

2013/14

Annual Report

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Part I

Message from the Chief Civilian Director



I am pleased to present the second annual report of the Independent Investigations Office (IIO) to the government and people of British Columbia.

During our second fiscal year of operation, the IIO has recognized significant achievement in our original goals to:

1. conduct fair, unbiased and thorough investigations of police-related critical incidents involving death and serious harm;
2. ensure timeliness in investigations; and
3. ensure transparency through public reporting.

With each new investigation, I see our organization moving forward and using lessons learned over the last 19 months of operation to consistently improve our work with the intent of establishing the IIO as an organization that can be trusted by the public, the government and the police.

Over the course of the last year, we spent significant time and effort to develop the IIO's Mission, Vision and Values and are working on a two-year Strategic Plan to ensure the future long-term success of our organization. We are committed to ensuring that the IIO will grow into a mature organization where we ensure transparency, fairness and accountability; we achieve alignment from top to bottom in terms of guiding values and measurable results; and we are committed to promoting a positive organizational culture that fosters good morale and job satisfaction amongst our staff.

The upcoming year will involve the IIO working with a Special Committee of the Legislative Assembly of British Columbia to review the Independent Investigations Office. Pursuant to Section 38.13 of the *Police Act*, the Committee will conduct "a review of the administration and general operations of the IIO" and "the Chief Civilian Director's progress towards a goal of having an Independent Investigations Office that is staffed entirely with employees and IIO investigators who have never served as officers or members of a police or law enforcement agency." We look forward to this process and a discussion of the current and future mandate of the IIO.

Message from the Chief Civilian Director

Mission

Building
Confidence
in Police
Accountability

As a part of the IIO's commitment to work closely with our stakeholders and partners, an External Advisory Working Group has been established. It includes a diverse representation from civil liberties groups, multicultural agencies, police agencies and families of affected persons. The main purpose of the working group is to engage in discussions related to the operation of the IIO, solicit feedback, and provide a forum for information sharing.

Vision

To Investigate
Fairly, without
Bias, and to Ensure
Accountability
through Public
Reporting

The IIO is strongly committed to working with partner agencies to provide independent oversight of police in the province. As a member of the Canadian Association for Civilian Oversight of Law Enforcement (CACOLE), I particularly thank and recognize the Police Complaint Commissioner of British Columbia, the Commission for Public Complaints Against the RCMP (CPC), and the Directors of the Alberta Serious Incident Team (ASIRT), the Manitoba Independent Investigation Unit (IIU), the Ontario Special Investigation Unit (SIU) and the Nova Scotia Serious Incident Response Team (SiRT) for their advice and consult over the last year. In addition, the police community in British Columbia, including the BC Association of Chiefs of Police and the BC Association of Municipal Chiefs of Police continue to work collaboratively and cooperatively with the IIO on issues of mutual concern. Finally, special appreciation has to be given to the numerous civil liberties organizations, including the BC Civil Liberties Association, the Pivot Legal Society and Justice for Girls who have all provided advice and consult and have both supported and challenged the IIO over the last year.

Values

Integrity
Respect
Impartiality
Teamwork
Professionalism

I thank Attorney General and Minister of Justice Suzanne Anton and Deputy Attorney General Richard Fyfe for their support and the continued support of the various branches of the Ministry of Justice, to include Justice Services, Legal Services and the Corporate Management Services. Last, but not least, my thanks to IIO staff who have dedicated themselves to the long term success of the IIO program.

Executive Summary

The Independent Investigations Office began its operation in September 2012 to conduct investigations into officer-involved incidents that result in death or serious harm. Its mission is to increase public confidence in police accountability by conducting fair, unbiased and timely investigations. Over the last 19 months of operation, the IIO opened 74 investigations and has concluded 56 of them.

As a part of its commitment to transparency and accountability, the IIO 2013–2014 Annual Report provides an overview of the organization and a summary of the IIO activities between April 1, 2013 and March 31, 2014.

Part I of the report provides a historical and legislative overview of the IIO, and highlights initiatives of the 2013–2014 fiscal year.

Part II describes the organizational structure of the IIO by identifying key program areas and their main responsibilities. Part II also provides information on outreach and community engagement activities, training and professional development of the IIO staff, the IIO budget, and other projects.

Part III provides a summary of the operational performance of the IIO over the last fiscal year. It outlines the number and types of IIO investigations, the outcome of concluded cases and information regarding the affected persons. It also highlights trends through comparative analysis of investigations for the 2013–2014 fiscal year.

The final section provides a brief overview of the goals identified by the IIO for the next reporting year.

About the Independent Investigations Office

Creation of the Independent Investigations Office

The Independent Investigations Office (IIO) became operational in September 2012 as a civilian-led, independent agency conducting investigations into officer-involved incidents resulting in death or serious harm. Creation of the IIO advanced the establishment of accountable, transparent and independent oversight of police in Canada. At the time of the IIO creation similar agencies already existed in Ontario (Special Investigations Unit), Nova Scotia (Serious Incident Response Team) and Alberta (Alberta Serious Incident Response Team). Manitoba is currently in the process of forming its police oversight agency, the Independent Investigations Unit.

The creation of the IIO was driven by the recommendations from the public inquiries into the 2007 death of Robert Dziekanski, led by Justice Thomas R. Braidwood and the 1998 death of Frank Joseph Paul, led by Justice William H. Davies. Following on the recommendations from the Braidwood Commission, the Minister of Public Safety and Solicitor General introduced legislation to amend the *Police Act*, establishing the IIO. The Chief Civilian Director was hired effective January 8, 2012 and the IIO began operations on September 10, 2012.

Mandate

The IIO investigates officer-involved incidents that result in death or serious harm. The IIO has jurisdiction over the RCMP in British Columbia, 11 municipal police agencies, the South Coast BC Transportation Authority, and the Stl'atl'imx Tribal Police, as well as officers appointed as Special Provincial Constables when they are exercising their authority as Special Constables. The jurisdiction over the other police services extends to on and off duty incidents.

Legislative Framework

Part 7.1 of the *Police Act* provides a legislative framework for the IIO. It outlines key considerations regarding staffing, operations and reporting requirements. Sections 38.09 and 38.10 require police agencies to immediately report to the IIO any officer-involved incident that results in death or serious harm.

In July 2012, a *Memorandum of Understanding* was signed between the IIO and the RCMP, the municipal police agencies, the South Coast BC Transportation Authority, and the Stl'atl'imx Tribal Police. The *MOU* was amended in February 2013 to include jurisdiction over the Organized Crime Agency (CFSEU-BC) and to clarify specific sections. The *MOU* outlines roles and responsibilities between the IIO and the police agencies, providing a framework for a cooperative and effective working relationship.

One of the key considerations in the establishment of the IIO was to create a civilian-based organization. Section 38.06(3) of the *Police Act*, prevents the IIO from appointing investigators who have served as a member of a police force in BC for a period of five years preceding their appointment. The Chief Civilian Director cannot have ever served as a police officer. The long term vision is to staff the IIO entirely with employees and IIO investigators who have never served as officers or members of a police or law enforcement agency.

About the Independent Investigations Office

Main Initiatives of 2013–2014

At the time of the creation of the IIO, the Chief Civilian Director outlined three primary goals:

- To conduct fair, unbiased and thorough investigations of police related critical incidents;
- To improve timeliness in the investigation of police related critical incidents; and,
- To ensure transparency through public reporting on the results of IIO investigations.

By the end of the 2013–2014 fiscal year, the IIO had completed 40 investigations of incidents falling within its mandate. The time it took to complete these investigations ranged from 51 days to nine months.

Twenty-six investigations resulted in public reports in cases where the Chief Civilian Director concluded that no officer may have committed an offence.

Thirteen investigations resulted in Reports to Crown Counsel for consideration of criminal charges. Five Clear Statements were issued by the Criminal Justice Branch after charges were not approved. In two cases, charges were approved. As of March 31, 2014, 18 cases remained open and under investigation.

An External Advisory Working Group was created in the past year. The group includes representatives from First Nations leadership, BC Civil Liberties, community service groups, affected people and the policing community. Its intent is to assist the IIO in working collaboratively with those whose interests are affected by its mandate and operation.

Over the past year, the IIO has initiated a comprehensive process intended to develop the Mission, Vision and Values of the organization. This work has laid the foundation for a two-year Strategic Plan for the IIO, which will be posted on the IIO website (www.iiobc.ca) once completed.

Lessons Learned

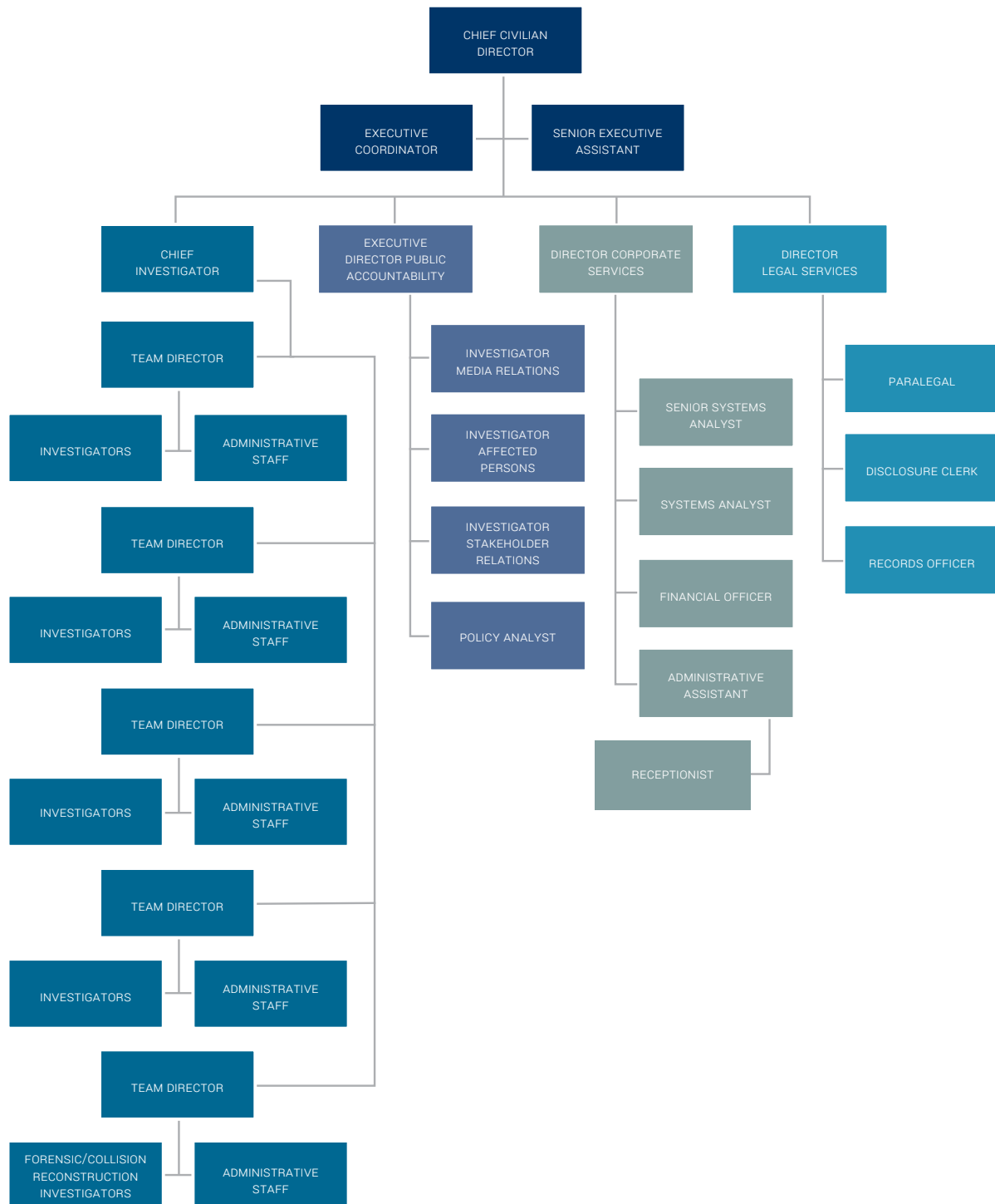
As a learning organization, the IIO is committed to continuous quality improvement and to using lessons learned to improve our work. In 2013–2014, the IIO worked to further develop and align processes and procedures, define Mission, Vision, and Values and improve timeliness of the investigations.

Highlights

- Staff became more proficient at developing investigation, deployment and communication plans that were specific to each incident.
- Business rules have been developed to ensure consistent documentation relating to investigations.
- The process used to complete public reports has now become well established.
- The experiences of the past year have highlighted the need to create one IIO culture where the organization is aligned from top to bottom in terms of guiding values and measurable results, one which promotes a positive organizational culture that fosters good morale and job satisfaction amongst our staff. This recognition will be used as part of the IIO's upcoming two-year Strategic Plan to help ensure that the IIO is successful in the long term.

About the Independent Investigations Office

Figure 1.
Organizational Chart



Part II

Program Areas

Investigations

Under the direction of the Chief Investigator, the Investigations section consists of five investigative teams, one of which specializes in forensic analysis and collision reconstruction. This specialized team provides support to the other four investigative teams in relation to scene examination and exhibit management. Each investigative team is led by a Team Director.

The investigative teams provide a 24/7 response to reported incidents across the province. An on-call Team Director is responsible for receiving notifications from a police agency. Following a notification, the Team Director assesses the information, develops the initial investigative response, and makes a recommendation to the Chief Civilian Director regarding jurisdiction.

The IIO office is located in Surrey. However, the investigative teams are organized and prepared to deploy to every part of the province to ensure as timely a response as possible. The number of deployed investigators will depend on the complexity and unique circumstances of each investigation. Investigators are trained to conduct standard investigative activities consistent with the recognized principles of Major Case Management.

The Investigations team consists of 24 appointed investigators, including the Chief Investigator, the Team Directors and 19 investigative staff.

Public Accountability

Under the direction of the Executive Director, Public Accountability, this team provides the interface between the IIO and affected persons, families, police services, media, stakeholders and government. Policy analysis and research also fall under this program area.

A strategic communications position is responsible for media relations as well as for implementing the IIO Communications Plan. The role of the Investigator, Strategic Communications is also to provide advice to the CCD and to manage projects of a sensitive nature.

The Public Accountability team also has an Investigator dedicated to providing emotional, practical and educational support to affected persons. The role of the Investigator, Affected Persons may include providing immediate critical incident debriefing, referral to community support programs and resources, serving as a point of contact for the IIO, assistance in navigation of the investigative process, and communicating with families at all stages of an investigation.

The Stakeholder Relations and Community Engagement position is filled by an Investigator who is responsible for developing and implementing a three- year Community Engagement Strategy, intended to reach every corner of the province and to provide an the CCD with an opportunity to hear concerns directly from the public. In addition, the Investigator, Stakeholder Relations is the liaison with external partners and advisors. The position manages the IIO Information Line and responds to inquiries from the public.

Finally, under Section 38.12 of the *Police Act* the IIO is required to compile statistical information and trends regarding investigations. The IIO Policy Analyst is responsible for meeting those statutory expectations, establishing performance measures, and reporting out through the Annual Report. Policy development, research and evaluation are also responsibilities within this area. The Analyst works to ensure consistent data collection, timely analysis of trends and the identification of gaps.

Legal Services

The Legal Services team manages records and privacy, and provides legal advice to the IIO on investigations and other legal issues as needed. Many outside agencies request IIO records, such as the BC Coroners Service, police disciplinary agencies, involved police agencies, individuals making FOI requests and parties to civil litigation. Legal Services collects the records, determines what should be disclosed and how, and delivers them.

Program Areas

Legal Services assisted with negotiations on several *Memoranda of Understanding* with other justice system agencies, and continues to monitor and revise them. This year the IIO focused particularly on the relationship between the IIO and the many provincial agencies which employ Special Provincial Constables.

The Director of Legal Services represents the IIO's interests in legal proceedings. In particular, in April 2013, the IIO made submissions to the Supreme Court of Canada in the case of *Wood v. Schaeffer, 2013 SCC 71*. In September 2013, counsel also attended the inquest into the case the IIO investigated relating to an officer-involved shooting in Prince George that resulted in a death.

Corporate Services

Corporate Services provides a full continuum of services including finance, human resources, technology, contract management, and administrative support. This team has the overall responsibility for managing the IIO budget.

Training and Professional Development

The IIO is committed to providing opportunities for professional development to its investigative and administrative staff. In 2013–2014, the IIO staff attended 19 training sessions. Some of the training attended by investigative staff included GPS Mapping Orientation, Major Case Management Investigators course, MCM Team Commanders course, Major Crime Investigative Techniques, Conducted Energy Weapon Orientation training, and Search Warrant Drafting courses. In addition, three new Investigators began their training at the Justice Institute of BC.

Stakeholder Relations and Outreach Activities

During 2013–2014, the IIO has been working proactively to reach out, educate and engage with a variety of interest groups, organizations and communities. As a part of its Stakeholder Relations and Community Engagement strategic plan, IIO staff delivered 143 presentations to over 2,700 participants in 32 communities across the province, including more than 1,600 RCMP and 270 municipal police officers. The main goal of these activities was to provide information about the IIO and its functions to the public, the police forces, First Nations communities and other organizations with an interest in the IIO program. These events also provided an opportunity for the public to raise their questions, provide feedback and share concerns.

Highlights

- 20 presentations to RCMP Detachments
- 14 presentations to municipal police agencies (including Transit police)
- 7 presentations to First Nations groups
- 8 presentations to Town Councils
- 76 presentation sessions at Operational Skills Training at PRTC (RCMP) delivered to over 1,600 RCMP officers

External Advisory Working Group

The IIO created an External Advisory Working Group (EAWG) in 2014 and invited participation from a broad group of partners and stakeholders. The EAWG held its first meeting in January 2014. The EAWG consists of a diverse group of individuals and organizations, including the BC Civil Liberties Association, the BC Association of Police Boards, the Pivot Legal Society, representatives from the RCMP and the municipal police agencies, family members of affected people, and representatives from the First Nations organizations.

The overarching goals of the EAWG are to engage key stakeholders in meaningful discussion of the issues relating to the activities of the IIO, to solicit feedback and to respond to questions arising from the IIO operation. Membership in the EAWG is consultative in nature and participation does not constitute an endorsement of IIO policies and practices.

Mission, Vision, Values and IIO Strategic Plan



In April 2013, the IIO's Strategic Planning process began with a meeting of IIO staff and a subsequent meeting with external stakeholders (including First Nations, civil liberties organizations, representatives of the policing community, municipalities, police boards and affected people). The objective of this consultative process was to engage these groups in collaboratively defining the Mission, Vision and Values for the IIO.

In July 2013, the IIO obtained the assistance of the Organizational Development Group of the Ministry of Justice to assist in further strategic planning by conducting a "PESTEL" analysis which included identification of the Political, Economic, Social, Technological, Environmental and Legal factors impacting the IIO. In November 2013, an internal working group was created to define and identify the Goals, Roles, Processes and People (a GRPP Analysis) needed to make the organization successful in the long term.

The Mission, Vision, Values workgroup completed its work in March 2014. A Strategic Planning Subcommittee was created to build on the earlier work and to develop a two-year Strategic Plan for the IIO.

Budget

In the 2013–2014 fiscal year, the IIO had a budget of \$10,100,000. The expenditures for this fiscal year were \$7,145,619².

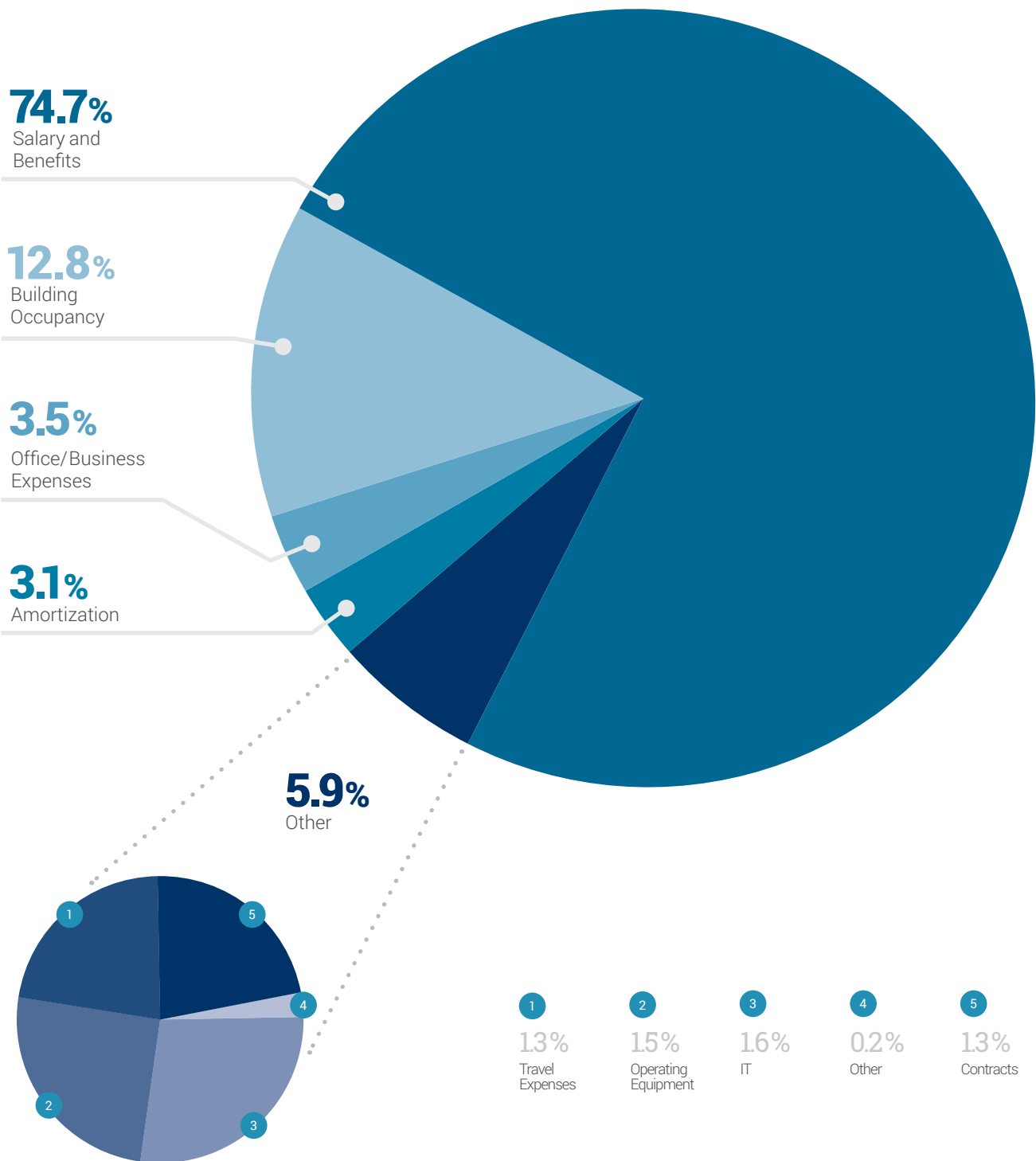
Table 1. Budget

	2012–2013		2013–2014	
Expenditure Type	Budget	Actuals	Budget	Actuals
Salary and Benefits	6,184,000	4,422,790	6,397,000	5,334,536
Travel Expenses	720,000	103,483	1,380,000	89,802
Contracts	600,000	596,021	245,000	94,177
IT	273,000	106,329	281,000	112,717
Office/Business Expenses	138,000	217,861	78,000	251,852
Operating Equipment	240,000	121,965	270,000	107,126
Amortization	567,000	114,083	613,000	222,796
Building Occupancy	335,000	885,807	567,000	916,773
Other	243,000	41,356	269,000	15,840
Total	9,300,000	6,609,695	10,100,000	7,145,619

² The expenditures are accurate as of April 15, 2014.

Budget

Figure 2.
Expenditures by Type



Special Committee

In accordance with Section 38.13 of the *Police Act*, a Special Committee to Review the Independent Investigations Office was established by the Legislative Assembly of British Columbia on February 25, 2014.

As stated in the legislation, the Committee is to review the administration and general operations of the IIO, and to assess the Chief Civilian Director's progress towards civilianization of IIO investigative staff. The Committee includes eight MLA's. It is Co-chaired by Mike Morris (Liberal, Prince George – Mackenzie) and Mr. Spencer Chandra Herbert (NDP, Vancouver – West Side). The review must be completed before January 1, 2015. The Special Committee will present the results of the review to the Legislative Assembly by February 25, 2015 and may include recommendations the Committee considers necessary or appropriate.

Special Projects

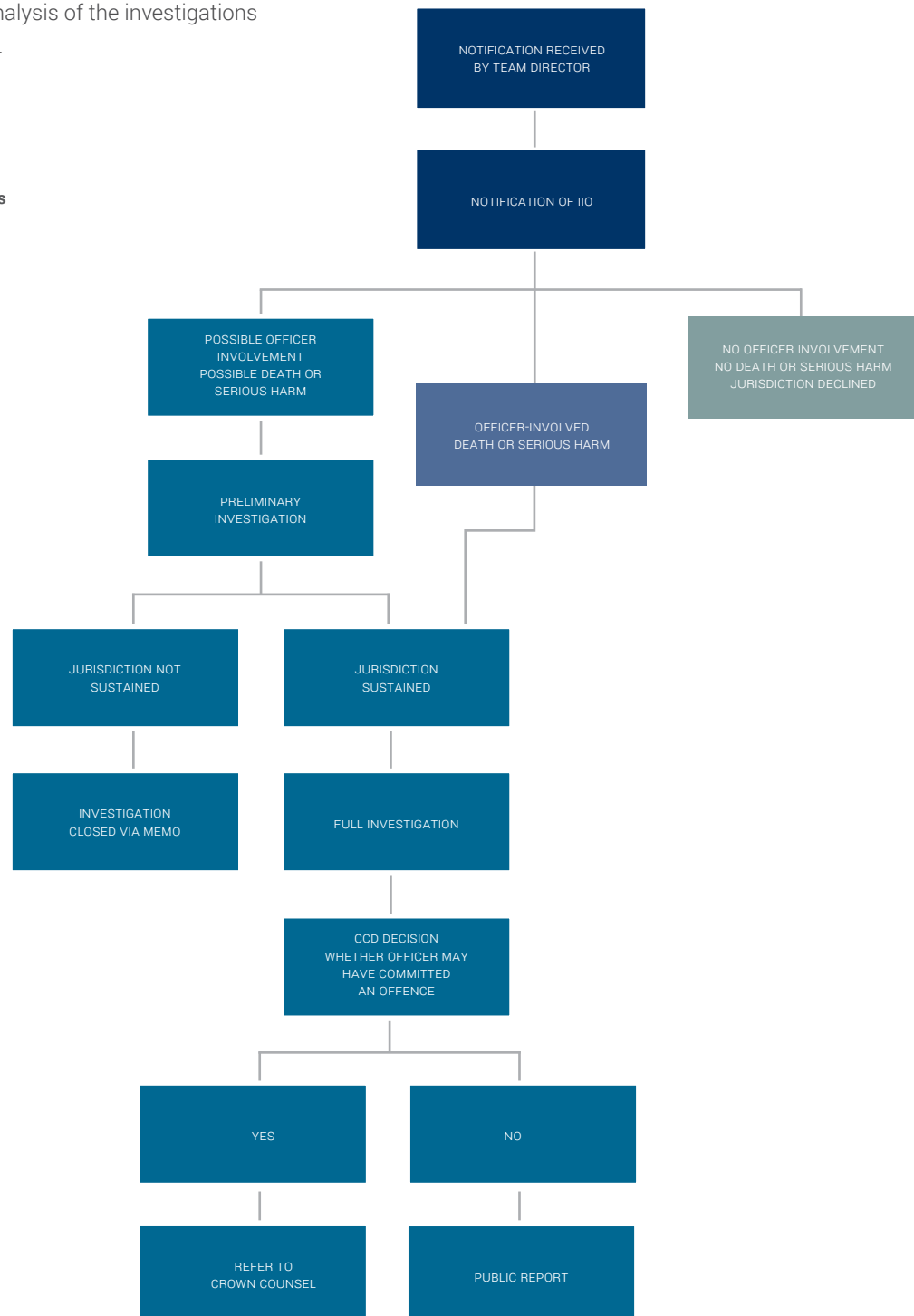
As a part of the organizational growth and development, the IIO Executive team prioritized several special projects that the IIO staff will be working on over the next fiscal year. These projects focus on optimization and standardization of processes and procedures and improving the existing systems (such as the Case Management System). They also include outreach to vulnerable populations, establishing timeliness goals and developing the policies needed to increase efficiency and ensure consistency across all areas of the IIO.

Part III

Operational Performance

Under Section 38.12 of the *Police Act*, the IIO is required to collect and report on statistical information pertaining to the frequency and types of investigations. This section provides aggregate data analysis of the investigations opened during 2013–2014.

Figure 3. IIO Investigative Process



Operational Performance

Notifications

All BC police agencies are required to immediately report all officer-involved incidents involving death or serious harm to the IIO (pursuant to Section 38.09, the *Police Act*). In the 2013–2014 fiscal year, the IIO received 223 notifications.

In cases where jurisdiction has been asserted and a preliminary investigation establishes that either the incident was not the result of the action of a police officer or did not result in a death or serious harm, the Team Director may recommend the CCD not sustain jurisdiction. The Chief Civilian Director may also request additional information be obtained for consideration prior to making his final decision.

Out of the 223 notifications received:

- 105 were declined;
- 60 were asserted and not sustained after a preliminary investigation;
- 58 were asserted and sustained resulting in full investigations to be concluded by a public report or a report to Crown Counsel for consideration of criminal charges.

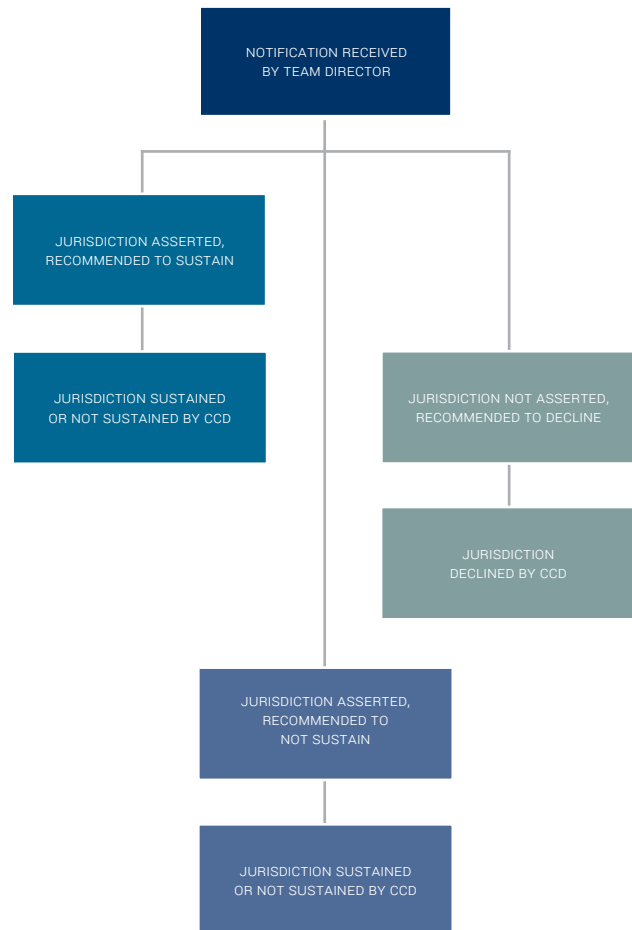
The average time of notification is determined by comparing the time the incident occurred to the time the IIO was notified. In 2013–2014, the average notification time was four hours 51 minutes³ and varied significantly depending on the type of incident.

For firearm-related incidents, the average notification time was nine minutes. This is a significant improvement from the previous year, when the average notification time for firearm-related incidents was 31 minutes.

For all other incidents the time of notification was longer, often due to the difficulty in accurately assessing the extent of an injury. In particular, in order to establish whether an injury meets the threshold of “serious harm”, it is often necessary to receive medical information.

³Notification time was calculated based on 48 cases opened during 2013–2014 year. 10 cases with significant delay in notification time were excluded as exceptions.

Figure 4.
Jurisdiction Decision-Making Process



Operational Performance

In some cases, an affected person's medical condition might deteriorate over a period of time (for example, what first appears to be a minor injury is later determined to be more serious or results in complications due to an affected person's age or physical vulnerability).

In 2012–2013 (from September 10, 2012 to March 31, 2013) the total number of notifications received by the IIO was 233. Out of those, in 35 cases jurisdiction was asserted and further in 17 cases jurisdiction was sustained.

The high volume of notifications during 2012–2013 fiscal year was a result of over-reporting during the first six weeks of operation. The standard for notification was subsequently amended through the *MOU* reflecting a new definition from “reportable injury” to one of “serious injury”.

Over the last year, the number of notifications slightly declined but the number of investigations initiated from those notification increased significantly. This indicates a more consistent understanding and application of the legislative requirements for reporting by both the police services and the IIO.

Delayed Notifications

In 10 out of 58 open investigations, there was a significant delay in notification ranging between 15 and 164 days. In most cases, delayed notifications were the result of the incidents being reported by the Office of the Police Complaint Commissioner rather than the involved police service. In those cases, the extent of the affected person's injury was either unknown at the time the incident occurred or the police service did not believe the injuries to be serious enough to fall within the IIO's mandate.

Delays were seen in cases where the relationship between the affected person's injuries and the actions of the officer were unclear leading to confusion around the requirement to report. A small number of notifications were delayed due to errors or misunderstandings on the part of officers or supervisors.

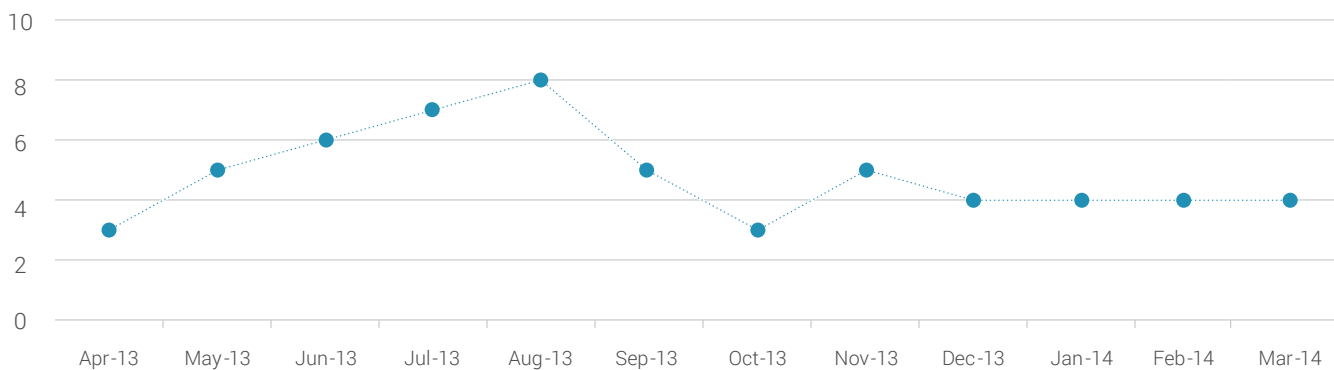


Operational Performance

Caseload

In 2013–2014, the IIO opened 58 investigations. Even taking into account the previous operational fiscal year was seven months rather than 12, 58 cases represents a significant increase from the 16 that were opened in 2012–2013.⁴

Figure 5.
Investigations Opened by Month



The average number of cases opened each month was 4.8, which is also an increase compared to the previous fiscal year. The number of cases opened each month varied throughout the year, ranging from three to eight.

Table 2.
Investigations by Injury Type

	2013–2014	2012–2013*
Type of Injury	# of Cases	
Fatal	9 (16%)	9 (56%)
Serious Harm	49 (84%)	7 (44%)
Total	58	16

* # of cases between September 10, 2012 and March 31, 2013

⁴ For 2012–2013 year, the data is based on 7 months of operational cycle (September 10, 2012 to March 31, 2013). One case was transferred from 2012–2013 to 2013–2014 caseload as the IIO was notified and opened an investigation in the 2013–2014 fiscal year.

Operational Performance

The majority of opened investigations included cases of serious harm, with fatal incidents accounting for 16% of the total caseload. Compared to the previous year, the number of serious harm cases significantly increased, while the number of fatal cases remained the same (see Table 3).

Out of the 58 investigations opened this year, 33 (57%) cases involved the RCMP, 24 (41%) involved the municipal police departments and one involved the Combined Forces Special Enforcement Unit (CFSEU-BC). Out of 11 municipal departments in the province, investigations involved four municipal police departments (Vancouver Police Department, West Vancouver Police Department, Victoria Police Department and New Westminster Police Department).

The majority of cases (66%) occurred in the Lower Mainland. 17 of the 58 cases occurred in Vancouver, followed by Surrey (eight cases), Maple Ridge, Victoria and Prince George (three cases each). Overall, incidents occurred in 26 municipalities across the province.

Table 3.
Investigations by Police Agency

Agency	# of Cases
Municipal	24
Other	1
RCMP	33
Total	58

Table 4.
Investigations by Police Agency (Location)

Cases Involving RCMP	
Lower Mainland District	17
North District	6
South East District	5
Vancouver Island District	5
Total	33
Cases Involving Municipal Police	
New Westminster PD	2
Victoria PD	4
VPD	17
West Vancouver PD	1
Total	24
CFSEU-BC	1

Operational Performance

Case Classification

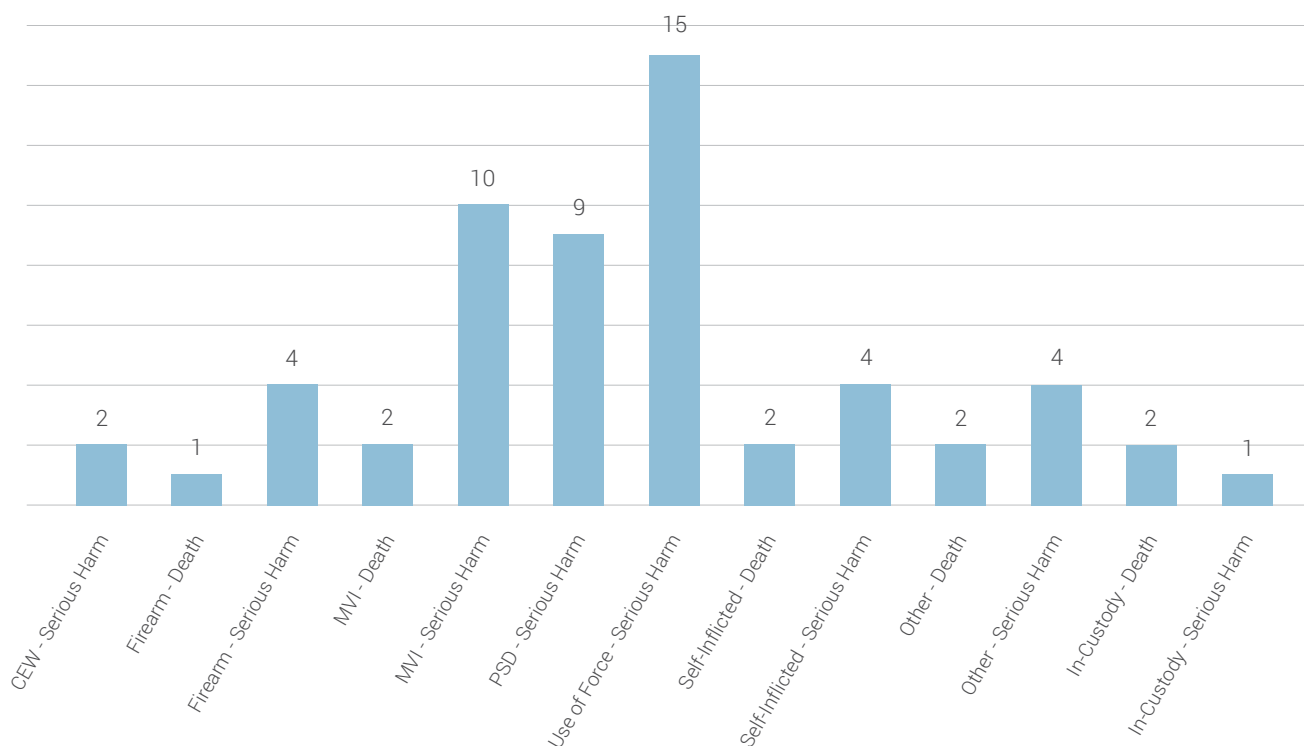
IIO cases are classified into eight major categories and two sub-categories:

- In-Custody (Death/Serious Harm)
- Conducted Energy Weapon (Death/Serious Harm)
- Motor Vehicle Incident (Death/Serious Harm)
- Use of Force (Death/Serious Harm)
- Firearm (Death/Serious Harm)
- Self-Inflicted (Death/Serious Harm)
- Other (Death/Serious Harm)
- Police Service Dog (Death/Serious Harm)

In the 2012–2013 fiscal year, the cases were classified in six categories. Expanding the number of categories in the case classification system allows for more accurate detail in reporting. In 2013–2014, the Use of Force cases represented the largest category with 15 investigations. Motor vehicle incidents were the second largest with 12 (2 fatal and 10 involving serious harm).

Compared to the 2012–2013 fiscal year, the Use of Force category continues to represent approximately a quarter of all investigations (24% in 2012–2013 and 26% in 2013–2014). A similar trend is evident for the Motor Vehicle Incidents (18% in 2012–2013 and 21% in 2013–2014). There was an increase in cases involving a police service dog and a decrease in firearm cases from 29% to 6% of the total caseload.

Figure 6.
IIO Caseload by Incident Classification



Operational Performance

Firearm Cases

In 2013–2014, the IIO investigated five officer-involved discharge of firearm cases. Four resulted in serious harm and one resulted in death. Of the five investigations, three were concluded and public reports were issued. Two cases were still open at the end of the fiscal year. On average, these investigations were open for 139 days.

Over the last year, a significant improvement was made in timeliness of notification for officer-involved firearm incidents. In 2012–2013, the average notification time was 31 minutes and in 2013–2014 the time of notification was reduced to nine minutes.

The IIO was able to ensure a timely response in the firearm incidents as all of them occurred in the Lower Mainland. In 2013–2014, the average time between notification and the arrival of the IIO investigators on scene was just over one hour.⁵

Table 5.
Firearm Cases

Municipality	IIO Notified	Incident Time	Notification Time (Min)	Arrival on Scene	Response Time*
Vancouver	25/04/2013 10:36	25/04/2013 10:30	6	12:00	01:24
Surrey	11/05/2013 19:40	11/05/2013 19:30	10	21:10	01:30
Surrey	18/07/2013 22:45	18/07/2013 22:35	10	23:15	00:30
Surrey	7/11/2013 17:29	07/11/2013 17:21	8	18:25	00:56
Surrey	17/01/2014 22:08	17/01/2014 21:55	13	23:05	00:57
Average			9		01:03

⁵ In this report the response time is defined as the time between notification and the time the IIO investigators arrive on scene. In the 2012–2013 Annual Report, the response time was calculated from the time the incident occurred to the time the IIO staff reached the scene.

Operational Performance



Fatal Cases

In 2013–2014, the IIO opened nine investigations into incidents that resulted in death of an affected person. As of March 31, 2014, seven cases were closed and two were open investigations. For the closed cases, five were concluded by public report and two were referred to Crown Counsel.

Table 6 provides a breakdown of cases that resulted in death by incident type. Compared to the seven months of operation in 2012–2013, the number of Firearm cases declined from four to two in 2013–2014. The number of investigations into Motor Vehicle Incidents resulting in death and self-inflicted injuries resulting in death remained the same (two investigations in each category).

Table 6.
Fatal Cases

Firearm - Death	1
In-Custody - Death	2
MVI - Death	2
Other - Death	2
Self-Inflicted - Death	2

Operational Performance

Concluding Investigations

Pursuant to s. 38.11 of the *Police Act*, once an investigation is completed and a decision is made by the Chief Civilian Director whether an officer may have committed an offence, there are two possible outcomes:

- Where the CCD considers an officer may have committed an offence, the investigative file is forwarded to the Crown Counsel for determining whether criminal charges will be approved; OR
- Where the CCD considers an officer did not commit an offence, the case is concluded by issuing a public report.

Out of 58 opened investigations in 2013–2014, 40 were closed by March 31, 2014. In total, 26 cases were concluded by public report and 13 files were reported to Crown Counsel. One case involving a youth was closed by an Information Bulletin due to privacy considerations.

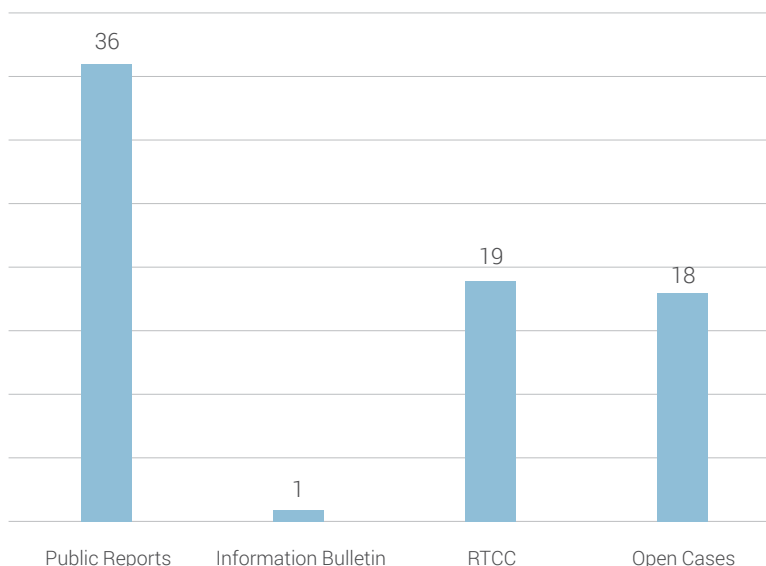
As of March 31, 2013, 10 investigations were open and they were concluded by public report in the 2013–2014 fiscal year.

On average, investigations were open for 123 days, ranging from 51 to 286 days. The cases where a report was made to Crown Counsel for charge assessment were open for an average of 139 days compared to 116 days for cases concluded by public report. Also, investigations into fatal incidents took longer than investigations into incidents resulting in serious harm (138 days vs. 120 days, respectively).

Out of the 13 cases forwarded to Crown Counsel, two resulted in criminal charges being approved; in five cases charges were not approved and Clear Statements were issued, and in six cases the decision was pending. Both cases where charges were approved were motor vehicle incidents, one resulting in death and another resulting in serious harm. One case from 2012 related to an officer-involved shooting remains before the court.

In total, since its first day of operation, the IIO has opened 74 investigations. Out of those, 19 investigative files have been forwarded to Crown Counsel; in three, criminal charges have been approved. As of March 31, 2014, the IIO has concluded 56 investigations.

Figure 7.
IIO Caseload (Cumulative)



For more information on the status of investigations and a full list of public reports, please visit <http://iiohc.ca>

⁶ Investigation time is calculated from the date of notification to either a) the date of public report release, or b) the date of report to Crown Counsel.

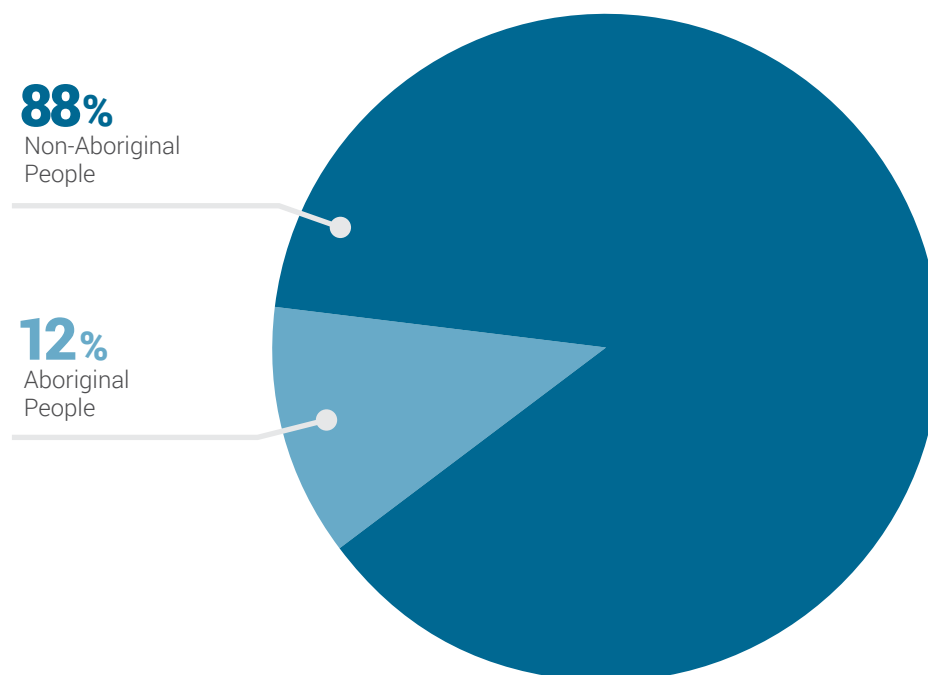
Operational Performance

Affected Persons

An “affected person” is an individual(s) who, as a result of interaction with police, dies or sustains serious injuries. In each incident there may be more than one affected person and the extent of their injuries may vary. As it is the mandate of the IIO to investigate officer-involved incidents resulting in death or serious harm, the data below represents only those individuals whose injuries met the threshold of “serious harm” and does not include other potential affected persons who may have sustained minor injuries.

- The majority of the affected persons were male (79%);
- The average age was 37.5 years old, with the range between 14 and 70 years old;
- 54% of affected persons were between the ages 20 and 39, with 81% of them being male;
- Males represented 78% of all fatalities in 2013–2014;
- Seven of the 58 affected persons were Aboriginal;
- Out of the total number of affected persons who were Aboriginal, one was female.

Figure 8.
Affected Persons by Aboriginal Status



Operational Performance

Affected Persons continued

Figure 9.
Aboriginal Affected Persons by Case Classification

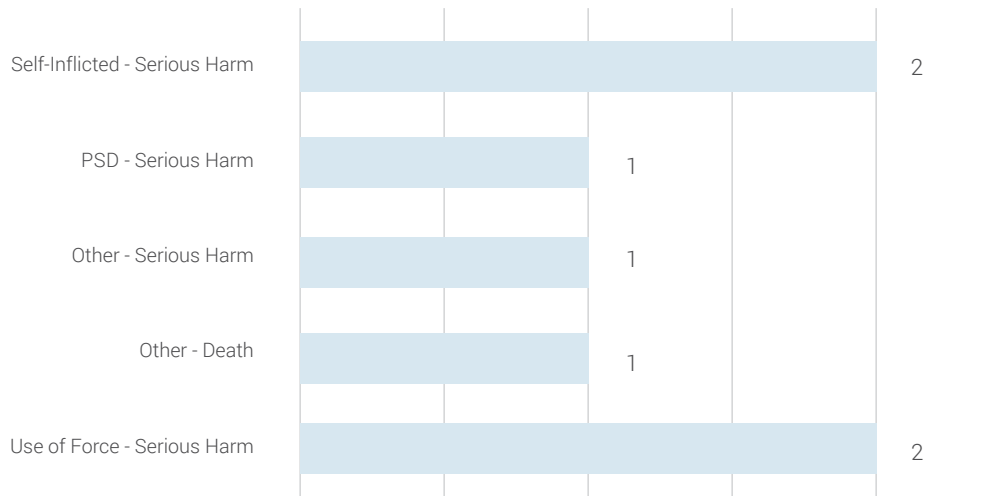


Table 7.
Affected Persons by Age Group

Age Range	# of Affected Persons	
	Female	Male
0 -19		3
20 -29	3	16
30 -39	3	10
40 -49	1	10
50 -59	1	3
60 -70	4	4
Total	12	46

Subject Officers

At the beginning of any investigation, an officer is designated as either a Subject Officer (directly involved in an incident) or a Witness Officer. In 2013–2014, there were 95 Subject Officers involved in 58 investigations. It is important to emphasize that during the course of an investigation, officer designations may change as additional information is obtained, changing the status from Subject to Witness officer.

Goals for 2014/2015



In 2013–2014, the IIO continued to work on ensuring independent and timely investigations into officer-involved incidents resulting in death or serious harm. To continue its work in increasing public confidence in police accountability and further facilitate its organizational development, the IIO identified several key goals for the next fiscal year:

- To complete a two-year Strategic Plan which will ensure shared mission, vision, values and goals for all IIO staff;
- To accomplish and publish specific goals for the timely handling of investigations;
- To develop long-term recruitment strategies;
- To ensure that the Special Committee reviewing the operation of the IIO has the information it needs to fulfil its mandate;
- To ensure that organizational needs are met in the long term for reporting (including information security, record retention, and data storage) and business continuity planning;
- To evaluate and ensure consistency with respect to the IIO's assertion of jurisdiction practices;
- To work with police agencies to ensure appropriate and timely notifications relating to incidents falling within the mandate of the IIO;
- To ensure information sharing and learning amongst IIO staff in support of long-term civilianization of the IIO;
- To continue the ongoing orientation of police services throughout the province about the role and mandate of the IIO.

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