Governance Manual & Rules

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INTRODUCTION

1. History of the Department & the Board

The history of the Delta Police Department (the "DPD") is closely tied to the first organized policing presence in British Columbia's history. In 1858, Governor James Douglas appointed William Ladner as the first constable of New Caledonia. This was the traditional territory of the Coast Salish Peoples, and in particular the Tsawwassen, who had historically managed their own affairs in communities throughout the area's flatlands and along its coastal shores. William Ladner later went on to found the community of Ladner's Landing, which became the hub of the Municipality of Delta, formed in 1879.

In 1887, William McKee, the municipal clerk, was designated as a constable in addition to his duties as a clerk, and in 1888 Joseph Jordan was appointed as Delta's first full-time constable, and with this appointment the Delta Municipal Police Department was formed. By 1900, Jordan had been designated as the chief constable. The chief constable's position remained the only regular full-time or part-time position until 1931, when the municipal council authorized the appointment of a night policeman. In the 1950s membership increased to 11 police officers, and the police station began operating on a 24-hour-a-day basis. Over the decades, the DPD has grown along with the City of Delta.

The history of the Delta Police Board (the "Board") dates back to those same early days of the DPD. In 1914 a new *Municipal Act* put municipal police officers under the control of a local Board of Commissioner of Police, comprised of members elected locally. Later, in the early 1970s, the Provincial Government mandated the creation of Police Boards for all municipalities that had their own police department. The Board is created pursuant to the British Columbia *Police Act,* which sets out requirements with which the Board must comply and the Board's authorities. The Board collectively represents the community at large and is the employer of the Chief Constable, all other constables and all other employees that comprise the DPD. Until 2024, the Mayor of the City of Delta was designated, by the B.C. *Police Act*, as the Board Chair, but amendments to the *Act* that year now direct that the Board be composed of one member of the Council of the City of Delta as appointed by Council, , as well as one individual from the community appointed by City Council, and up to seven additional individuals appointed by the Lieutenant Governor in Council. The Board elects its Chair from among its members.

As the governance board of the DPD, the Board must ensure that its *Police Act* requirements and authorities are clearly understood and documented, and that its functioning is consistent with the same, over time and as Board members' terms conclude and new members are appointed.

2. Manual Purpose

The roles and responsibilities of the Board are defined in the *Police Act* and associated regulations, and the purpose of this Manual is to provide rules and best practices governance direction to facilitate the Board fulfilling those roles and responsibilities. Among other things, this Manual:

1. provides direction as to the roles and authorities of, and division of responsibilities among, the Province, the City, the Board, the Board Chair and Vice Chair, Board members, Board Committees, and the Chief Constable, consistent with the *Police Act* and applicable regulations*;*
2. describes the Board's processes with respect to its oversight responsibilities, sets out how the Board will communicate with and be accountable to its stakeholders and partners, and describes expected standards of conduct of Board members;
3. provides Board members with an understanding of the structure under which DPD operates and the ways in which Board members are required to carry out their duties and responsibilities;
4. establishes 'rules', as referred to in s.28 of the *Police Act*, wherever wording sets out specific requirements or authorities;
5. sets out expectations of the Board, Board members, and Committees that include and extend beyond legal requirements; and
6. assists the Board in discharging its responsibilities in the most effective manner possible.

If any provision of this Manual conflicts with the *Police Act* or any regulations made under it, including but not limited to the *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025), *Municipal Police Board Meeting Regulation* (B.C. Reg. 115/2025), or *Municipal Police Board Training Compliance Regulation* (B.C. Reg. 114/2025), the legislative authority prevails. Any inconsistent policy, procedure, or practice is inoperative to the extent of the inconsistency.

3. Manual Structure, Review & Amendment

This Manual is divided into the following sections:

Part 1 - Governance Framework sets out the overarching legal and governance framework under which the DPD operates, and outlines the general roles and responsibilities of the Board, the expectations of Board members, position descriptions for the Board Chair, Vice Chair, the Chief Constable, and the Office of the Chief Constable.

Part 2 – Meeting Procedures outlines the operating guidelines and meeting procedures for the Board and its Committees.

Part 3 – Board Committees sets out the operating guidelines and terms of reference for the Board Committees.

Part 4 – Terms of Board Members' Positions sets out the processes for Board member orientation and ongoing professional development, eligibility for compensation, a Code of Conduct, Conflict of Interest Policy and liability.

Part 5 - Organizational Stewardship sets out the processes by which the Board oversees the DPD as a whole, including in relation to key areas of oversight such as strategic planning, risk management, service or policy complaints, and Chief Constable evaluation and succession planning.

The Manual is designed to be a practical operating manual for Board members and is a "living document". It can be changed and revised by the Board at any time, provided it remains consistent with the *Police Act* and applicable regulations

The Board formally reviews this Manual at least every three years or as it determines necessary to reflect developments in the Board's practice or changes to Policing Standards or legislation.

Board members are expected to review this Manual after each formal review.

Minor amendments and housekeeping items can be made by Board Staff but require notice to the Board.

4. Board Mandate, Vision & Values

The Board's mandate is established by the *Police Act*. First and foremost, the Board is required to establish and oversee a police department for the City of Delta. This includes appointing and employing a Chief Constable and other constables and employees the Board considers necessary to provide policing and law enforcement in the City.

In accordance with the *Police Act*[1], the DPD's policing and law enforcement mandate is, within the City of Delta, to:

1. enforce municipal bylaws, the criminal code, and the laws of British Columbia;
2. generally maintain law and order; and
3. prevent crime.

The Board and the DPD's vision is to realize a safer and better community through excellence in policing.

The Board desires that every person employed by the Board and appointed to the Department upholds the values of "honour, integrity, courage and trust", and dedicates themselves to the DPD's mission of seeking to ensure community safety through partnerships, innovation and diversity.

[1] *Police Act, s.26(2).*

5. Responsibility for Establishing DPD Priorities, Goals & Objectives

In accordance with the *Police Act*[2], the Board, in consultation with the Chief Constable, determines the DPD's priorities, goals and objectives, taking into account:

1. the priorities, goals and objectives for policing and law enforcement in British Columbia established by the Provincial Government[3];
2. the priorities, goals and objectives of City Council[4]; and
3. the needs of the communities served by DPD.[5]

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[2] *Police Act, s. 26(4).*

[3] *Police Act, s. 26(4.1)(a).*

[4] *Police Act, s. 26(4.1)(b).*

[5] *In accordance with the standards established by the Director of Police Services under s. 40(1)(a.1)(ix) of the Police Act.*

6. Board Governance Principles

The Board is committed to the highest standards of governance, grounded in accountability and transparency to all stakeholders and partners, and believes that a strong governance foundation will enable the DPD to be successful in achieving its mandate. In carrying out its governance responsibilities, the Board is guided by the following principles:

Independence: The decisions of the Board are free from political or partisan influence, and day-to-day policing decisions are reserved to the DPD.

Strategic Functioning: The Board acts in a strategic, policy-oriented manner taking into consideration the interests of the community which the DPD serves. Governance structure and practices facilitate strong alignment of decisions with the DPD priorities, goals and objectives approved by the Board.

Promoting Diversity and Equity: In decision making, the Board seeks out, embraces and incorporates input from persons with diverse views, skills, backgrounds and lived experience.

Maintaining Sustainability: The Board's governance framework seeks to provide a balance of stability and flexibility to be responsive to the changing needs and interests of stakeholders.

Ensuring Contemporaneity: The governance framework and decision-making are forward-looking and incorporate best practices and leading-edge thinking.

Integrity: The Board's decisions and actions seek to promote and exhibit integrity, professionalism, accountability, and respect.

Evaluative Oversight: Frameworks, structures, and practices are intended to foster an environment of continuous improvement and encourage innovative thinking.

Transparency and accountability: Clarity is to exist around roles, responsibilities, and lines of accountability, and individuals ought to be able to follow and understand decision-making processes. Governance processes seek to build trust within the DPD, the Board, and the community that the DPD serves.

Collaboration and Inspiration: The governance framework is intended to inspire and foster collaboration in seeking to achieve the mandate, vision, mission and the DPD priorities, goals and objectives.

7. Diversity & Equity Commitment

The Board strongly believes that diversity among Board members and the Board's employees is critical to the DPD's success, and is committed to attaining and maintaining a workforce representative of the community that the DPD serves. This commitment guides:

1. the Board in making any recommendations to the City and the Province regarding the appointment of Board members; and
2. the Chief Constable, the DPD's Human Resources Section, and the Board's Human Resources Committee in making recommendations to the Board for employment and appointment of Executive Management, Management and employees at all other ranks and in other positions.

The Board is committed to building a diverse and highly skilled Board, Executive, management team and workforce generally.

The Board views diversity in terms of age, gender, sexual identity, ethnicity, geography, socioeconomic status, education, background, skill, competency, experience, and culture. The Board values diversity of thought, perspective and lived experience, and representation of various resulting points of view.

The Board recognizes and embraces that the following benefits come from diversity: strong and effective governance, improved decision making, fewer blind spots, broader perspectives and ideas, and a different approach to issues, among others. Diversity ensures the DPD has the opportunity to benefit from a variety of points-of-view, creating a stronger organization.

As a result, Board commits to:

1. being proactive in identifying diverse Board and Executive candidates;
2. ensuring that the DPD's Human Resources Section seeks to recruit and hire so as to create a diverse workforce;
3. promoting diversity, in particular from the following identifiable groups – women, visible minorities, persons with disabilities and Indigenous peoples, as well as other diversity factors such as ethnicity, age, national origin, sexual orientation and socioeconomic status;
4. considering the current level of representation of women and Indigenous peoples in DPD leadership positions and throughout the DPD, along with other markers of diversity, and set diversity expectations specific to recruiting, hiring, promotion and succession;
5. identifying and communicating to the City and Provincial Government, Board diversity gaps in relation to the appointment of Board members; and
6. engaging regularly with the various communities in Delta.

The Board, through its Governance Committee, will review this Diversity Statement periodically and assess its effectiveness in promoting a diverse Board, leadership team and workforce.

PART 1: GOVERNANCE FRAMEWORK

1. Police Act Legal Framework

The Board establishes and governs the DPD in accordance with the *Police Act*. The Board's complete statutory governance duties and authorities are described in the following excerpted sections of the *Police Act*:

POLICE ACT, RSBC 1996, c. 367

Board to establish municipal police department

26 (1) A municipal police board must establish a municipal police department and appoint a chief constable and other constables and employees the municipal police board considers necessary to provide policing and law enforcement in the municipality. …

(2) The duties and functions of a municipal police department are, under the direction of the municipal police board, to

(a) enforce, in the municipality, municipal bylaws, the criminal law and the laws of British Columbia,

(b) generally maintain law and order in the municipality, and

(c) prevent crime.

(3) Subject to a collective agreement as defined in the *Labour Relations Code*, the chief constable and every constable and employee of a municipal police department must be

(a) employees of the municipal police board,

(b) provided with the accommodation, equipment and supplies the municipal police board considers necessary for his or her duties and functions, and

(c) paid the remuneration the municipal police board determines.

(4) In consultation with the chief constable, the municipal police board must determine the priorities, goals and objectives of the municipal police department.

(4.1) In determining the priorities, goals and objectives of the municipal police department, the municipal police board must take into account

(a) the priorities, goals and objectives for policing and law enforcement in British Columbia established by the minister, and

(b) the priorities, goals and objectives of the council of the municipality.

(4.2) The municipal police board must provide its priorities, goals and objectives and any changes to them to the director

(a) within 30 days after their establishment or change, and

(b) when requested to do so by the director. …

Estimates and Expenditures

27 (1) On or before November 30 in each year, a municipal police board must prepare and submit to the council for its approval a provisional budget for the following year to provide policing and law enforcement in the municipality. …

(2) Any changes to the provisional budget under subsection (1) must be submitted to council on or before March 1 of the year to which the provisional budget relates.

(3) If a council does not approve an item or amount in the provisional budget,

(a) the council must promptly notify the municipal police board, and

(b) the council or municipal police board may, at any time before May 15 of the year to which the provisional budget relates, request the director to determine whether the item or amount must be included in the budget.

(3.1) If on May 15 of the year to which the provisional budget relates, there are items or amounts in the budget that have not yet been approved by the council,

(a) the council must promptly notify the municipal police board, and

(b) the council must request the director to determine whether the item or amount must be included in the budget.

(3.2) After making a determination in respect of a request made under subsection (3) (b) or (3.1) (b), the director must notify the municipal police board, the council and the minister of the determination.

(4) A council must include in its budget the costs in the provisional budget prepared by the municipal police board, as adjusted to reflect the following:

(a) changes agreed to by the council and the board;

(b) determinations made by the director under this section. …

(6) Unless the council otherwise approves, a municipal police board must not make an expenditure, or enter an agreement to make an expenditure, that is not specified in the board's budget, as adjusted under subsection (4), if applicable.

Rules

28 (1) A municipal police board must make rules consistent with this Act, the regulations and the director's standards respecting the following:

(a) the standards, guidelines and policies for the administration of the municipal police department;

(b) the prevention of neglect and abuse by its municipal constables;

(c) the efficient discharge of duties and functions by the municipal police department and the municipal constables.

(2) A rule under subsection (1) is enforceable against any person only after it is filed with the director.

Studies by Municipal Police Board

29 (1) A municipal police board may study, investigate and prepare a report on matters concerning policing, law enforcement and crime prevention in its municipality.

(**Note:** refer to Part 5 of this Manual for the Board's *Police Act* requirements and authorities in relation to "Service and Policy Complaints", as well as "Misconduct Complaints against the Chief Constable, Deputy Chief Constables and Other Constables".)

2. Multi-Party Oversight of Policing

The Board, the Chief Constable, City Council, and the Province share responsibility for how the DPD carries out its duties.

The Provincial Government is responsible for establishing overall standards of policing, and to ensure adequate and effective policing and law enforcement throughout British Columbia. Through the Ministry and the Director, the Province is responsible for superintending policing and law enforcement functions, including setting policing standards, policy requirements, conducting audits, inspections and reviews, appointing police board members, and advising boards and chief constables.

Municipal Council is responsible for funding the operations of the Board and the DPD, and approving the DPD's annual operating budget. Council also directs City management to provide certain administrative support services to the DPD.

The Board's primary responsibility is to provide independent civilian oversight, governance, and strategic leadership to the DPD, seeking to ensure the DPD carries out its mandate in a manner that is consistent with the *Police Act* and reflective of the needs, values, and diversity of the City of Delta.

In accordance with the *Police Act*[6], the Board appoints the Chief Constable, other constables and other employees. The Board works with the Chief Constable to establish a Strategic Plan and supporting objectives, giving due consideration to the additional priorities, goals and objectives of both the Provincial Government and City Council. The Board also approves the overall budget for the DPD, seeks approval of the same by City Council, authorizes expenditures by the Chief Constable, monitors staffing levels, and provides oversight of the DPD's operations. In overseeing the DPD's operations, the Board makes rules specific to the administration of the DPD, the prevention of neglect and abuse by constables, and the efficient discharge of the DPD's duties and functions[7]. The Board also is responsible for addressing complaints from members of the public about the general direction, management and operations of the DPD, and the adequacy of the DPD's staffing and resource allocation, training programs, and internal policies.[8]

The Chief Constable has the primary responsibility for the day-to-day management and operation of the DPD, and sole authority for police operations.

In addition to, and in harmony with the rights and authorities set out under the *Police Act*, through this Manual the Board establishes additional authorities and responsibilities of the Board, the Chief Constable and the City, with respect to matters of governance (and may choose to present the same in a Governance Authority Matrix, for ease of reference).

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[6] *Police Act, ss. 26, 27 and 28*
[7] *Police Act, s. 28.*
[8] *Police Act, ss. 168 and 171.*

3. Independence & Jurisdiction of the Board & the DPD

The legislative intent behind the creation of the Board is to ensure the DPD is governed independently from the City and its elected Council. A central tenet of policing in Canada and British Columbia is that the police are entitled to act independently from political interference. Governed by an appointed independent police board, the chief constable of a municipal police department must ensure that policing in the community is provided impartially and in accordance with the “Rule of Law”. The “Rule of Law” can best be summarized as meaning that all persons and classes of persons are equally subject to the law and no one is exempt from obedience to the governing law as a result of their office or position in society.

The Board is accountable to the Province, the residents of Delta and any other community to which it provides policing services, reporting regularly on the financial and operational performance of DPD.

4. Relationship with the Municipality and City Council

The Board seeks to foster a positive and productive working relationship with City Council, along with opportunities to create efficiencies though shared support services with the City, where appropriate. As well, in determining the priorities, goals and objectives of the DPD, the Board must take into account City Council's priorities, goals and objectives[11].

The Board is responsible for seeking to ensure that the DPD is able to enforce municipal bylaws, the *Criminal Code* and the laws of British Columbia, generally maintain law and order, and prevent crime. In furtherance of these objectives, the *Police Act* requires the Board to establish an annual budget and submit the same to City Council, requesting that the budget be approved. If City Council and the Board cannot agree on the funding to be provided by Council, the matter may be referred to the provincial Director of Police Services for resolution[9].

Despite being funded by City Council, the Board must ensure the operational and investigative independence of the DPD and the confidentiality of information specific to the DPD's operations and investigations that cannot be made public generally.

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[11] *Police Act, s. 26(4.1).*
[9] *Police Act, s. 27.*

5. Overview of Board Member Positions, Roles and Board Committees

The Board is composed of a member of Delta City Council, as appointed by Council, one individual from the community appointed by City Council, and up to seven individuals appointed by the Lieutenant Governor in Council.

The Board oversees the management of the activities and affairs of the DPD, and takes reasonable steps to ensure that the priorities, goals, and objectives of the DPD are achieved. The standards of conduct, in alignment with the *Municipal Police Board Member Code of Conduct Regulation (B.C. Reg. 113/2025),* expected of Board members are set out in:

- Part 1.12 – *Board Member Roles and Responsibilities*;
- Part 1.13 – *Board Member Attendance and Participation at Meetings*;
- Part 4.5 – *Code of Conduct;* and
- Part 4.6 – *Supplemental Conduct Policies*.

The Board delegates to the Chief Constable overall responsibility for the day-to-day operations of the DPD, within the parameters and policies set by the Board. The Board's role and specific responsibilities are set out in the Board Terms of Reference.

The Chair's principal role is to provide leadership to the Board and communicate on behalf of the Board, acting as a direct liaison between the Board and the Chief Constable, and ensuring the Board operates without political interference. The Chair's role and specific responsibilities are set out in the Board Chair Position Description.

The Chair is supported by the Vice Chair, who is elected from among the Board members and acts in the Chair's place when the Chair is unavailable or in a conflict of interest. The Vice Chair's role and specific responsibilities are set out in the Vice Chair Position Description.

Committees

The Board may establish standing or ad hoc committees to inquire into and report on any matter within the jurisdiction of the Board. The Board has established standing Committees with a mandate to:

1. provide in-depth consideration and advice to the Board with respect to the oversight of particular aspects of the DPD's activities; and
2. exercise particular powers or perform particular duties or functions of the Board.

The Board standing Committees are:

1. **Finance and Risk Management:** To assist the Board in fulfilling its oversight responsibilities relating to: financial planning, budgeting, financial reporting, system of internal controls, and enterprise-wide risk management specific to operational, financial, strategic, hazard and reputational risks.

2. **Governance:** To assist the Board in fulfilling its oversight responsibilities related to the Board's governance philosophies, structures, policies, and processes as well as legal and compliance matters.
3. **Human Resources:** To assist the Board in fulfilling its oversight responsibilities related to labour relations, and the DPD's human resources structures, policies, processes, management culture, values, norms, ethics, capacity, recruitment, performance, and succession planning

The roles and specific responsibilities for each of these Committees are set out in the Terms of Reference for each of the Committees in the Manual. The Board takes into consideration, but is not bound by, the recommendations of a Committee.

The Board may from time to time also form advisory committees or other temporary working groups, as may be required.

6. Board Composition, Member Appointment, Term of Office and Removal

In accordance with the *Police Act*, the Board is composed of up to nine members[10], as follows:

1. one member of Delta City Council, as appointed to the Board by Council (Council may appoint any councillor, including the Mayor);
2. one person from the community appointed by City Council (that person cannot also be a councillor, but must be eligible to be elected to Council); and
3. up to seven persons appointed, after consultation with the Director of Police Services, by the Lieutenant Governor in Council.

The Board elects a Chair and Vice Chair from among its appointed members and must do so once every two years. If the office of Chair or Vice Chair becomes vacant, the Board must elect a new Chair and/or Vice Chair at its next meeting.

Appointments from among applicants and other proposed candidates are on the basis of merit, as assessed by the Lieutenant Governor, and by City Council.

The Board, through the Governance Committee, has the opportunity and responsibility to provide advice to the appointing bodies regarding its needs and the potential needs of the DPD. The Governance Committee provides input to the Board regarding the skills, experience and competencies the Board may require and that are sought in potential Board candidates, to meet its responsibilities and maximize its success.

To support the Province in identifying candidates for Board membership, a Board Skills Matrix is typically circulated by the Province for completion by the Board Chair when a vacancy is expected. Board staff and the Chair coordinate its completion, with each member contributing their portion, and the finalized matrix is submitted to the Province.

Term of Office

The Board member appointed by Council from the community and the members appointed by the Lieutenant Governor in Council may be appointed for a term of up to four years and may be reappointed up to maximum of six consecutive years[11]. The term of the appointed Councillor must not be longer than four years and, regardless of the term of appointment, ends if the person ceases to be a member of council.

Removal from Office

City Council may rescind the appointment of its two appointees. All other Board members may only be suspended, removed, or have their appointment rescinded, in accordance with regulations made by the Lieutenant Governor in Council.[12]

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[10] *Police Act, ss. 23 and 24*

[11] *Police Act, s. 24(2) and (3).*

[12] *Police Act s. 74.3; see Municipal Police Board Member Code of Conduct Regulation (B.C. Reg. 113/2025), s. 23–27 for suspension, removal and rescission of appointments.*

7. Board and Committee Evaluation

As part of its dedication to excellence in its governance practices, the Board is committed to regular evaluations of the effectiveness of the Board and its Committees. Board evaluation provides Board members with an opportunity each year to examine how the Board, Committees and Committee Chairs and Board members are performing and to identify opportunities for improvement. The objective of these assessments is to contribute to a process of continuous improvement in the Board's execution of its responsibilities.

Process

The Governance Committee oversees the implementation of the evaluation process and recommends the method, content and timing for all evaluations and reviews them with the Board.

The Board utilizes a Self-Assessment Survey to receive feedback from Board members about the Board's overall functioning and for internal planning use by the Board members. The Governance Committee distributes the surveys to the Board in the spring of each year, with each Board member responsible for submitting their completed surveys to the Board Liaison by May or other date determined by that Chair. The Board Liaison will ensure the anonymity of the completed surveys and collaborate with the Chair to summarize the results. The Committee will review the results and make recommendations to the Board for improvement during a future Board meeting.

The process may evolve based on and taking into account the Board's stage of development and past Board evaluation processes and results, and may include, but are not limited to, the following:

1. surveys;
2. interviews with each Board member;
3. facilitated group discussions with the Board; and/or
4. input from the Chief Constable and Executive Management team who regularly interact with the Board.

The Governance Committee, with Board approval, may engage an external consultant to assist in the design and implementation of an evaluation process.

The Governance Committee (either directly or through an external consultant) reviews the evaluation results and develops recommendations to the Board at the next Board meeting following the evaluations, or as soon as practicable thereafter. The Governance Committee Chair reports on the evaluation process undertaken, the results and any recommendations, and the Board determines what, if any, actions are to be undertaken in the upcoming year.

Board Evaluation

The objective of the Board evaluation process is to assess the overall performance of the Board in keeping with the Board's responsibilities and governance framework.

Board evaluation is designed to review the effectiveness of Board and may cover areas such as:

1. the quality of Board meetings;
2. Board dynamics, including the quality of the discussion;
3. the appropriateness and sufficiency of financial and operational reporting and briefing packages;
4. the quality of the relationships between the Board and the Chief Constable;
5. the Board's practices with respect to ethical conduct and acting in the public interest;
6. Board member orientation and ongoing training and development;
7. Board processes with respect to Board composition, succession & evaluation, strategic planning, risk management, Chief Constable evaluation and succession, and other key areas of organizational stewardship; and
8. the Board's relationship with the City, Province, other jurisdictional governments, the community, and other key stakeholders and partners.

Committee Evaluation

The objective of a Committee evaluation is to assess the overall performance and functioning of the Committee and thus contribute to the Board's overall performance. Committee evaluation is usually carried out in conjunction with the Board evaluation.

Committee evaluation may cover such areas as the:

1. appropriateness of the Committee's terms of reference;
2. composition of the Committee;
3. contributions of the Committee to the Board's work;
4. quality of information received by the Committee;
5. effectiveness of reporting to the Board; and
6. overall effectiveness of the Committee.

8. Oath of Office

A person appointed or re-appointed to the Board takes the oath or affirmation prescribed in the *Police Oath/Solemn Affirmation Regulation*[13] before a Commissioner for Taking Affidavits for British Columbia. It is not until the appointee has taken their oath/affirmation that they actually "assume office" and can exercise any power or perform any duty or function as a Board member.

By their oath or affirmation, Board members commit to faithfully, honestly and impartially perform their duties as Board members and not to, except in the proper performance of their duties, disclose to any person any information obtained in the course of those duties. A copy of the signed oath/affirmation is filed with the Province.[14]

(Refer also to **Part 4 – 1. Assumption of Office**.)

[13] *Police Act, s. 70(1).*
[14] *Police Oath/Affirmation Regulation, s. 2.*

9. Responsibilities of the Board

The Board is responsible for governing the activities and affairs of the DPD in accordance with the *Police Act* and the DPD's priorities, goals and objectives as determined by the Board. The primary responsibilities of the Board are to appoint constables and other employees necessary to provide adequate policing in the City of Delta, and to provide independent oversight, governance, and strategic leadership to the DPD, ensuring the DPD carries out its mandate in a manner that is consistent with the *Police Act* and is reflective of the needs, values, and diversity of the residents of Delta and any other community the DPD serves.

In accordance with the *Police Act*, the Board:

1. is the employer of all DPD officers and staff, with the Board Chair being responsible for discipline matters related to the Chief Constable and Deputy Chief Constables;
2. approves the DPD's budget and provide primary financial oversight;
3. establishes the DPD's priorities, goals and objectives, and as well as the policies that set direction for the DPD; and
4. addresses *Police Act* "service and policy complaints".

The Board discharges its responsibilities for the day-to-day operations of the DPD by delegating the same to the Chief Constable and supporting the Chief Constable in carrying out the DPD's mandate.

Although the Board is the legal employer, Board members have no direct authority over employees of the DPD, and do not interfere with the DPD's operational decisions and responsibilities, nor with the day-to-day operation of the DPD. The authority of individual police officers to investigate crime, arrest suspects, recommend charges to Crown counsel and lay information before Justices of the Peace comes from the common law, the *Criminal Code*, and other statutory authority, and must not be interfered with by any political or oversight body, including the Board.

To maintain the DPD's operational independence from the Board, the Board and Chief Constable commit to the following guiding principles with respect to their relationship and responsibilities:

1. acknowledgement that the Board's mandate is summarized as "general oversight and setting of policing policy";
2. recognition that the Chief Constable is responsible for daily policing and all operational matters, and of each other's respective roles, interests and accountabilities;
3. giving each other the benefit of the doubt, accepting honest mistakes and seeking explanations before reacting;
4. recognition and respect for each other's decision-making process and lines of authority;

5. promoting common understanding and the sharing of information to the fullest extent possible in an atmosphere that promotes clarity, transparency, openness, and trust;
6. seeking to achieve quick and effective resolution of issues; and
7. building strong relationships.

The summary below outlines the Board's primary responsibilities. In carrying out these responsibilities, the Board is assisted, as required, by the Office of the Chief Constable. Certain responsibilities are led by Committees, as described in the Committee Operating Guidelines and the Terms of Reference for each Committee.

General

The Board is responsible for:

1. identifying and electing its Chair and Vice Chair;
2. appointing the Chief Constable;
3. approving the Chief Constable's contract of employment and position descriptions;
4. participating with the Chief Constable in developing and approving the Chief Constable's annual goals and objectives in a manner that is consistent with the Strategic Plan and the *Police Act*;
5. bi-annually evaluating the Chief Constable's performance based on stated goals and objectives;
6. satisfying itself as to the integrity of the Executive Management Team, and that the Team creates a culture of integrity throughout the DPD;
7. approving, on the advice of the Chief Constable and the Human Resources Committee the compensation philosophy and guidelines for the DPD and the remuneration of the Executive Management;
8. managing, with the Chief Constable, and overseeing collective bargaining with the Board's employees;
9. considering the recommendation of the Human Resources Committee in approving the remuneration of the Chief Constable and Deputy Chief Constables; and
10. overseeing and approving a Chief Constable succession plan, ensuring there are processes to respond to an unplanned immediate replacement requirement of the Chief Constable.

Governance Effectiveness

The Board is responsible for:

1. regularly reviewing the competencies required for the Board to undertake its responsibilities and communicate with the bodies responsible for appointing Board members to ensure they understand the Board's needs;
2. creating standing Committees, task forces, advisory committees or other temporary working groups as needed from time to time to support the Board;
3. developing and approving policies contained in this Manual and updating the same as required;
4. evaluating the effectiveness of the Board and Committees;
5. ensuring that new Board members are provided with comprehensive orientation and all Board members are provided ongoing professional development;
6. ensuring the development and preparation of Board members to replace Committee Chairs, as those Board members approach the end of their tenure;
7. developing a process to understand, identify, declare and manage Board member conflicts of interest;
8. ensuring compliance with the B.C. *Freedom of Information and Protection of Privacy Act* specific to records in the custody or control of the Board; and
9. obtaining reasonable assurance that the DPD operates at all times within applicable laws and to the highest ethical standards.

Strategic Planning

The Board is further responsible for:

1. participating, with the Chief Constable, in the development and approval of the Strategic Plan that specifies the DPD's priorities, goals, and objectives, taking into account, among other things:
    - **i.** the priorities, goals, and objectives for policing and law enforcement in British Columbia established by the Ministry,
    - **ii.** the priorities, goals, and objectives of City Council, and
    - **iii.** the needs of the communities served by the DPD;
2. within 30 days after their establishment or change, advising the Director of Police Services of the DPD's priorities, goals, and objectives; and
3. at least annually, reviewing with the Chief Constable the implementation of programs and strategies to achieve the Strategic Plan's priorities, goals and objectives.

Operational and Capital Planning and Budgeting

The Board is responsible for:

1. annually participating with the Chief Constable in the development and approval of the DPD's budget;
2. together with the Chief Constable, annually presenting the DPD's requested budget for the following year to City Council for approval; and
3. considering any changes recommended by the City to the DPD's annual budget and ensuring that such changes, if approved by the Board, are submitted to City Council for approval of the year in question.

Financial & Operational Information, Systems and Control

The Board is responsible for:

1. ensuring the Chief Constable establishes and applies appropriate accounting and financial reporting principles and internal controls, including internal audits;
2. overseeing and monitoring internal audits;
3. liaising and communicating with the City of Delta regarding its financial audits of the DPD;
4. regularly receiving and reviewing reports from the Chief Constable relating to the DPD's programs and operations; and
5. annually reviewing and approving the remuneration and expense policy for Board members.

Policy, Rules and Oversight of DPD Operations

The Board is responsible for:

1. establishing rules respecting the policies guiding the DPD's operations, and approving such policies;
2. ensuring systems and policies are in place to implement and safeguard the integrity of the DPD's information technology and records management systems;
3. acting, through the Chair, as the Discipline Authority for complaints against the Chief Constable and Deputy Chief Constables, and addressing *Police Act* "service or policy complaints"; and
4. cooperating with the Independent Investigations Office and Office of the Police Complaint Commissioner, as necessary.

Risk Management

The Board is responsible for:

1. developing and overseeing an enterprise risk management strategy to identify, assess and manage financial, hazard, strategic and operational risks to which the DPD may be subject;
2. with input from the Chief Constable, understanding and regularly reviewing the DPD's key enterprise risks to the DPD achieving its priorities, goals and objectives;

3. reviewing and assessing the DPD's risk management strategies, specific to key areas of enterprise-wide risk; and
4. overseeing and monitoring the DPD's plans and systems for identifying and managing its risks.

Human Resources

The Board has the responsibility to approve and oversee the DPD's human resources and organizational strategy to ensure it promotes the DPD's priorities, goals, and objectives; encourages ethical practices, individual integrity and social responsibility; and furthers the DPD's diversity and inclusion goals.

Communications

The DPD operates within a highly public environment and the actions of the DPD have a significant public impact. As a result, the Board, as the DPD's governing body, must ensure that communications with the Province, City Council and other stakeholders (including the public) and partners are appropriate, effective and transparent. The Board is responsible for:

1. understanding DPD's key stakeholders and partners, and their expectations;
2. reviewing, approving and overseeing the implementation and effectiveness of the DPD's engagement strategy with DPD's stakeholders and partners;
3. approving a communications policy for itself and the DPD that reflects the need for Board and DPD Executive Management transparency and accountability;
4. ensuring communication that promotes consultation and cooperation between the DPD, City Council, and the Province;
5. ensuring all reporting requirements established under the *Police Act* are met; and
6. reporting to the DPD's stakeholders and partners through the DPD's annual report, on the Board's stewardship for the previous year and the performance of the DPD.

Forward Calendar

The Board organizes its work and responsibilities (as outlined in these Board Terms of Reference) according to a rolling 12-month forward calendar. The calendar is reviewed and updated at least annually and modified as required to address issues that arise.

Reliance on Management and Advisors

In carrying out its responsibilities, the Board:

1. relies on the Chief Constable and Executive Management to provide it with accurate, complete and timely information; and
2. having regard to its budget, and the DPD's internal resources and budget, may retain and rely on external professional services firms, consultants, advisors, and other experts as needed to fulfill its mandate.

Board Budget

The Board determines and approves an annual budget to support its work and activities, which considers, among other things, any required consultant and advisory services, Board member remuneration, if any, meeting expenses and related costs (travel, accommodation, etc.), Board member education and professional development, and required support services. The Board will include its required budget within the parameters of the annual operating budget for the DPD, as submitted to City Council for approval annually.

Board Memberships

The Board is a member of the *BC Association of Police Boards*. The Board authorizes membership in other organizations, at its discretion.

10. Board Chair – Appointment and Responsibilities

In accordance with the *Police Act*, the Board elects its Chair from among its members. In order to ensure the independence of the Board, it is critical that the roles and responsibilities of the Chair are carried out without political interference or conflict of interests. The following highlights the Chair's roles and responsibilities.

The Board Chair's primary role is to provide leadership to the Board, including guiding the Board and ensuring the Board is organized properly, functions effectively and independently, meets its *Police Act* obligations and responsibilities, and acts in the best interests of the DPD, the residents of Delta and any other community the DPD serves.

The Board Chair represents the Board to the DPD and to external partner organizations and stakeholders, including acting as a spokesperson on behalf of the Board, and the Chair is accountable to the Board.

Appointment/Election

The Chair is elected by the Board members from amongst themselves for a two-year term[15] and may be elected for additional, consecutive terms. Board members may proffer their own nominations as candidate for Chair or be nominated by another Board member. If only one Board member seeks the position, that person is acclaimed as Chair. If more than one Board member seeks the position, each has the opportunity to speak for up to five minutes. Afterwards a secret ballot vote is taken, and the result announced immediately. The elected member's acceptance of the position is minuted. Voting rules for Board meetings apply. (Note: in the process of electing the Chair, the outgoing Chair resigns and is therefore not prohibited from voting. The Vice Chair acts as Chair to facilitate the election, unless also seeking the Chair's position, in which case the Board must elect a Board member not seeking the Chair's position, to be Chair for the limited purpose of facilitating the election.)

Voting Right

The *Police Act*[16] directs that the Chair is a non-voting member of the Board, except in case of a tie vote at a meeting of the Board, the Chair may cast the deciding vote.

Managing Conflicting Roles

At times the Chair's duties and responsibilities may conflict with his or her separate employment or other positions held. The Chair must at all times be mindful of conflicts of interest and advise the Board of any conflict or potential conflict, so that the Board can act to negate the same.

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[15] *Police Act, s. 25(1)*
[16] *Police Act, s. 25(3).*

If the City Council appointee is elected Chair, his or her duties and responsibilities as a Councillor or the Mayor, as the case may be, may conflict with or be in opposition to duties and responsibilities as Board Chair. In such situations the Chair must advise the Board of the conflict[17]. If the appointed City Councillor or Mayor is elected as Chair by the Board, the Chair provides a direct link between the Board and City Council and may be looked to by the Board to share information concerning the City's priorities, goals, and objectives, allowing the Board to make decisions within the context of, and giving consideration to the same, as the Board may deem appropriate.

Where there is a conflict on the part of the Board Chair, the Vice Chair will assume the duties of Chair in dealing with such issues, and exercise the powers and authorities of the Chair.

Responsibilities

The Board Chair is responsible for:

1. upon majority Board approval, signing contracts, agreements or other documents that legally bind the Board, and where two signatures are legally required, the Vice Chair is authorized to co-sign with the Chair;
2. Board meetings, including:
   - **a.** with the Office of the Chief Constable, coordinating the Board's forward calendar and annual schedule of Board meetings,
   - **b.** with the Chief Constable and the Office of the Chief Constable, developing and setting Board meeting agendas,
   - **c.** reviewing pre-meeting information packages for completeness, with the goal of providing Board members with sufficient information to enable them to prepare for the meeting,
   - **d.** ensuring the planning and coordination of all necessary arrangements for the efficient and effective conduct of business[18],
   - **e.** presiding over Board meetings, including both public and private meetings[19], and facilitating respectful interactions among all participants[20] ,
   - **f.** ensuring all meetings are conducted in accordance with the *Police Act,* the *Municipal Police Board Member Meetings Regulation* (B.C. Reg. 115/2025) and the *Municipal Police Board Member Training Compliance Regulation* (B.C. Reg. 114/2025),
   - **g.** opening discussion on motions by stating the motion as a full question and declaring outcomes of a vote by stating that the question is carried or defeated[21],

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[17] *Examples may include situations where City Council has espoused a position contrary to the DPD (e.g., concerning the DPD's budget or policing priorities).*

[18] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.3(4)(a).*

[19] *Meetings may be held in private in accordance with Police Act, s.69(2).*

[20] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.3(4)(b).*

[21] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), ss.16(1) & s.17(4).*

h. being impartial and acting with impartiality, except to cast a deciding vote under the *Police Act,*[22]

i. ensuring the maintenance and distribution of accurate and complete minutes and records of the Board that are open to the public or held in private[23],

j. ensuring that minutes of a meeting held in private, and the reasons for so holding the meeting, are promptly submitted to the Minister, [24]

k. if a meeting held in private did not include staff rom the Office of the Chief Constable, ensuring that the minutes of the meeting are nonetheless recorded, and the minutes and reasons for so holding the meeting are promptly submitted to the Minister,

l. ensuring Board decisions are clear, understandable, ethical, and responsible, and that Board members speak with one voice after a decision is made, and ordering the removal of any member of the public in attendance at meetings due to improper conduct or a concern for public safety;

3. Information and issues management, including:

a. communicating with the Board and Chief Constable to ensure timely dissemination of information about major developments or initiatives that may impact policing,

b. working closely with the Chief Constable and the Office of the Chief Constable to ensure effective relations and communications with Board members, the DPD, City Council, and others,

c. ensuring the Board receives adequate and regular updates from the Chief Constable on all issues which impact the performance and effectiveness of the DPD;

4. Board management, including:

a. managing the affairs of the Board, including ensuring the Board is organized properly, functions effectively and meets its obligations and responsibilities,

b. seeking to build consensus and develop teamwork within the Board, encouraging an atmosphere of openness and trust, and maintaining a cohesive group without losing diversity of opinion and independent points of view,

c. dealing effectively with dissent and working constructively towards arriving at a decision and achieving consensus,

d. being available to Board members for questions, counsel, and discussions relating to the DPD,

e. overseeing issues raised with respect to conflicts of interest and standards of conduct under the Code of Conduct[25],

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[22] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.3(2).*

[23] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.4(c).*

[24] *Police Act, s.69(3).*

[25] *Actual or perceived conflicts of interest with respect to the Board Chair are to be raised with the Governance Committee Chair in accordance with the Code of Conduct*

f. deferring to the Vice Chair on any Board issues where the Chair may have a conflict, or the Chair is unavailable or unable to act, and recognizing the authority of the Vice Chair when so acting,

g. at the request of the provincial government, and in consultation with the Board, reviewing and assessing Board and Committee member performance, and

h. with the assistance of the Office of the Chief Constable, develop, for approval of the Board, an annual Board budget, to be incorporated into the annual DPD budget;

5. Board appointments, including:

a. together with the Chair of the Governance Committee, communicating, on behalf of the Board, with City Council and the Province to ensure they understand the process the Board has undertaken with respect to considering its composition and the specific Board requirements at that time,

6. DPD strategies and initiatives, including:

a. in consultation with the Chief Constable, ensuring major DPD initiatives and strategies have proper and timely Board understanding, consideration, approval and oversight,

7. Collaboration with Chief Constable, including:

a. on behalf of the Board, acting as the principal liaison with the Chief Constable, and ensuring the Chief Constable is aware of the expectations and any concerns of the Board,

b. acting as a sounding board, counselor and mentor for the Chief Constable, and

c. seeking to ensure the Chief Constable presents to the Board all information necessary to allow the Board to effectively discharge its responsibilities;

8. Communications, including:

a. acting as the official spokesperson for the Board,

b. appointing a spokesperson for specific Board matters, as required, and

c. ensuring the Board is appropriately represented at official functions and meetings; and

9. Disciplinary authority, including:

a. in accordance with the *Police Act*, acting as the discipline authority for conduct complaints made against the Chief Constable or a Deputy Chief Constable, unless the Police Complaint Commissioner directs otherwise.[26]

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[26] *In processing complaints, the Board Chair follows the complaints process outlined in Part 11 of the Police Act. Prior to concluding an investigation or imposing any discipline, the Board Chair obtains the approval of the Board and may choose to involve the Vice Chair or other Board members in the process.*

11. Vice Board Chair – Appointment and Responsibilities

The Vice Chair works closely with the Chair to support and assist the Chair and provide an additional perspective pertaining to the Board's oversight activities, including taking the lead on Board issues and chairing meetings when the Chair is unavailable or the Chair has a conflict with other non-Board roles.[27]

Appointment/Election

The Vice Chair is elected by the Board members from amongst themselves for a two-year term[28] and may be appointed for additional, consecutive terms. As the Vice Chair plays a key role in supporting the Board Chair, it is valuable for Board members to seek and consider the Board Chair's input in electing the Vice Chair.

Board members may proffer themselves as nominee for Vice Chair or be nominated by another Board member. If only one Board member seeks the position, that person is acclaimed as Vice Chair. If more than one Board member seeks the position, each has the opportunity to speak for up to five minutes. Afterwards a secret ballot vote is taken, and the result announced immediately. The elected member's acceptance of the position is minuted. Voting rules for Board meetings apply.

Responsibilities

The Vice Chair is responsible for supporting the Chair, chairing Board meetings, in alignment with the responsibilities outlined in Part 1.10 of this Manual, and taking the lead on any Board issues when the Chair is unavailable or if there may be a conflict with other roles that the Chair holds, until such time as the Chair is able to resume responsibilities.

While presiding over a Board meeting or acting in the Chair's place, the Vice Chair has and may exercise all the same rights, powers, and authorities of the Chair, including the responsibility to speak on behalf of the Board. While presiding at a Board meeting, the Vice Chair will not have the right to vote, except to cast the deciding vote in the event of a tie.

The Vice Chair is responsible for:

1. providing an independent perspective to the Board Chair pertaining to the Board's oversight activities and the management of issues raised with respect to conflicts of interest and standards of conduct;
2. together with the Chair of the Governance Committee, meeting as needed with Board members to assess their suitability for Board committees, discussing performance issues, and providing general guidance and advice;

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[27] *If the Vice Chair is not able to act for the Chair, Police Act, s. 25(2) requires the Board members present at a meeting to elect an alternate chair.*
[28] *Police Act, s. 25(1).*

3. together with the Chair of the Human Resources Committee, meeting with the Chief Constable to evaluate and review the Chief Constable's performance and compensation and assessing succession planning needs for the Chief Constable;
4. providing feedback to the Board Chair and acting as a sounding board with respect to strategies, accountability, relationships, and other issues; and
5. performing any additional duties requested by the Board.

Vice Chair Succession

The Board considers succession planning for the Vice Chair, and may approve the Vice Chair's re-appointment, taking into consideration the leadership competencies and independence needed for the role.

12. Board Members - Roles and Responsibilities

Board members are responsible for collectively governing the activities and affairs of the DPD and, in so doing, working collaboratively to ensure the Board makes effective and informed decisions that promote the achievement of the DPD's priorities, goals and objectives.

In discharging their responsibilities, all Board members are expected to:

1. act in the best interests of the DPD as a whole;
2. perform their duties with due diligence, honesty, impartiality, and in good faith, and in accordance with the *Police Act*, their oath/affirmation of office, and any other applicable laws, regulations[29], rules or policies;
3. be effective ambassadors of the DPD;
4. act with the highest standards of conduct in compliance with the *Municipal Police Board Code of Conduct Regulation* (B.C. Reg. 113/2025), supplemental Board policies, and all other policies or regulations applicable to them;
5. fully disclose to the Board any actual, potential, or apparent interests that they have which may conflict with the DPD's interests[30];
6. maintain the confidentiality of information, including all information associated with private, i.e., *in camera* meetings, until the Board decides the information may be disclosed[31];
7. participate in ensuring the Board's work is effective and productive;
8. participate on standing Committees, and other Committees where needed (which may include the BCAPB), and become knowledgeable about the purpose and goals of the duties required of the Committees[32];
9. build a strong and positive relationship between the DPD, the Board, and the community;
10. be knowledgeable about the vision, mission, values, strategy, risks, activities, stakeholders and partners, and substantive issues affecting the DPD and the community and political environment in which the DPD operates;
11. prepare for Board meetings by devoting the necessary time and attention to reading the Board agenda and information packages and otherwise being well-informed on relevant issues that come before the Board;
12. participate in Board activities that will enhance and expand the knowledge required to be an effective Board member; and
13. between Board meetings, make themselves available as a support and resource to the Board Chair, the Chief Constable and the Office of the Chief Constable, as needed, and communicate with the same, as necessary and appropriate.

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[29] *Including but not limited to: Municipal Police Board Member Code of Conduct Regulation (B.C. Reg. 113/2025); Municipal Police Board Member Training Compliance Regulation (B.C. Reg. 114/2025); Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025).*

[30] *Municipal Police Board Member Code of Conduct Regulation (B.C. Reg. 113/2025) s. 15–20.*

[31] *Municipal Police Board Member Code of Conduct Regulation (B.C. Reg. 113/2025) s. 10.*

[32] *Due to Board size, it is expected Board members will be required to participate on at least two committees.*

13. Board Member Attendance and Participation at Meetings

Section 13(b) of the *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025) requires members to regularly attend Board meetings as required by the Board Chair or resolution of the Board. Failure to comply is a contravention under s. 24(n) and may lead to discipline under s. 23–27.

Board members are expected to:

- arrange their affairs to permit attendance, arrive on time, and remain for the duration of each meeting;
- attend in person unless the Board has approved participation by teleconference or video conference; and
- advise the Chair and the Office of the Chief Constable at least one week in advance if unable to attend.

If a Board member is absent from three consecutive meetings without reasonable cause, the Board Chair, in consultation with the Board, may refer the matter to the Director, Policing and Security Branch, for consideration of suspension or rescission of the member's appointment under *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025), s. 24(n).

Before make such a referral, the Chair will attempt to determine the reasons for the absence and report to the Board—while respecting the affected member's right to keep personal information confidential—and attempt to determine the most appropriate course of action that meets the needs of the Board and Board member. During Board meetings, Board members are expected to:

1. exercise good judgment and act with integrity;
2. bring their own experience, expertise, wisdom, judgment, and influence to bear constructively on issues;
3. interact with fellow Board members and management in a respectful, collaborative, and constructive manner, and demonstrate an openness to others' opinions and perspectives and the willingness to listen;
4. speak and act independently while remaining a team player;
5. participate fully and frankly in Board discussions, ask probing questions where appropriate, and express opinions in a clear and respectful manner even if they may seem contrary to other opinions;
6. analyze issues from many perspectives, considering the impact of decisions on the DPD's internal and external stakeholders and partners and the Strategic Plan;
7. advise the Board Chair and Office of the Chief Constable in advance of introducing significant and previously unknown information at a Board meeting;

8. understand the difference between governing and managing, and focus inquiries on issues related to governance, including strategy, policy, implementation and results, rather than issues relating to the day to day management and operations of the DPD; and

9. recognize the authority and operational independence of the Chief Constable.

14. Communications by Board Members Specific to the DPD

No Board member should speak on behalf of the DPD without explicit authority from the Board.

Once Board decisions are made, Board members are expected to support those decisions in a positive manner and speak with one voice. Board members are expected not to express dissent specific to Board decisions, to any person outside the Board, or discuss matters in a manner that would conflict with their fiduciary responsibilities.

Board members may direct questions or concerns regarding the DPD's performance to the Chief Constable through Board meetings, or through the Board Chair[33]. Board members should also demonstrate a willingness and availability for individual consultation with the Board Chair, Office of the Chief Constable, or Chief Constable as needed.

Board members must respect the operational independence of the Chief Constable and the reporting relationship of employees.[34]

The Board acts collectively and no Board member has the authority to direct any employee of the DPD.

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[33] This does not prevent Committee Chairs from engaging with those members of Executive Management or the DPD who are designated by the Chief Constable to be responsible for the areas which the Committees are tasked with leading on behalf of the Board.

[34] This does not prevent Board members from engaging with employees of the DPD on social occasions or during site visits.

15. Chief Constable's Roles and Responsibilities

In accordance with the *Police Act*, the Chief Constable is appointed by and an employee of the Board[35]. As the DPD's Chief Executive Officer, the Chief Constable is accountable to the Board, and responsible for the administration and operations of the DPD, and for operationalizing policing in Delta.

The Chief Constable may delegate authority to the extent that the Chief Constable considers appropriate, unless limited in policy issued for the Department by the Board, but despite this remains accountable to the Board for all activities of the Department.

Only decisions of the Board as a whole are binding upon the Chief, unless the Board authorizes individual members or Committees to exercise such authority.

The Chief Constable works with the Board to develop the DPD's mission, vision, values and Strategic Plan, and operationalizes that plan and provides leadership to the DPD's police officers and staff.

Responsibilities

The Chief Constable is responsible for ensuring effective command and leadership of the DPD and has direct responsibility for the overall operation of the DPD within the parameters set by the Director of Police Services, the Police Board, and provincial and federal legislation. The Chief Constable works with key stakeholders and partners to develop and implement comprehensive public safety strategies to achieve the highest standards of policing and public safety.

The Chief Constable is expected to inspire a positive and engaging work environment for all DPD employees that is diverse, safe, respectful, inclusive, and based on a culture of service excellence, innovation, and teamwork. The Chief Constable is the "face" and primary spokesperson for the DPD. Public communications in relation to the DPD's activities will normally be conducted by the Chief Constable.

The Chief Constable is responsible for:

1. strategic planning, including:
    - **a.** in consultation with the Police Board and key stakeholders, developing and implementing the strategic planning process, in alignment with the DPD's vision, mission and values and with standards of policing excellence, and developing a multi-year Strategic Plan for the Board's approval,
    - **b.** taking the actions needed to communicate and implement the Strategic Plan,
    - **c.** building organizational objectives and supporting metrics to measure the DPD's progress towards its Strategic Plan,

[35] *Police Act, s.26(1).*

d. regularly reporting to the Police Board, the public, and key stakeholders on these metrics,

e. modifying the Strategic Plan, as necessary over time, in response to societal changes,

f. ensuring a planning process is in place to renew the Strategic Plan, and

g. ensuring the DPD's values are established, communicated, and promoted;

2. supporting the Police Board, including:

a. building strong working relationships with the Chair, the Board and its Committees,

b. keeping the Board proactively informed of significant strategic, operational, administrative and financial matters relevant to the successful implementation of the Strategic Plan, annual budget, and DPD policies,

c. regularly reporting to the Board on determined public safety metrics, and presenting strategic options to enhance the DPD's success,

d. acting as the principal link between DPD senior management and the Board, while also familiarizing the Police Board and its Committees with the DPD's senior management,

e. attending meetings of the Board and other meetings as requested by the Board,

f. meeting when and as requested with the Board Chair,

g. report to the Board on issues relating to the *Police Act*, and

h. in the case of Board Members requesting information or assistance without Board authorization, the Chief Constable has the option of bringing such requests to the Board if, in the Chief Constable's judgment, a material amount of staff time or funds are required;

3. community engagement, including:

a. developing a visible, reliable, inclusive, and respected profile externally for the DPD,

b. building relationships with the community to foster a climate of openness and trust,

c. leading the development, implementation and sustainment of a proactive public engagement and communications model,

d. proactively informing the Board of emerging policing or public safety issues that may be of concern to the community, staff, the City or other key stakeholders,

e. speaking on behalf of the DPD, or delegating that role, and ensuring that all statements reflect the current strategy, plans and policies approved by the Police Board,

f. consulting with the Board Chair, as needed, to ensure the proper coordination, timing, and dissemination of information to meet particular circumstances, and

g. developing appropriate relationships with the media;

4. human resources management, including:

a. providing leadership to all employees and engaging with the same to develop and sustain an inclusive, supportive, and safe workplace,

b. providing leadership and guidance to the senior management team responsible for the major divisions of the DPD, ensuring responsibilities, authorities and deliverables are clearly established,

c. developing and sustaining an effective organizational structure, with management succession planning, and effective employee training and development programs,

d. fostering a culture that promotes ethical practices and encourages individual integrity and accountability,

e. developing, for Board approval, Human Resources policies and practices that reflect DPD values,

f. ensuring sustainable recruitment, development, and retention plans are developed and implemented,

g. building a workforce that is diverse, inclusive and reflective of the make-up of the communities served by the DPD,

h. ensuring excellence in occupational health and safety with a commitment to employee well-being and success, and

i. maintaining and encouraging constructive engagement unions representing Board employees;

5. fostering external relationships, including:

a. sustaining open, collaborative, and constructive working relationships with the City of Delta and its Council, and working with City leaders on initiatives of mutual benefit and overlapping operational jurisdiction,

b. building and sustaining good working relationships with the Provincial government, including the Ministry of Justice and the Attorney General and the Ministry of Public Safety and Solicitor General,

c. building and sustaining good working relationships with other police departments in Metro Vancouver, Vancouver Island, and with police associations across Canada to keep current with the activities of policing in Canada, and

d. identifying and forming relationships/working partnerships with other external partners (e.g. Fraser Health, Delta School District, not-for-profit social agencies), to deliver on the objectives and goals of the Strategic Plan;

6. administration of the DPD, including:

a. establishing effective control, coordination, and measurement systems for all DPD operations and activities,

b. ensuring the integrity of internal control and management systems,

c. identifying the principal risks to the DPD, reviewing these risks with the Board regularly and implementing appropriate systems to manage the risks,

d. authorizing the commitment of resources and entering into agreements, contracts, leases, etc., in the ordinary course of business in keeping with authority levels and the Strategic Plan,

e. reporting major commitments, exposures and risks to the Board on a timely basis,

f. while ensuring the DPD's independence, exploring opportunities to share resources with the City of Delta and with other police organizations to enhance operational efficiency and effectiveness,

g. ensuring that all DPD activities are conducted in accordance with laws, regulations, sound business practices, and Board-approved policies,

h. integrating employee performance plans with organizational plans and systems,

i. ensuring the DPD's programs and policies are consistent with the Strategic Plan,

j. assisting the Police Board in developing best-practice financial and operational governance,

k. ensuring that the DPD's reporting requirements are met in a timely and appropriate manner,

l. developing the annual DPD budget, in consultation with City officials, for Board approval, and presenting the same, upon Board approval, to City Council for its approval, and

m. ensuring adherence to the approved budget, and reporting to the Board on adherence on a regular basis;

7. *Police Act* imposed duties, including:

a. in accordance with the provisions of the *Police Act,* Part 11, act as discipline authority for conduct complaints (public trust and internal discipline complaints) made against DPD officers, and

b. report to the Board on *Police Act* matters, as required.

16. Role of the Office of the Chief Constable

The Office of the Chief Constable supports the effective functioning of the Board and acts as a key resource for the Board, providing research, strategic direction, and best practice advice and pertinent information as it affects Board oversight pertaining to budget, policy, and strategy.

Employees assigned to the Office of the Chief Constable support the Board and the Chief Constable to facilitate the advancement of Board objectives and play a key role in the administration of the Board's governance of the DPD.

The Office of the Chief Constable is responsible for:

1. liaising with and between the Board Chair, the Chief Constable, and Board members to support effective Board governance of the DPD;
2. supporting the Board in managing various relationships with the DPD, City Council, and other internal and external stakeholders and partners;
3. coordinating the administration of the orientation, onboarding, and professional development program for all Board members;
4. supporting the Board by overseeing and coordinating annual strategic planning, Board Committee meetings, and other events;
5. together with the Board Chair and the Chief Constable, creating and maintaining the Board's forward calendar;
6. attending all Board and various committee meetings (including private meetings, unless excused by the Board Chair), ensuring proper meeting minutes are recorded, and maintaining attendance records;
7. conducting research on various assignments and updating the Board or presenting findings in a manner that enables the Board to make decisions or respond publicly;
8. supporting the Board's governance needs and priorities including the development of practices and policies, annual reports and budgets;
9. keeping up to date on evolving corporate governance practices and trends applicable to police boards, and advising the Governance Committee and the Board accordingly;
10. with direction from the Board, developing, maintaining and coordinating the regular review and updates of policies, processes, and documentation related to the Board Manual, Board evaluation processes, strategic planning workshops, and stakeholder meetings;
11. ensuring that minutes of Board meetings are filed with the Police Services Division following their adoption by the Board;

12. ensuring that an accurate record is kept of all Board proceedings, hearings, inquiries, and correspondence, and that relevant current and historical Board documents are electronically available to Board members;
13. supporting the Board's process for the Chief Constable's annual performance review including gathering and consolidating feedback to give to the Board as needed;
14. informing and outlining Board policies, procedures, and related matters to the public and the DPD's stakeholders and partners;
15. facilitating the Board's public communications including media relations, website maintenance, webcasting of Board meetings, and social media information to achieve a more public profile and ensure information about the Board is communicated appropriately;
16. assisting the Board in its responses to *Freedom of Information* requests for Board records, as requested by the Board;
17. overseeing all external reviews, to ensure they are completed on time and according to applicable deliverables;
18. coordinating and managing the process for Board service or policy complaints, including issuing correspondence at the direction of the Board;
19. coordinating with the City clerk to identify opportunities for the Board to update City Council on various police initiatives; and
20. carrying out any other appropriate duties and responsibilities as assigned by the Board.

Confidentiality

Employees of the Office of the Chief Constable must keep all matters before the Board in strict confidence, limiting discussion to Board members, Board employees and City staff to the extent required for the performance of duties for the Board. This expectation of confidentiality also applies in relation to any professional services firms, consultants, advisors, and other experts retained by the Board or authorized by the Board Chair, to the degree required to perform their services for the Board, and is to be conveyed to providers of such services in any written contracts governing the services.

PART 2: MEETING PROCEDURES

The following outlines how the Board operates, in pursuit of carrying out its duties of stewardship and accountability, and sets out its procedures for holding Board meetings. Unless otherwise provided for in this Manual, the Board conducts its meetings in accordance with **Bourinot's Rules of Order**: *A Manual on the Practices and Usages of the House of Commons of Canada and on the Procedure at Public Assemblies, Including Meeting of Shareholders*, Standford, G., 4 ed.

1. Operating Guidelines

Oversight and Governance Responsibilities

The Board is responsible for overseeing the overall operation of the DPD, and supervising the Chief Constable, who is responsible for ensuring day-to-day operations of the DPD are conducted effectively.

Information or records provided to one or more Board members, by an employee of the Board outside of a Board meeting, must be treated as confidential, if the employee pronounces the information or records to be confidential. Board members may not further disclose such information or records, except as necessary to advise other Board members of the matter, in order that the Board may determine its position or whether Board action is required, regarding the matter.

In all deliberations of the Board, each Board member must ensure that the best interests of the community as a whole is given paramountcy at all times.

As a statutory body, the Board must:

1. operate in all ways mindful of its obligations, responsibilities and accountabilities for the governance of the DPD;
2. be independent of the Delta City Council, DPD management, political affiliation, and all interest groups;
3. be open, transparent and accessible to the public and the DPD, while mindful of the need for confidentiality and security of information; and
4. be responsive to the communities served by the DPD.

Governance and Strategic Leadership

The Board governs collaboratively and in a way that encourages strategic leadership, and not administrative detail. The Board maintains a clear distinction between Board governance and the Chief Constable's role as the chief executive officer of the DPD. The Board directs, controls, and motivates the DPD through the careful establishment of broad organizational policies reflecting the community's values, and ensures the Chief Constable carries out day-to-day operations and develops detailed policing and operational processes in accordance with Board-approved policies.

The Board seeks to establish and maintain a collegial and cooperative relationship with Provincial Government officials, including the Police Services Division, the Independent Investigations Office, and the Office of the Police Complaint Commissioner, and fulfills all reporting requirements established under the *Police Act*.

Meeting Frequency and Scheduling

The Board meets as frequently as is necessary to discharge its duties and functions under the *Police Act* and must hold at least four regular meetings each calendar year with an interval between two consecutive regular meetings not exceeding four months[36], The Board may hold additional special meetings or workshops.

The Board's regular meeting schedule (including the date, time, and location) for an upcoming meeting year is typically approved by the Board in the fall of the year prior. Once approved, the annual schedule is provided to Board members and published in the Board's subsection of the DPD's website.

Public Notice of Meetings

In accordance with the *Municipal Police Board Member Meetings Regulation* (B.C. Reg. 115/2025), the following information is posted to the Board section on the DPD website at least one week prior to each regular meeting:

- the date of the meeting;
- the start time;
- the location and address;
- the agenda;
- a general description of the subject matter under s. 69(2) of the *Police Act* if a portion of the meeting is expected to be held in private; and
- instructions for how the public may watch or listen, if the meeting is conducted by electronic means or livestreamed.

Notice of upcoming regular Board meetings is also provided at the preceding regularly scheduled Board meeting. The Board may cancel or change the date, time, or location of any meeting if the Board determines the circumstances require, and any such changes are published on the Board section of the DPD's website.

The accidental failure to send notice of a meeting to a Board member, or any accidental irregularity in connection with the giving of notice or the conduct of a meeting does not invalidate any proceedings of the Board meeting**.**

Meeting Structure

Board meetings are normally comprised of[37]:

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[36] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.5.*
[37] *Police Act, s.69(1)(2).*

1. an open meeting;
2. a private portion of the meeting, with invited members of Management in attendance; and
3. a continuation of the private portion of the meeting, with only Board members in attendance.

Pursuant to the *Police Act*, all Board meetings are open, but the Board may hold a portion of a meeting in private, if the subject matter being considered concerns one or more of the following matters:

1. **public security**, the disclosure of which could reasonably be expected to seriously impair effective policing or law enforcement;
2. **a person's financial or personal affairs**, if the person's interest in the matter outweighs the public interest in the matter;
3. **personnel matters**, including labour contract discussions, labour management relations, layoffs or other personnel matters; or
4. **private information**, that a person has requested he or she be allowed to give in private to the Board or a Committee.

Electronic Meetings

In accordance with the *Municipal Police Board Meeting Regulation* (B.C. Reg. 115/2025), the Board may conduct meetings by electronic communication facilities[38]. The technology used must enable all participants[39] to see and hear each other simultaneously and be accessible for the duration of the electronic meeting. Members participating electronically are considered present and counted toward quorum. All requirements under Parts 1 through 3 of the *Meeting Regulation* apply to electronic meetings.

[38] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.5.*
[39] *A participant, in relation to a Boad meeting, is a person who is not a member but who is invited or permitted by the Board to speak to a matter on the agenda.*

2. Special Meetings

The holding of special meetings is governed by sections 7 to 9 of the *Municipal Police Board Member Meetings Regulation* (B.C. Reg. 115/2025), which sets out procedural and notice requirements, including timing, public announcement, and who may call a special meeting.

Special meetings may be held electronically through videoconference or teleconference, provided the technology meets the standards set out in *s. 19 of the Meetings Regulation*.

Calling a Special Meeting

- A special meeting may be called by either the Board Chair or a majority of Board members to address:
    - an emergency as defined in the BC *Emergency and Disaster Management Act*; or
    - an unexpected or unusual matter of a serious and urgent nature that requires the Board to consider a motion before the next regular meeting.
- The purpose of the special meeting must be specified when the meeting is called.

Public Announcement Requirements

Public announcement of the meeting must be posted on the Board section of the DPD website at least 24 hours in advance of the scheduled start time and must include:

- the date, start time, and location and address;
- the agenda;
- a general description of any subject matter that the Board anticipates discussing in private under s. 69(2) of the *Police Act*;
- if the meeting will be held electronically or broadcasted, details on how the public may watch and hear the meeting.

Urgent Circumstances

The Board may publish the announcement of a special meeting with less than 24 hours' notice if all of the following apply:

- The seriousness and urgency of the matter require the Board to meet in less than 24 hours.
- The Board notifies the Director of both the urgency of the matter and the meeting time.
- The meeting announcement is published as soon as reasonably practicable before the meeting begins.

Internal Procedures for Special Meetings

- Special meetings will be open meetings, unless the Board or a Committee orders it to be private under *Police Act,* s.69(2).

- Notice of a special meeting is provided to Board or Committee members, by electronic means or the most efficient method in the circumstances.
- The notice must state the item(s) of business to be transacted; no other business may be discussed unless all members are present and agree.
- Any motion presented in a special meeting, and its outcome, must be recorded either in minutes of the special meeting or in the minutes of the next regular meeting.

3. Open Meetings

The Board is committed to the principles of accountability and transparency, and to conducting its business in meetings that are open to the community and public served by the DPD. In accordance with the *Police Act*[40], all open meetings are open to the public and the Board does not exclude any person from its open meetings, except for improper conduct or to ensure public safety.

The Board publishes public announcements of regularly scheduled open meetings at least one week before the meeting date, in accordance with requirements highlighted under Part 2.1 of this Manual.[41]

Public Attendance and Decorum

Members of the public may attend open Board meetings either in person or online if participation facilities have been set up by the Board for that purpose and specified in the meeting notice. Public access may be subject to reasonable limitations, such as room capacity or technology restrictions. For attendance in person, priority is given to Board members and invited guests, and any remaining space is then made available to others on a first-come, first-served basis. Members of the public may view Board meetings through the Board's designated online platform (e.g., Microsoft Teams, Granicus or Zoom), subject to their own technological means of access.

Members of the public attending an open session of a Board meeting may not participate in discussion or debates and/or sit at the table, except where approved as a guest or delegate by the Board Chair in advance or during the meeting.

All persons attending an open meeting of a Board meeting (whether in-person or online) are expected to behave in a respectful and civil manner. The Board Chair may remove any person in attendance due to improper conduct or public safety.

Guests

Guests may be invited by the Board to attend or speak at an open or private Board meeting.

Speaker Requests

A member of the public wishing to address the Board in an open meeting must make a written request to the Board, through the Office of the Chief Constable, specifying the topic the person wishes to address. The request must be received at least seven days before the next meeting of the Board and, if so received, the Board will consider the request at that meeting.

The Office of the Chief Constable will advise the applicant of the Board's decision as to attendance at the next Board meeting. If circumstances merit, and if sufficient notice is provided, the Office

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[40] *Police Act, s.69(1).*

[41] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), ss. 8 and 9(1).*

of the Chief Constable may seek to obtain Board approval for a person to speak at the very next meeting of the Board.

A person may address the Board at an open session of a Board meeting (time permitting) on any topic that:

1. relates to the DPD's mandate, services or policies;
2. affects a segment of the community, as opposed to a single individual;
3. relates to a strategy of policing, as opposed to a single action by one or more officers; or
4. relates to the Board's oversight mandate, as opposed to the DPD's day-to-day police operations.

Speakers may not address the Board with respect to a matter that relates to a conduct complaint within the jurisdiction of the *Office of the Police Complaint Commissioner* or substantially repeats information presented by other members of the public to the Board within the previous six months. The Office of the Chief Constable keeps track of such matters and, if concerning a complaint, refers the applicant to the appropriate oversight body.

The Board may limit the number of speakers appearing at any given open meeting, if the allotted agenda time does not allow for all delegate requests to be accommodated. In addition, a speaker may not address the Board more than twice in a calendar year (or within 6 months) without prior approval of the Board.

A speaker approved to speak at an open meeting must provide a written submission and a list of any other persons attending, to the Office of the Chief Constable, to be distributed with the meeting materials. At the Board meeting, the speaker is provided the opportunity to present to the Board for a maximum of five minutes (unless extended by the Board). Upon completion of the presentation, Board members may ask questions for the purposes of clarification and obtaining additional, relevant information.

When addressing the Board, speakers are expected to act respectfully and adhere to all practices established by the Board Chair for constructive discussions and maintaining decorum at the meeting.

4. Private Meetings

In accordance with the *Police Act*, the Board may order that a portion of a meeting be held in private.[42] Private meetings of the Board may be attended only by Board members and others approved by the Board. Private portions of Board meeting, dealing with routine, but private, matters, normally include in attendance the Chief Constable, Executive Management, members of the Office of the Chief Constable, and other persons invited by the Board for specific agenda items. All other meeting attendees must leave the meeting, as requested to do so by the Board Chair.

Board-Only Meeting

A "Board-only" meeting should be included as a regular item at the end of the Private Meeting agenda to address certain matters.

Without limiting the full scope of such matters, the following will normally be considered in a Board-only meeting:

1. Chief Constable appointment, performance, compensation, and succession planning matters;
2. matters affecting the quality and effectiveness of Board or Committee meetings;
3. internal governance matters, such as Board evaluations;
4. meetings with external advisors or consultants where needed (e.g., auditors, legal counsel, compensation consultants); and
5. any other sensitive matter that the Board may wish to be addressed.

The agenda for the Board-only meeting is pre-determined and provided to Board members in advance of the meeting. Ahead of each Board meeting, the Vice Chair invites members to submit agenda items, including for the Board only session of the meeting.

The Chair is responsible for ensuring that the agenda items for the Board-only meeting align with the criteria outlined in the Governance Manual and overall Board mandate, and do not include matters requiring the presence and input of DPD Management or Staff. The Chair has the authority to exclude agenda items from the Board-only meeting as deemed necessary.

Should the Chair or Vice Chair be unavailable for the Board-only meeting, its occurrence will be deferred until a time when either of them is present. Additionally, Board-only meetings can be arranged outside the regular schedule as needed, following the guidelines in “2. Special Meetings” of the Board Governance Manual.

It is essential to recognize that while "Board-only meeting" is a recurring item on the private agenda, it does not necessarily mean there will always be agenda items in this section. If there are agenda items designated for the "Board-only meeting," the Chair has discretion regarding

[42] *Police Act, s.69.*

whether any DPD Management and Staff will be in attendance and the Chair is responsible for recording the minutes.

Confidentiality of Private Meetings

Information and records, disclosed or discussed in support of or during private and Board-only meetings, are required to be kept confidential, meaning they are not to be disclosed by Board members, unless authorized by resolution of the Board or required by law. All present, or who have notice of or access to the materials disclosed in a private meeting are bound by the confidentiality requirement.

Materials prepared and distributed are to remain in the “Secure-Share” Board online portal, or if printed, securely disposed of, i.e., shredded, following the meeting.

At the conclusion of a private meeting, the Board will determine what information, if any, the Board Chair, Board members, or others present may disclose. At the conclusion of a Board-only meeting, the Board will determine what information, if any, the Board Chair may disclose to and review with the Chief Constable.

Employees of the Board may disclose to other employees, or to other persons, information and records disclosed or discussed during private and Board-only meetings of the Board, as authorized by the Board and/or required to perform duties or tasks directed by the Board.

5. Meeting Agenda

Determining the Agenda

The Board Chair and/or Vice Chair, in consultation with the Office of the Chief Constable, develops the agenda for each Board meeting. Board members may request items be added to the agenda through the Office of the Chief Constable or Vice Chair, with approvals by the Chair. The Vice Chair will also proactively contact Board members before the monthly Agenda Review meeting via e-mail to request agenda item additions. Any items requested will be brought forward to the Agenda Review meeting to determine inclusion on the agenda by the Board Chair. If an item requires additional work from DPD staff, following the Chair's review, it should be added to the agenda for a motion to be made requesting the necessary work or report to be prepared and presented to the Board through the Chief Constable.

In developing agendas for Board meetings, the Chair will determine the designation of items for the agenda of the open meeting or a private (including Board-only session) meeting. In making the determination the Chair may consult with other Board members and the Chief Constable, while ensuring alignment with the criteria specified in the *Police Act*.

Agendas will be specific to open, and private (including Board-only session) items and will indicate the basis for meeting specific designation, with reference to the *Police Act* criteria for private meeting items.

In developing meeting agendas, the Board Chair (in consultation with the Chief Constable) has flexibility to decide the nature of business and order of discussion, but ensures that all open meeting agendas include opportunities to receive delegations from the public. The general order of business at open meetings is as follows:

1. call to order;
2. adoptions (agenda and minutes);
3. conflicts of interest
4. presentations & delegations;
5. consent items (approval of minutes, correspondence and information items); and
6. reports and priority items.

The agenda for a private portion of the meeting of the Board shall routinely include, as a standing item, the Board-only meeting, as a final order of business, before resolution to terminate the meeting.

At the commencement of an open meeting, a Board member may request an item be moved from the open to the private agenda, and during a private meeting the Board can, by motion, move any item from the private meeting agenda to the open. If there is no open meeting agenda, the Board may move that one be created for the item, or that the item be placed on the agenda of the next open meeting of the Board.

When considering an agenda item in a private meeting, the Board may direct that the decision regarding the item, or the item in its entirety, be reported at a subsequent open meeting.

Under “Other Business” on the agenda, a Board member may introduce new business with the consent of the majority of the Board members present at the meeting. Wherever possible, Board members shall give notice regarding a matter to be added to the agenda prior to the agenda review with the Chair.

Distribution of Agenda and Meeting Materials

The agenda (i.e., the list of items to be considered at the meeting) for each regular Board meeting must be published on the Police Board section of the DPD’s website at least one week in advance, in accordance with the *Municipal Police Board Member Meetings Regulation* (B.C. Reg. 115/2025).

The meeting agenda package (i.e., supporting materials such as reports and background documents associated with agenda items) is typically finalized closer to the meeting date. The Office of the Chief Constable makes best efforts to distribute the meeting agenda package to Board members, via a the “Secure-Share” Board online portal, at least five calendar days in advance of a regular meeting, and as soon as they are available for a special meeting.

The meeting agenda package for the open portion of the Board meeting, is posted to the Police Board subsection of the DPD’s website, at least two calendar days before the Board meeting.

If determined appropriate by the Chair, supporting materials may be distributed separately from the agenda or handed out at the meeting.

6. Chair and Vice-Chair Role at Meetings

The Board Chair presides over all meetings of the Board, in accordance with the *Municipal Police Board Member Meetings Regulation* (B.C. Reg. 115/2025), and if for any reason the Chair is not available or able to chair the meeting, the Vice Chair acts in the Board Chair's place. While presiding over a meeting or acting during an absence of the Chair, the Vice Chair or Acting Chair has and may exercise all the same rights, powers, and authority of the Chair.

Should neither the Board Chair or Vice Chair be present or available, the Board elects an acting chair for the meeting until such time the Board Chair or Vice Chair is available.

Under the *Meetings Regulation*, the Chair's meeting-related duties include:

- ensuring the planning and coordination of all necessary arrangements for the efficient and effective conduct of business[43];
- presiding over Board meetings and facilitating respectful interactions among all participants[44];
- opening discussion on motions by stating the motion as a full question and declaring outcomes of a vote by stating that the question is carried or defeated[45];
- being impartial and acting with impartiality, except to cast a deciding vote under the *Police Act*[46];
- ensuring the maintenance and distribution of accurate and complete minutes and records of the Board that are open to the public or held in private.[47]

Further details on the overall responsibilities of the Chair are outlined in Part 1.10 (*Board Chair – Appointment and Responsibilities*) of this Manual.

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[43] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.3(4)(a).*
[44] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.3(4)(b).*
[45] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.16(1) & s.17(4).*
[46] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.3(2).*
[47] *Municipal Police Board Member Meetings Regulation (B.C. Reg. 115/2025), s.3(4)(c).*

7. General Meeting Procedures, Motions and Voting

This section outlines the general procedures governing Board meetings, including how motions are introduced, how decisions are made and member conduct in meetings, in alignment with sections 14 to 18 of the *Municipal Police Board Member Meeting Regulation* (B.C. Reg. 115/2025) and section 13 of the *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025).

General Meeting Procedures and Conduct

- Members must be recognized by the Chair before speaking and must direct their remarks through the Chair.
- In accordance with the *Code of Conduct Regulation,* members:
    - must participate respectfully and avoid unreasonable interference;[48]
    - must regularly attend Board meetings required to attend by the Chair of the Board or resolution of the Board;[49] and
    - are expected to review the agenda and any advance materials to allow for reasonable participation.[50]
- Remarks must be relevant to the matter under discussion. The Chair determines relevance.
- The Chair maintains a speaker's list in the order members indicate their intent to speak.
- The Chair presides over meetings and ensures respectful, orderly and impartial conduct.[51]
- Questions of procedure not addressed in this Manual are resolved by the Chair in accordance with Bourinot's Rules of Order.
- A member may appeal a procedural ruling by the Chair. The Board will decide by majority vote; that decision is final.

Authority and Motions

- The Board may only exercise its authority by resolution. A decision is not valid unless authorized or adopted by resolution at a meeting of the Board.[52]
- A motion may be proposed by any voting member who is present at a meeting.[53]
- Motions must be worded in the affirmative and clearly express the intent of the mover.
- All substantive motions, resolutions, and amendments must be in writing.
- A member with a conflict of interest must not attend the portion of the meeting during which the matter is under consideration, participate in the discussion or vote on the related motion, or attempt to influence the outcome of the vote before, during, or after the meeting.[54]

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[48] *Municipal Police Board Code of Conduct Regulation (B.C. Reg. 113/2025), s. 13(a).*
[49] *Municipal Police Board Code of Conduct Regulation (B.C. Reg. 113/2025), s. 13(b).*
[50] *Municipal Police Board Code of Conduct Regulation (B.C. Reg. 113/2025), s. 13(c).*
[51] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.3.*
[52] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.14.*
[53] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.15.*
[54] *Municipal Police Board Code of Conduct Regulation (B.C. Reg. 113/2025), s.19.*

Discussion on Motions [55]

- To open discussion on a motion, the Chair must state the full question.
- All voting members present are entitled to participate in the discussion.
- To close discussion, the Chair must restate the motion in full.
- Remarks must be relevant to the motion under discussion. The Chair may rule on relevance and maintain a list of speakers in order of recognition.

Voting Procedures

- Each voting member present must vote once on the motion[56]. Proxy voting is not permitted. A Board member must be present—physically or virtually—for the discussion of a matter in order to cast an informed vote.
- All members—except the Chair—have equal voting rights. In the event of a tie, the Chair may cast a deciding vote.[57]
- A Board member cannot abstain[58] from voting unless required due to a conflict of interest, in which case they must recuse themselves and may not participate in the discussion or the vote.
- If a member eligible for voting does not indicate a vote, they are deemed to have voted in the affirmative.[59]
- Voting is conducted by a show of hands unless the Board approves another method (e.g., roll call, electronic).
- The Chair declares the outcome by stating whether the motion is carried (affirmative) or defeated (negative).[60]
- Any member may request a recorded vote immediately before or after the vote.
- Repealing or altering a Board decision requires a two-thirds (2/3) majority vote. Corrections to minutes require a simple majority.

Records and Minutes

- The full text of any motion must be recorded in the meeting minutes.[61]
- The outcome of a vote must also be recorded in the minutes of the meeting at which it was held[62]. The meeting minutes serve as sufficient evidence of the vote's outcome,

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[55] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.16.*
[56] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.17.*
[57] *Police Act, s. 25(3).*
[58] *Abstaining is understood to mean more than a Board member simply choosing not to vote, and means the member chooses "not participate in the decision at all." Given every member's obligation to participate in decision making by the Board, abstaining is reserved for situations where a member has a personal conflict of interest with the motion and wishes to protect her or his integrity by not participating in the decision.*
[59] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.17(3).*
[60] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.17(4).*
[61] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.18(1).*
[62] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.18(2).*

without proof of the number or proportion of the votes recorded in favor or against a motion.

- If a conflict of interest is disclosed, it must be recorded in the minutes.[63]
- If a motion is passed in a private meeting, the unredacted motion and result must be submitted to the Minister, Police and Security Branch.[64]
- If a loss of quorum occurs, the Board must record the time at which quorum was lost in the minutes of a suspended meeting.[65]

[63] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.18(5).*
[64] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.18(3).*
[65] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.18(4).purosePUR*

7. Quorum

A quorum for Board meetings is a simple majority of the number of appointed Board members[66]. The Chair is counted for the purpose of establishing quorum, as the Chair is formally a member of the Board[67]. In the Chair's absence, the elected Chair is counted for the purpose of establishing quorum.

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

The Chair calls the meeting to order after the time fixed for the meeting and once quorum is present.

A member who participates in a meeting through approved electronic means, in accordance with the *Municipal Police Board Meeting Regulation* (B.C. Reg. 115/2025), is considered present and counted toward quorum.

If quorum is not present within 30 minutes after the fixed time for the meeting, the meeting must be terminated[68]. The names of the Board members present are recorded.

If quorum is lost during a meeting, the meeting is suspended. The Chair must determine whether a quorum can be reconstituted within a reasonable time. If it cannot, the Chair must declare the meeting terminated.[69]

Any meeting terminated due to a lack of quorum does not constitute a regular meeting of the Board, unless the Board decided at least one motion before the meeting was terminated.[70]

A member who has declared a conflict of interest on a matter does not affect the Board's ability to maintain quorum, so long as they are present at the start of the meeting and they are not conflicted on all matters under discussion.[71]

Suspended members do not count toward quorum, as per the definition of "member" under the *Meeting Regulation.*[72]

A quorum for meetings of a Committee is a majority of the number of Board members assigned to the Committee (including the Committee Chair).

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[66] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.10.*
[67] *Police Act, s. 23(1).*
[68] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.11.*
[69] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.12.*
[70] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.11.*
[71] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.13.*
[72] *Municipal Police Board Meeting Regulation (B.C. Reg. 115/2025), s.1.*

8. Minutes

The Office of the Chief Constable ensures that minutes of meetings are recorded, for all open and private Board meetings, as well as any Board hearings and inquiries.

Minutes of a private Board-only meeting, at which no Board employee is present, are recorded by a Board member tasked to do so by the Board, and only the results of any decisions taken or action items arising are recorded.

The minutes and records maintained by the Office of the Chief Constable and the Chair are the official records of the Board.

All minutes must set out the date, time, and location of the Board meeting, the Board members in attendance, a summary of the discussion, and a record of any decisions of the Board, as well as any follow-up action items arising at the meeting. Opinions or views expressed by participants at Board meetings are considered confidential personal information and are not recorded in minutes.

Approval and Distribution of Minutes

Minutes are approved and distributed as follows:

1. **minutes of open meetings** are approved as soon as practicable at the next Board meeting or by consent resolution, following which such approved minutes are published on the Board subsection of the DPD's website, or by such other method as determined appropriate by the Board, in a timely manner;
2. **minutes of private meetings** are approved as soon as practicable at the next private meeting of the Board or by consent resolution, and are confidential unless resolved otherwise by the Board and distributed only to Board members and other individuals as authorized by the Board; and
3. **minutes of private Board-only meetings** record only the results of any decisions taken or actions item arising, and are approved as soon as practicable by the Board and are confidential.

Records Retention

Approved minutes of the Board's meetings, hearings, and records of its inquiries, are retained by the Office of the Chief Constable or Board Chair (where required in relation to private Board-only meetings), and minutes of private meetings, along with the reasons the meeting was held in private, are filed with the Director of Police Services, in accordance with the *Police Act*.

Private Board-only meeting minutes determined not disclosable to the Chief Constable or Office of the Chief Constable are retained by the Board Chair.

PART 3: BOARD COMMITTEES

1. Operating Guidelines

The Board may appoint such committees it considers necessary and appropriate to assist the Board in carrying out its work. The purpose of the Committees is to provide in-depth consideration of key areas of Board responsibility and help the Board carry out its work.

The Board may also establish task forces, advisory committees, or other temporary working groups as required from time to time, to carry out its *Police Act* authority to study, investigate and prepare reports on matters concerning policing, law enforcement and crime prevention in the City of Delta or any other community that the DPD polices.

Current standing Committees of the Board are:

- Finance and Risk Management;
- Governance; and
- Human Resources.

The Terms of Reference for each Committee set out in this Part define the roles and responsibilities of each Committee. The following outlines the key guidelines governing how all Committees operate to carry out their duties of stewardship and accountability.

Committees review their own Terms of Reference at least annually and submit any changes to the Governance Committee for review and recommendation to, and approval by, the Board.

Accountability

On such terms as it sees fit, the Board may delegate any but not all of its powers and responsibilities to one or more Committees, and each Committee is accountable to the Board.

Committees have no authority to direct management, speak for, commit to or make decisions on behalf of the Board, unless specifically authorized by the Board through the applicable Committee Terms of Reference or otherwise.

Composition and Appointment

Board members identify the Committees on which they prefer to serve, having regard to their professional designations, skills and experience. Normally three Board members are assigned to each standing Committee.

The Governance Committee issues a Committee Expression of Interest (EOI) form approximately every two years for members to identify the Committees on which they currently serve, the ranked order of Committees on which they would like to serve, and whether they would like to act as Chair. The Governance Committee evaluates responses and recommends assignments to the Board for approval, on the basis of Board members' areas of expertise and interest. Members

are assigned to Committees for approximately two-year terms. Committee assignments take effect following Board approval and remain in place until new assignments are approved.

Where a vacancy or other required change arises between regular EOI processes, the Executive Director may seek expressions of interest from Board members for the affected Committee. The Governance Committee may approve the resulting Committee assignment at its next meeting, and the assignment will be reported to the Board for information.It is intended that Committee Chair appointments be made by consensus among Committee members. If the Committee cannot agree on the selection of a Chair, the Board will vote to determine the Chair of the Committee, on the basis of nominations and a ballot vote.

A Committee Chair whose maximum six-year term as a Board member will expire in the coming year, or where it is otherwise known that their appointment to the Board will not be renewed, is to relinquish their Chair appointment six months before the end of their term as a Board member. A new Chair is then to be appointed, with outgoing Chair to mentor the new Chair in support of succession planning.

Board Chair 'Ex Officio' Committee Member

The Board Chair is 'ex officio' [by virtue of office] a member of every Committee, with discretion whether to attend. The Board Chair is not included in quorum, thereby maintaining the three-person voting structure of the Committee.

If a Committee vote is tied (e.g., if only two regular Committee members are in attendance), section 25 of the *Police Act* requires the Board Chair, if present, to cast the deciding vote.

If a regular Committee member is absent, resulting in the possibility of a tied vote, the Committee may choose to defer a matter to a subsequent meeting, thereby allowing the third regular Committee member to be present to vote and not requiring the Board Chair to cast the deciding vote. In addition, if a regular Committee member is in a conflict of interest in relation to a matter, resulting in a tie vote with the remaining two members eligible to vote, then the Board Chair, if present, can cast the deciding vote. If the Board Chair is not present at the meeting, then the Committee must defer the matter to a subsequent meeting where the Board Chair is present. The Board Chair will not receive an honorarium for attending Committee meetings.

Annual Schedule of Meetings

Committees may meet as often as necessary to carry out their responsibilities. The frequency of Committee meetings is determined by the Committee members, or otherwise in accordance with the Committee descriptions herein. Committee meetings precede regularly scheduled Board meetings, allowing relevant Committee work to efficiently proceed to the Board agenda.

Notice of Meetings

A Committee's regular meeting schedule (including the date, time, and location) for an upcoming year is typically approved by the Committee at least four to six months in advance. Once approved, the annual schedule is provided to Committee members and included in the Board

calendar. A Committee Chair may cancel or change the date, time, or location of any meeting with 48 hours notice, if the Committee Chair determines the circumstances require.

Additional meetings (meetings that are not included on the annual schedule) may be called with 48 hours notice, or a shorter period of notice if the Committee members agree.

A notice issued to convene a meeting, and the meeting, will be deemed valid with respect to each Committee member notified and all business transacted during that meeting, and members are precluded from later challenging the validity of the meeting or the business transacted therein.

Meetings – Not Open to the Public

Meetings of Committees are not routinely open to the public[73]. This allows the Committees to discuss not only matters that are appropriate to be dealt with in private under s. 69 of the *Police Act*, but also matters in relation to which recorded information may be withheld from public disclosure in accordance with the *Police Act* and the *Freedom of Information and Protection of Privacy Act,* R.S.B.C. 1996, c. 165[74]. Committees may also choose to exclude management and the Chief Constable, for reasons that may include, for example, to allow the Committee to engage in private discussions with external advisors, service providers or consultants, as needed, or to address matters affecting the quality and effectiveness of the Committee, governance matters or any sensitive matter that the Committee or a Committee member may wish to have addressed.

Agenda and Meetings Materials

The Committee Chair, in consultation with the Office of the Chief Constable, develops the agenda for each Committee meeting.

The Office of the Chief Constable makes best efforts to distribute the agenda and supporting materials for Committee meetings, via the "Secure-Share" Board online portal, at least four days in advance of each regular Committee meeting, and as soon as they are available for a special meeting.

Role of the Committee Chair

The Committee Chair presides over all meetings of the Committee, and if the Chair is not available or present to chair the meeting for any reason, the Committee chooses an acting chair for the meeting.

Quorum

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[73] *Reference in Police Act, s. 69(1) to "committee" meetings being open to the public refers to a "committee" as defined in that Act, i.e., a "local police committee" established by the Lieutenant Governor in Council (specific to jurisdictions policed by the RCMP).*

[74] *Matters concerning:*
- public security, the disclosure of which could reasonably be expected to seriously impair effective policing or law enforcement;
- a person's financial or personal affairs, if the person's interest in the matter outweighs the public's interest in the matter; or
- labour contract discussions, labour management relations, layoffs or another personnel matter.

Quorum for the transaction of business at a Committee meeting is a majority of Committee members, not including the Board Chair. The Committee Chair is counted to establish quorum, unless that Chair is the Board Chair.

If there is no quorum present within 30 minutes of the meeting start, or quorum is lost during a meeting and not regained within 15 minutes, the Committee Chair adjourns the meeting.

Attendance – In Person and Remote

The Committee will determine whether its meetings will be held in-person or by remote attendance.

When a meeting has been scheduled to be in-person, Board members are expected to attend in-person. However, in exceptional circumstances, a Board member may participate by teleconference, videoconference or other technology that permits them to be heard, and, if so attending, the member is deemed to be present at the meeting and counted in quorum.

Where the Committee determines that a meeting is to be attended remotely, by means of a teleconference, video conference or other electronic means allowing all participating members to hear each other, members participating in a meeting in such manner are deemed to be present at the meeting and are counted in quorum.

Guests

Any Board member may attend as guest at any Committee meeting; however, a Board member will receive an honorarium only for attending meetings of the Committee of which they are a member. A Board member who is not a member of the Committee, but attends as guest, is not counted as quorum or as a voting member.

The Committee may invite guests and, in consultation with the Chief Constable, such DPD personnel, as may be considered desirable to attend all or a portion of a meeting, to assist in the discussion and consideration of the business of the Committee.

Voting

All Committee members, including the Committee Chair, have a vote. Prior to taking a vote, members shall strive to achieve a consensus on any recommendations that are presented for discussion and approval. Where consensus cannot be met, questions arising are decided by a majority of votes of the Committee members present. In the case of a tie vote, the Committee Chair does not have a second or deciding vote. A tie vote results in a failed motion.

Confidentiality of Meetings

The deliberations at Committee meetings are considered confidential, and all participants and attendees are bound by this confidentiality, except as necessary and authorized by the Committee to report on the Committee's activities to the Board or to carry out the Committee's directions.

Consent Resolutions (Electronic)

A resolution introduced and distributed electronically by email, and approved by each of the Committee members entitled to vote on the matter, has the same force and effect as if passed at a properly constituted Committee meeting. Consent resolutions are to be ratified and minuted at the next regular meeting of the Committee.

Minutes

The Committee Chair ensures minutes of proceedings at a meeting are drafted, assigning the task as deemed appropriate. If minutes are not taken of meetings held without management, the Chair must ensure that, at a minimum, a record is made of all decisions made at such meetings.

All minutes must set out the date, time, and location for the Committee meeting, the attendance of Committee members, a summary of the discussion, and a record of the formal actions, recommendations, and resolutions of the Committee taken. Opinions or views expressed by participants at Committee meetings are considered personal information and confidential, and must not be recorded in the minutes. Other than date, time, location and members in attendance, only a record of recommendations must be made in relation to meetings held without management.

Committee members are provided with draft minutes of each Committee meeting as soon as practicable after each meeting. Minutes of Committee meetings are approved at the next Committee meeting or by consent resolution. Once approved by the Committee, the minutes serve as the official record of the meeting.

Committee minutes are placed on the following Board meeting agenda for information.

Recommendations and Reporting

After each Committee meeting, the Committee Chair will report to the Board, verbally or by written report, summarizing the Committee's work since it last reported to the Board, what the Committee is bringing forward for discussion or approval, and what is coming up on the Committee's agenda. The report should have sufficient detail to inform the Board about the Committee's work and enable a reasonable discussion of the matters being brought forward by the Committee for discussion or approval, including a reasonable analysis of the information, alternatives considered, risk considerations, recommendations, and impact to the Strategic Plan.

Each Committee makes periodic recommendations to the Board in respect of the subject on which it was created to provide advice. The Board takes into consideration, but is not bound by Committee recommendations.

Management Support

The Office of the Chief Constable works with and supports the Committee Chair to establish meeting agendas and prepare meeting materials, and DPD management supports the work of the Committee as requested by the Committee Chair and members.

External Advisors

In carrying out its responsibilities, each Committee:

1. relies on the Chief Constable to provide it with accurate and complete information; and
2. having regard to the Board's budget, and the DPD's internal resources and budget, and subject to Board approval, may retain and rely on external professional services firms, consultants, advisors, and other experts as needed to fulfill its mandate.

2. Finance & Risk Management Committee

Purpose

In accordance with the *Police Act*, the Board has primary oversight responsibility for the DPD's budget process. Related to this, the Board oversees financial reporting, accounting systems, internal controls, and compliance.

The Board recognizes that the carrying out of its *Police Act* mandate, to establish and maintain a police department to provide policing and law enforcement for the City of Delta, is subject to the following risks: hazard risks, operational risks, financial risks and strategic risks. As well, the Board itself may be subject to reputational risks. The Board defines "risks" as any uncertainties or events that can interfere with or help facilitate it and the DPD achieving determined objectives. To seek to manage those risks, the Board engages in 'enterprise-wide risk management', including overseeing risk reporting, treatment and auditing.

The purpose of the Finance and Risk Management Committee is to assist the Board in fulfilling this oversight responsibility.

The Chief Constable has day-to-day responsibility for the DPD's budget adherence, risk management, associated reporting and internal controls.

Composition

The Committee is normally composed of three Board members appointed by the Board, with one Committee member designated as Chair. A majority of the Committee members are to be "financially literate" and at least one member is to have "accounting or related financial expertise".[75]

Frequency of Meetings

Committee members meet at least three times per year and as many other times as necessary to carry out their responsibilities. Meetings outside the regular meeting schedule are convened at the call of the Committee Chair.

Responsibilities

Subject to the powers and duties of the Board, the Committee assumes the responsibilities set out below.

Budget Development and Financial Planning

The Committee is responsible for:

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[75] *"Financially literate" means that the Board member has the ability to read and understand a set of financial statements in accordance with Canadian Generally Accepted Accounting Principles. Having "accounting or related financial expertise" means the Board member has the ability to understand and fully analyze financial statements and the related notes which present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of issues that can reasonably be expected to be raised by the DPD's financial statements.*

1. reviewing and making recommendations to the Board in respect of the budget development process and guidelines for the DPD;
2. providing input and feedback to the Chief Constable during the annual budget development process, including:
    a. reviewing underlying assumptions that have been used in the annual budget, including budget risks and uncertainties, and
    b. reviewing the annual budget for consistency with the DPD's strategic and financial plans; and
3. recommending the annual and multi-year operating and capital budgets to the Board for approval.

Budget Monitoring and Financial Reporting

The Committee is responsible for:

1. ensuring the Board receives timely, meaningful reports that keep it properly informed of the DPD's financial situation;
2. reviewing quarterly financial statements and any other internal financial reports, except where those reports are submitted directly to the Board;
3. reviewing and recommending for approval to the Board, financial information that will be forwarded to City Council or made publicly available, including the financial content of the annual report and any reports required by the Board, City Council, or the Province;
4. reviewing any new or pending developments in general accounting and reporting standards that may affect the DPD;
5. determining whether appropriate accounting methods are being applied;
6. monitoring actual Board spending relative to the annual Board budget; and
7. at least annually, reviewing the expenses of the Board Chair, Board members, and the Chief Constable.

Financial Audit

The City of Delta conducts an annual DPD financial audit (through an external auditor), and the Committee is responsible for:

1. discussing with the Chief Constable and the City of Delta Director of Finance:
    a. all proposed changes in accounting policy,
    b. the impact and presentation of all significant risks or uncertainties,
    c. compliance with accounting standards,

   d. significant adjustments and presentation issues arising out of the City's audit process, and

   e. all estimates or judgments of management that may be material to financial reporting; and

2. reviewing the audited annual financial statements in conjunction with the report of the external auditor to ensure they are understandable, accurate, and properly reflect the financial position of the DPD.

Level of Spending Authority for Management and the Board

The Committee is responsible, together with the Chief Constable, for developing and recommending for Board approval a comprehensive policy statement of delegated authorities for operating and capital expenditures.

Capital Expenditures

The Committee is responsible for reviewing capital requests and, if approved, recommending the same for Board approval, and overseeing the DPD's annual and any longer term capital plans and expenditures to ensure they provide sufficient facilities and equipment for DPD.

Board Compensation

The Committee is responsible for regularly reviewing the appropriateness of honorarium amounts paid to Board members, and eligibility for other payments or repayments, for the purpose of recommending any changes to the Board.

Internal Controls

The Committee is responsible for:

1. through discussions with the Chief Constable, as well as the City's Director of Finance, obtaining reasonable assurance that the DPD's financial and operational risk management and internal control systems are properly designed, reliable and operating effectively; and

2. overseeing any DPD internal audits that are not performed by the City.

Risk Management

The Committee is responsible for:

1. receiving regular reports from the Chief Constable on existing and emergent material hazard, operational, strategic and financial risks to the DPD, and reporting the same to the Board;

2. receiving regular reports from the Chief Constable on the management and treatment of those risks to the DPD;

3. seeking to identify, with the Chief Constable, and advising the Board with respect to any reputational risks the Board, Executive Management or the DPD may be faced with; and

4. reviewing any litigation, claims, or contingencies that could have a material reputational or financial effect on the DPD.

Financial and Risk Management Policy Oversight

The Committee has responsibility to ensure that the policies the Board establishes for the DPD meet the Director's policing standards and adequately direct the DPD in relation to financial and risk management.

Other Responsibilities

The Committee is further responsible for:

1. staying informed on emerging best practices in governance relative to the Committee's mandate and recommending any changes to the Governance Committee;
2. reviewing such other matters that the Committee or the Board deems advisable or timely; and
3. developing and preparing another Board member to succeed the Committee Chair, in advance of the Chair completing their tenure.

3. Governance Committee

Purpose

In accordance with the *Police Act*, the Board has primary oversight responsibility for the effective governance of the DPD.

The purpose of the Governance Committee is to provide a focus on governance that will enhance the Board and the DPD's performance, and fulfil the Board's obligations and oversight responsibilities related to the DPD's governance philosophies, structures, policies, and processes.

Composition

The Committee is normally composed of three Board members appointed by the Board, with one Committee member designated as Chair.

Frequency of Meetings

Committee members meet at least three times per year and as many other times as necessary to carry out their responsibilities. Meetings outside the regular meeting schedule are convened at the call of the Committee Chair.

Responsibilities

Subject to the powers and duties of the Board, the Committee assumes the responsibilities set out below.

Board Governance

The Committee is responsible for:

1. at least every two years, reviewing the Board Manual and related policies and recommending any changes to the Board;
2. together with the Board Chair, Committee Chairs, and Office of the Chief Constable, developing the annual work plan and calendar for the Board and Committees;
3. updating the Board on changes to applicable law, provincial policy, or relevant trends in police board and public sector governance that may affect the responsibilities of Board members;
4. ensuring programs are in place for new Board member orientation and ongoing Board member professional development, and regularly reviewing and recommending any changes to the Board;
5. developing and recommending for approval by the Board a process for evaluating the effectiveness of Board meetings, Committee meetings and the Board, and recommend any necessary changes to the Board;
6. leading and supporting the annual review processes to evaluate the Board; and

7. annually reviewing the composition of the Board as a whole, developing recommendations regarding necessary Board member competencies, and ensuring that the Board's needs are communicated to the appointing bodies.
8. overseeing the Board's Committee assignment process, including seeking expressions of interest from Board members, considering members' skills, experience and interests, and recommending regular Committee assignments to the Board for approval.

Compliance

The Committee is responsible for:

1. annually reporting to the Board regarding compliance with such policy;
2. overseeing the process for responding to complaints made about the services or policies of the DPD; and
3. ensuring the DPD has in place appropriate and effective procedures to address issues raised concerning alleged breaches of key administrative and policing policies, including alleged irregularities in respect of accounting, financial reporting, information management, internal control, and workplace matters.

External Relationship Management

The Committee is responsible for:

1. regularly reviewing and considering reports in respect of the DPD's relationships with City Council, jurisdictional police services, and other law enforcement agencies within Canada, and where appropriate, providing the Board with advice or recommendations regarding such reports;
2. periodically reviewing and assessing the DPD's relationships and communication with its stakeholders and partners; and
3. recommending to the Board resolutions to be proposed at the annual general meetings of the Canadian Association of Police Governance and the BC Association of Police Boards.

Policy Oversight

The Committee has responsibility to oversee the development, implementation and effectiveness of the following:

1. policies contained within this Manual or other policies regulating the functioning of the Board;
2. rules, made in accordance with the Board's *Police Act* authority[76], respecting the
    a. standards, guidelines and policies for the administration of the DPD,

[76] *Police Act, s.28.*

b. the prevention of neglect and abuse by the Board's employees, and

c. the efficient discharge of duties and functions by the DPD and its employees; and

3. ensuring the Office of the Chief Constable files rules so made, with the Director, Police Services, in order that they are enforceable.

The Committee is further responsible for:

1. ensuring organizational policies meet Provincial Policing Standards, and to provide oversight relation to such policies, particularly those related to financial, information and risk management; and

2. confirming that appropriate policies and procedures are in place to monitor compliance with applicable laws and regulatory obligations and ascertain their adequacy and levels of compliance.

Other Responsibilities

The Committee is responsible for:

1. staying informed on current best practices in governance relevant to the mandate of all Committees and recommend any changes to the Board;

2. review such other matters that the Committee or Board deems advisable and timely; and

3. developing and preparing another Board member to succeed the Committee Chair, in advance of the Chair completing their tenure.

4. Human Resources Committee

Purpose

In accordance with the *Police Act*[77], the Board appoints the Chief Constable, other constables and other employees that it considers necessary to provide policing and law enforcement for the City of Delta, and pays its employees remuneration that the Board determines. Further, the Board must provide its employees with equipment and supplies the Board determines necessary to allow its employees to carry out their duties and functions.

Primary responsibility for day-to-day human resource management, performance management, labour relations, employee health and safety, and career planning for DPD employees lies with the Chief Constable, and is overseen by the Board.

The purpose of the Human Resources Committee is to assist the Board in fulfilling its oversight and employer responsibilities under the *Police Act* as they relate to: the DPD's human resource and compensation structures; policies and processes; and ensuring personnel development, continuity and succession planning regarding Executive Management and all employees.

Composition

The Committee is normally composed of three Board members appointed by the Board, with one Committee member designated as Chair.

Frequency of Meetings

Committee members meet at least three times per year and as many other times as necessary to carry out their responsibilities. Meetings outside the regular meeting schedule are convened at the call of the Committee Chair.

Responsibilities

Subject to the powers and duties of the Board, the Committee assumes responsibility for:

1. recommending to the Board a performance evaluation process for the Chief Constable, and changes thereto as may be determined appropriate;
2. leading the annual performance appraisal process for the Chief Constable;
3. reporting to the Board on the results of the Chief Constable's performance appraisal;
4. recommending to the Board a succession process to deal with a planned or unplanned departure of the Chief Constable;
5. conducting an exit interview with the Chief Constable, as deemed appropriate by the Board;

[77] *Police Act, s. 26.*

6. together with the Chief Constable, reviewing substantive proposed changes to the DPD's management structure, to ensure a robust leadership plan;
7. reviewing the results of any surveys, reports, and other measures of employee engagement and the health of the DPD's organizational culture;
8. working with the Chief Constable to ensure the DPD has an effective employee wellness program in place;
9. together with the Chief Constable, reviewing DPD employee recruiting initiatives and DPD staffing levels;
10. together with the Chief Constable, reviewing the DPD's plans to create a diverse and inclusive workforce reflective of the communities served by the DPD;
11. being informed by the Chief Constable of any professional or personal commitments or positions, not related to immediate employment duties, that the Chief Constables wishes to assume, and advising the Board on the appropriateness of the same, e.g., the Chief Constable wishing to assume a position as a director or other board member of a for-profit or not-for-profit organization;
12. being informed of new shared-services agreements having a human resources impact and new employee secondment agreements, prior to finalization of the same;
13. assisting the Board Chair in processing complaints against the Chief Constable and Deputy Chiefs, as required; and
14. reviewing any new and significant organizational changes and human resource initiatives, programs, or priorities, and recommending any changes to the Board.

Non-Union Employee Compensation

The Committee is responsible for:

1. together with the Board Chair, leading the Chief Constable's compensation review strategy; and
2. together with the Chief Constable, reviewing and recommending to the Board the compensation structure for:
    - **a.** Executive Management,
    - **b.** management position officers not subject to a collective agreement,
    - **c.** 'exempt-status' management employees, and
    - **d.** other exempt employees.

Policy Oversight

The Committee is responsible for:

1. oversight of human resources Board Policies to ensure they address human resources related organizational risks and support the achievement of strategic goals; and

2. confirming that appropriate policies and procedures are in place to monitor compliance with applicable laws and regulatory obligations, and ascertaining their adequacy and levels of compliance.

Other Responsibilities

The Committee is responsible for:

1. staying informed on current best practices in governance relevant to the Committee's mandate, reviewing its mandate annually, and recommending any changes to the Governance Committee;

2. reviewing such other human resources related matters that the Committee or Board deems advisable and timely; and

3. developing and preparing another Board member to succeed the Committee Chair, in advance of the Chair completing their tenure.

PART 4: BOARD MEMBERS' POSITIONS

1. Assumption of Office

The Minister and City Council appoint persons to the Board[78]; however, in accordance with the *Police Act*[79], it is not until the appointee has taken their oath/solemn affirmation that they actually "assume office". As a result, until they have taken their oath/affirmation they cannot exercise any power or perform any duty or function as a Board member. The basis for being so restricted is that the oath imposes on the appointed person the commitments and confidentiality prerequisite necessary to perform Board duties and functions.

The Office of the Chief Constable coordinates the oath/affirmation. In accordance with the *Police Oath/Solemn Affirmation Regulation*, the oath or solemn affirmation must be made before a commissioner for taking affidavits for British Columbia. The B.C. *Evidence Act* sets out the position holders that are commissioners for taking affidavits. These include: a judge or justice; a practicing lawyer; the City's corporate officer and their deputy; or the Chief Constable (but only in relation to duties assigned by the *Police Act* or other enactment).

After taking their oath/affirmation, the Board, through the Chair of the Governance Committee and Chief Constable, ensures an orientation program is provided to each new Board member, using materials and resources that inform and educate the member in terms of: the Board's roles and functioning; the DPD's governance framework; and the DPD's services and programs, operations, current issues, strategies and key risks.

[78] *Police Act, s. 23.*
[79] *Police Act, s. 70.*

2. Orientation

New Board members are provided with a standardized orientation that aims to increase their familiarity with their role and duties with the DPD, and to provide them with the necessary information and resources to facilitate effective contribution to Board duties and fully informed decision making. The specific goals of the orientation program are to seek to ensure that new Board members:

1. have a clear understanding of the Board's governance framework, including the role of the Board, its supporting committees, and expectations of Board member performance;
2. understand the DPD's operations and working environment, including its:
   a. mandate, vision, mission, and strategy,
   b. priorities, goals, and objectives,
   c. operational and financial performance,
   d. major risks and risk management strategy, and
   e. key performance indicators;
3. develop effective working relationships with:
   a. fellow Board members;
   b. the Chief Constable and Executive Management, and
   c. the Officer of the Chief Constable and other management position holders;
4. become familiar with the Board's and the DPD's primary stakeholder relationships, including those with the City and City Council, the Province (through the Minister of Public Safety and Solicitor General, the Independent Investigations Office, Office of the Police Complaint Commission, and the Director of Police Services), other law enforcement and police agencies, and the communities served by the DPD; and
5. gain the knowledge necessary to allow them to make informed decisions, and effectively engage with and contribute to the functioning of the Board.

Each new Board member participates in an orientation that includes a review of key documents. In their first year, new Board members are encouraged to attend one meeting of each Board Committee regardless of what Committee they are a member of.

The orientation presents materials and resources that inform and educate Board members on the Board's mandate and roles, as well as the DPD's priorities, goals and objectives, key stakeholders and partners, operations, and current issues.

Orientation Process

The following table sets out the three phases of the new Board member orientation process and identifies respective roles and responsibilities for each component. The table is a guide only and can be adjusted as required to accommodate the needs of each Board member.

Phase 1	Action
Administered by the Executive Assistant to the Chief Constable or Corporate Services Manager. (To be completed within 2 weeks of appointment.)	Send welcome letter and schedule Oath of Office. Coordinate administration of the Oath of Office. Schedule introductory meeting with the Board Vice Chair. Provide Conflict of Interest Declaration form and obtain returned signed copy. Provide orientation materials (electronic or printed) that include: • Board meetings calendar • Delta Police Board Manual • B.C. Police Board Handbook • chart of member appointments & terms • member biographies • Board portal user manual • Previous month's agenda package • *Police Act* – Part 5: Municipal Police Boards • DPD Organizational Chart • DPD Risk Register • Executive Management Team biographies • DPD Annual Community Report • DPD Strategic Plan • notice of upcoming training/education opportunities. (Additional materials may be included, depending on instructions of the Board and the needs of the new Board member.)

Phase 2	Action
Administered by the Executive Assistant to the Chief Constable or Corporate Services Manager.	Schedule and coordinate taking photo and obtaining biographical details for wall photo and website, and frame / publish the same. Schedule member in-person orientation session.
Administered by Corporate Services Manager. (Completed within 2 months of appointment.)	Co-ordinate and deliver, along with other necessary presenters, an in-person orientation session, that includes information specific to: • Board member roles and responsibilities • the Board's mandate and statutory roles and responsibilities • the differentiation between the Board's oversight role and DPD operations • responsibilities of the Board as employer and specifically in relation to CUPE, DPA and Exempt employee terms of employment • Board budget process responsibility and financial oversight mechanisms • the Board's policy development role, as differentiated from DPD procedure • Board statutory obligations specific to Provincial Policing Standards • Board responsibilities specific to 'Service & Policy' complaints • mandates of the Board Committees • the DPD's mandate, organizational structure, and Community Safety & Wellbeing Plan, key performance indicators • overview of current and emerging DPD administration issues and policing issues • internal and external Board communications processes • key DPD and Board stakeholders • the Board's risk management role and processes

Phase 2	Action
	• Board member honorarium and per diem entitlements • Information Technology support services for Board members • overview of Board meeting agenda package structure • the process for Board self-assessments

Phase 3	Action
Administered by the Executive Assistant to the Chief Constable or the Corporate Services Manager. (To be completed within 3 months of appointment and on-going.)	Schedule facility tour. Schedule a Patrol ride-along. Schedule meeting between new Board member and Board Chair for feedback on orientation process, to determine comfort level with role, and determine if more information, training, or mentorship is requested or required. Schedule Board member to attend a meeting of each Committee. Advise of upcoming Board specific education or training opportunities. Other actions as determined by the Board or Committees.

3. Training and Professional Development

BC Police Board Training Program

The Province has launched the BC Police Board Training Program, which all new Board members may begin at their earliest convenience upon appointment. The first component is the Governance Primer, a short, self-directed online course that provides foundational governance knowledge in the police board context. Upon completion of the Governance Primer, Board members are provided further instructions by the Province on how to continue with the remainder of the Foundation Training. It is the Province's expectation that all Board members participate and take full advantage of training opportunities when they are offered.

In accordance with the *Municipal Police Board Member Training Compliance Regulation* (B.C. Reg. 114/2025), all new Board members are required to complete the mandatory training curriculum approved by the Director of Police Services. This includes training on police governance, oversight, roles and responsibilities, and any other subject areas prescribed by the Director.

Board members must complete the training within the time period specified by the Director.

Failure to comply with the training requirement may result in disciplinary action, including warnings, suspension, or removal from the Board (ss. 3–5). Suspended members may not attend Board meetings, access confidential information, or represent themselves as members of the Board (s. 6).

Additional Professional Development and Training Opportunities

In addition to any governance training provided by the Province, the Board is committed to ongoing professional development of its members and to providing ongoing educational opportunities to continuously deepen the Board's understanding of the DPD and its operating environment. This may take place during regular Board or Committee meetings, retreats, or on an individual basis, determined by the needs of the Board and/or Board members. Ongoing development may also address educational needs specific to the DPD's mandates and roles, and the roles and responsibilities of the Board and Board members.

The Board recognizes that educational opportunities may lie outside of the DPD's organizational capacity and, therefore, Board members may pursue course offerings provided by the Government and/or third-party institutions. The Office of the Chief Constable distributes notice of available educational opportunities for Board members. In addition, if a Board member wishes to take advantage of a professional development opportunity not previously identified, and seek reimbursement from the DPD for associated expenses, the member must obtain prior approval from the Board. Board members are expected to share knowledge gained with the Board upon completion of the development opportunity.

Board members should consider the following when considering development opportunities:

1. do they have sufficient time left in their tenure to make the best use of the opportunity;
2. how will this opportunity benefit the Board and/or the DPD; and
3. is this consistent with the DPD's priorities, goals, and objectives?

Funding for Professional Development

In accordance with the below Honorarium and Compensation Policy, Board members may submit a request to be re-paid the cost of taking a course or other training, if the same was paid by the member personally and the course or training was approved by the Board in advance.

Training Compliance and Record Keeping

In accordance with the *Municipal Police Board Member Training Compliance Regulation* (B.C. Reg. 114/2025), Board members are individually responsible for completing the mandatory provincial training curriculum and ensuring timely compliance. The Province maintains records of training completion by individual Board members.

Where professional development opportunities are organized by the Board or the DPD, participation records may be maintained by the Board or the Office of the Chief Constable.

4. Board Member Compensation

Introduction

An honorarium is a payment made to a person in recognition of services provided in a volunteer capacity, where the services merit compensation, but on the basis of tradition, propriety or legal restrictions the voluntary provider of the services would not request payment[80]. Board members, other than the appointed City Councillor, receive honorariums for their attendance at Board meetings and the performance of similar services to the Board[81]. The honorariums are not intended to compensate Board members for actual hours worked, rather to give recognition for contributed service. An honorarium is not paid for:

1. participation at social events or awards/recognition ceremonies;
2. informal meetings among Board members or with DPD management; and
3. non-mandatory events or professional development sessions, unless specifically authorized by the Board, giving consideration to the level of work and responsibility involved and the benefit to the Board of having the Board member participate.

Board members submit an honorarium entitlement form to the DPD quarterly for payment. Board members will receive a T4 at year end. Income tax, CPP and any other statutory deductions are deducted from payments, unless exempt.

Meeting Honorarium

Board Members who attend any of the below listed meetings or events are eligible for an honorarium and will receive:

- $150 for any meeting or event two hours or less in length;
- $273 for any meeting or event over two hours and up to four hours in length; or
- $548 for any meeting or event longer than four hours and up to eight hours.

If the meeting or event is of a duration longer than eight consecutive hours, a further honorarium will be paid on the basis of another two hour meeting or any longer period. The honorarium applies to in-person meetings and events as well as attendance via video or teleconference. Travel time to or from meetings does not merit honorarium entitlement.

The above-described honorarium will be paid to Board members attending:

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[80] *The payments made to Board members for their services are not a "per diem", as that term means "by the day" and is commonly understood to refer to an allowance or payment allotted for daily expenditures (most commonly in relation to travel, such as for food or taxis). Honorarium payments are "ex gratia" (meaning "not compelled by right"), and use of the term 'honorarium' is most appropriate, and correct, in reference to payments to volunteer Board members for services on which custom or propriety forbids a price to be set.*

[81] *The appointed City Councillor is remunerated as an elected councillor, and their appointment to the Board is a duty assigned to them by Council. Similar to other boards or committees to which a councillor may be appointed by Council, the appointment is an 'official function' (refer to City of Delta Bylaw No. 8241 – Remuneration of Council Members) within the scope of the City's remuneration of the Councillor, and it would be for a city council, and not the Board, to determine whether an appointment merits increased pay and to make such payment if approved.*

1. regular and special Board meetings;
2. regular and special Committee meetings, of which the Board member is a member;
3. Board or Committee meetings of the BC Association of Police Boards and the Canadian Association of Police Governance, if the Board member is a members of those boards;
4. official Board workshops organized by the Board or the DPD (e.g., annual strategic planning workshop or workshops with key stakeholders);
5. educational presentations or training, online or in person, mandated by the Policing and Security Branch of the Ministry of the Public Safety and Solicitor General;
6. a swearing-in ceremony and speaking on behalf of the Board;
7. to participate in Chief Constable recruitment interviews;
8. meetings at the request of the Chief Constable and approved by the Board as meriting an honorarium; and
9. other meetings or events determined by the Board to merit an honorarium.

Regardless of the duration of the meeting, a Chair or Vice-Chair, who is eligible to receive an honorarium (or their delegate), depending on who participates, are additionally entitled to the honorarium applicable to 'two to four hour meetings', specific to agenda planning meetings in preparation for regular or special Board meetings or Board workshops.

Board members' direct expenses will be reimbursed (e.g., parking, travel costs,), where incurred while carrying out Board duties. Extraordinary expenses may be claimed and are required to be reviewed by the Finance Resources Committee, for recommendation to the Board as to reimbursement, on a case-by-case basis.

In addition to any applicable honorarium, Board members are entitled to $100 per day travel-time compensation, for a day on which the member is required to travel, or return from, outside the Lower Mainland or to Vancouver Island for a Board approved meeting or other engagement. Such travel will also entitle the member to a per diem meal allowance, mileage compensation (if using a private vehicle), and an accommodation allowance, if applicable, in accordance with the City of Delta's travel policy.

A Board member taking a course or other training, for which the member must personally register and pay, will be reimbursed for the cost of the same, if the course or training was approved, in advance or subsequently, by the Board.

Attendance in an Official Capacity at Social Events

In the course of the year, Board members are invited to various social events, in their official capacity as Board members. When an event requires payment for attendance, the Board members' attendance cost (but not the attendance cost of any accompanying family member or other person) is paid by the DPD, if the following apply:

1. Board members have been invited in their official capacity;
2. the event takes place in Delta; and
3. the event is directly related to the work of the Board or the DPD.

When events are primarily for the purposes of fundraising, Board members are required to purchase their own tickets (as well as the ticket for any accompanying person).

Annual Review of Board Compensation

The honorarium entitlements of Board members and other amounts that may be claimed are reviewed annually by the Human Resources Committee, which seeks to ensure that such amounts remain appropriate.

Records

The Office of the Chief Constable keeps records of all payments made to Board members.

5. Code of Conduct

Board members must read, understand, and comply with the *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025).

The *Code of Conduct Regulation* sets the legal duties and ethical standards of all municipal police board members in British Columbia, including provisions on respectful conduct, confidentiality, conflict of interest, meeting attendance, and potential removal from office. For convenience, the full text of the *Code of Conduct Regulation* is reproduced in Appendix C. If any discrepancy arises, the version published by the King's Printer prevails.

Members must act in a manner that maintains the public's trust and confidence in both the Board and the DPD. In performing their duties, members must also act: (i) in the best interests of the public, (ii) with integrity; and (iii) in a professional and respectful manner[82].

Specifically, the *Code of Conduct Regulation* addresses the following:

1. Abuse of authority (s. 4)
2. Corrupt conduct (s. 5)
3. Misuse of Board or Department property (s. 6)
4. Conduct bringing the Board into disrepute (s. 7)
5. Interference with law-enforcement discretion (s. 8)
6. Disrespectful behaviour (s. 9)
7. Confidentiality (s. 10)
8. Personal gain and gifts (s. 11)
9. Disclosure of charges and convictions (s. 12)
10. Board meeting conduct standards (s. 13)
11. Acting on behalf of the Board (s. 14)
12. Conflicts of interest and perceived conflicts (ss. 15–20)
13. Resignation requirements before employment or contract negotiations (ss. 21–22)
14. Suspension and discipline procedures (ss. 23–27)

Under the *Code of Conduct Regulation*, Board members are expected to:

- maintain public trust and confidence in both the Board and the DPD;
- refrain from conduct that brings the Board or the DPD into disrepute;
- act in the public interest with integrity, impartiality, and accountability;
- treat others with respect and not engage in discrimination, harassment, or inappropriate behavior;
- maintain confidentiality of sensitive or privileged information;
- avoid conflicts of interest, including real, potential, or perceived conflicts, and disclose them promptly;
- participate actively in board meetings and decision-making;

[82] *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025), s.3.

- uphold the independence of the Board and the DPD;
- avoid improper influence and not attempt to direct operational policing decisions;
- comply with attendance requirements, with potential removal from office for repeated absences without valid reason; and
- cooperate with any investigation under the *Code of Conduct Regulation*.

Conflicts of Interest and Perceived Conflicts of Interest

Conflicts of interest are governed by ss. 15–20 of the *Code of Conduct Regulation*. Under s. 15, a Board member has a real conflict of interest if, in performing a Board duty, they know at the same time there is an opportunity to further their private interests or personal relationships. Part 3 of the *Code of Conduct Regulation*:

- defines real, potential and perceived conflicts;
- requires members to disclose any such conflict to the Board; and

prohibits a conflicted member from participating in discussion or voting on the matter (see s. 19(c)).

Examples of Conflicts of Interest

The following examples are provided for guidance and are not exhaustive. Any similar situation in which a member's private interests could influence their Board duties may constitute a conflict under the *Code of Conduct Regulation* (ss. 15–20):

- Using one's Board position to influence hiring, promotion, or contracting of relatives, friends, or associates.
- Soliciting preferential treatment for a supplier in which a member has a financial interest.
- Accepting gifts or hospitality that could appear to compromise impartiality.

Conflicts Requiring Leave of Absence or Resignation

Board members seeking Public Office (federally, provincially, or in local government) must take a leave of absence from the Board if nominated as a candidate and resign from the Board if elected.

If the Council member (Councillor or Mayor) appointed to the Board by Council is seeking re-election, they are exempt from the leave-of-absence requirement and may continue to serve in that role until the expiry of the term determined by Council (or until Council selects a successor) as their appointment to the Board is by virtue of their position on Council.

During the election period, they must ensure that their participation in Board activities remains impartial and is not used to advance their campaign, and otherwise must comply with their obligations under the Code of Conduct Regulation.

Code of Conduct Breaches

Alleged breaches of the Code of Conduct must be referred by the Chair to the Director, Policing and Security Branch, for investigation and any disciplinary action permitted under ss. 23–27 of the *Code of Conduct Regulation*.

Supplemental Conduct Policies

In addition to the *Code of Conduct Regulation*, Board members must comply with the following supplemental conduct policies in Part 4.6 of this Manual, which provide practical guidance on:

- information sharing, management and records; and
- interaction with DPD personnel.

Annual Member Acknowledgement

Each year, and no later than January 31, every Board member must sign the Code of Conduct and Regulation Acknowledgement form (Appendix B), confirming they have read, understand, and will comply with the *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025) and all supplemental Board policies.

6a. Supplemental Conduct Procedures – Information Sharing, Management and Records

Careful handling of Board information upholds public trust, protects the DPD's security and confidentiality interests, safeguards personal privacy, and ensures compliance with the *Freedom of Information and Protection of Privacy Act* (*FOIPPA*) and the *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025), which establishes the duty to keep confidential any privileged or sensitive information.

Board members must comply with s. 10 of the *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025), which establishes the legal duty to keep confidential any privileged or sensitive information. A member must inform the Board as soon as possible of any disclosure that fails to comply with the *Code of Conduct Regulation*.

By way of their oath or affirmation, Board members also commit not to, except in the proper performance of their duties, disclose to any person any information obtained in the course of those duties.

Board Confidentiality Safeguard Procedures

To give effect to this duty, Board members shall:

1. conduct all written communications pertaining to Board business using their provided Delta Police Board email accounts;
2. maintain the security and confidentiality of all Board and DPD information and records, and not reveal or make use of such information or records except as authorized in performing their duties;
3. not disclose or use Board or DPD information or records to further their private interests or those of their friends, relatives or associates;
4. keep confidential any information disclosed or discussed at a private meeting of the Board or its committees, unless authorized by the Board to disclose the same;
5. ensure they are familiar with and understand the applicable sections of *FOIPPA* and avoid disclosing any information or records meant to be confidential and personal concerning the DPD, its officers, staff members or others; and
6. take care to guard against inadvertent breaches of confidentiality by:
    - minimizing notetaking during confidential meetings and presentations,
    - minimizing the retention of confidential documents or reports from meetings (return printed material to the Office of the Chief Constable for shredding),
    - adhering to all rules concerning the protection of electronic Board packages and information, and
    - not save electronic documents or communications to any device, the security of which is not ensured and/or managed by the DPD.

Council Appointee Information-Flow

The City Councillor appointed to the Board (if not in the position of Board Chair), is not, simply by virtue of their dual positions, a conduit for the disclosure of information between the Board and the City. It is the role of the Board Chair to communicate on behalf of the Board. Only if authorized and directed by the Board (in relation to Board information) or by City Council (in relation to Council information) may the appointed City Councillor share disclosable information between the Board and Council.[83]

FOIPPA Considerations

The *FOIPPA* applies to all records in the custody or control of the Board and of Board members, making them subject to disclosure (in so far as no withholding exemptions apply).

The *FOIPPA* applies to emails written or received through Board email accounts, but also to Board members' private email accounts, telephone texts or other social media apps, in so far as these contain records of communications, sent or received, specific to business of the Board.[84] The Chair is accountable for all Board records, and must be able to produce the same, if a *FOIPPA* disclosure request is received.

As the Chair does not have the independent ability to search for, produce or compel the production of relevant records contained in Board members' private accounts, the Board may be frustrated in its ability to comply with *FOIPPA* legal requirements specific to such records. As a result, Board members are required to conduct all written communications involving Board business using their provided Board email accounts.

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[83] *Examples may include information concerning City Council's priorities and putting considerations for the DPD in the broader context of City Council's policy, or decisions concerning the DPD's budgeting priorities and needs, or the oversight of policing policies.*

[84] *Refer also to the B.C. Information & Privacy Commissioner's 2025 Guidance Document titled: Use of Personal Email Accounts and Messaging Apps for Public Body Business* (here).

6b. Supplemental Conduct Procedures - Protocol for Interactions with DPD's Employees

This protocol supplements, and must be read consistently with, section 8 of the *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025).

From time to time, and for a variety of reasons, Board members may find themselves dealing directly with their employees, other than just those in positions of management. Board members do not have any direct authority over such employees, except as described in this Manual and the *Police Act*. All authority of the Board flows through approved resolutions and minutes of the Board, and the management of the Board's employees lies with the Chief Constable.

The authority of a police officer to investigate crime, arrest suspects, and lay information before a justice of the peace, comes for the *Criminal Code*, other statutory authority and the common law, and must not be interfered with by any political or administrative body, including the Board or any Board member.

Board members must be sensitive, in all situations, to the nature and frequency of contact with employees, and must respect the authority of the Chief Constable over those employees and the organizational structure of the DPD.

Board members are subject to the following requirements, to protect themselves and the DPD from apparent or perceived conflicts of interest:

1. Board members must in no way interfere with the DPD's operational decisions and responsibilities or with the day-to-day operation of the DPD.
2. Board members must not use their positions as Board members to attempt to influence the decisions or actions of DPD personnel.
3. Board members must not direct any DPD personnel in their performance of their duties.
4. On Board related issues, Board members are to communicate only with the Chief Constable or, through Committee Chairs, with designated management employees, but not otherwise with Board employees.
5. Board members are not to, through communications with DPD personnel or otherwise, conduct their own enquiries regarding an internal or external DPD matter, and any matter that a Board member believes requires enquiry by the Board is to be referred to the Chair, for consultation with the Chief Constable if the Chair deems appropriate.
6. If a Board employee is engaged in secondary employment or a business, Board members should seek to avoid contact with the employee in that setting, unless it is not practical to have someone else engage with the employee on the Board member's behalf.
7. Board members are not restricted from engaging with employees on social occasions or in a general nature while present in DPD facilities or at DPD events.

7. Members' Social Media

The following is designed to guide Board members in their use of social media, recognizing the right to free speech, but seeking to enhance the reputation of both of individual members and the Board.

Only Board members and Board employees, if and as authorized by the Board, may use an official account established by the Board to post messages about the Board and its activities, and the approval process for official Board communications (e.g. news releases, Chair messages, notices) posted to official Board accounts is the same as for other communications activity.

The Board recognizes that one of the defining features of social media channels is the speed at which information circulates. There will be times when a quick response is required, which the standard approval process cannot accommodate. In these instances, employees in the Office of the Chief Constable may post messages on behalf of the Board without requiring further approval, but only regarding:

1. corrections to factually incorrect information posted by others (e.g., wrong event dates, times or locations, incorrect URLs); and
2. reminder messages on topics already approved using the standard approval process.

Board Members' Personal Social Media Accounts

Although Board members are free to express themselves using personal accounts, members are to consider the effect on their reputation and, by extension, on that of the Board and the DPD, of posts on personal accounts. Any content posted to personal accounts by Board members is required to be consistent with the *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025) and all other policies and rules in this Manual.

Posting messages that contravene the *Code of Conduct Regulation*—such as disrespectful behaviour (s. 9) or breach of confidentiality (s. 10)—constitutes a contravention under s. 24 of the *Code of Conduct Regulation* and may lead to discipline by the Director or Minister of Public Safety and Solicitor General. In addition, the Board may, on a case-by-case basis, issue a formal censure of the member for conduct that—while not rising to a regulatory contravention—nonetheless undermines public confidence.

A member who, through their personal account(s), writes about the undertakings of the Board, must, where practicable, use the following disclaimer: "*The views expressed here are those of the writer and should not be inferred as those of the Delta Police Board or Department.*" For clarity: It is permitted for Board members to mention on their personal channel that they are a member of the Board.

Under no circumstances may the DPD logo be used on any personal account; however, the Board recognizes that when members re-tweet or "like" postings on official DPD accounts, the DPD logo may then appear on the members' post. This is an acceptable use of the DPD logo.

Board members' postings should always respect all laws regarding discrimination, copyright, defamation, privacy and libel. Confidential Board information is never to be revealed. Board members are expected to express themselves professionally and judiciously, and to avoid all expression that may be interpreted as being discriminatory, racist, gratuitously derogatory, profane, off-colour humour, sexual innuendo, or a personal insult, and the like ought never to be posted in association with any comment by a member linked to their role as a Board member.

8. Indemnification and Liability Coverage

In accordance with the *Police Act*, Board members are protected from being held personally liable for actions they take, or fail to take, in the performance of their duties as board members[85], except if they are found to have been dishonest, grossly negligent, acted with malice, or engaged in libel or slander. As well, Board members are not liable for any tortious actions committed by any employee of the Board.[86]

Despite the exclusions from liability, from time to time members may be named in civil actions brought by third parties, leading to associated costs, such as to defend the claim or seeking to remove the member as a party to the claim. The City Council Appointee is indemnified for such costs in accordance with the *Local Government Act*, and provincially appointed Board members and the City Council appointed member from the community are indemnified by the Province[87]. Members having specific questions about indemnification should contact the Province or, in the case of the City Council Appointee, the City's designated representative.

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[85] *Police Act, s. 21(2).*

[86] *Police Act, s. 20(2).*

[87] *As part of the provincial government's Board member onboarding process for appointees, members are provided the indemnification documentation 'Indemnity Form (FIN 170: Government Appointees to Agencies, Board and Commissions Indemnity'.*

PART 5: ORGANZIATIONAL GOVERNANCE & STEWARDSHIP

The following pages present the Board's roles, responsibilities and practices in the following key areas of organizational governance and stewardship:

1. Strategic Planning
2. Risk Management
3. Chief Constable Succession Planning
4. Chief Constable Evaluation
5. Human Resource Oversight
6. Employment and Collective Bargaining Oversight
7. Financial and Budgetary Oversight
8. Service or Policy Complaints
9. Misconduct Complaints against the Chief, Deputies and other Constables
10. Governance Partner and Stakeholders Relations Oversight
11. Community Engagement
12. Privacy, FOIPPA, and Records Oversight
13. Information Technology Oversight
14. Legal and Compliance Oversight
15. Rules and Policy Development
16. Media and Public Relations
17. Communications with Municipal Council
18. Police Board Awards & Commendations

1. Strategic Planning

In accordance with s.26 of the Police Act, the Board, in consultation with the Chief Constable, determines the priorities, goals, and objectives of the DPD. These are formalized in a multi-year Strategic Plan.

To inform this process, the Chief Constable provides the Board with supporting information, including but not limited to:

- Community Feedback: input from community surveys, stakeholder consultations, and other engagement initiatives.
- Internal Feedback: results of internal staff surveys, engagement sessions, and workforce development data.
- Operational Data: calls-for-service trends, crime statistics, resource deployment information, and risk assessments.
- Opportunities and Risks: key challenges and opportunities facing the DPD.
- Public Safety Strategies: municipal and provincial public safety priorities and strategies, to ensure alignment. [88]

Once the priorities, goals, and objectives are determined:

- The Board approves them by resolution into a Strategic Plan.
- The approved Strategic Plan is submitted to the Director of Police Services within 30 days, as required by the *Police Act*. [89]

The Chief Constable is required to report to the Board, at least annually, on the implementation of programs and strategies supporting the Strategic Plan[90]. The Board and Chief Constable determine any required actions or adjustments to priorities, in order to meet changing operational, investigative, administrative, or community needs.

Through a published Annual Report, that also includes Strategic Plan accomplishments, the Board and Chief Constable report annually to the community and the DPD's stakeholders and partners on the DPD's performance.

[88] *Police Act,* s. 26(4.1).
[89] *Police Act, s. 26(4.2).*
[90] *Police Act, s. 26(5).*

2. Risk Management

The DPD's ongoing strategies and activities expose the DPD to a wide variety of risks in virtually all aspects of its operations. A key responsibility of the Board is to oversee the management of these risks and ensure an effective enterprise-wide approach to managing risk for the DPD. The Board, through the Finance and Risk Management Committee, ensures the DPD has a thorough risk management program pursuant to which material, strategic, financial, reputational, governance, operational, and other risks are identified, and systems are implemented to treat, minimize or eliminate those risks. The elements of the Board's risk management are enumerated below.

1. The Board, through Committee, meets with the Chief Constable to review and discuss areas of risk that may impact achievement of annual priorities, goals, and objectives, as well as the long-term Strategic Plan.
2. The Chief Constable develops a risk management policy for the Board's approval, creates a register of identified risks for the Board's review, and defines Management Team responsibilities in relation to risk treatments, processes, procedures, and desired outcomes.
3. The Chief Constable regularly reviews the DPD's risks and risk treatments at Committee.
4. At least annually, the Board reviews the DPD's material risks, as well as the effectiveness of the DPD's risk management policies and procedures.
5. As appropriate, and giving consideration the Board's budget and the DPD's resources and budget, and in consultation with the Chief Constable, the Board may engage with external consultants to provide an independent overview of any or all of the DPD's key risks and risk management strategies.

3. Chief Constable Succession Planning

The purpose of succession planning is to seek to ensure sustained effective leadership, thereby allowing the Board to carry out its mandate of providing policing and law enforcement, and the DPD to achieve the strategic objectives set for it. Under the leadership of the Human Resources Committee, the Chief Constable succession planning process consists of the activities enumerated below.

1. The Board establishes an impartial, fair, inclusive and transparent process for the selection and appointment of the Chief Constable, and ensures the Chief Constable has in place a similar process for the selection and appointment of Senior Management and all other of the Board's employees.
2. The Board selects and appoints the Chief Constable and, in consultation with the Chief Constable, approves the appointment of the Deputy Chief Constable(s).
3. Subject to Department Policy issued by the Board, the Board delegates the authority to appoint all other Board employees to the Chief Constable.
4. The Chief Constable provides periodic updates (at least annually) on the progress to build leadership talent and succession capability at the DPD, as well as assessments of the most likely successors for the Chief Constable, Deputy Chiefs, and other Executive Management positions.
5. In developing and monitoring management succession plans, the Chief Constable seeks to develop diverse candidate pools for succession where feasible in accordance with the Board's Diversity Statement.

4. Chief Constable Evaluation

The hiring and evaluation of the Chief Constable (Chief) is one of the most important responsibilities of the Board.

Accordingly, the Board conducts an annual performance appraisal (PA) of the Chief Constable through an established performance appraisal process. The PA provides a formal opportunity for the Board and the Chief to review the Chief's executive leadership and stewardship of the Delta Police Department (DPD).

The PA framework assesses executive leadership across the following areas:

1. Strategic, Administrative and Operational Leadership
- Leadership of the Strategic Plan
- Stewardship of organizational resources (including finance) and risk
- Leadership in community safety and emerging issues

2. Organizational Capacity and Culture
- Workforce stability
- Employee wellness, engagement, and organizational culture
- Leadership development, succession, and labour relations

3. Board, Partner and Community Relations
- Accountability, communication, and reporting to the Board
- External partnerships and inter-agency collaboration
- Community relations and professional representation

Detailed PA procedures and associated forms are maintained in the Chief Constable PA Framework document.

The process is developed, led and carried out by the HR Committee. The process, and any changes to the process, require approval of the Board.

Upon a process being approved by the Board, the HR Committee engages with the Board and the Chief to complete the process.

Following completion of the PA process, the HR Committee provides a report to the Board on the results. The Board provides final approval of the PA.

5. Human Resource Oversight

The Board seeks to ensure the DPD develops and sustains a diverse, inclusive and well-functioning workforce, reflective of the make-up of the communities served. The Board, as the employer, establishes the values, foundations, and monitors the fundamentals of DPD human resources management, including in relation to leadership, recruitment, talent development, compensation, and health and safety. At regular risk-based intervals, the Board (through the Human Resources Committee) reviews the effectiveness of the DPD's key human resource policies.[91]

The Chief Constable supports the Board by ensuring its values are reflected, demonstrated and supported throughout the DPD. The Chief Constable ensures that human resource strategies support the achievement of established priorities, goals and objectives that comprise the DPD's Strategic Plan, and identifies and keeps the Board apprised of associated risk factors.

To provide the Board with an understanding of the state of the DPD's human capital, the Chief Constable reports regularly to the Board and the Human Resources Committee on implementation and effectiveness of the DPD's human resource management and associated initiatives.

Where beneficial and appropriate, the Chief Constable develops working protocols with the City for the utilization of any required human resource services of the City. The Board reviews the terms of shared service arrangements with the City to ensure they are consistent with related Board policies.

The DPD's human resources management is monitored by the Human Resources Committee, with input from the Board.

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[91] *Examples include Recruitment, Performance Management, Training, Education, Promotional Processes, Wages & Benefits, Rules of Conduct, Conflicts of Interest, Commendations, Personal Relationships, Respectful Workplace.*

6. Employment and Collective Bargaining Oversight

In accordance with the *Police Act*, the Board is the employer of all constables, at all ranks, and all other employees of the DPD, including the Chief Constable and Deputy Chief Constables[92]. The Board recruits, negotiates terms of employment, and enters into contracts of employment with the Chief Constable and Deputy Chief Constables, and is ultimately also responsible for contracts of employment with all other employees that are not subject to a collective agreement, i.e., "exempt" employees. The Board considers appeals in matters concerning the job classifications of its exempt employees, in light of the Board's authority as the employer.

The Board is further responsible for the negotiation of any collective agreements with the association or bargaining unit that represents the DPD's employees. The process for overseeing the DPD's collective bargaining is carried out under the leadership of the Human Resources Committee. Together with the Chief Constable, the Board develops, approves, and regularly reviews the DPD's labour negotiations strategies, and in relation to collective bargaining the Board:

1. following receipt of notice to commence bargaining, requests a bargaining process report, establishes a bargaining committee, and provides the Chief Constable with the mandate to chair the committee and commence bargaining;
2. during collective bargaining, receives regular updates from the Chief Constable on the progress of collective bargaining/interest arbitrations and any issues for consideration and ensures the bargaining process is conducted in accordance with the applicable provisions of the *Labour Relations Code* (BC) and the *Police Act*; and
3. once finalized by the parties and ratified by the Union, the Board reviews and ratifies the proposed terms of a collective bargaining agreement and forwards to City Council for information.

During the term of the collective agreement, the Board delegates the Chief Constable to be the primary contact for, and with respect to, the unions representing its employees. This does not preclude the Board from meeting with unions as necessary from time to time, with the Chief Constable present.

At least quarterly, the Chief Constable reports to the Board concerning the implementation and effectiveness of the DPD's collective bargaining agreement with its employees as well as any developments or areas of concern, and at least annually, the Board reviews the effectiveness of its labour negotiations strategies and policies and approves any desired changes.

[92] *Police Act, s. 26.*

7. Financial and Budgetary Oversight

The DPD's financial position impacts its ability to meet its priorities, goals, and objectives. The Board is responsible for ensuring the DPD provides effective and efficient services, funded by an annual budget approved and provided by City Council. As such, the Board, supported by the Finance & Risk Management Committee, oversees the development of the DPD's annual budget and financial strategies, which involves:

1. the Chief Constable developing, and presenting to the Board the annual operating and capital budget, as deemed necessary to achieve the DPD's Annual Plans;
2. the Board reviewing and approving a provisional operating and capital budget for the DPD and submitting the same to City Council on or before November 30[93] preceding the next budget year;
3. together with the Chief Constable, meeting with City Council (or designated committee) to review the provisional budget and receiving feedback from City Council;
4. together with the Chief Constable, submitting any changes to the budget to City Council on or before March 1 of the year in question[94], and meeting with City Council to review the final budget and receive feedback;
5. if the Board and City Council cannot agree on whether an item or amount should be included in the budget, the option of applying to the Director of Police Services for a binding determination.[95]
6. although the *Police Act* authorizes the Director to resolve budget disputes between the City and the Board, if such a dispute arises, the Board will act in good faith to review the DPD's budget needs and operational requirements to ensure alignment with the priorities, goals and objectives of the Province and City Council, with the goal of resolving such disputes with the City directly (budget disputes will in practice only be referred to the Director as a last resort where the City and the Board reach an impasse);
7. together with the Chief Constable, ensuring appropriate delegations of authority specific to financial expenditures, expenses/travel, and procurement;
8. the Board recognizing that, although core policing activities must be funded by City Council[96], sponsorships and donations may be used to enhance and extend the DPD's services, with the overall aim of increasing public safety;
9. together with the Chief Constable, the establishing, approving, and overseeing policy for partnering with the Delta Police Foundation or other Board approved fundraising organizations;
10. receiving reports from the Chief Constable at each of its regular meetings on donations and sponsorships;

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[93] *Police Act, s. 27(1).*
[94] *Police Act, s. 27(2).*
[95] *Police Act, s. 27(3).*
[96] *Police Act, s. 27.*

11. at its regular meetings, with the Chief Constable, reviewing the DPD's internal controls, financial risks, and operational and financial performance, as well as progress towards the DPD's strategies, plans, policies, and approved budget;
12. quarterly receiving from the Chief Constable financial variance reports and financial statements detailing the DPD's operating and capital expenditures against the budget;
13. ensuring extraordinary expenditures that are not contained within the approved budget are not made without prior approval from City Council and discusses with the Chief Constable any variations, future considerations, concerns, and methods of financial management;
14. directing the Chief Constable to implement any actions agreed upon by the Board, including seeking any required additional approval from City Council;
15. at least annually, reviewing and, if necessary, providing guidance to the Chief Constable with respect to the DPD's system of internal controls and risk management systems to ensure the integrity of the DPD's financial statements; and
16. reviewing and approving the DPD's published annual report and financial statements, as prepared by the Chief Constable, and annually reporting to the Minister on the DPD's performance.

8. Service or Policy Complaints

The Board is responsible for taking action to respond to complaints made about the services or policies of the DPD[97] and complaints about the conduct of the Chief Constable and Deputy Chief Constables.[98]

Service or Policy Complaints

In accordance with the *Police Act*, service or policy complaints are complaints that can be made about:

1. the general direction, management, or operation of the DPD, or
2. the inadequacy or inappropriateness of the DPD's:
   - **a.** staffing or resource allocation;
   - **b.** training programs or resources;
   - **c.** standing orders or policies;
   - **d.** ability to respond to requests for assistance, or
   - **e.** internal procedures.

Service or policy complaints may be made at any time directly to the Police Complaint Commissioner (or any person designated by the Commissioner), to the Board Chair, or any DPD constable on duty who is assigned to receive and register such complaints. The Chair must seek to ensure that: complainants are provided with required assistance; barriers to making a complaint are effectively reduced or eliminated; and the complainants are supported in making an informed decision about whether to file a service or policy complaint or a complaint alleging misconduct.

When the Board receives a copy of a service or policy complaint it is then required to address the complaint promptly, in accordance with the *Police Act*[99], by:

1. requesting the Chief Constable to investigate and report on the matter;
2. initiating a study concerning the complaint;
3. initiating an investigation into the complaint;
4. dismissing the complaint if the Board determines it is:
   - **a.** trivial, frivolous, vexatious or not made in good faith,
   - **b.** filed for an improper purpose or motive,
   - **c.** concerning a service or policy matter that has been appropriately resolved, or
   - **d.** not about a service or policy matter
     - **I.** under the general direction and management or operation of the DPD, or
     - **II.** about which a complaint can be made (refer to 1. and 2. a) - e) directly above); or
5. taking any other course of action the Board considers necessary to respond adequately.

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[97] *Police Act, s. 171.*
[98] *Police Act, Part 11.*
[99] *Police Act, ss. 171 and s. 172 (as amended by the Police Act Amendments Act, 2024).*

When determining which of the above courses of action it is necessary to take, to respond adequately to a complaint, the Board is required to give consideration to whether the complaint includes allegations of discriminatory policies or practices, and whether, as a result, at a minimum the matter is to be referred to the Chief Constable for investigation or for a study or investigation to be initiated[100]. Once the Board has determined the course of action to be taken, it is required within 20 business days to advise the complainant, the Director of Police Services and the Police Complaint Commissioner of that course of action.[101]

The Board is required to keep minutes and records, of any of its meetings, hearings or inquires, as conducted in dealing with a service or policy complaint. Meetings and hearings concerning service or policy complaint matters are required to be open to the public, unless any of the following merit a meeting or hearing, or a portion thereof, to be held in private: public security; labour relations issues; a person's financial affairs; or information otherwise requested to be given in private.[102]

If the Board initiates a study or investigation, the Board will consider and determine whether collectively, by Committee, or through one or more individual Board members, it has the expertise and resources to conduct the same, or will seek professional assistance from the DPD or through resources independent of the DPD.

In determining whether to request the Chief Constable to investigate and report on a matter, or in determining the terms and scope of any DPD assistance in relation to a Board initiated study, investigation or other course of action, the Board shall consider whether a conflict of interest, or a possible perceived conflict of interest specific to the DPD may exist. In seeking to make such an assessment, the Board is best served by obtaining an independent external assessment or advice.

The Board will monitor and review the status of any study, investigation or other course of action taken, and any other relevant information. The Board determines whether to approve the results of any study or investigation, including an investigation and report by the Chief Constable. Upon the conclusion of the matter by the Board, it sends to the complainant, the Director of Police Services and the Police Complaint Commissioner an explanation of the Board's actions taken and, if applicable, a detailed summary of any investigation or study undertaken.[103]

Subject to the requirements established by the *Police Act*, the Board may review the process for responding to service or policy complaints with the Chief Constable, and make any necessary adjustments or amendments to the process.

Whenever independent professional assistance is obtained, the Board ensures it is formally regulated, e.g., through a services contract, and accounts for: any assistance possibly required to be provided by the DPD; review and control of working and final records; contract monitoring; and other contract risk management considerations.

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[100] *Provincial Policing Standard 6.1.1: Promoting Unbiased Policing, s. 21.*
[101] *Police Act, s. 171(3).*
[102] *Police Act, s. 69 and 71.*
[103] *Police Act, s. 172*

9. Misconduct Complaints against the Chief, Deputies and other Constables

Complaints against the Chief Constable and Deputy Chief Constables may allege "misconduct", as defined in the *Police Act*[104], or be an internal discipline matter, on the basis of not being an admissible misconduct complaint and not directly involving or affecting the public[105]. The Board deals with complaints of misconduct in accordance with *Police Act* procedures[106], and must establish its own procedures consistent with the *Police Act* for dealing with internal discipline matters and taking disciplinary or corrective actions in respect of them[107]. In accordance with the *Police Act*, the Board Chair is the discipline authority for all complaints of misconduct made against the Chief Constable or a Deputy Chief Constable.[108]

In addressing any complaint of misconduct against, or an internal discipline matter concerning the Chief Constable or a Deputy Chief Constable, the Board Chair may retain the services of legal counsel for assistance.

The Board Chair seeks the approval of the Board, and ultimately the Office of the Police Complaints Commissioner, prior to concluding any investigation or imposing any discipline in connection with such conduct complaint.

Complaints of Misconduct against other Constables and Suspensions

In accordance with the *Police Act*[109], the Chief Constable is the discipline authority for all conduct complaints made against other municipal constables or special municipal constables of the DPD, and the Board will not hear any delegation concerning a conduct complaint, but refer such delegation to the appropriate oversight body (usually the Office of the Police Complaints Commissioner).

The Chief Constable abides by the processes and procedures set out in Part 11 – *Misconduct, Complaints, Investigations, Discipline and Proceedings*, of the *Police Act*, in dealing with complaints of misconduct against the DPD's constables.

The Chief Constable immediately notifies the Board of any serious or sensitive complaints and at regular meetings of the Board provides a statistical analysis of complaints as well as an update on the status of any serious or sensitive complaints.

The Board may suspend those of its employees appointed constables (including up to the rank of Chief Constable) without pay, only if: i. grounds set out in the *Police Act* exist; ii. the Board considers it in the public interest to do so; and iii. the employee has been given an opportunity to be heard regarding the matter.[110]

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[104] *Police Act, s. 77(1)-(3).*
[105] *Refer to definition of "internal discipline matter" in Police Act, s. 76.*
[106] *Comprehensive provisions set out in Police Act, Part 11.*
[107] *Police Act, s. 175.*
[108] *Police Act, s. 76.*
[109] *Police Act, s. 76*
[110] *Police Act, s. 110.*

10. Governance Partner and Stakeholders Relations Oversight

The Board and Chief Constable establish and maintain strong and effective communication and working relationships with its governance partners, including the Province and City Council, the Tsawwassen First Nation, other jurisdictional police, and the DPD's other stakeholders and partners. These relationships play an important role in terms of funding, service provision, DPD policy, and public awareness of policing issues, priorities, and strategies affecting the DPD and the community. By understanding this environment and working strategically with its governance partners and key stakeholders, the DPD strengthens its ability to meet its strategic priorities. As these relationships hold strategic importance and risk for the DPD, the Board engages with partners and stakeholders, including the activities enumerated below.

1. The Board stays informed, through the Chief Constable, about concerns of DPD's governance partners and key stakeholders, as well as the engagement strategies with such partners and stakeholders.
2. The Board seeks to ensure alignment between itself and the Chief Constable in key messaging from the Board to such partners and stakeholders.
3. The Board receives, reviews, and discusses communications from partners and stakeholders that may impact the Board or would benefit from a Board response.
4. The Board recognizes the importance of the working relationship with City Council, as the Board's source of funding, and interacts with City Council as follows:
    a. the Board seeks to meet at least annually with City Council, reviewing the work of the DPD and seeking feedback from City Council, to ensure a productive and positive working relationship exists with the City;
    b. the Board ensures all communications with City Council regarding budget preparation and approval are conducted in accordance with established protocols;
    c. the Board ensures all formal communications between the Board and City Council are conducted through the Board Chair, unless otherwise specified by the Board; and
    d. as considered appropriate by the Board, a designated Board member will attend a DPD presentation to City Council with the Chief Constable (or person designated by the Chief Constable), and be briefed on the key issues prior to attending such a presentation.

11. Communications and Community Engagement

Effective community engagement is at the heart of the DPD's purpose and values. Engagement with the widest possible range of community groups is essential for DPD to:

1. deliver the services communities require;
2. forge meaningful community relationships;
3. build community trust and confidence; and
4. access new and insightful information sources.

Together with, or in addition to the DPD's public engagement activities, the Board:

1. engages with the community through open meetings of the Board or Committees, allowing the opportunity for members of the public to appear as delegates and present comments relevant to the Board meeting agenda items;
2. may engage directly with the community through stakeholder meetings, workshops or town hall meetings, as and when determined to be of benefit or appropriate;
3. seeks to engage with employees of the DPD through site visits, and attending presentations and information sessions presented by employees to the Board, and other similar activities;
4. seeks to gauge community satisfaction with police services through periodic surveys of residents and businesses or other similar means;
5. publishes an annual public report on the DPD's performance;
6. engages with board members of other police departments, provincially and nationally, through representation as a member of the BC Association of Police Boards and the Canadian Association of Police Governance, and, where appropriate, participating on the boards and committees of these organizations;
7. welcomes opportunities to share crime statistical information and crime trends with City Council, community organizations, businesses and members of the public; and
8. encourages the DPD advising the community of any policing issues or developments that have a significant and material effect on DPD or the community.

To ensure that the Board is fully informed about all major issues that may be of concern to the community, the Boards seeks to be provided with all official DPD media releases, where possible prior to their release to the public.

The Board reviews the results of any community satisfaction surveys or other surveys seeking to determine community concerns, as may be conducted by the DPD or at the direction of the Board, to seek to understand and be able to be responsive to any identified issues or concerns.

12. Privacy, FOIPPA, and Records Oversights

The Board and the DPD are each subject to the *Freedom of Information and Protection of Privacy Act,* R.S.B.C. 1996, c. 165 (the "*FOIPPA*") and each is recognized as a separate "public body" in accordance with the same. In accordance with the *FOIPPA*, the Board Chair is the "head" of the Board for the purposes of the *FOIPPA* and has responsibility for all requests for records in the custody or control of the Board. The Chief Constable is the "head" of the DPD for purposes of the *FOIPPA* and has responsibility for all requests for records in the custody or control of the DPD.[111]

To ensure that, in accordance with the *FOIPPA*, access to information and records in the custody or control of the Board is provided and/or information and records are protected from disclosure, the Board engages in the below enumerated activities.

1. The Board supports the principle of fair and reasonable disclosure of information to facilitate transparency and public engagement. The Board makes available to the public all materials in connection with open sessions of Board meetings (including agendas, materials, and minutes), on the Board subsection of the DPD's website. Disclosure of information contained in such materials is only restricted if required by provisions of the *FOIPPA,* as determined by the Board Chair.
2. As requested by the Board Chair, the Office of the Chief Constable assists the Chair in carrying out the Chair's *FOIPPA* duties, including receiving, analyzing and preparing responses to requests for disclosure of Board records. All requests for disclosure of Board records are made to the Chair. The Chair determines whether the request will be dealt with exclusively by the Board or is to be forwarded to the Office of the Chief Constable for administrative assistance. The Office of the Chief Constable may provide guidance to the Chair about whether to approve the release of requested records and information and, if so, the provisions of the *FOIPPA* under which the requested information may be released or withheld. Alternatively, the Chair obtains independent legal advice regarding the application of the *FOIPPA* to a request for the disclosure of Board records and information. The Chair has the final decision-making authority with respect to the release of records and information in the custody or control of the Board.
3. At regular Board meetings, the Chair or the Chief Constable advises the Board of any access to information requests for Board records and any investigations by the Information and Privacy Commissioner arising from the same.
4. The Board regularly reviews its process and policies for receiving, reviewing, and managing information requests relating to the Board and for collecting, using, and disclosing personal information, and makes any adjustments as necessary.
5. Board records are retained in accordance with a Records Management Policy and procedures approved by the Board. The Office of the Chief Constable is responsible for

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[111] *In accordance with the definition of "local government body" in the FOIPPA, and recognized by Board, as per the minutes of its meeting of April 11, 2012.*

administering the secure storage of Board records that are in the custody and control of the Board.

13. Information Technology Oversight

To effectively carry out its work, the DPD relies on information management / information technology (IM/IT) infrastructure, services, and applications including those:

1. provincially or federally mandated to be used by all police agencies across Canada (e.g., PRIME-BC, JUSTIN, NPSNet);
2. forming part of Shared Services Agreement between the DPD, the RCMP and other entities (e.g., the network supporting the 911 Communications Centre); and
3. specific to DPD or the City (e.g., recruitment, payroll, accounting systems).

The above significantly impact the delivery of critical programs and services by the DPD. As a result, the Board will annually receive an update on the DPD's strategy and approach for IM/IT in delivering its programs and services, as developed by the Chief Constable.

14. Legal and Compliance Oversight

Compliance with Laws and Policing Standards

The Board is responsible for seeking to ensure that the DPD at all times operates in accordance with applicable laws and provincial policing standards. This involves the below enumerated activities.

1. The Board receives annual reports from the Chief Constable, as required by provincial policing standards and other laws, regarding the DPD's compliance with the same.
2. The Chief Constable reports to the Board annually regarding the status of any litigation, claim or contingency that could have a material impact on the DPD.
3. The Board Chair receives any notices from the Director of Police Services proposing to undertake any inspection, evaluation or review of the DPD and its compliance with provincial policing standards. As soon as practicable, the Board Chair reviews such notices with the Board and the Chief Constable, ensuring a prompt, coordinated, cooperative, and complete response to such notice.
4. The Chief Constable updates the Board at the Board's regular meetings regarding the status of any inspections, evaluations or reviews being undertaken by the Director.

Legal Counsel

The Board uses the legal services of counsel, if so employed in a management position with the DPD, whenever there is no conflict of interest, the requested advice can be provided within the necessary time frame, and the necessary legal expertise exists.

The Board may retain outside legal counsel on all other matters or where the Board determines the independence and/or jurisdiction of the Board is best served by retaining outside counsel.

In accordance with the *Police Act*, the City of Delta is civilly liable for the actions of any Board employees[112]. As a result, the City Legal Department manages all civil litigation arising from the actions of Board employees.

Indemnification

The legal defence and cost of any proceedings, and the indemnification of employees, for torts committed in the performance of their duties, or who have been charged with an offence in connection with the performance of their duties, may be conducted, paid or reimbursed by the Board or the City, or as otherwise set out in an applicable collective agreement, or the City's indemnification policies approved by the Board and forming part of the DPD's administrative policies. Except to the extent specifically provided in a collective agreement or the administrative policies, the Board has final approval over any indemnification requests.

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[112] *Police Act, s. 20.*

15. Policy Development, Approval & Issuance

In accordance with the *Police Act*, the Board is responsible for making rules consistent with the *Police Act*, associated regulations and the Director's standards relating to:

1. the standards, guidelines and policies for the administration of the DPD; and
2. the prevention of neglect and abuse by its constables and the efficient discharge of duties and functions by DPD and its constables.

The Board recognizes the *Police Act* to be vague in terms of the authority of the Board to make "rules" versus "policies"[113]. In order for the Board's policies, applicable to its employees and the DPD, to be enforceable the following applies[114]:

Approval & Issuance of Policy

1. The Board has exclusive authority to approve and issue Policy (including, but not limited to, policies published as *Department Policy* and as its *Board Governance Manual & Rules*), establishing duties and providing direction, respecting:

a. the administration of the department,
b. the prevention of neglect and abuse by its municipal constables, and
c. the efficient discharge of duties and functions by the department and its constables,

and the Chief Constable may issue the following, which when issued establish duties and are lawful orders, to enable operationalization of the Board's Policy: procedures; directives; standards; guidelines; and standing orders.[115]

2. The Policy, procedures, directives, standards, and guidelines, issued under section 1 above, must be in consistent with the *Police Act*, its Regulations, and the Director's Standards.

The above is enforceable, having been filed with the Director, Police Services, as part of this Manual.

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[113] *Police Act, s. 28(1).*
[114] *Police Act, s. 28(2).*
[115] *The explicit statement that the Chief's procedures etc. are 'duties and lawful orders' establishes that failure to comply with mandatory provisions of the same can be deemed "neglect of duty" under the misconduct provisions of the Police Act. The Office of the Police Complaint Commissioner has always referenced department policies and procedures when making misconduct assessments, but it has been a long-standing gap in Board/Department policy that it is not explicitly stated that 'mandatory compliance' provisions of Board Policy and Chief-issued Procedures (and similar directives), are lawful order and create duties.*

The Office of the Chief Constable assists the Board in the development of its policy for the DPD, and presents the same to the Board, through the Governance Committee, for review and approval. The Governance Committee recommends policy for the DPD, to the Board for approval. Policy becomes effective and enforceable once approved by the Board.

The Chief Constable is directly responsible for the development and implementation of all procedures, as necessary to give effect to policy approved by the Board, and compliance with such procedures becomes enforceable once a procedure is approved by the Chief Constable.

The Chief Constable may also issue directives, standards, guidelines, standing orders and other orders, whether of not specific to operationalizing Board Policy, within the Chief Constable's authority and as the Chief Constable deems appropriate, and the same also establish duties and are lawful orders.

The process to develop, review and approve Board policy for the DPD includes that:

1. all polices are on a risk-based review cycle, and the Chief Constable, together with the applicable Committee reviews, and as necessary updates, policies accordingly, for approval by the Board;
2. the Chief Constable provides reports to the Board regarding the implementation of and compliance with policies and Policing Standards, including:
   a. annual reports on the collective (but not individual) activities of the DPD's operations over the previous year,
   b. reports on the administration of complaints, and
   c. reports regarding relevant trends, significant changes in policing policies and standards, and external or internal material changes (including changes in assumptions upon which any policy was previously based); and
3. the Chief Constable provide such other operational reports as may be requested by the Board from time to time.

16. Media and Public Relations

The Chair of the Board is the official spokesperson for the Board, but may appoint another member as spokesperson for specific matters. Media requests for interviews shall be forwarded directly to the Chair or via the Executive Assistant to the Chief Constable.

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

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

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

Most media inquiries regarding the DPD are in relation to operational matters and properly the domain of the Chief Constable or his/her staff. However, where operational matters may be likely to spur significant public interest or debate, the Chief Constable will inform Board members, when practicable, before a public statement is made. This may be done by email or telephone. The purpose of informing the Board is a courtesy, to ensure that Board members are aware of major occurrences.

On some occasions a matter may be of such significance or seriousness that consultation and discussion, between the Chief Constable and the Board is justified, before information is released. The purpose of consultation with the Board is to allow the Board to provide the Chief Constable with its advice and counsel regarding the matter, and to provide the Board with an early insight into the Chief Constable's strategy and follow-up plan.

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

Board media releases and information to media outlets are published on the Board portal of the DPD website.

The Office of the Chief Constable shall respond to media requests for information released at its public meetings, and minutes of its public meetings shall be made available on the Board website.

The media shall be referred to the Department's Media Liaison Unit for response on issues within the authority of the Chief Constable.

17. Communications with Municipal Council

Formal communication between the Board and City Council, Council's Committees or City Administration is conducted through the Chair, unless otherwise specified by the Board, and the Chair may direct the Chief Constable to communicate with the City, as required, on the Chair's and/or the Board's behalf.

The Board seeks a positive and productive working relationship with City Council and promotes opportunities for dialogue with Council, including through seeking an annual joint meeting.

The Police Board is to be notified, as soon as is practicable, of any request to the DPD to make a formal presentation to City Council or any of its Committees.

City Council requests concerning police operational matters shall be directed to the Chief Constable.

18. Police Board Awards & Commendations

At intervals determined by the Chief Constable, the DPD conducts an awards ceremony to recognize exceptional contribution to the welfare and safety of the communities the DPD serves, made by DPD employees and volunteers, as well as other individuals. As a part of this process, the Board may recognize and award meritorious contributions by members of the public with a formal commendation presented at the ceremony.

Appendices

A. Crisis Action Plan

Introduction

A Crisis Action Plan (CAP) seeks to facilitate the taking of swift, constructive action, which is often key to ensuring that the Police Board continues to function effectively and minimizing its reputational risk. A CAP aids in keeping Board members focused, and helps to manage uncertainties that can compound a crisis, by establishing who will be involved and what they will do.

This CAP supports the Board in responding to unexpected stress events, with the goals of:

1. shortening and lessening the impact of a crisis;
2. seeking to safeguard the reputations of Board members and the Department's Executive or other employees affected, as determined to be appropriate;
3. seeking to preserve Board operations and productivity; and
4. seeking to safeguard the Board and the Department's reputation.

Organizational and Board crises come in many forms, but in relation to a Police Board, they are generally:

1. an event within the Police Department that can undermine the public or government's confidence in the Board, e.g., a controversial police use of force event, internal Department mismanagement, or perceived misbehavior by officers;
2. failure to reach agreement with City Council regarding the Board's provisional Police Department budget; or
3. events that threaten the Board's own operations, e.g., a single or multiple resignations of Board members.

As these crises flow from actions of employees of the Board or Board members themselves, it can be expected that the public, government, the media or various interest groups will look to the Board for a response to the event.

Board Crisis Leadership

As previously established in this Manual, the Board Chair's role is to provide leadership to the Board and ensure its effective functioning. The Board Chair represents the Board both publicly and to the Department. The Chair is the official spokesperson for the Board, or appoints the Vice Chair or a Committee Chair as spokesperson in relation to specific matters, as required.

If the City's appointed Councillor is elected Chair, then as a result of the dual role of Board Chair and City Councillor, and in order to ensure the independence of the Board, it is critical that the role and responsibilities of the Chair are carried out distinctly separate from those of their Council

office. At times such a Chair's duties and responsibilities as Councillor may conflict with or be in opposition to duties and responsibilities as Board Chair, and in such situations another Board member, normally the Vice Chair, assumes leadership and represents the Board publicly.

In determining appropriate crisis responses by the Board, and the Board Chair's role in relation to the same, careful consideration must also be given to the Chair being the disciplinary authority, in accordance with the *Police Act*, specific to conduct complaints made against the Chief Constable or a Deputy Chief Constable (unless the Police Complaint Commissioner directs otherwise). Caution must be applied when considering the scope of the Chair's involvement in crisis leadership, planning and responses, in light of the Chair's role as disciplinary authority.

The *Police Act* does not prevent the Chair from renouncing that position. The Chair retains the option of renouncing the position if the Board is not satisfied that the Chair absenting themself from any meeting of the Board or declare that s/he is unable to act in relation to a matter suffices to alleviate a conflict or perceived conflict of interest[116]. In such circumstances the Vice Chair will lead the Board in dealing with the matter at issue.

Crisis Management Meetings

In accordance with the Board's Governance Manual, the Board Chair, Vice Chair and Committee Chairs may call a special meeting to address urgent crisis specific issues. Normally, at least 24 hours notice is required to be given for special meetings, but a meeting may be held on shorter notice if:

1. required by the circumstances; and
2. at least two-thirds of the Board consents to the time, the place and the matter to be considered.

Notice of a special meeting may be provided by electronic means or the most efficient method in the circumstances, including by telephone, as approved by the Board Chair or a Committee Chair.

Crisis Management Resources

The resources listed further below are intended to be drawn upon to support and allow the Board to:

1. uphold its mandate, and carry out its roles and responsibilities, as set out in its Governance Manual;
2. identify aspects of a crisis that are not immediately apparent to Board members;
3. identify warning signs of a potential crisis and prepare the Board to respond to those warning signs;

[116] *Police Act, s. 25.*

4. confirm roles and establish expectations of the Board generally, and of individual Board members, where appropriate;
5. identify core response action elements and receive pre-prepared response materials; and
6. provide immediate contact information for those involved internally and externally, and who are ready, willing and able to assist in accordance with expectations of the Board.

Resources – Lists & Contacts

The Board maintains a formal leadership structure, regardless of the circumstances. As a result, the following contacts are to be engaged with exclusively by the Board Chair or acting Chair, one or more Board members authorized by the Chair, or one or more Board members as authorized by the Board.

Executive Management

Chief - contact info. provided to Board members directly.

DCC Community Policing Bureau - contact info. provided directly.

DCC Administration Bureau - contact info. provided directly.

Office of the Chief Constable

Corporate Services Manager - contact info. provided directly.

Legal

Internal - Counsel / Risk Manager - contact info. provided directly.

External - contact info. provided directly.

Communications

Internal - Manager, Communications – contact info. provided directly.

External – t.b.d.

Administrative

Office of the Chief Constable– contact info. provided directly.

Technology

Manager, Information Technology - contact info. provided directly.

Other

B. Annual Code of Conduct and Conflicts of Interest Declaration Form

ANNUAL CODE OF CONDUCT AND CONFLICTS OF INTEREST MEMBER DECLARATION

I, _____, a member of the Delta Police Board, hereby declare that:

1. I have read, understand and agree to comply with the *Municipal Police Board Member Code of Conduct Regulation* (B.C. Reg. 113/2025) and the Delta Police Board's supplemental policies on information management and interaction with DPD personnel.

2. Except as described below, I am not aware of any real, potential, or perceived conflict of interest in relation to my Board duties.

   No Conflicts: ☐

   Disclosure of Potential Conflicts (describe):
   Click or tap here to enter text.

3. I agree to promptly provide an updated declaration if any new conflict arises, and in any event, will renew it annually.

_____
Board Member Name

_____ _____
Signature Date

C. Municipal Police Board Member Code of Conduct Regulation

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PART 1 – GENERAL

Definitions

1 In this regulation:

"Act" means the *Police Act*;

"chair" means a member elected by a municipal police board as chair or acting as chair of a municipal police board in accordance with section 25 *[election of chair and vice chair of municipal police board]* of the Act;

"specified statute" means the following Acts:

(a) *Cannabis Act* (Canada);

(b) *Controlled Drugs and Substances Act* (Canada);

(c) *Criminal Code*;

(d) *Firearms Act* (Canada);

"vice chair" means a member elected by a municipal police board as vice chair in accordance with section 25 of the Act.

Application

2 This code of conduct applies to

(e) a member of a municipal police board, and

(f) a member of the amalgamated board continued under the Victoria and Esquimalt Municipal Policing Reorganization Regulation, B.C. Reg. 205/2024, as if the member were a member of a municipal police board.

Principles

3 The following general principles apply to a member of a municipal police board:

(a) a member is to act in a manner that maintains the public's trust and confidence in

(i) the board to which the member belongs, and

(ii) the municipal police department governed by that board;

(b) in the performance of a member's duties, the member is to

(i) act in the best interest of the public,

(ii) act with integrity, and

(iii) act in a professional and respectful manner.

PART 2 – PROHIBITIONS, DUTIES AND STANDARDS IN RELATION TO MEMBER CONDUCT

Division 1 – Misconduct

Abuse of authority

4 (1) A member must not abuse the member's authority as a member of a municipal police board.

(2) Without limiting subsection (1), a member must not interfere with the administration of justice.

Corrupt conduct

5 (1) A member must not conduct oneself in a corrupt manner.

(2) Without limiting subsection (1), a member must not

(a) agree or allow oneself to be under a pecuniary or other obligation to any person in a manner that would likely be seen to affect the member's ability to properly perform the duties of a member, or

(b) use or attempt to use one's position as a member for personal gain or other purposes unrelated to the proper performance of one's duties as a member.

Misuse of board or department property

6 A member must not intentionally or recklessly misuse, lose or damage the property of a municipal police board or municipal police department.

Conduct bringing board into disrepute

7 (1) A member must not conduct oneself in a manner that the member knows, or ought to know, would be likely to bring a municipal police board or municipal police department into disrepute.

(2) Without limiting subsection (1), a member must not

(a) contravene any of the following:

(i) the Act;

(ii) a regulation, rule, guideline or policy made under the Act;

(iii) a specified statute,

(b) interfere with the governance or operation of a municipal police board, or

(c) act in a disorderly manner.

Interference with law enforcement discretion

8 (1) A member must not interfere with the exercise of law enforcement discretion by an officer.

(2) Without limiting subsection (1), a member must not

(a) attempt in any way to influence a decision to deploy officers,

(b) attempt in any way to influence an officer's decision to investigate a matter,

(c) attempt in any way to influence an officer's decision to make an arrest, or

(d) attempt in any way to influence an officer's report to Crown counsel in respect of an offence.

Disrespectful behaviour

9 A member of a municipal police board must not, in the course of the member's duties, do any of the following:

(a) use profane, abusive, discriminatory or insulting language, jokes or gestures to any person, including, without limitation, language, jokes or gestures that would likely be seen to demean or show disrespect to the person on the basis of that person's

(i) race, colour, ancestry, place of origin or Indigenous identity,

(ii) political belief or religion,

(iii) marital or family status,

(iv) physical or mental disability,

(v) age,

(vi) sex, sexual orientation or gender identity or expression, or

(vii) economic or social status;

(b) harass or coerce another member or any other person, in any manner;

(c) act in a deceitful manner, including, without limitation, by making false or misleading statements or records.

Division 2 – Member Duties

Confidentiality

10 (1) A member of a municipal police board must not disclose or attempt to disclose, to any person, information or records that the member obtained in the course of the member's duties.

(2) Subsection (1) does not apply to a member of a municipal police board if one or both of the following circumstances apply:

(a) the member was authorized to disclose the information or records by the board;

(b) the member was lawfully required to disclose the information or records.

(3) If a member of a municipal police board contravenes this section, the member must advise the board as soon as reasonably practicable of the disclosure.

Personal gain

11 (1) A member of a municipal police board must not, directly or indirectly, solicit or accept a fee, gift, service or another form of personal gain that is related to the performance of the member's duties.

(2) Subsection (1) does not apply to a member of a municipal police board who receives any of the following related to the performance of the member's duties:

(a) an honorarium authorized by the board;

(b) the salary of a municipal councillor for a member who is also a member of a municipal council;

(c) reimbursement for reasonable travel and out-of-pocket expenses necessarily incurred by the member in performance of the member's duties;

(d) customary tokens or gifts received by the member as an incident of the protocol or social obligations that normally accompany the member's position.

Disclosure of charges and convictions

12 (1) A member must make a disclosure in accordance with subsection (2) if the member is

(a) charged with an offence under a specified statute,

(b) found guilty by a court of an offence under a specified statute, whether or not the court orders an absolute or conditional discharge under section 730 of the *Criminal Code*, unless

a. the finding is subject to appeal or further appeal, or

b. an appeal is being taken in respect of the finding of guilt, or

(c) found not criminally responsible on account of a mental disorder in respect of an offence under a specified statute.

(2) As soon as reasonably practicable after being charged, found guilty or found not criminally responsible, as described in subsection (1), the member must disclose the charge or finding, in writing, to each of the following persons, as applicable to that member:

(a) if the member is not the chair of the municipal police board, to the chair and the director;

(b) if the member is the chair, to the vice chair and the director;

(c) if the member was appointed by a municipal council, to the municipal council that appointed the member.

Division 3 – Member Standards

Board meeting conduct standards

13 A member of a municipal police board must conduct oneself in accordance with the following standards in relation to board meetings:

(a) respectfully participate in board meetings, including, without limitation, refraining from unreasonable interference with the conduct of board meetings;

(b) regularly attend the board meetings the member is required to attend by the chair of the board or resolution of the board;

(c) reasonably prepare for a board meeting, including, without limitation, reviewing the meeting agenda and materials, if any, provided in advance of the meeting to allow the member to reasonably participate in the meeting.

Acting on behalf of board

14 (1) A member of a municipal police board must not

(a) purport to act on behalf of the board, unless the member receives prior approval from the board, or

(b) fail to act in accordance with the prior approval from the board.

(2) A municipal police board may determine the manner in which prior approval is given under this section.

PART 3 – CONFLICTS OF INTEREST AND PERCEIVED CONFLICTS OF INTEREST

Conflict of interest

15 For the purposes of this Part, a member of a municipal police board has a conflict of interest if the member

a. performs a duty of the member as a member of the board, and

b. knows, at the same time, that by performing the duty there is an opportunity to further the member's private interests or personal relationships.

Perceived conflict of interest

16 For the purposes of this Part, a member of a municipal police board has a perceived conflict of interest if there is a reasonable perception that the member's ability to perform the member's duties as a member of the board will be or has been affected by the member's private interests or personal relationships.

Interpretation for sections 18 to 20

17 In sections 18 to 20, a reference to a conflict of interest includes a perceived conflict of interest.

Disclosure of conflict of interest

18 (1) A member of a municipal police board who has a conflict of interest in relation to a matter before the board must disclose the conflict before the matter related to the conflict is considered by the board.

(2) Disclosure of a conflict of interest must be provided to all members of the municipal police board.

(3) If a conflict of interest is disclosed at a municipal police board meeting, that disclosure is sufficient for the purposes of subsection (2), whether or not all members of the board are in attendance.

Conduct related to conflict of interest

19 A member of a municipal police board who has a conflict of interest in relation to a matter before the board, whether or not the member has disclosed the conflict, must not do any of the following:

(a) attend a part of a board meeting during which the matter is under consideration;

(b) participate in any discussion of the matter at a board meeting;

(c) vote on a motion in respect of the matter at a board meeting;

(d) attempt in any way, before, during or after a board meeting, to influence voting on any motion in relation to the matter.

Exemptions

20 (1) A member of a municipal police board is exempt from this Part to the extent that the member receives an honorarium, salary, reimbursement, token or gift as described in section 11 (2) *[personal gain]* of this code of conduct.

(2) A member of a municipal police board who is also a member of a municipal council is exempt from this Part to the extent that the member's role on the municipal council conflicts with the member's role on the board.

Resignation from board before employment

21 A member of a municipal police board must not apply for employment with the municipal police department governed by the board to which the member belongs unless the member resigns from the board before applying.

Resignation from board before negotiating contract

22 A member of a municipal police board must not begin any negotiation in relation to a contract, including, without limitation, responding to a request for proposal, with the municipal police department governed by the board to which the member belongs unless the member resigns from the board before negotiations begin.

PART 4 – SUSPENSION AND DISCIPLINE

Prohibited conduct while suspended

23 (1) For the purposes of this code of conduct, a member of a municipal police board who is suspended must not do any of the following:

a. attend meetings of the board;

b. publicly represent oneself as an active regular member of a municipal police board.

(2) A member of a municipal police board must not provide to a suspended member of the board any information or records received as a member of the board, unless the information or records are publicly accessible.

Contraventions

24 A member contravenes this code if the member contravenes one or more of the following provisions:

(a) section 4 *[abuse of authority]*;

(b) section 5 *[corrupt conduct]*;

(c) section 6 *[misuse, loss or damage to board or department property]*;

(d) section 7 *[conduct bringing board or department into disrepute]*;

(e) section 8 *[interference with operational independence of department]*;

(f) section 9 (a) *[use of profane, abusive, discriminatory or insulting language or gestures]*;

(g) section 9 (b) *[harassment or coercion]*;

(h) section 9 (c) *[acting in deceitful manner]*;

(i) section 10 (1) *[disclosure of confidential information or records]*;

(j) section 10 (3) *[failure to advise of disclosure as soon as reasonably practicable]*;

(k) section 11 *[accepting personal gain]*;

(l) section 12 *[failure to disclose charge, finding of guilt or finding of not criminally responsible in relation to specified statute]*;

(m) section 13 (a) *[respectful participation in board meetings]*;

(n) section 13 (b) *[regular attendance at board meetings]*;

(o) section 13 (c) *[reasonable preparation for board meetings]*;

(p) section 14 (1) *[failure to represent board in accordance with board approval]*;

(q) section 18 (1) *[failure to disclose conflict of interest or perceived conflict of interest]*;

(r) section 18 (2) *[failure to disclose conflict of interest or perceived conflict of interest to whole board]*;

(s) section 19 *[failure to adhere to conduct required for conflict of interest or perceived conflict of interest]*;

(t) section 21 *[failure to resign before application for employment with department]*;

(u) section 22 *[failure to resign before negotiating contract with department]*;

(v) section 23 (1) *[failure to adhere to conduct required while suspended]*;

(w) section 23 (2) *[providing information or records to suspended member]*;

(x) section 25 (4) *[failure to comply with terms and conditions on membership for LGiC appointee]*;

(y) section 26 (4) *[failure to comply with terms and conditions on membership for non- LGiC appointee]*.

Discipline – LGiC appointees

25 (1) This section applies to a member of a municipal police board appointed by the Lieutenant Governor in Council.

(2) If the director considers that a member is contravening or has contravened this code of conduct, the director may do one or both of the following:

(a) provide a verbal warning to the member;

(b) provide a written warning to the member.

(3) If, on the recommendation of the director and the minister, the Lieutenant Governor in Council considers that a member is contravening or has contravened this code of conduct, the Lieutenant Governor in Council may do one or more of

the following:

(a) impose one or more of the following terms and conditions respecting the member's membership:

(i) the member must complete a specified training program within a specified period;

(ii) the member is restricted from holding the office of chair or vice chair;

(iii) any other term or condition that the Lieutenant Governor in Council considers appropriate;

(b) suspend the member's membership for a specified period of time or until specified terms and conditions are met;

(c) rescind the member's appointment.

(4) A member must comply with the terms and conditions imposed, under subsection (3) (a), on the member's membership.

Discipline – other appointees

26 (1) This section applies to a member of a municipal police board not appointed by the Lieutenant Governor in Council.

(2) If the director considers that a member is contravening or has contravened this code of conduct, the director may do one or both of the following:

(a) provide a verbal warning to the member;

(b) provide a written warning to the member.

(3) If, on the recommendation of the director, the minister considers that a member is contravening or has contravened this code of conduct, the minister may do one or more of the following:

(a) impose one or more of the following terms and conditions respecting the member's membership:

(i) the member must complete a specified training program within a specified period;

(ii) the member is restricted from holding the office of chair or vice chair;

(iii) any other term or condition that the minister considers appropriate;

(b) suspend the member's membership for a specified period of time or until specified terms and conditions are met;

(c) remove the member.

(4) A member must comply with the terms and conditions imposed, under subsection (3) (a), on the member's membership.

Reappointment of disciplined members

27 (1) A person must not be appointed to any police board for a period of 4 years if

(a) the person's appointment to a municipal police board was rescinded in accordance with section 25, or

(b) the person was removed from a municipal police board in accordance with section 26.

(2) If an appointment is made contrary to subsection (1), that appointment is invalid.

D. Manual History

Date	Version	Amendments
May 18, 2022	V1 as adopted	New manual as adopted
June 22, 2022	V1.1	Part 3, 1.- committee mtgs. private
Nov 2023	V2	Parts 4 meeting agenda, 5 private meetings, 7 Board and Committee evaluation
Mar 2024	V2.1	Housekeeping Updates: Part 5 Agenda order
Sept 2024	V3	Various amendments throughout to align with Police Act amendments specific to the duties and authorities of police boards. • Introduction • Overview of Board Membership Positions • Board Composition • Board Chair – Rules and Duties • Voting • Board Member Compensation • Code of Conduct • Conflict of Interest Policy • Indemnification and Liability Coverage • Police Act Legal Framework • Service or Policy Complaints
Jan 2025	V3.1	HR Committee TORs: exit interview responsibility only for Chief.
June 2025	V3.2	Updates in alignment with provincial directive regarding "rules" under s.28: - Renamed *Governance Manual* to *Governance Manual & Rules* - Revised *Part 5, s.15 Policy Development, Approval & Issuance* - Updated DPD Policy *DM20 – Policy Process* to align with Part 5
September 2025	V3.3	Updates to various parts to align Manual with Regulations on Meetings, Code of Conduct AND Training Compliance
March 2026	V4.1	Updates to Part 4 re: Chief Constable PA process and HR Committee TORs
October 2026	V4.2	Updates to Part 3 re: Board Committee TORs, Committee assignments process, general cleanup.