

**Delta Police Department  
BOARD REPORT  
Regular Meeting**



From: **Chief Neil Dubord, OOM, AdeC**

Date: **June 3, 2021**

**Indigenous Land Acknowledgment**

▪ **RECOMMENDATION:**

THAT the Delta Police Board approve the Indigenous Land Acknowledgement as presented in this report, to be read by the Chair or Vice-Chair, prior to every meeting of the Delta Police Board.

▪ **PURPOSE:**

To recommend that the Delta Police Board adopt an Indigenous Land Acknowledgement (Land Acknowledgement). This Land Acknowledgement is to be read prior to any public meetings, presentations or celebrations in Delta that are hosted by the Delta Police Board. The Delta Police Department has also adopted this Land Acknowledgement for any public meetings, presentations or celebrations that it facilitates in Delta.

▪ **DISCUSSION:**

It has become common practice for many public meetings to begin by acknowledging Indigenous land/territory. The Land Acknowledgement of traditional territory serves to display respect and recognition for the First Nations groups that once inhabited or currently inhabit the lands upon which the meeting is being held.

This recognition of First Nations presence is an essential element in establishing meaningful relationships with our community partners and in paving the path toward reconciliation. The Delta Police Department has worked with the Tsawwassen and Musqueam First Nations to develop and receive approval on the below noted Land Acknowledgment.

***Land/Territory Acknowledgement:***

*Before we begin, I would like to acknowledge that this meeting is taking place on the shared, traditional, ancestral, and unceded territories of the scəwəθən (Tsawwassen), xʷməθkʷəy̓əm (Musqueam), and other Coast Salish Peoples. We extend our appreciation to these First Nations for the opportunity to hold this meeting here today.*

▪ **IMPLICATIONS:**

There are no financial implications for this report.

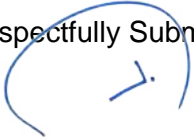
▪ **RELATED POLICY:**

There is no policy related to this report.

▪ **CONCLUSION:**

To foster a culture of respect and recognition the approved Land Acknowledgment should be read before any public meetings, presentations or celebrations in Delta that are hosted by the Delta Police Board or Delta Police Department.

Respectfully Submitted:



Neil Dubord, OOM, AdeC  
Chief Constable, Delta Police Department



## DELTA POLICE BOARD

### Regular Meeting Agenda

Wednesday, June 23, 2021 at 09:00 a.m.

Delta Council Chambers, Zoom

4500 Clarence Taylor Crescent

Delta, BC V4K 3E2

#### Call Meeting to Order.

#### Special Report

1. Indigenous Land Acknowledgement ●

#### A. Adoption of Agenda

1. Adoption of the Regular Agenda of June 23, 2021

#### B. Consent Items

1. \*Approval of Minutes ●
  - a. Approval of Minutes of the Regular Meeting of May 19, 2021
2. \*Crime Statistics & Maps of May 2021 ●
3. \*Financial Reports of April 2021 ●
4. \*Correspondence
  - a. From Surrey Police Board, Thanking Mr. Volker Helmuth ●
  - b. To Minister Farnworth, from Mayor Harvie about Public Safety ●
  - c. To Board, from Concerned Citizens Group ●
5. \*For Information
  - a. E-Comm Proxy Vote – Copy of Decision ●
  - b. Compliments from the Public ●
  - c. Delta Community Foundation Donation ●

#### C. Delegations/Presentations

1. \*Public Delegations
2. \*Delta Police Association
3. Thanking Mr. Peter Buxton for his Service to the Delta Police Board ●  
*Chair, Mayor Harvie & Chief Neil Dubord*

#### D. Business Arising out of Minutes

1. \*Action Document ●

#### E. Priority Items

1. \*Chief's Report
2. Brief on Bias-Free Training Hosted by the Vancouver Police Board ●  
*Dr. Karen Hossack, Ms. Annette Garm, Mr. Firth Bateman, Ms. Angela Kaiser*
3. Honouring and Remembering the 215 Indigenous Children Found Buried in Kamloops  
*Board Chair, Mayor George V. Harvie*
4. Transition to In-Person Meetings ●

#### F. Reports

1. DPD Cops for Cancer Participation ●
2. Delta Service Enhancement (D-SEP) Updates ●
3. Update on DPD's Violence Suppression Team ●

**G. Other/New Business**

1. Items as requested by the Board ●

**Resolution to Terminate the Meeting.**

**Next Meeting:** Wednesday, September 15, 2021  
09:00 a.m. via Zoom

## DELTA POLICE BOARD

### Regular Meeting Minutes

**Wednesday, May 19, 2021 at 09:00 a.m.**

**Delta Council Chamber, Zoom  
4500 Clarence Taylor Crescent  
Delta, BC V4K 3E2**

*Minutes of the REGULAR MEETING held Wednesday, May 19, 2021 at 9:00 a.m. in the Council Chambers, Delta City Hall, 4500 Clarence Taylor Crescent, Delta, British Columbia.*

### **Present**

Mayor George V. Harvie

\*Angela Kaiser

\*Firth Bateman

\*Gurleen S. Sahota

\*Dr. Karen Hossack

\*Annette Garm

\*Peter Buxton, Q.C.

Neil Dubord, Chief Constable

Harj Sidhu, Deputy Chief Constable

Michelle Davey, Deputy Chief Constable

Jassie Ram, Corporate Planning Manager

\*Cris Leykauf, Public Affairs Manager

\*Volker Helmuth, Risk Management Manager

\*Hilary Madore, Finance Manager

\*Via Zoom

### **Regrets**

Chief Ken Baird

Meeting called to order at 09:00 a.m.

### **A. Adoption of Agenda**

#### **1. Adoption of the Regular Agenda of May 19, 2021**

#### ***MOVED / SECONDED***

*THAT the Delta Police Board approve the Regular agenda of May 19, 2021 as presented.*

**CARRIED UNANIMOUSLY**

### **B. Consent Items**

#### **1. Approval of Minutes**

a. Approval of Minutes of the Regular Meeting of April 21, 2021

#### **2. \*Crime Statistics & Map of April 2021**

#### **3. \*Financial Reports of February 2021**

#### **4. \*Correspondence**

a. No items

#### **5. \*For Information**

a. Compliments from the Public

b. BCAPB Agenda and Minutes from the Meeting with Minister Farnworth – April 26, 2021

c. Letter from Minister Farnworth – Response to BCAPB AGM Resolutions

d. Confirmation of Delta Police Board Written Submission to Special Committee on Reforming the Police Act

e. City of Delta Council's Submission to Special Committee on Reforming the Police Act

f. Delta Police Board Members Term Chart - Updated

- g. Presentation by Justice Bastarache on Preventing and Eliminating Sexual Harassment in Organizations

**MOVED / SECONDED**

*THAT the Delta Police Board approve Consent Agenda Items B.1 to B.5a-f where required and receive others for information.*

**CARRIED UNANIMOUSLY**

**Item B.5g was pulled for discussion**

A recording of the presentation will be requested from the Surrey Police Board for the Delta Police Board members.

**ACTION:** Staff to obtain recording of Justice Bastarache's presentation to Surrey Police Board and forward to the Board.

**MOVED / SECONDED**

*THAT the Delta Police Board receive Item B.5g for information.*

**CARRIED UNANIMOUSLY**

**C. Delegations/Presentations**

1. **\*\*Public Delegations**
2. **\*Delta Police Association**
3. **Board's Public Announcement on COVID-19 Immunization**

*Ms. Angela Kaiser, Vice-Chair*

Ms. Kaiser noted that it is important for our community to register for the COVID-19 vaccine and follow orders of the Public Health Officer (e.g. social distancing, wearing masks) to contribute to the overall safety well-being of our community. It was proposed that the Board release a public statement in this regard. The proposal received support.

**ACTION:** Board to release a public statement on the importance of COVID-19 immunization and follow Public Health Officer's orders.

**MOVED / SECONDED**

*THAT the Delta Police Board issue a statement encouraging Delta residents to register and receive the COVID-19 vaccine and follow orders of the Public Health Officer.*

**CARRIED UNANIMOUSLY**

**D. Business Arising out of Minutes**

1. **Action Document**

**MOVED / SECONDED**

*THAT the Delta Police Board receive Item D.1 for information.*

**CARRIED UNANIMOUSLY**

**E. Priority Items**

1. **\*Chief's Report**

Chief Dubord updated the Board noting that:

- The investigation of Mr. Randhawa's homicide is active with a large team working on it.
- The Violence Suppression Team began their work last weekend focusing on public safety; the DPD's strategy on the current gang conflict focuses on prevention, enforcement, education and interdiction.
- DPD has submitted the application for Canada Top Employer - 2022.

- DPD worked with BC Ferries administration relating to the Public Health Officer's travel orders. Roadblocks aren't being conducted but BC Ferries staff has a screening process to ensure that those boarding THE ferries are doing so FOR essential purposes.
- Class 163 will be graduating from the JIBC with a virtual ceremony.
- Strategic planning is well underway with consultations with stakeholders and employee engagement complete. Engagement with the public and residents of Delta is in the final stages.

**MOVED / SECONDED**

*THAT the Delta Police Board receive the Chief's Report for information.*

**CARRIED UNANIMOUSLY**

**2. Delta Police Board Members Reappointment Order in Council**

Dr. Karen Hossack & Chief Ken Baird have both been reappointed to the Board.

**MOVED / SECONDED**

*THAT the Delta Police Board receive Item E.2 for information.*

**CARRIED UNANIMOUSLY**

**F. Reports**

**1. DPD School Liaison Officer (SLO) Program Update**

DC Sidhu provided an update on the DPD SLO program which is celebrating it's 50<sup>th</sup> anniversary this year. The program is well received by the School Administration and the Schools. The SLO Program will continue to be developed and will evolve based on the needs of the students and community. The School District didn't solicit formal feedback from PACs and Schools on SLO program but has plans to do so in the future.

**MOVED / SECONDED**

*THAT the Delta Police Board receive Item F.1 for information.*

**CARRIED UNANIMOUSLY**

**2. Delta Police Board Online Portal**

The Online Board Portal for the Board is in the final stages and will be rolled out in early June.

**MOVED / SECONDED**

*THAT the Delta Police Board receive Item F.2 for information.*

**CARRIED UNANIMOUSLY**

**G. Other/New Business**

As requested by the Board.

**Resolution to Terminate the Meeting**

**MOVED/SECONDED**

*THAT this meeting now terminate.*

**CARRIED UNANIMOUSLY**

**Next Meeting:** The next regular meeting of the Delta Police Board will be scheduled on Wednesday, June 23, 2021 at 09:00 a.m. in the Council Chamber of the City of Delta.

The meeting terminated at 09:26 a.m.

---

**Mayor George V. Harvie**  
Chair

---

**Jassie Ram**  
Recording Secretary

---

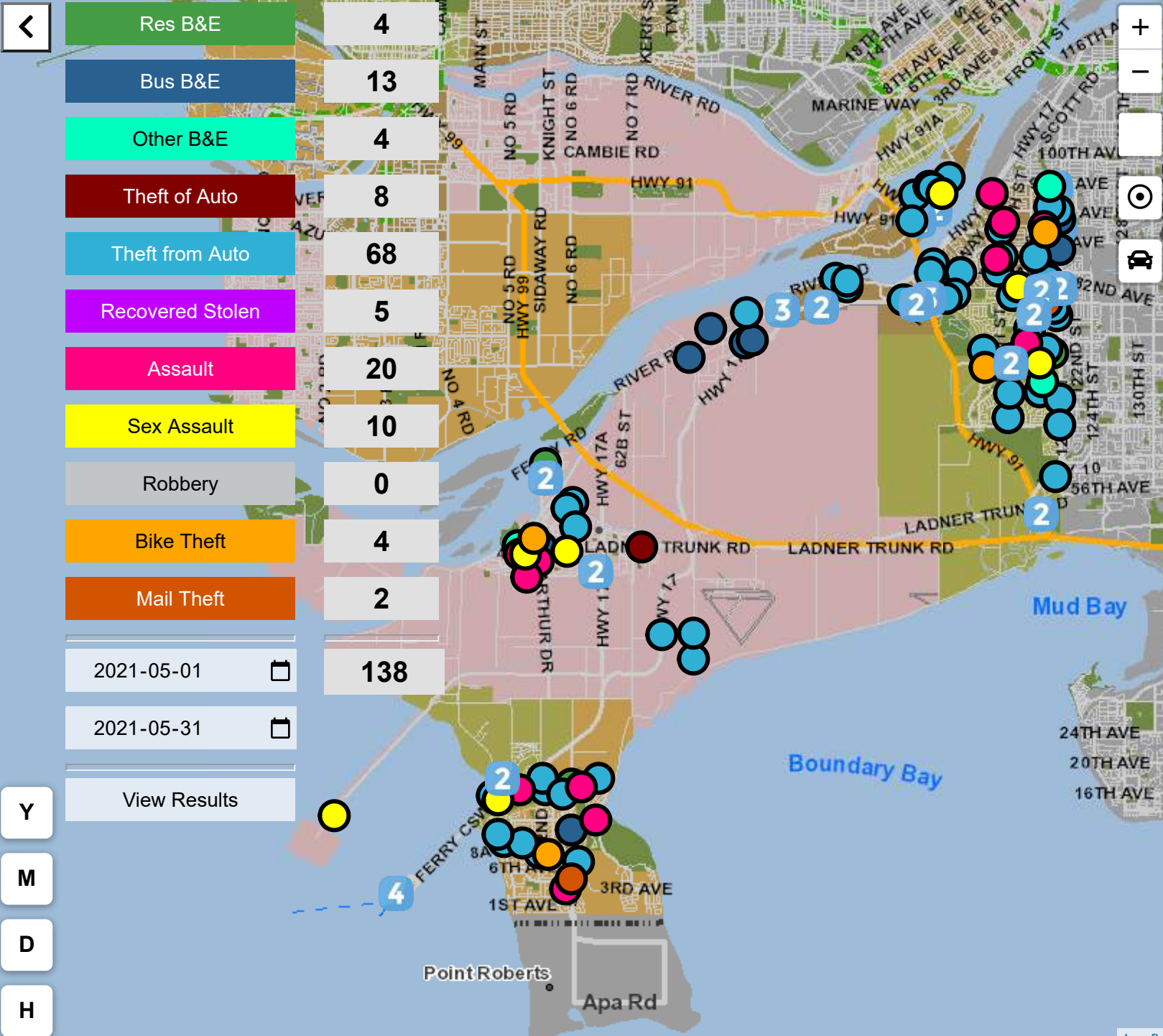
Date

---

Date

DRAFT





# DISTRICT 1 CRIME MAP - MAY 2021

RG B.2



<

Res B&E

1

Bus B&E

2

Other B&E

0

Theft of Auto

0

Theft from Auto

12

Recovered Stolen

0

Assault

7

Sex Assault

1

Robbery

0

Bike Theft

1

Mail Theft

1

2021-05-01

2021-05-31

View Results

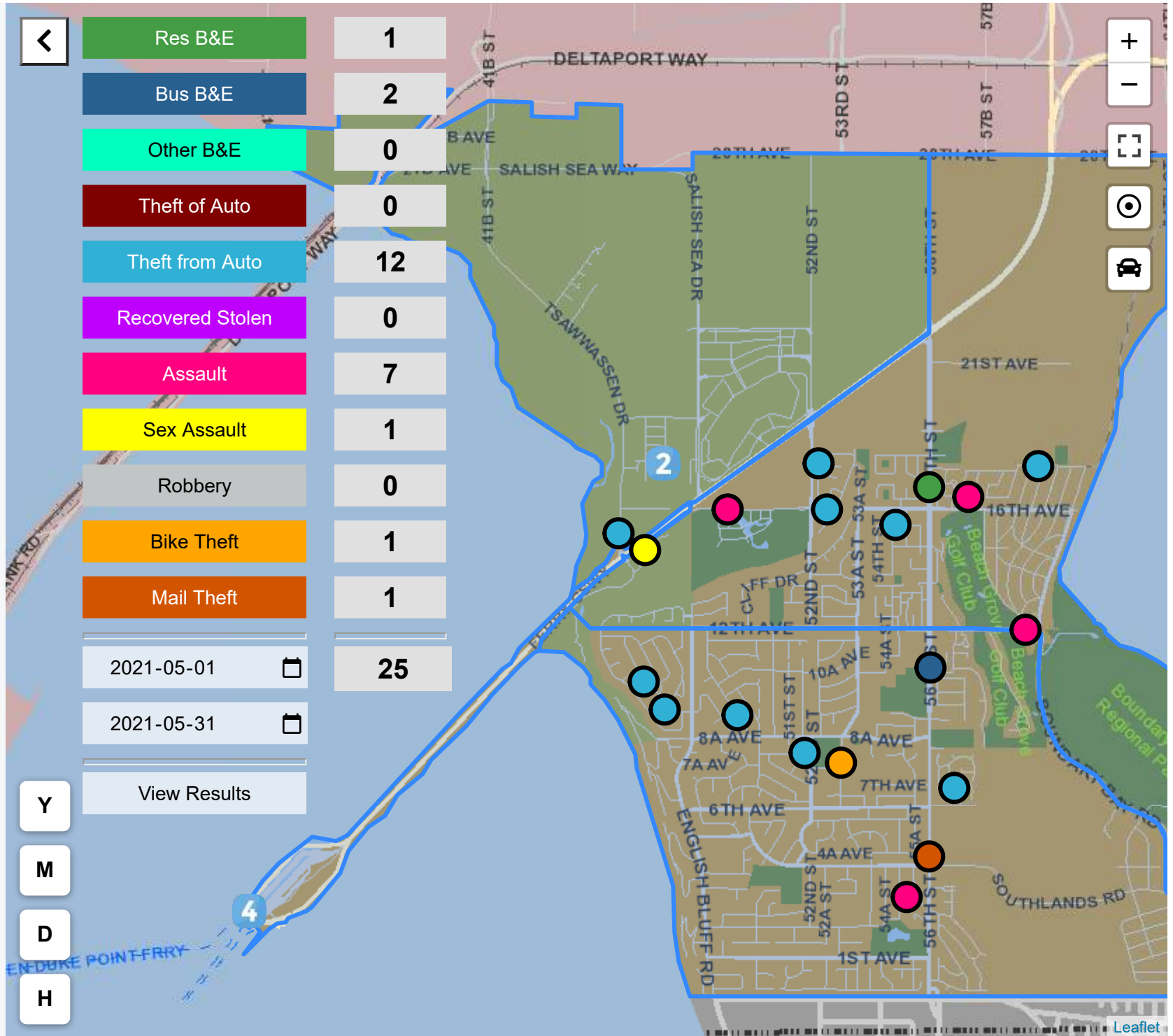
Y

M

D

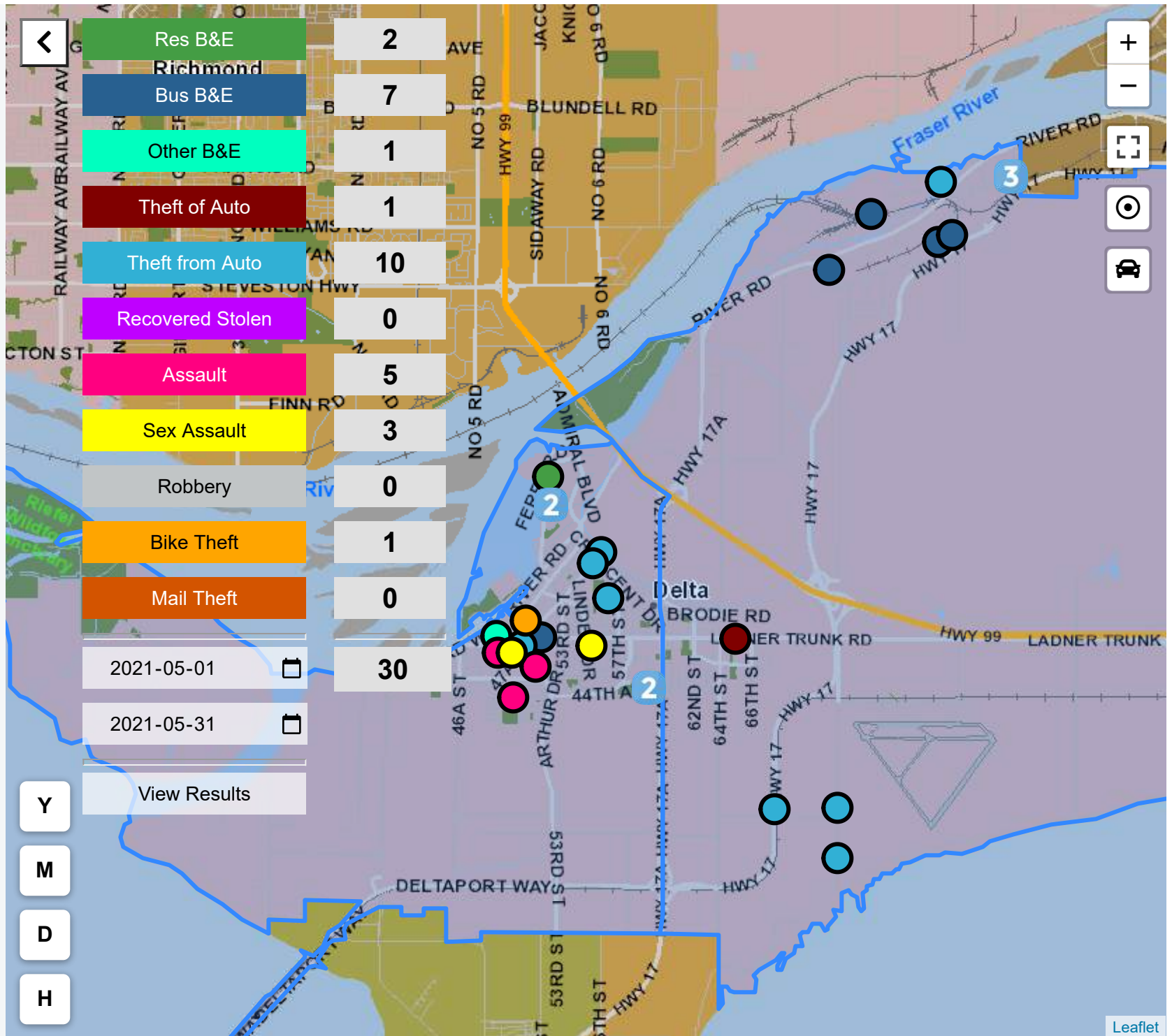
H

25



# DISTRICT 2 CRIME MAP - MAY 2021

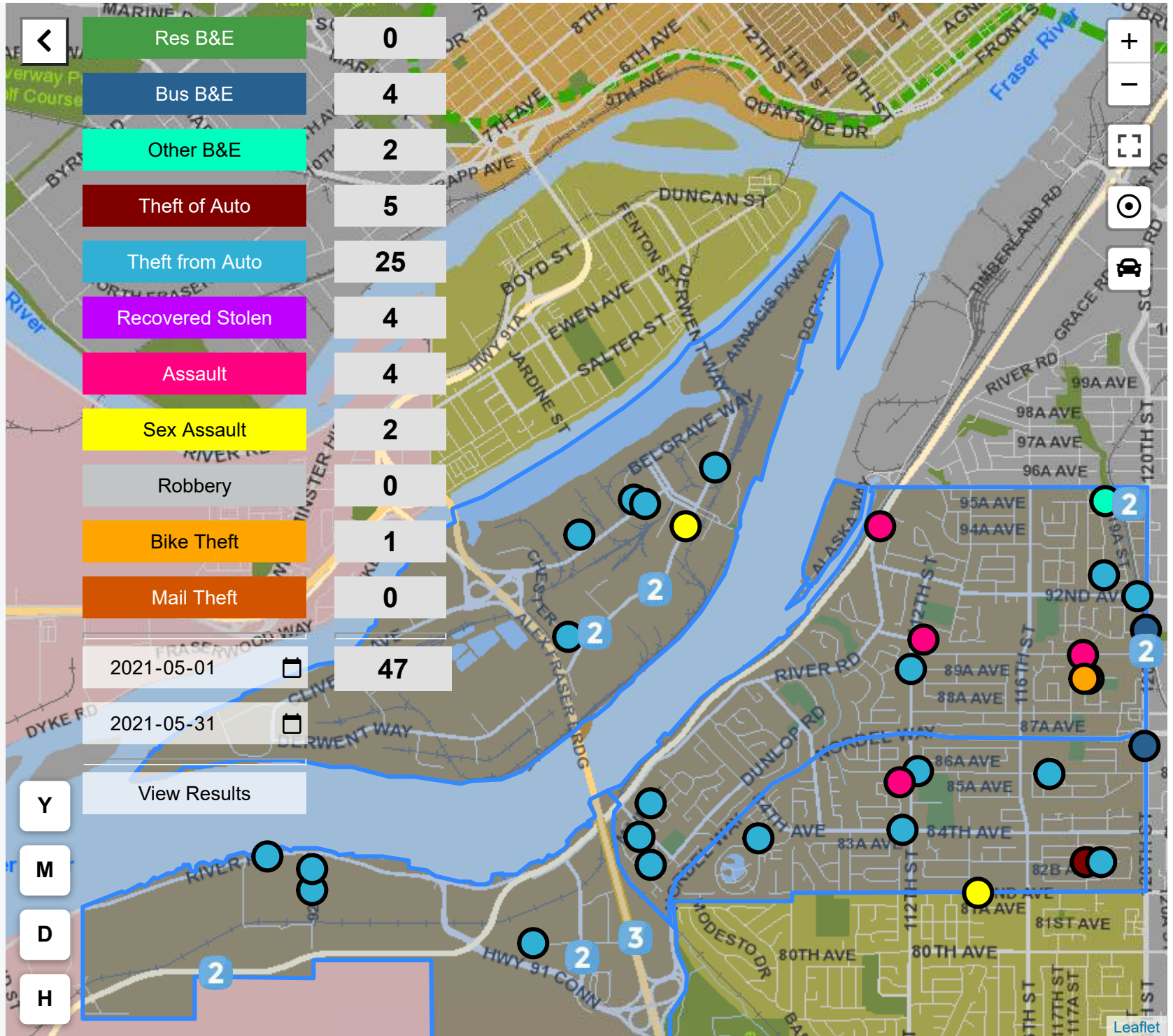
RG B.2





# DISTRICT 3 CRIME MAP - MAY 2021

RG B.2





# Police Board Statistics Report

## May 2021

Crime Type	Apr-21	May-21	May 3YR AVG	YTD 2020	YTD 2021	YTD 3YR AVG	Trend	YTD % Change 3YR Avg	Comments
<b>Persons Offences</b>									
Homicide	0	1	0	0	1	0	►	0%	
Attempted Homicide	0	0	0	0	0	0	►	0%	
Sexual Assault (Level I)	3	10	5	17	31	21	▲	48%	
Sexual Assault (Level II, Level III)	1	0	3	12	4	12	▼	-67%	
Total Assaults (Common, Weapon, Aggravated)	30	22	38	156	128	166	▼	-23%	
Robbery	2	0	2	10	9	13	▼	-31%	
<b>Total Person Offences</b>	<b>65</b>	<b>69</b>	<b>76</b>	<b>293</b>	<b>309</b>	<b>342</b>	▼	-10%	
<b>Domestic Violence</b>									
Intimate Partner Violence	6	7	16	63	39	59	▼	-34%	
Family Violence	3	7	6	38	22	35	▼	-37%	
<b>Property Offences</b>									
Break & Enter - Commercial	7	14	11	54	51	57	▼	-11%	
Break & Enter - Residential	11	6	13	57	43	77	▼	-44%	
Theft of Vehicle	4	4	10	49	30	56	▼	-46%	
Theft from Vehicle	70	66	63	307	331	310	▲	7%	
Theft Over/Under \$5000	68	61	91	411	354	480	▼	-26%	
Mischief to Property Over/Under \$5000	39	70	39	190	238	196	▲	21%	
<b>Total Property Offences</b>	<b>237</b>	<b>264</b>	<b>269</b>	<b>1248</b>	<b>1256</b>	<b>1371</b>	▼	-8%	
<b>Traffic Offences</b>									
Fatal MVI	0	0	0	1	1	1	►	0%	deaths = 0
Injury MVI	18	24	21	93	99	120	▼	-18%	injured = 23
Collisions (All)	78	91	79	332	423	434	▼	-3%	
Roadside Suspensions - 215 Alcohol 24 hrs	4	2	3	24	15	16	▼	-6%	
Roadside Suspensions - 215 Drugs 24 hrs	8	9	6	19	34	25	▲	36%	
Immediate Roadside Prohibitions (Alcohol)	22	17	30	190	120	169	▼	-29%	
<b>Total</b>	<b>130</b>	<b>143</b>	<b>139</b>	<b>659</b>	<b>692</b>	<b>765</b>	▼	-10%	
<b>Drug Offences</b>									
Possession	5	6	17	37	50	67	▼	-25%	
Trafficking	3	2	3	10	13	12	▲	8%	
<b>Total</b>	<b>8</b>	<b>8</b>	<b>20</b>	<b>47</b>	<b>63</b>	<b>79</b>	▼	-20%	
<b>Other Offences</b>									
Youth (*Excludes Traffic Offences)	6	5	7	29	38	37	▲	3%	
Total Weapons Violations	10	16	8	18	52	26	▲	100%	
Cybercrime	48	55	23	144	236	105	▲	125%	
Bylaws	68	66	100	326	258	299	▼	-14%	
False Alarms (Dispatched)	51	46	93	269	264	413	▼	-36%	
<b>TOTAL CALLS FOR SERVICE</b>	<b>2,136</b>	<b>2,355</b>	<b>2,371</b>	<b>10,425</b>	<b>10,797</b>	<b>10,763</b>	►	0%	

Note - Stats include all calls for service relative to the crime type, whether or not charges were recommended.

# TFN (Zone 3) Statistics Report

## May 2021

Crime Type	Apr-21	May-21	May 3YR AVG	YTD 2020	YTD 2021	YTD 3YR AVG	Trend	YTD % Change	Comments
<b>Persons Offences</b>									
Homicide	0	0	0	0	0	0	▶	0%	
Attempted Homicide	0	0	0	0	0	0	▶	0%	
Sexual Assault (Level I)	0	1	0	0	2	0	▲	200%	
Sexual Assault (Level II, Level III)	0	0	0	0	0	0	▶	0%	
Total Assaults (Common, Weapon, Aggravated)	3	1	0	3	5	4	▲	67%	
Robbery	0	0	1	0	0	1	▶	0%	
<b>Total Person Offences</b>	<b>5</b>	<b>7</b>	<b>1</b>	<b>7</b>	<b>16</b>	<b>9</b>	▲	129%	
<b>Domestic Violence</b>									
Domestic Violence (Includes Criminal Harassment, Utter Threats)	1	1	0	1	2	1	▲	100%	
<b>Property Offences</b>									
Break & Enter - Commercial	0	1	0	1	4	1	▲	300%	
Break & Enter - Residential	1	0	0	1	6	2	▲	500%	
Theft of Vehicle	1	0	0	2	1	1	▼	-50%	
Theft from Vehicle	0	1	2	14	12	11	▼	-14%	
Theft Over/Under \$5000	11	5	12	64	54	69	▼	-16%	
Mischief to Property Over/Under \$5000	3	1	2	8	6	7	▼	-25%	
<b>Total Property Offences</b>	<b>20</b>	<b>9</b>	<b>18</b>	<b>99</b>	<b>85</b>	<b>102</b>	▼	-14%	
<b>Traffic Offences</b>									
Fatal MVI	0	0	0	0	0	0	▶	0%	deaths = 0
Injury MVI	0	1	1	1	4	3	▲	300%	injured = 0
Roadside Suspensions - 215 Alcohol 24 hrs	0	0	0	0	0	0	▶	0%	
Roadside Suspensions - 215 Drugs 24 hrs	0	0	0	1	0	0	▼	-100%	
Immediate Roadside Prohibitions (Alcohol)	2	0	1	5	9	4	▲	80%	
<b>Total</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>13</b>	<b>7</b>	▲	86%	
<b>Drug Offences</b>									
Possession	1	0	1	3	1	6	▼	-67%	
Trafficking	0	0	0	0	0	0	▶	0%	
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>6</b>	▼	-67%	
<b>Other Offences</b>									
Youth (Charged/Suspect Chargeable/ Recommended Charges)*Excludes Traffic Offences		0	0	3	3	3	▶	0%	
Total Weapons Violations	0	1	0	1	4	1	▲	300%	
Cybercrime	3	3	0	6	7	4	▲	17%	
Bylaws	0	5	1	5	10	5	▲	100%	
False Alarms (Dispatched)	3	3	11	23	32	52	▲	39%	
<b>TOTAL CALLS FOR SERVICE</b>	<b>109</b>	<b>103</b>	<b>89</b>	<b>393</b>	<b>525</b>	<b>426</b>	▲	34%	

Note - Stats include all calls for service relative to the crime type, whether or not charges were recommended.



## RG B.3

**City of Delta**  
**Payroll Overtime Data**  
**As of: 2021-04-30**

		2021					2021 Year to Date							2020 Overtime Statistics				
		Overtime	Statutory Holiday	Standby Time	Total Month	Budget Month	Overtime	Statutory Holiday	Standby Time	Total YTD	Budget YTD	Variance YTD	% spent (YTD)	Budget Annual	Overtime YTD	Budget YTD	Overtime Annual	Budget Annual
1199	Police Fleet Mtce (Ops)	-	-	-	-	-	62	-	-	62	-	62	-	-	926	-	984	-
1268	PoliceCommunitySafetyOfficer	4,794	-	-	4,794	-	5,166	-	-	5,166	-	5,166	-	-	-	-	-	-
1305	Police Community Support	26,539	-	2,525	29,064	12,417	66,077	-	11,217	77,293	49,668	27,625	-	149,000	28,642	46,832	219,977	145,500
1307	Police Comms/Media	2,087	-	-	2,087	834	5,702	-	-	5,702	3,336	2,366	-	10,000	2,676	1,668	14,181	5,000
1312	Police PublicSafety Operations	-	-	-	-	208	957	-	-	957	832	125	-	2,500	3,934	832	7,823	2,500
1331	Police TFN Policing	-	-	-	-	583	6,065	-	-	6,065	2,332	3,733	-	7,000	697	2,168	4,149	6,500
1335	Police Administration	2,651	217	-	2,867	1,250	4,385	217	-	4,601	5,000	(399)	-	15,000	4,516	3,332	14,450	10,000
1336	Police NDPS Building	-	-	-	-	-	-	-	-	-	-	-	-	-	180	-	-	-
1342	Police Ports Liaison	-	-	-	-	42	-	-	-	-	168	(168)	-	500	-	168	-	500
1343	Police BC Justice Institute	-	-	-	-	-	-	-	-	-	-	-	-	-	351	-	3,540	-
1345	Police Human Resources	14,988	445	-	15,433	8,958	52,323	514	-	52,837	35,832	17,005	-	107,500	31,367	33,832	152,028	105,000
1349	Police Drug Section	-	-	-	-	-	-	-	-	-	-	-	-	-	955	11,000	(5,411)	34,000
1350	Police Identification Section	-	-	-	-	167	-	-	-	-	668	(668)	-	2,000	3,818	668	(1,610)	2,000
1351	Police Fraud Investigation	-	-	-	-	-	-	-	-	-	-	-	-	-	563	1,332	(2,047)	4,000
1352	Police General Investigation	842	-	-	842	2,292	5,012	-	-	5,012	9,168	(4,156)	-	27,500	9,629	8,668	33,413	27,000
1353	Police Intelligence Section	944	-	-	944	1,125	2,702	-	325	3,026	4,500	(1,474)	-	13,500	-	1,332	8,963	4,000
1354	Police DrugInvestigationSuppTm	3,360	-	-	3,360	7,083	9,241	-	-	9,241	28,332	(19,091)	-	85,000	9,900	15,668	67,195	49,000
1356	Police Major Crimes Section	7,626	-	1,633	9,259	18,125	27,472	-	1,943	29,415	72,500	(43,085)	-	217,500	82,569	66,668	190,542	207,000
1357	Police SeriousCrimes/SexOffenc	1,357	-	-	1,357	1,250	2,319	-	443	2,762	5,000	(2,238)	-	15,000	2,583	4,668	41,710	14,500
1358	Police IMPACT (Sec)	81	271	163	516	2,625	11,453	271	1,132	12,857	10,500	2,357	-	31,500	10,672	9,832	23,259	30,500
1359	PoliceProv/TrafficProjects(Sec)	-	-	-	-	-	2,137	-	-	2,137	-	2,137	-	59,000	13,609	-	52,226	59,000
1363	Police IRSU (Sec)	5,750	-	-	5,750	5,167	24,737	-	-	24,737	20,668	4,069	-	62,000	12,074	19,500	47,717	60,500
1364	Police CFSEU (Sec)	10,544	313	-	10,857	11,708	42,896	1,371	-	44,268	46,832	(2,565)	-	140,500	31,685	44,168	99,395	137,000
1367	Police DCPO ND	414	-	-	414	913	1,069	-	-	1,069	3,652	(2,584)	-	11,000	848	3,332	2,203	10,500
1368	Police DCPO Ladner	-	-	-	-	208	-	-	-	-	832	(832)	-	2,500	154	832	484	2,500
1369	Police DCPO Tsaw	-	-	-	-	208	163	-	-	163	832	(669)	-	2,500	154	832	1,394	2,500
1370	Police School Liaison	1,396	-	-	1,396	583	6,939	-	-	6,939	2,332	4,607	-	7,000	2,559	2,168	6,192	6,500
1371	Police Reserve Police	-	-	-	-	3,500	-	-	-	-	14,000	(14,000)	-	21,500	4,563	13,332	20,000	21,000
1373	Police Victim Services	421	-	90	511	375	421	-	745	1,166	1,500	(334)	-	4,500	629	1,500	6,037	4,500
1376	Police Information & Security	3,396	321	-	3,717	4,333	9,848	321	-	10,168	17,332	(7,164)	-	52,000	10,066	17,000	31,898	51,000
1381	Police Truck Enforcement	-	-	-	-	333	317	-	-	317	1,332	(1,015)	-	4,000	322	1,332	402	4,000
1382	Police LMD PDS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	195	-
1383	Police Traffic Section	496	-	1,202	1,699	3,000	16,165	-	2,686	18,851	12,000	6,851	-	36,000	14,126	13,000	26,834	40,500
1388	Police Patrol	17,133	17,881	-	35,014	48,917	98,457	33,303	-	131,760	195,668	(63,909)	-	587,000	125,126	184,168	453,146	572,000
1390	Police Professional Standards	-	-	-	-	292	-	-	-	-	1,168	(1,168)	-	3,500	971	1,000	4,769	3,500
1524	Police LMTT	5,244	-	-	5,244	4,583	11,692	-	-	11,692	18,332	(6,640)	-	55,000	1,024	18,332	15,435	55,000
1540	Police VPD BCMUP (Sec)	755	-	-	755	-	1,748	-	-	1,748	-	1,748	-	-	992	-	992	-
1579	Police Information Technology	-	-	-	-	583	-	-	-	-	2,332	(2,332)	-	7,000	3,872	2,332	5,177	7,000
1584	Police Intelligence Management	-	-	-	-	42	183	-	-	183	168	15	-	500	-	168	-	500
1594	Police UHU (Sec)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,000	-	12,500
1596	Police Youth Liaison	776	-	-	776	292	6,714	-	-	6,714	1,168	5,546	-	3,500	1,126	1,168	13,517	3,500
1646	Police Cybercrime	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,668	3,410	5,000
1680	Police Public Information Reps	-	3,942	-	3,942	7,576	2,127	6,874	-	9,001	30,304	(21,303)	-	91,000	12,963	29,496	32,374	88,500
1681	Police LMD PDS (Sec)	12,164	976	-	13,140	2,583	41,740	1,970	-	43,711	10,332	33,379	-	31,000	18,877	7,332	93,800	22,500
1682	Police LMD ERT (Sec)	3,646	26	4,002	7,674	7,125	16,809	321	12,214	29,344	28,500	844	-	85,500	19,269	26,832	62,111	83,500
1683	Police RTIC-BC (Sec)	-	357	-	357	542	-	696	-	696	2,168	(1,472)	-	6,500	1,009	2,000	1,769	6,000
1685	Police TFN Service Team	1,453	931	-	2,384	2,333	5,759	2,142	-	7,900	9,332	(1,432)	-	28,000	4,781	12,168	12,536	37,500
1686	Police INSET (Sec)	1,070	-	-	1,070	458	1,368	-	-	1,368	1,832	(464)	-	5,500	1,233	1,668	8,577	5,000
1687	Police LMD FIS (Sec)	569	569	2,560	3,697	6,125	7,326	1,110	10,699	19,135	24,500	(5,365)	-	73,500	1,416	23,000	35,110	71,500
1697	Police TrafficSpecialtyDogUnit	-	-	-	-	458	-	-	-	-	1,832	(1,832)	-	5,500	-	-	-	-
Police		130,496	26,248	12,175	168,918	169,196	497,550	49,110	41,404	588,065	676,784	(88,719)	86.89%	2,069,000	477,424	640,996	1,810,847	2,020,000



# RG B.3

## Delta Police Department Financial Report

For the period ending April 30, 2021

### Operating Revenues & Expenditures

	Year to date Actuals	Accrual for Expenditures/ Revenues	Year to Date Actuals (Adjusted)	Year to date Budget	Annual 2021 Budget	YTD Variance (Fav)/Unfav (\$)	YTD Variance (Fav)/Unfav (%)
<b>Expenditures</b>							
Administration Bureau	4,694,126	241,157	4,935,283	4,704,708	14,059,500	230,575	4.9%
Community Policing Bureau - Investigative Services	2,081,045	177,982	2,259,027	2,300,512	6,973,500	(41,485)	-1.8%
Community Policing Bureau - Community Support	2,433,870	164,473	2,598,343	3,103,964	9,445,500	(505,621)	-16.3%
Community Policing Bureau - Patrol	4,546,372	-	4,546,372	4,569,340	13,703,000	(22,968)	-0.5%
Police Secondments	1,195,381	-	1,195,381	1,176,316	3,570,000	19,065	1.6%
Ecomm	606,636	-	606,636	608,332	1,825,000	(1,696)	-0.3%
Wage bank accrual, Police Staff retro	-	155,000	155,000	-	-	155,000	
<b>Total Expenditures</b>	<b>15,557,430</b>	<b>738,612</b>	<b>16,296,042</b>	<b>16,463,172</b>	<b>49,576,500</b>	<b>(167,130)</b>	<b>-1.0%</b>
<b>Revenues</b>							
Recovered Services	(1,477,368)	(18,207)	(1,495,575)	(1,257,500)	(6,831,500)	(238,075)	-18.9%
Fines and Fees	(202,575)	106,245	(96,330)	(76,668)	(230,000)	(19,662)	-25.6%
Grants	(77,718)	32,833	(44,885)	(34,832)	(1,754,500)	(10,053)	-28.9%
Other Recoveries and Miscellaneous	(79,643)	-	(79,643)	(30,000)	(90,000)	(49,643)	-165.5%
Transfer from Reserve	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(1,837,304)</b>	<b>120,871</b>	<b>(1,716,433)</b>	<b>(1,399,000)</b>	<b>(8,906,000)</b>	<b>(317,433)</b>	<b>-22.7%</b>
<b>Operating Tax Draw</b>	<b>13,720,126</b>	<b>859,483</b>	<b>14,579,609</b>	<b>15,064,172</b>	<b>40,670,500</b>	<b>(484,563)</b>	<b>-3.2%</b>

### Capital

	2021 Actuals	2021 Budget	Variance (Fav)/Unfav (\$)
<b>Expenditures</b>			
Vehicle Purchases - 2021	-	688,000	(688,000)
Vehicle Purchases - 2020 carryover	-	638,000	(638,000)
Armoured Vests, Equipment, Furniture, IT	95,180	377,887	(282,707)
Cannabis Roadside Testing Devices	-	112,000	(112,000)
<b>Total Expenditures</b>	<b>95,180</b>	<b>1,815,887</b>	<b>(1,720,707)</b>



May 17, 2021

Mayor George Harvie  
Delta Police Board  
4455 Clarence Taylor Crescent  
Delta, BC  
V4K 3E1

Dear Mayor Harvie,

On May 13, 2020, Mr. Volker Helmuth participated in a workshop with the Surrey Police Board related to policy development and the Board's role in ensuring proper oversight of SPS policies.

Mr. Helmuth's knowledge and experience were very helpful for our Board in both his presentation and the dialogue that ensued. As you can imagine, the Surrey Police Board has a significant task ahead to review and approve all SPS policies; Mr. Helmuth's support in educating the Board on policy development and strategic oversight of policy was highly valuable.

As SPS continues to build and eventually become operational, it is my hope that our Boards will continue to work together and share resources and expertise between us.

On behalf of the Surrey Police Board, please pass on my thanks to Mr. Helmuth for the time he spent with us.

Sincerely,

A handwritten signature in dark ink, appearing to read "Doug McCallum".

Doug McCallum  
Chair, Surrey Police Board



May 20, 2021

The Honourable Mike Farnworth  
Minister of Public Safety and Solicitor General  
PO Box 9010 Stn Prov Govt  
Victoria, BC V8W 9E2

Dear Minister,

Thank you for taking the time to meet with me and other Metro Vancouver-area Mayors on May 14, 2021. The dialogue on the public safety concerns due to the escalation in the Lower Mainland District Gang Conflict (LMDGC) was necessary and important for the wellness of our communities.

As discussed at the meeting, I write today to bring forth two ideas to enhance public safety for your consideration. These suggestions aim to enhance public safety not only during the heightened LMDGC, but also for the longer term as we explore options to curb gang activity and associated violence:

**1) Greater Daily and Weekly Coverage of RCMP Air 1 Helicopter**

The need for Air 1 to be readily and increasingly available for dispatch to assist in active crime scenes and investigations is crucial. Coverage from noon to 03:00 a.m. seven days a week would be ideal. If Air 1 is readily and increasingly available, police benefit in several ways, including:

- Having a rapid response to crime scenes, including scenes where suspect vehicles are dumped and set on fire to destroy evidence and,
- Assisting with the pursuit of suspects who risk public safety and make our roadways unsafe in their attempt to evade police in their vehicles.

Air support can provide observations and detailed support information to the ground units, serving to assist the interception of the suspects. Put simply, the helicopter's panoramic view is helpful to the police officers on the ground. However, an increase in Air 1's coverage periods and availability for service is required.

...2

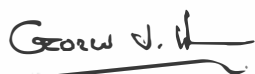
**2) Usage of Cars, Especially Rental Cars, for the Sale of Illegal Drugs**

The focal point of the LMDGC is the sale of illegal drugs. The preferred method of dealing and delivering drugs is through a delivery service that utilizes cars and in most cases rental vehicles. The use of rental vehicles reduces the risk for gang members dealing drugs; these members are often known as “dial-a-dopers”, working for gangs running “dial-a-dope operation”.

As Mayor, I respectfully request the Provincial government to examine if there is any existing Provincial legislation or the potential to bring forth legislative measures, leading to significant consequences for the vehicle operators in dial-a-dope operations and those rental agencies/vehicle owners renting to those involved in dial-a-dope operations. The Immediate Roadside Prohibition (IRP) legislation implemented by the Provincial government can serve as an example; it significantly reduced impaired driving. I hope that the Provincial government takes a similar approach and explores the opportunity to disrupt the dial-a-dope operations via utilization of procedural offences in the current climate. Consideration to suspend the operator’s license and/or seizure of the vehicle being used in dial-a-dope operation will result in challenges for the gangs to use vehicles, especially rental vehicles, for illegal activity.

Public safety in BC is paramount for the citizens’ well-being. The current LMDGC is a complex situation that cannot be solved by one entity independently. We must all work together to bring safety to our streets; we all need to be part of the solutions focusing on enforcement, education, outreach and prevention. Thank you again for meeting with the Regional Mayors and considering the solutions presented above.

Yours truly,



George V. Harvie  
Mayor

cc: Wayne Rideout, Assistant Deputy Minister and Director of Police Services  
Metro Vancouver Mayors  
Delta Council  
Delta Police Board  
Sean McGill, City Manager  
Chief Constable Neil Dubord



YES Acquisitions Inc.  
609-220 Brew Street  
Port Moody, BC V3H 0H6

May 20, 2021

Neil Dubord  
Chief Constable  
Delta Police Department  
4455 Clarence Taylor Crescent  
Delta, BC V4K 3E1

Dear Chief Dubord,

As residents of Canada and supporters of law enforcement, we feel inclined to reach out and acknowledge our immense gratitude for your service. It is often overlooked that our law enforcement officers confront what makes up the nightmares of most Canadians and now more than ever, many people seem to forget that it is you who we depend upon in true times of need and injustice. It is with this understanding that we are hesitant in writing you this letter and have refrained until now from voicing our concerns on the current events that have been taking place between law enforcement and civilians across this once, and hopefully still, great nation.

We want to communicate our fears and concerns for ourselves, our families and our communities. Our fear is that the very people who pose the greatest threat to our collective well-being are not hardened criminals, but rather our politicians and officials that we have elected to represent us.

We are witnessing our friends and family losing their right to earn a living and we fear that the very set of ideologies that made this nation so strong and free to begin with are being lost. It is horrifying to see our friends and colleagues losing their businesses, their incomes and their own self-respect in the wake of the recent nonsensical and non-scientific lockdowns and restrictions sweeping our nation. Our fear is that the very people we have always entrusted to protect us and our families, the police, have now been turned against us and are being instructed to enforce stops, roadblocks and other unconstitutional policies on behalf of our unthinking, unyielding and almost tyrannical government. It is now clear, more so than ever, that these policies are wreaking havoc on local economies and eroding relations between law enforcement and civilians.

We fear that soon, ordinary hardworking Canadians will be labeled as criminals to be hunted, fined and extorted for simply trying to keep themselves and their families healthy

and connected. The emotional and financial destruction of so many Canadian households is a great travesty to witness, and we can no longer remain silent.

A year ago, we would have felt that writing this letter was unnecessary. We would have agreed that our government officials were doing the best they could and should be trusted to get the job done. However, in light of recently published statistics from credible government sources, we can no longer stand idly by and allow these injustices to be endured by our fellow Canadians.

We have written letters to our representatives in government without response and seemingly to no avail. We empathize with them, as the human condition makes it difficult for one to admit mistakes and repeal one's own statements and actions. We fear that the continuation of many restrictions is no longer supported by reason, and those seeking clarification are being left in the dark.

We understand that you have been put in a challenging position (to say the least) by the circumstances of the last year. We apologize if this letter adds any difficulty to your position and the decisions you need to make. Our intention and purpose of this letter is not to make your job more difficult, it is to ask of you, with all your courage and wisdom, to protect us. Protect the citizens of your community and country from any further injustice and infringement upon our constitutional rights and from the arguably ignorant and compromised reasoning of our government officials. We beg of you to examine the facts and weigh not only the law, but the morality of what you are being asked to enforce upon your fellow Canadians. We feel our very future as a free society depends on it.

There are many statistics that have been barred from the Canadian media and the public discussion amongst our officials; Statistics that reveal the detrimental effects of lockdowns on mental health, depression, suicide, overdose, domestic violence, and stress related illnesses. Yet, given this widely available information, we continue to measure the impact of COVID-19 by case counts rather than death counts. We fear that the solutions our 'well-meaning' officials aim to enforce will have a ripple effect more dangerous to our society than the original problem to begin with.

We ask of you and your fellow members, officers, paramedics, and firefighters to look at the available data. We ask you to make your decisions based on what is truly ethical and best for your community as a whole, not just a select few. We ask you to be skeptical of the narrative we are being presented, and to be discerning in your governance of our people. Furthermore, knowing that you have your own families and loved ones to support, we ask that you to have the courage to speak up for what you believe in, for if we lose your voice, we may lose our nation's integrity.

We wish that we didn't have to write this letter and we can only pray that our message finds you in a position where you feel encouraged to share this, not only with your subordinates but with your peers, leaders and community as well.

Thank you for all that you do. We admire your strength, commitment and service to our country. We have faith in you and all officers across this nation to evaluate this situation without prejudice and to combat any threat to our country, which in our humble opinion is not currently a virus. We implore you, please continue to serve by your oath to protect and uphold the constitutional rights of all Canadians from infringement.

Thank you for your service.

Yours Sincerely,



Corrie Elieff  
CEO and CO-Founder, YESA

Kyle Zelazny  
COO and Co-Founder, YESA

Forrest Rohr  
CEO, Rohr Ventures

On behalf of Concerned Citizens,

## RG B.4c

Abby Darwish	Erin Koschewski	Larry Dutton	Rebekah Conant
Alain Desaulniers	Erin Sandiland	Laurel Wright	Rhonda Smith
Alannah Reid	Estelle Brown	Lenny Robillard	Ricardo Duenas
Alicia Egan	Fraser Healey	Louise Desaulniers	Robin Henry
Alli Sierra	Garfield Bailey	Luke Paron	Rokhsana Purdy
Amanda Martin	Garrett Groat	Manzoor Ali Syed	Romy Gendelman
Amardeep Tung	George Garrison Drew	Marissa Martin	Ronda Joy Maxwell
Amy-Marie Holland	Gina Lagace	Mark James	Ross Lockie
Andrae Koschewski	Giuseppe Barranca	Martin Venneri	Ryan Chappell
Andrea Bendfeld	Gizella Ujvari	Matt Szymkow	Ryan Garallek
Angie Roussin	Herman Verduijn	Matthew Elieff	Ryan Wiese
Asalossadat Homayouni	Hunter Sitar	Matthew James Cassidy	Said Merhi
Ashlea Kilpatrick	Ian Brown	Matthew Pedgios	Sarah Oets
Ashley Creighton	Jace Coyle	Meagan Ayres	Sarita Coutts
Ashley Findlay	Jacob McIntyre	Meagan Doerksen	Scott Blakely
Ashley Mariani	Jada Curry	Meagan Slingerland	Sean McCauley
Ashley Nielsen	Jaimie Slingerland	Megan Garland	Sebastian Cox
Aurel Talmatchi	James Champken	Megan Peddle	Sebastian Lope Fernandez
Benjamin McGonigal	James Heras	Melissa Hyland	Sebastien Tremblay
Brandon Regier	James Veldman	Melissa McCarthy	Selina Ciampa
Brian McClellan	Janine Kernalen	Micka Birch	Shalene Smith
Brian Meiklem	Jazmina Alzaia	Mike Desaulniers	Sheryl Gatzke
Brittany Curby	Jean-Baptiste Boulay	Mike DeSmet	Simone Morgun
Brittnee Di Pascale	Jenna McNamara	Mike Macina	Somi Eom
Camila Capretti	Jennifer Brokman	Mike Mckenney	Susan Stewart
Cassandra Knight	Jennifer Carmona	Monika Blichar	Tanner Chartrand
Cathy Ho	Jennifer Quesnelle	Morgan Littlechild	Ted Frohlich
Cherie Lawson	Jennifer Raugust	Morgan Walls	Ted Lemanski
Christa Brown	Jesse Weinberger	Myles Stetch	Terry Nikopoulos
Christian Oets	Jessica Zelazny	Nathan Dunmall	Tianna Krawchuk
Christian Paauwe	Jillian Storie	Nenad Klipa	Tiffany MacDonald
Christy Eleniak	Joanne Huynh	Nick Williams	Tracy Boucher
Cleopatra Williams	Jock Hiltz	Nicola Lomangino	Trevor Duval
Colton Burr	Jordan Bryan Castrillon	Nikki Brulé	Troy Schellenberg
Cory Harbidge	Jordan Clinton	Nirvana Read	Voula Bouranakos
Courtney Molyneux	Joshua Williment	Nohemie Racine	William Fehr
Danae Michele	Josy Fitz Patrick	Ornella Ciarapica	Zoltan Vincze
Daniel Boileau	Justin Huizing	Patrick Allard	
Daniel DeBrocke	Karen Tatum	Paula Coulter	
Danielle Fusco	Katie Kerr	Priscilla Mai	
Daryl Hall	Ken Kleinsasser	Puneet Thind	
David Sherjan	Kendra Vickers	Rae-Lynn Robertson	
Desmond O'Dell	Kevin McDonald	Rajleen Panaych	
Devyn Plett	Kristin Peila	Randy Spencer	
Emily Knight	Kristina Jantz	Ravi Pankhania	





# CANADIAN CHARTER OF RIGHTS AND FREEDOMS



Whereas Canada is founded upon principles that recognize the supremacy of God and the rule of law:

## Guarantee of Rights and Freedoms

1. The Canadian Charter of Rights and Freedoms guarantees the rights and freedoms set out in it subject to such reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society.

## Fundamental Freedoms

2. Everyone has the following fundamental freedoms: (a) freedom of conscience and religion; (b) freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication; (c) freedom of peaceful assembly; and (d) freedom of association.

## Democratic Rights

3. Every citizen of Canada has the right to vote in an election of members of the House of Commons or of a legislative assembly and to be qualified for membership therein. 4. (1) No House of Commons and no legislative assembly shall continue for longer than five years from the date fixed for the return of the writs at a general election of its members. (2) In time of real or apprehended war, invasion or insurrection, a House of Commons may be continued by Parliament and a legislative assembly may be continued by the legislature beyond five years if such continuation is not opposed by the votes of more than one-third of the members of the House of Commons or the legislative assembly, as the case may be. 5. There shall be a sitting of Parliament and of each legislature at least once every twelve months.

## Mobility Rights

6. (1) Every citizen of Canada has the right to enter, remain in and leave Canada. (2) Every citizen of Canada and every person who has the status of a permanent resident of Canada has the right (a) to move to and take up residence in any province; and (b) to pursue the gaining of a livelihood in any province. (3) The rights specified in subsection (2) are subject to (a) any laws or practices of general application in force in a province other than those that discriminate among persons primarily on the basis of province of present or previous residence; and (b) any laws providing for reasonable residency requirements as a qualification for the receipt of publicly provided social services. (4) Subsections (2) and (3) do not preclude any law, program or activity that has as its object the amelioration in a province of conditions of individuals in that province who are socially or economically disadvantaged if the rate of employment in that province is below the rate of employment in Canada.

## Legal Rights

7. Everyone has the right to life, liberty and security of the person and the right not to be deprived thereof except in accordance with the principles of fundamental justice. 8. Everyone has the right to be secure against unreasonable search or seizure. 9. Everyone has the right not to be arbitrarily detained or imprisoned. 10. Everyone has the right on arrest or detention (a) to be informed promptly of the reasons therefor; (b) to retain and instruct counsel without delay and to be informed of that right; and (c) to have the validity of the detention determined by way of habeas corpus and to be released if the detention is not lawful. 11. Any person charged with an offence has the right (a) to be informed without unreasonable delay of the specific offence; (b) to be tried within a reasonable time; (c) not to be compelled to be a witness in proceedings against that person in respect of the offence; (d) to be presumed innocent until proven guilty according to law in a fair and public hearing by an independent and impartial tribunal; (e) not to be denied reasonable bail without just cause; (f) except in the case of an offence under military law tried before a military tribunal, to the benefit of trial by jury where the maximum punishment for the offence is imprisonment for five years or a more severe punishment; (g) not to be found guilty on account of any act or omission unless, at the time of the act or omission, it constituted an offence under Canadian or international law or was criminal according to the general principles of law recognized by the community of nations; (h) if finally acquitted of the offence, not to be tried for it again and, if finally found guilty and punished for the offence, not to be tried or punished for it again;

and (i) if found guilty of the offence and if the punishment for the offence has been varied between the time of commission and the time of sentencing, to the benefit of the lesser punishment. 12. Everyone has the right not to be subjected to any cruel and unusual treatment or punishment. 13. A witness who testifies in any proceedings has the right not to have any incriminating evidence so given used to incriminate that witness in any other proceedings, except in a prosecution for perjury or for the giving of contradictory evidence. 14. A party or witness in any proceedings who does not understand or speak the language in which the proceedings are conducted or who is deaf has the right to the assistance of an interpreter.

## Equality Rights

15. (1) Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability. (2) Subsection (1) does not preclude any law, program or activity that has as its object the amelioration of conditions of disadvantaged individuals or groups including those that are disadvantaged because of race, national or ethnic origin, colour, religion, sex, age or mental or physical disability.

## Official Languages of Canada

16. (1) English and French are the official languages of Canada and have equality of status and equal rights and privileges as to their use in all institutions of the Parliament and government of Canada. (2) English and French are the official languages of New Brunswick and have equality of status and equal rights and privileges as to their use in all institutions of the legislature and government of New Brunswick. (3) Nothing in this Charter limits the authority of Parliament or a legislature to advance the equality of status or use of English and French. 16.1 (1) The English linguistic community and the French linguistic community in New Brunswick have equality of status and equal rights and privileges, including the right to distinct educational institutions and such distinct cultural institutions as are necessary for the preservation and promotion of those communities. (2) The role of the legislature and government of New Brunswick to preserve and promote the status, rights and privileges referred to in subsection (1) is affirmed. 17. (1) Everyone has the right to use English or French in any debates and other proceedings of Parliament. (2) Everyone has the right to use English or French in any debates and other proceedings of the legislature of New Brunswick. 18. (1) The statutes, records and journals of Parliament shall be printed and published in English and French and both language versions are equally authoritative. (2) The statutes, records and journals of the legislature of New Brunswick shall be printed and published in English and French and both language versions are equally

authoritative. 19. (1) Either English or French may be used by any person in, or in any pleading in or process issuing from, any court established by Parliament. (2) Either English or French may be used by any person in, or in any pleading in or process issuing from, any court of New Brunswick. 20. (1) Any member of the public in Canada has the right to communicate with, and to receive available services from, any head or central office of an institution of the Parliament or government of Canada in English or French, and has the same right with respect to any other office of any such institution where (a) there is a significant demand for communications with and services from that office in such language; or (b) due to the nature of the office, it is reasonable that communications with and services from that office be available in both English and French. (2) Any member of the public in New Brunswick has the right to communicate with, and to receive available services from, any office of an institution of the legislature or government of New Brunswick in English or French. 21. Nothing in sections 16 to 20 abrogates or derogates from any right, privilege or obligation with respect to the English and French languages, or either of them, that exists or is continued by virtue of any other provision of the Constitution of Canada. 22. Nothing in sections 16 to 20 abrogates or derogates from any legal or customary right or privilege acquired or enjoyed either before or after the coming into force of this Charter with respect to any language that is not English or French.

## Minority Language Educational Rights

23. (1) Citizens of Canada (a) whose first language learned and still understood is that of the English or French linguistic minority population of the province in which they reside, or (b) who have received their primary school instruction in Canada in English or French and reside in a province where the language in which they received that instruction is the language of the English or French linguistic minority population of the province, have the right to have their children receive primary and secondary school instruction in that language in that province. (2) Citizens of Canada of whom any child has received or is receiving primary or secondary school instruction in English or French in Canada, have the right to have all their children receive primary and secondary school instruction in the same language. (3) The right of citizens of Canada under subsections (1) and (2) to have their children receive primary and secondary school instruction in the language of the English or French linguistic minority population of a province (a) applies wherever in the province the number of children of citizens who have such a right is sufficient to warrant the provision to them out of public funds of minority language instruction; and (b) includes, where the number of those children so warrants, the right to have them receive that instruction in minority language educational facilities provided out of public funds.

## Enforcement

24. (1) Any one whose rights or freedoms, as guaranteed by this Charter, have been infringed or denied may apply to a court of competent jurisdiction to obtain such remedy as the court considers appropriate and just in the circumstances. (2) Where, in proceedings under subsection (1), a court concludes that evidence was obtained in a manner that infringed or denied any rights or freedoms guaranteed by this Charter, the evidence shall be excluded if it is established that, having regard to all the circumstances, the admission of it in the proceedings would bring the administration of justice into disrepute.

## General

25. The guarantee in this Charter of certain rights and freedoms shall not be construed so as to abrogate or derogate from any aboriginal, treaty or other rights or freedoms that pertain to the aboriginal peoples of Canada including (a) any rights or freedoms that have been recognized by the Royal Proclamation of October 7, 1763; and (b) any rights or freedoms that now exist by way of land claims agreements or may be so acquired. 26. The guarantee in this Charter of certain rights and freedoms shall not be construed as denying the existence of any other rights or freedoms that exist in Canada. 27. This Charter shall be interpreted in a manner consistent with the preservation and enhancement of the multicultural heritage of Canadians. 28. Notwithstanding anything in this Charter, the rights and freedoms referred to in it are guaranteed equally to male and female persons. 29. Nothing in this Charter abrogates or derogates from any rights or privileges guaranteed by or under the Constitution of Canada in respect of denominational, separate or dissentient schools. 30. A reference in this Charter to a province or to the legislative assembly or legislature of a province shall be deemed to include a reference to the Yukon Territory and the Northwest Territories, or to the appropriate legislative authority thereof, as the case may be. 31. Nothing in this Charter extends the legislative powers of any body or authority.

## Application of Charter

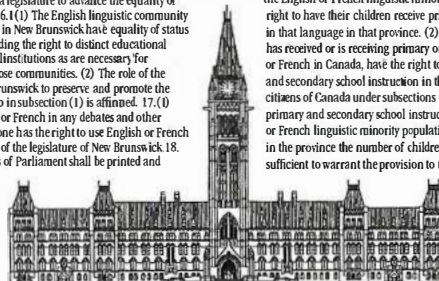
32. (1) This Charter applies (a) to the Parliament and government of Canada in respect of all matters within the authority of Parliament including all matters relating to the Yukon Territory and Northwest Territories; and (b) to the legislature and government of each province in respect of all matters within the authority of the legislature of each province. (2) Notwithstanding subsection (1), section 15 shall not have effect until three years after this section comes into force. 33. (1) Parliament or the legislature of a province may expressly declare in an Act of Parliament or of the legislature, as the case may be, that the Act or a provision thereof shall operate notwithstanding a provision included in section 2 or sections 7 to 15 of this Charter. (2) An Act or a provision of an Act in respect of which a declaration made under this section is in effect shall have such operation as it would have but for the provision of this Charter referred to in the declaration. (3) A declaration made under subsection (1) shall cease to have effect five years after it comes into force or on such earlier date as may be specified in the declaration. (4) Parliament or the legislature of a province may re-enact a declaration made under subsection (1). (5) Subsection (3) applies in respect of a re-enactment made under subsection (4).

## Citation

34. This Part may be cited as the Canadian Charter of Rights and Freedoms.

"We must now establish the basic principles, the basic values and beliefs which hold us together as Canadians so that beyond our regional loyalties there is a way of life and a system of values which make us proud of the country that has given us such freedom and such immeasurable joy."

  
P.E. Trudeau 1981



# QR CODES

Scan each code for data sources

1



2



3



4



5



6



7



8



9



10



11



12



**Jassie Ram**

---

**From:** Jassie Ram  
**Sent:** June 9, 2021 8:43 AM  
**To:** Police Board

**Subject:** Action Req'd: E-Comm Proxy Vote  
**Attachments:** E-Comm Proxy Vote Request Report FINAL.PDF

Hello,

Attached is a Board report relating to a proxy vote request and associated special meeting being held by E-COMM on June 24 to make some amendments to the Members' Agreement and Company's Purpose. The Delta Police Board has a share for the DPD, and the City has a share for Delta Fire.

Notice of the special meeting was provided at the last Board meeting, and additional details have come through.

E-Comm has requested the completion of a proxy due to the high majority of outstanding shares required to approve the proposals. The attached report provides a recommendation for the Board to approve the completion of the proxy in favour of the proposed amendments; please see the report for further information.

**ACTION:** Unfortunately, the proxy needs to be submitted before our next Board meeting. Thus, it is being requested that you provide your vote via email by **June 16.**

Should any members wish to attend the meeting, the details for videoconferencing are on page 6 of the report.

Please let me know if you have any questions.

Thank you,  
Jassie



**Jassie Ram**  
Corporate Planning Manager  
Office of the Chief Constable  
[jpadda@deltapolice.ca](mailto:jpadda@deltapolice.ca)  
**Delta Police Department**





**Delta Police Department  
BOARD REPORT  
Regular Meeting**



To: **Delta Police Board**

From: **Neil Dubord, Chief Constable**

Date: **June 9, 2021**

**E-Comm Proxy Vote Request**

▪ **RECOMMENDATION:**

THAT the Delta Police Board approve completion of the attached Proxy and vote in favour adding a southern Vancouver Island representative to the Board of Directors for "E-Comm Communications for British Columbia Incorporated" (E-Comm), and make housekeeping changes to the E-Comm Members Agreement.

▪ **PURPOSE:**

The purpose of this report is to request that the Board complete the attached Proxy and vote in favour of proposals by the Board of Directors for E-Comm to:

- a) to allow the Capital Regional District, which built and owns a new southern Vancouver Island emergency communications centre, and those police agencies which receive call taking and dispatch services from E-Comm through that centre, to appoint one director to the E-Comm Board; and
- b) to make other changes to the E-Comm Members' Agreement which would bring it up to date, and better position E-Comm to advance future governance changes and respond appropriately to potential changes in the organization's mandate.

▪ **DISCUSSION:**

The Capital Regional District recently built a new multi-million dollar emergency communications centre for southern Vancouver Island. The new centre is a significant addition to E-Comm's operations and serves Vancouver Island police agencies by providing call taking and dispatch services through E-Comm.

E-Comm committed to the southern Vancouver Island partner agencies and the Capital Regional District that it would request approval to allow that group to have one director on the E-Comm Board. The E-Comm Board proposes amendment of the Members' Agreement in order to so add a member.

Second, E-Comm proposes amendment of its “Purpose”, both in the Members’ Agreement and the Articles of the Company, so that the language mirrors precisely the definition of “Purpose” set out in the *Emergency Communications Corporations Act*. The current purpose in the Members’ Agreement is similar, but slightly narrower than the definition in the *Act*.

E-Comm proposes a third amendment, that being a group of amendments, to effect: i. modernization of language; ii. drafting improvements; and iii. governance improvements. Most significantly, it is proposed to reduce the threshold for certain extraordinary matters from 75% of votes outstanding to 2/3 of votes cast, with that proposed threshold deemed to still provide good protection to members and reducing the risk that matters brought to vote fail simply because not enough members participated in the vote.

The precise content and wording of the proposed amendments to the E-Comm Members’ Agreement and the associated Articles is presented in the attached E-Comm document “*Special Meeting of E-Comm Members – Notice of Meeting, Form of Proxy and Meeting Information Circular*”.

Given the high majority of outstanding shares required for approval of the proposals, it is important to ensure that members do not simply ignore this requested vote. As such, completion of the Proxy well in advance of the meeting is requested so that E-Comm staff can follow up with any members yet to cast a vote.

The City of Delta’s E-Comm Board representative, Ms. Melanie Kerr (City of Delta, Finance Director), has participated in the E-Comm Board and Governance Committee discussions concerning the proposals, and by separate Report to Mayor and Council has endorsed and recommended the proposals.

▪ **IMPLICATIONS:**

A new southern Vancouver Island E-Comm Board representative will give voice to that service area, and proposed additional amendments to the Members’ Agreement will better position E-Comm to carry out its mandate. There are no financial implications to the proposed amendments.

▪ **CONCLUSION:**

The E-Comm Board advises that its members are unanimously of the view that no shareholder is prejudiced by the proposed changes and the changes are in E-Comm’s best interests. The proposed changes have also been endorsed by the City of Delta’s E-Comm Board representative, Ms. Melanie Kerr, Director of Finance.

▪ **ATTACHMENTS:**

- A. Special Meeting of E-Comm Members – Notice of Meeting, Form of Proxy and Meeting Information Circular.
- B. Letter from Mr. Doug Campbell, E-Comm Board Chair to the Delta Police Board.

C. Proxy Form.

Respectfully Submitted:

A handwritten signature in blue ink, appearing to be "Neil Dubord", enclosed within a blue oval.

Neil Dubord, OOM, AdeC  
Chief Constable, Delta Police Department

*JUNE 24, 2021*

# **SPECIAL MEETING OF E-COMM MEMBERS**

**Notice of Meeting, Form of Proxy  
and Meeting Information Circular**



- 1. Notice of Extraordinary (Special) General Meeting**
- 2. Form of Proxy**
- 3. Overview – What Changes to the Members’ Agreement are Proposed**
- 4. Update on the Status of E-Comm’s Governance Redesign Initiative**
- 5. Detailed Explanation of Proposed Changes**
  - (a) Explanatory Notes – Housekeeping Changes;*
  - (b) Explanatory Notes – Modernization and Drafting Improvement Changes; and*
  - (c) Explanatory Notes – Governance Improvement Changes.*
- 6. Link to Redlined version of the Members’ Agreement**

<https://www.ecomm911.ca/membersportal/>

*Showing all proposed Modernization, Drafting Improvement, and Governance Improvement Changes*
- 7. Anticipated Questions and Answers**

*Additional information*

*In this Information Circular:*

*The term Member and Shareholder are used interchangeably as synonymous.*

*The term Special Meeting is used to refer to the Extraordinary General Meeting of Shareholders on June 24, 2021.*

*Members’ Agreement refers to the Members’ Agreement entered into among Class A Shareholders of the Company, as amended and restated July 1, 2010.*



## ITEM 1 – NOTICE OF MEETING

Special Meeting of the Shareholders

To be held June 24, 2021

**NOTICE IS HEREBY GIVEN** that an Extraordinary General Meeting (the “Special Meeting” or “Meeting”) of the Shareholders of E-Comm Emergency Communications for British Columbia Incorporated (the “Company”) will be held on Thursday, June 24, 2021 at the hour of 10:00 a.m., via video-conferencing and tele-conferencing, to transact the following special business:

**To conduct a vote of Class A and Class B Shareholders of the Company, on proposals to:**

1. Approve an amendment to the Members’ Agreement to provide the E-Comm Southern Vancouver Island Agencies with the right to appoint a Director; and
2. Approve an amendment to the Company’s Purpose, as set out in Section 2.1 of the Members’ Agreement, and in the definition of permitted activities in Article 25 of the Company’s Articles, to fully align the language of both provisions with the language set out in the *Emergency Communications Corporations Act*; and

**To conduct a vote of Class A Shareholders of the Company, on a proposal to:**

3. Approve additional amendments to the Members’ Agreement and the Articles of the Company, including amendments to lower the special majority voting threshold for approval of extraordinary matters by the Members from 75% of shares outstanding to 2/3 of votes cast;

all as are more fully described in the Information Circular accompanying this Notice.

### **OTHER INFORMATION**

#### **REQUIRED APPROVALS**

The proposals described at 1 and 2 above require the approval of Shareholders holding not less than 75% of the outstanding Class A and Class B shares of the Company.

The proposal described at 3 above requires the approval of Shareholders holding not less than 50% of the outstanding Class A shares of the Company.

#### **PROXY VOTING**

All Shareholders have the right to vote by proxy or to appoint a proxyholder to attend the Meeting on their behalf. Advance proxy voting is strongly encouraged. A form of Proxy accompanies this Notice.

#### **VIDEO-CONFERENCING AND TELE-CONFERENCING INSTRUCTIONS**

All Shareholders are entitled to attend the Meeting, whether or not they have voted by proxy or appointed a proxyholder. Instructions for attendance of the Meeting by video-conference or by tele-conference are as follows:

Firstly, please register in advance for the Meeting:

<https://us02web.zoom.us/meeting/register/tZUpfu2rqTguHtNRYnVTvGvnMJvPeS-NWMWQ>

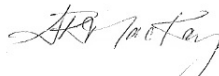
Secondly, please follow the further instructions for joining the Meeting which you will be provided by email following registration.

## ADDITIONAL INFORMATION

The Information Circular accompanying this Notice contains further information respecting the matters to come before the Meeting. Any requests for additional information may be directed to Sandra MacKay, Corporate Secretary at [sandra.mackay@ecomm911.ca](mailto:sandra.mackay@ecomm911.ca) or to Krystal Boros, Assistant Corporate Secretary at [krystal.boros@ecomm911.ca](mailto:krystal.boros@ecomm911.ca).

DATED at Vancouver, British Columbia this 21st day of May, 2021.

BY ORDER OF THE BOARD



Sandra MacKay, Corporate Secretary

## Enclosures:

1. Form of Proxy
2. Meeting Information Circular

## INSTRUCTIONS

1. Every Member has the right to appoint some other person or company of their choice, who need not be a Member, to attend and act on their behalf at the meeting or any adjournment or postponement thereof. If you wish to appoint a person or company other than the persons whose names are printed below, please insert the name of your chosen proxyholder in the space provided (see below).
2. The shares represented by this proxy will be voted as directed by the Shareholder, however, if such direction is not made in respect of any matter, this proxy will be voted as recommended by the Board of Directors.
3. This proxy confers discretionary authority in respect of amendments or variations to matters identified in the Notice of Meeting or other matters that may properly come before the meeting or any adjournment or postponement thereof.

## APPOINTMENT OF PROXYHOLDER

Please choose one of the two options below:

- ☐ The undersigned hereby appoints Sandra MacKay, Corporate Secretary of E-Comm Emergency Communications for British Columbia Incorporated, or failing her, Doug Campbell, Board Chair;

**OR**

- ☐ The undersigned hereby appoints (*insert name:*) \_\_\_\_\_

as the undersigned's proxy to attend, act, and vote on the undersigned's behalf at the Extraordinary (Special) General Meeting of the Members to be held on the 24<sup>th</sup> day of June, 2021 or at any adjournment or postponement thereof.

## VOTING

**THE BOARD OF DIRECTORS RECOMMENDS A VOTE FOR IN RESPECT OF EACH PROPOSAL.**

*If the voting selections below are not completed, your proxy designate will vote in their discretion.*

**Class A and Class B Shareholders of the Company to vote:**

1. Approval of an amendment to the Members' Agreement to provide the E-Comm Southern Vancouver Island agencies with the right to appoint a Director;	<b>For</b>	Against
To approve an amendment to section 4.2 of the Members' Agreement to include, as new section 4.2.4, the following provision:		
"4.2.4 The group comprised of: the Capital Regional District and those Vancouver Island police agencies, including any RCMP detachment, to which the Company provides police dispatching services, shall be entitled to designate one individual to act as director.";	<input type="checkbox"/>	<input type="checkbox"/>
and, as consequential amendments, by adding reference to section 4.2.4 in sections 4.2.6, 4.2.7 and 4.3.		
2. Approval of an amendment to the Company's Purpose, as set out in Section 2.1 of the Members' Agreement, and in the definition of permitted activities in Article 25 of the Company's Articles;	<b>For</b>	Against
To approve an amendment to section 2.1 of the Members' Agreement and Article 25 of the Company's Articles as described in the information circular accompanying the Notice of the Extraordinary (Special) General Meeting, in order to make the language setting out the Company's Purpose and its permitted activities fully consistent with the language of the <i>Emergency Communications Corporations Act</i> .	<input type="checkbox"/>	<input type="checkbox"/>

**Class A Shareholders of the Company to vote:**

- |   |            |         |
|---|------------|---------|
| <b>3. Approval of additional amendments to the Members' Agreement and the Articles of the Company, including, but not limited to, amendments to lower the special majority voting threshold for approval of extraordinary matters by the Members from 75% of shares outstanding to 2/3 of votes cast;</b> | <b>For</b> | Against |
|---|------------|---------|

To approve those further amendments to the Members' Agreement and the Articles of the Company (other than those described at 1 and 2 above) which are proposed and described in the information circular accompanying the Notice of Extraordinary (Special) General Meeting.

☐☐

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2021

\_\_\_\_\_  
Name of Member *(Municipality/Organization)*

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
**Print** Name and Title

**DEADLINE**

Submitted proxies must be signed and delivered by 10:00 a.m. on June 22, 2021 to [krystal.boros@ecomm911.ca](mailto:krystal.boros@ecomm911.ca) or by hand or mail to E-Comm Emergency Communications for British Columbia Incorporated, 3301 East Pender Street, Vancouver, B.C. V3K 5J3.

*This Proxy may be revoked by instrument in writing delivered to the registered office of E-Comm prior to the date of the Meeting, or delivered to the Chair of the Meeting on the date of the Meeting prior to any vote being cast utilizing the Proxy.*

## OVERVIEW – WHAT CHANGES TO THE MEMBERS' AGREEMENT ARE PROPOSED

*The Board of Directors is asking all Members of the Company to vote in favour of amendments to the Members' Agreement which will be an important first step in advancing and improving E-Comm's governance model for the benefit of all stakeholders.*

### SUMMARY OF THE PROPOSED CHANGES

#### 1. First Proposal – providing a Director seat to E-Comm's Vancouver Island partner agencies

First, and most importantly, an amendment is proposed to allow the Capital Regional District and the Southern Vancouver Island police agencies, to which E-Comm provides 9-1-1 call taking and police dispatch services from the new E-Comm Southern Vancouver Island Emergency Communications Centre (which group is collectively referred to as the "ECVI partners or agencies" in this overview), to appoint one Director to E-Comm's Board of Directors.

The new E-Comm Southern Vancouver Island Emergency Communications Centre (the "Centre") was purpose-built by the Capital Regional District which owns the Centre. The Centre is the first emergency communications centre established and created by E-Comm outside of the Lower Mainland. Our E-Comm Southern Vancouver Island partner agencies have made an important commitment to E-Comm, and a multi-million dollar investment – the new Centre was an important milestone in E-Comm's corporate growth and is a significant part of its current operations.

The current Members' Agreement does not allow for the ECVI agencies to be represented on E-Comm's Board, in large part because at the time E-Comm was created the geographical area in which it was expected to operate was limited to the Lower Mainland, and also because the Members' Agreement does not provide a method for clients of the organization who are not on the radio system to be provided with Board representation.

It is the view of the Board and Management of E-Comm that the ECVI partners deserve Board representation and we consider it in the best interests of all Members that the ECVI partners participate at our Board table.

THE BOARD OF DIRECTORS ASKS THAT MEMBERS VOTE YES TO PROPOSAL NUMBER ONE to allow the E-Comm Southern Vancouver Island partners to appoint, as a group, one Director. This will not result in any change to the rights of other Members to appoint their designated Director or Directors.

#### 2. Additional Amendments

In light of the fact that a special majority of Members' support for the First Proposal is required, the Board and Management of E-Comm consider it opportune to seek approval to additional amendments to the Members' Agreement and the Company's Articles at the same time, in order to:

- Revise the language which sets out the Company's Purpose (the "Second Proposal"), both in the Members' Agreement and the Articles of the Company, so that the language mirrors precisely the definition of purpose set out in the *Emergency Communications Corporations Act* (the "ECC Act" or "Act"). While this Second Proposal is a relatively minor change, it is an important one because it would allow for E-Comm's mandate or current scope of work to be broadened by a change to the definition of purposes set out in the Act, which

can be made by a regulation under the Act. At present any change to the definition of Purpose in the Members’ Agreement requires approval by Shareholders holding not less than 75% of votes – as the First Proposal requires the same special majority, it is considered opportune to amend the definition of Purpose at the same time as the First Proposal approval is being sought, as both require this high threshold of Member voting and support.

In addition to the First Proposal and the Second Proposal, additional amendments to the Members’ Agreement are being proposed. Those additional amendments are being proposed together as the Third Proposal, and can be summarized as follows:

- In recognition of the fact that E-Comm has developed to a mature organization with a broad Shareholder base and a sophisticated Board of Directors, amendments to lower the approval threshold for a special majority of Shareholders to an approval level of 2/3 of votes cast from 3/4 of votes outstanding, and removing certain limitations on the authority of the Board of Directors are proposed – these changes are characterized in the Explanatory Notes which follow, as “Governance Improvement Changes” (Item 5(c)), and are explained in those Notes;
- Amendments to update the Agreement generally (it was last amended over 10 years ago), such as by: better defining certain terms which, given the Company’s growth and maturity, warrant more precise language than originally used and to eliminate or revise provisions which, with the passage of time and the Company’s growth, are no longer relevant or applicable – these changes are characterized in the Explanatory Notes which follow as “Modernization and Drafting Improvement Changes” (Item 5(b)), and are fully explained in those Notes;
- Amendments to: revise archaic language to make the Agreement more clear and current, tidy up the agreement with housekeeping changes to reflect such things as the change of the names of the Company, BC Emergency Health Services and Metro Vancouver since the last amendments, and remove unnecessary schedules which have become out of date. These changes are characterized in the Explanatory Notes as “Housekeeping Changes” (Item 5(a)) – changes of this type which are proposed are summarized in those Notes.

THE BOARD OF DIRECTORS ASKS THAT MEMBERS VOTE YES TO PROPOSALS NUMBER TWO AND THREE which it considers in the best interests of E-Comm and its Members.

## **VOTING**

CLASS A AND CLASS B SHAREHOLDERS ARE ENTITLED TO VOTE ON THE FIRST AND SECOND PROPOSALS WHICH REQUIRE SHAREHOLDERS HOLDING NOT LESS THAN 75% OF ALL OUTSTANDING SHARES (CLASS A AND B) TO APPROVE THE PROPOSALS.

CLASS A SHAREHOLDERS ONLY ARE ENTITLED TO VOTE ON THE THIRD PROPOSAL. THE ADDITIONAL AMENDMENTS COMPRISED IN THE THIRD PROPOSAL REQUIRE THE APPROVAL OF CLASS A SHAREHOLDERS HOLDING NOT LESS THAN 50% OF ALL OUTSTANDING CLASS A SHARES.

THE BOARD IS ASKING FOR YOUR SUPPORT TO THE FIRST, SECOND AND THIRD PROPOSALS. IT IS THE VIEW OF THE BOARD THAT THE ALL PROPOSALS ARE IN THE BEST INTERESTS OF ALL MEMBERS AND THAT NO MEMBER IS PREJUDICED BY ANY PROPOSAL.

**A FORM OF PROXY BY WHICH VOTES ON THE PROPOSALS MAY BE CAST ACCOMPANIES THIS INFORMATION CIRCULAR. WE ASK THAT YOU COMPLETE AND RETURN THE PROXY VOTING FORM, EVEN IF YOU INTEND TO HAVE A REPRESENTATIVE ATTEND THE MEETING. VOTING WILL BE CONDUCTED BY PROXY VOTING AND BY VOTING DURING THE SPECIAL MEETING.**

## **FURTHER INFORMATION**

THIS MEETING INFORMATION CIRCULAR PROVIDES DETAILS WITH RESPECT TO EACH OF THE FIRST, SECOND AND THIRD PROPOSALS, INCLUDING AN EXPLANATION OF ALL PROPOSED CHANGES TO THE MEMBERS' AGREEMENT AND A LINK TO A REDLINED VERSION OF THE MEMBERS' AGREEMENT IN WHICH ALL PROPOSED AMENDMENTS ARE MARKED IN TRACKED CHANGES MODE.

## **ANY QUESTIONS OR CONCERNS OR REQUESTS FOR ADDITIONAL INFORMATION MAY BE DIRECTED TO:**

Sandra MacKay, Corporate Secretary, at [Sandra.MacKay@ecomm911.ca](mailto:Sandra.MacKay@ecomm911.ca) or Krystal Boros, Assistant Corporate Secretary, at [Krystal.Boros@ecomm911.ca](mailto:Krystal.Boros@ecomm911.ca).

## **UPDATE ON THE STATUS OF E-COMM'S GOVERNANCE REDESIGN INITIATIVE**

Our Shareholders, or Members, as well as other stakeholders, know that a redesign of E-Comm's governance model is planned as one of our (a)SPIRE 2025 Strategic Plan initiatives.

An important goal of that redesign will be to ensure that E-Comm's governance structure positions E-Comm for the future in a way that allows E-Comm's stakeholders equitable and appropriate influence in the Company's governance model and affairs.

We anticipate that our Members would appreciate an update on the status of those efforts so that the proposals coming forward to the Special Meeting can be understood in that broader context.

### **SOME HISTORICAL CONTEXT**

The Company was established by its founding members to support a first of its kind Lower Mainland wide area common radio system among participating police, fire, ambulance and municipal agencies. As an integral feature of the initial E-Comm governance structure, the Members' Agreement, signed by the founding Shareholders, gave the Shareholders certain influence in the Company's decision-making, by:

- requiring that Shareholder votes be obtained on many matters;
- setting out a Board appointment structure that allowed those communities who signed on to the radio system to have a representative at the Board table;
- setting out certain authority limits on the authority of the Board of Directors; and
- establishing a committee structure (the Service and User Committees) to allow users of the radio system to have a direct line of input to the Board, as well as other influence over key decision-making.

### ***We have changed significantly since inception***

Since the Members' Agreement was created in 1997, and the Company's operations began in 1999, the Company has changed and grown significantly:

- The Company started with eight police dispatch partners and now has 73 police and fire dispatch partners;
- At inception, the Company was the 9-1-1 call answer service for two regional districts – we now service 25 regional districts and answer 99% of 9-1-1 calls within the Province;
- Initially there were 1,362 radios in service – the Company now has over 12,000 radios active or available;
- At present, by far the majority of the Company's revenues, roughly 70%, come from clients for services other than, or in addition to, the radio system services;
- There are now significantly more shares outstanding – 55 class A and B shares are outstanding at present;
- The Company's operations now extend beyond the Lower Mainland, with the establishment of the E-Comm Vancouver Island Emergency Communications Centre, a purpose-built centre, built by the Capital Regional District, which now serves 15 Southern Vancouver Island communities;



- The Company has grown to over 700 employees; and
- The Company now operates from four different locations.

***And we expect to grow and change further***

The changes which are being proposed to the Member’s Agreement at the June Special Meeting are driven by the fact that the Members’ Agreement must be amended to provide a Board seat to the Southern Vancouver Island agencies served by the E-Comm Southern Vancouver Island Emergency Communications Centre.

While we are seeking approval for that change, it seems logical to ask that Members approve certain process improvements that better position the Company for future growth and governance changes because certain of the current provisions in the Members’ Agreement (such as the stipulation that a change to how the Board is elected which is being put forward) require approval by Shareholders holding 75% of all of the outstanding shares in the Company – an extremely high threshold and one that will be challenging to achieve as a matter of practicality– seem no longer appropriate given the current state of the Company and its growth since its inception.

**WHAT’S NEXT*****At the June meeting***

The proposals to amend the Members’ Agreement and Company Articles going forward to the Special Meeting, in addition to that for the addition of a representative from our Southern Vancouver Island Emergency Communications Centre partner agencies, will position the Company for future growth and change by:

- removing overly restrictive restraints on the authority of the Board;
- lowering the threshold for Shareholder approval of certain matters (while still requiring a substantial majority) ; and
- improving the clarity and drafting of the Members’ Agreement, by improving definitions and removing outdated provisions and archaic language.

These changes are considered a *first step* which will facilitate future substantive changes. None of the changes proposed for the June Special Meeting is detrimental to any individual Shareholder’s interests and we hope that they have your full support.

**FURTHER GOVERNANCE CHANGES**

Like so many things, progress on E-Comm’s governance initiatives was forestalled in part by the COVID-19 pandemic. Additionally, it was felt that the further redesign initiatives should be paused while some critical operational issues within the Company were stabilized, most notably the service level challenges faced in dispatch operations.

As those matters become more stabilized, E-Comm will be reinvigorating governance redesign efforts. We know that we wish to engage our dispatch partners, 9-1-1 call taking clients and other technology clients in our governance structure in a way that is equitable. We also anticipate that, as we continue to expand our service lines and our geographical reach, the Board appointment methodology set out in the Members’ Agreement may require further adjustment. As we roll out NG 9-1-1 technology, which is essentially a new service line, to existing and new clients of our organization, our governance and funding models may need readjustment for that change. And we envision that we will wish to make additional changes to reflect our commitment to objectives such as diversity and inclusion, and

our belief that there is potential for a greater role for our organization in emergency response of all kinds, including for those facing mental health challenges and marginalization. The original design, of our share structure, our Board structure, and our governance structure more generally, is not an ideal fit at the present time, and may increasingly be a limitation as we contemplate, and indeed plan for, the E-Comm of the future.

***The changes which are proposed for June, in a modest way, will facilitate that further work. We will engage with Shareholders in that process, but we hope that our existing Shareholders support that future work by voting in support of the governance, modernization and drafting improvements to the Members’ Agreement which are embodied in the three proposals being put forward for your approval at the Special Meeting.***

## ITEM 5 – EXPLANATORY NOTES OVERVIEW

Special Meeting of the Shareholders

To be held June 24, 2021

### EXPLANATORY NOTES TO ALL PROPOSED REVISIONS TO THE MEMBERS' AGREEMENT AND ARTICLES

To allow Shareholders to focus in detail, should they wish, on the matters most of interest to them, and in an effort to present the proposed revisions to the Members' Agreement and Articles as clearly as possible, the proposed revisions are grouped into three categories:

- Housekeeping Revisions;
- Modernization and Drafting Improvements; and
- Governance Improvements.

The explanatory notes which follow describe all of the proposed revisions to the Members' Agreement, by category.

#### Cross-reference to Proposals to be Voted Upon

To assist Members wishing to particularly examine the language of the amendments which are to be voted upon in each of the three proposals to go before the Special Meeting, these may be located as follows:

- **Proposal One** – to amend the Members' Agreement to provide the E-Comm Southern Vancouver Island agencies with the right to appoint a Director.

*The proposed revision to the Members' Agreement to achieve this objective is described in Item 5(c) Explanatory Notes – Governance Improvement Revisions, in the section headed: Members' Agreement Section 4.2 – Designation and Election of Directors.*

- **Proposal Two** – approval of an amendment to the Company's Purpose as set out in section 2.1 of the Members' Agreement, and a similar amendment to Article 25 of the Company's Articles.

*The proposed revisions are described in Item 5(c) Explanatory Notes – Governance Improvement Revisions, under the headings Members' Agreement Section 2.1 Purpose and Article 25.*

- **Proposal Three** – approval of additional amendments to the Members' Agreement and the Articles of the Company, including an amendment to lower the special majority for approval of extraordinary matters by the Members from 75% of shares outstanding to 2/3 of votes cast.

*The special majority revision proposal is described in Item 5(c) Explanatory Notes – Governance Improvement Revisions, under the headings: Members' Agreement, Section 2.5 Votes by Members on Extraordinary Items and Article 11 – Votes by Members.*

*The additional amendments to be voted upon as Proposal Three are those described in the remaining provisions of Item 5(c) Explanatory Notes – Governance Improvement Revisions, and those described in Items 5(a) Explanatory Notes – Housekeeping Revisions, and Item 5(b) Explanatory Notes – Modernization and Drafting Improvements.*

## **PROPOSED HOUSEKEEPING CHANGES**

Various “housekeeping” changes are being proposed to tidy-up and bring the Members’ Agreement (the “Agreement”) up to date, all without changing the meaning of any provision, as described below:

As shown in the redlined version of the Members’ Agreement (accessible at Item 6):

### **Introductory provisions and dates**

The introductory recitals have been updated to reflect the proposed amendments as of July 1, 2021, and that date has been substituted as the anticipated effective date in the following sections:

- Introduction of Members’ Agreement;
- Section F; and
- Section 14.13

### **Correction of legal names**

- The legal names of E-Comm, BC Emergency Health Services (BCEHS) and Metro Vancouver have been updated throughout the document.

### **Modern English**

To improve the clarity and readability of the Agreement, archaic language has been removed where this can be done easily without any change in interpretation:

- All references to “set forth” have been changed to “set out”;
- “Herein” has been changed to read “in this Agreement”;
- “Hereinafter” has been replaced by “below”; and
- Words like “hereto” and “hereof” have been deleted in all instances where those words are redundant.

## **REVISIONS WHICH ARE MODERNIZATION CHANGES OR DRAFTING IMPROVEMENTS**

As a general approach, wherever possible the Agreement is revised so that it may remain “evergreen”, such that references which will become outdated over time, such as a listing of Current Members, are removed.

Additional changes which are intended to improve the drafting in, and modernize, the Agreement are shown in the redlined version of the Agreement (accessible at Item 6) and are described and explained below.

### **THE MEMBERS’ AGREEMENT**

#### **Section 1.1 - Definitions**

Defined term: Current Members

The definition of Current Members, Schedule D which listed Current Members, and references to Current Members are removed.

The Company is required to keep an updated list of all Shareholders and makes such information public. The references to Current Members are not required and lead to the Agreement’s becoming out of date.

These changes are made in sections 1.1.1, 1.1.16 and 1.1.27 and in the removing of Schedule D.

#### **Cost Sharing Formula (1.1.16)**

A definition of Cost Sharing Formula is included in the definition section and Schedule C is renamed to clarify that the Formula applies to cost sharing among radio users only (by referencing the defined terms Police, Fire, Ambulance and Municipal Services). References to the Cost Sharing Formula have been changed to refer to the defined term throughout the Agreement.

These changes are proposed to improve clarity.

#### **E-Comm Building (Removed from Definitions)**

The definition of E-Comm Building has been removed.

That definition had become out of date, given E-Comm’s expansion to Southern Vancouver Island and its use of the Training Centres and Business and Technology Centres in Burnaby, B.C. A definition of E-Comm building which is relevant to the Cost Sharing Formula is included in Schedule C. Instead of referring to the “E-Comm Building”, reference to the Company’s ability to own or lease “real property” is substituted in the definition of Purpose in subsection 2.1.2 which modernizes the language by making it more flexible.

#### **Emergency Services Agency (1.1.19)**

Added to the definitions is the term “emergency services agency”, which is a defined term in the *Emergency Communications Corporations Act* (the “ECC Act” or “Act”) as a category of organization to which E-Comm may render services. The term is defined here and also included in the definition of Potential Member so that the Members’

Agreement aligns fully with the ECC Act with respect to what organizations to which it may provide services or issues shares.

**Established Standards of Service (1.1.22)**

To clarify that the User Committee’s mandate to establish standards of service (as set out in subsection 6.2.2.1) applies to standards of service for the radio system only, the language in the definition of Established Standards of Service has been revised to make specific reference to Police, Fire, Ambulance and Municipal Services.

**Members (1.1.27)**

The definition of Members has been simplified for greater clarity, without any change to the meaning.

**New Services (1.1.30)**

For greater clarity, the definition of New Services makes reference to Police, Fire, Ambulance or Municipal Services which are not contemplated in the Cost Sharing Formula.

**Potential Members (1.1.38)**

Added to the list of Potential Members is “emergency service agency”. The ECC Act sets out what types of organizations E-Comm may render services to, and that listing includes an “emergency service agency” as defined in that Act. That category of organization is added to the definition of Potential Members.

**Rates (1.1.43)**

For greater clarity, the definition of Rates is revised to make it clear that the term applies to radio system usage only, by referencing the defined terms of Police, Fire, Ambulance and Municipal Services.

**Specified Potential Members (Removed from Definitions)**

This listing has become out of date and is not necessary. The definition of Potential Members is sufficient to allow for the admission of new Members pursuant to section 3 of the Agreement – and, as such, no Potential Member previously designated as a Specified Potential Member is impacted by this revision.

**Territory (Removed from Definitions)**

The previous definition of Territory was overly limiting in that it referenced the geographic area in which the E-Comm radio system operates, which is currently only the Lower Mainland. E-Comm provides other services outside of the Lower Mainland, such as at its Southern Vancouver Island Emergency Communications Centre, and to regional districts throughout the Province. The definition of Territory is not necessary in the Agreement, particularly because the ECC Act precisely defines those organizations to which E-Comm can render services and the purposes for which it may operate – as the definition also potentially operates as a constraint, its removal is recommended.

**[Section 1.6 – Recitals and Schedules](#)**

For the reasons described above, Schedules D and E are removed as unnecessary and because, even if they are updated to present, they will again become out of date.

**[Section 2.4 – Special Rights and Restrictions with Respect to Shares](#)**

The language in section 2.4.2.5 is revised for consistency with the heading of section 4.2 and the similar reference in subsection 2.5.1.3.

### **Section 3 – Members and Issue of Shares**

References to Specified Potential Members and to Schedule E have been removed, for the reasons set out above. Neither is necessary and there is no substantive change to how section 3 of the Agreement operates.

### **Section 4.10 – Board Duties**

4.10.1 – For greater clarity, language in section 4.10.1 has been revised to clarify that the User Committee is entitled to advise on the selection of the President, but that the terms and conditions of the employment of the President are within the Board’s authority exclusively.

4.10.11 – For greater clarity, this language has been revised to clarify that the Board is required to approve all borrowings of the Company, whether those are within or outside of Authorized Operating or Capital Budgets.

### **Section 7.2 – Financial Statements**

The opening sentence of section 7.2 has been revised to allow for other modes of delivery of financial statements to Members rather than “delivery”, such as by website posting or electronic distribution, by changing the language which requires the President to “deliver” such statements to Members and the Board to state that these must be “made available”.

With the passage of time it has not been the Company’s historical practice, nor is it a customary requirement, to provide Members with quarterly financial statements. The proposed revisions to subsection 7.2.1 would require Management to provide such statements upon request, once they become available, rather than impose an obligation to deliver them within 70 days of quarter year-end.

### **Sections 7.3 – Authorized Operating Budget and 7.4 – Authorized Capital Budget**

For greater clarity, in both sections 7.3.1 and 7.4.1, it is made clear to whom the User Committee would provide its advice on either the Authorized Operating or Authorized Capital Budgets (by expressly mentioning both the President and the Board).

### **Section 8.1 – General Requirements of Funding**

To modernize this section and reflect the potential sources of funding of the Company’s activities beyond funding provided by Members, Special Users and Paying Members, references have been added to this section to describe other potential funding sources which would be taken into account in addition to levies or rates assessed to Members. This provision as adjusted nevertheless remains consistent with the similar obligation contained in the ECC Act.

It is proposed that the current final sentence of this subsection, which states: “Notwithstanding the foregoing, it is understood that the Provincial Government will be billed directly by the RCMP for all police related services provided under the Policing Agreement” be removed. As neither the province nor the RCMP is a Member, nor a party to the Members’ Agreement, this sentence seems ill-placed and unnecessary, as what those two organizations determine as to billing as between themselves would seem most appropriately left outside of the Agreement.

### **Section 8.3 – Obligation to Pay**

Similarly, section 8.3.2 currently refers to a commitment by Members who are receiving policing services through the RCMP to pay to the RCMP amounts charged by the RCMP for E-Comm’s Company Services. Again, to modernize the

Agreement those references would seem best left outside of an Agreement to which the RCMP is not a party and given that such arrangements may change over time – it is therefore recommended section 8.3.2 be removed.

#### **Section 8.4 – Appropriation for Provincial Government**

It is recommended that Section 8.4, which provides that any obligation of the Provincial government to pay money under the Agreement is subject to the appropriation being made available in the Provincial Government's fiscal year, be removed as unnecessary. The Agreement imposes no financial obligation on the Provincial Government nor is the Province a Member or a party to the Agreement.

#### **Section 14.6 – Entire Agreement**

To improve clarity, it is recommended that overly broad language in this boilerplate clause be removed as being at odds with other provisions in the Agreement and so as to reflect the fact that the Agreement can be amended by resolution of the Members in accordance with other express terms in the Agreement.

### **ARTICLES OF THE COMPANY**

For the reasons stated above, it is recommended that the definition of Territory be removed from the Articles as unnecessary and potentially unduly restrictive.



## ITEM 5(c) – EXPLANATORY NOTES GOVERNANCE IMPROVEMENT CHANGES

Special Meeting of the Shareholders

To be held June 24, 2021

### PROPOSED GOVERNANCE IMPROVEMENT CHANGES

Proposed changes to the Members' Agreement which are characterized as governance improvements are shown in the redlined version of the Agreement (accessible at Item 6) and described and explained below.

#### THE MEMBERS' AGREEMENT

##### Section 2.1 – Purpose of the Company

It is proposed that the provision which sets out the Purpose of the Company be amended to make it fully consistent with the definition of Purpose in the *Emergency Communications Corporations Act* (the "ECC Act" or "Act"). That Act sets out what E-Comm, as an emergency communications corporation under that Act, may have as its primary and additional purposes, however, the current definition in section 2.5 differs in two respects:

- It does not include "emergency services agencies" as one of the categories of organizations to which E-Comm may render services;
- It adds the language "all in the interests of civic improvement and for the benefit of the public residing within the Territory" which does not appear in the Act.

It is recommended that the definition be amended to align fully with the definition set out in the Act by including reference to emergency service agencies, and by deleting the potentially narrowing language with respect to the territorial limitations and civic improvement interests, which limitations are not set out in the Act.

Together with the change described below under Articles of the Company – Article 25, this matter is the Second Proposal to be put forward to the Special Meeting – item number 2 in the form of Proxy.

**Explanation:** These changes, while minor in nature, are recommended so that the Company's definition is consistent with, and no more narrow than the definition of Purpose prescribed by the Act.

##### Section 2.5 – Votes by Members on Extraordinary Items

###### Subsection 2.5.1

A change to reduce the threshold for certain extraordinary matters which require Member approval from 75% of the votes attached to all shares to 2/3 of votes cast by Members is proposed.

**Explanation:** The current approval requirement is unusually high, particularly as it stipulates that the approval threshold is calculated based on shares outstanding rather than votes cast, which is not only not customary but also practically very problematic. This has particularly come into focus because the current special majority requirement applies with respect to the proposal to provide for a Vancouver Island representative on the Board of Directors as well as any change to E-Comm's Purpose – both of which will be proposed to the June Special Meeting. The current provision is considered an impediment to future governance changes, as these could be defeated if only a small number of Member organizations fail to vote on a matter. The proposed change would still require a significant majority of Members to support an extraordinary matter. No one Member would be negatively impacted by this proposed change, and with this change engaged Members who are interested in a given matter are better able to influence a vote outcome.

**Subsections 2.5.2, 2.5.3 and 2.5.4**

Each of these subsections currently require that certain proposals, namely, for:

- (a) A cost sharing formula for New Services in an area (2.5.2);
- (b) A change to the Cost Sharing Formula (2.5.3); and
- (c) Borrowings in excess of the Authorized Operating or Capital Budgets (2.5.4);

require the approval by a vote of not less than 2/3 the shares held by Members potentially impacted.

The proposed change would adjust the approval threshold from 2/3 of shares *held* by Members potentially impacted to 2/3 of the votes *cast* by Members potentially impacted.

**Explanation:** *As stated above, it is highly unusual for special majority or majority voting thresholds to be calculated based on votes eligible to be voted rather than votes cast. The current approval thresholds allow disinterested Shareholders to thwart a proposal and are impractical and costly to administer. The proposed change still requires a significant majority of Member support and allows engaged Members interested in a given matter to have greater influence on a vote outcome.*

**Section 4.2 – Designation and Election of Directors**

It is proposed that a new paragraph 4.2.4 be added which would provide that the group including the Capital Regional District and those Vancouver Island police agencies which utilize E-Comm's police call-taking and dispatch services be entitled to appoint a Director to the E-Comm Board.

The proposed new paragraph, which would be placed in the listing of organizations entitled to appoint Board members in section 4.2, would read:

"4.2.4 The Group comprised of: the Capital Regional District and those Vancouver Island police agencies, including any RCMP detachment, to which the Company provides police dispatching services, shall be entitled to designate one individual to act as director."

This is the First Proposal to be voted upon at the Special Meeting – item number 1 in the form of Proxy.

**Explanation:** *At present, section 4 of the Agreement which sets out which organizations are entitled to appoint Board members does not allow for any Director to be appointed by the Company's new stakeholder group, the Capital Regional District and the Vancouver Island police agencies which utilize E-Comm's police call-taking and dispatch services. As detailed in the Overview – What Changes are Proposed to the Members' Agreement – Item 3 of this Information Circular, in the description of the First Proposal, the Capital Regional District and the Southern Vancouver Island partner agencies have made a significant investment in and commitment to E-Comm. The establishment of the E-Comm Southern Vancouver Island Emergency Communications Centre is an important milestone in E-Comm's growth and development. E-Comm's Board and Management consider this additional representative to the Board to be in order and in all Shareholders, and the Company's, best interests.*

**Section 4.10 – Board Duties**

Certain changes are proposed to the section setting out the Board's duties to better reflect the organization's current size and scope:

**Subsection 4.10.2**

It is proposed that the section, which currently requires the Board to approve all contracts which require payments by the Company of more than \$500,000 or which are outside the Authorized Operating Budget, be removed.

**Explanation:** *The current contract language which limits the Board’s authority is considered an unnecessary limitation on the Board’s authority by the Shareholders, given the maturity and size of the organization and the demonstrated sophistication of the Board of Directors. The Board is responsible for oversight of the affairs of the organization and has fiduciary duties to carry out its responsibilities in the interests of all Shareholders, conscientiously and with a duty of care. It is not customary, in an organization of E-Comm’s current size and maturity, for the shareholders to prescribe how the directors will supervise the affairs of the company such as is done in this subsection. The Directors are legally responsible for oversight of the Company’s activities including its financial affairs and in carrying out its responsibilities the Board places appropriate limits on the authority of Management – this delegation of authority by the Board is considered best left as an internal governance matter as between the Board and Management.*

#### **Subsections 4.10.6 and 4.10.9**

It is proposed that subsection 4.10.6 which requires the Board to approve the base headcount for the Company and authorize any changes, and subsection 4.10.9, which requires the Board to approve all contracts under which the Company renders services to non-Members, be removed.

**Explanation:** *The current requirements for Board approval of any change to overall headcount (4.10.6) and all contracts for services by the Company to persons who are not Members are also considered unreasonable limitations on the Board’s authority, for the same reasons as described above. The Board supervises staffing matters and the provision of services to non-Members in the course of its oversight of the business and affairs of the Company and its oversight of Management’s activities.*

#### **Section 4.11 – Approvals by the Board**

Section 4.11 sets out certain matters which require a voting approval of a 2/3 majority, rather than a simple majority, of Directors.

Subsection 4.11.2 currently stipulates that the issue of Class A Shares to additional Members requires such a special approval. It is proposed that this subsection be removed.

**Explanation:** *How shares are to be issued to additional Members of the Company is carefully and well set out in Section 3.6 of the Agreement. The further requirement for a special majority of the Board of Directors is considered unnecessary and inconsistent with the comprehensive terms of section 3.6.*

#### **Section 4.12 – Referral to Class A Members**

Section 4.12 allows a group comprised of not less than 30% of the Board of Directors to require that any matter be presented to Class A Members for their approval and determination. It is recommended that section 4.12 be removed.

**Explanation:** *Section 4.12 is an example of a provision which may have been logical in the early stages of the Company’s development when founding shareholders expected significant influence over Company decisions while the Company was in its early stages. Given the current size and sophistication of the Company, and the extent of the Shareholder base which has since broadened significantly, the provisions of section 4.12 are not considered necessary or consistent with best governance practices which distinguish clearly between matters on which shareholders have voting entitlements and matters which are within the Board’s authority.*

#### **Section 6.1 – Service Committees**

Section 6.1.4 specifies that either the chair or vice-chair of each Service Committee shall be a representative of an organization which not only utilizes the radio system but also receives dispatch services from E-Comm. It is recommended that this requirement be removed as a Members’ Agreement obligation, but rather that each Service Committee would be free to establish such a protocol in its discretion.

**Explanation:** As the User Committee’s mandate does not extend to dispatch services, this provision is somewhat illogical and potentially makes subsequent governance changes (such as to include dispatch services agencies within E-Comm’s governance model) less logical. The Service Committees could still choose to adopt this protocol in its discretion or under its terms of reference, if there is no other like forum for clients of dispatch services. This is a minor change but one which removes what might prove to be an inconsistency with future governance changes.

### **Section 10.1 – Winding Up or Dissolution**

A change to section 10.1 to lower the voting approval threshold for a winding-up or dissolution of the Company to 2/3 of the votes cast by all Members rather than 2/3 of all outstanding shares is proposed.

**Explanation:** A change to the voting approval threshold on winding up or dissolution is proposed for the same reasons as, and for consistency with, the proposed changes to 2.5.1.

### **Section 14.3 – Amendments**

A change to section 14.3 to calculate the voting approval threshold for amendments to the Agreement (except for extraordinary matters and other matters expressly requiring a greater level of support) from 50% or more of the outstanding Class A shares to a simple majority (50% or more of votes cast on a matter) is recommended.

**Explanation:** Consistent with the changes proposed to 2.5.1 and 10.1, it is proposed that the requirement for a simple majority of the Members be calculated on votes cast rather than votes outstanding.

## **ARTICLES OF THE COMPANY**

### **Article 11 – Votes by Members**

#### **Article 11.1**

It is proposed that Article 11.1, which currently states:

“11.1 The majority of votes required to pass a special resolution at a meeting of shareholders is not less than 75% of the votes cast on the resolution.”;

be revised by deleting “75%” and substituting “2/3”.

**Explanation:** Under the Business Corporations Act, companies may choose the voting approval required for matters requiring approval by special resolution, within the range of 2/3 of vote cast by shareholders to 3/4 of votes cast by shareholders. Consistent with the reasons given above with respect to an appropriate special Shareholder voting threshold given E-Comm’s current size and maturity, it is proposed that section 11.1 be revised to stipulate that a special resolution requires support of 2/3 of votes cast.

#### **Article 11.9**

Article 11.9(a) provides that amendments to certain Articles (3.3, 3.4, 3.5, 12.1, 13.6, 19.1 or 25.1), as well as any winding-up or dissolution of the Company, or any other matter on which the Members’ Agreement requires approval by 75% of the votes attached to the shares held by all Members, requires approval by a majority of not less than 75% of the votes attached to the Class A and Class B Shares.

Article 11.9(b) provides that matters on which the Members’ Agreement requires approval by a vote of not less than 2/3 of the votes attached to all shares held by all of the Members shall similarly require approval by a majority of not less than 2/3 of the votes attached to all Class A and Class B Shares.

It is proposed that Article 11.9 be revised to be consistent with the proposed changes to the Members' Agreement which would set the special voting threshold as a 2/3, rather than a 75% majority, calculated on votes cast rather than shares outstanding.

**Explanation:** Consistent with, and assuming approval of, the proposed changes to the Members' Agreement which would reduce the requirement for extraordinary matter voting from 75% of votes outstanding to 2/3 votes cast, it is proposed that the language referencing the higher voting requirement in Article 11.9 (a) be removed as redundant, and that Article 11.9 (b) be revised to designate the 2/3 majority as being tallied on votes cast rather than votes outstanding, again, consistent with the proposed amendments to the special majority voting thresholds in the Members' Agreement.

### Article 25 - Restrictions

Article 25.1 restricts the Company from carrying on any business other than the primary and additional purposes which are set out in the Emergency Communications Corporations Act, but the restriction is not completely aligned with the language of the Act nor the definition of Purpose in the Members' Agreement because:

- (a) it contains the potentially restrictive language that the provision of all services must be "all in the interests of civic improvement and for the benefit of the public residing within the territory in which the Company operates"; and
- (b) it fails to reference the potential for a broadening of the authorized activities by regulation under the Act (in this respect it differs from the definition of Purpose in the Members' Agreement).

Together with the change described above, under Members' Agreement – Section 2.1 – Purpose of the Company, this matter is the Second Proposal to be put forward to the Special Meeting – item number 2 in the form of Proxy.

**Explanation:** It is proposed that the language described in (a) above be removed, as it does not align with the Act's language and is potentially restrictive, and that the language: "and any other purpose prescribed by regulation under the ECC Act for the Company from time to time" be added, to allow for other authorized activities pursuant to any such regulation without requiring that the Articles be amended.

These changes, while minor in nature, are recommended so that the Company's definition is no more narrow than, and potentially as expansive as, the definition of Purpose prescribed by the Act. This change would also bring the Members' Agreement provisions as to Purpose in alignment with the Articles.

**LINK TO REDLINED VERSION OF MEMBERS' AGREEMENT**

Please use the following link to access the redlined version of the Members' Agreement should you wish to review all proposed revisions:

<https://www.ecomm911.ca/membersportal/>



## **ANTICIPATED QUESTIONS AND ANSWERS**

### **Who is entitled to cast a Member's vote at the Special Meeting?**

Who is entitled to cast a given Member's vote on behalf of the Member, either in person at the Meeting or by proxy, depends on the internal governance structure and delegations of authority of each organization, and as such it is not a matter on which E-Comm can advise.

In many cases we expect that the Director representing a given organization will have or be given the authority of that organization to cast the organization's vote.

In other communities or organizations we expect the senior administrative official, or his or her delegate, would have the authority of their community or organization to cast votes on its behalf, particularly because none of the amendments imposes any financial obligation, nor detrimentally affects any community or organization and because they will have the further assurance that their Director representative supports the amendments.

There may be certain communities which consider these proposals matters which should be brought forward to council of their local government. In those cases we hope that councils will consider the recommendations of the E-Comm Board and their individual Director representative.

### **How can we obtain more information?**

We will be pleased to provide any Shareholder or Member with any additional information which they may require in order to determine how it wishes to vote on the business coming before the Special Meeting. Please direct any enquiries to:

Sandra MacKay, Corporate Secretary  
E-Comm Emergency Communications for British Columbia Limited  
[Sandra.Mackay@ecom911.ca](mailto:Sandra.Mackay@ecom911.ca)  
Cell: (604) 218 6851

### **Why was an Extraordinary or Special General Meeting called?**

Under the Company's Articles, any business to be transacted at a meeting of Shareholders other than regular annual general meeting business is considered "special business" and any meeting of Shareholders other than the annual general meeting is deemed to be an "extraordinary" general meeting. As the proposals being put to Shareholders are not regular annual general meeting matters, the business of the meeting is considered "special" and the meeting to consider the proposals is an "extraordinary" or "special" general meeting.

### **Why are we being asked to vote by proxy?**

In order for the First and Second Proposals to be passed, a very high threshold of Shareholder approval is required – Shareholders holding not less than 75% of all outstanding shares (Class A and Class B) must vote on and approve the proposals in order for them to pass. The Company is asking Shareholders to vote by proxy well in advance of the Meeting so that we are able to reach out to any Shareholder which has not yet voted to ensure that they do so, or

## RG B.5a

## ITEM 7 – ANTICIPATED QUESTIONS AND ANSWERS

## PAGE 2

intend to do so, in advance of or at the Meeting. A Member's representative may attend the Meeting in any event, even if a proxy has been submitted. A proxy may also be cancelled at any time before the day before the Meeting.

### Why are some shares Class A and others Class B?

Under the Members' Agreement, a Class A share may be issued to an organization which utilizes the E-Comm radio system for police, fire, ambulance or municipal services. The Class A Shareholders are the current users of the E-Comm radio system.

Class B shares are held by organizations which, dating back many years ago, indicated an intention of utilizing the E-Comm radio system at a future date.

At present, there are only two holders of Class B shares which are not also holders of Class A shares.

### Why can Class B Shareholders only vote on the first two proposals?

The Member's Agreement and Articles grant Class B Shareholders limited voting rights on specific matters only. Only the First Proposal and the Second Proposal are matters on which the Class B Shareholders have voting rights (as set out in Section 2.5 of the Members' Agreement and Article 11).

### How do we know how many shares we hold?

The Company will assume that all shares held by a given Shareholder are being voted in accordance with directions given in a submitted Proxy. For reference, a listing of all Shareholders of the Company, as at May 21, 2021, is below:

Shareholder	Class A	Class B
Abbotsford	1	0
Abbotsford Police Board	1	0
BCEHS	1	0
Belcarra	0	3
Burnaby	1	0
City of Delta	1	1
Coquitlam	2	1
Delta Police Board	1	0
Langley, City	1	0
Langley, Township	2	1
Lions Bay	1	0
Maple Ridge	1	2
Metro Vancouver	0	1
New Westminster	1	1
New Westminster Police Board	1	0

Shareholder	Class A	Class B
North Vancouver, City	2	1
North Vancouver, District	1	1
Pitt Meadows	1	2
Port Coquitlam	2	1
Port Moody	1	1
Port Moody Police Board	1	0
Richmond	2	1
Surrey	2	1
Transit Police Board	1	0
TransLink	1	0
Vancouver	1	1
Vancouver Police Board	1	0
West Vancouver	1	1
West Vancouver Police Board	1	0
White Rock	2	0

Via Email – [jpadda@deltapolice.ca](mailto:jpadda@deltapolice.ca)

May 21, 2021

Chair Mayor George Harvie and Board  
Delta Police Board  
4500 Clarence Taylor Crescent  
Delta, BC V4K 3E2

Dear Chair Harvie and Board Members,

**Re: Proposed changes to E-Comm's Members' Agreement  
Request for your support and completion of the enclosed Proxy form**

---

At a special meeting (the "Special Meeting") of the shareholders (members) of E-Comm Communications for British Columbia Incorporated (E-Comm) on June 24, 2021, E-Comm will be seeking approval of its shareholders to amend the Members' Agreement:

- a) to allow the Capital Regional District, which built and owns the new E-Comm Southern Vancouver Island Emergency Communications Centre, and those police agencies which receive call taking and dispatch services from E-Comm through that centre, to appoint a director to the E-Comm Board; and
- b) to make other changes to the Members' Agreement which would: bring it up to date, better reflect the organization's maturity and size, and better position the organization to advance future governance changes and respond appropriately to potential changes in the organization's mandate.

Your representative director, Melanie Kerr, has participated in the Board and Governance Committee discussions concerning the proposals to be put forward to the Special Meeting. The Board is unanimously of the view that the proposed changes are in the organization's best interest and that no shareholder is prejudiced by the proposed changes.

As the Board Chair, I write to kindly ask you to complete the attached Proxy and to vote in favour of the proposals. If you would like to name a Proxyholder other than the Corporate Secretary or myself as Board Chair, you may simply add an alternative representative's name where shown on the Proxy form.

Members of the Delta Police Board are welcome to attend the Special Meeting on June 24, 2021, however we would nevertheless ask that the Proxy be completed in advance of the Meeting so that we are able to ensure that we have the required number of shareholders casting votes at the Meeting.

If you would like to discuss the proposals, or wish further information, please don't hesitate to contact me at the email address below or the Company's Corporate Secretary Sandra MacKay at [sandra.mackay@ecomm911.ca](mailto:sandra.mackay@ecomm911.ca). Sandra will assist me in making sure that you receive any further information which you may require.

Sincerely,



Doug Campbell  
E-Comm Board Chair  
[doug.dmconsulting@outlook.com](mailto:doug.dmconsulting@outlook.com)

Cc Melanie Kerr, E-Comm Board Director

## INSTRUCTIONS

1. Every Member has the right to appoint some other person or company of their choice, who need not be a Member, to attend and act on their behalf at the meeting or any adjournment or postponement thereof. If you wish to appoint a person or company other than the persons whose names are printed below, please insert the name of your chosen proxyholder in the space provided (see below).
2. The shares represented by this proxy will be voted as directed by the Shareholder, however, if such direction is not made in respect of any matter, this proxy will be voted as recommended by the Board of Directors.
3. This proxy confers discretionary authority in respect of amendments or variations to matters identified in the Notice of Meeting or other matters that may properly come before the meeting or any adjournment or postponement thereof.

## APPOINTMENT OF PROXYHOLDER

Please choose one of the two options below:

- ☐ The undersigned hereby appoints Sandra MacKay, Corporate Secretary of E-Comm Emergency Communications for British Columbia Incorporated, or failing her, Doug Campbell, Board Chair;

**OR**

- ☐ The undersigned hereby appoints (*insert name:*) \_\_\_\_\_

as the undersigned's proxy to attend, act, and vote on the undersigned's behalf at the Extraordinary (Special) General Meeting of the Members to be held on the 24<sup>th</sup> day of June, 2021 or at any adjournment or postponement thereof.

## VOTING

**THE BOARD OF DIRECTORS RECOMMENDS A VOTE FOR IN RESPECT OF EACH PROPOSAL.**

*If the voting selections below are not completed, your proxy designate will vote in their discretion.*

### Class A and Class B Shareholders of the Company to vote:

- |   |            |         |
|---|------------|---------|
| <b>1. Approval of an amendment to the Members' Agreement to provide the E-Comm Southern Vancouver Island agencies with the right to appoint a Director;</b> | <b>For</b> | Against |
|---|------------|---------|

To approve an amendment to section 4.2 of the Members' Agreement to include, as new section 4.2.4, the following provision:

"4.2.4 The group comprised of: the Capital Regional District and those Vancouver Island police agencies, including any RCMP detachment, to which the Company provides police dispatching services, shall be entitled to designate one individual to act as director.";

☐
☐

and, as consequential amendments, by adding reference to section 4.2.4 in sections 4.2.6, 4.2.7 and 4.3.

- |  |            |         |
|--|------------|---------|
| <b>2. Approval of an amendment to the Company's Purpose, as set out in Section 2.1 of the Members' Agreement, and in the definition of permitted activities in Article 25 of the Company's Articles;</b> | <b>For</b> | Against |
|--|------------|---------|

To approve an amendment to section 2.1 of the Members' Agreement and Article 25 of the Company's Articles as described in the information circular accompanying the Notice of the Extraordinary (Special) General Meeting, in order to make the language setting out the Company's Purpose and its permitted activities fully consistent with the language of the *Emergency Communications Corporations Act*.

☐
☐

**Class A Shareholders of the Company to vote:**

- |   |                    |
|---|--------------------|
| <b>3. Approval of additional amendments to the Members' Agreement and the Articles of the Company, including, but not limited to, amendments to lower the special majority voting threshold for approval of extraordinary matters by the Members from 75% of shares outstanding to 2/3 of votes cast;</b> | <b>For</b> Against |
|---|--------------------|

To approve those further amendments to the Members' Agreement and the Articles of the Company (other than those described at 1 and 2 above) which are proposed and described in the information circular accompanying the Notice of Extraordinary (Special) General Meeting.

☐
☐

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2021

\_\_\_\_\_  
Name of Member *(Municipality/Organization)*

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
**Print** Name and Title

**DEADLINE**

Submitted proxies must be signed and delivered by 10:00 a.m. on June 22, 2021 to [krystal.boros@ecomm911.ca](mailto:krystal.boros@ecomm911.ca) or by hand or mail to E-Comm Emergency Communications for British Columbia Incorporated, 3301 East Pender Street, Vancouver, B.C. V3K 5J3.

*This Proxy may be revoked by instrument in writing delivered to the registered office of E-Comm prior to the date of the Meeting, or delivered to the Chair of the Meeting on the date of the Meeting prior to any vote being cast utilizing the Proxy.*

The background of the slide features a large, light gray watermark of the Delta Police Department seal. The seal is circular with a crown at the top. Inside the circle, the words "INTEGRITY", "COURAGE", and "TRUST" are visible. A banner at the bottom of the seal reads "DELTA POLICE DEPARTMENT".

## Compliments for the DPD Team from the Public

# No Call too Small

---

The various pieces of correspondence highlighted in this package have been received either by the direct e-mail to the DPD or through DPD Social Media Channels.



RG B.5b

From: B [REDACTED]  
Sent: May 19, 2021 3:29:17 AM  
To: Neil Dubord  
Subject: FILE # [REDACTED]

(This email originated outside the organization. Do not click any links or attachments unless you were expecting this email today. If unsure; please forward this email to IT and have them confirm that it is legitimate and safe.)

Good morning, Chief Dubord:

My name is B [REDACTED], and I am hereby writing to thank both you and ALL of the members of your detachment, volunteers included, for the tremendous job that you are all doing to keep our community safe. Your collective hard work and dedication play an integral role in keeping North Delta the safe and inviting community that it is, and I cannot thank you and the members of your force enough for all that you continue to do for North Delta. **Please know that you are all greatly appreciated by our community!!!**

Case in point ... after spending a 12 hour day at BC Children's Hospital today with the younger of my two daughters, I received a frantic call shortly before 11 p.m. from my other daughter who was convinced that someone had unlawfully entered our home. I was still in Vancouver at the time of her call, so I called 9-1-1 to request a quick check of our home. Your officers arrived immediately thereafter, then searched our property + house in a very thorough and efficient manner, verifying very quickly that an intruder was, in fact, not there. My daughter was immediately relieved and also very grateful that two of your officers kindly stayed with her until I arrived home shortly thereafter.

It was at that time that I met Constable McRae and Constable Dhillon, both very admirable representatives of your police force. Their very friendly, helpful, and caring nature quickly put my daughter's mind at ease, something which was not easy to do given the late hour. Though I did not have the privilege of meeting Constables Uppal, Short and Puttle, I am very grateful to them as well for their role in ensuring the safety of my home and property, and the speed at which they did so.

I am also very grateful to Constable Davis for attending to my home this evening, and for kindly returning my call and providing me with the names of the attending officers this evening.

With my sincere thanks to the above-mentioned officers for ensuring the safety of my daughter and my home this evening, and to you, Chief Dubord, and your staff for all that you collectively do on a daily basis to keep our wonderful community safe,

B [REDACTED]

*Compliments from the Public*

**C [REDACTED] sent Yesterday at 10:26 PM**

Hello Chief, My name is C [REDACTED]  
[REDACTED] People write when they have a complain, but few when a good interaction happen with the police. On Saturday May 22nd we had a behavioral situation with my 12 years old, and we decided to call Delta Police for the first time. Officers BANGAR and AUJLA showed at the door. They were extremely professional, the way they talked to my son and with us was a 5 stars approach. They totally defused the situation. I want to thanks both officers. Also ,I want to thank you for your leadership that definitely influences Delta Police officers. Best regards, C [REDACTED]  
[REDACTED]

**You sent Today at 10:42 AM**

Thank you so much for your DM. I sure appreciate hearing about our officers when they are able to assist in a meaningful manner. I will be sure to pass this along to their supervisors. Thank you again and please stay healthy.

---

First Name: R [REDACTED]

Last Name: S [REDACTED]

Your Email Address: [REDACTED]

Phone number: [REDACTED]

Recipient: Compliments

Subject: Great response

Your Message: My family made a report recently with the file # [REDACTED]. My daughter's car had been vandalized in the early morning hours while parked in our driveway. She completed an on-line report. It must have been within then next hour after submitting the report we had a knock at our door by two extremely friendly and helpful officers. I was shocked and amazed they they would visit for such an incident but not only that, in such a timely manner. They took the time to look at her vehicle, survey the area and then even went and spoke with neighbours. I was extremely impressed with the two officers that attended.

---

**From:** T [REDACTED]

**Sent:** June 8, 2021 8:12 AM

**To:** Neil Dubord <[ndubord@deltapolice.ca](mailto:ndubord@deltapolice.ca)>  
[REDACTED]  
[REDACTED]

**Subject:** Re: North Delta neighbourhood concern

RG B.5b

Hi,

Thank you so much for everything that was done for my Dad's neighbourhood. I told Cst. McRae I was pleased with everything. She was really good to work with. Most important, my Dad was so happy with the DPD's presence. It made him feel a lot more safe and he's content now and feels more confident about the neighbourhood.

We greatly appreciate all the departments of the city making it a nicer place to live.

Take care and thank you again.

T [REDACTED]

---

K [REDACTED]

Totally off this topic. But a huge huge thank you to I think there were 3 Male delta officers who found me under the influence saturday the 5th off 1st ave ... I woke up sunday and after an obvious relapse and have decided to go into a 1 year treatment in kelowna once travel restrictions have ceased . I have never met kinder caring officers and appreciate you taking me back to my "friends" and finding my glasses . You are lifesavers .Thank you for treating me like a person not a drug addict. Cheers.



TO  
— SIR CONSTABLE FRANCESCO  
DELTA POLICE

SIR PLEASE KNOW THAT BY STOPPING  
ME AND GIVING ME ROADSIDE,  
HAS HAD A BIG IMPACT ON ME,  
PERSONALLY & PROFESSIONALLY,  
YOU BASICALLY SAVED MY LIFE,  
THAT WAS LEADING TOWARDS  
LIFE THREATENING SITUATIONS —  
WASNT IT FOR YOU I WOULD  
HAVE EVENTUALLY DIED — I  
REALLY APPRECIATE THE FACT &  
AND PLEASE ACCEPT MY THANKS —  
LIFE IS REALLY REALLY BACK TO  
NORMAL —

NO MORE HBP, NO AGGRESSION —  
CAN THINK, NO YELLOWING OF  
EYES, FAMILY IS SUPER HAPPY,  
THANKS TOTALLY FOR YOU —  
AND YES NO MORE ALCOHOL  
ABUSE · THANK YOU SIR ·  
REG [REDACTED]



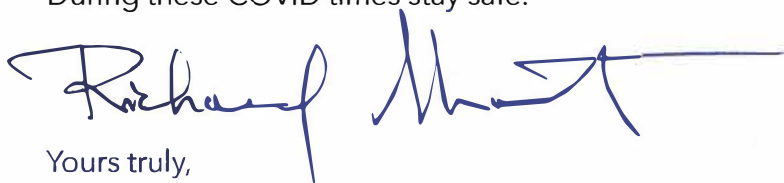
May 16/21

Delta Police Dept.,  
4455 Clarence Taylor Cresc.,,  
Delta, BC V4K 3E1

Gentlemen:

We are pleased to advise you the Delta Foundation will be making a donation of \$3550.00 from the Fogel Funds to assist you with your training programs .

During these COVID times stay safe.



Yours truly,

Richard Shantz

Treasurer – Delta Foundation

general rev.



May 12, 2021  
Ref: 618623

Dear Peter Buxton:

I would like to thank you for serving as a provincial board member on the Delta Police Board since May 2015.

Your willingness to volunteer your valuable time and expertise to the Delta Police Board and community is greatly appreciated. During this time, you made valuable and consequential contributions that will help guide the Delta Police Department in future years. The events over the past have created new challenges in policing as well as opportunities for reform, making your contribution all the more significant.

Again, thank you for serving your community. I wish you all the best in the future.

Regards,

Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

Pc: Mayor George Harvie, Chair, Delta Police Board  
Jassie Padda, Executive Assistant, Delta Police Board



**DELTA POLICE BOARD****REGULAR - Action Document***Note: shaded items will be removed after one circulation*

<b>ACTION ITEM</b>	<b>Meeting Date</b>	<b>Assigned to</b>	<b>Status</b>
<b>B.5g Presentation by Justice Bastarache on Preventing and Eliminating Sexual Harassment in Organizations</b>  Staff to obtain recording of Justice Bastarache's presentation to Surrey Police Board and forward to the Board.	May 19, 2021	Staff	Complete. link distributed to Board
<b>C.3 Board's Public Announcement on COVID-19 Immunization</b>  Board to release a public statement on the importance of COVID-19 immunization and follow Public Health Officer's orders	May 19, 2021	Staff/Board	Complete. Media release issued.



## **REPORT TO DELTA POLICE BOARD, DISCUSSING “FAIR AND IMPARTIAL POLICING: COMMUNITY MEMBERS TRAINING” PRESENTATION DELIVERED VIA ZOOM ON THURSDAY, JUNE 5, 2021**

DPB Members Attending: Karen Hossack, Angela Kaiser, Annette Garm, Firth Bateman

Discussion:

- Highly entertaining speaker, with excellent anecdotes to relate that were very relevant to the material discussed.
- Some technical difficulties interrupted and lengthened the presentation, sadly.
- The material covered was good, albeit quite basic (Karen Hossack advises that she had taken previous bias training in which the same material was covered in an hour; she – as did the rest of the DPB attendees – found the length of the presentation - 4 hours - a little trying).
- There was an expectation amongst the DPB members that the presentation would address the issue advertised at a little higher level.
- A “take home” from the session suggested that we should stop and think – “Would I treat this person differently if they were “x” or “y”?”

The seminar was advertised as reflecting “a science-based approach to understanding human biases and prejudices.” It was described as being “about our mind’s work and how to effectively make unbiased decisions.”

Some positions taken by the seminar . . .

- Modern bias is less likely to be overt or “explicit” bias, rather, is more likely to be “implicit,” working outside of conscious awareness and manifesting in people who consciously hold non-prejudiced attitudes.
- Research has found that implicit bias impacts all of us, with specific studies showing bias manifesting among members of various professional groups, such as doctors, other health professionals, medical students, educators, judges, and prosecutors.
- The bad news remains widespread and manifests outside of consciousness awareness.
- The good news comes from a large body of research that has identified how individuals can reduce their implicit biases, or at least ensure that their implicit biases do not affect their behaviour.

Select discussions from throughout the seminar . . .

- **WHAT DOES SUSAN BOYLE TELL US ABOUT HUMAN BIAS?**
  - Bias is a normal human behaviour.
  - Biases are often unconscious or “implicit.”

- Implicit biases manifest even in individuals who, at the conscious level, reject prejudice and stereotyping.
- Implicit biases can influence our actions.
- **UNDERSTANDING IMPLICIT BIAS – QUESTION #1**
  - Whom do we prejudge?
  - We prejudge ambiguous stimuli.
  - Susan Boyle was an “ambiguous stimuli.”
- **UNDERSTANDING IMPLICIT BIAS – QUESTION #2**
  - What determines the characteristics we attribute to them?
  - Group stereotypes.
  - We attributed group stereotypes to Susan Boyle.
- **UNDERSTANDING IMPLICIT BIAS – QUESTION #3**
  - Do we know when we are doing this?
  - Not always (in fact, not often).
- **THE SCIENCE OF IMPLICIT BIAS**
  - RESEARCH HAS DOCUMENTED IMPLICIT BIASES LINKED TO:
    - Ethnicity and Race
    - Gender
    - Sexual Orientation
    - Body Type
    - Age
  - RELEVANT TO HUMANS IN ALL PROFESSIONS
    - Current studies . . .
      - Doctors, Nurses
      - Lawyers, Prosecutors and Judges
      - School Teachers
      - Law Enforcement
  - WHAT ARE THE SOURCES OF OUR BIASES?
    - Family upbringing and traditions
    - Where we grew up (e.g. part of Canada /world; urban vs. rural)
    - School
    - Religion
    - Peers
    - Media
    - Other
  - STEREOTYPES OF LAW ENFORCEMENT
    - What are some of the negative stereotypes about law enforcement?
    - Some of the negative stereotypes can be traced to the history of law enforcement and minority communities.

- TODAY'S (ESPECIALLY HIGH-PROFILE) POLICE MISCONDUCT
  - Produce negative stereotypes about police – based on fact.
- ANOTHER EXAMPLE (of “implicit associations can be based, in part, on fact”) PERTAINS TO RACE AND CRIME
  - Criminal justice research has shown that people of colour are disproportionately involved in street crime.
- RESEARCH SHOWS
  - A = Lower income people are disproportionately represented among those who commit street crimes.
  - B = People of colour are disproportionately represented in lower income levels.
  - A+B=C – People of colour are disproportionately represented among people who commit street crimes.
- A NOTE ON METHODS
  - A+B=C research cannot rely on **OFFICIAL DATA** (e.g. who is arrested, prosecuted, convicted, sentenced) . . .
  - because those data will be tainted by the bias in the system.
- OTHER EXAMPOLES OF IMPLICIT ASSOCIATIONS THAT CAN BE BASED, AT LEAST IN PART, ON FACT . . .
  - Criminals are predominantly men.
  - Serial killers are predominantly white men.
  - Serial pedophiles are predominantly white men.
  - Insider stock trading is predominantly committed by wealthy people.
- THAT IMPLICIT ASSOCIATIONS CAN BE BASED, AT LEAST IN PART, ON FACT . . .
  - Does not justify police treating an **individual** as if he/she fits the **group** stereotype.
  - For instance,
    - Most men are not criminals.
    - Most Muslims are not terrorists.
    - Most Black people do not commit crime.
    - Most poor people do not commit crime.
  - Such decisions can lead police astray and result in errors and mistreatment.
- THAT STEREOTYPES OF POLICE CAN BE BASED, AT LEAST IN PART, ON FACT . . .
  - Does **not** justify community members treating an **individual officer** as if he/she fits the **group** stereotype . . .
    - Most police officers are not abusive and disrespectful with community members.
  - Such decisions can lead us to inaccurate and unjust decisions and behaviour.
- **ATTENTIONAL BIAS**
  - Who do we look at first?
  - Who do we listen to first?
  - Who don we pay attention to first?
  - Who do we pay attention to the longest?

- **CONFIRMATION BIAS**

- Confirmation bias is the tendency to search for, interpret, favour, and recall information in a way that confirms our pre-existing beliefs and hypotheses.

- **“WE-THEY” BIAS**

- We are more comfortable with our “we.”
- We see more positive characteristic in our “we.”
- This reflects the ultimate “they” bias.
- DEHUMANISATION . . .
  - Can explain . . .
    - Hate crimes
    - Prisoner abuse
    - Genocide
    - Slavery
    - Police brutality
    - Other

- **SOME THINK BIAS IS “SOMEONE ELSE’S ISSUE”**

- Because of my progressive attitudes, “I must be bias-free.”
  - Wrong.
- In fact, there is an **inverse** relationship.
  - The more unbiased you think you are, the more biased your behaviour.

- **TWO MECHANISMS FOR REDUCING BIASES**

- Contact Theory . . .
  - An individual’s biases can be reduced through positive contact with members of other groups.
- Exposure to Counter Stereotypes
  - Strength of association between group and stereotype can be reduced if exposed to members of that group that reflect the *opposite* of the stereotype.

- **THREE ELEMENTS OF MANAGING OUR BIASES**

- If we are aware of our implicit biases
- And we are motivated
- We can choose to implement bias-free behaviour (“controlled responses”).
- THREATS TO “CONTROLLED RESPONSES” . . .
  - Time pressures
    - Slow it down, where feasible
    - Stop and think
  - Cognitive “busyness”
    - Focus your attention
  - Fatigue
    - Get rest

- **FOR POLICE – IDENTIFYING A COLLEAGUE’S BIASED BEHAVIOUR**
  - We train police to be attuned to a colleague’s potentially biased behaviour.
  - Complicit Bias: Not addressing biased behaviour . . .
    - Unjust for the victim of biased behaviour
    - Harmful to his/her colleague
    - Harmful to his/her organisation
- **THE POWER OF INTERVENING**
  - People make fewer biased decisions when they expect to be held accountable.
  - This is especially so when they believe their supervisor wants them to perform in an unbiased manner.
- **SUMMARY / CONCLUSION**
  - The science has taught us the various ways that bias / prejudice might manifest.
  - Includes “implicit biases” that can impact well-intentioned people, including police and community members.
  - All individuals should make efforts to recognise, reduce and manage their biases.

Submitted to the DPB meeting of June 23, 2021, by board members as follow . . .

- Karen Hossack
- Annette Garm
- Angela Kaiser
- Firth Bateman

## MEMO TO DELTA POLICE BOARD

Regular Meeting

From: **Jassie Ram**  
Date: **June 16, 2021**  
Subject: **Transition to In-Person Meetings**

In-person meetings for the Delta Police Board have been cancelled for the past year due to COVID-19 and the associated recommendations of the Public Health Officer (PHO) to conduct meetings remotely whenever possible.

A summary of BC's Restart Plan and the directions for offices and workplaces are provided below.

Phase	Earliest Start Date	Offices and Workplace Guidelines
1	Complete	<ul style="list-style-type: none"> <li>Start a gradual return to workplaces</li> <li>Employers must continue to have a COVID-19 Safety Plan and daily health check in place</li> </ul>
2	Current	<ul style="list-style-type: none"> <li>Continued return to the workplace</li> <li>Small, in-person meetings allowed</li> <li>Employers must continue to have a COVID-19 Safety Plan and daily health check in place</li> </ul>
3	July 1, 2021	<ul style="list-style-type: none"> <li>Continued return to the workplace</li> <li>Seminars and bigger meetings allowed</li> </ul> <p>Workplaces must operate based on a new sector COVID-19 Safety Plan.</p>
4	September 7, 2021	<ul style="list-style-type: none"> <li>Workplaces fully reopened</li> <li>Masks in public indoor settings a personal choice</li> <li>Normal social contact</li> </ul>

Research has found that between 85-95% of participants prefer face-to-face meetings as they are considered critical in building and maintaining stronger and more meaningful business relationships.<sup>1, 2</sup>

Given that the next Board meeting is scheduled for September 15, at which point we will be in Phase 4 of the BC Restart Plan, the matter is being brought forward to the Board for discussion and to provide direction to Staff about the Board's wishes to transition back to in-person meetings.

<sup>1</sup> [https://www.forbes.com/tdc/welcome\\_mjx.shtml](https://www.forbes.com/tdc/welcome_mjx.shtml)

<sup>2</sup> <https://hbr.org/sponsored/2016/04/managing-across-distance-in-todays-economic-climate-the-value-of-face-to-face-communication>



## RG E.4

Should the Board decide to move back to in-person meetings later this year, the meetings can be alternated between the Public Safety Building (PSB) in North Delta and Council Chamber in the City Hall. Both facilities are equipped with technology to accommodate remote attendance should Board members require the option.

Respectfully submitted:

A handwritten signature in black ink, appearing to read "Jassie Ram", is written over a circular stamp that is partially visible.

Jassie Ram  
Corporate Planning Manager/Board Liaison  
Delta Police Department

## MEMO TO DELTA POLICE BOARD

Regular Meeting

From: **Chief Neil Dubord, OOM, AdeC**  
Date: **June 15, 2021**  
Subject: **DPD Participation in Cops for Cancer Tour de Valley**

---

The Delta Police Department (DPD) has a long-standing tradition of supporting the Cops for Cancer Tour de Valley ride and associated events. Cops for Cancer is a partnership between the Canadian Cancer Society, local law enforcement and emergency services personnel to raise funds for pediatric cancer research and caring support programs like Camp Goodtimes, a camp for children and youth who have been affected by cancer. The Cops for Cancer Tour de Valley is one of the largest fundraising events supporting childhood cancer research in Canada and has raised close to \$50 million.

The annual ride takes place in September and is a significantly celebrated event at the DPD and other police agencies throughout the Lower Mainland. Participants cycle across the coast of BC, raising money for Cops for Cancer and make a stop at the DPD Headquarters, where the DPD team is waiting to welcome and cheer them on their journey and a barbeque lunch is provided. However, due to COVID-19, the 2020 tour has been adjusted accordingly and shortened.

The DPD remains committed to the cause, and four DPD officers are participating in this year's ride. As part of various fundraising initiatives, on June 9<sup>th</sup>, the DPD officers organized a spin-a-thon in Tsawwassen, with the officers taking turns riding stationary bikes. Guest riders included Deputy Chief Michelle Davey and me. The team collected \$9,100 in donations. The DPD looks forward to hosting a barbeque lunch and cheering on the riders as they ride through Delta and make a stop at DPD Headquarters in September. Further details will be provided to the Board for their attendance as event logistics become available.

Respectfully Submitted:



Neil Dubord, OOM, AdeC  
Chief Constable, Delta Police Department

## MEMO TO DELTA POLICE BOARD

Regular Meeting

From: **Chief Neil Dubord, OOM, AdeC**  
Date: **June 16, 2021**  
Subject: **Delta Service Enhancement (D-SEP) Updates**

---

In 2018, following an operational review, the Delta Police Department (DPD) developed a new service delivery model called the Delta Service Enhancement Plan (D-SEP). One of the key elements of D-SEP was to incorporate and measure a standardized approach to service. The DPD involved the frontline officers in an exercise to establish service standards believed to be vital for the organization's success. Once officers established the standards, the DPD developed a method to measure the ability to meet or exceed those standards.

The **GLAD** acronym, which quickly became the North Star for the DPD service delivery, was developed as the established standard. GLAD is a method to provide officers with the tools to navigate for a positive interaction with citizens when responding to calls. GLAD stands for:

- Greet:** Officer identifies self and addresses the citizen by name
- Listen:** Officer uses active listening techniques & confirm that he/she understands the issue at hand
- Action:** Officer explains his/her authority & how he/she intends to help resolve the issue
- Disposition:** Officer provides his/her contact info & determine the best method to contact the person

Every month, representatives from the DPD contact community members who interacted with a DPD officer and ask them a series of questions related to the GLAD principle as an assessment measure. A report is then produced; the GLAD report for May is provided in Attachment A. The DPD is extremely proud of this service standard and associated assessment. Results indicate that the DPD officers are delivering service according to the GLAD principle consistently.

It should be noted that such a service standard and process for assessment is unique in policing. The DPD's GLAD service standard has been academically acknowledged as a client-centred approach to policing and published in the Springer Professional.<sup>1</sup> This standardized customer service approach is a unique avenue adopted by the DPD to provide excellence in policing to the community of Delta continuously.

Respectfully Submitted:



Neil Dubord, OOM, AdeC  
Chief Constable, Delta Police Department

### Attachments

**A - DSEP GLAD Report May 2021**

---

<sup>1</sup> Dubord, Neil & Parent, Catherine & Parent, Richard. (2021). Client-Centered Policing: A Focus on Positive Community Contacts Within Canada. 10.1007/978-3-030-61452-2\_10.



# DELTA POLICE DEPARTMENT

## D-SEP GLAD Survey Results

**Brief:**

Below are the results of D-SEP Surveys conducted by DPD staff for the period of **May 01 – May 31, 2021**. Contact was made with **43** citizens via telephone calls, who had recent contact with Delta Police Department's Officers.

The survey was composed of the six below noted questions, answerable with a **Yes** or **No** in addition to the participants having opportunity to provide any additional comments:

1. Did the Officer identify him/herself?
2. Did the Officer listen to the issue of concern being reported?
3. Did the Officer provide you with the file number?
4. Did the Officer provide to you his/her contact number?
5. Did the officer attend in person?
6. Did the officer leave a business card if they attended in person?

Each week, approximately 20 phone calls were made with a goal of completing 10 surveys. A representative sample was obtained for all four districts of Delta. The participant list included complainants from recent (within the past few month) Property Crime related files, including:

- Theft from Auto (TFA)- **16**
- Bike Theft- **5**
- B&E (business, residential & other)- **14**
- Theft of Auto/Truck (TOA)- **3**
- Theft of Mail- **5**

**Results:**

- **The below box provides a few comments made by the participants.**

Cst. Nagle was very professional, was wearing his PPE to make COM feel safe and felt he went above and beyond his duties.

Cst. Kennett took the call seriously, making the COM feel heard and took the time to explain things to him.

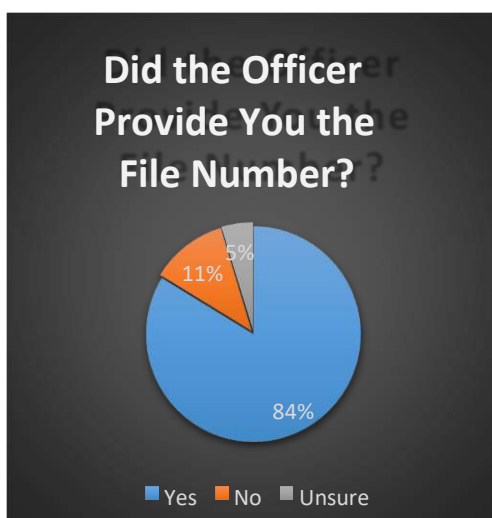
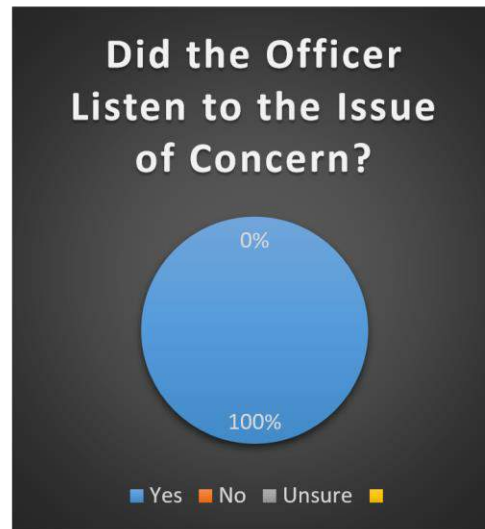
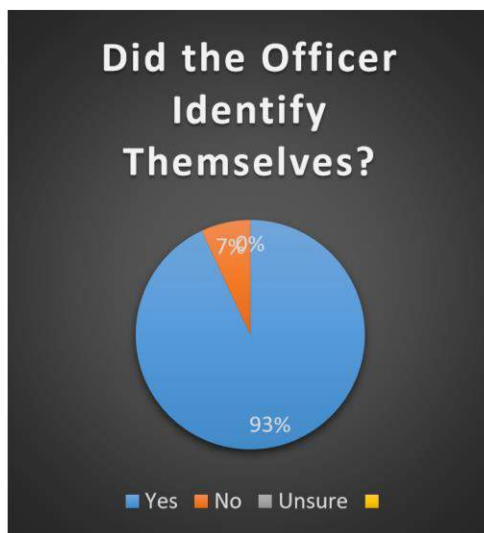
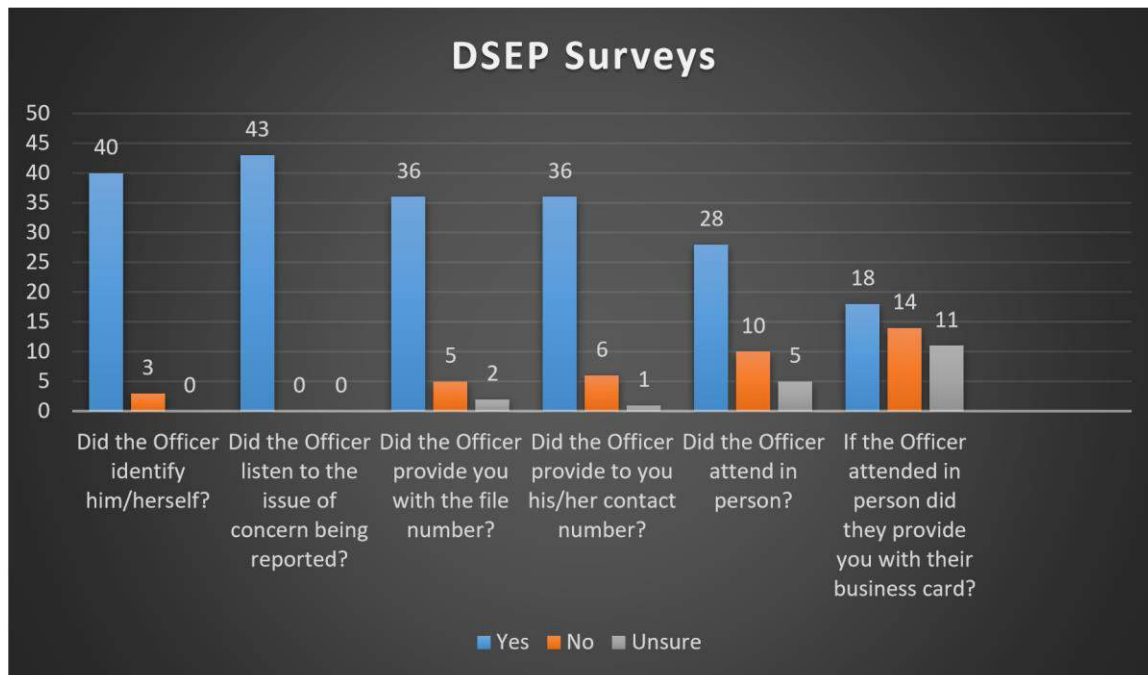
6 other citizens made extra efforts to state they were very happy with the service provided and the work of the officers that assisted them. The members that attended these calls were: Cst. Cousens, Cst. Aujla, Cst. Hilliard, Cst. Uppal, Cst. Francisco and Cst. Bains

There were 10 police files where members did not attend in person. All of the complainants were given the opportunity but due to Covid and other obligations many wished to have phone contact only. The DPD members obliged their wishes and spoke to them over the phone.



# DELTA POLICE DEPARTMENT

## D-SEP GLAD Survey Results



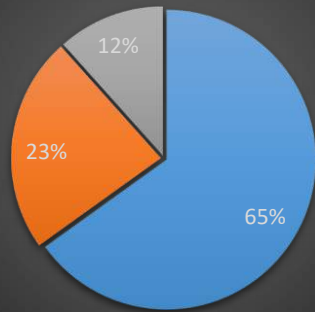


# DELTA POLICE DEPARTMENT

## D-SEP GLAD Survey Results

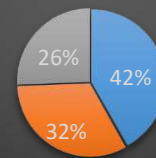


Did the Officer  
Attend in Person?



■ Yes ■ No ■ Unsure

Did the Officer  
Provide A Business  
Card if they  
Attended in  
Person?



■ Yes ■ No ■ Unsure

## MEMO TO DELTA POLICE BOARD

Regular Meeting

From: **Chief Neil Dubord, OOM, AdeC**

Date: **June 17, 2021**

Subject: **Update on the DPD's Violence Suppression Team**

In mid May 2019, the Delta Police Department (DPD) implemented the Violence Suppression Team (VST) in response to the ongoing Lower Mainland District Gang Conflict (LMDGC), providing high visibility presence for public safety. The DPD are proud of its nimbleness and ability to adapt to emerging community concerns

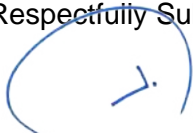
The VST is managed by Sergeant Jim Ingram, Officer in Charge of the Public Safety Operations at the DPD and uses the Traffic Safety Dog Unit as an essential part of its interdiction and high visibility strategy.

Below are the results of the VST's efforts between May19, 2021, to June 15, 2021.

Initiative/Action	Total
Self-Initiated (Proactive) Files	66
Assist Files (Patrol or Outside Agency)	19
Arrested or Detained	75
Reports to Crown Counsel (Criminal Charges)	12
Weapon or Drug Seizures	22
IPP Ejections or Preventions (parking lot stops, prior to entry)	11 people

VST is also responsible for the operational implementation of the Inadmissible Patron Program (IPP)<sup>1</sup> and several premise checks occur every shift, primarily in North Delta. VST has been working with and sharing information with all Lower Mainland and Provincial uniformed gang enforcement and suppression teams. The team has taken on a challenging task and made tremendous progress in establishing their presence in areas know to be frequented by gang members and associates. An additional benefit of the VST is the sharing of information and intelligence with the DPD officers in the Patrol section.

Respectfully Submitted:



Neil Dubord, OOM, AdeC  
Chief Constable, Delta Police Department

<sup>1</sup> The IPP deters individuals involved in serious or violent criminal activities from seeking entry into participating businesses