From: Lenz, Allison JAG:EX
To: Huska, Joshua JAG:EX
Subject: 160105 LE Continuum Project Charter ALenz
Date: Monday, January 11, 2016 1:02:33 PM
Attachments: 160105 LE Continuum Project Charter ALenz.docx

Okay, so here it is. I sort of think it is too generic? But then again... without any direction from CP beyond what is in the BCPP I don't know what else to add.
Any suggestions are welcome. I particularly would appreciate some assistance thinking about who to include in the consultations.
Maybe we can meet to discuss what you think when you've had a chance to look at it?

Thanks for your help!! ☺

PROJECT CHARTER

Law Enforcement Continuum

Version 1 – January 5, 2016

Approvals:

Executive Sponsors	**Signature**	**Date**
Clayton Pecknold Assistant Deputy Minister and Director of Police Services Policing and Security Branch Ministry of Public Safety and Solicitor General	_____	_____
Sandra Sajko Executive Director Security Services Policing and Security Branch Ministry of Public Safety and Solicitor General	_____	_____

Project Lead	**Signature**	**Date**
Name Title	_____	_____

REVISION HISTORY

[Drafts start at 0.1 whereas a document that has been signed becomes version 1.0.]

Date	Author	Version	Change Reference
January 11, 2013	Allison Lenz	0.1	Draft 1

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PROJECT DEFINITION

Problem Statement

The Ministry of Justice recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. During round table discussions, which occurred across the province as part of development of the BC Policing and Community Safety plan, participants agreed that law enforcement and public safety functions could be delivered in more cost-effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate , authority and accountabilities for these functions be made.

A law enforcement continuum should be developed which incorporates both law enforcement and public safety agencies in a way that will provide cost-effective support of policing in British Columbia. It is critical, however, that appropriate accountability systems and adequate training and standards are in place.

The BC Policing and Community Safety Plan addresses the law enforcement continuum in Action item #2:

> **ACTION ITEM #2:** The Ministry of Justice will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing.

Project Goal

To conduct an environmental scan of law enforcement and public safety agencies (public and private) within and outside of British Columbia to identify potential coordination among existing agencies or the creation of new categories of law enforcement which could lead to increased efficiencies and a reduction in the burden on police. In accordance with the Vision and Values of the BC Policing and Community Safety Plan, a public safety model developed by this project, should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety.

Project Key Objectives

1. Catalogue and review all types of public safety and law enforcement agencies in British Columbia
2. Conduct a comprehensive review of law enforcement continuum models in other jurisdictions (both in Canada and internationally)
3. To identify gaps and opportunities in the law enforcement continuum in BC
4. To create an enhanced framework for categories of law enforcement personnel which provide support to policing
5. s.12,s.13

Scope

In Scope

The scope of the project includes:

- BC legislative framework for law enforcement and public safety agencies
- Law enforcement continuum models and initiatives for other jurisdictions in Canada as well as associated policies and legislative frameworks
- International law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks
- Training and standards for various law enforcement and public safety agencies (in and outside of Canada) as it relates to the law enforcement continuum in BC

Out of Scope

The following items are out of scope:

- Police operational strategies

PROJECT STRUCTURE

Project Governance

Internal Resources

Name	Role	Responsibilities
Clayton Pecknold, Assistant Deputy Minister, Policing and Security	Executive Sponsors	• Provide project direction & guidance • Review and sign off on Project

Branch, PSSG Sandra Sajko Executive Director Security Services Policing and Security Branch, PSSG		Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Discuss/resolve issues • Ensure resources are in place to conduct project
Allison Lenz Policy Analyst Policing and Security Branch, PSSG	Project Team Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Report project progress to Executive Sponsors
Josh Huska Policy Analyst Policing and Security Branch, PSSG	Project Team	• Conduct research • Assist in report writing • Provide information on areas of expertise • Assist in stakeholder consultations
TBD	Policy and Legislation Unit Representative	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options
Corinne Alexander Program Manager Policing and Security Branch, PSSG	SPC expert	
TBD	RCMP Contracts expert	
TBD	Standards and Evaluations Representative	
Tom Steenvoorden Director Policing and Security Branch, PSSG	Policing Operations Support representative	

External Resources

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This group is already working on pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
BCACP Working Group	

Comment [LAJ1]: Are there any working groups looking at this at all?

Special Committees

Committee	Purpose of Committee	Membership
Expert Committee	• Provide information on their organizations • Provide context on the type of responsibilities they have and the tasks they undertake • Give feedback on the report, recommendations, and the proposed way forward	• RCMP Representative • IMPD Representative • C&E WG Representative • Private Security Representative • LIBOA Representative • UBCM Representative • BC Police Union?? • JIBC??

Project Parameters

Project Costs

TBD

Project Deliverables

Project Deliverables and Milestones:	Target Date
PHASE 1: PROJECT APPROVAL	
Scope out project, develop project charter and project plan	January 29, 2016
Meet with sponsors and obtain approval	February 12, 2016

MILESTONE: Project Charter signed off	**February 2016**
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Gather information on existing law enforcement and public safety agencies in British Columbia	February 26, 2016
Review information and conduct preliminary assessment	March 11, 2016
MILESTONE: Scan of BC agencies completed	**March 2016**
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Gather information on law enforcement continuum models in Canada	
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MILESTONE: Scan of Canadian models completed	**April 2015**
PHASE 4: ENVIRONMENTAL SCAN - International	
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PHASE 5: Stakeholder Consultation	
Collect and review stats from police and other relevant agencies	
Conduct interviews with police and other stakeholder groups as required	
MILESTONE: Consultation concluded	
PHASE 6: GAP AND NEED ANALYSIS	
Draft paper outlining results of gap analysis	

Review gap analysis with sponsors	
MILESTONE: Gap Analysis completed	
PHASE 7: OPTION DEVELOPMENT – Enhanced Law Enforcement framework	
Develop options based on gap analysis	
Review Options Paper with Sponsors, receive direction on next steps and debrief on project	
MILESTONE: Submission of Options Paper	

PROJECT CONTEXT

Links and Dependencies

This project falls under Action Item #2 of the BC Policing and Community Safety Plan (BCPP).

Assumptions and Constraints

Assumptions for this project include:

- BCPP Action Item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum will continue to be a government priority

Risk Assessment

Risk	Probability (likelihood of occurrence – L/M/H)	Impact if it occurs (L, M, H)	Mitigation Strategy
Large amount of information to review and analyze may cause delay in project	M	H	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies			Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis			Information already identified and network of contacts across BC should supply data needed to conduct analysis

Stakeholder Assessment

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
Designated Policing Units (including CFSEU & Organized Crime Agency of BC)	Partner	TBD	• Highly impacted about outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
OPCC/IIO	Partner/Involve	TBD	• Impacted by outcome of project

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Criminal Justice Branch, PSSG	Partner/Involve	TBD	• Consultation/participation is key in gathering information • Keep informed of progress
Corrections, PSSG	Partner/Involve	TBD	• Consultation/participation is key in gathering information • Keep informed of progress
PRTC, JIBC	Partner/Involve	TBD	• Impacted about outcome of project • Keep informed of progress
Provincial Enforcement Working Groups	Partner/Involve	TBD	• Impacted about outcome of project • Keep informed of progress
CBSA	Involve	TBD	• Interested in outcome of project • Keep informed of progress
CNPC	Involve	TBD	• Interested in outcome of

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			project • Keep informed of progress
BC local governments	Inform	UBCM	• Interested in outcome of project if results can be shared
Community Safety and crime prevention programs	Inform	TBD	• Interested in outcome of project and potential impact on them

From: Huska, Joshua JAG:EX
To: Lenz, Allison JAG:EX
Subject: RE: 160105 LE Continuum Project Charter ALenz
Date: Tuesday, January 12, 2016 10:40:10 AM
Attachments: 160105 LE Continuum Project Charter ALenz.docx

Joshua Huska | Senior Program Policy Analyst, Security Programs Division | Policing and Security Branch | Ministry of Public Safety and Solicitor General
Ph: 250 387-4640 | cell: 250-216-5724 | *e:* joshua.huska@gov.bc.ca | *m:* PO Box 9217 Stn Prov Gov, Victoria BC V8W 9J1

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From: Lenz, Allison JAG:EX
Sent: Monday, January 11, 2016 1:03 PM
To: Huska, Joshua JAG:EX
Subject: 160105 LE Continuum Project Charter ALenz

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Law Enforcement Continuum

Version 1 – January 5, 2016

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Allison Lenz Policy Analyst Policing and Security Branch, PSSG	Project Team Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Report project progress to Executive Sponsors
Josh Huska Policy Analyst Policing and Security Branch, PSSG	Project Team	• Conduct research • Assist in report writing • Provide information on areas of expertise • Assist in stakeholder consultations
TBD	Policy and Legislation Unit Representative	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options
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Linette Logie First Nations Consultation Officer and Governance Coordinator Policing and Security Branch, PSSG	First Nations Policing/Auxiliary expert	
TBD	RCMP Contracts expert	
TBD	Standards and Evaluations Representative	
Tom Steenvoorden Director	Policing Operations Support representative	

Policing and Security Branch, PSSG		

External Resources

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
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Project Parameters

Project Costs

TBD

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MILESTONE: Scan of BC agencies completed	**March 2016**
PHASE 3: ENVIRONMENTAL SCAN – Canada	
Gather information on law enforcement continuum models in Canada	April 2016
Review information and conduct preliminary assessment and gap analysis	April 2016
MILESTONE: Scan of Canadian models completed	**April 2016**
PHASE 4: ENVIRONMENTAL SCAN - International	
Collect information on best practices in place in other countries	May 2016
Review best practices and conduct assessment	May 2016
MILESTONE: Scan of International models completed	**May 2016**
PHASE 5: Stakeholder Consultation	

Collect and review stats from police and other relevant agencies	June 2016
Conduct interviews with police and other stakeholder groups as required	June/July 2016
MILESTONE: Consultation concluded	**July 2016**
PHASE 6: GAP AND NEED ANALYSIS	
Draft paper outlining results of gap analysis	July 2016
Review gap analysis with sponsors	August 2016
MILESTONE: Gap Analysis completed	**August 2016**
PHASE 7: OPTION DEVELOPMENT – Enhanced Law Enforcement framework	
Develop options based on gap analysis	August 2016
Review Options Paper with Sponsors, receive direction on next steps and debrief on project	September 2016
MILESTONE: Submission of Options Paper	**September 2016**

PROJECT CONTEXT

Links and Dependencies

This project falls under Action Item #2 of the BC Policing and Community Safety Plan (BCPP).

Assumptions and Constraints

Assumptions for this project include:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13

Risk Assessment

Risk	Probability (likelihood of occurrence – L/M/H)	Impact if it occurs (L, M, H)	Mitigation Strategy
Large amount of information to review and analyze may cause delay in project	M	H	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	L	H	Communicate scope of project and provide regular updates on progress
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Stakeholder Assessment

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
Designated Policing Units (including CFSEU & Organized Crime Agency of BC)	Partner	TBD	• Highly impacted about outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
OPCC/IIO	Partner/Involve	TBD	• Impacted by outcome of project

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
			• Consultation/participation is key in gathering information • Keep informed of progress
RCMP and municipal police agencies	Partner/Involve	BCACP and BCAMCP	• Impacted by outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
Private Security Agencies (Private Investigators/Security Guards etc)	Partner/Involve	PIABC, TBD	• Impacted by outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
Criminal Justice Branch, PSSG	Partner/Involve	TBD	• Consultation/participation is key in gathering information • Keep informed of progress
Sheriffs, PSSG	Partner/Involve	TBD	• Consultation/participation is key in gathering information • Keep informed of progress
PRTC, JIBC	Partner/Involve	TBD	• Impacted about outcome of project • Keep informed of progress
Provincial Enforcement Working Groups	Partner/Involve	TBD	• Impacted about outcome of project • Keep informed of progress

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
CBSA	Involve	TBD	• Interested in outcome of project • Keep informed of progress
BC local governments	Inform	UBCM	• Interested in outcome of project if results can be shared
Community Safety and crime prevention programs	Inform	TBD	• Interested in outcome of project and potential impact on them

From: Lenz, Allison JAG:EX
To: Sajko, Sandra JAG:EX
Subject: Project Charter - First Draft
Date: Tuesday, January 12, 2016 2:58:00 PM
Attachments: 160112 LE Continuum Project Charter ALenz.docx

Good afternoon Sandra,

Attached is my first draft of the project charter. I look forward to hearing your thoughts on it.

I had two questions while writing it. The first question is, when does this project need to be completed? I'm assuming not March 2016 as it says in the BCPP?? (Hopefully...) I have put timelines in the project charter, but they are fairly arbitrary until I know when it has to be completed and then I can work backwards from there.
The second question is about the counter-terrorism aspect. I wasn't sure if that needed to be included in the project charter or if that was just going to be lumped in with the broader project and didn't need to be mentioned? I'm not clear what Clayton's vision is for it. For example, is it just going to be a little case study that we can include in the report or is it going to be a more robust part of the project in which case in addition to the "expert committee" maybe we need to have a counter-terrorism committee to work on that aspect of the project? And if it is more robust then we should add something about it into the project charter.

Perhaps, when you've had a chance to read through this draft project charter and think about it, we could meet some time later this week? I'm sure there are changes to be made ☺

Take are,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

PROJECT CHARTER

Law Enforcement Continuum

Version 1 – January 12, 2016

Approvals:

Executive Sponsors	**Signature**	**Date**
Clayton Pecknold Assistant Deputy Minister and Director of Police Services Policing and Security Branch Ministry of Public Safety and Solicitor General	_____	_____
Sandra Sajko Executive Director Security Services Policing and Security Branch Ministry of Public Safety and Solicitor General	_____	_____
Project Lead	**Signature**	**Date**
Name Title	_____	_____

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> **ACTION ITEM #2:** "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

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Tom Steenvoorden	Policing Operations	

Director Policing and Security Branch, PSSG	Support representative	

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MILESTONE: Gap Analysis completed	**August 2016**
PHASE 7: OPTION DEVELOPMENT – Enhanced Law Enforcement framework	
Develop options based on gap analysis	August 2016
Review Options Paper with Sponsors, receive direction on next steps and debrief on project	September 2016
MILESTONE: Submission of Options Paper	**September 2016**

PROJECT CONTEXT

Links and Dependencies

This project falls under Action Item #2 of the BC Policing and Community Safety Plan (BCPP).

Assumptions and Constraints

Assumptions for this project include:

- BCPP Action Item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13

Risk Assessment

Risk	Probability (likelihood of occurrence – L/M/H)	Impact if it occurs (L, M, H)	Mitigation Strategy
Large amount of information to review and analyze may cause delay in project	M	H	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	L	H	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	M	M	Information already identified and network of contacts across BC should supply data needed to conduct analysis

Stakeholder Assessment

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
Designated Policing Units (including CFSEU & Organized Crime Agency of BC)	Partner	TBD	• Highly impacted about outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
OPCC/IIO	Partner/Involve	TBD	• Impacted by outcome of project

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
			• Consultation/participation is key in gathering information • Keep informed of progress
RCMP and municipal police agencies	Partner/Involve	BCACP and BCAMCP	• Impacted by outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
Private Security Agencies (Private Investigators, Security Guards, etc)	Partner/Involve	PIABC, TBD	• Impacted by outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
Sheriffs (PSSG)	Partner/Involve	TBD	• Impacted by outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
Criminal Justice Branch (PSSG)	Partner/Involve	TBD	• Consultation/participation is key in gathering information • Keep informed of progress
PRTC, JIBC	Partner/Involve	TBD	• Impacted about outcome of project • Keep informed of progress
Provincial Enforcement Working Groups	Partner/Involve	TBD	• Impacted about outcome of project

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
			• Keep informed of progress
CBSA	Involve	TBD	• Interested in outcome of project • Keep informed of progress
BC local governments	Inform	UBCM	• Interested in outcome of project if results can be shared
Community Safety and crime prevention programs	Inform	TBD	• Interested in outcome of project and potential impact on them

From: Anderson, Lisa R JAG:EX
To: Lenz, Allison JAG:EX
Subject: FW: Tiered Policing - Security
Date: Friday, January 29, 2016 10:44:09 AM

For your interest.

From: MacLeod, Sam JAG:EX
Sent: Friday, October 24, 2014 8:32 AM
To: Anderson, Lisa R JAG:EX
Subject: Tiered Policing - Security

Lisa

Not sure who is looking at models of policing for PSD but saw this and thought you might be interested.

Sam

Sam MacLeod
Superintendent of Motor Vehicles
RoadSafetyBC
Ministry of Justice
Ph 250-387-5692 or 250-882-2347 (cell)

BRITISH COLUMBIA RoadSafetyBC

Tiered Policing: An Alternative Model of Police Service Delivery
Introduction
Current economic concerns have prompted political leaders, especially at the municipal level, to press for changes in policing that will make this vital public service more cost-efficient and police budgets more fiscally sustainable. In addition there is a growing recognition by police leaders that the current structure of policing also needs to change in order to respond to new and emerging types of crime as well as adapt to more collaborative approaches to securing overall public safety.
In response, some police services are exploring more cost-effective widening and diversifying of their approaches to the delivery of police services, often described as 'tiered policing'. While the term tiered policing has been used previously in policing literature, this paper will focus primarily on the tiered police "service" model by:
• Defining tiered policing models by emphasizing the tiered service delivery model;
• Presenting the rationale and conceptual framework for tiered policing in the current policing environment;
• Introducing a typology of policing types or categories deployed in tiered policing models;
• Describing international and Canadian examples of tiered policing with a special emphasis on the relatively recently created police community support officer (PCSO) function; and
• Considering some of the key organizational and policy implications associated with introducing tiered

policing.
For the complete report please go to: http://www.cpc.gc.ca/sites/default/files/pdf/tieredpolicing-eng.pdf
* * * *

Sam MacLeod
Superintendent of Motor Vehicles
RoadSafetyBC
Ministry of Justice
Ph 250-387-5692 or 250-882-2347 (cell)



RoadSafetyBC

Cliff: XXXXXX
Date Prepared: March 30, 2016
Date Decision Required: April 15, 2016

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by the Honourable Mike Morris, Minister of Public Safety and Solicitor General

ISSUE: Action Item #2 of the *BC Policing and Community Safety Plan*

DECISION REQUIRED/ RECOMMENDATION:

1. Proceed with work on the Law Enforcement and Security Continuum, as committed to in Action Item #2 of the *BC Policing and Community Safety Plan* (BCPCSP).

SUMMARY:

- The British Columbia Policing and Community Safety Plan (BCPCSP) represents a promise made and kept, fulfilling government's commitment to develop a long-term, strategic plan for policing in BC. The Action Items identified in the BCPCSP are further commitments made to continue the work set in motion by the BCPCSP.
- Action Item #2 is a result of consultation with key stakeholders in which the stakeholders recommended that the full spectrum of law enforcement and public safety functions should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

BACKGROUND:

- Police agencies are challenged to deliver front-line policing within their existing resources and there is increased need for supplemental law enforcement and other support services. Additionally, municipalities are exploring new ways to maintain public safety while operating within their current fiscal environment of tight budgets. Some private security companies are looking to expand their role into areas that may previously have been considered policing responsibilities (e.g., patrols in business improvement districts).
- The British Columbia Policing and Community Safety Plan (BCPCSP) was developed in consultation with British Columbians, community leaders, local governments, and police. It presents a framework against which decisions about policing will be made now and in the future. The BCPCSP contains sixteen action items. The goal of Action Item #2 of the BCPCSP is to review the continuum of law enforcement in order to develop a cost-effective and comprehensive public safety model.
- The Policing and Security Branch (PSB) has been focussed on Action Item #1, the review of police funding and structure; however, as work on Action Item #1 nears its conclusion, PSB has begun work on Action Item #2.

- PSB proposes to undertake work on Action Item #2 – the Law Enforcement and Security Continuum – in three phases. The three phases are as follows:
    - Phase I: Research Report
      PSB will create a research report after conducting a comprehensive jurisdictional scan and literature review. It is estimated that this phase will be completed in late November 2016.
    - Phase II: Key Stakeholder Consultations
      A symposium will be held with key stakeholders who will provide an opportunity to obtain expert feedback on issues faced in BC as well as potential solutions to those issues. It is estimated that this phase will be completed by late September 2017.
    - Phase III: Public Consultation
      Based on the research report and the key stakeholder consultations, PSB will create a green paper for public consultation. It is estimated that this phase will be completed mid-December 2017.
- As per the project timelines (see Appendix A), PSB will seek the appropriate approvals before moving forward with phases II and III respectively.

OPTIONS:

s.12,s.13

s.12,s.13

OTHER MINISTRIES IMPACTED/CONSULTED:

- Ministry of Aboriginal Relations and Reconciliation [Consultation Required]
- Ministry of Advanced Education [Consultation Required]
- Ministry of Agriculture [Consultation Required]
- Ministry of Community, Sport, and Cultural Development [Consultation Required]
- Ministry of Environment [Consultation Required]
- Ministry of Finance [Consultation Required]
- Ministry of Forests, Lands, and Natural Resource Operation [Consultation Required]
- Ministry of Health [Consultation Required]

DECISION APPROVED / NOT APPROVED **DATE:**

The Honourable Mike Morris
Minister of Public Safety and Solicitor General

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services and
Client Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director, Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
Appendix A – Law Enforcement and Security Continuum Timelines

Appendix A – Law Enforcement and Security Continuum Timelines

PROJECT MILESTONES		
#	**Milestone**	**Target Date**
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Decision Note Sent to Minister for approval to proceed with project; briefing to be confirmed	April 30, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016
5	Draft Research Report Completed	November 1, 2016
6	Research Report Approved by ADM	November 21, 2016
7	Stakeholder Engagement Plan for Phase 2 approved by ADM	November 28, 2016
8	Decision Note to proceed to Phase II sent for Executive approval	December 5, 2016
PHASE II: Key Stakeholder Consultations		
9	Key Stakeholders invited to comment on research report	January 3, 2017
10	Stakeholder Feedback on Research Report Completed	January 31, 2017
11	Draft Key Principles and Policy Questions Document Completed	February 27, 2017
12	Key Principles and Policy Questions Document Approved by ADM	March 13, 2017
13	Consultation with internal stakeholders completed	April 3, 2017
14	Symposium Completed	September 18, 2017
15	Results of Symposium completed	September 26, 2017
16	ADM approval to proceed to Phase 3	October 2, 2017
17	Consultation Plan for Phase 3 (green paper) approved by ADM	October 2, 2017
PHASE III: Public Consultation		
18	Draft Green Paper Completed and approved by ADM	October 2, 2017
19	Consultation with internal stakeholders	October 9, 2017
20	s.12,s.13	

21	Public consultation period	November 13- December 13, 2017
22	s.12,s.13	
23	White Paper completed and approved by ADM**	March 5, 2018

**Milestone target dates are estimates only – milestones will be confirmed during project planning*
***After the White Paper is completed and approved, further consultation may be undertaken either as a follow-up to this project or as its own separate project.*

From: Lenz, Allison JAG:EX
To: Duplissie, Danielle JAG:EX
Subject: Law Enforcement Continuum Project Charter
Date: Friday, January 29, 2016 4:01:00 PM
Attachments: 160128 LE Continuum Project Charter ALenz.docx

Good afternoon Danielle ☺

Attached is my first draft of the project charter for Action Item #2. Sandra has asked that I get you to look at it first before I send it to her.
I welcome any feedback that you have. I'm sure there are many changes to be made before it is eventually ready to go to Clayton. I'm particularly interested to hear what you think of the timelines... It looks like I'm kind of on my own for this one and I'm just guessing how long each part of the project will take me, but perhaps with your greater experience with managing branch projects you might have some insight?

Thanks for your help!!

Take care,
Allison

PROJECT CHARTER

Law Enforcement Continuum

Version 1 – January 29, 2016

Approvals:

Executive Sponsors	**Signature**	**Date**
Clayton Pecknold Assistant Deputy Minister and Director of Police Services Policing and Security Branch Ministry of Public Safety and Solicitor General	_____	_____
Sandra Sajko Executive Director Security Services Policing and Security Branch Ministry of Public Safety and Solicitor General	_____	_____
Project Lead	**Signature**	**Date**
Name Title	_____	_____

REVISION HISTORY

[Drafts start at 0.1 whereas a document that has been signed becomes version 1.0.]

Date	Author	Version	Change Reference
January 29, 2013	Allison Lenz	0.1	Draft 1

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- Links and Dependencies 10
- Assumptions and Constraints 10
- Risk Assessment 11
- Stakeholder Assessment 11

Problem Statement

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. During round table discussions, which occurred across the province as part of development of the BC Policing and Community Safety plan, participants agreed that law enforcement and public safety functions could be delivered in more cost-effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and events. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will to improve public safety throughout the province.

A law enforcement continuum should be developed which incorporates both law enforcement and public safety agencies in a way that will provide cost-effective support of policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

The *BC Policing and Community Safety Plan* addresses the law enforcement continuum in Action item #2:

> **ACTION ITEM #2:** "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

Project Goal

The goal of this project is to create an enhanced model for public safety that will provide solutions the challenges that we face today and that we anticipate facing in the future (e.g., the cost of service delivery, flexible responses). This goal will be accomplished through a literature review, environmental scan, stakeholder consultation, and options development. In accordance with the Vision and Values of

the *BC Policing and Community Safety Plan*, a public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety.

Project Key Objectives

1. Catalogue and review all types of public safety and law enforcement agencies in British Columbia
2. Conduct a literature scan and comprehensive review of law enforcement continuum models in other jurisdictions (both in Canada and internationally)
3. Identify gaps and opportunities in the law enforcement continuum in BC
4. s.12,s.13

5. Hold a symposium to give all stakeholders an opportunity to provide input and discuss the way forward
6. Create an enhanced framework for categories of law enforcement personnel which provide support to policing (this may include the creation of new legislation or amendment of existing legislation)

Scope

In Scope

The scope of the project includes:

- BC legislative framework for law enforcement and public safety agencies
- Law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
- International law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks
- Training, standards, and accountability models for various law enforcement and public safety agencies (in and outside of Canada) as it relates to the law enforcement continuum in BC

Out of Scope

The following items are out of scope:

- Police operational strategies

PROJECT STRUCTURE

Project Governance

Internal Resources

Name	Role	Responsibilities
Clayton Pecknold, Assistant Deputy Minister, Policing and Security Branch, PSSG Sandra Sajko Executive Director Security Services Policing and Security Branch, PSSG	Executive Sponsors	• Provide project direction & guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Discuss/resolve issues • Ensure resources are in place to conduct project
Allison Lenz Policy Analyst Policing and Security Branch, PSSG	Project Team Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Report project progress to Executive Sponsors
Josh Huska Policy Analyst Policing and Security Branch, PSSG	Project Team	• Conduct research • Assist in report writing • Provide information on areas of expertise • Assist in stakeholder consultations

Branch Management Committee	Lisa Anderson Corrie Campbell Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

External Resources

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).

Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP Working Group	

Comment [LAJ1]: Are there any working groups looking at this at all? If there aren't, are there any plans to have BCACP put forward reps to help?

Special Committees

Committee	Purpose of Committee	Membership
Expert Committee	• Provide information on their organizations • Provide context on the type of responsibilities they have and the tasks they undertake • Give feedback on the report, options, and the proposed way forward • Attend the Symposium	• RCMP • IMPD • Private Security • C&E Working Group • LIBOA • UBCM • Sheriffs • BC Police Union • JIBC

Project Parameters

Project Costs

TBD

Project Deliverables

Project Deliverables and Milestones:	Target Date
PHASE 1: PROJECT APPROVAL	
Scope out project, develop project charter and project plan	January 2016
Meet with sponsors and obtain approval	February 2016
MILESTONE: Project Charter signed off	**February 2016**
PHASE 2: Research Report	

Gather information on existing law enforcement and public safety agencies in British Columbia	March 2016
Review information and conduct preliminary assessment and gap analysis	March 2016
MILESTONE: Scan of BC agencies completed	**March 2016**
Conduct literature review and gather information on law enforcement continuum models in Canada	April 2016
Conduct literature review and collect information on best practices in place in other countries	April 2016
MILESTONE: Scan of Canadian and International models completed	**April 2016**
Review best practices and conduct assessment	May 2016
Circulate Report and obtain and incorporate feedback from BMC	May 2016
MILESTONE: Research Report completed	**May 2016**
PHASE 3: Key Principles and Policy Questions	
Circulate Report and obtain and incorporate feedback from stakeholder agencies	June 2016
Based on research and feedback, develop key principles and policy questions in preparation for the symposium	June 2016
MILESTONE: Key Principles and Policy Questions developed	**June 2016**
PHASE 4: Symposium	
Compile attendee invite list, send invitations, and track responses.	July 2016
Secure venue and arrange catering	July 2016
Design format for Symposium and create agenda	August 2016
Arrange meeting logistics and communicate further with attendees	August 2016

MILESTONE: Symposium completed	**September 2016**
PHASE 7: OPTION DEVELOPMENT – Enhanced Law Enforcement framework	
Develop options based on Symposium discussion and results	October 2016
Draft Options Paper	October 2016
Review Options Paper with Sponsors, receive direction on next steps and debrief on project	November 2016
MILESTONE: Submission of Options Paper	**December 2016**

PROJECT CONTEXT

Links and Dependencies

This project falls under Action Item #2 of the BC Policing and Community Safety Plan (BCPP).

Assumptions and Constraints

Assumptions for this project include:

- BCPP Action Item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13

Risk Assessment

Risk	Probability (likelihood of occurrence – L/M/H)	Impact if it occurs (L, M, H)	Mitigation Strategy
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Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
			• Consultation/participation is key in gathering information • Keep informed of progress
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Private Security Agencies (Private Investigators, Security Guards, etc)	Partner/Involve	PIABC, TBD	• Impacted by outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
Sheriffs (PSSG)	Partner/Involve	TBD	• Impacted by outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
Criminal Justice Branch (PSSG)	Partner/Involve	TBD	• Consultation/participation is key in gathering information • Keep informed of progress
PRTC, JIBC	Partner/Involve	TBD	• Impacted about outcome of project • Keep informed of progress
Provincial Enforcement Working Groups	Partner/Involve	TBD	• Impacted about outcome of project

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
			• Keep informed of progress
CBSA	Involve	TBD	• Interested in outcome of project • Keep informed of progress
BC local governments	Inform	UBCM	• Interested in outcome of project if results can be shared
Community Safety and crime prevention programs	Inform	TBD	• Interested in outcome of project and potential impact on them

O'Neill, Jennifer L PSSG:EX

From: Alexander, Corinne JAG:EX
Sent: Monday, February 15, 2016 3:16 PM
To: McLean, Kimberley M JAG:EX
Subject: FW: 160209 PA Review DN - Oversight ALenz
Attachments: 160209 PA Review DN - Oversight ALenz.docx

Importance: High

Sorry, this is what I was commenting on.

From: McRobert, Brad P JAG:EX
Sent: Thursday, February 11, 2016 2:24 PM
To: Alexander, Corinne JAG:EX
Cc: Lenz, Allison JAG:EX
Subject: FW: 160209 PA Review DN - Oversight ALenz
Importance: High

Hi Corinne,

Here is our draft police oversight note, would appreciate any feedback at your earliest convenience.

We are meeting with Sandra next week so if there's any chance you could review by end of day Monday then that would be great.

Thanks!!

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Thursday, February 11, 2016 11:36 AM
To: McRobert, Brad P JAG:EX
Subject: 160209 PA Review DN - Oversight ALenz

Here you go. Is that what you were looking for?

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by Clayton Pecknold, Assistant Deputy Minister and Director of Police Services.

ISSUE: Law Enforcement Oversight

SUMMARY:

- s.12,s.13,s.14

-

-

BACKGROUND:

- s.12,s.13

- In the *Police Act*, Part 7.1 outlines the roles and responsibilities of the Independent Investigations Office, Part 9 outlines the roles and responsibilities of the Office of the Police Complaint Commissioner, and Part 11 deals with Misconduct, Complaints, Investigations, Discipline, and Proceedings. The *Special Provincial Constable Complaint Procedure Regulation* provides the oversight framework for SPCs.
- s.12,s.13

-

-

OPTIONS:

- s.12,s.13

s.12,s.13

-

-

FINANCIAL IMPLICATIONS:

- No immediate financial implications identified.

LEGAL ADVICE PREVIOUSLY OBTAINED: [No]

- s.12,s.13

OTHER MINISTRIES IMPACTED/CONSULTED:

- All ministries and/or agencies governed by with compliance and enforcement personnel holding SPC appointments will need to be consulted. This could be incorporated into planned Law Enforcement Continuum review consultations.

DECISION APPROVED / NOT APPROVED **DATE:**

[Name]
[Title]

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director
Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

O'Neill, Jennifer L PSSG:EX

From: McRobert, Brad P JAG:EX
Sent: Thursday, February 11, 2016 2:24 PM
To: Alexander, Corinne JAG:EX
Cc: Lenz, Allison JAG:EX
Subject: FW: 160209 PA Review DN - Oversight ALenz
Attachments: 160209 PA Review DN - Oversight ALenz.docx

Importance: High

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Corinne,

Here is our draft police oversight note, would appreciate any feedback at your earliest convenience.

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Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Thursday, February 11, 2016 11:36 AM
To: McRobert, Brad P JAG:EX
Subject: 160209 PA Review DN - Oversight ALenz

Here you go. Is that what you were looking for?

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by Clayton Pecknold, Assistant Deputy Minister and Director of Police Services.

ISSUE: Law Enforcement Oversight

SUMMARY:

- s.12,s.13,s.14
-
-

BACKGROUND:

- s.12,s.13
- In the *Police Act*, Part 7.1 outlines the roles and responsibilities of the Independent Investigations Office, Part 9 outlines the roles and responsibilities of the Office of the Police Complaint Commissioner, and Part 11 deals with Misconduct, Complaints, Investigations, Discipline, and Proceedings. The *Special Provincial Constable Complaint Procedure Regulation* provides the oversight framework for SPCs.
- s.12,s.13
-
-

OPTIONS:

s.12,s.13

s.12,s.13

FINANCIAL IMPLICATIONS:

- No immediate financial implications identified.

LEGAL ADVICE PREVIOUSLY OBTAINED: [No]

- s.12,s.13

OTHER MINISTRIES IMPACTED/CONSULTED:

- All ministries and/or agencies governed by with compliance and enforcement personnel holding SPC appointments will need to be consulted. This could be incorporated into planned Law Enforcement Continuum review consultations.

DECISION APPROVED / NOT APPROVED **DATE:**

[Name]
[Title]

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director
Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

McRobert, Brad P PSSG:EX

From: Lenz, Allison JAG:EX
Sent: Thursday, March 3, 2016 8:45 AM
To: McRobert, Brad P JAG:EX
Subject: FW: s. Timelines?

FYI – as requested.

From: Baker, Ardys JAG:EX
Sent: Thursday, March 3, 2016 8:43 AM
To: Lenz, Allison JAG:EX
Subject: RE: s. Timelines?

Hi, the plan is to do the policy work over the next year, with a view to complete all s.1 work by January 2018 s.13 However, this plan is subject to change, given that the election is in May 2017. Hope that helps.

From: Lenz, Allison JAG:EX
Sent: Wednesday, March 2, 2016 2:56 PM
To: Baker, Ardys JAG:EX
Subject: s.1 Timelines?

Hi Ardys,

I'm just wondering what the timelines are like for when you have to have the s. put together by. I'm looking at the timelines of the LE Continuum and trying to figure out how the work on that project will feed into the work that you're doing ☺

Thanks!

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: 160303 LE Continuum Project Charter ALenz
Date: Monday, March 7, 2016 11:02:24 AM
Attachments: 160303 LE Continuum Project Charter ALenz.docx

Good morning Brad,

Here is the updated project charter; I have made changes based on our discussion with Clayton last week. I look forward to discussing it with you at our meeting on Wednesday.

Take care,
Allison

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1
3 March 2016	Allison Lenz	0.2	Draft 2

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement and security communities in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A Law Enforcement and Security Continuum should incorporate law enforcement and public safety agencies (including private security) in a way that will provide cost-effective support to policing in British Columbia and which will better define the respective roles of private security and public law enforcement. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will develop options for the creation of a framework for categories of law enforcement and public safety services (including private security) and will provide options for efficient and cost-effective service delivery. s.12,s.13

s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement and/or security services
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with peace officer powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement (including private security)

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement and security personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan.*

APPROACH

In Phase I (Research Report) the project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the legislative framework and catalogue the types of law enforcement and public safety agencies (including private security) in BC
    - Review gaps and opportunities in the Law Enforcement and Security Continuum in BC
    - Conduct a literature review of Law Enforcement and Security Continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international Law Enforcement and Security Continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the Law Enforcement and Security Continuum in BC
    - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions

In Phase II (Key Stakeholder Consultation) the project team will:

- Share the research report with key stakeholders and solicit feedback
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement and Security Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions

In Phase III (Public Consultation) the project team will:*

- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13
- Engage in public consultation
- As a result of the Green Paper and public feedback from the consultation, a White Paper will be developed s.12,s.13

** This phase will be developed in more detail closer to its start date.*

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia

- Gaps and opportunities in the Law Enforcement and Security Continuum in BC
- Models relating to the Law Enforcement and Security Continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13

- Stakeholder consultation regarding the current state of the Law Enforcement and Security Continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Creation of training and standards
- Legislative changes
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

KEY RESOURCES

Name	Role	Responsibilities
Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden		

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the Law Enforcement and Security Continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local	Local governments are major contributors to policing resources

Governments/UBCM	throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
National Security FPT Working Group	The mandate of this working group is to address technical barriers to sharing sensitive government information, including accounting for security clearances (secret), secure communications infrastructure, and complementing existing information sharing arrangements with technical protocols as appropriate.

PROJECT BUDGET*

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts • Speakers/keynote • Contingency	**TBD**
2	Consultant(s)	
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement and Security Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement and Security Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement and Security Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to

		engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 s.12,s.13

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Project Charter and Decision Note Sent to Minister for Decision	April 18, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016
5	Draft Research Report Completed	November 1, 2016
6	Research Report Approved by ADM	November 21, 2016
7	Decision Note to proceed to Phase II sent for decision	December 5, 2016
PHASE II: Key Stakeholder Consultations		
	Key Stakeholders invited to comment on research report	January 3, 2017
8	Stakeholder Feedback on Research Report Completed	January 31, 2017
9	Draft Key Principles and Policy Questions Document Completed	February 27, 2017
10	Key Principles and Policy Questions Document Approved	March 13, 2017
11	Symposium Completed	May 1, 2017
12	Decision Note to proceed to Phase III sent for decision	May 15, 2017
13	s.12,s.13	s.12,s.13
PHASE III: Public Consultation		
14	Draft Green Paper Completed	September 18, 2017
15	Green Paper approved by ADM	October 9, 2017
16	Communication with other Ministries prior to launch of Green Paper	October 9, 2017
17	Public Consultation Announced	November 1, 2017
18	Public Consultation Closes	November 30, 2017
19	Draft White Paper Completed	February 26, 2018
20	White Paper approved by ADM	March 26, 2018

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1

Constraints & Assumptions
The following constraints were identified at project initiation:

- The RCMP is a federal entity, governed by federal legislation; s.12,s.13
  s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement and Security Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• Compliance and Enforcement Working Group • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • BC Police Association • BC Civil Liberties Association

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.

From: McRobert, Brad P JAG:EX
To: Lenz, Allison JAG:EX
Subject: FW: 160303 LE Continuum Project Charter ALenz
Date: Tuesday, March 8, 2016 11:41:47 AM
Attachments: 160303 LE Continuum Project Charter ALenz.docx

Thanks. I think that this is close. Have a look at my notes/changes and let's discuss tomorrow.

Brad McRobert
Director, Security Services and Client Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Monday, March 7, 2016 11:02 AM
To: McRobert, Brad P JAG:EX
Subject: 160303 LE Continuum Project Charter ALenz

Good morning Brad,

Here is the updated project charter; I have made changes based on our discussion with Clayton last week. I look forward to discussing it with you at our meeting on Wednesday.

Take care,
Allison

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
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Project Lead	Signature	Date
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REVISION HISTORY

Date	Author	Version	Change Reference
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BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement and security communities in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

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APPROACH

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- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
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PROJECT SCOPE

In Scope

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- Gaps and opportunities in the Law Enforcement and Security Continuum in BC
- Models relating to the Law Enforcement and Security Continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
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PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
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Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
National Security FPT Working Group	The mandate of this working group is to address technical barriers to sharing sensitive government information, including accounting for security clearances (secret), secure communications infrastructure, and complementing existing information sharing arrangements with technical protocols as appropriate.

PROJECT BUDGET*

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts • Speakers/keynote • Contingency	TBD
2	Consultant(s)	
3		
	TOTAL	**TBD**

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Comment [MBPJ1]: We should have some approx. amounts for both items.

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**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement and Security Continuum models around the world.
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5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 s.12,s.13

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Project Charter and Decision Note Sent to Minister for Decision	April 18, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016
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13	s.12,s.13 s.12,s.13	s.12.s.13
PHASE III: Public Consultation		
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18	Public Consultation Closes	November 30, 2017
19	Draft White Paper Completed	February 26, 2018

Comment [MBPJ2]: s.12.s.13
s.12,s.13

Comment [MBPJ3]: s.12,s.13

20	White Paper approved by ADM	March 26, 2018	

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

Comment [MBPJ4]: Might be worth letting Ardys know about the revised timeframes (and that Clayton is good with this).

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1

Constraints & Assumptions

The following constraints were identified at project initiation:

- The RCMP is a federal entity, governed by federal legislation; s.12,s.13
  s.12,s.13

The following assumptions were made during project initiation:

- -BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement and Security Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS:	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• Compliance and Enforcement Working Group • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • BC Police Association • BC Civil Liberties Association

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: RE: 160303 LE Continuum Project Charter ALenz
Date: Tuesday, March 8, 2016 11:45:00 AM

Thanks for this. I look forward to discussing it tomorrow ☺

From: McRobert, Brad P JAG:EX
Sent: Tuesday, March 8, 2016 11:42 AM
To: Lenz, Allison JAG:EX
Subject: FW: 160303 LE Continuum Project Charter ALenz

Thanks. I think that this is close. Have a look at my notes/changes and let's discuss tomorrow.

Brad McRobert
Director, Security Services and Client Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Monday, March 7, 2016 11:02 AM
To: McRobert, Brad P JAG:EX
Subject: 160303 LE Continuum Project Charter ALenz

Good morning Brad,

Here is the updated project charter; I have made changes based on our discussion with Clayton last week. I look forward to discussing it with you at our meeting on Wednesday.

Take care,
Allison

From: McLean, Kimberley M JAG:EX
To: Lenz, Allison JAG:EX
Subject: FW: LEC project charter comments
Date: Tuesday, March 8, 2016 2:32:04 PM
Attachments: 160216 LE Continuum Project Charter CA Edits.docx

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HI Allison – I have been on the road and not had a chance to add my comments to corinnes. Here are hers from what you sent out. Did your charter get approved already or is there a chance to add to it at this late time. tx k

From: Alexander, Corinne JAG:EX
Sent: Tuesday, March 8, 2016 2:25 PM
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments

Here are my comments....

From: Alexander, Corinne JAG:EX
Sent: Wednesday, February 24, 2016 3:56 PM
To: McLean, Kimberley M JAG:EX
Subject: LEC project charter comments

I have added a few comments.

CORINNE ALEXANDER
Manager, Appointments and Designations
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Phone: 250-387-0099
Cell: 250-217-6205
Email: corinne.alexander@gov.bc.ca

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province as part of the development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

Comment [ACJ1]: s.13
s.13

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

Comment [ACJ2]: And governance

Comment [ACJ3]: s.13
s.13

PURPOSE

This project will create a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.13
s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the burdens on police in BC through the addition of supplemental policing
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with policing powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

Comment [ACJ4]: s.13
s.13

Comment [ACJ5]: s.13
s.13

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

Comment [ACJ6]: Corinne has some current information to contribute on training re SPCs. I also have some contact info.

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13

- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope
The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts	**TBD**

	• Speakers/keynote • Contingency	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12.s.13 s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative worls.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

From: Lenz, Allison JAG:EX
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments
Date: Tuesday, March 8, 2016 2:40:00 PM
Attachments: 160303 LE Continuum Project Charter ALenz.docx

I haven't made Corinne's changes yet... but this is it so far...

From: McLean, Kimberley M JAG:EX
Sent: Tuesday, March 8, 2016 2:40 PM
To: Lenz, Allison JAG:EX
Subject: RE: LEC project charter comments

Could you send what it looks like now?

From: Lenz, Allison JAG:EX
Sent: Tuesday, March 8, 2016 2:39 PM
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments

Oh! I should read more carefully!
Thank you for sharing Corinne's comments ☺
If you want to add your comments I think I can still do it... as long as you get them to me before noon tomorrow?

From: McLean, Kimberley M JAG:EX
Sent: Tuesday, March 8, 2016 2:38 PM
To: Lenz, Allison JAG:EX
Subject: RE: LEC project charter comments

Those were corines!

From: Lenz, Allison JAG:EX
Sent: Tuesday, March 8, 2016 2:36 PM
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments

We had our meeting with Clayton last week but he asked for some changes too so I don't see why I can't add in your changes ☺ I'll make the changes and share with Brad at the meeting we have scheduled for tomorrow to discuss the changes that CP asked for.

Thanks for sharing your comments! ☺

Take care,
Allison

From: McLean, Kimberley M JAG:EX
Sent: Tuesday, March 8, 2016 2:32 PM
To: Lenz, Allison JAG:EX
Subject: FW: LEC project charter comments

HI Allison – I have been on the road and not had a chance to add my comments to corinnes. Here are hers from what you sent out. Did your charter get approved already or is there a chance to add to it at this late time. tx k

From: Alexander, Corinne JAG:EX
Sent: Tuesday, March 8, 2016 2:25 PM
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments

Here are my comments....

From: Alexander, Corinne JAG:EX
Sent: Wednesday, February 24, 2016 3:56 PM
To: McLean, Kimberley M JAG:EX
Subject: LEC project charter comments

I have added a few comments.

CORINNE ALEXANDER
Manager, Appointments and Designations
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Phone: 250-387-0099
Cell: 250-217-6205
Email: corinne.alexander@gov.bc.ca

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1
3 March 2016	Allison Lenz	0.2	Draft 2

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement and security communities in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A Law Enforcement and Security Continuum should incorporate law enforcement and public safety agencies (including private security) in a way that will provide cost-effective support to policing in British Columbia and which will better define the respective roles of private security and public law enforcement. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will develop options for the creation of a framework for categories of law enforcement and public safety services (including private security) and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement and/or security services
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with peace officer powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement (including private security)

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement and security personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

In Phase I (Research Report) the project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the legislative framework and catalogue the types of law enforcement and public safety agencies (including private security) in BC
    - Review gaps and opportunities in the Law Enforcement and Security Continuum in BC
    - Conduct a literature review of Law Enforcement and Security Continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international Law Enforcement and Security Continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the Law Enforcement and Security Continuum in BC
    - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions

In Phase II (Key Stakeholder Consultation) the project team will:

- Share the research report with key stakeholders and solicit feedback
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement and Security Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions

In Phase III (Public Consultation) the project team will:*

- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13
- Engage in public consultation
- As a result of the Green Paper and public feedback from the consultation, a White Paper will be developed s.12,s.13

** This phase will be developed in more detail closer to its start date.*

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia

- Gaps and opportunities in the Law Enforcement and Security Continuum in BC
- Models relating to the Law Enforcement and Security Continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the Law Enforcement and Security Continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Creation of training and standards
- Legislative changes
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

KEY RESOURCES

Name	Role	Responsibilities
Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden		

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the Law Enforcement and Security Continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local	Local governments are major contributors to policing resources

Governments/UBCM	throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
National Security FPT Working Group	The mandate of this working group is to address technical barriers to sharing sensitive government information, including accounting for security clearances (secret), secure communications infrastructure, and complementing existing information sharing arrangements with technical protocols as appropriate.

PROJECT BUDGET*

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts • Speakers/keynote • Contingency	**TBD**
2	Consultant(s)	
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement and Security Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement and Security Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement and Security Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to

		engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 s.12,s.13

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Project Charter and Decision Note Sent to Minister for Decision	April 18, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016
5	Draft Research Report Completed	November 1, 2016
6	Research Report Approved by ADM	November 21, 2016
7	Decision Note to proceed to Phase II sent for decision	December 5, 2016
PHASE II: Key Stakeholder Consultations		
	Key Stakeholders invited to comment on research report	January 3, 2017
8	Stakeholder Feedback on Research Report Completed	January 31, 2017
9	Draft Key Principles and Policy Questions Document Completed	February 27, 2017
10	Key Principles and Policy Questions Document Approved	March 13, 2017
11	Symposium Completed	May 1, 2017
12	Decision Note to proceed to Phase III sent for decision	May 15, 2017
13	s.12,s.13 s.12,s.13	s.12,s.13
PHASE III: Public Consultation		
14	Draft Green Paper Completed	September 18, 2017
15	Green Paper approved by ADM	October 9, 2017
16	Communication with other Ministries prior to launch of Green Paper	October 9, 2017
17	Public Consultation Announced	November 1, 2017
18	Public Consultation Closes	November 30, 2017
19	Draft White Paper Completed	February 26, 2018
20	White Paper approved by ADM	March 26, 2018

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1

Constraints & Assumptions

The following constraints were identified at project initiation:

- The RCMP is a federal entity, governed by federal legislation; s.12,s.13
  s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement and Security Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• Compliance and Enforcement Working Group • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • BC Police Association • BC Civil Liberties Association

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.

From:	McLean, Kimberley M JAG:EX
To:	Lenz, Allison JAG:EX
Subject:	RE: LEC project charter comments
Date:	Tuesday, March 8, 2016 2:56:28 PM

Well, be patient is all I can say. I think I am clear on the vision, s.22
s.22
I really like to know where I am going before I start out, s.22
s.22

Also, make sure you have a good team to help you ☺ clone yourself.
Coffee anytime.

From: Lenz, Allison JAG:EX
Sent: Tuesday, March 8, 2016 2:53 PM
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments

The timeline is now much longer than it was originally, but the change has been made based on what CP said at the meeting last week.... So I'm not sure about how it meshes with the s.12,s.13
s.12,s.13 After I talk to Brad about the Charter tomorrow, the next thing on my list is to talk to Ardys and find out how the timelines fit together.

As for what I think will result from the project, I'm really not sure at this stage. There are a lot of options out there and everyone seems to have an idea of how it should/could be done. Maybe once we finally get this project charter approved and some actual work started I'll have a better idea ☺ We should go for coffee. I'd love to hear any insights you have from Rec #1.

From: McLean, Kimberley M JAG:EX
Sent: Tuesday, March 8, 2016 2:47 PM
To: Lenz, Allison JAG:EX
Subject: RE: LEC project charter comments

I don't have any comments but am curious about the timeline in relation to the s.12,s.13
and also what exactly you think will result from the project?
Is it new categories of officer/person doing things the police currently do (and maybe don't need to)?

From: Lenz, Allison JAG:EX
Sent: Tuesday, March 8, 2016 2:41 PM
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments

I haven't made Corinne's changes yet... but this is it so far...

From: McLean, Kimberley M JAG:EX
Sent: Tuesday, March 8, 2016 2:40 PM
To: Lenz, Allison JAG:EX
Subject: RE: LEC project charter comments

Could you send what it looks like now?

From: Lenz, Allison JAG:EX
Sent: Tuesday, March 8, 2016 2:39 PM
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments

Oh! I should read more carefully!
Thank you for sharing Corinne's comments ☺
If you want to add your comments I think I can still do it... as long as you get them to me before noon tomorrow?

From: McLean, Kimberley M JAG:EX
Sent: Tuesday, March 8, 2016 2:38 PM
To: Lenz, Allison JAG:EX
Subject: RE: LEC project charter comments

Those were corines!

From: Lenz, Allison JAG:EX
Sent: Tuesday, March 8, 2016 2:36 PM
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments

We had our meeting with Clayton last week but he asked for some changes too so I don't see why I can't add in your changes ☺ I'll make the changes and share with Brad at the meeting we have scheduled for tomorrow to discuss the changes that CP asked for.

Thanks for sharing your comments! ☺

Take care,
Allison

From: McLean, Kimberley M JAG:EX
Sent: Tuesday, March 8, 2016 2:32 PM
To: Lenz, Allison JAG:EX
Subject: FW: LEC project charter comments

HI Allison – I have been on the road and not had a chance to add my comments to corinnes. Here are hers from what you sent out. Did your charter get approved already or is there a chance to add to it at this late time. tx k

From: Alexander, Corinne JAG:EX
Sent: Tuesday, March 8, 2016 2:25 PM
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments

Here are my comments....

From: Alexander, Corinne JAG:EX
Sent: Wednesday, February 24, 2016 3:56 PM
To: McLean, Kimberley M JAG:EX
Subject: LEC project charter comments

I have added a few comments.

CORINNE ALEXANDER
Manager, Appointments and Designations
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Phone: 250-387-0099
Cell: 250-217-6205
Email: corinne.alexander@gov.bc.ca

From: McLean, Kimberley M JAG:EX
To: Lenz, Allison JAG:EX
Subject: FW: LEC project charter comments
Date: Tuesday, March 8, 2016 4:14:14 PM

Another cor comment:

I also thought that this was going to look at the concept of same tool training, such as if you have a baton and spray, there is standardized training no matter who you are or who you work for.

I am not sure if that was really clear that that concept would be explored. s.13
s.13

McRobert, Brad P PSSG:EX

From:	Lenz, Allison JAG:EX
Sent:	Wednesday, March 9, 2016 8:17 AM
To:	McRobert, Brad P JAG:EX
Subject:	Updated Charter for Discussion
Attachments:	160309 LE Continuum Project Charter ALenz.docx

Good morning Brad,

I have made a few changes to the version you sent me last week. These changes are the result of suggestions from Kimberley's unit which I just received yesterday.

Another comment I received but didn't integrate is as follows. Perhaps we can discuss whether or not this is sufficiently covered in the project charter already?

> I also thought that this was going to look at the concept of same tool training, such as if you have a baton and spray, there is standardized training no matter who you are or who you work for. I am not sure if that was really clear that that concept would be explored. s.13

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

BRITISH COLUMBIA | Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1
3 March 2016	Allison Lenz	0.2	Draft 2

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement and security communities in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A Law Enforcement and Security Continuum should incorporate law enforcement and public safety agencies (including private security) in a way that will provide cost-effective support to policing in British Columbia and which will better define the respective roles of private security and public law enforcement. It is critical, however, that appropriate accountability and governance systems and adequate training and standards are in place for any changes that are made. Additionally, any new framework should allow for flexibility to respond to future unknowns.

PURPOSE

This project will develop options for the creation of a framework for categories of law enforcement and public safety services (including private security) and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement and/or security services
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with peace officer powers
5. Ensure adequate training, ~~and~~ accountability, and governance mechanisms for each category of law enforcement (including private security)

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement and security personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

In Phase I (Research Report) the project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
  - Review the legislative framework and catalogue the types of law enforcement and public safety agencies (including private security) in BC
  - Review gaps and opportunities in the Law Enforcement and Security Continuum in BC
  - Conduct a literature review of Law Enforcement and Security Continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
  - Conduct a literature review of relevant international Law Enforcement and Security Continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
  - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the Law Enforcement and Security Continuum in BC
  - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions

In Phase II (Key Stakeholder Consultation) the project team will:

- Share the research report with key stakeholders and solicit feedback
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement and Security Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions

In Phase III (Public Consultation) the project team will:*

- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13
- Engage in public consultation
- As a result of the Green Paper and public feedback from the consultation, a White Paper will be developed s.12,s.13

** This phase will be developed in more detail closer to its start date.*

PROJECT SCOPE

In Scope
The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the Law Enforcement and Security Continuum in BC
- Models relating to the Law Enforcement and Security Continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13

- Stakeholder consultation regarding the current state of the Law Enforcement and Security Continuum in BC as well as the viability of proposed options

Out of Scope
The following items are out of scope:

- Police Operational Strategies
- Creation of training and standards
- Legislative changes
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson	Branch Management	• Provide information on areas of expertise

KEY RESOURCES

Name	Role	Responsibilities
Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Committee	• Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the Law Enforcement and

	Security Continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
National Security FPT Working Group	The mandate of this working group is to address technical barriers to sharing sensitive government information, including accounting for security clearances (secret), secure communications infrastructure, and complementing existing information sharing arrangements with technical protocols as appropriate.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts • Speakers/keynote • Contingency	TBD
2	Consultant(s)	
3		
	TOTAL	**TBD**

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Comment [MBPJ1]: We should have some approx. amounts for both items.

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**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and International jurisdictional scan to provide a clear picture of existing Law Enforcement and Security Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement and Security Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium

		will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement and Security Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 s.12,s.13

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Project Charter and Decision Note Sent to Minister for Decision	April 18, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016
5	Draft Research Report Completed	November 1, 2016
6	Research Report Approved by ADM	November 21, 2016
7	Decision Note to proceed to Phase II sent for decision	December 5, 2016
PHASE II: Key Stakeholder Consultations		
	Key Stakeholders invited to comment on research report	January 3, 2017
8	Stakeholder Feedback on Research Report Completed	January 31, 2017
9	Draft Key Principles and Policy Questions Document Completed	February 27, 2017
10	Key Principles and Policy Questions Document Approved	March 13, 2017
11	Symposium Completed	May 1, 2017
12	Decision Note to proceed to Phase III sent for decision	May 15, 2017
13	s.12,s.13	s.12,s.13
PHASE III: Public Consultation		
14	Draft Green Paper Completed	September 18, 2017
15	Green Paper approved by ADM	October 9, 2017
16	Communication with other Ministries prior to launch of Green Paper	October 9, 2017

17	Public Consultation Announced	November 1, 2017
18	Public Consultation Closes	November 30, 2017
19	Draft White Paper Completed	February 26, 2018
20	White Paper approved by ADM	March 26, 2018

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

Comment [MBP14]: Might be worth letting Andy's know about the revised timeframes (and that Clayton is good with this).

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1

Constraints & Assumptions
The following constraints were identified at project initiation:

- The RCMP is a federal entity, governed by federal legislation; s.12,s.13 s.12,s.13

The following assumptions were made during project initiation:

- -BCPP Action Item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement and Security Continuum s.12,s.13 s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
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Unavailability of quantitative	Medium	Medium	Network of contacts across BC should

RISK ASSESSMENT			
Risk	**Probability**	**Impact**	**Proposed Risk Response**
data required to perform gap analysis			supply data needed to conduct analysis



KEY STAKEHOLDERS*	
Stakeholder Name/Group	
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From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: 160309 LE Continuum Project Charter ALenz
Date: Wednesday, March 9, 2016 2:18:25 PM
Attachments: 160309 LE Continuum Project Charter ALenz.docx

Here is the updated, updated charter.
See you soon ☺

Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1
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In Phase II (Key Stakeholder Consultation) the project team will:

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- s.12,s.13
  s.12,s.13
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KEY RESOURCES

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Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the Law Enforcement and

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Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
National Security FPT Working Group	The mandate of this working group is to address technical barriers to sharing sensitive government information, including accounting for security clearances (secret), secure communications infrastructure, and complementing existing information sharing arrangements with technical protocols as appropriate.

PROJECT BUDGET*

#	Item	Estimate
1	**Symposium (total)±**	**TBD**
	Venue	$2,000
	Catering *Based on an estimated 50 participants receiving lunch and two refreshment/snack breaks at an estimated $43/person ($30 lunch and $7 snacks per person)*	$2,150
	Presenters and Subject Matter Experts *Cost of associated travel and speaker gifts*	$5,500
	Travel	
	Miscellaneous *Printing, day-of materials (pens/paper), name tags, etc.*	$1,200
	Contingency *5% of total budget*	
2	**Consultant(s)**	
3		
	TOTAL	**TBD**

s.13

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*
±This estimate assumes that the Symposium will only take one day. Symposium costs will be more accurately determined if the project is approved to move forward to Phase II.

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law

		Enforcement and Security Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement and Security Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement and Security Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 s.12,s.13

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Project Charter and Decision Note Sent to Minister for Decision	April 18, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016
5	Draft Research Report Completed	November 1, 2016
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PHASE II: Key Stakeholder Consultations		
	Key Stakeholders invited to comment on research report	January 3, 2017
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9	Draft Key Principles and Policy Questions Document Completed	February 27, 2017
10	Key Principles and Policy Questions Document Approved	March 13, 2017
11	Symposium Completed	May 1, 2017
12	Decision Note to proceed to Phase III sent for decision	May 15, 2017
13	s.12,s.13 s.12,s.13	

s.12,s.13

PHASE III: Public Consultation		
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15	Green Paper approved by ADM	October 9, 2017
16	Communication with other Ministries prior to launch of Green Paper	October 9, 2017
17	Public Consultation Announced	November 1, 2017
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19	Draft White Paper Completed	February 26, 2018
20	White Paper approved by ADM	March 26, 2018

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

Comment [MBPJ6]: Might be worth letting Ardys know about the revised timeframes (and that Clayton is good with this).

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*
- The outcome of the Law Enforcement and Security Continuum project will inform work on Action Item #16 which commits to review the *Police Act* to assess its relevancy to support the changing and complex environment of policing in British Columbia.

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- The outcome of public consultation on the green paper for Action Item #1

Constraints & Assumptions

The following constraints were identified at project initiation:

- The RCMP is a federal entity, governed by federal legislation; s.12,s.13 s.12,s.13

The following assumptions were made during project initiation:

- -BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement and Security Continuum s.12.s.13 s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response

RISK ASSESSMENT			
Risk	**Probability**	**Impact**	**Proposed Risk Response**
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• Compliance and Enforcement Working Group • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • BC Police Association • BC Civil Liberties Association

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.

McRobert, Brad P PSSG:EX

From: Lenz, Allison JAG:EX
Sent: Wednesday, March 9, 2016 2:21 PM
To: McRobert, Brad P JAG:EX
Subject: FW: s.2 514763 - Reply Direct - Due March 23, 2016

FYI - An incoming CLIFF related to the LE Continuum.

-----Original Message-----
From: McLean, Kimberley M JAG:EX
Sent: Wednesday, March 9, 2016 2:03 PM
To: Lenz, Allison JAG:EX; Logie, Linette JAG:EX
Subject: FW: s.2 514763 - Reply Direct - Due March 23, 2016

Can you work together to draft a response that references action item #2 and responds to the writer?

-----Original Message-----
From: Koehle, Leah JAG:EX
Sent: Wednesday, March 9, 2016 1:55 PM
To: McLean, Kimberley M JAG:EX
Subject: s.2 514763 - Reply Direct - Due March 23, 2016

Hi Kimberley,

Over to your unit for a reply direct response, due March 23, 2016.

Thank you,
Leah

-----Original Message-----
From: Chan-Kent, Marissa PSSG:EX
Sent: Monday, March 7, 2016 5:32 PM
To: Thompson, Angella N JAG:EX
Subject: FW: Community Constables needed

Please action as reply direct from PCSB.

Thanks,

Marissa

-----Original Message-----
From: McTeer, Catherine J PREM:EX
Sent: Monday, March 7, 2016 1:26 PM
To: Chan-Kent, Marissa PSSG:EX
Cc: Kennard, Kimberley PSSG:EX
Subject: FW: Community Constables needed

Hello,

Can PSSG respond? Please let me know.

Many thanks,
Catie

-----Original Message-----
From: s.22
Sent: Saturday, March 5, 2016 4:56 PM
To: OfficeofthePremier, Office PREM:EX
Cc: Coleman.MLA, Rich LASS:EX; BC Liberal Party; BC NDP Leader
Subject: Community Constables needed

Hello Premier,

The BC Govt should create a new category of peace officer for municipalities, which should be COMMUNITY CONSTABLES. These Community Constables would NOT carry a firearm and their duties would include traffic enforcement and many other low risk enforcement duties.

Community Constables have been successfully working in AB and SK. In the three Territories, the Bylaw Officers conduct most of the traffic enforcement, emergency scene traffic control and other low risk enforcement. Yellowknife and Whitehorse are the best examples in the Territories.

According to the TV news, Chilliwack is facing a skyrocketing level of crime in recent years. Hiring more RCMP officers at $160,000 / yrs per officer is NOT the answer either. Many RCMP officers are totally against the use of Community Constables or other enforcement officers as many RCMP officers see these other officers as a loss to RCMP officer overtime pay.

The RCMP community constable program was a failure, but the Community Constables program as used in AB and SK is a success and should be brought into BC immediately, regardless of what RCMP and other police officers say.

REPLY REQUESTED.
s.22

SG-Solicitor General **Referral Slip for ID:514763** 2016/07/04

Log Type: **E-Mail**	*Action:* **Reply Direct E-Mail**	*Due:* **2016/03/30**
Batch:	*Subaction:*	

Type: Private Citizen	*Written:* 2016/03/05	*Resp Type:*	
s.22 no last name	*Received:* 2016/03/08	*Entered By:* s.15	
Email: s.22	*Due:* 2016/03/30		
	Interim:		
	Signed: 2016/03/22	*Sign By:*	
	Approved: 2016/03/22	*Approved By:*	
	Closed: 2016/03/22	*File No.:*	

Address To: Premier *Issue:*
Copy To: *X-Ref:*
Drafter:
MLA: *Electoral Dist:*

Subject

Government needs to create a new category of peace officer for municipalities which should be community constables.

Attachments

Title: Response		*Version:* 1	*Type:*	
File: 514763 s.2 .docx				
Approved:		*Approved By:*	*Last Update:* 2016/03/22	
Title: incoming		*Version:* 1	*Type:*	
File: fw community constables needed.msg				
Approved:		*Approved By:*	*Last Update:* 2016/03/08	

Referral *SG-Solicitor General -> SG-Solicitor General*

From: SG-Solicitor General	*Sent:* 2016/03/08	*Status:* Completed	*Ref Action:* Reply Direct E-Mail		
To: SG-Solicitor General	*Received:* 2016/03/08	*Reason:*	*Subaction:*		
Assign To:	*Completed:* 2016/03/08	*Due:* 2016/03/30	*File No.:*		

Referral *SG-Solicitor General -> SG-Solicitor General -> PSPB-Correspondence*

From: SG-Solicitor General	*Sent:* 2016/03/08	*Status:* Completed	*Ref Action:* Reply Direct E-Mail		
To: PSPB-Correspondence	*Received:* 2016/03/09	*Reason:*	*Subaction:*		
Assign To:	*Completed:* 2016/03/22	*Due:* 2016/03/30	*File No.:*		

Referral Comments

2016/03/22 PSPB-Correspondence	- Kimberley McLean approved - ADM approved; response sent from PSB generic mailbox - FYI sent to Linette Logie and Allison Lenz, CC to Kimberley McLean, Sandra Sajko, and Brad McRobert - Filed and closed
2016/03/14 PSPB-Correspondence	- Linette Logie and Allison Lenz drafted response; Brad McRobert and Sandra Sajko approved; fwd to Kimberley McLean for approval
2016/03/09 PSPB-Correspondence	- Fwd to Kimberley McLean's unit for response

To be sent from PSB mailbox

s.22

Email: s.22

Dear s.22

Thank you for your email of March 5, 2016, addressed to the Honourable Christy Clark, Premier of British Columbia, suggesting that government consider alternative enforcement options for low risk enforcement duties.

One of the Action Items in the BC Policing and Community Safety Plan (BCPCSP) calls for a review of the existing continuum of law enforcement in order to develop a cost-effective and comprehensive public safety model. The BCPCSP was developed in consultation with British Columbians, community leaders, local governments, and police. For more information, the BCPCSP can be found at:

www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/publications/community/bc-policing-plan.pdf

Thank you for taking the time to bring your suggestions to our attention.

Policing and Security Branch
Ministry of Public Safety & Solicitor General
PO Box 9285, Stn Prov Govt
Victoria BC V8W 9J7
CLIFF# 514763

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: 160309 LE Continuum Project Charter ALenz
Date: Thursday, March 10, 2016 11:07:42 AM
Attachments: 160309 LE Continuum Project Charter ALenz.docx

Good morning Brad ☺

For your review, please find attached the most recently updated version of the charter. I have made the changes discussed in the meeting we had earlier this week. You will also see that the budget has been updated with new information.

Take care,
Allison

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1
3 March 2016	Allison Lenz	0.2	Draft 2

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement and security communities in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A Law Enforcement and Security Continuum should incorporate law enforcement and public safety agencies (including private security) in a way that will provide cost-effective support to policing in British Columbia and which will better define the respective roles of private security and public law enforcement. It is critical, however, that appropriate accountability and governance systems and adequate training and standards are in place for any changes that are made. A new framework could allow for the flexibility to respond to future unknowns.

PURPOSE

This project will develop options for the creation of a framework for categories of law enforcement and public safety services (including private security) and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement and/or security services
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with peace officer powers
5. Ensure adequate training, accountability, and governance mechanisms for each category of law enforcement (including private security)

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement and security personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

In Phase I (Research Report) the project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the legislative framework and catalogue the types of law enforcement and public safety agencies (including private security) in BC
    - Review gaps and opportunities in the Law Enforcement and Security Continuum in BC
    - Conduct a literature review of Law Enforcement and Security Continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international Law Enforcement and Security Continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the Law Enforcement and Security Continuum in BC
    - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions

In Phase II (Key Stakeholder Consultation) the project team will:

- Share the research report with key stakeholders and solicit feedback
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement and Security Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions

In Phase III (Public Consultation) the project team will:*

- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13
- Engage in public consultation
- As a result of the Green Paper and public feedback from the consultation, a White Paper will be developed s.12,s.13

** This phase will be developed in more detail closer to its start date.*

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia

- Gaps and opportunities in the Law Enforcement and Security Continuum in BC
- Models relating to the Law Enforcement and Security Continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the Law Enforcement and Security Continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Creation of training and standards
- Legislative changes
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

KEY RESOURCES

Name	Role	Responsibilities
Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden		

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
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PROJECT BUDGET*

#	Item	Estimate
1	**Symposium (total)±**	**$14,850**
	Venue	$2,000
	Catering *Based on an estimated 50 participants receiving lunch and two refreshment/snack breaks at an estimated $43/person ($30 lunch and $7 snacks per person)*	$2,150
	Keynote Speaker and Facilitator(s) *Cost of associated travel and speaker gifts*	$2,500
	Travel *Meal periderms*, accommodations, and travel costs for PSB staff and some symposium attendees	$5,000
	Miscellaneous *Printing, day-of materials (pens/paper), name tags, etc.*	$1,200
2	**Consultant(s)** *Based on estimate of 500 hours at a cost of $150/hour*	**$75,000**
3	**Contingency** *5% of total budget*	**$4,493**
	TOTAL	**$94,343**

s.12,s.13

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*
±This estimate assumes that the Symposium will only take one day. Symposium costs will be more accurately determined if the project is approved to move forward to Phase II.
ǂBased on the cost for Rec#1 Consultants – approximately 380 hours in year one and 96 hours for year two.

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law

		Enforcement and Security Continuum models around the world.
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KEY STAKEHOLDERS*	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• Compliance and Enforcement Working Group • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • BC Police Association • BC Civil Liberties Association

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.

From: McRobert, Brad P JAG:EX
To: Lenz, Allison JAG:EX
Subject: FW: 160309 LE Continuum Project Charter ALenz
Date: Thursday, March 10, 2016 11:15:49 AM
Attachments: 160309 LE Continuum Project Charter ALenz.docx

Thanks. I've made a few very minor tweaks – mostly formatting. Have a look and let me know what you think.

Brad McRobert
Director, Security Services and Client Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Thursday, March 10, 2016 11:08 AM
To: McRobert, Brad P JAG:EX
Subject: 160309 LE Continuum Project Charter ALenz

Good morning Brad ☺

For your review, please find attached the most recently updated version of the charter. I have made the changes discussed in the meeting we had earlier this week. You will also see that the budget has been updated with new information.

Take care,
Allison

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1
3 March 2016	Allison Lenz	0.2	Draft 2

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement and security communities in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A Law Enforcement and Security Continuum should incorporate law enforcement and public safety agencies (including private security) in a way that will provide cost-effective support to policing in British Columbia and which will better define the respective roles of private security and public law enforcement. It is critical, however, that appropriate accountability and governance systems and adequate training and standards are in place for any changes that are made. A new framework could ~~allow~~ also provide ~~for~~ the flexibility to respond to future unknowns.

PURPOSE

This project will develop options for the creation of a framework for categories of law enforcement and public safety services (including private security) and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement and/or security services
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with peace officer powers
5. Ensure adequate training, accountability, and governance mechanisms for each category of law enforcement (including private security)

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement and security personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

In Phase I (Research Report) the project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the legislative framework and catalogue the types of law enforcement and public safety agencies (including private security) in BC
    - Review gaps and opportunities in the Law Enforcement and Security Continuum in BC
    - Conduct a literature review of Law Enforcement and Security Continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international Law Enforcement and Security Continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the Law Enforcement and Security Continuum in BC
    - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions

In Phase II (Key Stakeholder Consultation) the project team will:

- Share the research report with key stakeholders and solicit feedback
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement and Security Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions

In Phase III (Public Consultation) the project team will:*

- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13
- Engage in public consultation
- As a result of the Green Paper and public feedback from the consultation, a White Paper will be developed s.12,s.13

** This phase will be developed in more detail closer to its start date.*

PROJECT SCOPE

In Scope
The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the Law Enforcement and Security Continuum in BC
- Models relating to the Law Enforcement and Security Continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the Law Enforcement and Security Continuum in BC as well as the viability of proposed options

Out of Scope
The following items are out of scope:

- Police Operational Strategies
- Creation of training and standards
- Legislative changes
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines

KEY RESOURCES

Name	Role	Responsibilities
		• Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.

BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the Law Enforcement and Security Continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
National Security FPT Working Group	The mandate of this working group is to address technical barriers to sharing sensitive government information, including accounting for security clearances (secret), secure communications infrastructure, and complementing existing information sharing arrangements with technical protocols as appropriate.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium (total)±**	**$14,850**
	Venue	$2,000
	Catering *Based on an estimated 50 participants receiving lunch and two refreshment/snack breaks at an estimated $43/person ($30 lunch and $7 snacks per person)*	$2,150
	Keynote Speaker and Facilitator(s) *Cost of associated travel and speaker gifts*	$2,500
	Travel *Meal periderms*, accommodations, and travel costs for PSB staff and some symposium attendees	$5,000
	Miscellaneous *Printing, day-of materials (pens/paper), name tags, etc.*	$1,200
2	**Consultant(s)** *Based on estimate of 500 hours at a cost of $150/hour*	**$75,000**
3	**Contingency** *5% of total budget*	**$4,493**
	TOTAL	**$94,343**

s.13

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

±This estimate assumes that the Symposium will only take one day. Symposium costs will be more accurately determined if the project is approved to move forward to Phase II.

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‡Based on the cost for Rec#1 Consultants – approximately 380 hours in year one and 96 hours for year two.

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement and Security Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement and Security Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement and Security Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 s.12,s.13

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

PROJECT MILESTONES*

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#	Milestone	Target Date
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Project Charter and Decision Note Sent to Minister for Decision	April 18, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016
5	Draft Research Report Completed	November 1, 2016
6	Research Report Approved by ADM	November 21, 2016

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PROJECT MILESTONES*

#	Milestone	Target Date
7	Decision Note to proceed to Phase II sent for decision	December 5, 2016
PHASE II: Key Stakeholder Consultations		
	Key Stakeholders invited to comment on research report	January 3, 2017
8	Stakeholder Feedback on Research Report Completed	January 31, 2017
9	Draft Key Principles and Policy Questions Document Completed	February 27, 2017
10	Key Principles and Policy Questions Document Approved	March 13, 2017
11	Symposium Completed	May 1, 2017
12	Decision Note to proceed to Phase III sent for decision	July 3, 2017
13	s.12,s.13 s.12,s.13	s.12,s.13
PHASE III: Public Consultation		
14	Draft Green Paper Completed	September 18, 2017
15	Green Paper approved by ADM	October 9, 2017
16	Communication with other Ministries prior to launch of Green Paper	October 9, 2017
17	Public Consultation Announced	November 1, 2017
18	Public Consultation Closes	November 30, 2017
19	Draft White Paper Completed	February 26, 2018
20	White Paper approved by ADM	March 26, 2018

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*
- The outcome of the Law Enforcement and Security Continuum project will inform work on Action Item #16 which commits to review the *Police Act* to assess its relevancy to support the changing and complex environment of policing in British Columbia.

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1

Constraints & Assumptions

The following constraints were identified at project initiation:

- The RCMP is a federal entity, governed by federal legislation; s.12,s.13
  s.12,s.13

s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement and Security Continuum s.12,s.13 s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• Compliance and Enforcement Working Group • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • BC Police Association • BC Civil Liberties Association

**-The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.*

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From:	Lenz, Allison JAG:EX
To:	Saiko, Sandra JAG:EX
Cc:	McRobert, Brad P JAG:EX
Subject:	FW: 160309 LE Continuum Project Charter ALenz
Date:	Thursday, March 10, 2016 11:27:00 AM
Attachments:	160309 LE Continuum Project Charter ALenz.docx

Good morning Sandra,

For your review, please find attached the updated version of the project charter. The updates are based on our conversation with Clayton last week (and a few late BMC comments).

Take care,
Allison

From: McRobert, Brad P JAG:EX
Sent: Thursday, March 10, 2016 11:26 AM
To: Lenz, Allison JAG:EX
Subject: RE: 160309 LE Continuum Project Charter ALenz

Sounds good, thanks.

Brad McRobert
Director, Security Services and Client Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Thursday, March 10, 2016 11:19 AM
To: McRobert, Brad P JAG:EX
Subject: RE: 160309 LE Continuum Project Charter ALenz

Looks good to me. I have accepted the changes. Should this go to Sandra now?

From: McRobert, Brad P JAG:EX
Sent: Thursday, March 10, 2016 11:16 AM
To: Lenz, Allison JAG:EX
Subject: FW: 160309 LE Continuum Project Charter ALenz

Thanks. I've made a few very minor tweaks – mostly formatting. Have a look and let me know what you think.

Brad McRobert
Director, Security Services and Client Services
Security Programs Division
Ministry of Public Safety and Solicitor General

(250) 356 0286

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BRITISH COLUMBIA | Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1
3 March 2016	Allison Lenz	0.2	Draft 2

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

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> ACTION ITEM #2: "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement and/or security services
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FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement and security personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

In Phase I (Research Report) the project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the legislative framework and catalogue the types of law enforcement and public safety agencies (including private security) in BC
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- Share the research report with key stakeholders and solicit feedback
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement and Security Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions

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- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
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- Engage in public consultation
- As a result of the Green Paper and public feedback from the consultation, a White Paper will be developed s.12,s.13

** This phase will be developed in more detail closer to its start date.*

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the Law Enforcement and Security Continuum in BC
- Models relating to the Law Enforcement and Security Continuum in other jurisdictions (both in Canada and internationally)
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- Stakeholder consultation regarding the current state of the Law Enforcement and Security Continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Creation of training and standards
- Legislative changes
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team

KEY RESOURCES

Name	Role	Responsibilities
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
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BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police

	will be significantly impacted by any changes to the Law Enforcement and Security Continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
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National Security FPT Working Group	The mandate of this working group is to address technical barriers to sharing sensitive government information, including accounting for security clearances (secret), secure communications infrastructure, and complementing existing information sharing arrangements with technical protocols as appropriate.

PROJECT BUDGET*

#	Item	Estimate
1	**Symposium (total)±**	**$14,850**
	Venue	$2,000
	Catering *Based on an estimated 50 participants receiving lunch and two refreshment/snack breaks at an estimated $43/person ($30 lunch and $7 snacks per person)*	$2,150
	Keynote Speaker and Facilitator(s) *Cost of associated travel and speaker gifts*	$2,500
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	Miscellaneous *Printing, day-of materials (pens/paper), name tags, etc.*	$1,200
2	**Consultant(s)** *Based on estimate of 500 hours at a cost of $150/hour*	**$75,000**
3	**Contingency** *5% of total budget*	**$4,493**
	TOTAL	**$94,343**

s.13

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning.*

±This estimate assumes that the Symposium will only take one day. Symposium costs will be more accurately determined if the project is approved to move forward to Phase II.

ǂBased on the cost for Rec#1 Consultants – approximately 380 hours in year one and 96 hours for year two.

PROJECT DELIVERABLES*		
#	**Major Deliverable**	**Description**
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement and Security Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement and Security Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement and Security Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 s.12,s.13

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*		
#	**Milestone**	**Target Date**
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Project Charter and Decision Note Sent to Minister for Decision	April 18, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016
5	Draft Research Report Completed	November 1, 2016
6	Research Report Approved by ADM	November 21, 2016
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PHASE II: Key Stakeholder Consultations		
	Key Stakeholders invited to comment on research report	January 3, 2017
8	Stakeholder Feedback on Research Report Completed	January 31, 2017
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10	Key Principles and Policy Questions Document Approved	March 13, 2017
11	Symposium Completed	May 1, 2017
12	Decision Note to proceed to Phase III sent for decision	July 3, 2017
13	s.12,s.13	
PHASE III: Public Consultation		
14	Draft Green Paper Completed	September 18, 2017
15	Green Paper approved by ADM	October 9, 2017
16	Communication with other Ministries prior to launch of Green Paper	October 9, 2017
17	Public Consultation Announced	November 1, 2017
18	Public Consultation Closes	November 30, 2017
19	Draft White Paper Completed	February 26, 2018
20	White Paper approved by ADM	March 26, 2018

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*
- The outcome of the Law Enforcement and Security Continuum project will inform work on Action Item #16 which commits to review the *Police Act* to assess its relevancy to support the changing and complex environment of policing in British Columbia.

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1

Constraints & Assumptions

The following constraints were identified at project initiation:

- The RCMP is a federal entity, governed by federal legislation; s.12,s.13 s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement and Security Continuum s.12,s.13 s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*

Stakeholder Name/Group

- Independent Municipal Police Agencies
- RCMP
- Designated Policing Units (including CFSEU & Organized Crime Agency of BC)
- Private Security Agencies (Private Investigators, Security Guards, etc.)
- Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC)
- Integrated National Security Enforcement Teams (INSET)
- Licence Inspectors and Bylaw Officers Association (LIBOA)
- BC Association of Security Professionals (BCASP)
- Compliance and Enforcement Working Group
- Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO)
- Union of BC Municipalities (UBCM)
- Union of BC Indian Chiefs (UBCIC)
- Criminal Justice Branch
- Community Safety and Crime Prevention Branch
- BC Police Association
- BC Civil Liberties Association

**The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.*

From:	Sajko, Sandra JAG:EX
To:	Lenz, Allison JAG:EX
Cc:	McRobert, Brad P JAG:EX
Subject:	RE: 160309 LE Continuum Project Charter ALenz
Date:	Monday, March 14, 2016 9:09:01 AM

Will look at this today Allison, sorry was busy last week...

From: Lenz, Allison JAG:EX
Sent: Thursday, March 10, 2016 11:27 AM
To: Sajko, Sandra JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: FW: 160309 LE Continuum Project Charter ALenz

Good morning Sandra,

For your review, please find attached the updated version of the project charter. The updates are based on our conversation with Clayton last week (and a few late BMC comments).

Take care,
Allison

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Sounds good, thanks.

Brad McRobert
Director, Security Services and Client Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

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Good morning Brad ☺

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Subject: RE: 160309 LE Continuum Project Charter ALenz
Date: Wednesday, March 16, 2016 2:02:46 PM
Attachments: 160309 LE Continuum Project Charter ALenz.docx

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BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1
3 March 2016	Allison Lenz	0.2	Draft 2

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement and security communities in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A Law Enforcement and Security Continuum should incorporate law enforcement and public safety agencies (including private security) in a way that will provide cost-effective support to policing in British Columbia and which will better define the respective roles of private security and public law enforcement. It is critical, however, that appropriate accountability and governance systems and adequate training and standards are in place for any changes that are made. A new framework could also provide the flexibility to respond to future unknowns.

PURPOSE

This project will develop options for the creation of a framework for categories of law enforcement and public safety services (including private security) and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement and/or security services
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with peace officer powers
5. Ensure adequate training, accountability, and governance mechanisms for each category of law enforcement (including private security)

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement and security personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

In Phase I (Research Report) the project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the legislative framework and catalogue the types of law enforcement and public safety agencies (including private security) in BC
    - Review gaps and opportunities in the Law Enforcement and Security Continuum in BC
    - Conduct a literature review of Law Enforcement and Security Continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international Law Enforcement and Security Continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the Law Enforcement and Security Continuum in BC
    - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions

In Phase II (Key Stakeholder Consultation) the project team will:

- Share the research report with key stakeholders and solicit feedback
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement and Security Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions

In Phase III (Public Consultation) the project team will:*

- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13
- Engage in public consultation
- As a result of the Green Paper and public feedback from the consultation, a White Paper ~~will~~may be developed s.12,s.13
  s.12,s.1

** This phase will be developed in more detail closer to its start date and will be subject to government approvals identified under Project Milestones below.*

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the Law Enforcement and Security Continuum in BC
- Models relating to the Law Enforcement and Security Continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the Law Enforcement and Security Continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Creation of training and standards
- Legislative changes
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines

KEY RESOURCES

Name	Role	Responsibilities
		• Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.

BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the Law Enforcement and Security Continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
National Security FPT Working Group	The mandate of this working group is to address technical barriers to sharing sensitive government information, including accounting for security clearances (secret), secure communications infrastructure, and complementing existing information sharing arrangements with technical protocols as appropriate.
Academic/Subject Matter Expert Consultants(s)	Would be good to flag here the need for help from experts e.g., we discussed SFU, ICURS and JIBC

PROJECT BUDGET

#	Item	Estimate
1	**Symposium (total)±**	**$14,850**
	Venue	$2,000
	Catering *Based on an estimated 50 participants receiving lunch and two refreshment/snack breaks at an estimated $43/person ($30 lunch and $7 snacks per person)*	$2,150
	Keynote Speaker and Facilitator(s) *Cost of associated travel and speaker gifts*	$2,500
	Travel *Meal periderms,* accommodations, and travel costs for PSB staff and some symposium attendees	$5,000
	Miscellaneous *Printing, day-of materials (pens/paper), name tags, etc.*	$1,200
2	**Consultant(s)** *Based on estimate of 500 hours at a cost of $150/hour*	**$75,000**
3	**Contingency** *5% of total budget*	**$4,493**
	TOTAL	**$94,343**

s.13

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning.*

±This estimate assumes that the Symposium will only take one day. Symposium costs will be more accurately determined if the project is approved to move forward to Phase II.

‡Based on the cost for Rec#1 Consultants – approximately 380 hours in year one and 96 hours for year two.

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter and Stakeholder Engagement Plan	The project charter clearly outlines responsibilities and objectives. The stakeholder engagement plan will...
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement and Security Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement and Security Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement and Security Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 s.12,s.13

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
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2	~~Project Charter and~~ Decision Note Sent to Minister for ~~Decision~~approval to proceed with project; briefing to be confirmed	April ~~18~~30, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016
5	Draft Research Report Completed	November 1, 2016

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6	Research Report Approved by ADM	November 21, 2016
	Stakeholder Engagement Plan for Phase 2 approved by ADM	
7	Decision Note to proceed to Phase II sent for Executive ~~decision~~approval	December 5, 2016
PHASE II: Key Stakeholder Consultations		
# missing here	Key Stakeholders invited to comment on research report	January 3, 2017
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9	Draft Key Principles and Policy Questions Document Completed	February 27, 2017
10	Key Principles and Policy Questions Document Approved by ADM	March 13, 2017
	Consultation with internal stakeholders	
11	Symposium Completed	May 1, 2017
	Results of Symposium completed	End of September say
12	~~Decision Note to proceed to Phase III sent for decision~~ ADM approval to proceed to Phase 3	~~July 3, 2017~~
13	s.12,s.13 s.12,s.13 Consultation Plan for Phase 3 (green paper) approved by ADM	s.12,s.13
PHASE III: Public Consultation		
14	Draft Green Paper Completed and approved by ADM	September 18, 2017
~~15~~	~~Green Paper approved by ADM~~	~~October 9, 2017~~
16	~~Communication~~nsultation with ~~other Ministries~~internal stakeholders ~~prior to launch of Green Paper~~	October 9, 2017
	Seek Minister and Cabinet approval to proceed with public consultation (Green Paper)	End of Oct say
17	~~Public Consultation Announced~~ Public consultation period	~~November 1, 2017~~
18	s.12,s.13	
19	~~Draft White Paper Completed~~ White Paper completed and approved by ADM	~~February 26, 2018~~
20	~~White Paper approved by ADM~~ Consultation plan on White Paper to be developed and next steps to be determined during project planning.	~~March 26, 2018~~

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s.12,s.13

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*
- The outcome of the Law Enforcement and Security Continuum project will inform work on Action Item #16 which commits to review the *Police Act* to assess its relevancy to support the changing and complex environment of policing in British Columbia.

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Stakeholder Name/Group	
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Comment [SLS4]: can you have two columns – one external the other internal – then you can list the Ministries and branches we need to consult with (i.e., working group won't cut it – e.g., will probably need to be ADM-to-ADMs

**The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.*

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: FW: 160309 LE Continuum Project Charter ALenz
Date: Thursday, March 17, 2016 9:55:00 AM
Attachments: 160317 LE Continuum Project Charter ALenz.docx

Good morning Brad,

I have made the changes that Sandra requested and there are two questions that I have. Attached is the updated version of the project charter for our discussion this morning. Perhaps we can also discuss the DN for the minister (I should have a draft of that for you early next week).

Take care,
Allison

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Sent: Wednesday, March 16, 2016 2:03 PM
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Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

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Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
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BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement and security communities in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A Law Enforcement and Security Continuum should incorporate law enforcement and public safety agencies (including private security) in a way that will provide cost-effective support to policing in British Columbia and which will better define the respective roles of private security and public law enforcement. It is critical, however, that appropriate accountability and governance systems and adequate training and standards are in place for any changes that are made. A new framework could also provide the flexibility to respond to future unknowns.

PURPOSE

This project will develop options for the creation of a framework for categories of law enforcement and public safety services (including private security) and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement and/or security services
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with peace officer powers
5. Ensure adequate training, accountability, and governance mechanisms for each category of law enforcement (including private security)

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement and security personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

In Phase I (Research Report) the project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the legislative framework and catalogue the types of law enforcement and public safety agencies (including private security) in BC
    - Review gaps and opportunities in the Law Enforcement and Security Continuum in BC
    - Conduct a literature review of Law Enforcement and Security Continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international Law Enforcement and Security Continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the Law Enforcement and Security Continuum in BC
    - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions

In Phase II (Key Stakeholder Consultation) the project team will:

- Share the research report with key stakeholders and solicit feedback
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement and Security Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions

In Phase III (Public Consultation) the project team will:*

- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13
- Engage in public consultation
- As a result of the Green Paper and public feedback from the consultation, a White Paper may be developed s.12,s.13
  s.12,s.1

** This phase will be developed in more detail closer to its start date and will be subject to government approvals identified under Project Milestones below.*

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the Law Enforcement and Security Continuum in BC
- Models relating to the Law Enforcement and Security Continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the Law Enforcement and Security Continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Creation of training and standards
- Legislative changes
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines

KEY RESOURCES

Name	Role	Responsibilities
		• Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.

BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the Law Enforcement and Security Continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
National Security FPT Working Group	The mandate of this working group is to address technical barriers to sharing sensitive government information, including accounting for security clearances (secret), secure communications infrastructure, and complementing existing information sharing arrangements with technical protocols as appropriate.
Academic/Subject Matter Expert Consultants(s)	Academics and Subject Matter Experts (SMEs) at various educational institutions on BC (e.g., SFU, UFV, JIBC) have been doing related research for a number of years. Academics and SMEs will be a valuable source of information on the Action Item #2 project and in part may be accessed through ICURS and the research agreement that the provincial government has with ICURS.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium (total)±**	**$14,850**
	Venue	$2,000
	Catering *Based on an estimated 50 participants receiving lunch and two refreshment/snack breaks at an estimated $43/person ($30 lunch and $7 snacks per person)*	$2,150
	Keynote Speaker and Facilitator(s) *Cost of associated travel and speaker gifts*	$2,500
	Travel *Meal periderms*, accommodations, and travel costs for PSB staff and some symposium attendees	$5,000
	Miscellaneous *Printing, day-of materials (pens/paper), name tags, etc.*	$1,200
2	**Consultant(s)** *Based on estimate of 500 hours at a cost of $250/hour*	**$125,000**
3	**Contingency** *5% of total budget*	**$6,993**
	TOTAL	**$146,843**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning.*

±This estimate assumes that the Symposium will only take one day. Symposium costs will be more accurately determined if the project is approved to move forward to Phase II.

ǂBased on the cost for Rec#1 Consultants – approximately 380 hours in year one and 96 hours for year two.

PROJECT DELIVERABLES

#	Major Deliverable	Description
1	Project Charter and Stakeholder Engagement Plan	The project charter clearly outlines responsibilities and objectives. The stakeholder engagement plan will...
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement and Security Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement and Security Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement and Security Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 fs.12,s.13

Comment [LAJ1]: Brad, can we discuss the description for this?

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES

#	Milestone	Target Date
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Decision Note Sent to Minister for approval to proceed with project; briefing to be confirmed	April 30, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016

5	Draft Research Report Completed	November 1, 2016
6	Research Report Approved by ADM	November 21, 2016
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PHASE II: Key Stakeholder Consultations		
9	Key Stakeholders invited to comment on research report	January 3, 2017
10	Stakeholder Feedback on Research Report Completed	January 31, 2017
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16	ADM approval to proceed to Phase 3	October 2, 2017
17	Consultation Plan for Phase 3 (green paper) approved by ADM	October 2, 2017
PHASE III: Public Consultation		
18	Draft Green Paper Completed and approved by ADM	October 2, 2017
19	Consultation with internal stakeholders	October 9, 2017
20	s.12,s.13	
21	Public consultation period	November 13- December 13, 2017
22	s.12,s.13	
23	White Paper completed and approved by ADM	March 5, 2018
24	Consultation plan on White Paper to be developed and next steps to be determined during project planning.	

Comment [LA32]: Brad, would this make more sense as a footnote?

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

- The outcome of the Law Enforcement and Security Continuum project will inform work on Action Item #16 which commits to review the *Police Act* to assess its relevancy to support the changing and complex environment of policing in British Columbia.

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1

Constraints & Assumptions

The following constraints were identified at project initiation:

- The RCMP is a federal entity, governed by federal legislation; s.12,s.13
  s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement and Security Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU &	• Compliance and Enforcement Working Group • Office of the Police Complaints Commissioner (OPCC) / Independent

Comment [SLS3]: can you have two columns – one external the other internal – then you can list the Ministries and branches we need to consult with (i.e., working group won't cut it – e.g., will probably need to be ADM to ADMs

KEY STAKEHOLDERS*

Stakeholder Name/Group	
Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • BC Police Association • BC Civil Liberties Association

Comment [SLS3]: can you have two columns – one external the other internal – then you can list the Ministries and branches we need to consult with (i.e., working group won't cut it – e.g., will probably need to be ADM to ADMs

**The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.*

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: 160317 LE Continuum Project Charter ALenz
Date: Thursday, March 17, 2016 2:00:31 PM
Attachments: 160317 LE Continuum Project Charter ALenz.docx

Hello Brad,

I made the changes. As I finished them today, I am passing them your way in case you wanted to take a quick look at them before I send it along to Sandra. If not, I will pass it along to Sandra on Monday ☺

Take care,
Aliison

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1
3 March 2016	Allison Lenz	0.2	Draft 2

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

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The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
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FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement and security personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

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** This phase will be developed in more detail closer to its start date and will be subject to government approvals identified under Project Milestones below.*

PROJECT SCOPE

In Scope

The scope of the project includes:

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- Stakeholder consultation regarding the current state of the Law Enforcement and Security Continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

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- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
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PROJECT BUDGET

#	Item	Estimate
1	**Symposium (total)±**	**$14,850**
	Venue	$2,000
	Catering *Based on an estimated 50 participants receiving lunch and two refreshment/snack breaks at an estimated $43/person ($30 lunch and $7 snacks per person)*	$2,150
	Keynote Speaker and Facilitator(s) *Cost of associated travel and speaker gifts*	$2,500
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	Miscellaneous *Printing, day-of materials (pens/paper), name tags, etc.*	$1,200
2	**Consultant(s)** *Based on estimate of 500 hours at a cost of $250/hour*	**$125,000**
3	**Contingency** *5% of total budget*	**$6,993**
	TOTAL	**$146,843**

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±This estimate assumes that the Symposium will only take one day. Symposium costs will be more accurately determined if the project is approved to move forward to Phase II.

ǂBased on the cost for Rec#1 Consultants – approximately 380 hours in year one and 96 hours for year two.

PROJECT DELIVERABLES*		
#	**Major Deliverable**	**Description**
1	Project Charter and Stakeholder Engagement Plan	The project charter clearly outlines responsibilities and objectives. The stakeholder engagement plan will provide a detailed outline of the key stakeholders, timelines, and the objectives/mechanisms for consultation.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement and Security Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement and Security Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement and Security Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 s.12,s.13

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*		
#	**Milestone**	**Target Date**
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Decision Note Sent to Minister for approval to proceed with project; briefing to be confirmed	April 30, 2016
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20	s.12,s.13	
21	Public consultation period	November 13- December 13, 2017
22	s.12,s.13	
23	White Paper completed and approved by ADM**	March 5, 2018

**Milestone target dates are estimates only – milestones will be confirmed during project planning*
***After the White Paper is completed and approved, further consultation may be undertaken either as a follow-up to this project or as its own separate project.*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*
- The outcome of the Law Enforcement and Security Continuum project will inform work on Action Item #16 which commits to review the *Police Act* to assess its relevancy to support the changing and complex environment of policing in British Columbia.

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1

Constraints & Assumptions

The following constraints were identified at project initiation:

- The RCMP is a federal entity, governed by federal legislation; s.12,s.13
  s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement and Security Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS

Stakeholder Name/Group	
Internal	*External*
• Ministry of Justice, o Criminal Justice Branch o Community Safety and Crime Prevention Branch o Policing and Security Branch	• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private

KEY STAKEHOLDERS*

Stakeholder Name/Group	
○ Court Services Branch ○ Justice Services Branch (Family Justice Services Division and Risk and Security Division) ○ Investigations and Standards Office ○ Officer of the Chief Coroner • Ministry of Aboriginal Relations and Reconciliation ○ Critical Incidents and Emergency Management Branch • Ministry of Advanced Education ○ Governance, Legislation and Strategic Policy Branch ○ Knowledge Management and Accountability Division ○ Teacher Regulation Branch • Ministry of Agriculture ○ Agriculture Science and Policy Division • Ministry of Environment ○ Environmental Assessment Office ○ Conservation Officer Service Branch ○ Strategic Policy Branch • Ministry of Finance ○ Consumer Taxation Branch ○ Risk Management Branch & Government Security Office • Ministry of Forests, Lands, and Natural Resource Operations ○ Compliance and Enforcement Branch ○ BC Wildfire Service • Ministry of Health ○ Audit and Investigations Branch ○ Billing Integrity Program ○ Home, Community & Integrated Care Branch • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO)	Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • BC Police Association • BC Civil Liberties Association

**The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.*

From: McRobert, Brad P JAG:EX
To: Lenz, Allison JAG:EX
Subject: RE: 160317 LE Continuum Project Charter ALenz
Date: Thursday, March 17, 2016 4:58:56 PM

Thanks. I'm good with the content. Watch out for the alignment of the sentences in the project milestone table. Some have a space at the beginning of the line and others are aligned to the margin for their text boxes.

Please send to Sandra once it's ready.

Brad McRobert
Director, Security Services and Client Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Thursday, March 17, 2016 2:00 PM
To: McRobert, Brad P JAG:EX
Subject: 160317 LE Continuum Project Charter ALenz

Hello Brad,

I made the changes. As I finished them today, I am passing them your way in case you wanted to take a quick look at them before I send it along to Sandra. If not, I will pass it along to Sandra on Monday ☺

Take care,
Allison

From: Lenz, Allison JAG:EX
To: Sajko, Sandra JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: LEC Charter and DN
Date: Wednesday, March 23, 2016 8:27:00 AM
Attachments: 160317 LE Continuum Project Charter ALenz.docx
160317 LEC DN.docx

Good morning Sandra,

For your review, please find attached the updated draft of the project charter and the first draft of the decision note for the minister. Brad asked that I send this to you while he was away this week. Brad has reviewed the project charter, but not the DN yet (as I just finished it yesterday).

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

Cliff: XXXXXX
Date Prepared: March 21, 2016
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by the Honourable Mike Morris, Minister of Public Safety and Solicitor General

ISSUE: Action Item #2 of the *BC Policing and Community Safety Plan*

DECISION REQUIRED/ RECOMMENDATION:

1. Proceed with work on the Law Enforcement and Security Continuum, as committed to in Action Item #2 of the *BC Policing and Community Safety Plan* (BCPCSP).

SUMMARY:

- The British Columbia Policing and Community Safety Plan (BCPCSP) represents a promise made and kept, fulfilling government's commitment to develop a long-term, strategic plan for policing in BC. The Action Items identified in the BCPCSP are further commitments made to continue the work set in motion by the BCPCSP.
- Action Item #2 is a result of consultation with key stakeholders in which the stakeholders recommended that the full spectrum of law enforcement and public safety functions should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

BACKGROUND:

- Police agencies are challenged to deliver front-line policing within their existing resources and there is increased need for supplemental law enforcement and other support services. Additionally, municipalities are exploring new ways to maintain public safety while operating within their current fiscal environment of tight budgets. Some private security companies are looking to expand their role into areas that may previously have been considered policing responsibilities (e.g., patrols in business improvement districts).
- In 2012, during the development of the BCPCSP, participants of province-wide round table discussions agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.
- The British Columbia Policing and Community Safety Plan (BCPCSP) was developed in consultation with British Columbians, community leaders, local governments, and police. It presents a framework against which decisions about policing will be made now and in the future. The BCPCSP contains sixteen action

items. The goal of Action Item #2 of the BCPCSP is to review the continuum of law enforcement in order to develop a cost-effective and comprehensive public safety model.

- The Policing and Security Branch (PSB) has been focussed on Action Item #1, the review of police funding and structure; however, as work on Action Item #1 nears its conclusion, PSB has begun work on Action Item #2.
- PSB proposes to undertake work on Action Item #2 – the Law Enforcement and Security Continuum – in three phases: the creation of a research report (including Canadian and international jurisdictional scans and a literature review), consultation with key stakeholders, and consultation with the public based on a green paper. (See Appendix A.)

OPTIONS:

s.12,s.13

OTHER MINISTRIES IMPACTED/CONSULTED:

- Ministry of Aboriginal Relations and Reconciliation [Consultation Required]
- Ministry of Advanced Education [Consultation Required]
- Ministry of Agriculture [Consultation Required]
- Ministry of Community, Sport, and Cultural Development [Consultation Required]
- Ministry of Environment [Consultation Required]
- Ministry of Finance [Consultation Required]
- Ministry of Forests, Lands, and Natural Resource Operation [Consultation Required]
- Ministry of Health [Consultation Required]

DECISION APPROVED / NOT APPROVED **DATE:**

The Honourable Mike Morris
Minister of Public Safety and Solicitor General

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services and
Client Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director, Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
Appendix A – Law Enforcement and Security Continuum Project Charter

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT AND SECURITY CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1
3 March 2016	Allison Lenz	0.2	Draft 2

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement and security communities in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A Law Enforcement and Security Continuum should incorporate law enforcement and public safety agencies (including private security) in a way that will provide cost-effective support to policing in British Columbia and which will better define the respective roles of private security and public law enforcement. It is critical, however, that appropriate accountability and governance systems and adequate training and standards are in place for any changes that are made. A new framework could also provide the flexibility to respond to future unknowns.

PURPOSE

This project will develop options for the creation of a framework for categories of law enforcement and public safety services (including private security) and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement and/or security services
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with peace officer powers
5. Ensure adequate training, accountability, and governance mechanisms for each category of law enforcement (including private security)

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement and security personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

In Phase I (Research Report) the project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the legislative framework and catalogue the types of law enforcement and public safety agencies (including private security) in BC
    - Review gaps and opportunities in the Law Enforcement and Security Continuum in BC
    - Conduct a literature review of Law Enforcement and Security Continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international Law Enforcement and Security Continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the Law Enforcement and Security Continuum in BC
    - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions

In Phase II (Key Stakeholder Consultation) the project team will:

- Share the research report with key stakeholders and solicit feedback
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement and Security Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions

In Phase III (Public Consultation) the project team will:*

- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13
- Engage in public consultation
- As a result of the Green Paper and public feedback from the consultation, a White Paper may be developed s.12,s.13
  s.12,s.13

** This phase will be developed in more detail closer to its start date and will be subject to government approvals identified under Project Milestones below.*

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the Law Enforcement and Security Continuum in BC
- Models relating to the Law Enforcement and Security Continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the Law Enforcement and Security Continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Creation of training and standards
- Legislative changes
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines

KEY RESOURCES

Name	Role	Responsibilities
		• Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.

BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the Law Enforcement and Security Continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
National Security FPT Working Group	The mandate of this working group is to address technical barriers to sharing sensitive government information, including accounting for security clearances (secret), secure communications infrastructure, and complementing existing information sharing arrangements with technical protocols as appropriate.
Academic/Subject Matter Expert Consultants(s)	Academics and Subject Matter Experts (SMEs) at various educational institutions on BC (e.g., SFU, UFV, JIBC) have been doing related research for a number of years. Academics and SMEs will be a valuable source of information on the Action Item #2 project and in part may be accessed through ICURS and the research agreement that the provincial government has with ICURS.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium (total)±**	**$14,850**
	Venue	$2,000
	Catering *Based on an estimated 50 participants receiving lunch and two refreshment/snack breaks at an estimated $43/person ($30 lunch and $7 snacks per person)*	$2,150
	Keynote Speaker and Facilitator(s) *Cost of associated travel and speaker gifts*	$2,500
	Travel *Meal periderms,* accommodations, and travel costs for PSB staff and some symposium attendees	$5,000
	Miscellaneous *Printing, day-of materials (pens/paper), name tags, etc.*	$1,200
2	**Consultant(s)** *Based on estimate of 500 hours at a cost of $250/hour*	**$125,000**
3	**Contingency** *5% of total budget*	**$6,993**
	TOTAL	**$146,843**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning.*

±This estimate assumes that the Symposium will only take one day. Symposium costs will be more accurately determined if the project is approved to move forward to Phase II.

‡Based on the cost for Rec#1 Consultants – approximately 380 hours in year one and 96 hours for year two.

PROJECT DELIVERABLES*		
#	**Major Deliverable**	**Description**
1	Project Charter and Stakeholder Engagement Plan	The project charter clearly outlines responsibilities and objectives. The stakeholder engagement plan will provide a detailed outline of the key stakeholders, timelines, and the objectives/mechanisms for consultation.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement and Security Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement and Security Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement and Security Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a Green Paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement and Security Continuum.
6	White Paper	Based on the Green Paper and the public consultations, a White Paper will be developed s.12,s.13 s.12,s.13

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*		
#	**Milestone**	**Target Date**
1	Project Charter and Decision Note Approved by ADM	April 4, 2016
2	Decision Note Sent to Minister for approval to proceed with project; briefing to be confirmed	April 30, 2016
PHASE I: Research Report		
3	Scan of the BC Law Enforcement and Security Continuum	July 4, 2016
4	Scan of Canadian and International Law Enforcement and Security Continuum Models	August 2, 2016

5	Draft Research Report Completed	November 1, 2016
6	Research Report Approved by ADM	November 21, 2016
7	Stakeholder Engagement Plan for Phase 2 approved by ADM	November 28, 2016
8	Decision Note to proceed to Phase II sent for Executive approval	December 5, 2016
PHASE II: Key Stakeholder Consultations		
9	Key Stakeholders invited to comment on research report	January 3, 2017
10	Stakeholder Feedback on Research Report Completed	January 31, 2017
11	Draft Key Principles and Policy Questions Document Completed	February 27, 2017
12	Key Principles and Policy Questions Document Approved by ADM	March 13, 2017
13	Consultation with internal stakeholders completed	April 3, 2017
14	Symposium Completed	September 18, 2017
15	Results of Symposium completed	September 26, 2017
16	ADM approval to proceed to Phase 3	October 2, 2017
17	Consultation Plan for Phase 3 (green paper) approved by ADM	October 2, 2017
PHASE III: Public Consultation		
18	Draft Green Paper Completed and approved by ADM	October 2, 2017
19	Consultation with internal stakeholders	October 9, 2017
20	s.12,s.13	
21	Public consultation period	November 13- December 13, 2017
22	s.12,s.13	
23	White Paper completed and approved by ADM**	March 5, 2018

**Milestone target dates are estimates only – milestones will be confirmed during project planning*
***After the White Paper is completed and approved, further consultation may be undertaken either as a follow-up to this project or as its own separate project.*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*
- The outcome of the Law Enforcement and Security Continuum project will inform work on Action Item #16 which commits to review the *Police Act* to assess its relevancy to support the changing and complex environment of policing in British Columbia.

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1

Constraints & Assumptions

The following constraints were identified at project initiation:

- The RCMP is a federal entity, governed by federal legislation; s.12,s.13 s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement and Security Continuum will continue to be a government priority
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

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KEY STAKEHOLDERS*

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**The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the Law Enforcement and Security Continuum.*

Sajko, Sandra PSSG:EX

From: Sajko, Sandra PSSG:EX
Sent: Tuesday, March 29, 2016 4:12 PM
To: Lenz, Allison PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: RE: LEC Charter and DN

Sorry, just realized you attached the project charter as the appendix – can't do that with a Minister it's too much. Need to summarize.

From: Lenz, Allison PSSG:EX
Sent: Tuesday, March 29, 2016 3:48 PM
To: Sajko, Sandra PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: RE: LEC Charter and DN

Thanks for the feedback, Sandra. I will start making changes first thing tomorrow ☺

Just so I'm sure that I understand correctly... When you say "just outline the proposed approach including key points for government decision-making" are you referring to just scaling down the options? Or are you referring to the background section?

Thanks!
Allison

From: Sajko, Sandra PSSG:EX
Sent: Tuesday, March 29, 2016 3:43 PM
To: Lenz, Allison PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: RE: LEC Charter and DN

Hi Allison, I think it's close – the DN can just outline the proposed approach including key points for government decision-making, then have two options, proceed or not proceed.

s.12,s.13,s.17

From: Lenz, Allison JAG:EX
Sent: Wednesday, March 23, 2016 8:27 AM
To: Sajko, Sandra JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: LEC Charter and DN

Good morning Sandra,

For your review, please find attached the updated draft of the project charter and the first draft of the decision note for the minister. Brad asked that I send this to you while he was away this week. Brad has reviewed the project charter, but not the DN yet (as I just finished it yesterday).

Take care,
Allison

Allison Lenz

Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

From: Lenz, Allison PSSG:EX
To: McRobert, Brad P PSSG:EX
Subject: Updated LEC DN
Date: Wednesday, March 30, 2016 9:26:00 AM
Attachments: 160330 LEC DN Appendix A.docx
160330 LEC DN.docx

Good morning Brad,

For your review and approval, please find attached the updated draft of the BN and a new appendix.
I'm assuming that you would like to see this first before it goes back to Sandra (let me know if I'm assuming incorrectly).

Take care,
Allison

From: Sajko, Sandra PSSG:EX
Sent: Tuesday, March 29, 2016 4:10 PM
To: Lenz, Allison PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: RE: LEC Charter and DN

Both really. We just need to make sure it is clear what we are intending to do, concisely, so Minister can make an informed decision. A table may even help with key milestones and dates e.g., as an appendix. I think it's there, just review one more time to make sure.

Sandra

From: Lenz, Allison PSSG:EX
Sent: Tuesday, March 29, 2016 3:48 PM
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Sent: Tuesday, March 29, 2016 3:43 PM
To: Lenz, Allison PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: RE: LEC Charter and DN

Cliff: XXXXXX
Date Prepared: March 30, 2016
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by the Honourable Mike Morris, Minister of Public Safety and Solicitor General

ISSUE: Action Item #2 of the *BC Policing and Community Safety Plan*

DECISION REQUIRED/ RECOMMENDATION:

1. Proceed with work on the Law Enforcement and Security Continuum, as committed to in Action Item #2 of the *BC Policing and Community Safety Plan* (BCPCSP).

SUMMARY:

- The British Columbia Policing and Community Safety Plan (BCPCSP) represents a promise made and kept, fulfilling government's commitment to develop a long-term, strategic plan for policing in BC. The Action Items identified in the BCPCSP are further commitments made to continue the work set in motion by the BCPCSP.
- Action Item #2 is a result of consultation with key stakeholders in which the stakeholders recommended that the full spectrum of law enforcement and public safety functions should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

BACKGROUND:

- Police agencies are challenged to deliver front-line policing within their existing resources and there is increased need for supplemental law enforcement and other support services. Additionally, municipalities are exploring new ways to maintain public safety while operating within their current fiscal environment of tight budgets. Some private security companies are looking to expand their role into areas that may previously have been considered policing responsibilities (e.g., patrols in business improvement districts).
- The British Columbia Policing and Community Safety Plan (BCPCSP) was developed in consultation with British Columbians, community leaders, local governments, and police. It presents a framework against which decisions about policing will be made now and in the future. The BCPCSP contains sixteen action items. The goal of Action Item #2 of the BCPCSP is to review the continuum of law enforcement in order to develop a cost-effective and comprehensive public safety model.
- The Policing and Security Branch (PSB) has been focussed on Action Item #1, the review of police funding and structure; however, as work on Action Item #1 nears its conclusion, PSB has begun work on Action Item #2.

Appendix A – Law Enforcement and Security Continuum Timelines

PROJECT MILESTONES*		
#	**Milestone**	**Target Date**
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2	Decision Note Sent to Minister for approval to proceed with project; briefing to be confirmed	April 30, 2016
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6	Research Report Approved by ADM	November 21, 2016
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8	Decision Note to proceed to Phase II sent for Executive approval	December 5, 2016
PHASE II: Key Stakeholder Consultations		
9	Key Stakeholders invited to comment on research report	January 3, 2017
10	Stakeholder Feedback on Research Report Completed	January 31, 2017
11	Draft Key Principles and Policy Questions Document Completed	February 27, 2017
12	Key Principles and Policy Questions Document Approved by ADM	March 13, 2017
13	Consultation with internal stakeholders completed	April 3, 2017
14	Symposium Completed	September 18, 2017
15	Results of Symposium completed	September 26, 2017
16	ADM approval to proceed to Phase 3	October 2, 2017
17	Consultation Plan for Phase 3 (green paper) approved by ADM	October 2, 2017
PHASE III: Public Consultation		
18	Draft Green Paper Completed and approved by ADM	October 2, 2017
19	Consultation with internal stakeholders	October 9, 2017
20	s.12,s.13	

21	Public consultation period	November 13- December 13, 2017
22	s.12,s.13	
23	White Paper completed and approved by ADM**	March 5, 2018

**Milestone target dates are estimates only – milestones will be confirmed during project planning*
***After the White Paper is completed and approved, further consultation may be undertaken either as a follow-up to this project or as its own separate project.*

- PSB proposes to undertake work on Action Item #2 – the Law Enforcement and Security Continuum – in three phases. The three phases are as follows:
    - Phase I: Research Report
      PSB will create a research report after conducting a comprehensive jurisdictional scan and literature review. It is estimated that this phase will be completed in late November 2016.
    - Phase II: Key Stakeholder Consultations
      A symposium will be held with key stakeholders who will provide an opportunity to obtain expert feedback on issues faced in BC as well as potential solutions to those issues. It is estimated that this phase will be completed by late September 2017.
    - Phase III: Public Consultation
      Based on the research report and the key stakeholder consultations, PSB will create a green paper for public consultation. It is estimated that this phase will be completed mid-December 2017.
- As per the project timelines (see Appendix A), PSB will seek the appropriate approvals before moving forward with phases II and III respectively.

OPTIONS:

s.12,s.13

OTHER MINISTRIES IMPACTED/CONSULTED:

- Ministry of Aboriginal Relations and Reconciliation [Consultation Required]
- Ministry of Advanced Education [Consultation Required]
- Ministry of Agriculture [Consultation Required]
- Ministry of Community, Sport, and Cultural Development [Consultation Required]
- Ministry of Environment [Consultation Required]
- Ministry of Finance [Consultation Required]
- Ministry of Forests, Lands, and Natural Resource Operation [Consultation Required]
- Ministry of Health [Consultation Required]

DECISION APPROVED / NOT APPROVED **DATE:**

The Honourable Mike Morris
Minister of Public Safety and Solicitor General

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services and
Client Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director, Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
Appendix A – Law Enforcement and Security Continuum Timelines

From: McRobert, Brad P PSSG:EX
To: Lenz, Allison PSSG:EX
Subject: FW: Updated LEC DN
Date: Thursday, March 31, 2016 11:05:55 AM
Attachments: 160330 LEC DN Appendix A.docx
160330 LEC DN.docx

Track changes.

Brad McRobert
Director, Security Services and Client Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison PSSG:EX
Sent: Wednesday, March 30, 2016 9:27 AM
To: McRobert, Brad P PSSG:EX
Subject: Updated LEC DN

Good morning Brad,

For your review and approval, please find attached the updated draft of the BN and a new appendix.
I'm assuming that you would like to see this first before it goes back to Sandra (let me know if I'm assuming incorrectly).

Take care,
Allison

From: Sajko, Sandra PSSG:EX
Sent: Tuesday, March 29, 2016 4:10 PM
To: Lenz, Allison PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: RE: LEC Charter and DN

Both really. We just need to make sure it is clear what we are intending to do, concisely, so Minister can make an informed decision. A table may even help with key milestones and dates e.g., as an appendix. I think it's there, just review one more time to make sure.

Sandra

From: Lenz, Allison PSSG:EX
Sent: Tuesday, March 29, 2016 3:48 PM
To: Sajko, Sandra PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: RE: LEC Charter and DN

Thanks for the feedback, Sandra. I will start making changes first thing tomorrow ☺

Just so I'm sure that I understand correctly... When you say "just outline the proposed approach including key points for government decision-making" are you referring to just scaling down the options? Or are you referring to the background section?

Thanks!
Allison

From: Sajko, Sandra PSSG:EX
Sent: Tuesday, March 29, 2016 3:43 PM
To: Lenz, Allison PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: RE: LEC Charter and DN

Hi Allison, I think it's close – the DN can just outline the proposed approach including key points for government decision-making, then have two options, proceed or not proceed.

s.12,s.13,s.17

From: Lenz, Allison JAG:EX
Sent: Wednesday, March 23, 2016 8:27 AM
To: Sajko, Sandra JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: LEC Charter and DN

Good morning Sandra,

For your review, please find attached the updated draft of the project charter and the first draft of the decision note for the minister. Brad asked that I send this to you while he was away this week. Brad has reviewed the project charter, but not the DN yet (as I just finished it yesterday).

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

Cliff: XXXXXX
Date Prepared: March 30, 2016
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by the Honourable Mike Morris, Minister of Public Safety and Solicitor General

ISSUE: Action Item #2 of the *BC Policing and Community Safety Plan*

DECISION REQUIRED/ RECOMMENDATION:

1. Proceed with work on the Law Enforcement and Security Continuum, as committed to in Action Item #2 of the *BC Policing and Community Safety Plan* (BCPCSP).

SUMMARY:

- The British Columbia Policing and Community Safety Plan (BCPCSP) represents a promise made and kept, fulfilling government's commitment to develop a long-term, strategic plan for policing in BC. The Action Items identified in the BCPCSP are further commitments made to continue the work set in motion by the BCPCSP.
- Action Item #2 is a result of consultation with key stakeholders in which the stakeholders recommended that the full spectrum of law enforcement and public safety functions should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

BACKGROUND:

- Police agencies are challenged to deliver front-line policing within their existing resources and there is increased need for supplemental law enforcement and other support services. Additionally, municipalities are exploring new ways to maintain public safety while operating within their current fiscal environment of tight budgets. Some private security companies are looking to expand their role into areas that may previously have been considered policing responsibilities (e.g., patrols in business improvement districts).
- The British Columbia Policing and Community Safety Plan (BCPCSP) was developed in consultation with British Columbians, community leaders, local governments, and police. It presents a framework against which decisions about policing will be made now and in the future. The BCPCSP contains sixteen action items. The goal of Action Item #2 of the BCPCSP is to review the continuum of law enforcement in order to develop a cost-effective and comprehensive public safety model.
- The Policing and Security Branch (PSB) has been focussed on Action Item #1, the review of police funding and structure; however, as work on Action Item #1 nears its conclusion, PSB has begun work on Action Item #2.

- PSB proposes to undertake work on Action Item #2 – the Law Enforcement and Security Continuum – in three phases. The three phases are as follows:
    - Phase I: Research Report
      PSB will create a research report after conducting a comprehensive jurisdictional scan and literature review. It is estimated that this phase will be completed in late November 2016.
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      A symposium will be held with key stakeholders who will provide an opportunity to obtain expert feedback on issues faced in BC as well as potential solutions to those issues. It is estimated that this phase will be completed by late September 2017.
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      Based on the research report and the key stakeholder consultations, PSB will create a green paper for public consultation. It is estimated that this phase will be completed mid-December 2017.
- As per the project timelines (see Appendix A), PSB will seek the appropriate approvals before moving forward with phases II and III respectively.

OPTIONS:

s.12,s.13

s.12,s.13

OTHER MINISTRIES IMPACTED/CONSULTED:

- Ministry of Aboriginal Relations and Reconciliation [Consultation Required]
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- Ministry of Finance [Consultation Required]
- Ministry of Forests, Lands, and Natural Resource Operation [Consultation Required]
- Ministry of Health [Consultation Required]

DECISION APPROVED / NOT APPROVED **DATE:**

The Honourable Mike Morris
Minister of Public Safety and Solicitor General

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services and
Client Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director, Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
Appendix A – Law Enforcement and Security Continuum Timelines

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**Milestone target dates are estimates only – milestones will be confirmed during project planning*
***After the White Paper is completed and approved, further consultation may be undertaken either as a follow-up to this project or as its own separate project.*

Sajko, Sandra PSSG:EX

From: Lenz, Allison PSSG:EX
Sent: Thursday, March 31, 2016 1:45 PM
To: Sajko, Sandra PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: LEC DN
Attachments: 160330 LEC DN Appendix A.docx; 160330 LEC DN.docx

Good afternoon Sandra,

Please find attached, for your review, the updated version of the Law Enforcement Continuum DN and appendix. Brad has reviewed both I have made the changes he requested.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

Appendix A – Law Enforcement and Security Continuum Timelines

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***After the White Paper is completed and approved, further consultation may be undertaken either as a follow-up to this project or as its own separate project.*

Cliff: XXXXXX
Date Prepared: March 30, 2016
Date Decision Required: April 15, 2016

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by the Honourable Mike Morris, Minister of Public Safety and Solicitor General

ISSUE: Action Item #2 of the *BC Policing and Community Safety Plan*

DECISION REQUIRED/ RECOMMENDATION:

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OPTIONS:

s.12,s.13

s.12,s.13

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- Ministry of Finance [Consultation Required]
- Ministry of Forests, Lands, and Natural Resource Operation [Consultation Required]
- Ministry of Health [Consultation Required]

DECISION APPROVED / NOT APPROVED **DATE:**

The Honourable Mike Morris
Minister of Public Safety and Solicitor General

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services and
Client Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director, Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
Appendix A – Law Enforcement and Security Continuum Timelines

Sajko, Sandra PSSG:EX

From: Sajko, Sandra PSSG:EX
Sent: Friday, April 1, 2016 10:52 AM
To: Lenz, Allison PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: RE: LEC DN
Attachments: 160330 LEC DN.docx

Thanks for your patience Allison, I had a chance this morning to turn my mind to the DN and what the Minister will need to make an informed decision. I think we missed some key pieces including the purpose of the project etc.. I think the way you summarized the phases we don't need the appendix however I would like to make the appendix the stakeholder list, internal and external (but please don't just cut and paste from the project charter – ie.., Minister doesn't need to see all the branches just the Ministry names.

s.12,s.13

.. give this some thought and let me know what you think. The issue we are running into is we probably won't get this done in time for the s.13 s.13 but you can check in with Corrie to see where their timelines are at.

Thank you!
Sandra

From: Lenz, Allison PSSG:EX
Sent: Thursday, March 31, 2016 1:45 PM
To: Sajko, Sandra PSSG:EX
Cc: McRobert, Brad P PSSG:EX
Subject: LEC DN

Good afternoon Sandra,

Please find attached, for your review, the updated version of the Law Enforcement Continuum DN and appendix. Brad has reviewed both I have made the changes he requested.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

O'Neill, Jennifer L PSSG:EX

From: McLean, Kimberley M JAG:EX
Sent: Tuesday, February 23, 2016 3:05 PM
To: Alexander, Corinne JAG:EX; Graf, Betty JAG:EX; Logie, Linette JAG:EX
Subject: FW: Law Enforcement Continuum Project Charter
Attachments: 160216 LE Continuum Project Charter ALenz.docx

Sorry – I lost track of this in my email last week. do you have any comments? tx K

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 1:16 PM
To: Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; 'Standish, Alana AGRI:EX'; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
Cc: McRobert, Brad P JAG:EX; Sajko, Sandra JAG:EX
Subject: Law Enforcement Continuum Project Charter

Good afternoon BMC members:

As Sandra mentioned a few weeks ago at a BMC meeting, we have started work on the Law Enforcement Continuum project.

We would like to hear from you before we finalize our project charter. Please find a copy attached for your review and comment. It has not been shared with Clayton yet; we would like to gather your feedback before we send it forward for his review and approval.

We are aiming to have the project charter signed off at the beginning of March. Please return your comments to me by **February 24, 2016** so that we will have time to make changes and Clayton will have time to review it.

Thank you in advance for your assistance and please don't hesitate to let me know if there are any questions.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province as part of the development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will create a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the burdens on police in BC through the addition of supplemental policing
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with policing powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan.*

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts	**TBD**

	• Speakers/keynote • Contingency	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

O'Neill, Jennifer L PSSG:EX

From: Alexander, Corinne JAG:EX
Sent: Tuesday, March 8, 2016 2:25 PM
To: McLean, Kimberley M JAG:EX
Subject: RE: LEC project charter comments
Attachments: 160216 LE Continuum Project Charter CA Edits.docx

Here are my comments....

From: Alexander, Corinne JAG:EX
Sent: Wednesday, February 24, 2016 3:56 PM
To: McLean, Kimberley M JAG:EX
Subject: LEC project charter comments

I have added a few comments.

CORINNE ALEXANDER
Manager, Appointments and Designations
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Phone: 250-387-0099
Cell: 250-217-6205
Email: corinne.alexander@gov.bc.ca

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province as part of the development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made. s.12,s.13

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made. s.12,s.13

PURPOSE

This project will create a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the burdens on police in BC through the addition of supplemental policing
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with policing powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

s.12,s.13

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

Comment [ACJ6]: Corinne has some current information to contribute on training re SPCs. I also have some contact info.

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope
The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
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PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

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The following dependencies were identified at project initiation:

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- s.12,s.13

The following assumptions were made during project initiation:

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- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
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Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

O'Neill, Jennifer L PSSG:EX

From: Alexander, Corinne JAG:EX
Sent: Wednesday, February 24, 2016 8:43 PM
To: McLean, Kimberley M JAG:EX
Subject: Re: LEC project charter comments

I also thought that this was going to look at the concept of same tool training, such as if you have a baton and spray, there is standardized training no matter who you are or who you work for.

I am not sure if that was really clear that that concept would be explored. s.13
s.13

Sent from my iPhone

On Feb 24, 2016, at 4:22 PM, McLean, Kimberley M JAG:EX <Kimberley.McLean@gov.bc.ca> wrote:

> Tx I'll add mine to your version
>
> **From:** Alexander, Corinne JAG:EX
> **Sent:** Wednesday, February 24, 2016 3:56 PM
> **To:** McLean, Kimberley M JAG:EX
> **Subject:** LEC project charter comments
>
> I have added a few comments.
>
> CORINNE ALEXANDER
> Manager, Appointments and Designations
> Policing and Security Branch
> Ministry of Public Safety and Solicitor General
> Phone: 250-387-0099
> Cell: 250-217-6205
> Email: corinne.alexander@gov.bc.ca

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Withheld pursuant to/removed as

s.12;s.14;s.13

From: Duplissie, Danielle JAG:EX
To: Lenz, Allison JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter
Date: Tuesday, February 2, 2016 3:20:00 PM
Attachments: 160128 LE Continuum Project Charter ALenz_DD Edits2.docx
Project Charter_BLANK.docx

Hi Allison,

Wondering if you wanted to discuss the Project Charter this afternoon? I have some comments and suggestions and thought it might be easiest to review together over the phone.

Please let me know what might work for you.

Thanks,
Danielle

From: Lenz, Allison JAG:EX
Sent: Friday, January 29, 2016 4:01 PM
To: Duplissie, Danielle JAG:EX
Subject: Law Enforcement Continuum Project Charter

Good afternoon Danielle ☺

Attached is my first draft of the project charter for Action Item #2. Sandra has asked that I get you to look at it first before I send it to her.
I welcome any feedback that you have. I'm sure there are many changes to be made before it is eventually ready to go to Clayton. I'm particularly interested to hear what you think of the timelines... It looks like I'm kind of on my own for this one and I'm just guessing how long each part of the project will take me, but perhaps with your greater experience with managing branch projects you might have some insight?

Thanks for your help!!

Take care,
Allison

Comment [DDJ1]: I have an updated template that I can share...I find it to be more user friendly.

PROJECT CHARTER

Law Enforcement Continuum

Version 1 – January 29, 2016

Approvals:

Executive Sponsors	**Signature**	**Date**
Clayton Pecknold Assistant Deputy Minister and Director of Police Services Policing and Security Branch Ministry of Public Safety and Solicitor General	_____	_____
Sandra Sajko Executive Director Security Services Policing and Security Branch Ministry of Public Safety and Solicitor General	_____	_____
Project Lead	**Signature**	**Date**
Name Title	_____	_____

REVISION HISTORY

[Drafts start at 0.1 whereas a document that has been signed becomes version 1.0.]

Date	Author	Version	Change Reference
January 29, 2013	Allison Lenz	0.1	Draft 1

Comment [DD32]: I would remove this...it doesn't add anything

Revision History 2

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Project Goal 4

Project Key Objectives 5

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Project Structure 6

Project Governance 6

Project Parameters 8

Project Context 10

Links and Dependencies 10

Assumptions and Constraints 10

Risk Assessment 11

Stakeholder Assessment 11

PROJECT DEFINITION

Problem Statement

Comment [DDJ3]: NEW TEMPLATE: 'Background'

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. During round table discussions, which occurred across the province as part of development of the BC Policing and Community Safety plan, participants agreed that law enforcement and public safety functions could be delivered in more cost-effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority and accountabilities for these functions be made.

Comment [DDJ4]: Hyperlink to additional information, when possible.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and events. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will to improve public safety throughout the province.

A law enforcement continuum should be developed which incorporates both law enforcement and public safety agencies in a way that will provide cost-effective support of policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

The *BC Policing and Community Safety Plan* addresses the law enforcement continuum in Action item #2:

> **ACTION ITEM #2:** "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

Comment [DDJ5]: I would move mention of AI #2 to the newly added 'Strategic Alignment' section

Project Goal

Comment [DDJ6]: NEW TEMPLATE: Renamed 'Purpose'

The goal of this project is to create an enhanced model for public safety that will provide solutions the challenges that we face today and that we anticipate facing in the future (e.g., the cost of service delivery, flexible responses). This goal will be accomplished through a literature review, environmental scan, stakeholder consultation, and options development. In accordance with the Vision and Values of

Comment [DDJ7]: I would remove – this section should be a concise statement of the project's goals – no need to describe how they will be accomplished here

the *BC Policing and Community Safety Plan*, a public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety.

NEW SECTION

Project Key Objectives

1. Catalogue and review all types of public safety and law enforcement agencies in British Columbia
2. Conduct a literature scan and comprehensive review of law enforcement continuum models in other jurisdictions (both in Canada and internationally)
3. Identify gaps and opportunities in the law enforcement continuum in BC
4. s.12,s.13

5. Hold a symposium to give all stakeholders an opportunity to provide input and discuss the way forward
6. Create an enhanced framework for categories of law enforcement personnel which provide support to policing (this may include the creation of new legislation or amendment of existing legislation)

NEW SECTION

Scope

In Scope

The scope of the project includes:

- Review the BC legislative framework for law enforcement and public safety agencies
- Review of Law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
- Review of International law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks
- Review of Training, standards, and accountability models for various law enforcement and public safety agencies (in and outside of Canada) as it relates to the law enforcement continuum in BC
- Catalogue all types of public safety and law enforcement agencies in BC...

Out of Scope

The following items are out of scope:

- Police operational strategies

Comment [DDJ8]: This would fit nicely in the approach section

Comment [DDJ9]: NEW TEMPLATE: Add BCPP information from above to 'Strategic Alignment' section

Comment [DDJ10]: This section should state the main objectives if the project focusing on how the project will make a difference – aim for SMART objectives.

Comment [DDJ11]: This information, while needed, should be moved to the scope and deliverables sections. The objectives section should focus on outcomes (e.g., the effect or change that the project is supposed to cause for the target group)

Comment [DDJ12]: This starts to get at it a little better, but go a little further. What would the benefits of an enhanced framework be?

1. To ensure policing in BC is delivered in the most cost-effective manner.
2. To reduce the burdens on police in BC through the addition of supplemental policing.
3. To enhance public safety in BC
4. To clearly define the roles and responsibilities of each category of law enforcement personnel

Comment [DDJ13]: NEW TEMPLATE: As per the new template, I would suggest adding an 'Approach' section. This is where you can outline how you will meet your objectives and complete the work. This can come before or after the scope. Generally, it outlines the high level strategy for the project (e.g., will it have phases, are there guiding principles, etc.)

Comment [DDJ14]: This is where I would include what you have above. This section should describe the project boundaries in terms of its activities and the work to be performed.

Comment [DDJ15]: Same idea here, what won't you be doing as part of this project. Is implementation of a revised framework in scope?

PROJECT STRUCTURE

Project Governance

Internal Resources

Comment [DD316]: Looking at what you're hoping to accomplish and the timelines you're working with, I suspect you will need additional resources.

Name	Role	Responsibilities
Clayton Pecknold, Assistant Deputy Minister, Policing and Security Branch, PSSG Sandra Sajko Executive Director Security Services Policing and Security Branch, PSSG	Executive Sponsors	• Provide project direction & guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Discuss/resolve issues • Ensure resources are in place to conduct project
Allison Lenz Policy Analyst Policing and Security Branch, PSSG	Project Team Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Report project progress to Executive Sponsors
Josh Huska Policy Analyst Policing and Security Branch, PSSG	Project Team	• Conduct research • Assist in report writing • Provide information on areas of expertise • Assist in stakeholder consultations

Branch Management Committee	Lisa Anderson Corrie Campbell Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden Danielle Duplissie	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

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Resource Type	Why Needed
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Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).

Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP Working Group	

Comment [LAJ17]: Are there any working groups looking at this at all? If there aren't, are there any plans to have BCACP put forward reps to help?

Special Committees

Committee	Purpose of Committee	Membership
Expert Committee	• Provide information on their organizations • Provide context on the type of responsibilities they have and the tasks they undertake • Give feedback on the report, options, and the proposed way forward • Attend the Symposium	• RCMP • IMPD • Private Security • C&E Working Group • LIBOA • UBCM • Sheriffs • BC Police Union • JIBC

Comment [DDJ18]: You may need this committee to do some of the work (i.e., take the catalogue and populate it with their information)...you may have already considered that, but given the scope of this project, you may need more of a working group than an expert committee.

Project Parameters

Project Costs

TBD

Project Deliverables

Comment [DDJ19]: NEW TEMPLATE – I would suggest separating deliverables from milestones and taking activities out completely...they can go in the work plan once you have sign-off on the charter.

Let's talk about the timeline over the phone

Project Deliverables and Milestones:	Target Date
PHASE 1: PROJECT APPROVAL	
Scope out project, develop project charter and project plan	January 2016
Meet with sponsors and obtain approval	February 2016
MILESTONE: Project Charter signed off	**February 2016**
PHASE 2: Research Report	

Gather information on existing law enforcement and public safety agencies in British Columbia	March 2016
Review information and conduct preliminary assessment and gap analysis	March 2016
MILESTONE: Scan of BC agencies completed	**March 2016**
Conduct literature review and gather information on law enforcement continuum models in Canada	April 2016
Conduct literature review and collect information on best practices in place in other countries	April 2016
MILESTONE: Scan of Canadian and International models completed	**April 2016**
Review best practices and conduct assessment	May 2016
Circulate Report and obtain and incorporate feedback from BMC	May 2016
MILESTONE: Research Report completed	**May 2016**
PHASE 3: Key Principles and Policy Questions	
Circulate Report and obtain and incorporate feedback from stakeholder agencies	June 2016
Based on research and feedback, develop key principles and policy questions in preparation for the symposium	June 2016
MILESTONE: Key Principles and Policy Questions developed	**June 2016**
PHASE 4: Symposium	
Compile attendee invite list, send invitations, and track responses.	July 2016
Secure venue and arrange catering	July 2016
Design format for Symposium and create agenda	August 2016
Arrange meeting logistics and communicate further with attendees	August 2016

MILESTONE: Symposium completed	**September 2016**
PHASE 7: OPTION DEVELOPMENT – Enhanced Law Enforcement framework	
Develop options based on Symposium discussion and results	October 2016
Draft Options Paper	October 2016
Review Options Paper with Sponsors, receive direction on next steps and debrief on project	November 2016
MILESTONE: Submission of Options Paper	**December 2016**

PROJECT CONTEXT

Links and Dependencies

This project falls under Action Item #2 of the BC Policing and Community Safety Plan (BCPP).

Comment [DDJ20]: This will already be stated in the strategic alignment section

Assumptions and Constraints

Assumptions for this project include:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13

Risk Assessment

Risk	Probability (likelihood of occurrence – L/M/H)	Impact if it occurs (L, M, H)	Mitigation Strategy
Large amount of information to review and analyze may cause delay in project	M	H	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	L	H	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	M	M	Information already identified and network of contacts across BC should supply data needed to conduct analysis

Comment [DDJ21]: Limited resources

Stakeholder Assessment

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
Designated Policing Units (including CFSEU & Organized Crime Agency of BC)	Partner	TBD	• Highly impacted about outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
OPCC/IIO	Partner/Involve	TBD	• Impacted by outcome of project

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
			• Consultation/participation is key in gathering information • Keep informed of progress
RCMP and municipal police agencies	Partner/Involve	BCACP and BCAMCP	• Impacted by outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
Private Security Agencies (Private Investigators, Security Guards, etc)	Partner/Involve	PIABC, TBD	• Impacted by outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
Sheriffs (PSSG)	Partner/Involve	TBD	• Impacted by outcome of project • Consultation/participation is key in gathering information • Keep informed of progress
Criminal Justice Branch (PSSG)	Partner/Involve	TBD	• Consultation/participation is key in gathering information • Keep informed of progress
PRTC, JIBC	Partner/Involve	TBD	• Impacted about outcome of project • Keep informed of progress
Provincial Enforcement Working Groups	Partner/Involve	TBD	• Impacted about outcome of project

Stakeholder Group	Stakeholder Category (Partner/Involve/ Explain/Inform)	Represented by	Interests, Expectations, Concerns
			• Keep informed of progress
CBSA	Involve	TBD	• Interested in outcome of project • Keep informed of progress
BC local governments	Inform	UBCM	• Interested in outcome of project if results can be shared
Community Safety and crime prevention programs	Inform	TBD	• Interested in outcome of project and potential impact on them

BRITISH COLUMBIA Ministry of Justice

PROJECT CHARTER

s.13

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		

Project Lead	Signature	Date

Project Manager	Signature	Date

REVISION HISTORY

Date	Author	Version	Change Reference

BACKGROUND

PURPOSE

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

- **Action Item #2 – Enhance the continuum of policing and public security options available:**

OBJECTIVES

The objectives of the project are to:

FINAL PRODUCT DESCRIPTION

APPROACH

PROJECT SCOPE

In Scope
The scope of the project includes:

-

Out of Scope
The following items are out of scope:

-

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold	Project Sponsor, Policing and Security Branch	• Works in partnership with Co-Sponsor • Approves the direction and project documentation • Champions the project and promotes engagement across stakeholder groups • Secures required funding and resources • Resolves escalated issues
		•

KEY RESOURCES

Name	Role	Responsibilities
		•
		•
		•
		•
		•
		•
		•
		•
		•
		•

PROJECT BUDGET*

#	Item	Estimate
1	**[ITEM]** Comments	**[Estimated Cost]**
2		
3		
4		
5		
6		
7		
	TOTAL	**$**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1		
2		
3		
4		
5		
6		
7		

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1		
2		

3		
4		
5		
6		
7		
8		
9		
10		
11		

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

-

Constraints & Assumptions

The following constraints were identified at project initiation:

-

The following assumptions were made during project initiation:

-

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response

KEY STAKEHOLDERS*

Stakeholder Name/Group
s.13

KEY STAKEHOLDERS*
Stakeholder Name/Group
s.13

From: Duplissie, Danielle JAG:EX
To: Lenz, Allison JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter
Date: Tuesday, February 2, 2016 12:35:54 PM

Hello Allison,

It is unlikely that I will be able to get my comments to you before your meeting at two – but, I should be able to by end of day today.

I hope that works for you.

Thanks,
Danielle

From: Lenz, Allison JAG:EX
Sent: Friday, January 29, 2016 4:01 PM
To: Duplissie, Danielle JAG:EX
Subject: Law Enforcement Continuum Project Charter

Good afternoon Danielle ☺

Attached is my first draft of the project charter for Action Item #2. Sandra has asked that I get you to look at it first before I send it to her.
I welcome any feedback that you have. I'm sure there are many changes to be made before it is eventually ready to go to Clayton. I'm particularly interested to hear what you think of the timelines... It looks like I'm kind of on my own for this one and I'm just guessing how long each part of the project will take me, but perhaps with your greater experience with managing branch projects you might have some insight?

Thanks for your help!!

Take care,
Allison

From: McRobert, Brad P JAG:EX
To: Lenz, Allison JAG:EX
Subject: Re: Questions regarding Action Item #2
Date: Wednesday, February 3, 2016 8:03:37 AM

Ok. I don't see us being prepared for public consultation in this short of a time frame. Let's discuss further.

Brad McRobert
Director, Security Services
Security Programs Division

On Feb 3, 2016, at 7:52 AM, Lenz, Allison JAG:EX <Allison.Lenz@gov.bc.ca> wrote:

> As far as I know, we are the only ones working on the Law Enforcement Continuum.
>
> **From:** McRobert, Brad P JAG:EX
> **Sent:** Wednesday, February 3, 2016 7:37 AM
> **To:** Lenz, Allison JAG:EX
> **Subject:** Re: Questions regarding Action Item #2
>
> Thanks. Is ours the only work being done on this item? If yes then this seems optimistic.
>
> Brad McRobert
> Director, Security Services
> Security Programs Division
>
> On Feb 2, 2016, at 3:31 PM, Lenz, Allison JAG:EX <Allison.Lenz@gov.bc.ca> wrote:
>
> > Hi Brad,
> >
> > I've been reading through s.12 and I have a question. If you're going to talk to Sandra, maybe you could ask... or it can wait until we all get together. Anyway, I just thought I would flag it as something to keep in mind.
> >
> > s.12
> >
> > s.12
> >
> > am wondering how this impacts the Action Item #2 timelines as I assume we will need to incorporate the public feedback/suggestions in our

approach.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

McRobert, Brad P PSSG:EX

From: Sajko, Sandra JAG:EX
Sent: Wednesday, February 3, 2016 9:22 AM
To: McRobert, Brad P JAG:EX
Subject: RE: Questions regarding Action Item #2

I agree, perhaps fall target for external?

From: McRobert, Brad P JAG:EX
Sent: Wednesday, February 3, 2016 8:38 AM
To: Sajko, Sandra JAG:EX
Subject: FW: Questions regarding Action Item #2

Good morning,

Allison and I have met and she has identified an issue with the project re: timelines. The policing action plan commitment is to complete public consultations and respond by end/April. Based on Allison's draft charter we have consultations internal to government slated for April-May and consultation with our police partners (and I'm thinking perhaps LGs/UBCM too) over the summer.

We might want to postpone until we have done some more research or internal consultations and clearly defined the issues to raise or consider publicly. Your thoughts?

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Tuesday, February 2, 2016 3:32 PM
To: McRobert, Brad P JAG:EX
Subject: Questions regarding Action Item #2

Hi Brad,

I've been reading through s.12 and I have a question. If you're going to talk to Sandra, maybe you could ask... or it can wait until we all get together. Anyway, I just thought I would flag it as something to keep in mind.

s.12

s.12

I am wondering how this impacts the Action Item #2 timelines as I assume we will need to incorporate the public feedback/suggestions in our approach.

Take care,

Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: Project Charter
Date: Wednesday, February 3, 2016 3:55:00 PM
Attachments: 160203 LE Continuum Project Charter ALenz.docx

Hi Brad,

Here is the revised project charter. I made the changes that Danielle suggested, the majority of which were related to the fact that the template has changed since I first wrote a draft project charter for the law enforcement continuum way back in 2013.

There are a few blanks to be filled in, but perhaps you can help me with that? Maybe we could meet to discuss at some point?

Anyway, as always, I welcome any changes or suggestions that you may have.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

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BRITISH COLUMBIA | Ministry of Justice

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date

Project Manager	Signature	Date

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. During round table discussions, which occurred across the province as part of development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurances. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

The purpose of this project is to create an enhanced model for public safety that will provide solutions to the challenges that we face today and that we anticipate facing in the future (e.g., the cost of service delivery, flexible responses).

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry of [Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the burdens on police in BC through the addition of supplemental policing
3. Enhance public safety in BC
4. Clearly define the roles and responsibilities of each category of law enforcement
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

FINAL PRODUCT DESCRIPTION

In accordance with the Vision and Values of the *BC Policing and Community Safety Plan*, a public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety. The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides a cost-effective model for enhancing public safety in BC.

APPROACH

The project team will:

- Review the BC legislative framework for law enforcement and public safety agencies
- Catalogue all types of public safety and law enforcement agencies in BC
- Review gaps and opportunities in the law enforcement continuum in BC
- Review law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
- Review international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks
- Review training, standards, and accountability models for various law enforcement and public safety agencies (in and outside of Canada) as it relates to the law enforcement continuum in BC
- Consult with stakeholders to obtain expert feedback on issues faced in British Columbia as well as on proposed solutions
- Develop a guiding principles and key policy questions document to guide discussion with stakeholders which will lead to the creation of model options

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Discuss/resolve issues • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Lead (?)	• Report project progress to Executive Sponsors • (?)
Allison Lenz	Project Team Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options •
(?)	Project Team	• Conduct research • Assist in report writing • Provide information on areas of expertise • Assist in stakeholder consultation
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options
		•
		•
		•

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP Working Group	[*If this doesn't exist, could one be created to assist? Alternatively, could we get one or two reps to assist?*]
UBCM Working Group	[*If this doesn't exist, could one be created to assist? Alternatively, could we get one or two reps to assist?*]

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • catering	**$2,750** $500 $250 $2,000
2		
3		
	TOTAL	**$2,750**

**This budget was created using analogous estimating (assuming only 40 attendees total) and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law

		Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	
2	Scan of BC Law Enforcement Continuum	
3	Scan of Canadian Law Enforcement Continuum Models	
4	Scan of International Law Enforcement Continuum Models	
5	Research Report Completed	
6	Stakeholder Feedback on Research Report Completed	
7	Key Principles and Policy Questions Document Approved	
8	Symposium Completed	
9	Green Paper Approved and Provided for Public Consultation	

s.13

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

-

Constraints & Assumptions

The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12.s.13 s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions (?)

From:	McRobert, Brad P JAG:EX
To:	Lenz, Allison JAG:EX
Subject:	RE: Project Charter
Date:	Thursday, February 4, 2016 12:28:30 PM
Attachments:	160203 LE Continuum Project Charter ALenz.docx

Thanks. I've raised some questions, let's discuss once you've had a chance to review.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 3, 2016 3:55 PM
To: McRobert, Brad P JAG:EX
Subject: Project Charter

Hi Brad,

Here is the revised project charter. I made the changes that Danielle suggested, the majority of which were related to the fact that the template has changed since I first wrote a draft project charter for the law enforcement continuum way back in 2013.

There are a few blanks to be filled in, but perhaps you can help me with that? Maybe we could meet to discuss at some point?

Anyway, as always, I welcome any changes or suggestions that you may have.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

BRITISH COLUMBIA Ministry of Justice

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Formatted Table

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

Formatted Table

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. During round table discussions, which occurred across the province as part of development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority and accountabilities for these functions be made.

Comment [MBPJ1]: Maybe move to end of this section as own para?

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurances. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

The purpose of this project is to create an enhanced model for public safety that will provide solutions to the challenges that we face today and that we anticipate facing in the future (e.g., the cost of service delivery, flexible responses).

Comment [MBPJ2]: Remove, use more active language.

Comment [MBPJ3]: Is this the purpose? It is more specific? Seems a bit vague.

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: 'The Ministry ~~of~~ [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner

2. Reduce the burdens on police in BC through the addition of supplemental policing
3. Maintain and ~~E~~enhance public safety in BC
4. Clearly define the roles and responsibilities of each category of law enforcement
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

s.13

FINAL PRODUCT DESCRIPTION

In accordance with the Vision and Values of the *BC Policing and Community Safety Plan*, a public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety. The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides a cost-effective model for enhancing public safety in BC.

Comment [MBPJ5]: Consider removing/reordering to end.

APPROACH

The project team will:

- Review the BC legislative framework for law enforcement and public safety agencies
- Catalogue all types of public safety and law enforcement agencies in BC
- Review gaps and opportunities in the law enforcement continuum in BC
- Review law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
- Review relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks
- Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- Consult with stakeholders to obtain expert feedback on issues faced in British Columbia as ~~well asnd on~~ proposed solutions
- Develop ~~a~~ guiding principles and key policy questions ~~document~~ to guide discussion with stakeholders ~~which will lead t~~
- s.12,s.13

s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • ~~Discuss/resolve issues~~ • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project ~~Lead~~ Manager (?)	• Report project progress to Executive Sponsors • ~~(?)~~Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project ~~Team~~ Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
(?)	Project Team	• Conduct research • Assist in report writing • Provide information on areas of expertise • Assist in stakeholder consultation
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

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KEY RESOURCES

Name	Role	Responsibilities
Jan Staples Tom Steenvoorden		
		•
		•
		•

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP Working Group	*[If this doesn't exist, could one be created to assist? Alternatively, could we get one or two reps to assist?]*
Local Governments/UBCM ~~UBCM Working Group~~)	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. *[If this doesn't exist, could one be created to assist? Alternatively, could we get one or two reps to assist?]*

PROJECT BUDGET

#	Item	Estimate
1	**Symposium**	**$2,750**

	This cost includes • meeting space rental • AV rental • Catering • Travel? • Publications/handouts? • Speakers/keynote? • Contingency?	$500 $250 $2,000
2		
3		
	TOTAL	**$2,750**

Comment [MBPJ7]: Seems a bit low. What is this figure based on?

**This budget was created using analogous estimating (assuming only 40 attendees total) and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

s.13

#	Milestone	Target Date
1	Project Charter Approved	
2	Scan of BC Law Enforcement Continuum	
3	Scan of Canadian Law Enforcement Continuum Models	
4	Scan of International Law Enforcement Continuum Models	
5	Research Report Completed	
6	Stakeholder Feedback on Research Report Completed	
7	Key Principles and Policy Questions Document Approved	

8	Symposium Completed	
9	Green Paper Approved and Provided for Public Consultation	

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

-

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12.s.13 s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS

Stakeholder Name/Group

KEY STAKEHOLDERS

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions (?)

s.13

s.13

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: RE: Project Charter
Date: Thursday, February 4, 2016 2:46:00 PM
Attachments: 160204 LE Continuum Project Charter ALenz [BR Edits].docx

Hi Brad,

I have made changes. Let me know when you have time and we should definitely discuss. I look forward to sitting down and going through this.

Also, you may want to know... All of this the Law Enforcement Continuum stuff is saved in the following location:

W:\PSDORCS\POLOPERATIONS\PSI\Law Enforcement Continuum

Take care,
Allison

From: McRobert, Brad P JAG:EX
Sent: Thursday, February 4, 2016 12:28 PM
To: Lenz, Allison JAG:EX
Subject: RE: Project Charter

Thanks. I've raised some questions, let's discuss once you've had a chance to review.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 3, 2016 3:55 PM
To: McRobert, Brad P JAG:EX
Subject: Project Charter

Hi Brad,

Here is the revised project charter. I made the changes that Danielle suggested, the majority of which were related to the fact that the template has changed since I first wrote a draft project charter for the law enforcement continuum way back in 2013.

There are a few blanks to be filled in, but perhaps you can help me with that? Maybe we could meet to discuss at some point?

Anyway, as always, I welcome any changes or suggestions that you may have.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

BRITISH COLUMBIA Ministry of Justice

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

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Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province as part of development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will create a framework for categories of law enforcement and provide options for delivery public safety services in an efficient and cost-effective manner. [s.12,s.13
,s.12,s.13

create an enhanced model for public safety that provides solutions to the challenges that we face today and that we anticipate facing in the future (e.g., the cost of service delivery, flexible responses).

Comment [LAJ1]: Is this any better?

Comment [MBP12]: Is this the purpose? It is more specific? Seems a bit vague.

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the burdens on police in BC through the addition of supplemental policing
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of each category of law enforcement
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

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FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Review the BC legislative framework for law enforcement and public safety agencies
- Catalogue all types of public safety and law enforcement agencies in BC
- Review gaps and opportunities in the law enforcement continuum in BC
- Review law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
- Review relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
- Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- Consult with stakeholders to obtain expert feedback on issues faced in British Columbia and proposed solutions
- Develop guiding principles and key policy questions to guide discussion with stakeholders
- s.12,s.13

s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope
The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
(?)	Project Team	• Conduct research • Assist in report writing • Provide information on areas of expertise • Assist in stakeholder consultation
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

KEY RESOURCES

Name	Role	Responsibilities
Alana Standish Jan Staples Tom Steenvoorden		
		•
		•
		•

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP Working Group	[*If this doesn't exist, could one be created to assist? Alternatively, could we get one or two reps to assist?*]
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. [*If a working group doesn't exist, could one be created to assist? Alternatively, could we get one or two reps to assist?*]

PROJECT BUDGET

#	Item	Estimate

1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel? • Publications/handouts? • Speakers/keynote? • Contingency?	**$2,750** $500 $250 $2,000
2		
3		
	TOTAL	**$2,750**

s.13

**This budget was created using analogous estimating (assuming only 40 attendees total) and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

s.13

#	Milestone	Target Date
1	Project Charter Approved	
2	Scan of BC Law Enforcement Continuum	
3	Scan of Canadian Law Enforcement Continuum Models	
4	Scan of International Law Enforcement Continuum Models	
5	Research Report Completed	
6	Stakeholder Feedback on Research Report Completed	

7	Key Principles and Policy Questions Document Approved	
8	Symposium Completed	
9	Green Paper Approved and Provided for Public Consultation	

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

-

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions (?)

Comment [MBPJ10]: Corrections?

s.13

From: McRobert, Brad P JAG:EX
To: Lenz, Allison JAG:EX
Subject: Re: Project Charter
Date: Friday, February 5, 2016 7:27:37 AM

No meeting needed, let's chat when we both have a few minutes

Brad McRobert
Director, Security Services
Security Programs Division

On Feb 5, 2016, at 7:24 AM, Lenz, Allison JAG:EX <Allison.Lenz@gov.bc.ca> wrote:

> Sounds good. Did you want me to send you a meeting invite? Or should we just play it by ear? ☺
>
> **From:** McRobert, Brad P JAG:EX
> **Sent:** Thursday, February 4, 2016 4:28 PM
> **To:** Lenz, Allison JAG:EX
> **Subject:** RE: Project Charter
>
> Thanks. Let's talk Tuesday morning.
>
> **Brad McRobert**
> Director, Security Services
> Security Programs Division
> Ministry of Public Safety and Solicitor General
> (250) 356 0286
>
> **From:** Lenz, Allison JAG:EX
> **Sent:** Thursday, February 4, 2016 2:47 PM
> **To:** McRobert, Brad P JAG:EX
> **Subject:** RE: Project Charter
>
> Hi Brad,
>
> I have made changes. Let me know when you have time and we should definitely discuss. I look forward to sitting down and going through this.
>
> Also, you may want to know... All of this the Law Enforcement Continuum stuff is saved in the following location:
>
> W:\PSDORCS\POLOPERATIONS\PSI\Law Enforcement Continuum
>
> Take care,
> Allison

From: McRobert, Brad P JAG:EX
Sent: Thursday, February 4, 2016 12:28 PM
To: Lenz, Allison JAG:EX
Subject: RE: Project Charter

Thanks. I've raised some questions, let's discuss once you've had a chance to review.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 3, 2016 3:55 PM
To: McRobert, Brad P JAG:EX
Subject: Project Charter

Hi Brad,

Here is the revised project charter. I made the changes that Danielle suggested, the majority of which were related to the fact that the template has changed since I first wrote a draft project charter for the law enforcement continuum way back in 2013.

There are a few blanks to be filled in, but perhaps you can help me with that? Maybe we could meet to discuss at some point?

Anyway, as always, I welcome any changes or suggestions that you may have.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

McRobert, Brad P PSSG:EX

From: Lenz, Allison JAG:EX
Sent: Tuesday, February 9, 2016 11:01 AM
To: McRobert, Brad P JAG:EX
Subject: s.12,s.13 1 BN - LE Continuum ALenz
Attachments: 1 BN - LE Continuum ALenz.docx

Good morning Brad,

As we will likely be discussing this at our meeting in half an hour, I thought I would email you the first draft of the decision note. Just in case we want it.

Take care,
Allison

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by Clayton Pecknold, Assistant Deputy Minister and Director of Police Services.

ISSUE: Law Enforcement Continuum

SUMMARY:

- Police agencies are challenged to deliver front-line policing within their existing resources; this problem is compounded by increasing costs of policing in Canada and the downloading of additional responsibilities onto police agencies. There is increased need for supplemental law enforcement and other support services to free up police officers to undertake more of the tasks that require fully trained officers.
- There is currently no comprehensive legislation that defines the roles, responsibilities, and authorities for all the providers of law enforcement and public safety services in BC. Across the province there is a lack of consistency; for example, agencies are granted law enforcement powers by different sources, there are separate complaints processes, and differences in training. Even within PSB there are different complaint processes (e.g., the SPC complaints process and the complaints process under the *Security Services Act*).
- The *Police Act* gives authority for the creation of Special Municipal Constables and Bylaw Officers but does not set out standards for these classes of person or provide any oversight mechanism for these positions. This creates a lack of consistency and accountability across this category of law enforcement personnel re-iterating the need for a system wide rationalized approach.

BACKGROUND:

- The function and role of policing in the provision of public safety and law enforcement has evolved and expanded since the inception of the *Police Act*. The core responsibilities of policing, including legal and administrative requirements placed on police work, have expanded to the extent that front line services are being impacted from a resourcing perspective.
- Other factors contributing to the requirement for a review of public safety and law enforcement functions are wages and training. Increases in police officer wages and expanded training and certification requirements have rendered police officers as a highly trained and costly means for addressing some aspects of traditional policing duties (e.g., securing crime scenes, community policing, and administrative functions). In addition, due to the 24/7 availability of police officers and shrinking social service budgets, police officers have undertaken an increasing role in responding to issues that were previously under the purview of social service providers in communities.

- Action item #2 of the BC Policing and Community Safety Plan committed the Ministry of [Public Safety and Solicitor General] to develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing.
- The full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security, etc.) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority and accountabilities for these functions should be made in an effort to allow the delivery of law enforcement and public safety functions in a more cost-effective and efficient way.

OPTIONS:

Comment [LA11]: Can we discuss this section?

s.13

FINANCIAL IMPLICATIONS:

- Depending on the model chosen, there are potential financial implications for all stakeholders.

LEGAL ADVICE PREVIOUSLY OBTAINED: [No]

OTHER MINISTRIES IMPACTED/CONSULTED:

- The Ministry of Community, Sport, and Cultural Development will need to be consulted as local governments will be impacted by any changes to the Law Enforcement Continuum.
- Ministries with compliance and enforcement regimes may need to be consulted as their compliance/enforcement personnel are considered part of the Law Enforcement Continuum and may be impacted.

DECISION APPROVED / NOT APPROVED **DATE:**

_____ _____

[Name]
[Title]

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director
Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
[As referenced in the Note.]

Sajko, Sandra PSSG:EX

From: McRobert, Brad P JAG:EX
Sent: Thursday, February 11, 2016 8:46 AM
To: Sajko, Sandra JAG:EX
Cc: Lenz, Allison JAG:EX
Subject: For review: LE Continuum charter and Police Act Review documents
Attachments: 160204 s.12,s.13 LE Continuum ALenz.docx; 160204 LE Continuum Project Charter ALenz (BR Edits).docx

Importance: High

Hi Sandra,

Here are our first drafts of the LE Continuum project charter and associated BNs for your review. I'd like to dedicate our one-on-one time next Tuesday to review together with Allison if that works for you.

s.12,s.13 to the LE continuum and we will follow with that separately. I expect that issue to be s.12,s.13 as it fits within options proposed as a result of the LEC project.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 10, 2016 3:45 PM
To: McRobert, Brad P JAG:EX
Subject: LE Continuums.12,s.13

Good afternoon Brad,

Attached is the LE Continuum project charter (revised as we discussed yesterday) and also the s.12,s.13 s.12,s.13 but they are at least a little more robust than what was provided in the information note. I did search through the W drive to see if there were any BNs done in the past on either subject but I didn't have any luck finding anything.
I look forward to hearing what you think. Please feel free to use track changes or we could discuss during our meeting tomorrow, whichever you prefer.

After giving some consideration to the oversight note, I am not sure if it really belongs as part of the LE Continuum. It s.12,s.13 s.12,s.13 s.12,s.13 s.12,s.13 While we will be considering oversight (and standards, training, governance, etc.) as part of the LE Continuum... I don't think it is within the scope of the LE continuum to say how they go about structuring the legislation. Just as we may say that there needs to be standards and we might even make some suggestions about what those standards could be, but in the end that would be passed over to the Standards and Evaluations Unit because they are the experts and will create the standards.
That's just my two cents. Maybe we can chat about it?

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by Clayton Pecknold, Assistant Deputy Minister and Director of Police Services.

ISSUE: Law Enforcement Continuum

SUMMARY:

- Police agencies are challenged to deliver front-line policing within their existing resources. There is increased need for supplemental law enforcement and other support services to free up police officers to undertake more of the tasks that require fully trained officers.
- Increasing costs of policing in Canada and the downloading of additional responsibilities onto police agencies compound the problem; however, there is the potential for lower costs if levels of law enforcement are developed to deliver a variety of public safety services in an efficient manner.
- There is currently no comprehensive legislation that defines the roles, responsibilities, and authorities for all the providers of law enforcement and public safety services in BC; the current legislation governing various public safety agencies (e.g., police, private security) is spread across several acts.
- The *Police Act* gives authority for the creation of Special Municipal Constables and Bylaw Officers but does not set out standards for these classes of person or provide any oversight mechanism for these positions. This creates a lack of consistency and accountability across law enforcement in general, re-iterating the need for a system wide rationalized approach.

BACKGROUND:

- The function and role of policing in the provision of public safety and law enforcement has evolved and expanded since the inception of the *Police Act*. The core responsibilities of policing, including legal and administrative requirements placed on police work, have expanded to require more resources.
- Police officers are a highly trained and costly means for addressing some aspects of traditional policing duties (e.g., securing crime scenes, administrative functions). In addition, due to downloading and the 24/7 availability of police officers, police have undertaken an increasing role in response to issues previously under the purview of social service providers, most specifically response to mental health crises.
- Action item #2 of the BC Policing and Community Safety Plan committed the Ministry of [Public Safety and Solicitor General] to develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing.
- The full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be

examined in an effort to allow the delivery of law enforcement and public safety functions in a more cost-effective and efficient way.

OPTIONS:

s.13

FINANCIAL IMPLICATIONS:

- Depending on the model chosen, there are potential financial implications for all stakeholders.

LEGAL ADVICE PREVIOUSLY OBTAINED: [No]

OTHER MINISTRIES IMPACTED/CONSULTED:

- As Police are an integral part of the Law Enforcement Continuum, they will have to be consulted during the Review.
- Local governments, as partners in the provision of public safety across the province, will need to be consulted on any changes to the Law Enforcement Continuum.
- The Ministry of Community, Sport, and Cultural Development will need to be consulted as local governments will be impacted by any changes to the Law Enforcement Continuum.
- Ministries with compliance/enforcement regimes may be consulted as their programs are considered part of the Law Enforcement Continuum and may be impacted.

DECISION APPROVED / NOT APPROVED **DATE:**

_____ _____

[Name]
[Title]

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director
Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
[As referenced in the Note.]

BRITISH COLUMBIA Ministry of Justice

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

Comment [MBPJ1]: Not sure how you want my involvement captured? Thx

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province as part of development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will create a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.13
s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: 'The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner

2. Reduce the burdens on police in BC through the addition of supplemental policing
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of each category of law enforcement
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Review the BC legislative framework for law enforcement and public safety agencies
- Catalogue all types of public safety and law enforcement agencies in BC
- Review gaps and opportunities in the law enforcement continuum in BC
- Review law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
- Review relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
- Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- Consult with stakeholders to obtain expert feedback on issues faced in British Columbia and proposed solutions
- Develop guiding principles and key policy questions to guide discussion with stakeholders
- Create model options for government to consider when modernizing the *Police Act* and policing framework in British Columbia

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13

- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies

- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
As required	Project Team	• Conduct research • Assist in report writing • Provide information on areas of expertise • Assist in stakeholder consultation
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel?	**$2,750** $500 $250 $2,000

	• Publications/handouts? • Speakers/keynote? • Contingency?	
2		
3		
	TOTAL	**$2,750**

**This budget was created using analogous estimating (assuming only 40 attendees total) and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and International jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO)

KEY STAKEHOLDERS	
Stakeholder Name/Group	
• Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

Sajko, Sandra PSSG:EX

From: Sajko, Sandra JAG:EX
Sent: Thursday, February 11, 2016 8:59 AM
To: McRobert, Brad P JAG:EX
Cc: Lenz, Allison JAG:EX
Subject: RE: For review: LE Continuum charter s.12,s.13

Sounds good, thank you I will review and look forward to discussing.

Sandra

From: McRobert, Brad P JAG:EX
Sent: Thursday, February 11, 2016 8:46 AM
To: Sajko, Sandra JAG:EX
Cc: Lenz, Allison JAG:EX
Subject: For review: LE Continuum charter s.12,s.13
Importance: High

Hi Sandra,

Here are our first drafts of the LE Continuum project charter and associated BNs for your review. I'd like to dedicate our one-on-one time next Tuesday to review together with Allison if that works for you.

s.12,s.13 the LE continuum and we will follow with that separately. I expect that issue to be s.12,s.13 within options proposed as a result of the LEC project.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 10, 2016 3:45 PM
To: McRobert, Brad P JAG:EX
Subject: LE Continuum s.12,s.13

Good afternoon Brad,

Attached is the LE Continuum project charter (revised as we discussed yesterday) and also the s.12,s.13 s.12,s.13 but they are at least a little more robust than what was provided in the information note. I did search through the W drive to see if there were any BNs done in the past on either subject but I didn't have any luck finding anything.
I look forward to hearing what you think. Please feel free to use track changes or we could discuss during our meeting tomorrow, whichever you prefer.

After giving some consideration to the oversight note, I am not sure if it really belongs as part of the LE Continuum. It s.12,s.13

s.12,s.13 While we will be considering oversight (and standards, training, governance, etc.) as part of the LE Continuum... I don't think it is within the scope of the LE continuum to say how they go about structuring the legislation. Just as we may say that there needs to be standards and we might even make some suggestions about what those standards could be, but in the end that would be passed over to the Standards and Evaluations Unit because they are the experts and will create the standards.
That's just my two cents. Maybe we can chat about it?

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

McRobert, Brad P PSSG:EX

From: Lenz, Allison JAG:EX
Sent: Thursday, February 11, 2016 11:36 AM
To: McRobert, Brad P JAG:EX
Subject: s.12,s.13
Attachments:

Here you go. Is that what you were looking for?

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by Clayton Pecknold, Assistant Deputy Minister and Director of Police Services.

ISSUE: Law Enforcement Oversight

SUMMARY:

s.12,s.13,s.14

BACKGROUND:

- s.12,s.13

- In the *Police Act*, Part 7.1 outlines the roles and responsibilities of the Independent Investigations Office, Part 9 outlines the roles and responsibilities of the Office of the Police Complaint Commissioner, and Part 11 deals with Misconduct, Complaints, Investigations, Discipline, and Proceedings. The *Special Provincial Constable Complaint Procedure Regulation* provides the oversight framework for SPCs.

s.12,s.13

OPTIONS:

s.12,s.13

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

s.12,s.13

FINANCIAL IMPLICATIONS:

- No immediate financial implications identified.

LEGAL ADVICE PREVIOUSLY OBTAINED: [No]

s.12,s.13

OTHER MINISTRIES IMPACTED/CONSULTED:

- All ministries and/or agencies governed by with compliance and enforcement personnel holding SPC appointments will need to be consulted. This could be incorporated into planned Law Enforcement Continuum review consultations.

DECISION APPROVED / NOT APPROVED **DATE:**

[Name]
[Title]

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services
Policing and Security Branch
250.356.0286

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

Approved by:
Sandra Sajko
Executive Director
Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: 160216 PA Review DN - LE Continuum (3 in 1) ALenz
Date: Wednesday, February 17, 2016 8:39:15 AM
Attachments: s.12,s.13 LE Continuum (3 in 1) ALenz.docx

Good morning Brad,

Please find attached, as discussed yesterday, the s.12,s.13 which incorporates all three notes into one. Miraculously it all fits on one page. Please let me know what you think.

Take care,
Allison

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by Clayton Pecknold, Assistant Deputy Minister and Director of Police Services.

ISSUE: Law Enforcement Continuum

SUMMARY:

- There is currently no comprehensive legislation that defines the roles, responsibilities, and authorities for all the providers of law enforcement and public safety services in BC; the current legislation governing various public safety agencies (e.g., police, private security) is spread across several acts.
- Police agencies are challenged to deliver front-line policing within their existing resources. There is increased need for supplemental law enforcement and other support services to free up police officers to undertake more of the tasks that require fully trained officers.
- Currently, the existing processes governing Special Provincial Constables (SPCs) have evolved over time and do not provide clear intent or accountability for the various organizations which utilize SPC appointments.

s.12,s.13

- Action item #2 of the BC Policing and Community Safety Plan committed the Ministry of [Public Safety and Solicitor General] to develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing.

BACKGROUND:

- The function and role of policing in the provision of public safety and law enforcement has evolved and expanded since the inception of the *Police Act*. The core responsibilities of policing, including legal and administrative requirements placed on police work, have expanded to require more resources.
- Police officers are a highly trained and costly means for addressing some aspects of traditional policing duties (e.g., securing crime scenes, administrative functions). In addition, due to additional responsibilities and the 24/7 availability of police officers, police have undertaken an increasing role in response to issues previously under the purview of social service providers; for example, response to mental health crises.
- The *Police Act* gives authority for the creation of Special Municipal Constables and Bylaw Officers but does not set out standards for these classes of person or provide any oversight mechanism for these positions. This creates a lack of consistency and accountability across law enforcement in general, re-iterating the need for a system wide rationalized approach.

s.12,s.13,s.14

- The *Police Act* and Regulations currently include complaint processes for police officers and Special Provincial Constables. Should the Law Enforcement Continuum
s.12,s.13,s.14

- The full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined in an effort to allow the delivery of law enforcement and public safety functions in a more cost-effective and efficient way.

OPTIONS:

s.12,s.13

FINANCIAL IMPLICATIONS:

- The model chosen will determine the financial implications for all stakeholders.

LEGAL ADVICE PREVIOUSLY OBTAINED: [No]

OTHER MINISTRIES IMPACTED/CONSULTED:

- As Police are an integral part of the Law Enforcement Continuum; they will have to be consulted during the Law Enforcement Continuum Review.
- Local governments, as partners in the provision of public safety across the province, will need to be consulted on any changes to the Law Enforcement Continuum.
- The Ministry of Community, Sport, and Cultural Development will need to be consulted regarding any potential impacts to local governments resulting from any proposed changes to the Law Enforcement Continuum.
- Ministries with compliance/enforcement regimes may be consulted as their programs are considered part of the Law Enforcement Continuum and may be impacted.
- Private security industry associations will need to be consulted to discuss any potential changes resulting from the Law Enforcement Continuum Review.
- Crown corporations with law enforcement responsibilities may need to be consulted regarding their role in the Law Enforcement Continuum.

DECISION APPROVED / NOT APPROVED **DATE:**

[Name]
[Title]

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director
Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
[As referenced in the Note.]

From: McRobert, Brad P JAG:EX
To: Lenz, Allison JAG:EX
Subject: FW: s.12,s.13 LE Continuum (3 in 1) ALenz
Date: Wednesday, February 17, 2016 9:18:42 AM
Attachments: s.12,s.13 LE Continuum (3 in 1) ALenz.docx

Thanks. Great job getting it on two single pages.

I've tried to tighten the summary a bit which allows for greater expansion in the background/discussion. Check it out and let me know if you have any questions.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 8:39 AM
To: McRobert, Brad P JAG:EX
Subject: s.12,s.13 LE Continuum (3 in 1) ALenz

Good morning Brad,

Please find attached, as discussed yesterday, the s.12,s.13 : which incorporates all three notes into one. Miraculously it all fits on one page. Please let me know what you think.

Take care,
Allison

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by Clayton Pecknold, Assistant Deputy Minister and Director of Police Services.

ISSUE: Law Enforcement Continuum Review

SUMMARY:

- There is ~~currently~~ no comprehensive legislation in BC that defines the roles, responsibilities, and authorities for all the providers of law enforcement and public safety services ~~in BC~~; the current legislation governing various public safety roles ~~agencies~~ (e.g., police, peace officer and private security) is spread across several acts.
- Police agencies are challenged to deliver front-line policing within their existing resources. There is increased need for supplemental law enforcement and other support services to free up police officers to undertake more ~~of the~~complex or high-risk policing tasks, ~~that require fully trained officers.~~
- ~~Currently, t~~The existing processes governing Special Provincial Constables (SPCs) have evolved over time and do not provide clear intent or accountability for the various officials or organizations which utilize SPC appointments.

s.12,s.13

- Action item #2 of the BC Policing and Community Safety Plan committed the Ministry ~~of [Public Safety and Solicitor General]~~ to develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing.

BACKGROUND:

- The function and role of policing in the provision of public safety and law enforcement has evolved and expanded since the inception of the *Police Act*.
- The core responsibilities of policing, including legal and administrative requirements placed on police work, have expanded to require more resources.
- Police officers are a highly trained and costly means for addressing some aspects of traditional policing duties (e.g., securing crime scenes, administrative functions).
- ~~In addition, d~~Due to additional responsibilities and the 24/7 availability of police officers, police have undertaken an increasing role in response to issues previously under the purview of social service providers; for example, response to mental health crises.
- The *Police Act* gives authority for the creation of Special Municipal Constables and Bylaw Officers but does not set out standards for these classes of person or provide any oversight mechanism for these positions. This creates a lack of consistency and

accountability across law enforcement in general, re-iterating the need for a system wide rationalized approach.

- s.12,s.13,s.14

-

- The *Police Act* and Regulations currently include complaint processes for police officers and Special Provincial Constables. Should the Law Enforcement Continuum s.12,s.13,s.14

- The full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined in an effort to allow the delivery of law enforcement and public safety functions in a more cost-effective and efficient way.

OPTIONS:

s.12,s.13

FINANCIAL IMPLICATIONS:

- The model chosen will determine the financial implications for all stakeholders.

LEGAL ADVICE PREVIOUSLY OBTAINED: [No]

OTHER MINISTRIES IMPACTED/CONSULTED:

- As Police are an integral part of the Law Enforcement Continuum; they will have to be consulted during the Law Enforcement Continuum Review.
- Local governments, as partners in the provision of public safety across the province, will need to be consulted on any changes to the Law Enforcement Continuum.
- The Ministry of Community, Sport, and Cultural Development will need to be consulted regarding any potential impacts to local governments resulting from any proposed changes to the Law Enforcement Continuum.
- Ministries with compliance/enforcement regimes may be consulted as their programs are considered part of the Law Enforcement Continuum and may be impacted.
- Private security industry associations will need to be consulted to discuss any potential changes resulting from the Law Enforcement Continuum Review.

- Crown corporations with law enforcement responsibilities may need to be consulted regarding their role in the Law Enforcement Continuum.

DECISION APPROVED / NOT APPROVED **DATE:**

[Name]
[Title]

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director
Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
[As referenced in the Note.]

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: Project Charter
Date: Wednesday, February 17, 2016 10:54:00 AM
Attachments: 160216 LE Continuum Project Charter ALenz.docx

Good morning Brad,

Please find attached the LEC project charter. I made the changes requested by Sandra at our meeting yesterday. Let me know if you have any thoughts. I also added a few more bullets to the "assumptions" section based on what I saw Sandra had put in the project charter she sent us yesterday.

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Take care,
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Thank you in advance for your assistance.

Take care,
Allison

Allison Lenz

Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province as part of the development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will create a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the burdens on police in BC through the addition of supplemental policing
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with policing powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel? • Publications/handouts?	**TBD**

	• Speakers/keynote? • Contingency?	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions

The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13 s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

From: McRobert, Brad P JAG:EX
To: Lenz, Allison JAG:EX
Subject: RE: Project Charter
Date: Wednesday, February 17, 2016 11:48:44 AM
Attachments: 160216 LE Continuum Project Charter ALenz.docx

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s.22

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Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 10:55 AM
To: McRobert, Brad P JAG:EX
Subject: Project Charter

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PROJECT MILESTONES*

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PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

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Constraints & Assumptions

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RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
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Stakeholder Name/Group	
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* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

From: McRobert, Brad P JAG:EX
To: Lenz, Allison JAG:EX
Subject: RE: Project Charter
Date: Wednesday, February 17, 2016 12:10:58 PM

Thanks. No other changes...fire away.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 12:01 PM
To: McRobert, Brad P JAG:EX
Subject: RE: Project Charter

s.22

I like your version and will use that to send out the charter to BMC.

I've taken the question marks out of the project charter now. Is there anything else you want me to change before sending out the email? ☺

Take care,
Allison

From: McRobert, Brad P JAG:EX
Sent: Wednesday, February 17, 2016 11:49 AM
To: Lenz, Allison JAG:EX
Subject: RE: Project Charter

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Please find attached the LEC project charter. I made the changes requested by Sandra at our meeting yesterday. Let me know if you have any thoughts. I also added a few more bullets to the "assumptions" section based on what I saw Sandra had put in the project charter she sent us yesterday.

Also, below is the draft text of what I propose to send to BMC with the project charter. I'm not sure if it is the kind of thing you generally like to review, but I thought I would send it to you just in case.

I'm hoping that we can send this out tomorrow so that we can give BMC about a week to provide comments but still give us enough time to make changes. I think once we send this out to BMC we should probably talk to Nicole about booking time in Clayton's calendar for us to go over this with him. I don't know if that is something you or Sandra or I would do...

Take care,
Allison

Good morning/afternoon BMC members:

As Sandra mentioned a few weeks ago at a BMC meeting, we have started work on the Law Enforcement Continuum project. To assist with that work, we would like to hear from you. Please find attached, for your review and comment, the draft project charter for the Law Enforcement Continuum review. The project charter has not been shared with Clayton yet; we would like to gather your feedback and make the appropriate changes before sending it forward for his review and approval.

As we are aiming to have the project charter signed off at the beginning of March, we ask that you please return your comments to me by **February 24, 2016** so that we will have time to make changes and Clayton will have time to review it.

Thank you in advance for your assistance.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

From:	Lenz, Allison JAG:EX
To:	Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kierstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; "Standish, Alana AGRI:EX"; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
Cc:	McRobert, Brad P JAG:EX; Saiko, Sandra JAG:EX
Subject:	Law Enforcement Continuum Project Charter
Date:	Wednesday, February 17, 2016 1:15:00 PM
Attachments:	160216 LE Continuum Project Charter ALenz.docx

Good afternoon BMC members:

As Sandra mentioned a few weeks ago at a BMC meeting, we have started work on the Law Enforcement Continuum project.

We would like to hear from you before we finalize our project charter. Please find a copy attached for your review and comment. It has not been shared with Clayton yet; we would like to gather your feedback before we send it forward for his review and approval.

We are aiming to have the project charter signed off at the beginning of March. Please return your comments to me by **February 24, 2016** so that we will have time to make changes and Clayton will have time to review it.

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Take care,
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BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province as part of the development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will create a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the burdens on police in BC through the addition of supplemental policing
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with policing powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts	**TBD**

	• Speakers/keynote • Contingency	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions

The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action Item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

From:	Staples, Jan JAG:EX
To:	Lenz, Allison JAG:EX; Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; Steenvoorden, Tom JAG:EX
Cc:	McRobert, Brad P JAG:EX; Sajko, Sandra JAG:EX
Subject:	RE: Law Enforcement Continuum Project Charter
Date:	Thursday, February 18, 2016 9:07:08 AM
Attachments:	160216 LE Continuum Project Charter ALenz.docx

Hi Allison

I've reviewed your project charter and just flagged a couple of comments that might be relevant to your process.

s.13

Plse let me know if you have any questions.

Best,
Jan

Jan Staples - Director
Road Safety Unit, Police Services Division
Ministry of Public Safety and Solicitor General
Ph: 604.775.2108

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 1:16 PM
To: Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; 'Standish, Alana AGRI:EX'; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
Cc: McRobert, Brad P JAG:EX; Sajko, Sandra JAG:EX
Subject: Law Enforcement Continuum Project Charter

Good afternoon BMC members:

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We would like to hear from you before we finalize our project charter. Please find a copy attached for your review and comment. It has not been shared with Clayton yet; we would like to gather your feedback before we send it forward for his review and approval.

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comments to me by **February 24, 2016** so that we will have time to make changes and Clayton will have time to review it.

Thank you in advance for your assistance and please don't hesitate to let me know if there are any questions.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province as part of the development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

Comment [JLS1]: For context, it would be helpful to insert date range for these roundtables.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will create a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
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FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
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- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13

- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope
The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
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Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
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Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
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BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts	**TBD**

	• Speakers/keynote • Contingency	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action Item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch [redacted] s.13 • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

McRobert, Brad P PSSG:EX

From: Lenz, Allison JAG:EX
Sent: Thursday, February 18, 2016 8:42 AM
To: Sajko, Sandra JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: s.12,s.13
Attachments: s.12,s.13 - LE Continuum (3 in 1) ALenz.docx

Good morning Sandra,

As per our meeting on Tuesday, I have combined the three DNs into one DN on the Law Enforcement Continuum. Brad has reviewed the attached note and now I am sending it to you for your review. Please don't hesitate to let me know if you would like any changes made. Otherwise, I will send it along to Ardys.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph: 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by Clayton Pecknold, Assistant Deputy Minister and Director of Police Services.

ISSUE: Law Enforcement Continuum Review

SUMMARY:

- There is no comprehensive legislation in BC that defines the roles, responsibilities, and authorities for all the providers of law enforcement and public safety services; the current legislation governing various public safety roles (e.g., police, peace officer, and private security) is spread across several acts.
- Police agencies are challenged to deliver front-line policing within their existing resources. There is increased need for supplemental law enforcement and other support services to free up police officers to undertake more complex or high-risk policing tasks.
- The existing processes governing Special Provincial Constables (SPCs) have evolved over time and do not provide clear intent or accountability for the various officials or organizations which utilize SPC appointments.

s.12,s.13

- Action item #2 of the BC Policing and Community Safety Plan committed the Ministry to develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing.

BACKGROUND:

- The function and role of policing in the provision of public safety and law enforcement has evolved and expanded since the inception of the *Police Act*.
- The core responsibilities of policing, including legal and administrative requirements placed on police work, have expanded to require more resources.
- Police officers are a highly trained and costly means for addressing some aspects of traditional policing duties (e.g., securing crime scenes, administrative functions).
- Due to additional responsibilities and the 24/7 availability of police officers, police have undertaken an increasing role in response to issues previously under the purview of social service providers; for example, response to mental health crises.
- The *Police Act* gives authority for the creation of Special Municipal Constables and Bylaw Officers but does not set out standards for these classes of person or provide any oversight mechanism for these positions. This creates a lack of consistency and accountability across law enforcement in general, re-iterating the need for a system wide rationalized approach.

- s.12,s.13,s.14

- The *Police Act* and Regulations currently include complaint processes for police officers and Special Provincial Constables. Should the Law Enforcement Continuum s.12,s.13,s.14

- The full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined in an effort to allow the delivery of law enforcement and public safety functions in a more cost-effective and efficient way.

OPTIONS:

s.12,s.13

FINANCIAL IMPLICATIONS:

- The model chosen will determine the financial implications for all stakeholders.

LEGAL ADVICE PREVIOUSLY OBTAINED: [No]

OTHER MINISTRIES IMPACTED/CONSULTED:

- As Police are an integral part of the Law Enforcement Continuum; they will have to be consulted during the Law Enforcement Continuum Review.
- Local governments, as partners in the provision of public safety across the province, will need to be consulted on any changes to the Law Enforcement Continuum.
- The Ministry of Community, Sport, and Cultural Development will need to be consulted regarding any potential impacts to local governments resulting from any proposed changes to the Law Enforcement Continuum.
- Ministries with compliance/enforcement regimes may be consulted as their programs are considered part of the Law Enforcement Continuum and may be impacted.
- Private security industry associations will need to be consulted to discuss any potential changes resulting from the Law Enforcement Continuum Review.
- Crown corporations with law enforcement responsibilities may need to be consulted regarding their role in the Law Enforcement Continuum.

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

DECISION APPROVED / NOT APPROVED **DATE:**

[Name]
[Title]

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director
Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
[As referenced in the Note.]

From: McInally, Lynne M JAG:EX
To: Lenz, Allison JAG:EX
Cc: Anderson, Lisa R JAG:EX; Sajko, Sandra JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter
Date: Thursday, February 18, 2016 4:04:03 PM

Hi Allison, from my perspective it looks great. I think the timelines are a bit ambitious though. I'm sure plenty of questions will come up about the applicability of BC Provincial Policing Standards to various classes of officers, which is something that will need some work done from our end. Thanks for the opportunity to review. Lynne

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 1:16 PM
To: Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; 'Standish, Alana AGRI:EX'; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
Cc: McRobert, Brad P JAG:EX; Sajko, Sandra JAG:EX
Subject: Law Enforcement Continuum Project Charter

Good afternoon BMC members:

As Sandra mentioned a few weeks ago at a BMC meeting, we have started work on the Law Enforcement Continuum project.

We would like to hear from you before we finalize our project charter. Please find a copy attached for your review and comment. It has not been shared with Clayton yet; we would like to gather your feedback before we send it forward for his review and approval.

We are aiming to have the project charter signed off at the beginning of March. Please return your comments to me by **February 24, 2016** so that we will have time to make changes and Clayton will have time to review it.

Thank you in advance for your assistance and please don't hesitate to let me know if there are any questions.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

From: McInally, Lynne M JAG:EX
To: Lenz, Allison JAG:EX
Cc: Sajko, Sandra JAG:EX; McRobert, Brad P JAG:EX
Subject: FW: Law Enforcement Continuum Project Charter
Date: Monday, February 22, 2016 9:20:55 AM
Attachments: 160216 LE Continuum Project Charter ALenz-jb.docx

Hi – should have waited for Jenni's comments on this before I responded! Anyway, see attached. Thx, Lynne

From: Bard, Jenni JAG:EX
Sent: Thursday, February 18, 2016 4:21 PM
To: McInally, Lynne M JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter

Hi - I looked at this earlier (before you called). I just had a couple comments re. some stakeholder groups I thought were missing and a concern about the wording of the purpose.
Jenni

From: McInally, Lynne M JAG:EX
Sent: Thursday, February 18, 2016 10:59 AM
To: Bard, Jenni JAG:EX
Subject: FW: Law Enforcement Continuum Project Charter

Hi – I just had a look at this and it looks good to me. Can you have a look as well as tell me what you think? Thx, Lynne

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 1:16 PM
To: Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; 'Standish, Alana AGRI:EX'; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
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Allison

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Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province as part of the development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

Comment [BJJ1]: ? (I don't understand what this means but is probably just me)

PURPOSE

This project will create a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12,s.13

s.13

s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the burdens on police in BC through the addition of supplemental policing
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with policing powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

Comment [BJJ3]: ? is there more neutral way to say this?

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope
The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Comment [BJJ4]: no Security Programs Branch program areas are listed ?

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts	**TBD**

	• Speakers/keynote • Contingency	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

s.13

s.13

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

From:	Godenzie, Lisa JAG:EX
To:	Lenz, Allison JAG:EX
Cc:	Mas, Sophie B JAG:EX; Enger, Tonia JAG:EX
Subject:	RE: Law Enforcement Continuum Project Charter
Date:	Tuesday, February 23, 2016 9:02:24 AM
Attachments:	160216 LE Continuum Project Charter ALenz.docx

Hi Allison,
Just a couple of comments for your consideration and a couple of minor edits.
Lisa

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 1:16 PM
To: Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; 'Standish, Alana AGRI:EX'; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
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Allison Lenz
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Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

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BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

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s.12,s.13
s.12,s.13

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Comment [GL01]: Should this not read supplemental law enforcement. Isn't the point to find other agencies better suited to providing some of the services police provide that are more cost effective.

Comment [GL02]: Should this be peace officer powers.

FINAL PRODUCT DESCRIPTION

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Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

Comment [GLJ3]: Check with Bhar Sihota at UBCM. I believe they have a Public Safety Committee.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts	**TBD**

	• Speakers/keynote • Contingency	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13 s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

From: Lenz, Allison JAG:EX
To: Godenzie, Lisa JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter
Date: Tuesday, February 23, 2016 9:09:00 AM

Thanks for your feedback, Lisa. Much appreciated. I will add it to the other responses I've received so far.

From: Godenzie, Lisa JAG:EX
Sent: Tuesday, February 23, 2016 9:02 AM
To: Lenz, Allison JAG:EX
Cc: Mas, Sophie B JAG:EX; Enger, Tonia JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter

Hi Allison,
Just a couple of comments for your consideration and a couple of minor edits.
Lisa

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 1:16 PM
To: Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; 'Standish, Alana AGRI:EX'; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
Cc: McRobert, Brad P JAG:EX; Sajko, Sandra JAG:EX
Subject: Law Enforcement Continuum Project Charter

Good afternoon BMC members:

As Sandra mentioned a few weeks ago at a BMC meeting, we have started work on the Law Enforcement Continuum project.

We would like to hear from you before we finalize our project charter. Please find a copy attached for your review and comment. It has not been shared with Clayton yet; we would like to gather your feedback before we send it forward for his review and approval.

We are aiming to have the project charter signed off at the beginning of March. Please return your comments to me by **February 24, 2016** so that we will have time to make changes and Clayton will have time to review it.

Thank you in advance for your assistance and please don't hesitate to let me know if there are any questions.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch

Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

From: Lenz, Allison JAG:EX
To: McInally, Lynne M JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter
Date: Tuesday, February 23, 2016 9:10:00 AM

Thanks for all the helpful suggestions, Lynne. Much appreciated.

From: McInally, Lynne M JAG:EX
Sent: Monday, February 22, 2016 9:21 AM
To: Lenz, Allison JAG:EX
Cc: Sajko, Sandra JAG:EX; McRobert, Brad P JAG:EX
Subject: FW: Law Enforcement Continuum Project Charter

Hi – should have waited for Jenni's comments on this before I responded! Anyway, see attached. Thx, Lynne

From: Bard, Jenni JAG:EX
Sent: Thursday, February 18, 2016 4:21 PM
To: McInally, Lynne M JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter

Hi - I looked at this earlier (before you called). I just had a couple comments re. some stakeholder groups I thought were missing and a concern about the wording of the purpose.
Jenni

From: McInally, Lynne M JAG:EX
Sent: Thursday, February 18, 2016 10:59 AM
To: Bard, Jenni JAG:EX
Subject: FW: Law Enforcement Continuum Project Charter

Hi – I just had a look at this and it looks good to me. Can you have a look as well as tell me what you think? Thx, Lynne

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 1:16 PM
To: Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; 'Standish, Alana AGRI:EX'; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
Cc: McRobert, Brad P JAG:EX; Sajko, Sandra JAG:EX
Subject: Law Enforcement Continuum Project Charter

Good afternoon BMC members:

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Thank you in advance for your assistance and please don't hesitate to let me know if there are any questions.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

From: McRobert, Brad P JAG:EX
To: Lenz, Allison JAG:EX
Subject: RE: Bullets on LEC
Date: Tuesday, February 23, 2016 10:36:54 AM

Looks great. Please send to Donna.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Tuesday, February 23, 2016 10:27 AM
To: McRobert, Brad P JAG:EX
Subject: RE: Bullets on LEC

Thanks for that, Brad. I reordered the sentence in bullet #4 in an attempt to make it flow a little better from the preceding bullet. I've also suggested a small wording change to the penultimate bullet. Let me know what you think. If the bullets are good to go, I will send them to Donna.

Take care,
Allison

- The British Columbia Policing and Community Safety Plan (BCPCSP) was developed in consultation with British Columbians, community leaders, local governments, and police. It presents a framework against which decisions about policing will be made now and in the future.

- The finalized BCPCSP represents a promise made and kept, fulfilling government's commitment to develop a long-term, strategic plan for policing in BC.

- The BCPCSP contains sixteen action items. The goal of Action Item #2 of the BCPCSP is to review the continuum of law enforcement in order to develop a cost-effective and comprehensive public safety model.

- As the review of Action Item #2 depends on the outcomes of Action Item #1, the Policing and Security Branch (PSB) has been focussed on Action Item #1, the review of police funding and structure; however, as work on Action Item #1 nears its conclusion, PSB has begun work on Action Item #2.

- Since the subject matter of Action Item #2 is complex, government is making every effort to perform in-depth research and analysis into existing models before moving towards options for a framework. Policing and law enforcement impacts every British Columbian, so we are taking the time to get this right.

- We have started work on Action Item #2 and the project is on track for its overall target completion date of 2018. More information will be made available once our findings and recommendations are completed.

From: McRobert, Brad P JAG:EX
Sent: Tuesday, February 23, 2016 10:20 AM
To: Lenz, Allison JAG:EX
Subject: FW: Bullets on LEC

Thanks. Suggested changes below in red.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Tuesday, February 23, 2016 8:57 AM
To: McRobert, Brad P JAG:EX
Subject: Bullets on LEC

Good morning Brad,

As per Sandra's request and our discussion yesterday, please find below some draft bullets for your consideration. I have used wording from the following sources: our web page for the BCPCSP, the BC Government news release about the BCPCSP, and letters from the public regarding the LEC that we responded to in 2015.

Let me know what you think; I'm happy to make any changes. Once you are satisfied with the wording, we can run it past Donna.

Take care,
Allison

- The British Columbia Policing and Community Safety Plan (BCPCSP) was developed in consultation with British Columbians, community leaders, local governments, and police. It presents a framework against which decisions about policing will be made now and in the future.

- The finalized BCPCSP represents a promise made and kept, fulfilling government's commitment to develop a long-term, strategic plan for policing in BC.

- The BCPCSP contains sixteen action items. The goal of Action Item #2 of the BCPCSP is to review the continuum of law enforcement in order to develop a cost-effective and comprehensive public safety model.

- The Policing and Security Branch (PSB) has been focussed on Action Item #1, the review of police funding and structure, as the review of Action Item #2 depends on the outcomes of Action Item #1. As work on Action Item #1 nears its conclusion, PSB has begun work on Action Item #2.

- Since the subject matter of Action Item #2 is complex, government is making every effort to perform in-depth research and analysis into existing models before moving towards options for a framework. Policing and law enforcement impacts every British Columbian, so we want to take the time to get this right.

- We have started work on Action Item #2 and the project is on track for its overall target completion date of 2018. More information will be made available once our findings and recommendations are completed.

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

From: Lenz, Allison JAG:EX
To: Sitter, Donna GCPE:EX
Cc: McRobert, Brad P JAG:EX
Subject: FW: Call for Records PSS-2016-60842 - Due: March 1, 2016
Date: Tuesday, February 23, 2016 10:52:00 AM

Good morning Donna ☺

As per Sandra's email below, I have developed some bullets regarding our progress on Action Item #2 and had them reviewed by Brad. Could you please take a look at the bullets and provide any feedback you think necessary? Don't hesitate to let me know if you have any questions.

Thanks!

Allison

- The British Columbia Policing and Community Safety Plan (BCPCSP) was developed in consultation with British Columbians, community leaders, local governments, and police. It presents a framework against which decisions about policing will be made now and in the future.
- The finalized BCPCSP represents a promise made and kept, fulfilling government's commitment to develop a long-term, strategic plan for policing in BC.
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- Since the subject matter of Action Item #2 is complex, government is making every effort to perform in-depth research and analysis into existing models before moving towards options for a framework. Policing and law enforcement impacts every British Columbian, so we are taking the time to get this right.
- We have started work on Action Item #2 and the project is on track for its overall target completion date of 2018. More information will be made available once our findings and recommendations are completed.

From: Sajko, Sandra JAG:EX
Sent: Monday, February 22, 2016 3:21 PM
To: McRobert, Brad P JAG:EX; Lenz, Allison JAG:EX
Cc: Huska, Joshua JAG:EX
Subject: RE: Call for Records PSS-2016-60842 - Due: March 1, 2016

Okay thanks, not sure who the requestor is but in case it's media or opposition we should develop some messaging with Donna on where this is at.

Sandra

From: McRobert, Brad P JAG:EX
Sent: Monday, February 22, 2016 3:09 PM
To: Lenz, Allison JAG:EX
Cc: Huska, Joshua JAG:EX; Sajko, Sandra JAG:EX

Subject: RE: Call for Records PSS-2016-60842 - Due: March 1, 2016

Thanks, Allison.

Josh/Sandra – FYI only.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Monday, February 22, 2016 2:58 PM
To: McRobert, Brad P JAG:EX
Subject: FW: Call for Records PSS-2016-60842 - Due: March 1, 2016

Just to keep you in the loop....

Though as we haven't even had the project charter finalized/reviewed yet, I don't think that we have anything that is being asked for.

From: McLean, Kimberley M JAG:EX
Sent: Monday, February 22, 2016 2:40 PM
To: O'Neill, Jennifer L JAG:EX; Graf, Betty JAG:EX; Anderson, Lisa R JAG:EX
Cc: Holmes, Kjerstine L JAG:EX; Lenz, Allison JAG:EX
Subject: RE: Call for Records PSS-2016-60842 - Due: March 1, 2016

You need to ask Kjerstine and Allison on this one They both will have documents, though since the project hasn't started yet there is not a document of the findings. K

From: O'Neill, Jennifer L JAG:EX
Sent: Monday, February 22, 2016 2:24 PM
To: McLean, Kimberley M JAG:EX; Graf, Betty JAG:EX; Anderson, Lisa R JAG:EX
Subject: FW: Call for Records PSS-2016-60842 - Due: March 1, 2016

Afternoon,

The Ministry has received a new FOI request from an individual for the following:

A copy of the review or findings of the review for the following regarding the **BC Policing and Community Safety Plan: Action item #2, part 1** - Conduct an in-depth review of similar models in other jurisdictions and a comprehensive review of law enforcement, private security and public safety groups; A summary of the status of the **Action item #2, part 2** - An enhanced framework for categories of law enforcement personnel which provide support to policing, Completion 2018. (Date Range for Record Search: From 01/01/2016 To 02/17/2016).

Please advise regarding responsive records for this request as soon as you are able.

Thank you,
Jennifer

Jennifer O'Neill
Senior Policy and Program Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
250-356-9114

From: Fisher, Sandra [mailto:justice.social.foi@gov.bc.ca]
Sent: Friday, February 19, 2016 1:30 PM
To: Campbell, Sarah JAG:EX; O'Neill, Jennifer L JAG:EX
Cc: Justice Social FOI MTIC:EX; Hansen, Garry MTIC:EX
Subject: Call for Records PSS-2016-60842 Due March 2, 2016

Hello, I'm directing this call for records to both CSCP and PSD - please let me know if there are any other program areas that may have records. I wasn't certain if both of your areas should be included or just PSD - thanks Jennifer and Sarah.

Please find attached a Call for Records form that is electronic, fillable and saveable. The form has active links and pull-down menus. Please send your records **in one PDF document**, to the Justice/Social mailbox at justice.social.foi@gov.bc.ca. Thank-you.

Your Ministry has received a formal request made under the *Freedom of Information and Protection of Privacy Act* (FOIPPA). The request is for:

A copy of the review or findings of the review for the following regarding the BC Policing and Community Safety Plan: Action item #2, part 1 - Conduct an in-depth review of similar models in other jurisdictions and a comprehensive review of law enforcement, private security and public safety groups: A summary of the status of the Action item #2, part 2 - An enhanced framework for categories of law enforcement personnel which provide support to policing, Completion 2018. (Date Range for Record Search: From 01/01/2016 To 02/17/2016).

Please contact the analyst assigned to this request if you have any questions – **Garry Hansen (778) 698-2269.**

What Do You Need to Do?
Please complete the attached Call for Records form.
• If search and retrieval time is anticipated to exceed 3 hours and/or the total volume of records exceeds 200 pages, complete only Sections 1 & 2 of the Call for Records Form as we may be in a position to issue a fee estimate. Then, return the form to the Justice/Social FOI Mailbox at justice.social.foi@gov.bc.ca by February 25, 2016. Please await further instruction from IAO as the records will not be required until the fee estimate process has been completed. Once fees have been paid or waived, you will be contacted to continue the call for records process. You will also be advised you if the request is abandoned and/or closed.
• If no fees apply then proceed with the call for records process. Please complete the attached Call for Records Form and return it to the Justice/Social FOI Mailbox at justice.social.foi@gov.bc.ca by March 2, 2016. Send records via email in PDF format. One PDF document is preferable. If email is not possible, please send the records in electronic format (CD, memory stick) via house mail with a copy of this note.

Reminder
You should be aware that FOIPPA obligates us to assist the applicant and to respond without delay, openly, accurately, and completely. In the event that the ministry must defend the adequacy of its search to the Information and Privacy Commissioner at Inquiry, those involved in searching for records may be required to sign affidavits confirming they have conducted an adequate search for relevant records.

Questions and Concerns
Please do not hesitate to contact your analyst noted on the attached Call for Records form to discuss:
- whether the records may be routinely releasable;
- whether the information is being prepared for public release or is already publicly available;
- ways in which an applicant may want to narrow/focus their request to reduce potential fees;
- and/or any other questions or concerns relating to this request.

Thank you for your assistance,

Sandra Fisher
Junior FOI Analyst
Justice / Social Team
Information Access Operations

From: Lenz, Allison JAG:EX
To: Staples, Jan JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter
Date: Tuesday, February 23, 2016 9:11:00 AM

Thanks for your feedback, Jan. Much appreciated.

Just to answer your question about adding others to the list of "key stakeholders," the list will be revised as we do more research and get more of a sense of the direction we're heading in. I'll definitely keep your suggestions in mind going forward ☺

From: Staples, Jan JAG:EX
Sent: Thursday, February 18, 2016 9:07 AM
To: Lenz, Allison JAG:EX; Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; Steenvoorden, Tom JAG:EX
Cc: McRobert, Brad P JAG:EX; Sajko, Sandra JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter

Hi Allison

I've reviewed your project charter and just flagged a couple of comments that might be relevant to your process.

s.13

Plse let me know if you have any questions.

Best,
Jan

Jan Staples - Director
Road Safety Unit, Police Services Division
Ministry of Public Safety and Solicitor General
Ph: 604.775.2108

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 1:16 PM
To: Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; 'Standish, Alana AGRI:EX'; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
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Good afternoon BMC members:

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Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

From: Sajko, Sandra JAG:EX
To: Lenz, Allison JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: RE: LEC Bullets
Date: Tuesday, February 23, 2016 12:35:28 PM

Works for me! thanks so much

Sandra

From: Lenz, Allison JAG:EX
Sent: Tuesday, February 23, 2016 11:43 AM
To: Sajko, Sandra JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: LEC Bullets

Good morning Sandra,

As per your request, I have drafted some bullets on the LE Continuum. These bullets (see below) have been reviewed and approved by Brad and Donna.

In speaking with Donna about the bullets s.22
s.22

Please don't hesitate to let me know if you have any questions or would like any changes made.

Take care,
Allison

- The British Columbia Policing and Community Safety Plan (BCPCSP) was developed in consultation with British Columbians, community leaders, local governments, and police. It presents a framework against which decisions about policing will be made now and in the future.

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Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

From: Lenz, Allison JAG:EX
To: Sitter, Donna GCPE:EX
Subject: FW: LEC Bullets
Date: Tuesday, February 23, 2016 1:25:00 PM

FYI

From: Sajko, Sandra JAG:EX
Sent: Tuesday, February 23, 2016 12:35 PM
To: Lenz, Allison JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: RE: LEC Bullets

Works for me! thanks so much

Sandra

From: Lenz, Allison JAG:EX
Sent: Tuesday, February 23, 2016 11:43 AM
To: Sajko, Sandra JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: LEC Bullets

Good morning Sandra,

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s.22

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policing in BC.

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Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

From: Sitter, Donna GCPE:EX
To: Lenz, Allison JAG:EX
Subject: RE: bullets
Date: Tuesday, February 23, 2016 11:38:00 AM

Great thanks Allison!

From: Lenz, Allison JAG:EX
Sent: Tuesday, February 23, 2016 11:37 AM
To: Sitter, Donna GCPE:EX
Subject: RE: bullets

Thanks s.22
I'll pass the bullets along to Sandra and will let you know when she signs off.

Take care,
Allison

From: Sitter, Donna GCPE:EX
Sent: Tuesday, February 23, 2016 11:29 AM
To: Lenz, Allison JAG:EX
Subject: RE: bullets

Yes - s.22
s.22

From: Lenz, Allison JAG:EX
Sent: Tuesday, February 23, 2016 11:25 AM
To: Sitter, Donna GCPE:EX
Subject: RE: bullets

Hi Donna,

I compiled the bullets from various sources: the news release on the BCPCSP, our webpage on the BCPCSP, and two letters that we sent about Action Item #2 in 2015.
When you say looks good, does that mean I should send them along to Sandra now?

Take care,
Allison

From: Sitter, Donna GCPE:EX
Sent: Tuesday, February 23, 2016 11:24 AM
To: Lenz, Allison JAG:EX
Subject: bullets

Hi - look good - where did they come from - our issues note? (This is a new email - don't need to be on the whole trail)

From: Sajko, Sandra JAG:EX
To: McRobert, Brad P JAG:EX; Lenz, Allison JAG:EX
Subject: RE: LE continuum project charter
Date: Wednesday, February 24, 2016 10:04:28 AM

Okay thanks, then I'll ask Nicole for time for the 3 of us to meet with Clayton later next week if possible – depends on his schedule of course...

From: McRobert, Brad P JAG:EX
Sent: Wednesday, February 24, 2016 10:04 AM
To: Lenz, Allison JAG:EX; Sajko, Sandra JAG:EX
Subject: RE: LE continuum project charter

Agreed. We should be able to turn around a final copy by end of this week for your review.

Brad McRobert
Director, Security Services
Security Programs Division
Ministry of Public Safety and Solicitor General
(250) 356 0286

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 24, 2016 10:03 AM
To: Sajko, Sandra JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: RE: LE continuum project charter

Brad and I are meeting this afternoon to discuss the project charter. I've received feedback from a few BMC members, but not all (technically they have until he end of the day today).
The project charter should be ready for you, complete with updates based on BMC comments, by the end of this week. I think you should be able to meet with Clayton later next week.

Thoughts, Brad?

From: Sajko, Sandra JAG:EX
Sent: Wednesday, February 24, 2016 10:00 AM
To: Lenz, Allison JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: LE continuum project charter

Just thinking ahead I should be requesting a time to meet with Clayton on this – do you think later next week or the following?

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: Updated LEC Project Charter
Date: Wednesday, February 24, 2016 10:35:00 AM
Attachments: 160216 LE Continuum Project Charter ALenz.docx

Hi Brad,

For our meeting this afternoon, please find attached the revised version of the project charter. I've made the changes requested by BMC.

We received feedback from:
Lynne McInally (including feedback from Jenni Bard)
Lisa Godenzie
Jan Staples

Other comments from BMC (not included in project charter update):

- Jenni said that SPD is not listed as an internal resource; however, all BMC is listed – are there other SPD directors who should be listed as part of BMC?

s.13

- Both Danielle and Lynne have raised concerns about the timelines. Admittedly, I too am concerned that the timelines may be too short given the resources that have been allocated for the project.

Don't hesitate to let me know if you have any questions. Otherwise, see you this afternoon.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province in 2012 as part of the development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between the disparate roles private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made. s.22

PURPOSE

This project will ~~create a~~develop options for the development of a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12,s.13

s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the ~~burdens~~ current workload pressures on police in BC through the addition of supplemental ~~policing~~law enforcement
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with ~~policing~~ peace officer powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review of law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium and will present model options for government to consider when modernizing the *Police Act* and policing framework in British Columbia

PROJECT SCORE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope
The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

Comment [LAJ2]: Lynne suggests checking with Bhar Sihota. They have a public safety committee.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts	**TBD**

	• Speakers/keynote • Contingency	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

s.13

KEY	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Insptectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

From: Holmes, Kierstine L JAG:EX
To: Lenz, Allison JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter
Date: Wednesday, February 24, 2016 11:12:23 AM
Attachments: 160216 LE Continuum Project Charter ALenz.docx

Hi Allison,

I have some very minor comments/questions in the attached version. Otherwise I think that the charter looks very good.

Thanks for the opportunity to review.

Kjerstine

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 1:16 PM
To: Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; 'Standish, Alana AGRI:EX'; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
Cc: McRobert, Brad P JAG:EX; Sajko, Sandra JAG:EX
Subject: Law Enforcement Continuum Project Charter

Good afternoon BMC members:

As Sandra mentioned a few weeks ago at a BMC meeting, we have started work on the Law Enforcement Continuum project.

We would like to hear from you before we finalize our project charter. Please find a copy attached for your review and comment. It has not been shared with Clayton yet; we would like to gather your feedback before we send it forward for his review and approval.

We are aiming to have the project charter signed off at the beginning of March. Please return your comments to me by **February 24, 2016** so that we will have time to make changes and Clayton will have time to review it.

Thank you in advance for your assistance and please don't hesitate to let me know if there are any questions.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province as part of the development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

Comment [HKLJ1]: How do layers differ from categories? Is the term "layers" an agreed upon one? I am envisioning overlap or resources with respect to this term.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will create a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the burdens on police in BC through the addition of supplemental policing
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4. Clearly define the roles and responsibilities of the classes of officers with policing powers
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FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

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- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
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- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope
The following items are out of scope: s.13

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
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s.13

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts	TBD

	• Speakers/keynote • Contingency	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
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6	Stakeholder Feedback on Research Report Completed	August 1, 2016
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8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12.s.13 s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

From: Lenz, Allison JAG:EX
To: Holmes, Kjerstine L JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter
Date: Wednesday, February 24, 2016 11:14:00 AM

Thanks for the comments, Kjerstine ☺ I'll add them into my revised version of the charter.

Take care,
Allison

From: Holmes, Kjerstine L JAG:EX
Sent: Wednesday, February 24, 2016 11:12 AM
To: Lenz, Allison JAG:EX
Subject: RE: Law Enforcement Continuum Project Charter

Hi Allison,

I have some very minor comments/questions in the attached version. Otherwise I think that the charter looks very good.

Thanks for the opportunity to review.

Kjerstine

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 17, 2016 1:16 PM
To: Anderson, Lisa R JAG:EX; Campbell, Corrie L JAG:EX; Duplissie, Danielle JAG:EX; Enger, Tonia JAG:EX; Godenzie, Lisa JAG:EX; Holmes, Kjerstine L JAG:EX; Mas, Sophie B JAG:EX; McInally, Lynne M JAG:EX; McLean, Kimberley M JAG:EX; 'Standish, Alana AGRI:EX'; Staples, Jan JAG:EX; Steenvoorden, Tom JAG:EX
Cc: McRobert, Brad P JAG:EX; Sajko, Sandra JAG:EX
Subject: Law Enforcement Continuum Project Charter

Good afternoon BMC members:

As Sandra mentioned a few weeks ago at a BMC meeting, we have started work on the Law Enforcement Continuum project.

We would like to hear from you before we finalize our project charter. Please find a copy attached for your review and comment. It has not been shared with Clayton yet; we would like to gather your feedback before we send it forward for his review and approval.

We are aiming to have the project charter signed off at the beginning of March. Please return your comments to me by **February 24, 2016** so that we will have time to make changes and Clayton will have time to review it.

Thank you in advance for your assistance and please don't hesitate to let me know if there are any

questions.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Subject: 160224 LE Continuum Project Charter ALenz
Date: Wednesday, February 24, 2016 1:39:53 PM
Attachments: 160224 LE Continuum Project Charter ALenz.docx

Hi Brad,

Attached is the updated, updated version of the project charter for our discussion this afternoon. I have added in the comments that I received just before lunch.

Take care,
Allison

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

During round table discussions, which occurred across the province in 2012 as part of the development of the BC Policing and Community Safety Plan, participants agreed that law enforcement and public safety functions could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have layers of law enforcement (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

Comment [LAJ1]: How are layers different than categories? Is this term used because it implies overlap?

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which will close the gap between the disparate roles private security and public police. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

s.22

PURPOSE

This project will ~~create a~~develop options for the development of a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the ~~burdens~~ current workload pressures on police in BC through the addition of supplemental ~~policing~~law enforcement
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with ~~policing~~ peace officer powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review of law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

PROJECT SCOPE

In Scope
The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13

- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

s.13

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

s.13

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

Comment [LAJ5]: Lynne suggests checking with Bhar Sihota. They have a public safety committee.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts	**TBD**

	• Speakers/keynote • Contingency	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

s.13

KEY	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• Sheriffs • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

From: McRobert, Brad P JAG:EX
To: Lenz, Allison JAG:EX
Subject: FW: 160224 LE Continuum Project Charter ALenz (3)
Date: Wednesday, February 24, 2016 2:41:47 PM
Attachments: 160224 LE Continuum Project Charter ALenz (3).docx

Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

~~During~~ Participants of province-wide round table discussions~~, which occurred across the province in 2012 as part~~during ~~of~~ the development of the BC Policing and Community Safety Plan~~, participants~~ agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of ~~layers~~ of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

Comment [LAJ1]: How are layers different than categories? Is this term used because it implies overlap?

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia ~~and which will close the gap between~~better define the ~~disparate~~respective roles of private security and public ~~police~~law enforcement. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made. s.22

PURPOSE

This project will ~~create a~~develop options for the development of a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

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1. Ensure policing in BC is delivered in the most cost-effective manner
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FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review of law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
    - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13

- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope
The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

KEY RESOURCES

Name	Role	Responsibilities
Jan Staples Tom Steenvoorden		

s.13

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

Comment [LAJ4]: Lynne suggests checking with Bhar Sihota. They have a public safety committee.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts • Speakers/keynote • Contingency	TBD
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016

6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12.s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

RISK ASSESSMENT			
Risk	**Probability**	**Impact**	**Proposed Risk Response**
gap analysis			

KEY STAKEHOLDERS*

Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Insptectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• BC Sheriff ~~s~~Service • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

From:	Lenz, Allison JAG:EX
To:	Sajko, Sandra JAG:EX
Cc:	McRobert, Brad P JAG:EX
Subject:	LE Continuum Project Charter
Date:	Wednesday, February 24, 2016 2:59:00 PM
Attachments:	160224 LE Continuum Project Charter ALenz (2).docx

Good afternoon Sandra,

Please find attached the most recent version of the Law Enforcement Continuum project charter. I have made the changes requested by BMC and Brad has reviewed. Please let me know if you have any questions or require any changes.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which better define the respective roles of private security and public law enforcement. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will develop options for the development of a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12, s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with peace officer powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review of law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
    - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
- A Symposium will be held which will provide an opportunity for consultation with stakeholders in order to obtain expert feedback on issues faced in British Columbia and to develop potential solutions
- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples Tom Steenvoorden	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.

PROJECT BUDGET

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel	**TBD**

	• Publications/handouts • Speakers/keynote • Contingency	
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	March 1, 2016
2	Scan of BC Law Enforcement Continuum	April 1, 2016
3	Scan of Canadian Law Enforcement Continuum Models	April 1, 2016
4	Scan of International Law Enforcement Continuum Models	May 1, 2016
5	Research Report Completed	June 1, 2016
6	Stakeholder Feedback on Research Report Completed	August 1, 2016
7	Key Principles and Policy Questions Document Approved	September 1, 2016
8	Symposium Completed	Mid October 2016
9	Green Paper Approved and Provided for Public Consultation	Early – mid December 2016

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies
The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions
The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from police and other stakeholder agencies	Low	High	Communicate scope of project and provide regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• BC Sheriff Service • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

From: Sajko, Sandra JAG:EX
To: Lenz, Allison JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: RE: LE Continuum Project Charter
Date: Wednesday, February 24, 2016 3:47:16 PM

Thanks, I'll review and get back to you. I've sent an email to Nicole requesting the meeting so hopefully will hear back soon.

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 24, 2016 3:00 PM
To: Sajko, Sandra JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: LE Continuum Project Charter

Good afternoon Sandra,

Please find attached the most recent version of the Law Enforcement Continuum project charter. I have made the changes requested by BMC and Brad has reviewed. Please let me know if you have any questions or require any changes.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704

Please consider the environment before printing

McRobert, Brad P PSSG:EX

From: Lenz, Allison JAG:EX
Sent: Wednesday, February 24, 2016 8:35 AM
To: Baker, Ardys JAG:EX
Cc: Sajko, Sandra JAG:EX; McRobert, Brad P JAG:EX
Subject: LEC DN s.12,s.13
Attachments: s.12,s.13 LE Continuum (3 in 1) ALenz.docx

Good morning Ardys,

Please find attached our note on the Law Enforcement Continuum. As discussed, we have combined it with the notes you also requested on SPCs and police accountability.

Take care,
Allison

Allison Lenz
Policy Analyst
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Ph. 250 387-0352
Cell 250.508.2704
Please consider the environment before printing

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
POLICING AND SECURITY BRANCH
BRIEFING NOTE

PURPOSE: For DECISION by Clayton Pecknold, Assistant Deputy Minister and Director of Police Services.

ISSUE: Law Enforcement Continuum Review

SUMMARY:

- There is no comprehensive legislation in BC that defines the roles, responsibilities, and authorities for all the providers of law enforcement and public safety services; the current legislation governing various public safety roles (e.g., police, peace officer, and private security) is spread across several acts.
- Police agencies are challenged to deliver front-line policing within their existing resources. There is increased need for supplemental law enforcement and other support services to free up police officers to undertake more complex or high-risk policing tasks.
- The existing processes governing Special Provincial Constables (SPCs) have evolved over time and do not provide clear intent or accountability for the various officials or organizations which utilize SPC appointments.

s.12,s.13

- Action item #2 of the BC Policing and Community Safety Plan committed the Ministry to develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing.

BACKGROUND:

- The function and role of policing in the provision of public safety and law enforcement has evolved and expanded since the inception of the *Police Act*.
- The core responsibilities of policing, including legal and administrative requirements placed on police work, have expanded to require more resources.
- Police officers are a highly trained and costly means for addressing some aspects of traditional policing duties (e.g., securing crime scenes, administrative functions).
- Due to additional responsibilities and the 24/7 availability of police officers, police have undertaken an increasing role in response to issues previously under the purview of social service providers; for example, response to mental health crises.
- The *Police Act* gives authority for the creation of Special Municipal Constables and Bylaw Officers but does not set out standards for these classes of person or provide any oversight mechanism for these positions. This creates a lack of consistency and accountability across law enforcement in general, re-iterating the need for a system wide rationalized approach.

- s.12,s.13,s.14

- The *Police Act* and Regulations currently include complaint processes for police officers and Special Provincial Constables. Should the Law Enforcement Continuum s.12,s.13,s.14

- The full spectrum of law enforcement and public safety functions (e.g., special provincial constables, auxiliaries, by-law officers, private security) should be examined in an effort to allow the delivery of law enforcement and public safety functions in a more cost-effective and efficient way.

OPTIONS:

s.12,s.13

FINANCIAL IMPLICATIONS:

- The model chosen will determine the financial implications for all stakeholders.

LEGAL ADVICE PREVIOUSLY OBTAINED: [No]

OTHER MINISTRIES IMPACTED/CONSULTED:

- As Police are an integral part of the Law Enforcement Continuum; they will have to be consulted during the Law Enforcement Continuum Review.
- Local governments, as partners in the provision of public safety across the province, will need to be consulted on any changes to the Law Enforcement Continuum.
- The Ministry of Community, Sport, and Cultural Development will need to be consulted regarding any potential impacts to local governments resulting from any proposed changes to the Law Enforcement Continuum.
- Ministries with compliance/enforcement regimes may be consulted as their programs are considered part of the Law Enforcement Continuum and may be impacted.
- Private security industry associations will need to be consulted to discuss any potential changes resulting from the Law Enforcement Continuum Review.
- Crown corporations with law enforcement responsibilities may need to be consulted regarding their role in the Law Enforcement Continuum.

Cliff: XXXXXX
Date Prepared: Month XX, 201X
Date Decision Required: Month XX, 201X

DECISION APPROVED / NOT APPROVED **DATE:**

[Name]
[Title]

Prepared by:
Allison Lenz
Policy Analyst
Policing and Security Branch
250.387.0352

Approved by:
Brad McRobert
Director, Security Services
Policing and Security Branch
250.356.0286

Approved by:
Sandra Sajko
Executive Director
Security Services
Policing and Security Branch
250.356.1504

Approved by:
Clayton Pecknold
Assistant Deputy Minister
and Director of Police Services
Policing and Security Branch
250.387.1100

Attachment(s)
[As referenced in the Note.]

McRobert, Brad P PSSG:EX

From: Sajko, Sandra JAG:EX
Sent: Thursday, February 25, 2016 2:08 PM
To: Lenz, Allison JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: Re: LE Continuum Project Charter

Looks really good Allison! Just a couple comments:

Should we reference training and standards in the scope section? Part of implantation in out of scope?

In external resources are there any F/P forums that could assist? Not sure if anyone else looking at this issue in Canada?

Let's extend target dates by at least a month.

Thank you!

Sandra

On Feb 24, 2016, at 2:59 PM, Lenz, Allison JAG:EX <Allison.Lenz@gov.bc.ca> wrote:

> Good afternoon Sandra,
>
> Please find attached the most recent version of the Law Enforcement Continuum project charter. I have made the changes requested by BMC and Brad has reviewed. Please let me know if you have any questions or require any changes.
>
> Take care,
> Allison
>
> *Allison Lenz*
> *Policy Analyst*
> Policing and Security Branch
> Ministry of Public Safety and Solicitor General
> *Ph. 250 387-0352*
> *Cell 250.508.2704*
> Please consider the environment before printing
>
> <160224 LE Continuum Project Charter ALenz (2).docx>

From: Lenz, Allison JAG:EX
To: McRobert, Brad P JAG:EX
Cc: Sajko, Sandra JAG:EX
Subject: RE: LE Continuum Project Charter
Date: Monday, February 29, 2016 7:39:00 AM
Attachments: 160226 LE Continuum Project Charter ALenz.docx

Good morning Brad,

Please find attached the latest version of the project charter.

Take care,
Allison

From: McRobert, Brad P JAG:EX
Sent: Friday, February 26, 2016 4:37 PM
To: Sajko, Sandra JAG:EX
Cc: Lenz, Allison JAG:EX
Subject: Re: LE Continuum Project Charter

Thanks for keeping me in the loop.

Allison- can you pls send me the most recent version at your convenience.

Brad McRobert
Director, Security Services
Security Programs Division

On Feb 26, 2016, at 2:38 PM, Sajko, Sandra JAG:EX <Sandra.Sajko@gov.bc.ca> wrote:

> Just fyi I've sent the PC to Nicole so Clayton has for our meeting when it's set up
>
> **From:** Lenz, Allison JAG:EX
> **Sent:** Friday, February 26, 2016 9:36 AM
> **To:** Sajko, Sandra JAG:EX
> **Subject:** RE: LE Continuum Project Charter
>
> Thanks for the clarification, Sandra ☺ Please find attached the revised project charter.
>
> I have changed the timelines so that the symposium occurs at the beginning of February. Fortunately now the stakeholder consultation on the research report is in the fall rather than trying to do it over the summer.
>
> **From:** Sajko, Sandra JAG:EX
> **Sent:** Friday, February 26, 2016 9:06 AM
> **To:** Lenz, Allison JAG:EX
> **Cc:** McRobert, Brad P JAG:EX
> **Subject:** RE: LE Continuum Project Charter

I just think as Lynne said the timelines are ambitious... I thought of 2 months but then we run into Christmas etc. – anyways see what works best – e.g., symposium in Jan or Feb 2017?

From: Lenz, Allison JAG:EX
Sent: Friday, February 26, 2016 7:51 AM
To: Sajko, Sandra JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: RE: LE Continuum Project Charter

Thanks, Sandra!

Just one quick question for you about the timelines: when you say to extend them by at least a month, do you want me to extend them more? Are you thinking two months? Or?

I will send you the updated charter once I've made the changes.

Take care,
Allison

From: Sajko, Sandra JAG:EX
Sent: Thursday, February 25, 2016 2:08 PM
To: Lenz, Allison JAG:EX
Cc: McRobert, Brad P JAG:EX
Subject: Re: LE Continuum Project Charter

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Ph. 250 387-0352
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Please consider the environment before printing

<160224 LE Continuum Project Charter ALenz (2).docx>

BRITISH COLUMBIA Ministry of Public Safety and Solicitor General

PROJECT CHARTER

LAW ENFORCEMENT CONTINUUM

APPROVALS

Project Sponsors	Signature	Date
Clayton Pecknold Assistant Deputy Minister and Director of Police Services, Policing and Security Branch		
Sandra Sajko Executive Director Security Services Policing and Security Branch		

Project Lead	Signature	Date
Allison Lenz Policy Analyst Security Programs Division Policing and Security Branch		

Project Manager	Signature	Date
Brad McRobert Director, Security Services Security Programs Division Policing and Security Branch		

REVISION HISTORY

Date	Author	Version	Change Reference
3 February 2016	Allison Lenz	0.1	Draft 1

BACKGROUND

In 2012, participants of province-wide round table discussions during the development of the BC Policing and Community Safety Plan agreed that law enforcement and public safety functions in British Columbia could be delivered in more cost effective ways. Many felt that the full spectrum of law enforcement and public safety functions (special provincial constables, auxiliaries, by-law officers, private security) should be examined and an assessment of the roles of each service provider, oversight function, mandate, authority, and accountabilities for these functions be made.

In addition, recent international events (e.g., Paris Terror Attacks in November 2015) have highlighted the need to have a variety of law enforcement roles (from private security to public police) in place to prevent, prepare for, and respond to these threats and occurrences. Skill sets should be tiered within the law enforcement community in order to provide comprehensive, situation specific responses that will serve to improve public safety throughout the province.

The Ministry of Public Safety and Solicitor General recognizes that police agencies are challenged to deliver front-line policing within their existing resources and that there is increased need for supplemental law enforcement and other support services. A law enforcement continuum should incorporate law enforcement and public safety agencies in a way that will provide cost-effective support to policing in British Columbia and which better define the respective roles of private security and public law enforcement. It is critical, however, that appropriate accountability systems and adequate training and standards are in place for any changes that are made.

PURPOSE

This project will develop options for the development of a framework for categories of law enforcement and public safety services and will provide options for efficient and cost-effective service delivery. s.12, s.12,s.13
s.12,s.13

STRATEGIC ALIGNMENT

This project strategically aligns with the *British Columbia Policing and Community Safety Plan*:

> ACTION ITEM #2: "The Ministry [of Public Safety and Solicitor General] will develop a public safety model including existing and new categories of law enforcement personnel to provide cost-effective services in support of policing."

OBJECTIVES

The objectives of the project are to:

1. Ensure policing in BC is delivered in the most cost-effective manner
2. Reduce the current workload pressures on police in BC through the addition of supplemental law enforcement
3. Maintain and/or enhance public safety in BC
4. Clearly define the roles and responsibilities of the classes of officers with peace officer powers
5. Ensure adequate training and accountability mechanisms for each category of law enforcement

FINAL PRODUCT DESCRIPTION

The final outcome of this project will be the creation of a framework for categories of law enforcement personnel which provides options for the adoption of a cost-effective model for enhancing public safety in BC. A public safety model developed by this project should operate seamlessly and collaboratively across a spectrum of law enforcement and security responses to public safety, in accordance with the Vision and Values of the *BC Policing and Community Safety Plan*.

APPROACH

The project team will:

- Create a research report as a result of a comprehensive jurisdictional scan and literature review. This report will include the results of the following activities:
    - Review the BC legislative framework for law enforcement and public safety agencies
    - Catalogue all types of public safety and law enforcement agencies in BC
    - Review gaps and opportunities in the law enforcement continuum in BC
    - Conduct a literature review of law enforcement continuum models and initiatives for other jurisdictions in Canada, as well as associated policies and legislative frameworks
    - Conduct a literature review of relevant international law enforcement continuum models and initiatives, as well as associated policies and legislative frameworks, which may be adaptable for use in BC
    - Review training, standards, and accountability models for various law enforcement and public safety agencies (within and outside of Canada) as it relates to the law enforcement continuum in BC
    - Based on the literature review and jurisdictional scan, perform qualitative analysis of the respective strengths and weaknesses of different law enforcement models in Canada and similar jurisdictions
- As a result of the research report and feedback on the report received from stakeholders, a key principles and policy questions document will be developed to further guide discussion on the development of a new Law Enforcement Continuum
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- Create a Green Paper for public consultation which will reflect stakeholder consultation from the Symposium s.12,s.13
  s.12,s.13

PROJECT SCOPE

In Scope

The scope of the project includes:

- All types of public safety and law enforcement agencies in British Columbia
- Gaps and opportunities in the law enforcement continuum in BC
- Models relating to the law enforcement continuum in other jurisdictions (both in Canada and internationally)
- s.12,s.13
  s.12,s.13
- Stakeholder consultation regarding the current state of the law enforcement continuum in BC as well as the viability of proposed options

Out of Scope

The following items are out of scope:

- Police Operational Strategies
- Training and standards
- Implementation of any new public safety framework developed as a result of this project

PROJECT STRUCTURE

KEY RESOURCES

Name	Role	Responsibilities
Clayton Pecknold and Sandra Sajko	Project Executive Sponsors	• Provide project direction and guidance • Review and sign off on Project Charter, Project Plan and other deliverables • Review/approve changes to project plan • Ensure stakeholders' participation • Ensure resources are in place to conduct project • Secures required funding and resources • Resolves escalated issues
Brad McRobert	Project Manager	• Report project progress to Executive Sponsors • Provide day-to-day guidance to Project Lead • Facilitate stakeholder participation • Discuss/resolve issues • With Project Lead, identify and manage risks and issues or escalate as required
Allison Lenz	Project Lead	• Develop project charter and project plan • Plan and execute project activities • Manage project within established timelines • Identify and manage issues and risks • Conduct research and draft report with options • Lead Project Team
Lisa Anderson Corrie Campbell Danielle Duplissie Tonia Enger Lisa Godenzie Kjerstine Holmes Sophie Mas Lynne McInally Kimberley McLean Sandra Sajko Alana Standish Jan Staples	Branch Management Committee	• Provide information on areas of expertise • Assist in identifying issues • Provide feedback on report and options

KEY RESOURCES

Name	Role	Responsibilities
Tom Steenvoorden		

Resource Type	Why Needed
Compliance and Enforcement Working Group	This group is a means for communicating with compliance and enforcement agencies across all ministries.
Major Threats Cross-Government Working Group	This working group is currently pulling together various components of government that have a role to play in responding to major threats against government in order that government may provide a timely and comprehensive response.
Risk Management Branch & Government Security Office, Ministry of Finance	RMB is responsible for the overall management and coordination of the BC Government's Security Program as well as implementing appropriate security measures and controls to conditions that could cause a risk to government operations and critical infrastructure.
Emergency Management British Columbia (EMBC), Ministry of Transportation and Infrastructure	As the agency responsible for taking the lead on coordinating all of the Province's emergency management activities, EMBC has a key role to place in relation to disaster preparedness (for example, the Province's response after a terrorist attack).
Office of the Chief Information Officer (OCIO), Ministry of Technology, Innovation and Citizens' Services	The OCIO is responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services; as such, they will have a role to play in developing responsible and effective frameworks for information sharing between agencies.
BCACP	As an entity that contains representatives from all police agencies in British Columbia, the BCACP will be needed to provide key contributions to the project (e.g., police perspective, explanation of roles and gaps). Police will be significantly impacted by any changes to the law enforcement continuum. If a BCACP Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
Local Governments/UBCM	Local governments are major contributors to policing resources throughout British Columbia. Changes to the policing model could create new responsibilities or opportunities for local governments in policing or public safety, and will likely impact their financial plans. If a Local Government/UBCM Working Group does not already exist to examine this matter, one may need to be created or some representatives may need to be made available to assist.
F/P/T Working Group	Canada as a whole has been examining the Economics of Policing and associated matters for several years; there may be an existing FPT Working

	Group that could provide valuable assistance (e.g., information that has already been compiled).

PROJECT BUDGET*

#	Item	Estimate
1	**Symposium** This cost includes • meeting space rental • AV rental • Catering • Travel • Publications/handouts • Speakers/keynote • Contingency	**TBD**
2		
3		
	TOTAL	**TBD**

**This budget was created using analogous estimating and is subject to change – a definitive estimate will be developed during project planning*

PROJECT DELIVERABLES*

#	Major Deliverable	Description
1	Project Charter	The project charter clearly outlines responsibilities and objectives.
2	Research Report	A comprehensive literature review will be combined with a Canadian and international jurisdictional scan to provide a clear picture of existing Law Enforcement Continuum models around the world.
3	Key Principles and Policy Questions Document	Based on the findings of the Research Report and feedback from stakeholder groups on the Research Report, a set of key principles and policy questions will be developed to guide further discussion on the development of a new Law Enforcement Continuum.
4	Symposium	Stakeholders will be engaged to discuss the key principles and policy questions that were identified as part of the research paper. The Symposium will provide an opportunity for stakeholders to work together with the Policing and Security Branch to develop possible options for developing a new Law Enforcement Continuum.
5	Green Paper	Based on previous research and the options developed at the Symposium, a green paper will be developed which will give the public an opportunity to engage in the discussion on developing a new Law Enforcement Continuum.

** Includes major deliverables only – the scope of deliverables will be confirmed during project planning*

PROJECT MILESTONES*

#	Milestone	Target Date
1	Project Charter Approved	April 4, 2016
2	Scan of BC Law Enforcement Continuum	May 2, 2016

3	Scan of Canadian Law Enforcement Continuum Models	May 2, 2016
4	Scan of International Law Enforcement Continuum Models	July 4, 2016
5	Research Report Completed	September 1, 2016
6	Stakeholder Feedback on Research Report Completed	October 3, 2016
7	Key Principles and Policy Questions Document Approved	November 1, 2016
8	Symposium Completed	February 1, 2017
9	Green Paper Approved and Provided for Public Consultation	Early – mid March 2017

**Milestone target dates are estimates only – milestones will be confirmed during project planning*

PROJECT CONTEXT

Links & Dependencies

The following linkages were identified at project initiation:

- *British Columbia Policing and Community Safety Plan*

The following dependencies were identified at project initiation:

- The outcome of public consultation on the green paper for Action Item #1.

Constraints & Assumptions

The following constraints were identified at project initiation:

- s.12,s.13

The following assumptions were made during project initiation:

- BCPP Action item #2 will remain unchanged
- The BCPP and creating an enhanced Law Enforcement Continuum s.12,s.13
  s.12,s.13
- Adequate resources will be provided to accomplish the project
- There will be stakeholder buy-in to facilitate necessary information sharing and collaborative work s.12,s.13

RISK ASSESSMENT

Risk	Probability	Impact	Proposed Risk Response
Limited resources	High	High	Ensure adequate time provided between milestones for the work to be completed. Ensure existing resources are not reallocated to other projects.
Large amount of information to review and analyze may cause delay in project	Medium	High	Define scope of project and assign resources and priorities to information compiled
Lack of assistance from	Low	High	Communicate scope of project and provide

RISK ASSESSMENT			
Risk	**Probability**	**Impact**	**Proposed Risk Response**
police and other stakeholder agencies			regular updates on progress
Unavailability of quantitative data required to perform gap analysis	Medium	Medium	Network of contacts across BC should supply data needed to conduct analysis

KEY STAKEHOLDERS*	
Stakeholder Name/Group	
• Independent Municipal Police Agencies • RCMP • Designated Policing Units (including CFSEU & Organized Crime Agency of BC) • Private Security Agencies (Private Investigators, Security Guards, etc.) • Pacific Region Training Centre (PRTC)/ Justice Institute of British Columbia (JIBC) • Integrated National Security Enforcement Teams (INSET) • Licence Inspectors and Bylaw Officers Association (LIBOA) • BC Association of Security Professionals (BCASP)	• BC Sheriff Service • Office of the Police Complaints Commissioner (OPCC) / Independent Investigations Office (IIO) • Union of BC Municipalities (UBCM) • Union of BC Indian Chiefs (UBCIC) • Criminal Justice Branch • Community Safety and Crime Prevention Branch • Police Unions • BC Government Employee's Union (BCGEU)

* The work done previous to stakeholder consultation (e.g., environmental scans and research report) will determine exactly which stakeholders need to be included in any discussion of the law enforcement continuum.

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Withheld pursuant to/removed as

s.12;s.13

Hoskins, Jeannie PSSG:EX

From: Butterfield, Nicole JAG:EX
Sent: Tuesday, March 1, 2016 2:55 PM
To: Hoskins, Jeannie JAG:EX
Cc: Pecknold, Clayton JAG:EX; McLean, Kimberley M JAG:EX; Dean, Danielle JAG:EX
Subject: FW: CONFIDENTIAL To the attention of Lori Wanamaker
Attachments: White Paper Policing February 2016.doc

Thank you Jeannie.

Nicole

From: Hoskins, Jeannie JAG:EX
Sent: Tuesday, March 1, 2016 2:53 PM
To: Kennard, Kimberley PSSG:EX
Cc: Butterfield, Nicole JAG:EX
Subject: FW: CONFIDENTIAL To the attention of Lori Wanamaker

Hi Kim

Lori asked that the Minister get a copy of this document for the 2:00pm conference call on Thursday.

Jeannie Hoskins
Office of the Deputy Solicitor General
250 387-5131

From: Dean, Danielle JAG:EX
Sent: Monday, February 29, 2016 4:44 PM
To: Hoskins, Jeannie JAG:EX
Cc: Pecknold, Clayton JAG:EX; Butterfield, Nicole JAG:EX
Subject: CONFIDENTIAL To the attention of Lori Wanamaker

To the Attention of Lori Wanamaker, Deputy Solicitor General:

ADM Pecknold has reviewed and approved the attached white paper. Please note: This document is confidential.

Best regards,

Danielle Dean
Administrative Assistant
Office of the Assistant Deputy Minister and
Director of Police Services
Policing and Security Branch
Ministry of Public Safety and Solicitor General
Telephone: 250 387-1741
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