



Delta Police Board Manual

June 20, 2018

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Vision:

Delta, a safer and better community through excellence in policing.

Mission:

Community Safety through Partnerships, Innovation and Diversity.

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

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

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

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

23 (1) Subject to the minister's approval, the council of a municipality required to provide policing and law enforcement under section 15 may provide policing and law enforcement by means of a municipal police department governed by a municipal police board consisting of

- (a) the mayor of the council,
- (b) one person appointed by the council, and
- (c) not more than 7 persons appointed, after consultation with the director, by the Lieutenant Governor in Council.

(2) Subject to the approval of the minister, the councils of 2 or more municipalities may enter into an agreement to establish a joint municipal police board under subsection (1).

(3) An agreement under subsection (2) must contain terms respecting the establishment of the municipal police board, membership on the municipal police board and division of expenditures.

Membership of municipal police board

s.24 24 (1) A person who is a councillor or is ineligible to be elected as a councillor must not be appointed to a municipal police board.

(2) A person appointed to a municipal police board under section 23

- (a) holds office for a term, not longer than 4 years, that the Lieutenant Governor in Council determines, and
- (b) may be reappointed, subject to subsection (3).

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

Chair of municipal police board

- s.25 **25** (1) The mayor of a council referred to in section 23 is the chair of the municipal police board.
- (2) If the mayor is absent or unable to act, the municipal police board members present at a meeting of the municipal police board must elect from among themselves a chair to preside at the meeting.
- (3) In case of a tie vote at a meeting of a municipal police board, the chair may cast the deciding vote.

Board to establish municipal police department

- s.26 **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.
- (5) The chief constable must report to the municipal police board each year on the implementation of programs and strategies to achieve the priorities, goals and objectives.

Estimates and expenditures

- s.27 **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 in the budget, the director, on application by the council or the municipal police board, must
 - (a) determine whether the item or amount should be included in the budget, and
 - (b) report the director's findings to the municipal police board, the council and the minister.
- (4) Subject to subsection (3), a council must include in its budget the costs in the provisional budget prepared by the municipal police board.
- (5) On certification by the municipal police board members that expenditure is within the budget prepared by the municipal police board, the council must pay the amount of the expenditure.
- (6) Unless the council otherwise approves, a municipal police board must not make an expenditure, or enter an agreement to make an expenditure, that is not specified in the board's budget and approved by the council.

Rules

- s.28 28 (1) A municipal police board must make rules consistent with this Act and the regulations respecting the following:
- (a) the standards, guidelines and policies for the administration of the municipal police department;
 - (b) the prevention of neglect and abuse by its municipal constables;
 - (c) the efficient discharge of duties and functions by the municipal police department and the municipal constables.
- (2) A rule under subsection (1) is enforceable against any person only after it is filed with the director.

Studies by municipal police board

- s.29 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.
- (2) A municipal police board must submit its report of a study under subsection (1),
- (a) on request, to the director,
 - (b) if the report suggests a breach of discipline by any of its municipal constables, special municipal constables or bylaw enforcement officers, to the chief constable, and
 - (c) if the report suggests criminal liability of any of its municipal constables, special municipal constables or bylaw enforcement officers, to the minister

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

Independence and Jurisdiction Policy of Police Board

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

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

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

Composition of Board, Selection and Appointments

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

All members of the Delta Police Board are appointed and their terms of office set by the order of the Lieutenant Governor in Council based on recommendations put forward by the Attorney General and Minister of

Justice, after consultation with the Director of the Police Services Division. The Police Services Division indicated that Board members are chosen to reflect the demographics of the community, and to bring appropriate qualifications and demonstrated ability to act in the best interest of the community.

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

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

Prospective Board Members are to meet the following qualifications:

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

Board members are appointed to a term not to exceed four years, although they may be re-appointed. They cannot hold office for more than six consecutive years. Appointments are staggered in order to have some continuity from year to year.

Oath of Office

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

duty or function as a member of the Delta Police Board.

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

PART 2**DELTA POLICE BOARD BYLAWS****#1 Role of Board Members**

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

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

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

A Member has no direct authority over members of the Police Department, save and except as outlined under Part 3 s. 2, 3 and 4 of the Delta Police Board Manual. All authority of the Board flows through the approved resolutions of the Board and is contained within approved Minutes of the Board.

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

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

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#2 Code of Conduct of Board Members

Effective governance by the Police Board is achieved by Board Members fulfilling their roles and responsibilities with the highest standards of conduct. Members shall perform their duties in a manner that will instill public confidence in the abilities and integrity of the Board. Board Members are committed to the following *Board Members' Code of Conduct*:

- i) Members shall perform their duties with due diligence, honesty, impartiality and in good faith; and in accordance with the *Police Act*, any other Act and any regulation, rule or bylaw, as provided for in their oath or affirmation of office.
- ii) Members shall regularly attend Board meetings, adequately prepare for other duties expected of a Board Member, and use their knowledge and expertise when dealing with the affairs of the Department.
- iii) Members shall not interfere with the Police Department's operational decisions and responsibilities or with the day-to-day operation of the Police Department.
- iv) Members shall keep confidential any information disclosed or discussed at an In-Camera or other meeting of the Board, as required under the oath of office.
- v) No Member shall purport to speak on behalf of the Board unless he/she is authorized by the Board to do so. Board Members shall adhere to the Board's Media Policy.
- vi) Members shall refrain from engaging in conduct that would discredit or compromise the integrity of the Board or the Police department.
- vii) Members must be loyal without conflict to the interests of the community. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. This accountability supersedes the personal interest of any Board Member acting as an individual consumer of the organization's services. Board Members shall not use their office to advance their interest or interests of any person or organization with whom they are associated.
- viii) Members must adhere to the Board's Conflict of Interest Guideline.
- ix) Members shall not use their office to obtain employment with the Board or the Police Department for themselves or any family member ("family member means the parent, spouse, child of the person, or any other related person occupying the same residence"). If a Board Member chooses to accept employment or

a contract with the Police Department, the Member shall first resign their Board position.

- x) Members shall keep informed as to the policies, business and affairs of the Department and shall enhance their capabilities as Board Members by participating in Board training events and, where possible, other outside training opportunities.
- xi) A Member seeking Public Office, (i.e. Federal, Provincial or Local Government) shall take a leave of absence from the Board if nominated as a candidate and shall resign if elected, excluding the Chair who is Mayor of Delta.

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#3 Conflict of Interest Guideline

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

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

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

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

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

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#4 Confidentiality

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

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

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

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#5 Role of the Chair and Vice Chair

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

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

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

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

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

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

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

When a Board Member position becomes vacant, the Chair shall seek recommendations from the Governance Committee and then, in consultation with Police Services Division/Ministry of Justice and Attorney General, prepare a skills profile for the position (e.g. the type of expertise/skill required such as financial, legal, equity representation and/or other specific requirements). When a reappointment of a Board Member is under consideration, the Chair shall provide, at the request of Police Services Division, an evaluation of the Member's past performance to Police Services Division/Ministry of Justice and Attorney General.

The Chair of the Board is the Discipline Authority specific to complaints against the Chief Constable and Deputy Chief Constable, unless the Police Complaint Commissioner directs otherwise, in accordance with Part 11 of the *Police Act*.

Chair

The Chair of the Board presides over meetings of the Board. Should the Chair not be present, or vacates the chair temporarily or permanently, the Vice Chair will act in the Chair's place, subject to the *Act*.

Should neither Chair or Vice Chair be present or available, the Board shall elect an Acting Chair for the meeting until such time the Chair or Vice Chair is available.

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

- (1) calling the meeting to order;
- (2) announcing items of business;
- (3) deciding, subject to appeal, all questions of order and procedure; and
- (4) preserving order and decorum.

Vice Chair

The Board shall elect a Vice Chair at the first meeting of each calendar year, or as soon as is practicable thereafter, following these procedures:

- (1) Nominations for the Vice Chair shall require a mover and seconder from the Board.
- (2) Where only one nominee stands for election, the nominee may be appointed by acclamation.

- (3) Where more than one nominee stands for election, a ballot vote shall be taken.
- (4) Prior to the vote being taken, each nominee shall be given five minutes to speak to the nomination. Nominees shall be called upon in alphabetical order of their surname.
- (5) After all the nominees have completed their speech, a ballot vote shall be taken.
- (6) If nominees are tied on the first vote, a second ballot vote shall be taken. If on the second vote the nominees remain tied, the election for a Vice Chair shall be decided by lot drawn by the Chair.

In addition, when the Chair is unavailable due to holidays or business travel, or absent because of illness, the Vice Chair, subject to the *Act*, shall act in his/her place until such time as the Chair returns and is able to resume his/her responsibilities.

While presiding over a meeting of the Board or acting during an absence of the Chair, the Vice Chair has and may exercise all the same rights, powers, and authority of the Chair.

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#6 Quorum

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

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

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

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

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

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#7 Meeting Procedural Rules

The Board shall adhere to the following meeting procedural rules:

- (1) After the meeting of the Board is called to order, the business of the Board shall be dealt with in the order set out in the meeting agenda or notice, unless the order is amended by resolution of the Board.
- (2) Every member, before speaking to a question or motion, shall first receive recognition from the Chair and then the Member shall speak through the Chair.
- (3) When a Member wishes to speak to any question, motion, or item, they shall in an orderly fashion attempt to obtain the Chair's attention to indicate that such Member wishes to speak, and the Chair shall keep a list of those Members who wish to speak in the order in which their intentions come to the Chair's attention and appear on the list.
- (4) All remarks and comments must be relevant to the question under consideration and the Chair shall be the judge of such relevancy.
- (5) The Chair shall maintain order and decide all questions of order at meetings.
- (6) A Member may appeal the decision of the Chair on a question of order, or on a question on how the business of a meeting should be conducted.
- (7) The Chair's decision will be voted on by the Board, with a majority determining the appeal. Once the Board has voted on the appeal, the decision is final and cannot be reconsidered.
- (8) All motions shall have a mover and a seconder.
- (9) All notices of motion and motions shall be worded in the affirmative, where possible, and shall express fully and unambiguously the intention of the mover.
- (10) All substantive motions and resolutions shall be in writing.
- (11) All substantive amendments shall be in writing.
- (12) Any Member can request a recorded vote immediately prior or immediately subsequent to the taking of the vote. Otherwise, voting shall be by a show of hands.
- (13) Pursuant to s. 25(3) of the Act, in case of a tie vote at a meeting of the Board, the Chair may cast the deciding vote. Other than a tie vote, the Chair shall not vote.

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

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#8 Regular and In-Camera Meetings

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

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

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

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

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

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

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#9 Notice of Meetings

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

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

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#10 Special Meetings

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

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

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

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

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#11 Board Committees

The function of a Board committee is to assist the Board with a task that belongs to the Board in the exercise of its authority and responsibilities.

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 defines the committee mandate and appoints the committee membership. Any Board member is eligible to attend a committee meeting.

The Board may delegate tasks and projects to the committees, including preparing of policy alternatives and implications for Board deliberation.

Committees make recommendations to the Board, unless specific authority is delegated to make decisions.

Board committees may not speak or act for the Board where formally authorized by the Board for specific and time-limited purposes. Expectations and authority shall be carefully stated in order to not conflict with authority delegated to the Chief.

Each committee shall obtain direction from the Board for its activity or mandate and shall report back on its activities on a regular basis.

Committee members shall deal directly with the Chief, or his/her designate(s), when services are required from staff of the Department to assist the committee.

The list of Board committees shall be reviewed annually and revised accordingly, and committee members and chairs shall be appointed by Board resolution.

This policy does not apply where board members may be asked to sit on a committee formed under the authority of the Chief Constable.

Note: See "Appendix A" for the Terms of Reference for Police Board Committees.

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#12 Annual Board Planning Cycle

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

On an annual basis, the Board shall determine, in consultation with the Chief, the process to be followed for the following year, in order for the Board to meet its obligations under s. 26(4) of the *Police Act*.

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#13 Board Member Orientation

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

Upon appointment, the Board Secretary shall contact the appointee and provide: *Police Act*, written board rules of operation, background information, outline of orientation procedures and Board practices, contact lists and meeting schedules.

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

Note: See "Appendix B" for the Board Orientation Checklist.

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#14 Travel and Training

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

Board Members are eligible to be reimbursed for all reasonable expenses incurred while on Board business travel or attendance of training sessions outside the area of Metro Vancouver.

A Member's expenses are reimbursed upon the submission of receipts and explanatory expense statements, and must be in accordance with the Business Travel Policy of the Police Department, or as otherwise determined by Board policy.

In exceptional circumstances, the Board may decide to exempt specific travel of a Board Member from full application of the Business Travel Policy. A Board resolution is required in order to over-ride the Business Travel Policy.

Business travel of Board Members outside of BC requires authorization of the Board, if expenses are to be paid by the Board.

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#15 Execution of Documents and Production

The Chair is only authorized to sign contracts or other documents that bind the Board, upon majority of Board approval.

When execution is required, of Board approved contracts, agreements or any other documents intended to legally bind the Board, the Chair is authorized to sign on behalf of the Board. Where two signatures are legally required, the Vice Chair is authorized to co-sign with the Chair.

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#16 Memberships

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

Board authorization is required prior to the Board joining organizations other than the BCAPB or CAPG.

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#17 Board Assessment Process

The Board recognizes the need to assess their performance both on how the governance functions of the Board take place (process), but also the general performance of the Board (product). The Terms of Reference for the Board's Governance Committee contain direction for evaluation of the Board

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#18 Agenda

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

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

- Resolution to endorse the Agenda.
 - A. Approval of Minutes
 - B. Delegations / Presentations
 - C. Priority Items
 - D. Reports
 - E. Oral Committee Chair Reports (In-camera)
 - F. Consent Agenda
 - G. Correspondence
 - H. Information Items
 - I. Other Business
- Resolution to terminate

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

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

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

Items placed on the Board agenda consist primarily of:

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

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

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

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

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

THAT a session for "Board members only" be included as a standing item at the end of the in-camera agenda to allow for discussion without the presence of staff.

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#19 Delegations

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

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

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

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

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

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

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

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

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

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#20 Schedule and Location

The Board shall, by the end of November, approve its annual meeting schedule for the next year. Meetings will occur on the second Wednesday of each month, save for July and August, unless otherwise decided by the Board.

The Board shall, when able, alternate meeting locations between North Delta and South Delta.

The Board may, by majority vote of Members direct that the date, time or location of a subsequent meeting be changed.

The Board may cancel any meeting, if the circumstances require.

The annual Regular Meeting schedule shall be available on the Police Department website (www.deltapolice.ca) or upon requesting it from the Board Secretary.

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#21 Attendance at Meetings

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

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

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#22 Minutes

The Minutes of the Board shall be retained by the Board Secretary in a designated archive storage facility.

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

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

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

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#23 Community and Media Notification and Information

The public shall be notified of the time and place of the public Board meetings by the schedule posted on the Police Department website (www.deltapolice.ca) and by notification included on the monthly meeting agenda.

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

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#24 Amendments to the Manual

The Board's Governance Committee is responsible for initiating a review of the manual every three years or as legislative changes arise, and for seeking Board approval of necessary amendments. The Chief Constable may submit amendment requests to the Governance Committee.

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#25 Board per Diem

Members of the Delta Police Board are eligible to receive a meeting per diem in accordance with the rates and guidelines established by the Vancouver Police Board and contained in Appendix C of this manual.

The Governance Committee is required to review Vancouver Police Board per diem rates and guidelines to ensure consistency of application.

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#26 Conduct Complaints

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

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#27 Service or Policy Complaints

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

The Board has the authority to summarily dismiss a service or policy complaint.

The Board may do one or more of the following:

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

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

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

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#28 Member Suspension without Pay

The Board may suspend a member without pay only in accordance with s. 110 of the British Columbia Police Act.

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PART 3

DELTA POLICE BOARD POLICIES

#1 Board Governance Style and Commitment

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

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

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

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

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

Communications between the Board and Chief shall:

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

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

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

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

The Board shall establish a collegial relationship with officials of the Ministry of Justice and Attorney General and shall fulfill all reporting requirements established under the *Police Act*. This includes filing of Board Minutes with the Ministry, thus enabling the Board's decisions and rules to be enforced.

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#2 Role of Chief Constable

As per Part 7 s.34 of the *Police Act*, The Chief Constable shall operate under the direction of the Police Board and is responsible for the overall management and command of the Police Department on a day-to-day basis. The Chief Constable also shall perform other functions and duties assigned to him/her under the regulations of the *Police Act*, and any other enactment and ensure compliance with the director's standards as they related to the Delta Police Department.

The Chief Constable shall be responsible for the development of annual priorities, goals and objectives for the Department. The Chief Constable must ensure that Departmental programs and strategies are designed in accordance with Board policy and are reported to the Board on a quarterly basis.

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

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

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#3 Accountability of the Chief and Deputy Chief Constables

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

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

Accordingly:

- (1) The Board will never give instructions to persons who report directly or indirectly to the Chief Constable.
- (2) The Board will not evaluate, either formally or informally, any employee other than the Chief Constable.
- (3) The Board will view the Chief Constable's performance as identical to organizational performance, so that organizational accomplishment and compliance with Board Policies will be viewed as successful Chief Constable performance.
- (4) When the OPCC refers a BC *Police Act* matter to the board in relation to the Chief or a Deputy Chief, the board will conduct an investigation in accordance with the *Act*.
- (5) In the case of discharge of firearm by Chief Constable, he or she is required to notify the Chair of the Board and the Chair will investigate in accordance with the BC *Police Act* Use of Force Regulation.

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#4 Delegation to and Relations with the Chief Constable

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

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

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

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

- (1) Decisions or instructions of individual Board Members or committees are not binding on the Chief Constable except in those instances when the Board has specifically authorized such exercise of authority.
- (2) In the case of Board Members requesting information or assistance without Board authorization, the Chief Constable 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.

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

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

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#5 Role of Board Secretary

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

The Board may retain other professional advice or services as necessary.

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

Responsibilities include:

- (1) Serves as administrative link between the Board, the Chief Constable, and committees of the Board,
- (2) Manages and organizes the flow of information and documentation.
- (3) Organizes meetings, creates the agenda in consultation with the Board Chair and Chief (or delegate), takes minutes, writes correspondence to reflect Board decisions, and acts in a similar capacity for committees.
- (4) Ensures that an accurate archived record is kept of all Board proceedings and correspondence, and provides procedural, historical and policy information to the Board as required.
- (5) Maintains schedule of monitoring and other reports to be received by the Board and ensures that all Board members are kept fully informed on any developments upon which they may have to act.
- (6) Liaises with municipal and provincial government officials and with staff from other police boards.
- (7) Liaises with Delta Police staff for the purposes of communicating FOIPPA access requests and Service and Policy complaints and coordinates related correspondence;
- (8) Receives and coordinates Board per diems for submission to the police finance manager;
- (9) Coordinates registration, travel arrangements and related logistical requirements for Board member attendance at various Board related conferences, retreats and meetings.

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

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

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#6 Consultation and Community Outreach

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

- (1) Provide opportunities for the community to give input on areas of interest or concern to them, via such mechanisms as public forums and designated meetings with the Board, and environmental scans.
- (2) Provide opportunities at Regular Meetings of the Board for a person or persons to appear as a delegation and present to the Board comments relevant to the agenda items.
- (3) Share crime statistical information and crime trends with Government, community organizations, businesses and members of the public, and ensure timely reporting of any other developments that have a significant and material effect on the Department.
- (4) Ensure that the financial performance of the Department is available to the public on a quarterly basis.
- (5) Build relationships with board members of other police services at the provincial and national levels and where possible, have a least one representative at meetings of the BC Association of Police Boards, the Canadian Association of Police Governance, and special consultations with Government.

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#7 Internal Communications

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

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

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

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

The Board shall require internal mechanisms to be in place to: ensure a common understanding of strategic issues and directions within the Department; provide opportunities for employee input and feedback; and maintain open communications links among the Police Executive, the Board and Associations.

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#8 Police Department Submissions to Municipal Council

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

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

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

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#9 Media and Public Relations

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

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

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

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

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

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

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

- Major financial expenditures that are outside the approved operating or capital budget;
- Departure from the Police Act or Board policy;
- The Delta Police Department's public position being at odds with municipal, provincial or federal government, the Police Complaint Commissioner, or a court decision

- Release of information relating to public complaints that may cause the public or media to draw wider inferences about the Delta Police Department's policies, objectivity or integrity.

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

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

Board media releases and information to media outlets shall be published on the Board's website.

The Board Office 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.

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#10 Municipal Council

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

The Board shall pursue a positive and productive working relationship with Municipal Council and promote opportunities for dialogue between the Board and Council, including a joint meeting on an annual basis.

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

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#11 Emergency Acquisition of Goods and Services

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

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

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#12 Succession Planning

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

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

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#13 Police Board Awards and Commendations

Approximately every two years, the Delta Police Department recognizes members of the community, employees and volunteers of the Department who have made exceptional contributions to the welfare and safety of the citizens of Delta. As a part of this process, the Delta Police Board will recognize meritorious contributions from members of the public with a formal commendation presented at the Annual Awards Ceremony.

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#14 Strategic Planning

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

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

1. Strategic Direction
2. Strategic Goals
3. Action plans
4. Time lines
5. Measurement tools
6. Resource allocation

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

The approved strategic plan and the annual financial plan will be utilized by the Board in consultations with Delta City Council and Staff.

The strategic plan will be reviewed quarterly and updated annually.

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#15 Freedom of Information

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

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

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Appendix A

DELTA POLICE BOARD'S COMMITTEES TERMS OF REFERENCE

Committees will meet on a quarterly basis. Each committee is responsible for setting the annual meeting schedule.

1) Governance Committee:

Purpose

The purpose of the Delta Police Board's Governance Committee ("the Committee") is to:

- i) Provide a focus on policy and planning that will enhance the organization's performance. The Committee assesses and makes recommendations regarding Board effectiveness and ongoing Board Member development, and leads the process for recommending Board Member appointment criteria to the government for consideration when appointing Members.
- ii) The Committee's primary function is to assist the Board in fulfilling its specific responsibilities consistent with Part 5 s.28 the *Police Act* regarding:
 - standards, guidelines and policies for the administration of the Police Department;
 - the prevention of neglect and abuse by its municipal constables;
 - the efficient carrying out of duties and functions by the Police Department and its constables
- iii) Primary responsibility for development of Policies and Procedures of the Delta Police Department is vested in management and is overseen by the Board.

Composition and Operations

- i) The Committee shall be composed of three members appointed by the Board, with one member designated as Chair. Appointment of Committee members will be in accordance with relevant sections of the Delta Police Board Policy and Procedure Manual.
- ii) The Committee shall operate in a manner consistent with the provisions of the Delta Police Board Policy and Procedure Manual.

- iii) The Committee shall meet at least four times each year.
- iv) The Committee shall meet at the call of the Chair, or by agreement of the Committee.
- v) The Committee may invite such Board Members and outside parties, and in consultation with the Chief Constable, such employees as may be deemed appropriate to attend meetings and assist in the discussion and consideration of the business of the Committee.

Duties and Responsibilities

Subject to the powers and duties of the Board, the Committee shall:

- i) Develop a Delta Police Board Policy and Procedure Manual by which the Board will operate.
- ii) Review the approved Board Manual every three years and make recommendations to the Board for revisions.
- iii) Recommend to the Board, and if approved, implement an appropriate bi-annual evaluation process for the Board.
- iv) Develop recommendations regarding the qualities and skills for potential Board Members, taking into consideration the Board's short-term needs and long-term succession plans.
- v) Review, monitor and make recommendations regarding Board Member orientation and ongoing development as outlined in the Board Orientation document in Appendix B of the Police Board Manual.
- vi) Recommend to the Board any reports on policy and planning considered advisable.
- vii) At the request of the Board, undertake such other governance initiatives as may be necessary or desirable to contribute to the success of the organization.
- viii) Review and recommend approval of the Board Annual Report to the Board.
- ix) Review and recommend for approval to the Board, Policies and Procedures developed by the management team consistent with the *Police Act*.
- x) Ensure that approved Policies and Procedures are filed with the Director of Police Services according to the *Police Act*.

Accountability

- i) The Committee shall review the terms of reference for the Committee annually, and make recommendations to the Board as required.
- ii) The Committee shall keep a record of its meetings and the Chair will provide oral reports to the Board at the next available Board meeting, or other reports to the Board as requested, on policy and planning matters relative to the Board and Department.

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2) Finance Committee

Purpose

The purpose of the Delta Police Board's Finance committee ("the committee") is to ensure effective and transparent fiscal management of the Delta Police Department Budget.

Composition and Operation

- i) The Committee shall be composed of three members as appointed by the Board in accordance with the relevant sections of the Delta Police Board Policy and Procedure Manual. One Board member shall be appointed as Chair of the Committee.
- ii) Staff participation on the Committee shall include the Finance Manager, as well as additional Accounting staff, as deemed appropriate by the Finance Chair and, as required, the Deputy Chief OIC, Administration Branch.
- iii) The Committee shall meet at least four times each year.
- iv) The Committee shall meet at the call of the Chair, or otherwise by agreement of the Committee.
- v) The Committee may invite other Board Members and, in consultation with the Deputy Chief, Administration, other staff and sworn members to assist in consideration of the business of the Committee.
- vi) The Chair shall minute the meetings and may delegate such duties to a staff member.

Duties and Responsibilities

i) Financial Policy Development

The Committee shall review and recommend financial policy for the Department, taking into account the policies of the municipal government and attempting to achieve harmonization in financial administration, where such harmonization does not compromise the independence of the Department.

ii) Budget Development

The Committee shall:

- Review and the budget development process and guidelines for the Department and make revisions as required.

- Review and recommend a capital budget to the Board in light of strategic planning objectives, operating budget impacts and municipal finance considerations.
- Review and recommend an operating budget to the Board in light of strategic planning objectives, capital budget and municipal finance considerations.

iii) Financial Statements and Other Financial Reporting

The Committee shall:

- Review and recommend for approval to the Board, financial information for public release (ie. annual report).
- Review normal periodic internal financial information including monthly and quarterly operating expenditures and annual financial statements.
- Ensure that:
 - The Board receives timely, meaningful reports that keep it properly informed of the Department's financial situation, including factors of a non-financial nature that may have a direct bearing on the future financial situation of the Department, in order for the Board to make better informed decisions.
 - The financial reports to the Board clearly display the financial results of each principle area of activity and include actual-to-budget and year-to-date results and reflect events to date and known factors which may influence either revenue or expense components.

iv) Risk Management, Internal Control and Information Systems

The Committee shall review and obtain reasonable assurance that the risk management is appropriate reviewed. This includes:

- Review of the Department's risk management controls and policies.
- That the information systems are properly designed as to internal and external security safeguards and that effective redundancy and reliability is provided for.

- Reviewing internal control procedures and recommend steps for improvement pursuant to Section v) below.

v) Internal and External Audit

The Committee shall:

- Inquire as to the internal procedures of the Department, including its system of internal controls, to fulfill the following objectives:
 - Ensure the reliability and integrity of information,
 - Ensure compliance with policies, plans, procedures, laws and regulations,
 - Ensure that assets are safeguarded,
 - Ensure that resources are used efficiently and economically, and
 - Ensure that established organizational goals and objectives, as articulated in the Department's strategic plan, are met.
- Review the planning and results of any external audit activities, either a financial or operational audit, with the commissioned auditor.

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iii) Human Resources Committee

Purpose

- i) The primary function of the Human Resources Committee (the “Committee”) is to assist the Board in fulfilling its oversight and employer responsibilities under the *Police Act* as related to human resources matters.
- ii) Primary responsibility for human resources management, performance management, labour relations, employee health and safety, and career planning of the Delta Police Department is vested in management and is overseen by the Board.

Composition and Operations

- i) The Committee shall be composed of two or more members appointed by the Board, with one member designated as Chair. Appointment of Committee members will be in accordance with relevant sections of the Delta Police Board Policy and Procedure Manual.
- ii) The Committee shall operate in a manner consistent with provisions of the Delta Police Board Policy and Procedure Manual.
- iii) The Committee shall meet at least four times each year.
- iv) The Committee shall meet at the call of the Chair, or as agreed to by the Committee.
- v) The Committee may invite such Board Members and outside parties, and in consultation with the Chief Constable, such employees as may be deemed appropriate to attend meetings and assist in the discussion and consideration of the business of the Committee.

Duties and Responsibilities

Subject to the powers and duties of the Board, the Committee shall:

- i) Recommend to the Board a performance evaluation process for the Chief Constable and, when approved, lead the implementation of the evaluation process.
- ii) Review and recommend compensation for the Chief Constable.
- iii) In consultation with the Chief Constable, review and recommend to the Board compensation for other exempt employees of the Board.

- iv) Review and recommend the organization's compensation philosophy and guidelines, including protocols and service agreements with The City of Delta and Metro Vancouver Labour Relations Section.
- v) Review with the Chief Constable existing management resources and plans, including recruitment and training programs, to ensure that qualified personnel will be available for succession to executive positions at the Department and report on this matter to the Board at least once each year.
- vi) Review the Department's Human Resources policies from time to time.
- vii) Review with the Chief Constable any significant outside commitments the Chief is considering before the commitment is made. This includes commitments to act as a director or trustee of for-profit and not-for-profit organizations.
- viii) Act as the Board's representative at step 2 of the DPA grievance procedure and in collective agreement negotiations.

Accountability

- i) The Committee shall review the terms of reference for the Committee annually and make recommendations to the Board as required.
- ii) The Committee shall keep a record of its meetings and the Chair shall provide oral reports to the Board at the next available meeting, or other reports to the Board as requested, on personnel matters relative to the Department.

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Appendix B Member Orientation Checklist

Operational Orientation (facilitated by Chief Constable)

- a. Meet and greet Chief Constable and Senior Management
- b. Overview of Strategic Plan
- c. Tour of Headquarters and Public Safety Building
- d. Overview of organizational structure
- e. Overview of Divisions, sections, specialty sections and integrated units
- f. Budget overview and Budgeting process review
- g. Overview of CompStat process
- h. Overview of Dispatch, Public Service Representatives
- i. Ride a long

Administrative Orientation (facilitated by senior board member)

- j. Board structure overview
- k. Committee roles and overview
- l. Relationship between Board and Municipal Council
- m. Board Policy Manual overview
- n. Obtain ID tag and security pass
- o. Overview of Board packages and meeting structure
- p. Overview of Board related business budgets, compensation and expenses
- q. Review of attendance requirements at conferences facilitated by BCAPB and CAPB
- r. Review of expectations of public appearance

Other Training

- s. Police Act training
- t. Police Services orientation
- u. Police Board training sessions (facilitated by BCAPB)
- v. Overview of BCAPB and CAPB memberships, meetings

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Appendix C

Bylaw #25 - Board per Diem

Members of the Police Board, other than the Mayor as Chair, are eligible to receive a meeting per diem.

Police Board per diems will be assessed by the Finance Committee in January each year, ensuring that the per diem rate is equivalent to per diem rates paid to the members of the Vancouver Police Board.

The per diem is paid for attendance at:

- Regular and In-Camera Board meetings
- Meetings of the Finance Committee, Governance Committee and the Human Resources Committee
- Official Board workshops organized by the Board Office
- Other special events determined by the Board.

Per diem payments will also be made for participation at these meetings by means of conference call, at the rate of \$150 for a meeting of four hours or less, and \$300 for a meeting of more than four hours.

A per diem of \$150 will be paid for attendance at official Board meetings of the BC Association of Police Boards (BCAPB) and the Canadian Association of Police Boards (CAPB). A further per diem of \$100 will be paid for any day necessarily spent travelling before or after the meeting. This is in addition to payments for travel and meals made under the Delta Police Department's travel policy, and recognizes that Board members are volunteers who are not paid a salary while travelling to and attending these meetings.

Per diems are not paid for:

- Participation at social events or awards/recognition ceremonies
- Ride-alongs and walkabouts with DPD members
- Informal meetings with Board and DPD staff
- Outside workshops and events

The per diem is expected to cover out-of-pocket and incidental expenses (e.g., parking, printing costs, cell phone, telephone and child care) incurred by the member in the course of carrying out their Board duties. Extraordinary childcare will be reviewed on a case-by-case basis by the Board's Human Resources Committee.

The Board is responsible for submitting a per diem payment form to the Deputy Chief, Administration at the end of each quarter. Board members will receive a T4 at year end and are responsible for the payment of any taxes.

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. For some of these events, there is a charge for attendance.

The cost of Board members' tickets to social events will be borne from the Board Office budget where all the following apply:

- Board members have been invited in their official capacity.
- The event takes place in Delta
- The event is directly related to the work of the Delta Police Board or the Delta Police Department.

Where events are primarily for the purposes of fundraising (for example, the Delta Police Foundation), tickets will not be paid from the Board office budget.

Tickets for partners or other accompanying persons will not be paid from the Board office budget.

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