial. Procurement and systems governance decisions need to be made on a Provincial scale.

The BC RCMP is aware that whatever technology ends up being the best-fit will need to be compatible with the rollout of Body Worn Cameras.

### Body Worn Cameras (BWC)

The rollout of Body Worn Cameras (BWCs) and associated technology is a part of the RCMP's Vision 150 2020 Action Plan. The initiative falls at the Chief Financial Officer (CFO) and Chief Information Officer (CIO) level and under the Vision 150 theme of Transparency and Accountability to Canadians. The tentative timeline for this initiative to start deployment is late summer of 2023.

In actuality, the BC RCMP has been utilizing BWCs, with the limited scope of public order issues, since 2018. The use of this technology was adopted as it was understood that it would contribute to building public trust in regards to police involvement in managing court-ordered injunctions. The BC RCMP's early adoption and continued use of this technology has contributed positively to the RCMP's national rollout currently underway.

Canadians need to feel protected and respected by the police, and BWCs can help contribute in this area and build trust between police and the communities they serve.

Recordings from BWCs can show some details of what happens during police stops, be used as evidence for public complaints or in court, and can encourage better behaviour and ensure accountability from both the police and the public.

Currently, a project team is exploring strategic and operational issues related to a broader implementation of the technology in the field.

The BC RCMP is the largest singular police agency in Canada. Accordingly, the funding required for both the planning, pilot, initial rollout, and ongoing operations of a BWC program will be substantial.

Procurement and systems governance decisions need to be made on a Provincial scale, and the best-fit version of the technology needs to be identified. Whatever technology is identified must be compatible and rollout aligned with that of the chosen Digital Evidence Management System (DEMS).

The BC RCMP is focusing on identifying the most appropriate user pool amongst employees and communities that will receive the technology on a prioritized basis.

The mass deployment of BWCs will come with additional challenges related to information management, retention of records, disclosure, and compliance with privacy legislation. Compatibility between police and Crown Counsel systems will need to be assured.

### Operational Intelligence Dashboard (OID)

The Operational Intelligence Dashboard (OID) project aims to establish a mobile solution that supports intelligence-led operations and evidence-based decision-making for frontline operations. The strategic goal is to create a data strategy that builds a data-informed culture and data self-service within the organization.

The value of this system includes increased public safety through real-time data for proactive and investigative decision making, increased employee wellness through improved situational awareness and capabilities, and improved fiscal responsibility through improved metrics and reporting.

The project team is currently working with existing RCMP enterprise architecture systems (leveraging existing investments) to deliver this service and create connectivity to the various necessary data sources.

The BC RCMP is working on the best solution to integrate data from various sources in near real-time. This is a challenge.

Funding for rollout and ongoing operations will be required to support this initiative.

## “Defunding” the Police in North America

In North America, a recent movement has called for the “defunding” of police agencies with the reallocation of their resources directed towards health, mental health, and other social services.

The BC RCMP recognizes that some members of the communities we serve have experienced unfair, traumatic, and distressing encounters with police services personnel in Canada, and that some encounters have involved RCMP members. We acknowledge the lived experiences of those who are Black, Indigenous, and Persons of Colour, as well as those experiencing social or health crises.

In regards to the defunding conversation, the BC RCMP fully support the enhancement of, and an emphasis on, wraparound health and social services for Canadians. However, we would caution and propose that resolving complex and intersecting social and health issues in BC is not about simply relieving police of their resources.

We would suggest that the conversation is not one of simply defunding the police. It is about adequately funding *all* levels of social services, of which law enforcement is one.

In the case at hand, we recommend that the focus be on one of assisting the police in disengaging primary responsibility in areas best led by other groups, so that police can better focus on issues falling within their mandate. Further, we would argue for a legislated approach amongst groups, *including* the police, on matters of health, mental health, and social services, where there are impacts on community safety.

### Scope of Mandate

Police play an important role in contributing to the safety, security, and health of Canadian society. They are trained to investigate and respond to crime. They are also in place to engage the community in proactive, pro-social, and crime reducing activities. Policing in Canada, in particular, places emphasis on a community-driven approach. This means that police agencies are accountable to the public they serve, and the needs of their communities. Unfortunately, over time, altruistic reflexivity to social issues, often intended to fill gaps in existing services, has resulted in police agencies taking on duties well beyond the scope of the Criminal Code. Meanwhile, policing budgets have eroded over time, and funding models are not commensurate with public expectations and the realities of policing in the 21<sup>st</sup> Century.

### Complexity of Investigations

For several years, there have been calls for police organizations to modernize and keep pace with legislative requirements and demands of the court system. Investigations and disclosure processes are increasingly complex. The investigation of more serious crimes, in particular, require the application of specialized techniques and the involvement of subject matter experts. In the meantime, police are continually responsive to new legislation around the rights and privacy of the public. These changes, necessary to uphold the rights of the Canadians we serve, translate into very real financial costs to police organizations.

### Initiatives for Enhanced Accountability

Recently, the public have called for specific enhanced measures to ensure that police agencies are accountable to the public. This has included initiatives such as the collection of disaggregated race-based data, as well as the introduction of body worn cameras (BWCs) and associated technologies.

Moving forward, the RCMP will play an important role in implementing changes to enable the collection, analysis, and reporting of disaggregated data on race. This will include a national policy framework developed in collaboration with the Canadian Association of Chiefs of Police (CACP) and Statistics Canada. This too, will come with ongoing financial costs.

Further, the RCMP recognizes that BWCs will enhance public trust by serving as a mechanism of accountability for police. Accordingly, plans for the rollout, along with a seamless Digital Evidence Management System (DEMS) are moving forward. The rollout, tentatively expected to commence in 2023, will come with both start-up and ongoing maintenance costs.

### Recruiting

Justifiably, the public expects that police hire individuals of the highest quality to serve as police officers, and the RCMP are committed to this. But hiring the best comes at a cost. Enhancements to training come at increased cost, and salaries must keep pace with the market to ensure police continue to attract the calibre of employee the public expect.

### Mental Health

The BC RCMP continues to be reflexive to the needs of the public we serve. Our organization has experienced not only an increasing workload, but has also supported the Province in addressing wildfires, public order issues, and the COVID-19 Pandemic, province-wide. We have also shouldered the burden of systemically underfunded mental health and substance use services.

Between 2018 and 2020, the BC RCMP has seen a 9% increase in Mental health-related occurrences (from 63,736 in 2018 to 69,446 in 2020).

**BC RCMP  
Mental Health Related Occurrences, 2018-2020**

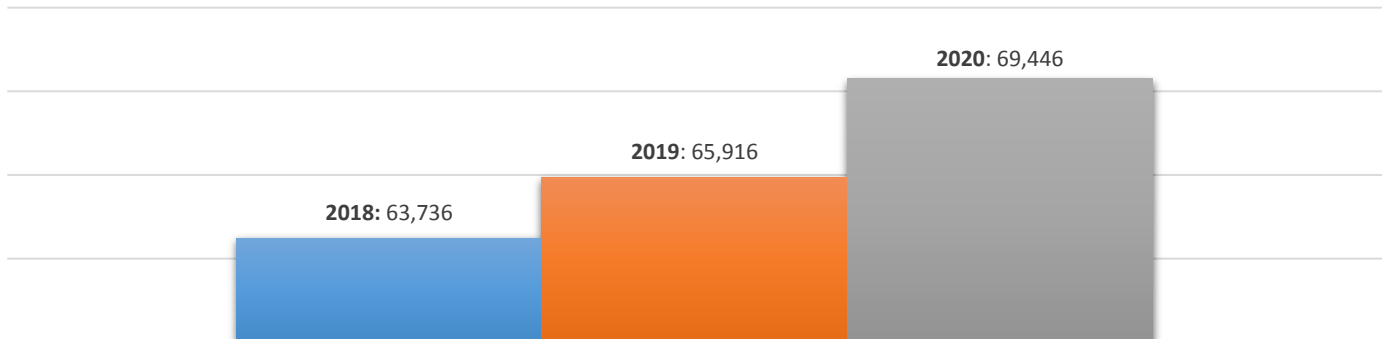
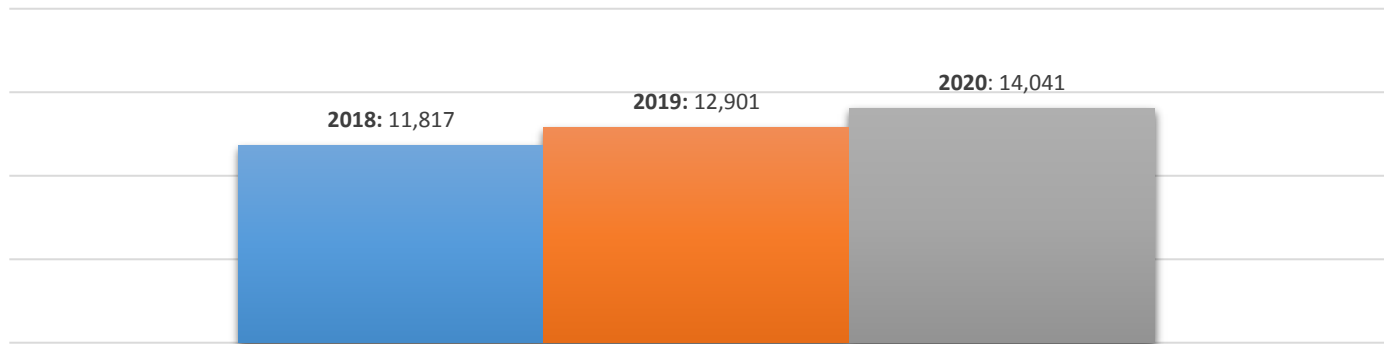


Figure 4: BC RCMP Mental Health Related Occurrences, Source: BC DAU



Meanwhile, mental health apprehensions under the *BC Mental Health Act* have increased by 18% (from 11,817 in 2018 to 14,041 in 2020).

**BC RCMP  
s.28 Apprehension Occurrences, 2018-2020**



*Figure 5: BC RCMP s.28 Mental Health Act Apprehension Occurrences, Source: BC DAU*

A common perspective is that as mental health is a health crisis, it should be resolved by properly trained health professionals like all other health matters. There are concerns about a police-primary response increasing risks to marginalized groups, including those with addictions or those who are experiencing homelessness. Experts argue police should not act as primary responders to calls regarding mental health or addictions. In principle, we agree, and we advocate for the funding of a holistic and wraparound health solution. However, it is important to recognize that the intersectionality of issues means that police involvement may still be required in many cases, especially where there is a risk for violence or where a criminal code offense has or might occur.

In short, divesting the police of their ability to contribute to the safety, security, and health of Canadian society is not a viable solution to resolving BC's health and mental health crises. Rather, we seek a more efficient use of public funds, and an investment in a model that brings police to the table, along with other parties, to contribute to a long-term solution.

## Conclusion

The defund movement has sparked conversations around the role of police in Canadian society. Open and fulsome dialogue is important and could be a vehicle of necessary social reforms. In line with the CACP<sup>16</sup>, we call for a collaborative approach involving police agencies, the public, and all levels of government as we move forward in addressing this very important issue in our province.

<sup>16</sup> <https://caccp.ca/news/caccp-statement-the-death-of-george-floyd-in-minneapolis-minnesota-usa.html>

## Considerations and Recommendations to the Special Committee

### Structure & Resourcing

Development of a Provincially-mandated standardized service delivery model for policing in British Columbia that will address staffing levels, equipment, and training.

### Integration

Mandate full integration of specialized policing services throughout BC with a funding formula that is reflective of the municipal, provincial contractual obligations.

### Mental Health

Streamline and simplify legislation within the *Mental Health Act* related to the requirements for the involvement of police relative to the apprehension of clients experiencing a mental health crisis.

### Community Policing

Explore supporting the establishment of Community Police Advisory Committees to give communities an opportunity to provide more input into the policing services they contract.

### Defund Police

Explore formalizing and funding a multi-Ministry collaborative approach to managing community-based social issues that include Mental Health, homelessness, addictions, and poverty. Under this mandate, create localized integrated ministerial / police agencies to work together to address intersectional social issues in a manner that is flexible to the unique needs of individual communities.

### Indigenous Relations

Explore the establishment of a Provincially recognized advisory group made up of police and Indigenous leaders. This group would advise the Ministerial level on matters related to consultation strategies, relationship building, and reconciliation, where Indigenous Rights, Title, and other Issues intersect with Government Initiatives or court directives and orders, requiring or mandating police operations.

### Systemic Racism

Introduction of a Provincially-devised methodology and associated necessary funding for the collection of non-aggregated race-based data that can be consistently and impartially applied across police agencies in British Columbia. Considerations could be made around aligning processes with a National government or the RCMP approach currently underway.

Provide joint funding to police and community partners to ensure culturally sensitive training, specific to that community, is delivered to all officers.

### Oversight

Explore the feasibility of implementing a Provincially-mandated, single oversight body, holding jurisdiction over all police in British Columbia. Consideration could be made around aligning with existing structures at the National level.

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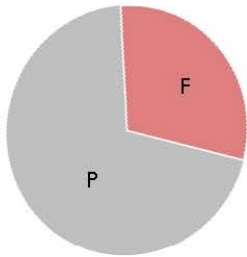
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# APPENDICES

## Appendix 1 – Cost-Sharing Formulas for the PPSA, MPSA-MPUA, and CTA

# COST SHARING

The costs of contract policing are shared in recognition of the mutual benefits of this policing model.

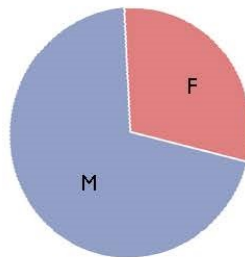


### UNINCORPORATED AREAS & MUNICIPALITIES UNDER 5,000

30% Federal & 70% Provincial

As per the PPSA the provincial government pays 70% of the cost-base described in the Agreement and the federal government pays the remaining 30%.

A portion of the provincial cost is recovered through the Police Tax.

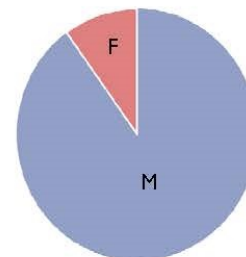


### MUNICIPALITIES BETWEEN 5,000 – 14,999

30% Federal & 70% Municipal

The terms of the MPSA and the MPUA require that municipalities between 5,000 and 14,999 population pay 70% of the RCMP cost-base, while municipalities with 15,000 population and over pay 90%. The remaining 30% and 10%, respectively, are subsidized by the federal government. Municipalities, who elect to have their own police force are responsible for 100% of policing costs, such as Abbotsford Police Department.

To pay for their share of police service costs, municipalities over 5,000 rely on municipal property taxation.

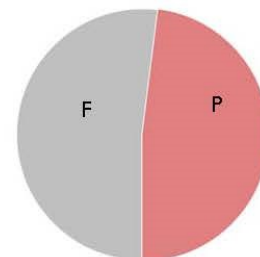


### MUNICIPALITIES 15,000 AND OVER

10% Federal & 90% Municipal

### FIRST NATIONS POLICING

Through the First Nations Policing (FNP) Program, the federal government and BC provide funding to support policing services that are professional, dedicated and responsive to the Indigenous communities they serve. In April 2014, a Framework Agreement between the federal government and the BC provincial government for RCMP FNP came into effect. In BC, Community Tripartite Agreements (CTAs) are required in accordance with the Framework Agreement. These CTAs are signed by the Indigenous Chief(s) and the provincial and federal government. The funding for the FNP Program is 52% Federal and 48% Provincial.



### INDIGENOUS CTA COMMUNITIES

52% Federal & 48% Provincial

## Appendix 2 – List of BC RCMP Detachments and Units by Business Line

The largest municipal units are able to form stand-alone/insular detachments such as Surrey, Burnaby, and Richmond Detachments.

Smaller municipal units integrate with other municipal and provincial units to combine resources and capitalize on sharing specialized services. For example, municipal units for Coquitlam and Port Coquitlam are integrated with a provincial unit under the Coquitlam Detachment, and the municipal units for Maple Ridge and Pitt Meadows are integrated with a provincial unit under the Ridge Meadows Detachment.

Provincial units, given their small sizes, are typically part of integrated detachments that include at least one municipal unit. For example, the provincial unit for Comox Valley is integrated with the municipal units for the Cities of Comox and Courtenay under the Comox Valley Detachment; and the provincial unit for Duncan is integrated with the municipal unit for North Cowichan under the North Cowichan/Duncan Detachment.

<b>ISLAND DISTRICT Detachment Name</b>	<b>Unit Name</b>	<b>Business Line</b>
Alert Bay	Alert Bay	PBL
	Alert Bay	FNPP
Campbell River	Campbell River	MBL
	Campbell River	PBL
	Campbell River	FNPP
Comox Valley	Comox	MBL
	Courtenay	MBL
	Comox Valley	PBL
Gabriola Island	Gabriola Island	PBL
Ladysmith	Ladysmith	MBL
	Ladysmith	PBL
	Ladysmith	FNPP
Lake Cowichan	Lake Cowichan	PBL
	Lake Cowichan	FNPP
Nanaimo	Nanaimo	MBL
	Nanaimo	PBL
	Nanaimo	FNPP
Nootka Sound	Nootka Sound	PBL
North Cowichan/Duncan	North Cowichan	MBL
	Duncan	PBL
Oceanside	Parksville	MBL
	Qualicum Beach	MBL
	Oceanside	PBL
Outer Gulf Islands	Outer Gulf Islands	PBL
Port Alberni	Port Alberni	MBL
	Port Alberni	PBL
Port Alice	Port Alice	PBL
Port Hardy	Port Hardy	PBL
Port McNeill	Port McNeill	PBL
Powell River	Powell River	MBL
	Powell River	PBL
	Texada Island	PBL
Quadra Island	Quadra Island	PBL
Saltspring	Saltspring	PBL
Sayward	Sayward	PBL
Shawnigan Lake	Shawnigan Lake	PBL

<b>ISLAND DISTRICT Detachment Name</b>	<b>Unit Name</b>	<b>Business Line</b>
Sidney/North Saanich	North Saanich	MBL
	Sidney	MBL
	Sidney	PBL
Sooke	Sooke	MBL
	Sooke	PBL
Tofino <sup>17</sup>	Tofino	PBL
	Ahousaht	PBL
	Ahousaht	FNPP
Ucluelet	Ucluelet	PBL
West Shore	Colwood	MBL
	Langford	MBL
	View Royal	MBL
	West Shore	PBL

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<sup>17</sup> While Tofino and Ahousaht are not formally integrated the 2019 PRBC reports the resources for Ahousaht under Tofino and internally the units work under a coordinated command structure



<b>LOWER MAINLAND DISTRICT</b>		
<b>Detachment Name</b>	<b>Unit Name</b>	<b>BL</b>
Burnaby	Burnaby	MBL
Coquitlam	Coquitlam	MBL
	Port Coquitlam	MBL
	Coquitlam	PBL
Langley	Langley City	MBL
	Langley Township	MBL
Mission	Mission	MBL
	Mission	PBL
North Vancouver	North Vancouver City	MBL
	North Vancouver District	MBL
	North Vancouver	PBL
Richmond	Richmond	MBL
Ridge Meadows	Maple Ridge	MBL
	Pitt Meadows	MBL
	Ridge Meadows	PBL
Sea to Sky	Bowen Island	PBL
	Pemberton	PBL
	Sea To Sky	PBL
	Squamish	MBL
	Squamish	PBL
	Whistler	MBL
	Whistler	PBL
Sunshine Coast	Sechelt	MBL
	Sunshine Coast	PBL
Surrey	Surrey	MBL
University	University	PBL
Chilliwack <sup>18</sup>	Chilliwack	MBL
	Chilliwack	PBL
Agassiz & Chilliwack <sup>18</sup>	Agassiz & Chilliwack	FNPP
Hope <sup>18</sup>	Hope	MBL
	Hope	PBL
Kent <sup>18</sup>	Kent	MBL
Agassiz <sup>18</sup>	Agassiz	PBL
Boston Bar <sup>18</sup>	Boston Bar	PBL
White Rock	White Rock	MBL

<b>NORTH DISTRICT</b>		
<b>Detachment Name</b>	<b>Unit Name</b>	<b>BL</b>
Alexis Creek	Alexis Creek	PBL
	Alexis Creek	FNPP
Anahim Lake	Anahim Lake	PBL
	Anahim Lake	FNPP
Atlin	Atlin	PBL
Bella Bella	Bella Bella	PBL
	Bella Bella	FNPP
Bella Coola	Bella Coola	PBL
	Bella Coola	FNPP
Burns Lake	Burns Lake	PBL
	Burns Lake	FNPP

<sup>18</sup> The detachments of Chilliwack, Hope, Kent, Agassiz, and Boston Bar are internally recognized as a regional detachment named: Upper Fraser Valley Regional Detachment

<b>NORTH DISTRICT</b>		
<b>Detachment Name</b>	<b>Unit Name</b>	<b>BL</b>
Chetwynd	Chetwynd	PBL
	Chetwynd	FNPP
Dawson Creek	Dawson Creek	MBL
	Dawson Creek	PBL
Dease Lake	Dease Lake	PBL
	Dease Lake	FNPP
Fort St James	Fort Saint James	PBL
	Fort Saint James	FNPP
Fort St John	Fort Saint John	MBL
	Fort Saint John	PBL
	Fort Saint John	FNPP
Fraser Lake	Fraser Lake	PBL
Houston Granisle	Houston	PBL
	Granisle	PBL
Hudson's Hope	Hudson Hope	PBL
Kitimat	Kitimat	MBL
	Kitimat	PBL
	Kitimat	FNPP
Lisims / Nass Valley	Lisims/Nass Valley	PBL
	Lisims/Nass Valley	FNPP
Mackenzie	Mackenzie	PBL
	Mackenzie	FNPP
Masset	Masset	PBL
	Masset	FNPP
New Hazelton	New Hazelton	PBL
Northern Rockies	Northern Rockies	PBL
One Hundred Mile House	One Hundred Mile House	PBL
Prince George	Prince George	MBL
	Prince George	PBL
Prince Rupert	Prince Rupert	MBL
	Prince Rupert	PBL
Queen Charlotte	Queen Charlotte	PBL
Quesnel	Quesnel	MBL
	Quesnel	PBL
McBride	Mcbride	PBL
Smithers	Smithers	MBL
	Smithers	PBL
Stewart	Stewart	PBL
Takla Landing	Takla Landing	PBL
Terrace	Terrace	MBL
	Terrace	PBL
Tsay Keh	Tsay Keh	PBL
Tumbler Ridge	Tumbler Ridge	PBL
Valemount	Valemount	PBL
Vanderhoof	Vanderhoof	PBL
Wells	Wells	PBL
Williams Lake	Williams Lake	MBL
	Williams Lake	PBL

<b>SOUTHEAST DISTRICT</b>		
<b>Detachment Name</b>	<b>Unit Name</b>	<b>BL</b>
Ashcroft	Ashcroft	PBL

<b>SOUTHEAST DISTRICT</b>		
<b>Detachment Name</b>	<b>Unit Name</b>	<b>BL</b>
Barriere	Barriere	PBL
Chase	Chase	PBL
	Chase	FNPP
Clearwater	Clearwater	PBL
Clinton	Clinton	PBL
Columbia Valley	Columbia Valley	PBL
Cranbrook	Cranbrook	MBL
	Cranbrook	PBL
	Cranbrook	FNPP
Creston	Creston	MBL
	Creston	PBL
Elk Valley	Fernie	MBL
	Fernie	PBL
	Elkford	PBL
	Sparwood	PBL
Golden	Golden	PBL
Kamloops	Kamloops City	MBL
	T'Kumlups	PBL
	Kamloops	FNPP
Kelowna	Kelowna	MBL
	Lake Country	MBL
	Peachland	MBL
	West Kelowna	MBL
	West Kelowna	FNPP
	Kelowna	PBL
Kimberley	Kimberly	MBL
	Kimberly	PBL
Kootenay Boundary	Castlegar	MBL
	Castlegar	PBL
	Grand Forks	PBL
	Kaslo	PBL
	Midway	PBL
	Nakusp	PBL
	Nelson	PBL
	Salmo	PBL
	Slocan Lake	PBL
	Trail	MBL
Trail & Greater District	PBL	
Lillooet	Lillooet	PBL
Logan Lake	Logan Lake	PBL
Lytton	Lytton	PBL
	Lytton	FNPP
Merritt	Merritt	MBL
	Merritt	PBL
	Merritt	FNPP
Keremeos <sup>19</sup>	Keremeos	PBL
Oliver <sup>19</sup>	Oliver	PBL
Osoyoos <sup>19</sup>	Osoyoos	MBL
	Osoyoos	PBL
Penticton <sup>19</sup>	Penticton	MBL

<sup>19</sup> The detachments of Keremeos, Oliver, Osoyoos, Penticton, Princeton, and Summerland internally recognized as a regional detachment named: Penticton South Okanagan Similkameen Regional Detachment

<b>SOUTHEAST DISTRICT</b>		
<b>Detachment Name</b>	<b>Unit Name</b>	<b>BL</b>
	Penticton	PBL
Princeton <sup>19</sup>	Princeton	PBL
Summerland <sup>19</sup>	Summerland	MBL
Revelstoke	Revelstoke	MBL
	Revelstoke	PBL
Salmon Arm	Salmon Arm	MBL
	Salmon Arm	PBL
Sicamous	Sicamous	PBL
Armstrong <sup>20</sup>	Armstrong	MBL
	Armstrong	PBL
Coldstream <sup>20</sup>	Coldstream	MBL
Spallumcheen <sup>20</sup>	Spallumcheen	MBL
Vernon <sup>20</sup>	Vernon	MBL
	Vernon	PBL
Enderby <sup>20</sup>	Enderby	PBL
	Enderby	FNPP
Falkland <sup>20</sup>	Falkland	PBL
Lumby <sup>20</sup>	Lumby	PBL

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<sup>20</sup> The detachments of Armstrong, Coldstream, Spallumcheen, Vernon, Enderby, Falkland, and Lumby are internally recognized as a regional detachment named: Vernon North Okanagan Regional Detachment

## Appendix 3 – Black, Indigenous, and Persons of Colour (BIPOC) Diversity and Inclusion Policing Programs and Projects

Below is a list of some of the various programs, projects, and initiatives BC RCMP has put in place across the province in an effort to increase communication, consultation, trust, and accountability with indigenous and other diverse communities. Specific examples have been included from various community level programs; however, this list is intended to provide context and is not exhaustive. Additional information is also held in other appendices, including: formalized community engagement and diversity councils/committees ([Appendix 5](#)); targeted Indigenous recruitment strategies ([Appendix 7](#)); and centralized training courses ([Appendix 8](#)).

**Eagle Feather Protocol** – Striving to build trust and strengthen relationships between police and Indigenous people, detachments across the province have adopted the use of the eagle feather. This practice was developed in consultation with Indigenous communities. It affords courage and strength for victims when speaking with authorities and can also be used as a culturally appropriate option for swearing an oath.

**Restorative Justice** – RCMP employees across the province continue our long-standing dedication to culturally appropriate diversions from the traditional Justice System. Our employees continue to engage with community partners encouraging restorative justice and reconciliation practices.

**Community-Based Cultural Learning** – Employees across the BC RCMP frequently engage in community-based partnerships to deliver specialized immersive training initiatives such as the [Kairos Blanket Exercise](#) and the Village Workshop.

**Removing Cultural Barriers for Employees** – The RCMP is striving to ensure our police service is reflective of the communities we serve. Recent internal initiatives supporting diversity within the ranks include the modernization of the dress and deportment manual to broadly expand acknowledgement of items of cultural importance, and celebrate ethnically-diverse natural hairstyles.

**National Events/Campaigns** – BC RCMP is involved in the promotion and participation of recognized national events and campaigns such as: Orange Shirt Day, Louis Riel Day, and the Moose Hide Campaign.

**Social Media Campaigns** – Over the past two years, we have made a conscious effort to ensure our employees feel free to use their voices to engage the community on issues related to Systemic Racism publicly. We have also provided them with an online platform should they choose to utilize it. This has resulted in positive dialogue from an international perspective.

**Gender Based Analysis Plus (GBA+)** – GBA+ has been integrated across the RCMP as a tool to examine, prevent and remove systemic discrimination and barriers in policies, programs, and operations. A GBA+ expert was appointed to the RCMP's Senior Executive Committee.

**Gwa'dzi Managed Alcohol Program** – Recognizing alcoholism as a local medical issue, Port Hardy RCMP introduced a program to prevent those in RCMP custody from experiencing dangerous withdrawal symptoms. A trained nurse and outreach worker provide prescription doses of alcohol, similar to Methadone programs. This is the first program of its kind in the Province of BC and nationally.

**Project Rainbow** – Demonstrating the RCMP as being as inclusive and diverse as the communities it serves, Project Rainbow was first introduced at Hudson's Hope RCMP last year. The program has been embraced

across the division. BC RCMP detachments now prominently display a Pride Rainbow sticker indicating detachments as a safe space for all.

**Supporting Transgender, Non-Binary, and Two-Spirit Employees** – Understanding that building trust with LGBTQ2S+ persons includes contributing to a positive and safe workplace for all employees in this community, the RCMP developed the Guide to Supporting Transgender, Non-Binary, and Two-Spirit Employees. This guide provides relevant information resources for employees, coworkers, supervisors, and managers to support transitioning employees. It has been adopted nationally.

**Knowledge Building Related to the Black Lives Matter Movement** – Dawson Creek RCMP attended a BLM demonstration to assist and support attendees. University RCMP formed a committee with the University of British Columbia to address equity and inclusion of students and interactions with RCMP employees. The first meeting was held in January 2021, and there is ongoing work related to the orientation of RCMP employees to various cultural groups within the community.

**Sexual Assault and Violence Prevention** -- Port Alice and Port Hardy RCMP, in partnership with the Gwa'sala-'Nakwaxda'xw nations, are discussing a prevention project; the project will consist of education seminars for sexual violence prevention.

**Exploring Child and Youth Advocacy Centre** – Chilliwack RCMP Community Policing and Indigenous Policing Services have partnered with Sto:Lo Nation, Chilliwack Community Services, Ministry of Children and Family Development, and others. They are currently conducting a feasibility study for this project.

**Métis Nation BC Memorandum of Understanding** – BC RCMP Indigenous Policing Services is currently in discussion with Métis Nation BC regarding the possibility of a Memorandum of Understanding to facilitate engagement between the parties.

**Virtual Community Policing Service** – Due to the COVID-19 pandemic, certain visits to some communities were limited. Barriere RCMP served Simpcw youth remotely, reading and recording stories, as well as making a public safety video to be viewed remotely.

**Canoe Awakening** – Whistler, Atlin, and Burns Lake RCMP all participated in canoe or paddle trips with elders and youth.

**Cultural Awareness Training** – White Rock and Alert Bay RCMP partnered with local Indigenous communities to produce locally-relevant cultural training.

**WITS (Walk away, Ignore, Talk it out and Seek help) Programs** - The WITS Programs bring together schools, families, and communities to create responsive environments that help elementary school children deal with bullying and peer victimization. There are two components of WITS: the WITS Primary Program for students in Kindergarten to Grade 3 and the WITS LEADerS Program for students in Grades 4 to 6. Both have a literature-based curriculum designed to integrate with existing learning objectives. Community leaders, including police officers, firefighters, paramedics, and Elders, as well as high school and university athletes, are key participants in several components of the program.

Through a partnership with the BC RCMP Indigenous Police Services, the WITS program is delivered to 31 Indigenous communities in BC.

**Indigenous Gang/Youth Outreach and Gang Prevention** - The Gang/Youth Awareness Coordinator is responsible for working with Indigenous youth and communities with a goal of education and prevention

along with gathering intelligence to monitor the progression of Indigenous gangs in British Columbia; educating stakeholders involved of gang existence and the threat they provide to their communities; inputting intelligence information into existing databases; and coordinating, advising, and training gang facilitators throughout the division within Indigenous communities. Implementing recent recommendations from the Missing Murder Indigenous Women and Girls (MMIWG) "Calls for Justice" Inquiry recommendations. The Gang/Youth Awareness Coordinator in association with CFSEU-BC added Indigenous content to the End Gang Life product that is owned by CFSEU-BC. The goal was to add culturally appropriate information with a focus on building healthier communities, along with the gang specifics related to Indigenous communities.

### **Canoe Journeys**

Pulling Together Canoe Journeys were inspired by the archetypal 1997 "Vision Quest" journey of the Royal Canadian Mounted Police. RCMP members and other police agencies, along with First Nations Youth paddle from First Nations Community to First Nations community. This journey normally occurs over seven days with approximately two hundred and fifty participants. The canoes stop in First Nations Community along the way to educate RCMP members and other police agencies along with other First Nations youth. Each year since 2001, a police agency has hosted and taken on the responsibility to plan and organize the year's canoe journey.

### **Okanagan Unity Run**

The Okanagan Unity Run is an annual program in which Indigenous Policing Services, First Nation Communities, and Okanagan First Nation youth participated in a three-day relay run to help raise awareness about suicide prevention. In the past, this relay run has covered over 227 kilometers, the full length of the Northern Okanagan Nation territory. Police and other Aboriginal resource workers spent time throughout the event educating youth on how to cope with incidents of suicide and, most importantly, how to identify the critical warning signs.

## Appendix 4 – Integrated Teams

Integrated Teams/Programs – integrated between BC RCMP and select/participating municipalities

Report to Core Policing (Criminal Operations), often BC RCMP-led and administered (under partial program responsibilities of relevant E Division Branches), most are based on cost-sharing arrangements, with funding and/or resource contributions from BC RCMP MBLs and Independent Muni partners; IHIT is the exception with the BC RCMP PBL fully contributing, with no contribution from BC RCMP MBLs

ITAC Integrated Teams Advisory Committee (ITAC) - CAOs, City officials, Provincial Reps act as oversight over I-teams, with no approval authority.

Integrated Teams/Programs under the BC RCMP:

- LMD - Integrated Road Safety Unit (IRSU)
- LMD - Integrated Impaired Driving Unit (IIDU)
- SED - West Kelowna Traffic Services (WTKS-IRSU)
- ID - Capital Regional District Traffic Services (CRD-IRSU)
- LMD - Integrated Collision Analysis Reconstruction Service (ICARS)
- LMD - Emergency Response Team (ERT)
- LMD - Integrated Forensic Identification Service (IFIS)
- LMD - Integrated Homicide Investigation Team (IHIT)
- LMD - Integrated Police Dog Service (IPDS)
- LMD - Integrated Teams Internal Investigator (III)
- ND - Integrated Collision Analysis Reconstruction Service (ICARS)
- ID – Integrated Mobile Crisis Response Team
- ID – Regional Domestic Violence Unit
- ID - Mobile Youth Services Team
- ID – Vancouver Island Integrated Major Crime Unit
- National Weapons Enforcement Support Team (NWEST)
- Combined Forces Special Enforcement Unit (CFSEU-BC)
- Integrated National Security Enforcement Team (INSET)



## Appendix 5 – Governance and Advisory Bodies

The RCMP and the BC RCMP engage with partners and stakeholders at multiple forums to resolve issues, gather input for decision making, develop strategic plans, report on accountability and performance, and explore/consider service delivery changes. Several forums exist at both the national and divisional levels, wherein such cases, BC RCMP has a representative at the national counterpart. In addition to forums at the national level for the RCMP, the BC RCMP also engages at the provincial, municipal, and local community levels. Forums are either internal or external to the organization, with members representing contract partners, policing partners, key stakeholders, and subject matter experts. These forums, at minimum, facilitate communication and exchange of information between participants. Some are intended to be consultative bodies and provide advice to senior leadership at the RCMP and BC RCMP, while others are intended to facilitate decision-making.

- **National Contract Management Committee (CMC)**

The CMC meets bi-annually to facilitate consultation and communication between provinces and territories, and Public Safety Canada/RCMP regarding the management of the PPSA. The CMC enables provincial representatives to identify, discuss, analyze and resolve contract management issues relevant to the PPSA. The CMC provides opportunities for input into decisions that impact costs and/or the delivery of police services across Canada. RCMP Divisions are not individually represented and are instead singularly represented by Public Safety Canada/RCMP.

- **BC Local Government Contract Management Committee (BC-LGCMC)** – a divisional counterpart to the National CMC

The BC LGCMC meets at least bi-annually to facilitate consultation and communication between BC local governments, the Province, and the BC RCMP regarding the management of the MPSA-MPUA. LGCMC undertakes analysis and makes recommendations in response to changes proposed by the Federal government and/or the RCMP. Where necessary or appropriate, the BC-LGCMC may recommend changes to the federal government or the RCMP. The BC-LGCMC aims to ensure police services are efficient and effective in support of the administration of justice to all municipalities served under the terms of the MPSA-MPUA as well as rural/unincorporated areas and municipalities under 5,000 population served under the terms of the PPSA. Membership includes the provincial Assistant Deputy Minister (ADM) responsible for policing and the administration of the MPSA, and nine representatives from local governments served by the RCMP. BC RCMP representatives attend BC-LGCMC meetings by invitation and meet with committee delegates to present, discuss, and report on matters raised by the Committee.

A representative from the LGCMC attends meetings of the National Contract Management Committee.

- **Union of BC Municipalities (UBCM) Convention**

The BC RCMP meets with representatives of UBCM member municipalities at their annual convention to discuss specific local community issues and concerns.

- Policing and Security Branch (PSB) of the Ministry of Public Safety and Solicitor General (PSB-MPSSG)

- **Policy, Finance, and Operations Steering Committee (PFOSC)** This committee facilitates the exchange of information between BC RCMP and PSB to support discussion and implementation of policies, finance, and non-investigative operational objects and strategies related to the Provincial Business Line. This is

the decision-making forum for requests that have or could potentially have an impact on requirements under the Provincial Police Service Agreement. This is chaired by the Police Services branch in consultation with BC RCMP. Meetings are approximately every six weeks throughout the year.

- **Policy and Finance Working Group (PFWG)** was established by the Steering Committee (as noted above) for the review, gathering, and presentation of any policies, finance, and non-investigative operatives and strategies in relation to the PPSA and MPSA. Business cases to be tabled at the PFOSC for decisions are developed and finalized by the PFWG, in conjunction with the various internal and external partners and stakeholders. The working group is composed of staff from all Business lines of the BC RCMP, and colleagues at Police Services Branch at the Provincial Government.
- **Joint Accommodations Committee (JAC)** in a similar fashion to the PFWG, this committee provides information and subject matter expertise regarding the management of real property relative to service delivery, particularly relating to major and minor projects for accommodations and living quarters. This committee facilitates long-term real property planning, aimed at minimizing budgetary changes that impact contract partners, allowing them to more confidently earmark/fence budgetary contributions towards major and minor capital investments. The purpose of the JAC is to support the delivery of the Accommodations Program under the PPSA, providing strategic advice and recommendations on the development, prioritization, and management strategies associated with service delivery.
- **BC RCMP Summit** with PSB involves three meetings annually where discussions with PSB are aim to finalize decisions from the PFOSC and PFWG. (The Summit was a one-time event that involved a select number of PFOSC members. It was held in Oct/Nov of 2019 and has not taken place since.)
- **Community Consultative Group (CCG)**  
CCGs are established through consultation with the leadership of an Indigenous community under a CTA. The CCG is comprised of community members with varying backgrounds, age and experience. Its role is to identify and advocate for the community's policing priorities which are also reflected in the Letters of Expectations (LOEs).

The RCMP Nationally and within BC also have internal and external committees where we engage with community partners and other key stakeholders, including members of the general public.

- **Management Advisory Board (MAB)**  
The civilian MAB provides the RCMP Commissioner external expertise and advice on transformation, workplace well-being, human resources, modern management practices, information technology, and other specialized fields. The members were first assigned to a term of 18-months, starting in June of 2019, and were reappointed for an additional 12-months, until December 2021.
- **RCMP National Established Management, Policy and Operations Committees**  
These three committees are helping strengthen the integration of committee work across the organization and senior management. Each committee considers the following priorities:
  - Management Committee: corporate, human resources, and finance
  - Policy Committee: strategic policy, planning, and communications
  - Operations Committee: national and divisional operational priority issues

- **Commissioner’s National Indigenous Advisory Committee**  
 Provides the Commissioner with strategic advice in relation to the delivery of policing services in Indigenous communities, recruiting, training, community, and intercultural relations, and employment equity as it pertains to the workplace. It has diverse representation from each province and territory appointed by the respective divisional Commanding Officer. They meet twice yearly with the Commissioner and Senior Executives and participate in ongoing discussions with divisional Commanding Officers.
- **BC RCMP Indigenous Cultural Advisory Committee (ICAC)** – the divisional counterpart to the Commissioner’s National Indigenous Advisory Committee  
 The ICAC provides the BC RCMP Commanding Officer with strategic advice in relation to the delivery of the highest quality policing services in Indigenous communities, recruiting, training, community and intercultural relations, and employment equity as it pertains to the RCMP workplace. A representative from ICAC sits on the national counterpart.
- **National Gender and Harassment Advisory Committee (GHAC)**  
 Established as a result of the Merlo-Davidson settlement agreement, the GHAC provides advice to the Commissioner at the National level and the Commanding Officers at the Divisional level on gender, sexual orientation, harassment, equity, and inclusivity.
- **BC RCMP Gender and Harassment Advisory Committee** – the divisional counterpart to the National GHAC  
 The Divisional Gender and Harassment Advisory Committee is composed of eight employees representing various categories of employee, ranks/roles, years of service, geographic location, backgrounds, and experiences. The Committee serves as an advice-giving forum to the Commanding Officer of the BC RCMP on gender, sexual orientation, harassment, equity, and inclusivity. The Committee builds on the RCMP’s efforts towards eliminating harassment and discrimination from the workplace.
- **Commissioner’s Diversity Advisory Committee (CDAC)**  
 Provides advice to the Commissioner and Senior Executives from a diverse, intercultural lens on community policing and relations with diverse communities and groups, and policies related to recruiting, training, advancement, and promotion. It has diverse representation from each province and territory appointed by the respective divisional Commanding Officer. They meet twice yearly with the Commissioner and Senior Executives and participate in ongoing discussions with divisional Commanding Officers.
- **BC RCMP CO’s Diversity and Inclusion Council** – the counterpart to the National CDAC  
 The Diversity and Inclusion Council is made up of a diverse cross-section of 14 employees, which provides an opportunity for employees to voice their concerns and also provide solutions to improve the work environment for all employees. Council members enhance communications between employees and the CO of the BC RCMP, share best practices toward removing barriers to further achieve diversity, equity, and inclusion, and identify and provide recommendations to help resolve issues or concerns affecting the employees in the Division. This council and its mandate and responsibilities are being updated and is currently in the process of being transformed to involve new mechanisms and wider membership.

- **Detachment-level/Community Diversity and Inclusion Committees**

Various BC RCMP Detachments are piloting local committees and units to meet the needs of their communities. Some examples include:

North Vancouver: Started an external community consultative group in 2020. The group meets every second month, and they are currently working through their mandate and Terms of Reference. They are looking to expand the group and identify a meeting flow that would best serve everyone's needs. Meetings generally involve discussions on issues, policies, or concepts; a presentation from a speciality unit (such as victims' unit); updates on diversity initiatives; and introducing a member of the detachment to the committee.

Burnaby: This is an internal committee with eight members representing the cross-section of the staff in the detachment. They have topics for every meeting (e.g. inclusive language). There is a bi-monthly newsletter to highlight EDI related info or topics to members, such as cultural events and trauma-informed approaches.

### Metrics/Criteria

Various metrics have been used historically by police worldwide to determine the number of resources required to police a city or jurisdiction. The following are the most commonly used:

- **Pop to cop (or inversely Cop-to-Pop):** The number of police officers per capita – 1 cop per xxx people
- **Volume of calls/workload** (considering criminal and/or non-criminal calls): xx cases (criminal) or xx occurrences (all calls); either calculated based on the number of officers or the population of the area. Calculating by officer can change depending on which number is used in the calculation: GD only, or all officers in a detachment, often doesn't include regional services)

The above traditional approaches do not take into account the full range of work involved in policing. Other common factors for consideration include:

- **Response time to calls:** This is framed by the priority level of the call, where an emergency call or priority 1 call (requiring an immediate response) is the subset examined. In urban areas, the unofficial standard/expectation is often measured as a seven-minute response; In rural and remote areas, this standard has been more difficult to calculate, as geography/weather/terrain makes the time to respond to calls much more varied.
- **Shift schedules, hours of policing, and minimum response policies:** While larger urban environments have 24-7 active police presence, many smaller detachments do not have enough resources to have even two officers on shift at all times. In these cases, detachments create a schedule based on when calls are coming in, how many calls come in, and when officers are most often needed to be on shift. For the remainder of the time, officers are paid to be on-call, ready to respond as and when needed. Scheduling requirements and minimum response policies (many calls require a two-person response for officer and public safety) alongside the time and frequency of calls will affect the number of resources required.
- **Amount of time allocated to proactive policing:** Generally, it's suggested good practice to have time in a General Duty/Frontline police officer's day be allocated to various proactive duties. Often this time/these activities are backed by community/city policing priorities. While commonly referred to as proactive, these are a range of proactive and preventative activities including traffic work, foot patrols, youth liaison activities – essentially anything that isn't an officer actively involved in a call for service, investigation, or administrative task, and isn't measured by other standard metrics as there isn't a file associated with the work.
- **Types of crime and time needed for investigation:** Used in some models, there have been attempts at cataloguing and categorizing the various types of calls that are received. Once categorized, average numbers (from previous years) are used as a baseline for calculating the amount of time needed to complete the various stages of a file from initial attendance and investigation, and through to the time needed for court procedures. This is based on the understanding that different types of files have different requirements for the amount of time from start to finish.

As data and technology continue to improve, there has been the creation of more complex models/algorithms that are working towards taking all these measures/metrics into account in order to come up with the ideal

number of resources needed to police a city/jurisdiction. However, there is no one standard or commonly used model in British Columbia, Canada, or worldwide.

**Indigenous Pre-Cadet Training Program (IPTP)** – Was started as a summer program that offered Canadian Indigenous people from the ages of 19-29, the opportunity to get an inside look at the life of a police officer and get hands-on experience through a three-week training program at the RCMP Training Academy (Depot) in Regina. This program was discontinued nationally from Depot, but continues in BC, where after candidates complete five weeks of training at PRTC, pre-cadets are assigned to BC RCMP Detachments closest to their hometown to enable opportunities for their continued learning. These pre-cadets are not deployed to calls and they have no contact with the public. Pre-cadet training focuses on teaching collaborative problem-solving skills, law enforcement, public speaking and cultural diversity. There are also elements of physical fitness and drill which promote team work and provide students with long-term strategies to meet personal fitness goals. The RCMP provides transportation, meals, accommodation, uniform, and five weeks of training wages.

**Community and Public Safety Professional Certificate** – Designed as a preparatory program to equip students with the required knowledge and skills to pass various entrance requirements for law enforcement (including the RCMP's Police Aptitude Test – known as RPAT), regulatory agencies or as a base entry to other related fields of study. Community and Public Safety Professional Certificate is offered at the Nicola Valley Institute of Technology (NVIT) campus in Merritt, BC, and provides a means for anyone to achieve a secondary school certificate or equivalent necessary in entering law enforcement or regulatory services. Merritt FNPP members assist in the facilitation of this training.

## Appendix 8 – Select Training Courses at the Pacific Regional Training Centre (PRTC)

Below are select courses offered through PRTC and online pertaining to specific areas as listed below.

1. Cultural Awareness
  - a. Cultural Awareness and Humility National
2. Unconscious Bias/Anti-Racism
  - a. Aboriginal and First Nations Awareness Bias Awareness
  - b. Bias Awareness for all Supervisors Phased Interview for Suspects Racially Biased Policing (RBP)
  - c. Other courses available through RCMP E Division Training:
    - i. Alzheimer's disease: A resource for Police and Search and Rescue Personnel – National (000703)
    - ii. Canada Labour Code – National (000135)
    - iii. Harassment Awareness in the workplace – National (000027)
    - iv. The Respectful Workplace - National (000912)
    - v. Trauma-Informed Practice (001266)
  - d. Courses available through Canada School of Public Service
    - i. Bridging the Diversity Gap (W003)
    - ii. Creating a Respectful Workplace (G417)
    - iii. Employment Equity under the Employment Equity Act (P745)
    - iv. Overcoming Unconscious Bias in the Workplace (W007)
    - v. Overcoming Your Own Unconscious Biases (W006)
    - vi. Understanding Unconscious Bias (W005)
    - vii. Your Role in Workplace Diversity (W004)
3. De-escalation
  - a. Crisis Intervention and De-escalation (online) - Mandatory Crisis Intervention and De-escalation (in-class) - Mandatory
4. Use-of-Force
  - a. Immediate Action Rapid Deployment – Introduction
  - b. Immediate Action Rapid Deployment - Introduction to Outdoor Active Threats
  - c. Immediate Action Rapid Deployment - Mandatory
  - d. Immediate Action Rapid Deployment - Intro to Scenario Based Training - Indoor Active Threats
  - e. Immediate Action Rapid Deployment - Outdoor Practical Course
  - f. Incident Management Intervention Model - Annual Recertification - Mandatory
  - g. IMIM Recertification 2019 – National
  - h. Conducted Energy Weapon Practical Re-certification
  - i. B.C. PROVINCIAL CONDUCTED ENERGY WEAPON – Mandatory

### Course Descriptions

#### **Cultural Awareness and Humility (CAH) National (001255)**

This RCMP Cultural Awareness and Humility online course is designed to increase knowledge, enhance self-awareness and strengthen the skills of RCMP employees who work both directly and indirectly with different cultures. This course introduces the concept of 'cultural humility' and the fact that learning about different cultures and values can be a life-long undertaking. The immeasurable benefit that comes from valuing other perspectives and ideas is also emphasized. This course aims to develop individual competencies further and promote positive partnerships. This online course comprises of six modules and presents terminology,



diversity, aspects of history, and contexts for understanding social disparities and inequities. Cultures and diversity, stereotyping and myths, as well as Indigenous realities, will be examined from the Canadian multicultural perspective.

### **Aboriginal and First Nations Awareness (000609)**

The Aboriginal and First Nations Awareness course provides information on their history, geography, and contemporary issues pertaining to Aboriginal lands, cultures, and communities.

### **Bias Awareness for all Employees (001023)**

This course is directed to all employees to develop a self-awareness of individual unconscious biases. The focus is on defining bias and identify possible individual biases. The course will introduce bias remedies and ways to develop diversity mindfulness. This will assist all employees in developing a respectful and healthy workplace.

### **Bias Awareness for all Supervisors (001024)**

This course is directed to supervisor and manager level employees. The objective is to develop a self-awareness of individual unconscious biases and identify practices to conduct bias aware staffing. The focus is on defining bias and identify own biases and how these can impact staffing. The course will introduce bias remedies and ways to develop diversity mindfulness plus techniques and strategies to conduct bias aware staffing. This will assist supervisors and managers in developing a diverse and inclusive team and contribute to a respectful and healthy workplace.

This course is a pre-requisite for members attending courses that fall under our National Performance Program: Supervisor Development Program (SDP) and Manager Development Program (MDP). These two courses are mandatory for all supervisors/managers.

### **Phased Interview for Suspects (PIMS)**

Candidates will be provided with an in-depth review of each component of the RCMP Phased Interview Model for Suspects and will be given the opportunity to practice each new skill in a safe setting. An actor will play the role of the suspect and will engage with the candidate as they work through the interview model. This is a very demanding and practical course. Only candidates that have some experience interviewing suspects and who are in a role where they will reasonably be expected to interview suspects should attend.

The Phased Interview Model for Suspects (PIMS) course addresses the impact of bias on suspect interviews. This training also discusses the negative impact confirmation bias has on the investigation and subsequent interviews. The teaching points address the impact of the interviewer's core attributes and how they directly impact the interview process, and ultimately, the investigation.

### **Racially Biased Policing (RBP) Divisional (H) (000000)**

This course is developed by the Toronto Police Service and is available on both Agora and CPKN online. Though the concept of race is relatively modern, it is entrenched in our society. In some cases, however, racism can be subtle and recognizing it can be extremely challenging. In policing, there is a distinct difference between criminal profiling, which relies on actual behavior or information on suspected activity, and racial profiling, based solely on stereotypical assumptions. Developed by the Toronto Police Service, Racially Biased Policing is designed to increase officer awareness with regard to interacting with members of the community who represent various ethnic and racial backgrounds. Through examples and exercises, and review of recent case law decisions and the subsequent legal ramifications, this course will help officers think critically about their actions when engaged in their duties and ultimately take reasonable steps to avoid racially based policing.

### **Crisis Intervention and De-escalation (CID 000819)**

The purpose of the Crisis Intervention and De-escalation – E Division' online course is to ensure that police officers will be able to use crisis intervention and de-escalation (CID) techniques, and be able to effectively intervene in and de-escalate crisis situations. Successful completion of this is mandatory for all frontline police officers in the Province of British Columbia. This online course will introduce a four-phase crisis intervention and de-escalation (CID) model and a number of accompanying techniques designed to accomplish this goal. This course has been developed specifically for officers in British Columbia and is consistent with the BC Provincial Policing Standards.

Crisis Intervention & De-escalation training is mandatory training for regular members.

### **Crisis Intervention & De-Escalation (CID) In-class (000820)**

Participants will be able to use the Crisis Intervention and De-escalation (CID) model and techniques to effectively de-escalate crisis situations, including those involving a mental health crisis. Classroom training will complement what was learned on-line. This course was developed in collaboration with subject matter experts who were selected by members of the Braidwood Recommendation Implementation Committee (BRIC). Successful completion of this course (or a provincially approved equivalent) is required for all frontline police officers and supervisors in BC.

Crisis Intervention & De-escalation training is mandatory training for regular members.

### **Immediate Action Rapid Deployment - Introduction (001041)**

The purpose of this Immediate Action Rapid Deployment (IARD) online course is to provide police officers with the knowledge to respond to and intervene in an active threat incident. This online course explores IARD tactics where police officers (PO) learn how to confront an active threat. Through this training, POs learn how to recognize an IARD, identify and arrive on the scene, go to and stop the threat, and transition out of an IARD to a traditional police response.

### **Immediate Action Rapid Deployment - Introduction to Outdoor Active Threats (001042)**

The purpose of this Introduction to IARD Outdoor Active Threats online course is to provide POs with the knowledge to respond to and intervene in an outdoor active threat incident.

This online course explores IARD outdoor active threat tactics, where POs learn how to confront an active threat outdoors. Through this training, POs learn how to prepare themselves and their equipment. They also learn about officer safety, the tactics required to respond to an active threat outdoors, the capabilities of their firearms, and the principles of effective containment

### **Immediate Action Rapid Deployment - Mandatory Training**

Immediate Action / Rapid Deployment (IARD): In response to the MacNeil recommendations, the RCMP committed to ensuring all regular members are trained in IARD. In an effort to accomplish this goal, a decision was made to remove IMIM Scenario Based Training (SBT) at Block Training for a three-year-cycle and replace it with the updated IARD User Course (3 days). In doing so, we are expecting to achieve 100 per cent compliance in IARD training through the regular Block Training cycle. The updated IARD User Course consists of the former two-day user course, but now includes an additional one-day component specific to outdoor tactics.

Successful candidates will be credited with Immediate Action Rapid Deployment User (001043) and Outdoor (001045).

### **Incident Management Intervention Model - Introduction (000618)**

### **Incident Management Intervention Model - Annual Recertification (000979)**

The IMIM Recertification online course will reintroduce you to the Incident Management Intervention Model (IMIM) and the importance of effective articulation when faced with a use-of-force incident. In addition to

reviewing the IMIM, this course will review how to conduct risk assessments, introduce considerations such as the "4 C's" (Communication, Check Your Environment, Condition and Combat Breathing), and examine Subject Behaviour/Officer Response (SB/OR) reports and re-enforce the importance of clear communication and articulation.

#### **IMIM Recertification 2019 - National (000979)**

IMIM Recertification Online Agora course will reintroduce you to the Incident Management Intervention Model (IMIM) and the importance of effective articulation when faced with a use-of-force incident. In addition to reviewing the IMIM, this course will review how to conduct risk assessments, introduce considerations such as the "4 C's" (Communication, Check Your Environment, Condition and Combat Breathing), and examine Subject Behaviour/Officer Response (SB/OR) reports and re-inforce the importance of clear communication and articulation.

#### **Conducted Energy Weapon Practical Re-certification (000279)**

This course's purpose is to validate the practical skills of trained CEW operators on a bi-annual basis, in alternation with the online re-certification course (001074). Successful candidates will be able to demonstrate the safe and appropriate operation of the Conducted Energy Weapon (CEW) and effectively, while under stress, manage an incident in accordance with the IMIM, policy, and law.

Certified CEW Instructors must lead a CEW Practical Recertification course. The instructor to candidate ratio must be 2:5. This course will alternate between the CEW On-line Recertification (001074) and the practical recertification every other year.

#### **B.C. Provincial Conducted Energy Weapon (CEW 000840)**

The purpose of the B.C. Provincial Conducted Energy Weapon (CEW) Supplemental Divisional Online Course is to serve as a supplemental course specifically designed to bridge the training requirements between the National CEW course and the B.C. Provincial Police Standards for law enforcement agencies established by the Ministry of Justice and Attorney General, Police Services Division, British Columbia. The Royal Canadian Mounted Police in British Columbia are accountable to ensure compliance with the B.C. Provincial Police standards (BCPPS). This online course was designed to ensure police officers can safely use a conducted energy weapon (CEW) and can articulate the legal, technical, medical, and accountability requirements associated with using a CEW. The content of this course is consistent with the BC Provincial Policing Standards. It should be noted that this course also outlines the consultation process used by the Braidwood Recommendation Implementation Committee, which was comprised of representatives from police, community groups, and government organizations. Successful completion of this supplemental online course is mandatory for police officers who operate Conducted Energy Weapons (CEW's) in the Province of British Columbia

## Appendix 9 – Training, Programs, and initiatives – Complex Social Issues (Mental Health, Substance Use) and Vulnerable Populations

The BC RCMP partners with other government agencies, stakeholders, and community partners, to assist individuals with complex social issues and those of vulnerable populations to enhance public safety, connect these individuals with the appropriate health and social supports, and build a sense of community and wellbeing. These collaborative efforts also increase our understanding of our clients' unique and complex needs, and reduces calls for emergency services. The following is a list of some examples of programs, groups, and initiatives that the BC RCMP is actively engaged in across the province. This list is intended to provide context and is not exhaustive.

*Additional information is also held in other appendices, including: First Nation Policing Programs and projects ([Appendix 3](#)); formalized community engagement and diversity councils/committees ([Appendix 5](#)); targeted indigenous recruitment strategies ([Appendix 7](#)); and centralized training courses ([Appendix 8](#)).*

**Training - Crisis Intervention and De-escalation training (CID)** - All operational BC RCMP members must complete the mandatory Crisis Intervention and De-escalation (CID) Training, which includes courses designed to ensure that police officers will be able to use crisis intervention and de-escalation techniques to effectively de-escalate mental health crisis situations in the field. CID training is a Provincial Police Standard developed by the Ministry of Public Safety and Solicitor General – Police Service Division based on recommendations from: Braidwood Commission on the Death of Robert Dziekanski 2010.

Other related AGORA courses include Suicide Awareness and Prevention for supervisors, Alzheimer's Disease: A Resource for Police and Search and Rescue Personnel, Excited Delirium, Recognition of Emotionally Disturbed Persons, Bias Awareness for Employees.

**Police Mental Health Liaison (PMHL) Officers** take extra care and time to build relationships with people who suffer frequent mental health crises in their communities. PMHL positions assist General Duty members with mental health files, training, information, and community collaborations. The main purpose of this role is to identify chronic clients with mental health needs and collaborate with community resources to reduce the number of calls generated by the client and divert them from the justice system. These officers are supported by the BC Association of Police Mental Health Liaisons, which is dedicated to transforming the way police, justice, and healthcare intersect when managing complex cases involving individuals with mental health needs.

**Community Based Collaborations** – Police Mental Health Liaison (PMHL) Officers develop and sustain collaborations between Community Policing and General Duty in their own communities. Many PMHL's develop effective 'partnerships' which greatly improve services for the vulnerable population they serve. These unofficial collaborations built over time on a framework of trust and mutually beneficial outcomes, can streamline processes for a client and improve services for them. PMHL's are adept at identifying issues in the community and working to improve them with collaborative conversations.

**Integrated Health Groups** – The BC RCMP participate in over 20 working groups and health initiatives with agencies across the province. These initiatives have been key in ensuring the BC RCMP are able to respond to the increased need in our communities (BC RCMP had an increase in mental health-related calls of approximately 40% over the past six years).

**Integrated Mobile Crisis Response Services** - Surrey (Car 67), Kamloops (Car 60), Prince George (Car 60), and Richmond (Fox 40) RCMP detachments have crisis mobile units, which pair a nurse with a police officer in a police vehicle. These partners work together to directly address mental health issues as they arise. While the police officer's role is primarily to ensure public safety and apprehend where needed, BC RCMP police officers in these units have an enhanced level of training in mental health, above what is provincially mandated.

**Assertive Community Treatment (ACT) Teams** - Assertive community treatment is an intensive and highly integrated approach for community mental health service delivery. ACT teams serve individuals with the most serious forms of mental illness. The program facilitates community living, psychosocial rehabilitation, and recovery for persons with the most serious mental illnesses. Services may vary dependent on the community and are delivered by a group of multidisciplinary mental health staff who work as a team. ACT Teams are located in the Lower Mainland (Abbotsford, Mission, Surrey, North Delta, New Westminster, and the Tri-Cities, Vancouver), on the Island (Cowichan Valley, Nanaimo, Port Alberni, Victoria), and in the Southeast District of the province (Kamloops, Kelowna, Prince George).

**Health IM** – The RCMP are adopting a technological tool to improve responses to mental health crises. Health IM is an application for computers and mobile devices that allows officers to input information about intoxication, emotional state, hallucinations, and violence. The application's brief mental health screener helps determine if someone is at risk of harming themselves or others and informs officers' decisions on apprehension, a hospital visit, or referral for community services.

**Situation Tables** (also known as Hubs) are front line, multi-sector collaborations that enable public safety, health, and social service agencies to proactively identify vulnerable people at imminent risk of harm or victimization and rapidly connect them to services before they experience a negative or traumatic event (e.g. overdose, eviction, etc.). Situation Table membership typically includes the following agencies: local/Indigenous government, police, Ministry of Mental Health & Addictions, Health Authority, Ministry of Children and Family Development, Ministry of Social Development and Poverty Reduction, Housing, Income Assistance, Non-Profit Service Providers, etc. Situation Tables meet once a week for 60-90 minutes and discuss client cases from various agencies (policing, education, non-profit organizations, etc.) that meet the threshold of acutely elevated risk (AER). Following a four-filter information sharing protocol, the Table collectively decides whether a client meets the threshold of AER. If they do, information regarding the client's name, date of birth, and address (if applicable) are shared so that each agency can access their respective databases in real-time to assist with determining the client's history and needs. Any agencies that have a relevant service or program to offer to the client will then have a separate smaller meeting whereby they will plan an intervention to meet the client within 24 – 48 hours of the Situation Table meeting to reduce the likelihood of imminent risk of harm.

British Columbia has 21 situation tables in various stages of operation (start-up funding, receiving training to fully functional). They are located in the following communities:

- Lower Mainland (8): Abbotsford (receiving training), Burnaby, Hope, Kent-Harrison (start-up funding), Mission, Surrey CHART (Children and Youth At-Risk Table) and Surrey SMART (Surrey Mobilization and Resiliency Table), and Whistler (receiving training);
- Southeast District (4): Kelowna, Oliver (start-up funding), Penticton, Greater Westside Hub (Westbank First Nation, West Kelowna, and Peachland);
- North District (6): Prince George (receiving training), Prince Rupert (receiving training), Smithers (start-up funding), Terrace, Williams Lake, Quesnel (start-up funding); and

- Island District (3): Campbell River (start-up funding), Duncan-North Cowichan (start-up funding), Nanaimo (start-up funding)

**Integrated Case Assessment Teams (ICAT)** are a partnership of local agencies, including BC RCMP, child welfare, health, social service, victim support, and other organizations. This group responds to referrals of suspected highest risk domestic violence cases with an aim to increase safety. This goal is achieved by identifying risk using an evidence-based risk assessment tool, sharing risk-related information, reaching an agreement regarding the risk level, and creating a collaborative risk management plan that addresses victim safety and support and monitoring of perpetrators.

**Elder Abuse Survey** - The BC RCMP Community Policing Services (CPS) is working with the Provincial Office of Crime Reduction and Dr. Irwin Cohen with the Centre for Public Safety and Criminal Justice Research at the University College of the Fraser Valley to survey RCMP members regarding calls-for-service involving elder abuse and neglect. The goal is to identify gaps in police skills and training to respond to related calls-for-service and improve support for front-line members to close gaps identified.

**Safe Place** - The Safe Place program offers people shelter if they feel unsafe — a place where they will be welcomed, can call the police, and wait until officers arrive. By placing a decal in their window, participating businesses and organizations identify the premise as a safe haven and ally for members of the LGBTQ community.

**Indigenous Safety Team (IST)** is a locally-focused harm reduction and crime prevention initiative and a street level outreach program comprised of police, as well as mental health, substance use, and Indigenous representatives located in Port Alberni. IST was an expansion of the partnership of RCMP and cultural support services addressing social issues that traditionally culminate in repeated calls for police service. Clients can include elders, adults, and youth of any nation who may be involved in criminal behaviour, public nuisances, family violence, victimization, or a combination of factors.

**Sexual Assault Review Committee (SAIRC)** – The BC RCMP has developed and is implementing a SAIRC, based on the Philadelphia model. SAIRC is composed of victim service advocates who work with sexual assault survivors. The committee will be engaged in reviewing sexual assault investigation files not cleared by charge. The committee’s purpose is to review the investigations with a victim-focused lens and make recommendations to strengthen the RCMP’s victim-centred and trauma-informed approach.



# Advancing Equity, Accountability and Trust in the RCMP

The RCMP is committed to taking bold actions to demonstrate meaningful change toward a modern and inclusive organization that is responsive to community needs.

## SNAPSHOT

### DRIVERS

- ▶ Societal systemic racism and discrimination.
- ▶ Recognition of need to modernize policing models and services.
- ▶ Requirement to enhance accountability and transparency.

### OBJECTIVES

- ▶ RCMP modernization.
- ▶ Comprehensively address systemic racism and discrimination in the RCMP.
- ▶ Strengthen trust and confidence in the RCMP.
- ▶ Contribute to progress across domestic law enforcement.

### CONSULTATION

Focused 4-month consultation with:

- ▶ RCMP Management Advisory Board
- ▶ Indigenous Leaders
- ▶ Racialized Communities
- ▶ Policing/Criminal Justice Community
- ▶ Parliamentarians
- ▶ RCMP Employees
- ▶ Government Departments/Agencies

## THE WAY FORWARD – VISION 150

Grounded in ongoing stakeholder engagement. Supports and builds upon RCMP Vision 150.

### ADVANCING EQUITY, DIVERSITY AND INCLUSION

- ▶ Forums for information exchange (e.g., National Council for Diversity and Inclusion; national and divisional Gender and Harassment Advisory Committee).
- ▶ Comprehensive RCMP Guide to Supporting Transgender, Non-binary and Two-Spirit Employees.
- ▶ Commissioner’s Mental Health Advisory Group.
- ▶ Equity, Diversity and Inclusion Strategy, including anti-racism training.
- ▶ Modernize recruitment through proactive action to diversify and reduce bias in processes.
- ▶ Leverage civilian expertise in criminal investigations.
- ▶ Further update Cadet Training Program.



### INDIGENOUS RECONCILIATION

- ▶ Establish Office for RCMP-Indigenous Collaboration, Co-Development and Accountability.
- ▶ Implement national and divisional reconciliation strategies.
- ▶ Partner with indigenous women’s groups.
- ▶ Increase use of restorative justice.



### TRANSPARENCY AND ACCOUNTABILITY

- ▶ Advance the collection and analysis of race-based data to address systemic racism and discrimination, in collaboration with partners.
- ▶ Support immediate deployment of body-worn cameras for RCMP Officers (including Iqaluit pilot).
- ▶ Strengthen timelines in public complaint process.
- ▶ Ensure transparent oversight of serious incidents.
- ▶ Disclose police information on a regular basis.
- ▶ Implement an independent harassment reporting and resolution process for all employees.



### MODERNIZED RCMP POLICING MODEL AND APPROACH

- ▶ Update the RCMP’s crisis intervention and de-escalation tools and training.
- ▶ Implement local policing models that meet community needs.
- ▶ Support greater integration of community, health and social services.
- ▶ Refresh RCMP Core Values and develop Organizational Values Statement.



## OUTCOMES

- ▶ The RCMP is a healthy and inclusive organization that provides modern policing services.
- ▶ RCMP culture is characterized by respect for diversity and the contributions of all employees.
- ▶ Employees, communities, partners and other stakeholders have trust and confidence in the RCMP.
- ▶ Strengthened transparency and accountability mechanisms.

Status updates on the initiatives will be available quarterly at:  
[www.rcmp-grc.gc.ca/vision150/tracker-suivi-eng.htm](http://www.rcmp-grc.gc.ca/vision150/tracker-suivi-eng.htm)



### Governance

#### GBA+ is part of RCMP Modernization

- The Action, Innovation and Modernization (AIM) unit is responsible for leading the implementation of Gender-Based Analysis Plus (GBA+) in the RCMP.
- AIM works to equip employees across the organization with the knowledge, skills and tools they need to apply GBA+.
- For selected priority initiatives, AIM assigns GBA+ analysts to collaborate directly with subject matter experts.

#### The RCMP GBA+ Network

- In September 2020, an RCMP GBA+ Network was established, with representatives from all RCMP divisions and business lines.
- Network members are responsible for supporting the application of GBA+ in their division or business line.
- The Network provides a forum to discuss priorities and gaps (e.g. training needs), as well as to share knowledge, resources and tools.

#### Our GBA+ Champion

- The Deputy Commissioner of Contract and Indigenous Policing is the RCMP GBA+ Champion.
- As a Senior Executive Committee member, the Champion works to ensure GBA+ is integrated in decision-making processes.
- The Champion also promotes GBA+ awareness, training and priority initiatives across the organization.

### Overview

- GBA+ is an analytical approach that helps to ensure that government policies, programs and legislation consider and respond to the circumstances or needs of diverse groups of people.
- The RCMP is increasing its internal GBA+ capacity to better meet community needs, to foster a more inclusive workplace, and to support overall modernization.

### Examples and Results

#### ● BODY-WORN CAMERAS

- GBA+ is being used to ensure that new body-worn cameras will be usable by police officers with different physical characteristics, to ensure diverse communities are considered, and to make the procurement process more inclusive.
- Results:
  - National-level consultations with Black, Indigenous, and people of colour (BIPOC), LGBTQ2+, women's and victims' groups, have been integrated into the RCMP's engagement strategy.
  - Regular Members are being consulted to inform the assessment and selection of devices.

#### ● UNIFORM AND GROOMING

- The RCMP dress and grooming policies were modernized to better meet diverse needs.
- Results:
  - Removing binary gender language and specific clothing/grooming options for women only.
  - Removing administrative processes to obtain grooming exemptions for religious reasons, or to obtain a culturally appropriate kit.
  - Creating opportunities to incorporate Indigenous cultural articles in ceremonial dress.

#### ● PISTOL MODERNIZATION

- GBA+ is being used in the development of options for the modernization of the RCMP's standard-issue pistol to ensure it meets diverse needs.
- Results:
  - Better understanding of factors which impact shooting accuracy for different individuals, such as grip strength and the weight of the trigger pull.

#### ● PROTECTIVE EQUIPMENT MODERNIZATION

- GBA+ is being used to update the RCMP's operational standards and protective equipment.
- Results:
  - Introducing personally tailored body armour that fits individuals of different height and body shapes.
  - Monitoring carbine training to ensure that women have the same rate of access as men.
  - Exploring options to procure lighter carbines with ambidextrous charging handles.

#### ● LOW DIVERSITY UNITS

- GBA+ is being used to identify and remove recruitment barriers for units that show persistently low rates of gender diversity, such as Emergency Response Teams (ERT), police dog services, air marshals and protective policing.
- Results:
  - Implementing Bias Awareness training for the ERT selection boards.
  - Developing a new GBA+ tool to raise awareness of systemic, "invisible" barriers.

#### ● REGULAR MEMBER RECRUITMENT

- GBA+ is being used to update the Regular Member recruitment process, so that the RCMP can access a more diverse pool of applicants.
- Results:
  - Updates to the recruitment website to ensure the use of inclusive language and images.
  - Modified aspects of eligibility criteria for applicants from the Territories, to mitigate local barriers. As a result, applicants can:
    - Apply with a restricted driver's license and work with proactive recruiters during the process to obtain an unrestricted license.
    - Obtain vision and hearing assessments during the medical stage of process, rather than before applying.
  - Working to procure a new entrance exam that is bias free, following a GBA+ review of the RCMP aptitude test.

#### ● REGULAR MEMBER TRAINING

- The Cadet Training Program is being reviewed with a GBA+ lens to ensure it reflects a modern and inclusive approach.
- Results:
  - Training materials are being reviewed and being updated to ensure language does not unintentionally reinforce stereotypes, and reflects modern reality in Canadian communities.

#### ● LONG SERVICE AWARD POLICY

- GBA+ was used to update the RCMP Awards and Recognition Policy.
- Results:
  - Under the updated policy, periods of leave without pay (such as parental leave) are now eligible toward the RCMP Long Service Award.



# VISION | Rekindling trust with First Nations, Inuit and Métis peoples



## RECONCILIATION & MMIWG LEADERSHIP OUR STEWARDSHIP



- ▶ Acknowledging the past, evaluating current practices, and collaborating with Indigenous communities for the future.
- ▶ Equity, Diversity and Inclusion Strategy launched, including anti-racism training.
- ▶ Divisional Reconciliation Strategic Action Plans in development.
- ▶ Acknowledging and understanding the dynamics between Elected and Hereditary Chief systems in the province of British Columbia.
- ▶ Recognizing the Indigenous ancestral lands in BC through acknowledgment in public speeches and presentations.



## PARTNERSHIPS & SUPPORTING RESILIENT COMMUNITIES OUR CULTURE



- ▶ Partnership with Métis Nation of British Columbia (MNBC) with participation in MNBC justice strategy & liaising with their communities to deliver crime prevention initiatives through the IPS Métis Coordinator.
- ▶ Supporting the WITS program through delivery in our Indigenous communities.
- ▶ Development of Eagle Feather protocol by providing victims, witnesses, suspects and police officers the option to swear legal oaths on an eagle feather.
- ▶ On going consultation utilizing the BC RCMP Indigenous Cultural Advisory Committee (ICAC) for consultation and engagement with Indigenous leaders and Elders seeking input on violence/crime prevention initiatives, training and advising on cultural protocols, traditional practices, ceremonial etiquette.
- ▶ Modernizing uniform policy to allow police officers to incorporate Indigenous ceremonial items of honour and distinction into the RCMP ceremonial uniform.



## SHARED VOICES, TRADITION AND CULTURE OUR PEOPLE



- ▶ Internal Indigenous employee councils/Community Consultative Groups connected to Community Tripartite Agreements in E Division.
- ▶ Mandatory attendance E Division Indigenous Policing Services (IPS) Annual Training for RCMP members in the First Nation Policing Program.
- ▶ Comprehensive RCMP Guide to Support Transgender, Non-Binary and Two-Spirited Employees.
- ▶ Indigenous-created and led awareness workshop, Kairos Blanket Exercise delivered throughout BC.
- ▶ New mandatory Cultural Awareness and Humility course.
- ▶ Detachment specific cultural awareness workshops for all employees provided by local Indigenous communities.
- ▶ Trauma-informed approach training mandatory for all police officers.
- ▶ Professional development training on human trafficking, and unsolved and historical death investigations with Indigenous awareness components.



## ENHANCED SERVICE DELIVERY OUR POLICE SERVICES



- ▶ Ongoing reviews of unfounded sexual assault cases.
- ▶ Updated Human Deaths policy to include provisions for greater cultural sensitivity.
- ▶ Dedicated IPS Major Crime Unit Liaison to assist in providing guidance and support to ensure strengthened quality, oversight and communication with families on missing person investigations.
- ▶ Liaise with the BC Missing Person Centre regarding Indigenous persons reported missing.
- ▶ Dedicated positions in IPS for recruiting of potential regular members and position for gang awareness coordinator.
- ▶ Delivering Indigenous Pre-Cadet Program for E Division to recruit from our communities Indigenous youth considering a career in policing.

## SUPPORT TO FAMILIES AND VICTIMS

- ▶ Best practice guide developed for using a trauma-informed approach when contacting sexual assault victims.
- ▶ Proactive Victim Service referrals for serious offences and exceptional circumstances.
- ▶ Using consistent language to seek consent from a victim to share their contact information with Victim Services.
- ▶ IPS delivery of crime prevention initiatives/presentation to promote safe and healthy communities they work in.
- ▶ IPS members working with their local intervention resource partners to support families and victims
- ▶ Annual support of Moose Hide Campaign against violence towards women and children and Orange Shirt Day for awareness and support for Residential School survivors.

### **Criminal Operations - Federal, Investigative Services & Organized Crime (FISOC)**

In 2013, BC RCMP Criminal Operations Branch (CROPS) restructured to provide two Assistant Commissioners who oversee complimentary portfolios; CROPS Core and CROPS-FISOC. The Federal, Investigative Services & Organized Crime (FISOC) portfolio coordinates the BC RCMP response to organized crime, gangs, specialized federal policing matters, and provincial/national priorities for the safety of British Columbians. Given the complexity of policing today, this specialized model has been very successful within the BC RCMP.

The FISOC portfolio includes Federal Policing, Combined Forces Special Enforcement Unit – BC (CFSEU-BC), Specialized Investigation & Operational Policing Support (SIOPS), BC RCMP Major Crime Section (MCS) and FISOC Support Group. Together, these FISOC investigative and specialized support units are responsible for intelligence gathering, enforcement and disruption of high priority local, provincial, national and international targets; including gangs and organized crime groups, as well as specific criminal offences, as identified and selected by provincial and federal targeting models, threat assessments and tools. These assist in assessing the appropriate levels of focus and governance, both provincially and federally, on the most important and dangerous public safety and criminal threats.

CROPS-FISOC is also responsible for initiating and implementing policies, procedures and strategies to manage and improve accountability and performance throughout the Branch and BC RCMP, and to ensure consistent and sustainable service delivery relative to the CROPS-FISOC mandate and commitments.

#### **Federal Policing:**

##### ***Advancing safety of British Columbians***

Federal Policing is among the core activities of the RCMP and is carried out in every Province and Territory in Canada. Its mandate is to: investigate drugs and organized crime, economic crime, and terrorist criminal activity; enforce Federal statutes; secure Canada's border; conduct international capacity building, liaison and peacekeeping; and ensure the safety of major events, state officials, dignitaries and foreign missions. The priority themes Federal Policing focuses on to help advance the safety of British Columbians include:

**National Security** – Criminal activities that threaten Canada’s national security, including terrorist offences, and criminal activities directed by hostile state actors such as espionage. This also includes protecting critical infrastructure in BC, such as health care, food, water, transportation, communications/IT, and energy and utilities. All cases investigated by local police cases in BC which may have national security implications are also reviewed and followed-up on.

**Transnational and Serious Organized Crime** – Criminal activity involving organizations that use Canada for illicit activities that cross international or provincial borders. This includes organized crime, money laundering, drug smuggling, and responding to clandestine drug labs. It also involves securing the land and sea border between BC and the US from criminal activity and, recently, helping enforce pandemic quarantine/province health orders.

**Cyber-Crime** – Domestic or international cybercrime networks and actors that target Canadians or Canada’s critical infrastructure.

Protective Policing – Planning and providing close protection security for international and domestic VIPs, including the BC Premier and Provincial Health Officer. Assistance is also provided to over 80 consulates/trade missions located in BC. Most recently, the unit has been coordinating FP’s assistance to public health officials in quarantining returning travellers at Vancouver airport.

Air Carrier Program – protection of the travelling public through armed officers onboard Canadian aircraft travelling domestically and internationally to/from BC.

### ***Integration, consulting community groups, creating partnerships***

Federal Policing services in BC are provided through nearly 700 employees, with investigative and support units located in multiple sites in the Lower Mainland, Vancouver Island, and Okanagan. These services feature integration, community engagement, and partnerships as follows:

Integration – Police officers from nearly all BC municipal police agencies are integrated into FP operational units and work in a wide range of areas, such as money laundering, financial crime, drug importation, and national security. This greatly enhances those officers’ investigative abilities which benefits their home agencies upon their return.

Community engagement – FP Prevention & Engagement Team has dedicated personnel in the areas of financial crime, drugs & organized crime, border security, and cybercrime. They host workshops, training, and presentations on a range of areas, such as fraud prevention, ransomware, cryptocurrency, and phishing. FP National Security has a robust community outreach team to educate the public and businesses about national security threats and prevention strategies. This includes a strong working relationship with Simon Fraser University, which has helped advance several national security investigations through SFU opinion papers. FP Clandestine Lab response team has regular engagement with several agencies in their shared efforts against the opioid crisis, including Transport Canada, Health Canada opioid team, and Vancouver International Airport. They also have contact with companies that have a legitimate need to access chemicals that are sought after by organized crime and clandestine chemists.

Partnerships – FP criminal investigations regularly involve partnerships, both with domestic agencies (e.g. CBSA, CRA, Health Canada, Transport Canada, Vancouver Port Authority, Vancouver airport, Dept. of Fisheries, Bank of Canada, BC Securities Commission) and international ones (e.g. from US include Border Patrol, Customs, Homeland Security, FBI, DEA, US Attorneys’ office). Several forums also exist in the marine environment, including one between FP and Coast Guard representatives from Canada, Japan, Korean, Russia, China, and the US to discuss mutual priorities on illegal trafficking, fisheries enforcement, maritime security, joint operations, and emergency response activities.

### ***Accountability, Stewardship, Responsive Workforce***

FP senior management team (SMT) recently reviewed the entire FP program in BC to better align resources with the type of operational work being performed, along with the needed support services. This led to a re-organization where some units no longer focused on the greatest federal priorities were decommissioned, while new units and positions were created to address emerging needs (e.g. Prevention & Engagement team; Cybercrime team). For instance, a newly implemented process involves lateral job opportunities being posted internally (both for RCMP and PS employees) which gives FP employees a preferential opportunity to gain specialized experiences or develop their leadership abilities. The end result of the FP program reorganization is

a comprehensive structure of highly capable and experienced teams that are focused and prepared to take on the most important investigations within the FP mandate.

The FP Major Projects Prioritization and Governance Tool assists management in determining how best to apply our investigative resources against the most important criminal threats and activities facing the country. The prioritization tool assists in determining the levels of governance, oversight, and direction that should be applied over any given major project, as well as tracking the effects of enforcement actions. It takes into consideration a series of variables designed to gauge the overall profile of the project. This includes scope of service elements, strategic relevance, targets, specialized investigative techniques, investigational objectives, and resource requirements. By examining these variables, management can make a balanced assessment and accurately evaluate the project's priority at the Provincial and national levels.

Also, FP recently began restructuring its operational reporting to make the collection of data more effective and efficient. Several units are now using now using the new BC RCMP HUB SharePoint platform. This has eliminated duplication and automated some reporting requirements, which both freed up resources and reduced data errors. Further reporting improvements are also being planned.

### **Combined Forces Special Enforcement- British Columbia**

The CFSEU-BC is British Columbia's anti-gang police agency and the largest integrated police program in Canada. It is comprised of law enforcement officers from 13 partner police agencies and dedicated civilian specialists. In addition to the Lower Mainland, CFSEU-BC has district offices throughout the province in Victoria, Kelowna and Prince George. Their mandate is to target, investigate, prosecute, disrupt, and dismantle the organized crime groups and individuals that pose the highest risk to public safety due to their involvement in gang violence.

Organized crime crosses jurisdictions and borders. To meet this challenge, CFSEU-BC has built strong and diverse partnerships with a wide variety of municipal, provincial and federal organizations. This collaboration and information sharing with partners allows for a more effective coordination of strategies. CFSEU-BC also employs intelligence-led policing to encourage innovation and uses strategic research and analytic technology to identify current criminal trends. CFSEU-BC leads the Provincial Tactical Enforcement Priority (PTEP) program. PTEP is a process coordinated by the CFSEU-BC whereby municipal, provincial, and federal law enforcement agencies provide information about organized crime and gang violence to assist CFSEU-BC in the identification and prioritization of enforcement targets. CFSEU-BC's Uniform Gang Enforcement Team provides a proactive and visible police presence in communities across the Province to protect British Columbians from organized crime.

CFSEU-BC also has a number of specialized investigation and operational support teams who engage in sophisticated investigative techniques to combat organized crime. The Crime Guns Intelligence and Investigations Group (CGIIG) operates a Firearms Lab that provides forensic support services to law enforcement agencies throughout the Province. CGIIG also coordinates intelligence and illegal firearms trafficking investigations. The Anti-Trafficking Task Force disrupts the supply chain of lethal illicit drugs in our communities by targeting identified and prioritized drug traffickers. The Joint Illegal Gaming Investigation Team targets, investigates and disrupts organized crime and gang involvement in illegal gaming and prevents criminal attempts to legalize the proceeds of crime through gaming facilities. The BC Witness Security Program increases the recruitment and cooperation of witnesses involved in serious and gang-related crime through enhanced security and witness management services.

Meaningful engagement and collaboration with communities throughout the Province is one of CFSEU-BC's priorities. CFSEU-BC has created powerful multi-media campaigns to educate and engage the public about the harsh realities and negative impacts of organized crime. Through the End Gang Life, Community and Public Affairs, and the Gang Intervention and Exiting Team, CFSEU-BC informs the public about the effects of gang violence, prevent youth and young adults from joining gangs, and encourage those involved in organized crime to exit gangs. These initiatives all contribute to increased public safety in British Columbia.

CFSEU-BC reports regularly to a Board of Governance which provides strategic oversight and includes partner police Chiefs and key executives from the Ministry of Public Safety & Solicitor General.

### **Specialized Investigative & Operational Police Services - SIOPS:**

SIOPS is responsible for the strategic planning, coordination, and direction of a comprehensive range of specialized services supporting operational policing. SIOPS is comprised of 1600+ law enforcement officers and civilian specialists. There are 7 main programs, which contain 24 specialized units that comprises SIOPS. The units include: Criminal Intelligence Section (CIS), Criminal Intelligence Sections BC/YT, E Division Criminal Analysis Section (EDCAS), Office of Investigative Standards and Practices (OISP) and Legal Application Support Team (LAST), Integrated Forensic Identification Services (IFIS), Cyber and Technical Investigation Services (CTIS), and Specialized Investigative & Operational Techniques (SIOT)

SIOPS' specialized units and teams engage in intricate investigative techniques to combat organized crime. Air Services provides airborne surveillance, traffic law enforcement, photo reconnaissance (Forward Looking Infrared), person searches, property and crime scenes, and photographing crime scenes. Special O provides physical surveillance with the purpose of gathering information and evidence to high priority files. Special I operates by assisting investigative units in the area of covert electronic surveillance by covertly observing/recording through electronic devices, activities of person/interception of communication and telecommunications. Protective Technical Services Section (PTSS) to provide personnel, assets and facilities with intrusion detection and access control, closed circuit video, and mechanical security. Operational Readiness & Response (ORR) provides a foundation of emergency planning, business continuity planning, pandemic planning, exercise coordination, and management of Division Emergency Operations Centre (DEOC) to build strong and diverse partnerships by promoting and preparing an integrated approach to assisting local and divisional resources. OISP and LAST provides assistance and guidance to units embarking on major case investigations. IFIS is an integrated program which provides forensic crime scene support to most investigational units in the RCMP, from front line, to specialized federal or provincial investigations. SIOT deploys operational assets and resources by utilizing subject matter experts such as under cover agents and confidential informants. SIOT provides guidance for the most specialized and high risk investigations. CIS develops, collects, and analysis sensitive intelligence, before distributing it to the pertinent investigations and/or investigative unit.

### **Major Crimes Section – MCS:**

The "E" Division Major Crime Section (MCS) is a provincial program tasked to respond to serious investigations where offences against persons have been committed in most areas throughout the Province. The section is comprised of many specialized units at HQ in the lower mainland and three teams within British Columbia's

remaining three districts (North, Island, Southeast). The larger teams at HQ are Anti-Corruption, Behavioral Sciences Group (BSG), which cover Child Exploitation and Missing Persons, Criminal Investigations Unit (CIU) which covers Hate Crime and Fugitive Return, the Integrated Municipal/Provincial Auto Crime Team, Serious Crime Unit (SCU), Special Projects Unit (SPU) and the Unsolved Homicide Unit (UHU). For the three large District teams, they investigate major crime files within the mandate of the E Division Major Crime Section and/or as directed by Criminal Operations by gathering and documenting the facts of the case, while utilizing the investigational techniques and principles of Major Case Management. The primary investigational responsibilities of these teams are Homicides, Suspicious Death investigation, Missing Persons where foul play is suspected, In-Custody Death and Police Involved Serious Injury investigation. Occasionally the mandate of these teams is expanded to include major investigations involving Criminal Negligence or specialized investigations requested by CROPS.

Major Crime Section mostly deals with significant victim based crimes and not in commodity based crimes. Most of our victims come from vulnerable populations. These include Indigenous people, women and children. As such, the program has developed extensive partnerships with community groups and NGO's committed to the safety of vulnerable people within the province. These groups include Indigenous leaders, ethnic churches/communities, Salvation Army Human Trafficking outreach, etc. In fact, our Hate Crime team has a community outreach program underway connecting with ethnic groups. Half of the teams within MCS are integrated with municipal policing partners and each team either has a direct focus, or at least a tangential focus, on vulnerable populations. Our members provide assistance to every provincial RCMP detachment in the Division where significant crimes occur. SPU, SCU, CIU, UHU and Child Exploitation and Human Trafficking focus almost exclusively on vulnerable populations and they all target, investigate and prosecute the individuals that pose the highest risk to these vulnerable populations. In fact, SPU's mandate focuses solely on vulnerable persons, protecting Indigenous females and following up on MMIWG findings. MCS has a robust analytical team who provide timely data on homicides, homicide trends, missing persons by ethnicity and other relevant analytics. While many teams are responsive, this data helps focus our efforts in keeping with recent budgetary restrictions. We have also implemented a tracking system to ensure that budget dollars are being spent on mandated provincial priorities. While most MCS victims come from vulnerable populations, we still target Provincial Tactical Enforcement Priority (PTEP) suspects due to their threat to public safety. Our teams use complex and sophisticated investigative courses of actions on these targets.

## Appendix 12 – Multi-Year Financial Planning Process

The Provincial Business Line (PBL) Multi-Year Financial Plan (MYFP) is one of many processes used to determine financial and human resource requirements for Provincial policing in British Columbia. The plan is prepared by the BC RCMP in consultation with the Province of British Columbia Policing and Security Branch (PSB) pursuant to Article 18.1 of the Provincial Police Service Agreement (PPSA).

In fall 2020, an initial meeting was held to evaluate the previous year's submission to realize possible improvements for this current submission.

Providing safety and security to the diverse citizens of the Province of British Columbia and the police officers serving within the Provincial Police Service (PPS) remains the ultimate goal of the process. To facilitate ongoing and meaningful engagement, a MYFP working group composed of RCMP and PSB personnel provides ongoing consultation through communication.

The MYFP consultative process includes the solicitation of feedback from PSB through the MYFP working group meetings held between January and May, as well as ongoing consultation.

- This includes a review of the narrative report, consultations on requests for human resources over the three to five-year period, including incremental human resource requests covering a three-year period (2022/2023 to 2024/25)
- Accommodation Plan, including accommodation costs, lease costs, accommodation Operating and Maintenance (O&M) and special capital projects;
- Proposed multi-year Equipment Plan, including transport, Information Management and Technology (IMT), operational equipment, etc., and;
- Financial Summary and projections, including expenditures for the current fiscal year

The MYFP includes a narrative report and financial tables to illustrate the current status of Provincial Policing, and how it relates to the budget. For the 2021 submission, the first section of the report provides context regarding the challenges of operating under a status quo budget, and subsequently impacts to the PBL. The second portion of the narrative outlines specific requests for supplemental investment for the BC RCMP. The narrative report provides an opportunity to provide context regarding financial challenges (including inflation) and environmental factors contributing to added costs.

To help facilitate the MYFP process, ongoing internal engagement with senior management is conducted to evaluate current and projected resource requirements. Through 2020-21, BC RCMP's review of human resource requests for this year underwent changes due to the following factors:

- Impacts of the COVID-19 pandemic, including the acknowledgment of new financial constraints due to the current Provincial economic outlook;
- Impacts of COVID-19 on RCMP recruitment and training at Depot;
- Alignment to the current Provincial priorities provided in September 2020 by Minister Farnworth; and
- Pending member pay raises from unionization.

Due to these factors, the BC RCMP human resources requirements process focused on identifying where the greatest needs existed in each business line. Identified needs were reviewed with a GBA+ lens, and provincial and divisional priorities, with specific emphasis on frontline policing. This year's submission represents the

highest priority human resource needs in an effort to respond to the current social-economic climate. It does not suggest that the BC RCMP could not benefit from additional investment in Provincial policing. In response to fluid and shifting operational or policy realities, the Commanding Officer may reaffirm key priorities at any given time, as and when new funding becomes available. In consultation with Policing and Security Branch (PSB), this facilitates maximum flexibility for the BC RCMP to match potential new funding with priorities.

A significant impact on regular member demand has been the pandemic, as previously mentioned. As the national and provincial COVID-19 situation evolves, RCMP Depot will adjust its risk mitigation strategy to ensure the maximum number of cadets can graduate. It is anticipated that FY 2022/23 projections will revert to pre-pandemic levels.

The BC RCMP has attempted to display flexibility where possible and will continue to work with PSB to achieve efficiencies wherever possible. Specifically, the BC RCMP are considering the following strategies:

- On-going discussions of services that could be economized or civilianized;
- Collaborating with PSB to determine joint priorities and tasking;
- Collaborating with PSB to confirm service delivery expectations around adequate and effective policing;
- Collaborating with PSB on independent service delivery reviews to realize efficiencies or alternative service delivery options and;
- Exploring cost allocation for appropriate jurisdictions when utilizing resources from the PBL in a municipally funded area

## Challenges and Opportunities

The MYFP, as a mandated process, is an opportunity to illustrate the ongoing challenges and opportunities of Provincial Policing in BC. Articulating the increasing complexity of policing is a challenge in itself, as telling the story of provincial policing challenges in the context of environmental factors can be difficult, if sometimes impossible, to quantify. The following examples are provided to illustrate some of the areas where these challenges are experienced:

- Human Resources – The MYFP provides information regarding where the greatest needs are for adding positions to the PBL. Described as full-time equivalent (FTE positions), between 2012 and 2019, the MYFP process has resulted in three positions added to provincial detachments.
- BC RCMP recognizes the efforts to provide additional fenced funding through the FLRR initiative provided by PSB for 35 existing unfunded vacant positions. The remaining five positions were funded by BC RCMP from within existing PBL. This initiative did not increase the authorized strength of the annex.
- While a project like this has assisted detachments with resource challenges, the annual MYFP report articulates the requirement for future growth and investment in provincial policing above and beyond fenced funding.
- Changing and/or new legislation, case law, policies, and policing standards – These have impacts on how provincial policing services are delivered. Adapting to these changes requires an assessment of the impact to many levels of service, and the challenge is accounting for how resources are used when changes are implemented. Examples of new legislation over the past couple of years include The



Cannabis Act and Bill C-75. New case law, such as R. vs. Jordan, also impacts workload, with similar challenges to quantify the impacts to all levels of the organization. These changes, which include new Provincial policing standards, add to the workload at all levels, ultimately impacting frontline policing, as resources are shifted to adjust for mandatory requirements. The added workload has financial implications for provincial policing.

- Standardization of police service delivery requirements – The BC RCMP embraces being intelligence-led, innovative and strategically focused, and remains cognizant of the real-time demands placed on frontline members and the commensurate need for additional resourcing. The effort between the BC RCMP and PSB regarding Performance Metrics is a positive step towards realizing the specific measures that can be applied to future business cases and service delivery reviews to strengthen the MYFP process. The BC RCMP remains committed to balancing operational requirements with the sound stewardship of public resources in a complex and evolving landscape. Having standardized service delivery standards would assist with the MYFP planning process as it would provide the measurement to assess against when identifying resource and financial needs for provincial policing.
- We acknowledge that performance metrics are important, and working in consultation with PSB, we are currently determining agreed upon metrics to highlight the return on investment for the Provincial Support Team (PST).
- Inflationary pressures – The MYFP process provides an opportunity to articulate ongoing challenges with inflation and increasing costs and its impact on the Provincial business line. Some areas where this is being felt is the following:
  1. Non-training related travel
  2. Real Property Leases and Future Builds
  3. Training costs per regular member
  4. Equipment costs – including security equipment, clothing and kit, investigational aids, firearms and ammunition, and other specialized equipment
  5. Aging infrastructure: upgrades or replacement of specialized equipment, including; police marine vessels, air fleet. and vehicles
- With the rising costs of police services across federal, provincial, and municipal budgets, the BC RCMP are increasingly limited in their ability to maintain current service delivery standards, and also meet the evolving demands and complexities of policing in BC, within the existing delegation. There are limited short-term options to mitigate provincial cost pressures without significant impacts or changes to service delivery. To ensure that these limitations do not adversely impact public and officer safety, there is a requirement for incremental investment.
- Increased calls-for-service (CFS) - Workload has increased over time, specifically as police have become first responders for emerging social issues, such as mental health and the opioid crisis. Another possible measure of workload is service time. Service time is defined as the time spent responding to a CFS from the public and includes the time from when a call is received by dispatch until the member clears from the scene. This does not include the time the member spends on the follow-up investigation and court preparation that may occur after the scene is processed. Time allocated for these tasks increases depending on the complexity of the investigation. A five-year average of service time indicates that it has increased for approximately 7.5% in provincial policing jurisdictions.

## Appendix 13 – BC RCMP Operational Communication Centre Program

The BC RCMP Operational Communication Centre (OCC) Program is the policy centre for 911 dispatch. The program also operates four Operational Communications Centres including:

- North Island, Courtney – 15 detachments and over 70 dispatchers
- BC RCMP Headquarters (Surrey) – 6 detachments and all Federal and specialized provincial, and integrated units. It employs over 40 dispatchers
- Southeast District, Kelowna – 43 detachments and 100 dispatchers
- North District, Prince George – 36 detachments and over 90 dispatchers

Several BC RCMP Detachments have their own municipal OCC's. These include Coquitlam, Surrey, Langley, and North Vancouver.

OCC's answer both routine and emergency 911 calls and then dispatch police officers accordingly. While on scene, dispatchers monitor the location and status of the officers. The 911 dispatch service is quite simply the first step in first response.

The BC RCMP OCC Program has a significant breadth and depth of experience. It has implemented best practices for recruiting, training, and standardized operating procedures. It is supported by the BC RCMP Radio Technology Program that connects citizens, police officers, and OCC's across this rugged province through dozens of radio repeater sites. The OCC program service is provided on a scale and in geographic context that ranges from cities such as Kelowna, Prince George and Nanaimo to the most remote communities where a member may need to be called out and travel hours to attend.

Barriers to sustaining and evolving this service generally relate to the current funding model. There is a critical need for a model where the responsible provincial and municipal policing jurisdictions fund this service in a manner that is equitable, transparent and predictable. This funding should reflect accepted service standards and the BC RCMP must be accountable for the funds expended and results achieved.

The BC RCMP program is provincially funded. Municipalities, including many of BC's larger cities all receive this service at no cost while others pay 100% of the costs for their own centres or contract with our partners at ECOMM-911.

Prior to fiscal year 2020-2021, which was impacted by the pandemic, the Provincial OCCs have seen an annual average increase of 8% in calls for service since 2018. The provincial contribution to the OCC program has remained static for 15 years. As demand and therefore costs rise, the OCC program has drawn an increasing share of the provincial policing budget. Without increases in positions, the increased work is primarily done on overtime which has risen 4% since 2019-20. Overtime can have negative impacts on employee wellness if excessive so this strategy has limits in mitigating workload growth.

As the number of positions remains the same, the OCC program has had to repurpose some front line positions to manage and sustain the program. This includes:

- With recruiting challenges across the industry, the OCC Program on average, processes over 500 applications annually, in order to hire approximately 60 new employees each year. Each district has a full time recruiter. These positions were created by re-purposing front-line dispatch positions.

- Recruiting requires requisite training. Additional front-line dispatch positions were used to support Training Coordinator's in each centre.
- The administrative work to support the program, including the processes required to hire and train, resulted in the need to repurpose other frontline positions to adequately staff the Program Management Unit.

The OCC program is engaged with ECOMM and the Province on the Next Generation 911 initiative. This is a major opportunity to improve and evolve this service as citizen's access police services using mobile technologies. There is significant opportunity for a host of efficiencies and automation, particularly for non-emergency calls. Where police are required, the exchange of information such video of an unfolding situation as well as the capture of critical evidence can occur quickly and virtually, often ahead of arrival. With this opportunity comes the challenge of adding more capacity to the OCC Program to lead and manage this change.

The attached version of the BC RCMP Elected Official’s Guide was updated on May 2019.

A further update of the guide is currently underway but was not ready for inclusion in this written submission.

Once the updated guide is ready, BC RCMP will send a replacement copy to the Special Committee

# BC ELECTED OFFICIALS GUIDE

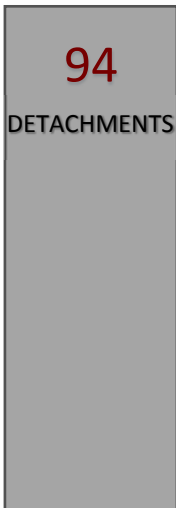
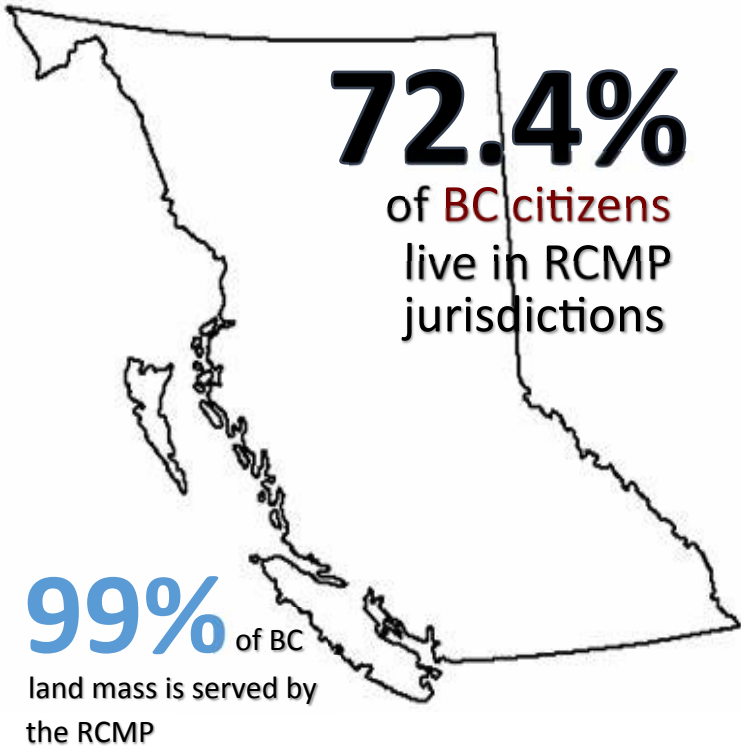
BRITISH COLUMBIA  
ROYAL CANADIAN MOUNTED POLICE

BC RCMP Contract Management Unit  
Operations Strategy Branch  
Royal Canadian Mounted Police  
May 2019





# RCMP in BRITISH COLUMBIA



**INDIGENOUS  
COMMUNITIES  
IN BC 203**



- 10 Aircraft
- 99 Boats
- 680 Cruisers





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# The RCMP

## A LITTLE PIECE OF HISTORY

In May 1873, the Parliament of Canada established a central police force. One hundred and fifty recruits were sent west to Manitoba. The new police force gradually acquired the name North-West Mounted Police (NWMP).



In July 1874, 275 mounted police officers marched west, headed for southern Alberta,

where American whisky traders were operating among the Indigenous people.

A permanent post was established at Fort Macleod, Alberta. Part of the remaining half of the Force was sent to Fort Edmonton and the rest returned east to Fort Pelly, Saskatchewan, which had been designated as headquarters.

The following summer, Fort Calgary, on the Bow River in Alberta, and Fort Walsh, in Saskatchewan's Cypress Hills, were established.

By 1885, the Force had grown to 1,000 men, but in 1896 its future was threatened by the newly elected Prime Minister, Sir Wilfrid Laurier, who decided to reduce and eventually disband the NWMP. Support for the Force in the west prevailed and it gained new prominence policing the Klondike Gold Rush.

From 1905-16, the Force was contracted to police the provinces of Alberta and Saskatchewan. These contracts ended due to the provinces' desire to create their own police forces.

## **BUILDING A LEGACY**

In 1919, Parliament voted to merge the Force with the Dominion Police, a federal police force with jurisdiction in eastern Canada. When the legislation took effect on February 1, 1920, the name became the Royal Canadian Mounted Police, and headquarters was moved to Ottawa from Regina.

The RCMP returned to provincial policing with a new contract with Saskatchewan in 1928.

From 1932-38, the size of the RCMP nearly doubled, to 2,350, as it took over provincial policing in Alberta, Manitoba, New Brunswick, Nova Scotia and Prince Edward Island.



The years following World War II saw a continued expansion of the RCMP's role as a provincial force. In 1950, it assumed responsibility for provincial policing in Newfoundland and absorbed the British Columbia provincial police.

Women were first accepted as uniformed members in 1974. The seventies also brought an expansion of responsibilities in areas such as airport policing, VIP security and drug enforcement.

Today, the RCMP's scope of operations includes organized crime, terrorism, illicit drugs, economic crimes and offences that threaten the integrity of Canada's national borders. The RCMP also protects VIPs, has jurisdiction in eight provinces and three territories and, through its National Police Services, offers resources to other Canadian law enforcement agencies.

### **MISSION:**

The RCMP is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.

### **VISION:**

We will:

- be a progressive, proactive and innovative organization
- provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve
- be accountable and efficient through shared decision-making
- ensure a healthy work environment that encourages team building, open communication and mutual respect
- promote safe communities
- demonstrate leadership in the pursuit of excellence

### **VALUES:**

Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development. We are guided by:

- Integrity
- Honesty
- Professionalism
- Compassion
- Respect
- Accountability



# The RCMP in Canada

The Royal Canadian Mounted Police is the national police force of Canada. Unique in the world as a federal, provincial and municipal policing body, the RCMP enforces federal laws across the country, and provincial/territorial laws in all provinces (except Ontario and Quebec) including Nunavut, Yukon, and Northwest Territories, as well as nearly 200 Canadian municipalities, under the terms of policing agreements with those jurisdictions.

The RCMP is organized under the authority of the RCMP Act. In accordance with the Act, it is headed by the Commissioner, who, under the direction of the Minister of Public Safety Canada, has the control and management of the Force and all public safety matters. In 1877, the RCMP adopted the French motto, "Maintiens le droit" (defending the law).

There is no other police force in Canada that provides the levels of services and variety offered by the RCMP and in both official languages. With over 150 specializations a career with the RCMP is full of opportunity for continued learning and growth.

By establishing national policy and standards across the Force, all members receive the same training and operational procedures and can be deployed anywhere in the country to respond to large scale emergencies or events, such as the 2010 Winter Olympics, which can benefit any municipality or province.

Amendments to the Royal Canadian Mounted Police Act (2014) help strengthen responsibility and accountability in the RCMP by providing the foundation for modernizing the RCMP's human resource processes, including conduct management, harassment investigation and resolution, employment requirements, and appeal and grievance processes for members.

The new Code of Conduct process allows misconduct to be addressed in a more responsive, timely and effective manner, while maintaining the public trust while reinforcing the high standard of conduct expected.

The new Civilian Review and Complaints Commission for the Royal Canadian Mounted Police (CRCC) investigates complaints from the public about the conduct of members of the RCMP in an open, independent and objective manner. The Commission also holds public hearings and conducts research and policy development to improve the public complaints process.

The new RCMP External Review Committee (ERC) is an independent agency that promotes fair and equitable labour relations within the RCMP. The Committee conducts an independent review of appeals in disciplinary, discharge and demotion matters, as well as certain kinds of grievances.



The RCMP mandate is multifaceted and includes preventing and investigating crime, maintaining peace and order, enforcing laws, contributing to national security, safeguarding state officials, visiting dignitaries and foreign missions, providing vital operational support services to other police and law enforcement agencies within Canada and abroad, and serving in peacekeeping missions around the world.

## **ORGANIZATION**

The RCMP is divided into 15 Divisions, which generally follow provincial boundaries, with the exception of “A” Division for the National Capital Region, “Depot” Division for the cadet training academy in Regina, and “NHQ” for National Headquarters in Ottawa.

The Divisions are divided into geographic areas known as detachments. A detachment is an office or building where officers are stationed to provide law enforcement and crime prevention services within their respective jurisdictional boundary. These employees are supported by Civilian Members (CMs), Public Service Employees (PSEs) and Municipal Employees (MEs).

## **FEDERAL POLICING**

Federal policing is among the core activities of the RCMP and is carried out in every province and territory in Canada, including Ontario and Quebec.

The RCMP's federal policing mandate is to investigate drugs and organized crime, economic crime, and terrorist criminal activity, enforce federal statutes, secure Canada's borders, conduct international capacity building, liaison and peacekeeping and ensure the safety of major events, state officials, dignitaries and foreign missions.

## **CONTRACT POLICING**

The various provincial Police Acts and territorial legislations enable each of the provinces and territories to enter into an agreement with the federal government which authorizes the RCMP to act as the Provincial or Territorial Police Service. The *RCMP Act* authorizes the federal government to enter an agreement with a province or territory for the RCMP to act as their Police Service.

Contract policing is recognized as an effective national policing model to address the cross-jurisdictional (i.e., municipal, provincial, territorial, national and international) and evolving nature of crime.

## **SPECIALIZED POLICING SERVICES (SPS)**

SPS provides critical front-line operational support services not only to the RCMP but also to its partners across the entire Canadian law enforcement and criminal justice communities, as well as to select foreign organizations.

## BC RCMP

The British Columbia RCMP is the largest Division in the RCMP, with approximately one-third of the entire force located in BC. We proudly provide federal policing to all communities, and provincial or municipal policing in all but 11 cities. The communities served range from isolated Indigenous communities and coastal villages to major urban cities.

## PROVINCIAL FORCE

In April 2012, the provincial government signed a new 20-year Provincial Police Service Agreement (PPSA) with the Government of Canada to contract the RCMP as BC's Provincial Police Force.

Under the terms of the PPSA and the Police Act, municipalities under 5,000 population and unincorporated areas of BC are policed by the RCMP provincial force.

### UNINCORPORATED AREA

- PPSA
- Costs: 70% Provincial & 30% Federal

### MUNICIPALITY UNDER 5,000

- PPSA
- Costs: 70% Provincial & 30% Federal

### MUNICIPALITY BETWEEN 5,000 – 14,999

- MPSA
- MPUA
- Costs: 70% Municipal & 30% Federal

### MUNICIPALITIES 15,000 AND OVER

- MPSA
- MPUA
- Costs: 90% Municipal & 10% Federal

## MUNICIPAL FORCE

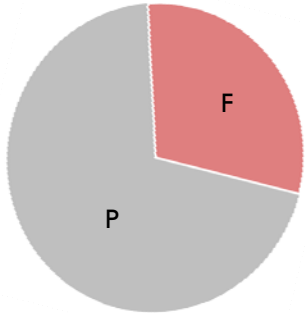
Under the BC Police Act, a municipality must assume responsibility for its police services when its population exceeds 5,000 persons. These municipalities may form their own independent municipal police department, contract with an existing independent police department or contract with the provincial government for RCMP municipal police services.

In 2012, in addition to the PPSA, the provincial and federal governments signed a 20-year Municipal Police Service Agreement (MPSA), which enables the provincial government to sub-contract the RCMP provincial force to municipalities.

To contract RCMP municipal services, each municipality must sign a Municipal Police Unit Agreement (MPUA) with the provincial government.

# COST SHARING

The costs of contract policing are shared in recognition of the mutual benefits of this policing model.

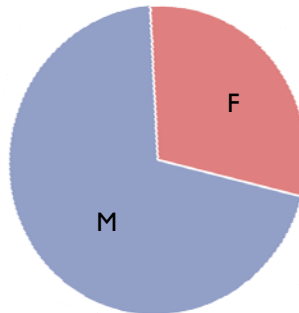


## UNINCORPORATED AREAS & MUNICIPALITIES UNDER 5,000

30% Federal & 70% Provincial

As per the PPSA the provincial government pays 70% of the cost-base described in the Agreement and the federal government pays the remaining 30%.

A portion of the provincial cost is recovered through the Police Tax.

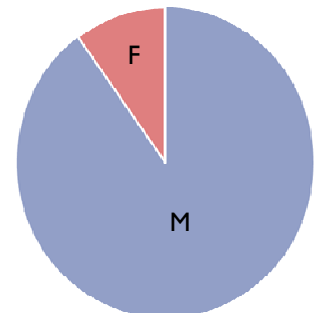


## MUNICIPALITIES BETWEEN 5,000 – 14,999

30% Federal & 70% Municipal

The terms of the MPSA and the MPUA require that municipalities between 5,000 and 14,999 population pay 70% of the RCMP cost-base, while municipalities with 15,000 population and over pay 90%. The remaining 30% and 10%, respectively, are subsidized by the federal government. Municipalities, who elect to have their own police force are responsible for 100% of policing costs, such as Abbotsford Police Department.

To pay for their share of police service costs, municipalities over 5,000 rely on municipal property taxation.



## MUNICIPALITIES 15,000 AND OVER

10% Federal & 90% Municipal

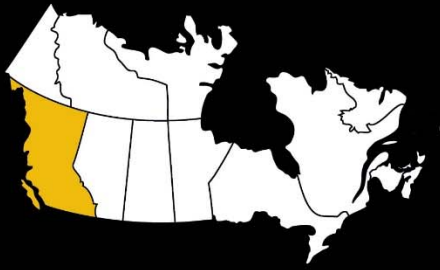
## FIRST NATIONS POLICING

Through the First Nations Policing (FNP) Program, the federal government and BC provide funding to support policing services that are professional, dedicated and responsive to the Indigenous communities they serve. In April 2014, a Framework Agreement between the federal government and the BC provincial government for RCMP FNP came into effect. In BC, Community Tripartite Agreements (CTAs) are required in accordance with the Framework Agreement. These CTAs are signed by the Indigenous Chief(s) and the provincial and federal government. The funding for the FNP Program is 52% Federal and 48% Provincial.



## INDIGENOUS CTA COMMUNITIES

52% Federal & 48% Provincial



# INVESTMENT IN BC RCMP

## Federal Contribution:

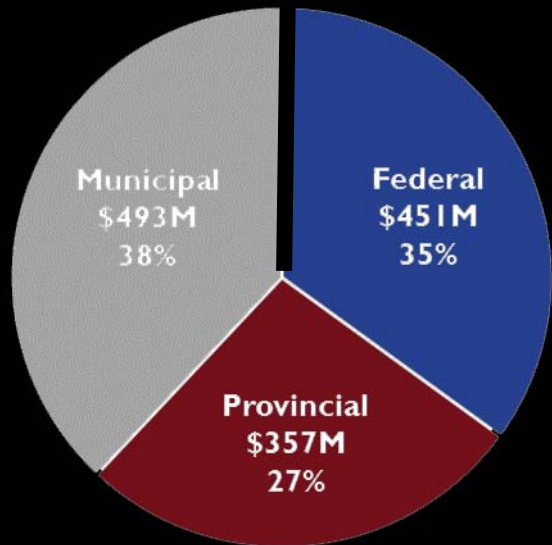
Includes Federal Policing and contract share (i.e. the 10/30 percent federal share is included in the federal piece of the pie chart), and includes both direct and indirect costs. This portion does not include Indigenous Policing.

## Provincial Contribution:

Includes the Provincial contract share (i.e. the 70 percent provincial share is included in the provincial piece of the pie chart). This portion does not include Indigenous Policing.

## Municipal Contribution:

Includes the Municipal contract share (i.e. the 70/90 percent provincial share is included in the municipal piece of the pie chart). Municipalities do not participate in the cost share for Indigenous policing.



Financial data from 2017

## DETACHMENT

A detachment is an identifiable police facility with a single commander which may serve one or more provincial or municipal communities, for example, University Detachment.

## COMMUNITY POLICE OFFICE (CPO)

A CPO is an identifiable police facility which is part of a larger structure especially when geographic distances may dictate the need for additional infrastructure to service the jurisdiction.

## INTEGRATED DETACHMENT

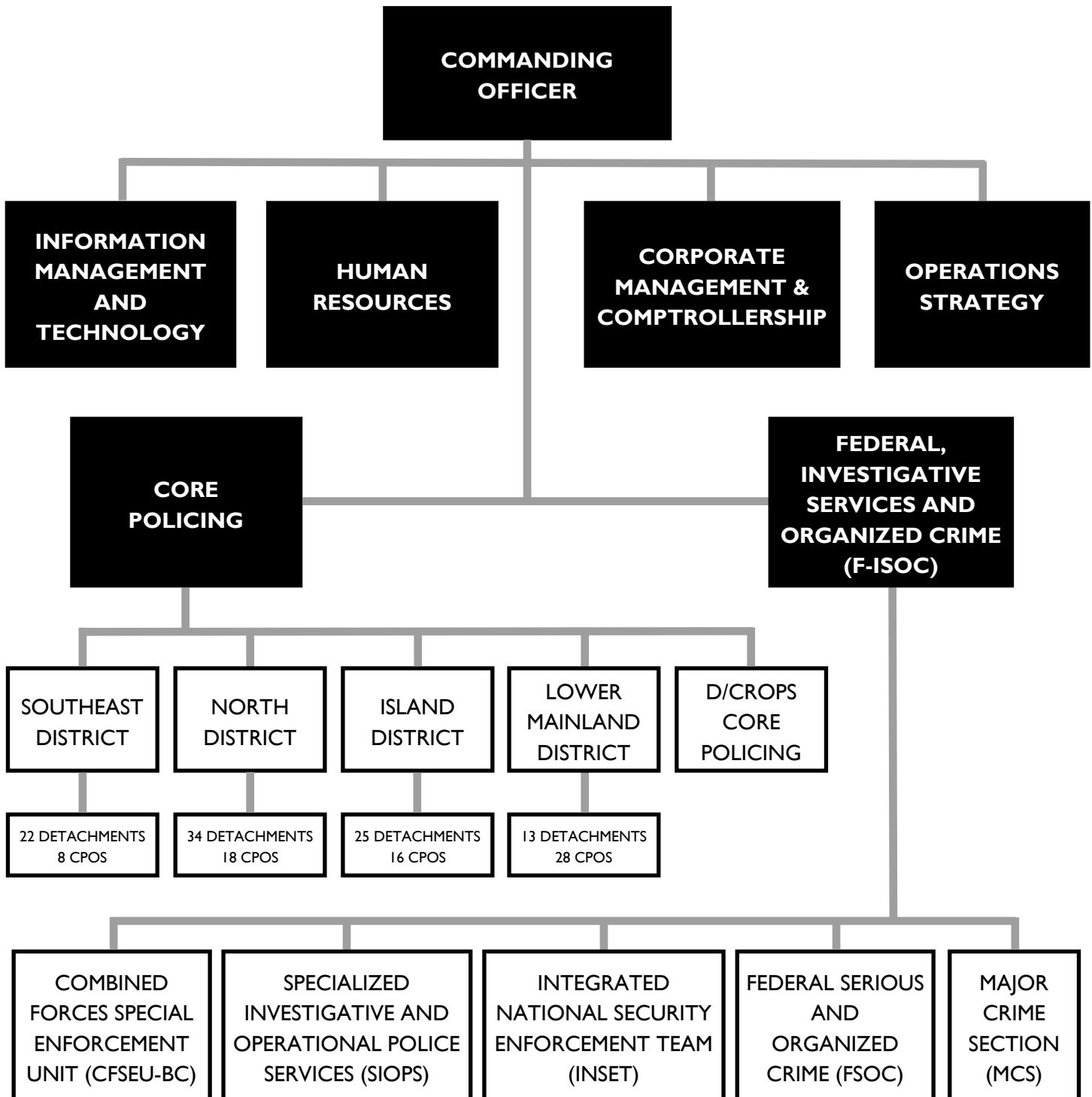
An integrated detachment is two or more municipal or provincial RCMP units working in the same building. For example, the Mission municipal and provincial RCMP units make up Mission Detachment. The members from each unit in an integrated detachment report to the same Detachment Commander and generally provide services to the combined municipal and provincial policing areas.

## REGIONAL DETACHMENT

A regional detachment will manage integrated and independent detachments in an area. For example, the Sea to Sky Regional Detachment manages the Bowen Island Detachment (provincial unit), the Pemberton Detachment (provincial unit), the Squamish Detachment (municipal and provincial units) and the Whistler Detachment (municipal and provincial units).

# STRUCTURE

The Deputy Commissioner is the Commanding Officer (CO) of BC RCMP and the BC Provincial Police Force. There are five major branches in BC RCMP, all with direct reporting lines to the CO. These branches include: Criminal Operations (Core Policing, and Federal, Investigative Services & Organized Crime), Operations Strategy Branch, Human Resources Branch, Corporate Management & Comptrollership Branch, Information Management & Technology Branch.





## **OPERATIONS STRATEGY BRANCH**

The Operations Strategy Branch (OSB) supports operations through continuous enhancement of police service delivery initiatives for the RCMP in British Columbia. The diverse and specialized staff of PSEs and sworn civilian and regular members who comprise the OSB team work together to promote accountability, effectiveness, efficiency and ensure timely communications. OSB works with stakeholders both internally in BC RCMP and externally with diverse stakeholders province and nationwide.

The Branch is organized into the following operational units and services:

- Communication Services
- Contract Management Unit
- Diversity and Inclusion Unit
- Operations Development Unit
- Review Services Unit
- Strategic Planning Unit
- Research and Business Analytics Unit

## **HUMAN RESOURCES BRANCH**

The Human Resources Branch provides coordinated delivery of diverse programs and services through strategic human resources planning in support of operations.

- The Branch is organized into the following operational units and services:
  - Career and Resourcing Section
    - Human Resources Management Information System Unit
    - Official Languages
    - Organization and Classification and Establishment
    - Public Service Human Resources
    - Recruiting
    - RM and CM Career Managers
  - Occupational Health Services
  - Employee & Management Relations Section
    - Civil Litigation Analysis Unit
    - Disability Management Program
    - Employment Requirement Unit
    - Performance Management Unit
    - Professional Responsibility Unit
    - Respectful Workplace
  - Human Resources Officer's Office
    - HR Planning
  - Pacific Regional Training Centre

## **CORPORATE MANAGEMENT & COMPTROLLERSHIP BRANCH**

The Corporate Management and Comptrollership Branch (CMCB) supports operational policing through responsible management and security of RCMP finances, assets, and people. CMCB strives to provide excellent professional advice to clients and corporate partners by representing their best interests and ensuring the smooth and effective functioning of RCMP assets and finances.

The Branch is organized into the following business services:

- Property Management & Project Management
- Moveable Assets & Procurement
- Business Systems
- Departmental Security
- Finance: Budgeting, Forecasting, and Reporting

Property Management & Project is responsible for development and implementation of strategies for delivery of building and transportation infrastructure, and the procurement of specialized goods and services. Business Systems maintains, improves and expands the RCMP's Enterprise Resource Planning (ERP) system known as "TEAM" to accommodate the operational, contractual and administrative needs. Departmental Security Section (DSS) is responsible for the security programs adopted by the RCMP, ensuring that the RCMP complies with federal government security policy and standards, and operates in a safe and secure environment. Finance provides advice, guidance, training and assistance to units in the overall management of financial resources.

## **INFORMATION MANAGEMENT & TECHNOLOGY BRANCH**

The Information Management & Technology Branch (IM+T) has the overall responsibility for modernizing, developing, implementing, and maintaining information, communication and information technology services and capabilities that are essential to police operations, member and public safety, corporate knowledge and information management within BC RCMP. In addition, the IM+T Branch provides project management expertise to implement new initiatives and special projects in-house and with partnering agencies.

The Branch is organized into the following major disciplines:

- Information Management (IM)
- Information Technology (IT)
  - IT Core Services
  - Computer Services
  - Radio Technology Program
- IM+T Operational Support (IOS)
- IM+T Business Solutions (IBS)

## CORE POLICING

### **Criminal Operations Secretariat**

The Criminal Operations Secretariat provides direct support to the members and employees of BC RCMP through research, guidance, and coordination with respect to a broad range of operational issues, events and developments. The Criminal Operations Secretariat is comprised of the Conducted Energy Weapon/Subject Behaviour Officer Response Coordinator, International Travel & Visits and Foreign & Domestic Liaison, Legal Advisory Section, Memorandum of Understanding (MOU) Coordinator, Operational Response Unit, Reviewer Analyst Unit, Operational Policy Unit, Police/Labour Communications, and Sensitive Expenditures Unit.

### **Critical Incident Program (CIP)**

CIP was created in 2012 to provide divisional oversight of tactical operations. CIP is responsible for overseeing Lower Mainland District (LMD) Emergency Response Team (ERT) services, allowing for a level of common oversight to the ERT program and to ensure standardization of training and tools. In addition to LMD ERT, CIP is comprised of Provincial ERT, Public Order (Tactical Teams), Explosives Disposal Unit, Underwater Recovery Team, Police Dog Service, Crisis Negotiator Teams, Emergency Medical Response Team, Critical Incident Commanders and Scribes.

### **Enhanced Community & Aboriginal Policing Services (ECAPS)**

ECAPS is responsible for providing leading edge crime prevention expertise and support including culturally sensitive policing and relationship building. ECAPS provides service through community policing along BC's coast line, Indigenous communities, and also focuses on crime prevention initiatives and programs to support BC RCMP detachments. Despite the diverse mandates within ECAPS, the overarching purpose is to contribute to the safety and security of communities in BC. ECAPS is comprised of Indigenous Policing Service, Crime Prevention Services, Liaison Officer Department of Fisheries and Oceans and West Coast Marine Services.

### **Operational Communication Centre (OCC) Program**

Four provincial Operational Communication Centres (OCC) provide 24/7 call-taking and dispatch service to detachments in all four districts of BC RCMP. OCC service is also provided for specialized and operational support units. Some LMD RCMP detachments are serviced by E-Comm Dispatch services or their own dispatch service instead of the OCCs. Similarly, Independent Municipal Police Departments provide their own OCC service or contract from E-Comm Dispatch services. The OCCs are located in BC RCMP Headquarters, Courtenay, Kelowna, and Prince George.

### **BC RCMP Traffic Services**

The core mission of BC RCMP Traffic Services is making BC roadways safer by reducing vehicle related fatalities and serious injuries through education, engineering, and enforcement activities. Overseeing provincial traffic units and the Enhanced Traffic Enforcement Program throughout the four district, BC RCMP Traffic Services includes: Provincial and Integrated Road Safety Units, the Integrated Impaired Driving Unit, Tactical Flight Officers, the Operations Support Unit (Media, Training, Intelligence Analysis, etc.), the Intersection Safety Camera Unit, and a BC Government/RCMP Liaison Officer. Police officers from 12 different municipal agencies, plus the RCMP are represented within BC RCMP Traffic Services' integrated units.

## **FEDERAL, INVESTIGATIVE SERVICES AND ORGANIZED CRIME (FISOC)**

### **Combined Forces Special Enforcement Unit (CFSEU-BC)**

The Combined Forces Special Enforcement Unit of British Columbia is British Columbia's anti-gang police agency. The CFSEU-BC is the largest integrated police program in Canada and is made up of seconded police officers from 14 different agencies in BC including: Abbotsford Police Department, Canada Border Services Agency, Central Saanich Police Service, Delta Police Department, New Westminster Police Department, Port Moody Police Department, RCMP, Saanich Police Department, Transit Police, Vancouver Police Department, Victoria Police Department, West Vancouver Police Department and Organized Crime Agency of British Columbia. The CFSEU-BC's mandate is to target, investigate, prosecute, disrupt, and dismantle the organized crime groups and individuals that pose the highest risk to public safety due to their involvement in gang violence.

### **Provincial Major Crime Section**

Major Crime Section (MCS) is a Provincially funded section which is responsible for the investigation and management of major crime files. These investigations held by MCS are directed by the mandate of the section and/or by Criminal Operations. The units within this section are responsible for gathering evidence while utilizing the investigational techniques and principles of Major Case Management. Additionally, the Provincial Major Crime Section provides assistance to other police agencies and investigative units throughout the Province and if necessary, across the country. The Major Crime Section is comprised of the following units: Anti-Corruption Unit, Behavioral Sciences Group, Criminal Analysis Unit, Criminal Investigation Unit, District Major Crime Units, Integrated Municipal Provincial Auto Crime Team, Interview Team, Polygraph Examiners, Serious Crime Unit, Special Projects and Unsolved Homicide Unit, as well as the District Senior Investigative Officer Program (DSIO).

### **Federal Policing**

Federal Policing's mandate is to:

- Investigate drugs and organized crime, economic crime, and terrorist criminal activity;
- Secure Canada's border;
- Conduct international capacity building, liaison, and peacekeeping; and
- Ensure the safety of major events, state officials, dignitaries and foreign missions.

### **Integrated National Security Enforcement Team (INSET)**

Following 9/11, The RCMP refocused its National Security Enforcement Sections (NSES) in Montreal, Ottawa, Toronto and Vancouver to become Integrated National Security Enforcement Teams (INSETs). INSETs are centrally controlled from National Headquarters and undertake national security criminal investigations as defined in the anti-terrorism provisions of the Criminal Code, as well as any offence arising out of a threat to the security of Canada. The team applies Canada's laws, acts and regulations and anti-terrorist legislation to ensure that any actual or intended terrorist acts are detected early and disrupted. E-INSET is part of the NHQ Federal Policing National Security (FPNS) program and is connected through partnerships with municipal, provincial and federal agencies and international partners.

## Specialized Investigative and Operational Police Services (SIOPS)

SIOPS is responsible for the strategic planning, coordination, leadership, and direction of a comprehensive range of specialized services supporting operational policing conducting a diverse range of investigations in the province within the federal, provincial and municipal business lines. The role of SIOPS is to provide subject matter expertise and specialized support to criminal investigations, support senior management decision making and contribute to future planning and priority setting for BC RCMP. Additionally, SIOPS is responsible for gathering, consolidating and providing analysis of current and emerging criminal trends in support of operational priority setting and contributing to a coordinated national and provincial strategy to combat organized crime.

SIOPS is comprised of the following units: Criminal Intelligence Section (which includes Criminal Intelligence Probe Teams, Division Intelligence Analyst Team, Integrated Witness Protection Section, Outlaw Motorcycle Gang Unit Coordinators, Real Time Intelligence Centre-BC, Source Development Unit), BC RCMP Criminal Analysis Section, Major Case Management Operational Service Centre, Office of Investigative Standards and Practices and Support Services (which includes Air Services, Covert Operations, BC RCMP Headquarters Exhibits Facility, BC RCMP Forensic Identification Services, Operational Readiness and Response, Emergency Management, Integrated Technological Crime Unit and Technical Investigative Services Unit).

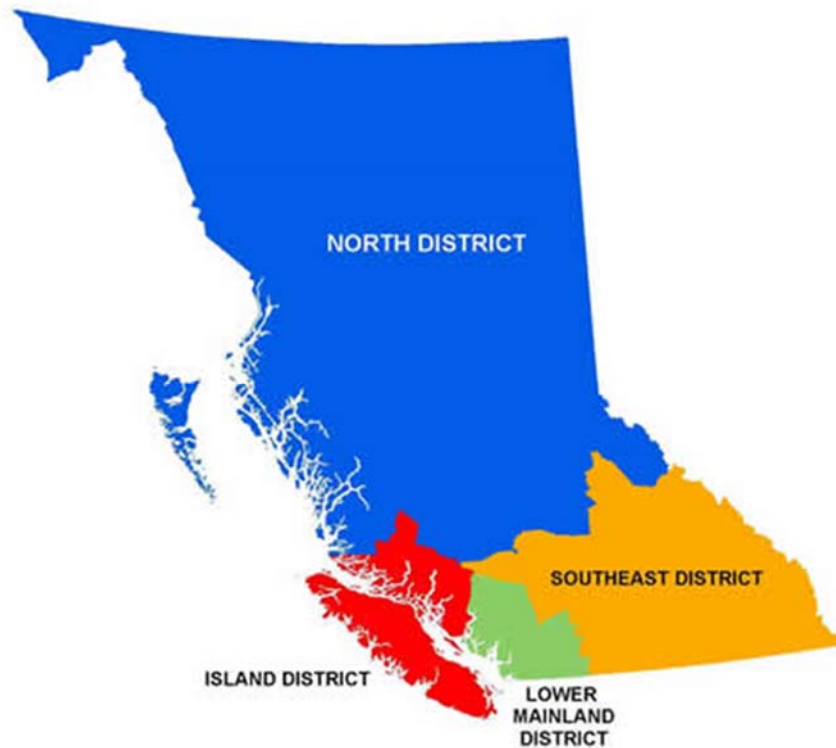
## DIVERSITY & INCLUSION

The RCMP is dedicated to building a diverse and inclusive workforce; it is important to us to reflect Canada's changing demographics, and to foster cross-cultural understanding of our communities' needs. The Province of BC and the RCMP are committed to ensuring our organization will continue to work with diverse community leaders, and engage with community members who have not traditionally felt supported by the police. We continue to develop strategies in partnership with our key stakeholders to prevent crime and support victims of crime.

To achieve investigative excellence, we take into account issues related to culture when investigating crimes within the community. This goes beyond trying to "tap into" communities for critical information, and extends to understanding that diverse cultural issues may underpin the actual commission of the crime. The RCMP continues to find ways to increase the trust and confidence of our diverse communities that we police within the Province of BC.



# BC RCMP DISTRICTS



## **NORTH DISTRICT**

North District (ND) headquarters is located in Prince George, BC. and is the hub for 34 detachments and several speciality services located throughout the central and northern parts of BC. North District has a vast, diverse geographic area that encompasses 73% of the Province of BC. It has an approximate population of 350,000 people and 72 Indigenous communities.

## **ISLAND DISTRICT**

Island District headquarters is located in Victoria, BC. and is the hub for 25 detachments and 16 Community Policing Offices (CPOs) as well as several specialized units. Island District covers North and South Gulf Islands, Powell River and stretches of remote BC coastline and inlets. It has an approximate population of 760,000 people.

## **SOUTHEAST DISTRICT**

Southeast District (SED) shares a border with Alberta and the United States and is primarily situated among mountains and rugged terrain. There are 22 detachments and eight CPOs in SED providing service to approximately 683,000 people, including numerous Indigenous communities. SED Headquarters is in Kelowna and is the hub for detachments located throughout southeastern BC.

## **LOWER MAINLAND DISTRICT**

Lower Mainland District (LMD) stretches from Pemberton to the U.S. border and from the Sunshine Coast to the Coquihalla Highway. There are 13 detachments and 28 CPOs in LMD, which serve over 1.8 million people in 26 communities, including numerous Indigenous communities. LMD Headquarters is located in BC RCMP Headquarters in Surrey.

North District of BC comprises 73% of the province's geographic land mass. Federal, provincial, municipal and Indigenous policing services are offered through 36 detachments and a District Headquarters. The detachments are strategically located throughout this geographically vast district with District Headquarters being located in Prince George. North District hosts the most Isolated Posts (11) and Limited Duration Posts (18) within the province of BC.

The District is culturally diverse and includes 72 Indigenous communities. Indigenous population represent 17.3% of the District's overall population, and aboriginal youth are the fastest growing population age-group in BC.

Population and economic growth in Northern BC is being driven by a dramatic increase in the number of land and natural resource development projects within the region. Major development brings with it permanent, as well as temporary, population shifts in key urban and rural areas. These changes have an impact on police resources and service delivery requirements. At the same time, North District personnel continue to monitor land use conflicts where there is a possibility of criminal extremism, targeting people or critical infrastructure. Front line policing, such as traffic and general duty services, are the most affected by rapid growth. Ensuring front line and support service positions are adequately staffed is vital to the District's success given the increasing complexity of the police operating environment due to legislative, judicial, technical and operating factors. Attraction and retention recruiting strategies, in addition to soft vacancy pattern management, will play an important role in securing sufficient human resources to meet demands for service within this dynamic District moving forward.

The North District is comprised of dedicated employees who thoroughly enjoy all that Northern BC has to offer. The "Spirit of the North" is present everywhere; from employee attitudes to the communities we serve. Operationally, collective efforts are being directed towards our operational priorities and community mobilization efforts. Together, we are making a difference.

## **NORTH DISTRICT SPECIALIZED UNITS:**

### **POLICE DOG SERVICES**

Recognized as the premier police dog service in the world, the RCMP Dog Service teams train and work alongside: Tactical Teams, ERT, Explosive Detection Units, Provincial Search and Rescue and the Canadian Avalanche Rescue Dog Association.

Dogs are trained to detect human-laden scent articles, weapons, explosives and narcotics. The North District has nine Police Service Dogs and handlers. They are located in Dawson Creek, Fort St. John, Prince George, Terrace and Williams lake Detachments.

## **AIR SERVICES**

Air support is critical in an area with vast geographic challenges in providing policing services throughout North District. Planes are used to transport officers, as well as transporting prisoners, provincial representatives and other support services to our remote detachment areas.

## **TRAFFIC SERVICES**

North District has seven units that serve as hubs for Traffic Services. There are six Collision Reconstructionist located throughout the North District.

## **INDIGENOUS POLICING SERVICES**

The North District has a high percentage of Indigenous Communities who are policed by officers who not only work and live in the community, but who are part of their community. Many officers volunteer their time off duty to participate in the community as local sport coaches, who organize clothing drives, sponsor community BBQ's, and assist with cultural events. Currently there are 52 officers who are part of the First Nations Policing Program throughout the District.

## **OPERATIONAL COMMUNICATION CENTRE—OCC**

OCC Call Takers and Dispatchers answer both non-emergency and emergency lines for those communities without 911 service. They are the Public Safety Answering Point (PSAP) for the Peace River Regional District, and the Secondary Safety Answering Point (SSAP) for all other detachment areas within the District. In addition to providing dispatching and status keeping to 37 detachments/satellites, they also provide dispatching and/or status keeping to North District Traffic Services, West Coast Marine, Air Services, and the provincial Conservation Officers (Ministry of Environment).

## **NORTH DISTRICT EMERGENCY RESPONSE TEAM—ERT**

ERT is responsible for assisting and dealing with any situation where extreme danger or firearms are above the ability of detachments and other policing partners. The team is trained to use weapons, equipment and tactics to respond to any possible public safety danger. They are highly trained and specialized experts in weapons not normally used by General Duty police officers or seen by the public. A significant component of the team are the Crisis Negotiators, whose primary objective is to resolve a situation peacefully without injury or harm. These negotiators play a pivotal role toward achieving a safe outcome.



The Island District covers all of Vancouver Island, the North and South Gulf Islands, plus Powell River and stretches of the remote BC Coastline and Inlets. Island District is the central point for 25 detachments and sub detachments, plus traffic and numerous other specialty units.

Vancouver Island, located in the Pacific Northwest, is the largest Pacific island east of New Zealand.

## **ISLAND DISTRICT SPECIALIZED UNITS:**

### **WEST COAST MARINE SERVICES**

With a fleet of three patrol vessels and numerous smaller boats, the members of the West Coast Marine Service (WCMS) patrol the entire coastal area, from the international borders at Washington to Alaska, from their base in Nanaimo. This vast area includes hundreds of islands and numerous coastal communities many of which are only accessible by air or marine transportation.

### **AIR SERVICES**

Located at CFB Comox, the Island District Air Services works with all sections, and patrols the island with its Eurocopter AS 350 helicopter, or Air 8. Air 8 assists in search and rescue, tracking fleeing suspects, and transporting members, prisoners, and judges. It is equipped with a FLIR for night operations and a camera for recording operations. The helicopter and pilots also work extensively with the radio technicians in securing the vital communications infrastructure of the District.

### **ISLAND EMERGENCY RESPONSE TEAM—ERT**

The Island District Emergency Response Team has 20 members from detachments and units all over Vancouver Island. Island ERT has the ability to use specialized weapons, equipment, and tactics to resolve extremely high-risk situations, requiring an integrated and coordinated tactical response. ERT members must also possess the self-discipline to function effectively in physically and psychologically stressful environments for extended periods of time, as ERT deployments often last many hours or even days. ERT operations can take place on land or at sea as Island ERT is a Marine Operations team.

### **UNDERWATER RECOVERY TEAM—URT**

The Island District Underwater Recovery Team has seven officers from detachments and units all over Vancouver Island. Team members are trained in a wide variety of diving techniques including surface supplied diving and decompression diving. In addition to SCUBA, the team can also conduct SONAR searches and is trained to conduct land and water-based metal detection searches.

On October 24<sup>th</sup> 2014, Island District team conducted the deepest planned operational dive in RCMP history in order to recover two victims of a vessel sinking near Campbell River. Using surface supplied air, members reached a depth of 155 feet.

### **VANCOUVER ISLAND TACTICAL TROOP—VITT**

The Vancouver Island Tactical Troop has about 70 officers from detachments and units across the island. VITT manages public order operations and are frequently called during serious investigations to conduct search and canvass duties.

## **ISLAND DISTRICT TRAFFIC SERVICES**

The mandate of Island District Traffic Service is mandate is to reduce the number of fatal and serious injury collisions on the island. There are eight traffic units, including a Collision and Reconstruction Unit, Roving Traffic Unit with drug detecting police dog and a DRE/SFST/Commercial Vehicle Unit. The Traffic Units are located in Chemainus, Nanaimo, Parksville, Courtenay, Campbell River and Victoria. Three Traffic Units are dedicated to enhanced road safety enforcement and are known as the Integrated Road Safety Units (IRSU).

## **OPERATIONAL COMMUNICATION CENTRE—OCC**

The RCMP detachments located in the Capital Regional District (CRD), as well as Ladysmith, North Cowichan/Duncan, Lake Cowichan, Shawnigan Lake, Outer Gulf Islands, Salt Spring and the South Island Traffic Services are served by E-Comm's South Island Integrated Police Dispatch Centre (SIIPDC) which is located in Saanich. The E-Comm SIIPDC is responsible for answering all 911 emergency calls and re-directing the calls to the appropriate emergency service. The E-Comm SIIPDC handles all emergency and non-emergency police calls for service, as well as providing dispatch and status keeping for the RCMP's 10 detachments and units, Victoria Police Department and Saanich Police Department.

The North Island Operational Communication Centre (NIOCC), is responsible for handling all 911 emergency and non-emergency police calls for service for the Central to North Island RCMP detachments, including Powell River. In addition to providing dispatch and status keeping for the 19 detachments, it is also responsible for providing dispatch and status keeping for four Central to North Island Traffic Units, WCMS and Air Services. The NIOCC also provides status keeping service to the Provincial Conservation Officers.

## **ISLAND DISTRICT INTEGRATED TEAMS**

### **VANCOUVER ISLAND INTEGRATED MAJOR CRIME UNIT—VIIMCU**

This integrated homicide team serves the provincial jurisdictions throughout the Island District, as well as the municipal jurisdictions in the CRD. VIIMCU manages and investigates major crime files by gathering and documenting the facts of the case, while utilizing investigational techniques and principles of major case management. VIIMCU investigates homicides, suspicious deaths, missing persons where foul play is suspected, in-custody deaths and police- involved serious injuries. The participating agencies are: BC RCMP Major Crime Unit, West Shore RCMP, and Victoria Police, Saanich Police, Oak Bay Police, and Central Saanich Police Departments.

### **MOBILE YOUTH SERVICES TEAM (MYST)**

This two member team works with youth at risk, with a focus on preventing sexual victimization. MYST works closely with social and educational agencies in the CRD. Participating agencies include: West Shore RCMP, Sidney/North Saanich RCMP, and Victoria Police, Saanich Police, Oak Bay Police, and Central Saanich Police Departments.

# ISLAND DISTRICT

## **INTEGRATED MOBILE CRISIS RESPONSE TEAM (IMCRT)**

A collaboration between CRD police agencies and the Vancouver Island Health Authority, this team works with mental health clinicians. Participating agencies are: West Shore RCMP, Sidney/North Saanich RCMP, Sooke RCMP, and Victoria Police, Saanich Police, Oak Bay Police, and Central Saanich Police Departments.

## **GREATER VICTORIA REGIONAL DOMESTIC VIOLENCE UNIT (RDVU)**

This team is a collaboration between police and the Ministry of Children and Family Development, comprised of police officers and social/family workers. The team investigates cases of serious domestic violence and offers advice and monitoring of all domestic violence unit cases in the CRD. Participating agencies are: West Shore RCMP, Sidney/North Saanich RCMP, Sooke RCMP, and Victoria Police, Saanich Police, Oak Bay Police, and Central Saanich Police Departments.



# SOUTHEAST DISTRICT

Southeast District stretches from Clearwater in the north, to Osoyoos in the south, and from the Sparwood to the east and Lillooet Detachment to the west.

There are 22 Detachments in the District. The District is also home to a number of specialized units that provide vital support towards keeping our communities safe. There are more than 1,000 members living and working in Southeast District.

Southeast District has 20 First Nations Policing Program officers who are specifically focussed on providing directed service to our 50 Indigenous communities.

## **SOUTHEAST DISTRICT SPECIALIZED UNITS:**

### **TRAFFIC SERVICES**

Southeast District Traffic Services (SEDTS) is divided into two halves with SEDTS (West) and SEDTS (East). SEDTS (West) consists of three areas serviced by Central Interior Traffic Services based out of Kamloops, Central Okanagan Traffic Services based out of Kelowna, and North Okanagan Traffic Services based out of Vernon. SEDTS (East) consists of Trans-Canada East Traffic Services based out of Golden, East Kootenay Traffic Services based out of Cranbrook, West Kootenay Traffic Services (WKTS) based out of Nelson, and South Okanagan Traffic Services based out of Keremeos. WKTS is partnered with the Nelson Police Department who seconds two members to WKTS on a rotational basis.

Southeast District as a whole has seven Collision Reconstructionist working through the District. The goal of SEDTS is to reduce the number of serious collisions on the highways throughout the southeastern part of BC.

### **FIRST NATIONS POLICING**

South East District works with some of the most developed and politically engaged Indigenous peoples in BC. Southeast District Indigenous Policing Services (IPS) is dedicated to developing and maintaining a culturally sensitive policing service with Indigenous peoples. They focus on improving relations between Indigenous people, the RCMP, and the Criminal Justice System. In providing this culturally appropriate pro-active policing service they recognize the diversity of specific Indigenous people in each region.

There are 20 First Nations Policing Program positions at 10 detachments throughout the District. These members work with over 50 Indigenous Bands to identify policing priorities in their community. Initiatives to focus policing duties on the priorities are then developed in consultation with community representatives. IPS also advocates providing opportunities for indigenous people to become involved in law enforcement ensuring the RCMP membership includes an Indigenous complement thereby reflecting the communities they work with.

### **POLICE DOG SERVICES**

Southeast District has 14 Police Service Dogs and handlers. They are located in Kelowna, Penticton, Vernon, Kamloops, Nelson, and Cranbrook. These respective teams are trained in tracking, criminal apprehension, detection of explosives, narcotics, firearms and human-scent articles. These teams train and work alongside: ERT, Tactical Teams, Explosive Detection Units, Provincial Search and Rescue and the Canadian Avalanche Rescue Dog Association.

## **SOUTHEAST DISTRICT EMERGENCY RESPONSE TEAM – ERT**

An ERT is a group of highly-trained RCMP members who have the capability of employing specialized weapons, equipment, and tactics to resolve extremely high-risk situations. The potentially violent and often dynamic nature of these incidents requires a highly integrated and coordinated tactical response.

There is one ERT team in the Southeast District managed out of Kelowna with members from detachments near Kelowna.

## **SOUTHEAST DISTRICT TACTICAL TROOP**

The Southeast District Tactical Troop has about 80 officers from detachments and units across the District. SED Tactical Troop manages public order operations and are frequently called during serious investigations to conduct search and canvass duties.

## **SOUTHEAST DISTRICT MAJOR CRIME UNIT (SED MCU)**

SED MCU manages and investigates major crime files by gathering and documenting the facts of the case, while utilizing investigational techniques and principles of major case management.

MCU investigates homicides, suspicious deaths, missing persons where foul play is suspected, in-custody deaths and police-involved serious injuries.

## **BOAT PATROL PROGRAM**

Various SED detachments run Boat Patrol Programs in the summer months which are augmented by SED funding of Reserve Constables.

## **UNDERWATER RECOVERY TEAM – URT**

The South East District Underwater Recovery Team has seven officers from detachments and units all over South East District. Team members are trained in a wide variety of diving techniques including surface supplied diving and decompression diving.

In addition to SCUBA, the team can also conduct underwater searches utilizing Scanning/Side Scan Sonar and a Remotely Operated Vehicle (ROV). Team members are also trained to conduct land and water based metal detection searches.

## **OPERATIONAL COMMUNICATION CENTRE – OCC**

Southeast District OCC services 42 RCMP detachments, including four regionalized detachments, one Tribal Police Service, and 10 Highway Patrol units located throughout the District. SED OCC is the Secondary Safety Answering Point (SSAP) for all detachment areas within the District. OCC call takers and dispatchers answer both non-emergency and emergency calls for all detachments.

As well, OCC operators dispatch and status keeping for the almost 1,000 members within the SED area, Southeast District Traffic Services, Air Services, and the Provincial Conservation Officers. Over 250,000 Computer Aided Dispatch (CAD) calls are generated in the Southeast District yearly.

## CFSEU-BC



The Combined Forces Special Enforcement Unit of British Columbia is British Columbia's "Integrated Anti-Gang Police Agency". The CFSEU-BC is the largest integrated police program in Canada, made up of members from every police department in BC including the RCMP, and are the third largest police 'force' in the province with over 400 officers.

## WEST COAST MARINE SERVICES



WCMS provides police service to remote, isolated communities, often located hours away from larger communities or detachments, some only accessible by boat or plane. The geography of the land and water presents its own unique challenges to providing police service to these communities. WCMS members operate on seven-day pre-planned patrols, attend coastal communities and back-up or support the detachment members.

## LMD INTEGRATED TEAMS



The RCMP LMD Integrated Teams consists of five specialized units in support of day-to-day policing operations. These teams assist detachment level units and frontline police to focus on their policing while providing a specialized level of service as experts in their field. They not only have a high level of experience, but they use their expertise to educate other police teams, share information and streamline training of specialized policing practices.

# LOWER MAINLAND DISTRICT

The Lower Mainland District stretches from Pemberton to the U.S. border and from the Sunshine Coast to the Coquihalla Highway. The District serves 1.8 million people in 26 communities, including numerous Indigenous communities.

Approximately 2,675 RCMP officers and 600 support staff are committed to protecting the people who live, work and play throughout the Lower Mainland. The District is expected to continue to grow in officer establishment over the next decade.

## **LMD INTEGRATED TEAMS**

Under its mandate to oversee policing in British Columbia, the Ministry of Justice works to ensure the best police services for communities throughout the province, coordinating police resources and intelligence across jurisdictions.

Key to this is the integration of specialized police services, which the provincial government continues to strongly emphasize and support. Service integration helps communities to stretch policing budgets by giving police access to sophisticated equipment and expertise.

The Province of British Columbia has taken a leadership role in working with police agencies to integrate areas ranging from homicide investigation and gang suppression to emergency response and forensic services. In all, the provincial government contributes more than \$70 million annually to more than 20 integrated teams.

The Province is the primary source of funding for several provincial and regional teams formed to address concerns of specific regions. Significant examples of the services provided include the five Lower Mainland District Integrated Teams, to which the Province contributes 54 provincial force members and two provincial public service employees.

As well, in legislation, the Province sets provincial standards for cooperation and intelligence-sharing among police agencies working on serious, multi-jurisdictional cases like serial homicides, assaults and kidnappings.

The Ministry continues to encourage the RCMP and independent municipal police departments to maximize efficiency and coordination in their service delivery models. There are five Integrated Teams:

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

# LOWER MAINLAND DISTRICT

## **EMERGENCY RESPONSE TEAM—ERT**

The Lower Mainland District Regional Police Service has a full-time 66 member ERT team to support frontline police officers in the LMD's 13 detachments. Funding for the unit is approximately 50 percent municipal, 20 percent provincial and 30 percent federal.

The team is integrated with the RCMP and municipal police officers in Delta (2), New Westminster (2) and Port Moody (1). ERT members maintain a footprint at various detachments throughout the Lower Mainland. ERT members attend briefings, liaise with units and provide tactical advice resulting in a quicker more localized response.

ERT works closely with all Federal, Provincial and Municipal units in the Lower Mainland including general duty/frontline police officers, the Integrated Homicide Investigation Team (IHIT), Combined Forces Special Enforcement Unit British Columbia (CFSEU BC), Federal and Serious Organized Crime (FSOC), and Integrated National Security Enforcement Team (INSET) to name a few.

ERT reports to a Critical Incident Commander (CIC) for operational deployments where they work closely with crisis negotiators to form a command triangle.

## **INTEGRATED HOMICIDE INVESTIGATION TEAM—IHIT**

IHIT is responsible for investigating homicides, high-risk missing persons where foul play is suspected and suspicious deaths.

IHIT covers the LMD from Pemberton to Boston Bar, including Sechelt, serving 29 RCMP communities and four municipal police communities.

In addition to administrative support staff, highly skilled analytical unit and six investigative teams, IHIT is also comprised of individual support teams. These teams include: unsolved homicide, investigational support, family/victim support liaison, major case management, legal application support, special projects and public/media relations.

IHIT has taken a leadership role in coordinating a national approach to Gang and Organized Crime related homicides.

IHIT is comprised of 110 employees including 80 police officers from the RCMP, New Westminster, Port Moody and Abbotsford Police departments.

IHIT also represents the largest homicide unit in Canada whose investigations often carry implications which extend across the country and internationally.



## **INTEGRATED FORENSIC IDENTIFICATION SERVICES—IFIS**

The Integrated Forensic Identification Services Team (IFIS) is a provincial RCMP unit that provides highly-specialized forensic support to RCMP Detachments and units such as IHIT across the country. West Vancouver Police Department are also members of this team. They are deployed to mass casualty incidents for disaster victim identification and have forensic artists who provide facial composites, aging, restorations and skull reconstructions.

The IFIS team is responsible for collecting, processing, analyzing and interpreting evidence found at the scene of a crime. The services include:

- DNA Recovery
- Facial Reconstructionist
- Fingerprint Identification
- Footwear and Tire Track Impressions
- Footwear Morphology
- Physical Matching
- Plan Drawings/ Recording Crime Scenes
- Serial Number Restoration
- Trace Evidence Recovery
- Video Analysis

## **INTEGRATED POLICE DOG SERVICES—IPDS**

Integrated Police Dog Service (IPDS) is the largest in the country with 48 police-dog teams. Each team is comprised of an officer – called a handler – and a dog who work side-by-side day in and day out. IPDS is integrated with the Abbotsford, New Westminster, Delta and Port Moody Police Departments.

All of the dogs are trained for tracking and searching for suspects, evidence, drugs and explosives. These police service dogs were among the first in the country to be trained in fentanyl detection.

The district is covered by teams strategically placed around the LMD to ensure quick response. When the teams are not on a call, they are patrolling the communities and providing backup to general duty officers.

Of the 48 teams, four are funded by the province and 44 are funded by municipalities they serve.

## **INTEGRATED COLLISION ANALYSIS AND RECONSTRUCTION SERVICES—ICARS**

The ICARS Team is responsible for investigating the forensic aspect of all vehicle collisions that result in serious injury or death in the RCMP detachment areas within the Lower Mainland District. This team is integrated with the West Vancouver Police Department.

They are dedicated to improving public safety through the application of forensic science in collision reconstruction.

## **ADDITIONAL LMD SERVICES:**

### **REGIONAL DUTY OFFICER PROGRAM—RDO**

The Regional Duty Officers are senior level officers acting as single point of contact for district-wide operational assistance, 24 hours a day, seven days a week. Four officers work on a 12-hour rotation mirroring Detachment shifting: four days on and four days off, following the LMD watch system. A fifth RDO was added in early 2013, to assist with coverage and expanded duties.

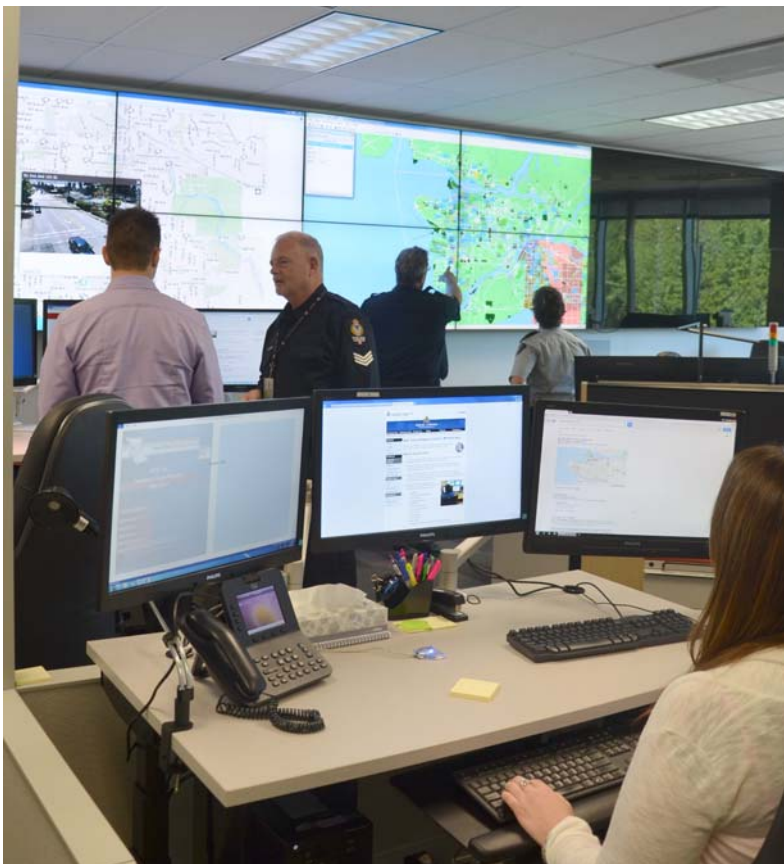
RDOs work from a mobile office, monitoring RCMP operations in the Lower Mainland and coordinating major cross-jurisdictional incidents, in consultation with RCMP and other emergency response management.

### **REAL TIME INTELLIGENCE CENTRE—RTIC-BC**

The RTIC-BC is a multi-agency and multi-jurisdictional policing centre providing a coordinated intelligence-focused regional response to serious crimes. It provides a high level of situational awareness by monitoring all significant criminal events in the region and offering immediate analytical support as these crimes occur throughout Metro Vancouver and expand to Lower Vancouver Island.

The mission of the RTIC-BC is to enhance public safety by delivering real-time operational support to front-line officers and investigators in the form of intelligence.

The goal of the RTIC-BC is to accelerate criminal investigations by assisting in identifying and locating suspects at the earliest opportunity.



RTIC officers track action in real time and search multiple databases.

# COMBINED FORCES SPECIAL ENFORCEMENT UNIT

The Combined Forces Special Enforcement Unit of British Columbia ([www.cfseu.bc.ca](http://www.cfseu.bc.ca)) is British Columbia's anti-gang police agency. The CFSEU-BC's mandate is to target, investigate, prosecute, disrupt, and dismantle the organized crime groups and individuals that pose the highest risk to public safety due to their involvement in gang violence. To achieve this mandate, the agency employs a multifaceted approach, including education, prevention, disruption, enforcement, and suppression directed to gangs and gang members. The CFSEU-BC is a fully integrated agency consisting of Regular Members (RCMP, Municipal, and other law enforcement agencies) and civilian specialists who work collaboratively to achieve the mandate. It is the largest integrated police program in Canada and the third largest police agency in the province with over 400 officers.

With offices in the Lower Mainland District, Vancouver Island District, Southeast District, and North District, the CFSEU-BC has a wide variety of units and capabilities to fulfil its mandate. Each section makes a unique contribution to the overall goal of reducing gang and organized crime activity, with sections such as open source units, a Legal Assistance and Support Team (LAST), a Covert Asset and Support Team (CAST), a 30+ person Uniform Gang Enforcement Team, eight investigative teams spanning the province, an Anti-Trafficking Task Force (ATTF) targeting illicit substances (opioids, fentanyl) an Outlaw Motorcycle Gang Unit, Illegal Gaming Investigative Teams (JIGIT), an Illegal Firearms Group (IFG), surveillance teams, Special Operations Team, Tactical Support and Intercept capabilities, and many other support units and teams.

The CFSEU-BC is also the lead agency behind the BC-led Provincial Tactical Enforcement Priority (PTEP) intelligence and analytical tool. The PTEP is an initiative to coordinate law enforcement efforts in targeting and disrupting gang violence. All policing agencies in British Columbia (RCMP and Municipal) currently participate in PTEP by identifying and prioritizing specific threats that pose a risk to public safety due to gang violence.

## **OUTLAW MOTORCYCLE GANG (OMG)**

In 2017, the CFSEU-BC was tasked with developing and Outlaw Motorcycle Gang (OMG) strategy for the Province of BC. This Strategic Framework has been endorsed by the BC Chiefs of Police as the strategy for this province, and has been adapted by the Canadian Integrated Response to Organized Crime (CIROC) for use at a national level. The CFSEU-BC has assumed a leadership role in educating police partners, community stakeholders, and the public about OMGs and the social and economic harm caused by their activities in BC. The OMG Coordinators support police of jurisdiction through oversight, investigative support, and collaborative operations planning for OMG events and investigations. The CFSEU-BC analytical team supports the CFSEU-BC and other police agencies through the OMG PTEP workflow, quarterly performance measurement reporting, and intelligence strategies for OMG events across BC. This coordinated approach builds local capacity and acts as a force-multiplier by leveraging the specialized services and investigative resources of the CFSEU-BC to support communities in their efforts to disrupt OMG criminal activities.

# COMBINED FORCES SPECIAL ENFORCEMENT UNIT

## **GANG EDUCATION AND PREVENTION**

In early December 2013, the CFSEU-BC launched the *End Gang Life* prevention campaign. The campaign produces videos and posters that use bold, emotional, visually impactful imagery and powerful language to provide a true portrayal of the reality of gang life. The prevention campaign aims to engage youth and young adults, provide a rallying point for communities to mobilize against gangs, and make gang-entrenched individuals rethink their choices.

The CFSEU-BC's Gang Intervention and Exiting team works with individuals who are at-risk or engaged in the gang lifestyle by deploying intervention strategies to encourage gang exiting. An individualized case management plan is developed to address criminogenic risk factors, then clients are linked to various resources to address their needs (e.g., counselling, employment training, education). A Gang Intervention Helpline has been created so that parents and front line service providers can make referrals.



# NATIONAL STRATEGIC PRIORITIES

## SERIOUS AND ORGANIZED CRIME

### WHAT IS ORGANIZED CRIME?

Under the *Criminal Code* (Section 467.1), a criminal organization is defined as a group composed of three or more persons who has as one of its main purposes the facilitation or commission of one or more serious offences likely to result in a material or financial benefit. Illicit activity that is often linked to organized crime includes identity theft, human trafficking, sex crimes against children, credit card fraud and counterfeit goods.

### THE IMPACT OF ORGANIZED CRIME

Organized crime affects the daily lives of Canadians. Organized crime can affect tax revenue (tax revenue losses from contraband tobacco and alcohol); car insurance premiums (higher auto insurance due to car thefts by organized crime rings); banking fees (banks recovering fraud costs); and public health and safety (drug-related violence, faulty counterfeit goods, and neighborhood marijuana grow operations).

Globalization and rapid advances in technology have contributed to the expansion and internationalization of organized crime activities; Canadians can easily fall victim to organized crime groups operating outside of our borders, (identity theft, internet, e-mail scams, phishing, etc.), making it a global problem that cannot be fought solely within our borders.

The violence and corrupting effect of organized crime groups are mainstays of primary activities, which greatly affect every Canadian's right to safety and security.

### PLANS AND PRIORITIES

The RCMP is committed to safe homes and safe communities for all Canadians, and to accomplish this we identified the fight against organized crime as a strategic priority in 2001. Using an intelligence-led, integrated approach, the RCMP is focusing its activities on reducing the threat and impact of organized crime. In fulfilling its mandate, the RCMP is working closely with domestic and international partners in a sustained effort to dismantle today's criminal groups. To contribute to a successful outcome, the RCMP will:

- reduce the total harmful effects caused by organized crime by disrupting illicit markets
- improve the quality of the criminal intelligence/information process
- share intelligence with partners and cooperate with enforcement units at the municipal, national and international levels
- formulate an up-to-date picture of the threat of organized crime and prioritize investigations
- provide scientific and technical support and new technologies to enhance investigative abilities
- enhance public awareness of the dangers and impacts of organized crime
- reduce demand for illicit products

## **NATIONAL SECURITY**

Anything that impacts the fabric of Canadian society could be considered a threat to national security. The RCMP will focus its efforts on: espionage or sabotage against Canada; foreign influenced activities detrimental to the interests of Canada; activities directed toward or in support of the threat or use of acts of serious violence against Canadians for political, religious or ideological objectives; and, activities leading to the destruction or overthrow by violence of the government of Canada.

The greatest threat to Canada's national security is the threat of terrorist criminal activity in Canada and abroad. The RCMP's role is to prevent, detect, deny and respond to this criminal activity. There is an organizational necessity to ensure that our response to the threat of terrorist criminal activity is strategically aligned, focused and centrally controlled by National Headquarters. We need to ensure capacity and capability to achieve a multifaceted approach including outreach/awareness at all levels of policing with communities and partners, prevention, strategic analysis, information/intelligence sharing, and enforcement.

Our investigative successes are largely determined by our flexibility, leadership and collaboration with foreign and domestic law enforcement partners. We must continue to become more proactive and responsive in accordance with the level of threat.

This end-state can be achieved by maintaining a nation-wide integrated National Security Criminal Investigations Program; by continuously improving our information sharing practices with other federal agencies and partners consistent with current policies; by developing outreach and education strategies that will lead to the engagement of stakeholders across the country and assist Canadians in avoiding being victimized; and, by ensuring the situational awareness of the RCMP Senior Executive and the Government of Canada on the status of the threat environment.

Finally, we must also enhance our abilities to evaluate lessons learned to better equip the RCMP to prevent, detect, deny and respond to criminal activity.

## **PLANS AND PRIORITIES**

The RCMP is committed to working in partnership with both domestic and foreign agencies to enhance prevention measures against terrorist criminal activity in Canada and abroad.

The RCMP National Security strategy will "conduct focused and effective criminal investigations".

### **THE RCMP WILL:**

- counter criminal threats to the security of Canada
- establish and maintain relationships
- enhance information management
- conduct focused and effective criminal investigations
- influence public policy.

## YOUTH

One of the RCMP's five strategic priorities is to reduce youth involvement in crime, whether as victims or offenders. The current priority issues are bullying and cyberbullying, impaired and distracted driving, substance abuse, and youth violence. In order to reduce youth crime and victimization, the RCMP aims to:

- support sustainable long-term responses;
- support approaches that are consistent with the Youth Criminal Justice Act;
- focus on risk factors, prevention and early intervention; and
- promote youth engagement and empowerment.

To help achieve these goals, the RCMP focuses on:

### **Outreach and Engagement**

*Increasing youth awareness and influencing youth behavior through behaviour modeling, mentoring, active learning and engaging youth to positively influence their peers, school and community.*

This includes:

- school-based prevention initiatives
- community engagement
- youth consultation
- youth-police partnerships
- on-line resources
- technology-enabled engagement.

### **Intervention and Diversion**

*Intervening with youth offenders and victims of crime to address underlying causes of crime and victimization through direct programming, multi-agency partnerships and referrals to community programs.*

This includes:

- extra-judicial measures
- restorative justice approaches
- multi-agency partnerships.

Every province and territory has an RCMP Youth Officer who supports the development of national youth policy and programs, and oversees local initiatives. These officers are trained through the National Youth Officer Program. This program provides education and awareness to officers working with youth on the causes of youth crime and victimization and what police officers and youth can do to prevent it.

It is important that young people have the opportunity to provide their perspective on issues that affect them since they are believed to be key players in the prevention of crime in communities. Understanding their perspective enables police officers to interact more effectively with and better understand youth. The RCMP National Youth Advisory Committee brings together youth from all over Canada to discuss important issues that they face in their respective communities, while providing valuable input to the RCMP's policies, programs and strategies.

The RCMP believes that long-term prevention of youth crime and victimization can only be accomplished in partnership with the community. For this reason, the RCMP works closely with local organizations and social services so that young people who come into contact with the police, as either victims or offenders, receive the help they need to overcome the challenges in their lives.

## INDIGENOUS COMMUNITIES

Contributing to safer and healthier Indigenous communities is one of the five strategic priorities of the RCMP. Delivering culturally competent police services provides the foundation necessary to build relationships and partnerships with the more than 600 Indigenous communities we serve.

Our shared and unique history with Canada's Indigenous peoples provides an environment in which we can work collaboratively to improve community health and wellness. We are committed to continue building upon these relationships as we encourage, sustain and foster honest and open dialogue among our Indigenous partners. As we work together, the RCMP is in a position to assist and advocate for Indigenous communities at a local and national level.

### **We contribute to safer and healthier Indigenous communities by:**

- promoting and encouraging the recruitment of Aboriginal people as potential employees and police officers.
- working collaboratively with the communities to ensure enhanced and optimized service delivery by developing relevant and culturally competent police services.
- contributing to the development of community capacity to prevent crime through on-going social development.
- maintaining and strengthening partnerships with Indigenous communities, our policing and government partners, stakeholders and with Indigenous organizations.
- promoting and using alternative/community justice initiatives for Indigenous people.
- demonstrating value for service through the development, management and evaluation of the detachment performance plan created in collaboration with the local Indigenous communities.
- contributing to public policy development and implementation and development to assist in building safer, and healthier Indigenous communities.



Pulling Together Canoe Journey: Police and Indigenous youths paddle together across BC waterways.



## **ECONOMIC INTEGRITY**

The types of crimes driven by the motivation for profit are extensive and certainly not victimless. Illegal economic activity either robs or diverts funds away from hard-working Canadians. The confidence of Canadian consumers and investors in their economy can be shaken, their economic security undermined and their trust in institutions put at risk. Examples of crimes that impact Canada's economic integrity include:

- an employee engages in insider trading, defrauding company stockholders out of millions
- an individual files a false insurance claim for a staged auto accident, contributing to a rise in insurance rates
- an organized criminal group finances activities by manufacturing and selling counterfeit batteries, threatening the safety of Canadians and diverting profit from legitimate business
- a restaurant merchant uses a sophisticated payment card reader to overcharge its patrons stealing their money and personal information
- an individual from another country engages in a telemarketing scam, taking the life-savings of a recently-retired Canadian senior

The nature of crimes that affect the economy is rapidly changing. In the face of globalization and technological progress, criminals are operating beyond jurisdictions using sophisticated and continuously-evolving methods to find victims. Law enforcement plays an important role in strengthening and preserving the security and economic interests of Canada. However, maintaining Canada's economic integrity is a complex issue that must be tackled in cooperation with other law enforcement agencies, governments at all levels, the private sector and our international partners. Together, we must work to ensure that Canadians have confidence in their financial, currency and market systems.

## **PLANS AND PRIORITIES**

The RCMP adopted economic integrity as a new strategic priority for 2006-2007 with a focus on preventing, detecting and deterring crimes that affect the Canadian economy. Education, awareness and enforcement initiatives to support the priority will be drawn from existing and newly-developed programs. We will continue to work with key partners and consult and engage our communities in driving out this new priority, with a strategic focus on the counterfeiting of currency and on corruption wherever it might occur.

## **THE RCMP WILL:**

- communicate effectively with citizens, partners and stakeholders
- enhance public awareness of the methods to reduce and prevent economic crimes
- formulate an up-to-date picture of the risks to confidence in Canada's economy and prioritize investigations
- improve the quality of the intelligence/information process
- impact crime through education, prevention and awareness
- contribute to confidence in monetary, financial and market systems
- share intelligence with partners, and cooperate with enforcement units at the municipal, national and international levels
- reduce opportunity for crimes impacting Canadian market and financial systems with our partners

# BC RCMP FAST FACTS

145	Years as Canada's National Police Force
69	Years as BC's Provincial Police Force (1950)
8,508	RCMP employees in BC (RM/CM/SCST/PSE)
6,910.5	Established Regular Member positions
504	Auxiliary Constables
27,000	Kilometers of coastline policed by BC RCMP
72.4%	Percentage of BC population living in RCMP jurisdiction
131	BC RCMP detachments
203	Indigenous communities in BC
150	Municipalities & communities served by BC RCMP
1,234,034	Calls for Service in BC (2018)
4	Operational Communication Centres (OCC)
76	Dog teams in the BC RCMP Police Dog Services
200	Active DARE trained officers in 87 BC communities
7,190	RCMP Crime Prevention Volunteers
174	Victim Services Volunteers
10	Aircraft
8	Armoured vehicles
224	All terrain vehicles
112	Snowmobiles
1,903	Land vehicles (trucks, SUVs, police cruisers, motorcycles)
1,375	Surveillance specification vehicles
99	Boats (5 to 23 meters in length)
60,000	Followers on Twitter (English version)
50,000	Followers on Facebook (English version)
6,230	Radios
400+	Radio repeater sites (towers)
134	Solar powered towers



