



INTEGRITY ■ RESPECT ■ IMPARTIALITY ■ TEAMWORK ■ PROFESSIONALISM

ANNUAL REPORT 2018/19

MISSION

To Investigate Fairly,
Without Bias, and to
Ensure Accountability
Through Public
Reporting

VISION

Building Confidence
in Police
Accountability



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Message from the Chief Civilian Director



I am pleased to present the seventh annual report of the Independent Investigations Office (IIO) of British Columbia (B.C.) for the fiscal year ending on March 31, 2019.

I am proud of the work that the IIO team has accomplished in this past fiscal year. Many of our successes are outlined in this document. However, one of the most significant achievements is not easily quantified. It is more intangible—and yet, it is important to every person who works at the IIO and it affects each person with whom we interact as a part of our day-to-day operations. It is our organizational culture.

Since I stepped into the role of Chief Civilian Director (CCD) on October 24, 2017, one of our main priorities has been to build and maintain a culture of excellence, community engagement, fairness, respect, practical transparency, availability, as well as consistent and timely communication.

The IIO team is multicultural and diverse. I believe that this is one of our key strengths. It is our different perspectives that help us to better understand the world as a whole and the communities that we serve. Our province is made up of more than 4.9 million people from different ethnic backgrounds, religions, sexual orientations, gender identities and more. It is important that the people of B.C. feel that their culture or way of life is respected by the professionals at the IIO. We are always expanding our knowledge and understanding—especially when it comes to learning more about cultures that may be different from our own. I am especially proud of our collective commitment to this type of continued learning. It makes us all better at our jobs.

I have the honour of leading a team of smart, experienced professionals who care deeply about the work that they do. Over the past year, along with a strong, supportive and collaborative internal culture, we have increased trust and credibility with our stakeholders, the media and the people of British Columbia. I am incredibly proud of our team and what we have accomplished.

Police oversight plays a crucial role in our society. The IIO gives British Columbians confidence that serious incidents involving police will be thoroughly investigated in a fair and impartial way, and that the results of these investigations will be shared in a timely manner. Our goal is to increase public faith in the police forces of British Columbia and in our justice system as a whole.

This report outlines many of our successes and some of our challenges. I hope that you will take the time to read about the work that we do at the IIO. I would like to highlight a few of our many achievements over the past year here. They include:

Improvement in timeliness: In the 2017-2018 fiscal year, the average number of days to conclude an investigation was 73; in 2018-2019, it was 37 days¹. The IIO has essentially cut the time it takes to conclude a file in half.

Development of the 2018-2022 Strategic Plan: This includes new mission, vision and values statements, which reflect where we are as an organization and where we aim to be as we move into the future.

¹ Statistics are from March 31, 2019 and exclude files that are not yet closed.

The IIO Investigator Certification Program: Conditional approval has been received for this important program. The CCD, following panel recommendations, grants certification and the Certification Panel includes outside expertise.

Increased transparency: In the past 18 months, the IIO released 61 public reports. This is a substantial increase over the 18 reports that were released in the 18 months previous. In addition, IIO public reports are now written in a straightforward, concise manner to improve readability for the average British Columbian who may not be familiar with the justice system.

Legislative changes: During the 2018-2019 fiscal year, the IIO approached Government about two possible changes to the *Police Act*. One would temporarily suspend the restriction on hiring former police officers who have served in B.C. within the last five years. The second would change the standard to be met for referring matters to Crown Counsel in order to be consistent with how this is governed by other investigative bodies: reasonable grounds to believe an offence had been committed. (At the time of editing this annual report, these changes have been adopted by the Legislature, and were effective as of June 1, 2019.)

The IIO team works around the clock. Many British Columbians don't realize that the IIO is on call and available 24 hours a day, 365 days a year. This means that team members often give up evenings and weekends and miss attending family functions, birthdays, holidays and other celebrations as they deliver on our mandate. There is an inherent promise that we make to the people of British Columbia in our role—providing civilian-led oversight and investigation into incidents of death or serious harm that may have been the result of the actions of a police officer, whether on or off duty.

We continue to meet with those who are directly and indirectly impacted by our cases to share perspectives and to learn from each other's experiences. Along with our oversight and investigative responsibilities, we also know that the cases that we work on involve human beings. Many of the people we meet with are dealing with some of the most challenging moments of their lives, and we are always respectful and considerate of what they are going through.

I am incredibly proud of the achievements of the IIO as an organization and of each team member in their professional capacity. We work together well, support one another, and are devoted to continuous improvement—all in support of our service to the people of this province.

We have made some changes in the content of this annual report, including highlighting our community engagement efforts and showcasing "A Day in the Life of the IIO," introducing you to some of the IIO team in this section.

I hope that you will find the information in our Annual Report 2018-2019 to be interesting, informative and of value.

Yours very truly,

Ronald J. MacDonald, QC
Chief Civilian Director
Independent Investigations Office

Executive Summary

The seventh annual report of the IIO of B.C.—for the fiscal period from April 1, 2018 to March 31, 2019—outlines the structure, mandate, operations and leadership of the organization.

There are several new elements included in this year's annual report. The intent is to help the reader better understand the role and work of the IIO as it serves the people of British Columbia. This includes the A Day in the Life of the IIO section. We know that statistics and the reporting of outcomes are important parts of an annual report. We also believe that putting the role of the IIO into context helps British Columbians to better understand what we do and appreciate our contribution to British Columbia's communities.

As you will see throughout the pages of this document, in the 2018-2019 fiscal year, the IIO has:

- Investigated 127² police-related incidents;
- Improved timeliness by a considerable margin; the IIO achieved close to a 50% decrease in the time it takes to conclude a file;
- Developed a Strategic Plan to guide us through 2018-2022;
- Received conditional approval for the IIO Investigator Certification Program and enrolled eight investigators into this program; and
- Increased engagement with stakeholders.

Under the leadership of Chief Civilian Director (CCD) Ronald J. MacDonald, QC, the IIO is following through on its commitment to increase practicable transparency, decrease the time it takes to bring a file to conclusion, and revise processes that can be updated or changed to become more effective and efficient.

² This does not include notifications that were deemed 'advice files' upon initial investigation.

Who We Are

The IIO is a civilian-led, police oversight agency, created in 2012. It is responsible for conducting investigations into incidents of death or serious harm that may have been the result of the actions of a police officer, whether on- or off-duty. The IIO is responsible for investigating these incidents throughout the province of B.C.

The IIO has jurisdiction over all of B.C.'s policing agencies, including 11 municipal agencies, the Royal Canadian Mounted Police (RCMP), the South Coast BC Transportation Authority Police Service and the Stl'atl'imx Tribal Police Service. The organization's jurisdiction extends to officers appointed as special provincial constables, municipal constables, and

relevant facts and reasons for the decision to not refer the matter to Crown Counsel. This allows the public to understand the facts of the case and the basis for the decision.

In addition to the IIO, there are two other independent agencies responsible for police oversight in B.C. These agencies have jurisdiction over complaints against a police officer that do not involve serious harm or death. The Office of the Police Complaint Commissioner (OPCC) is a civilian, independent office that oversees and monitors complaints and investigations involving municipal police in B.C. For more information, please visit their website at: www.opcc.bc.ca. The Civilian Review and Complaints



The IIO undertakes public interest investigations and conducts them to a criminal law standard.

includes on- and off-duty police officers. The IIO's authority comes from the British Columbia Police Act, which requires the police to notify the IIO of an incident that may fall within its jurisdiction.

The IIO undertakes public interest investigations and conducts them to a criminal law standard. The investigations commence based on the fact that there has been serious harm or death. There does not need to be an allegation of wrongdoing. All investigations are carried out in as transparent a manner as is practical under the circumstances, while respecting the integrity of the investigation and the privacy interests of those involved.

At the conclusion of an investigation, based on the evidence gathered, the CCD determines whether there are reasonable grounds to believe that an officer committed an offence. If so, the CCD will refer the matter to Crown Counsel for the consideration of whether a charge should be laid. Where the CCD determines that reasonable grounds do not exist and that the public interest would benefit from a public report, the CCD releases a report outlining all of the

Commission for the RCMP (CRCC) is an independent agency that ensures that public complaints made about the conduct of RCMP members are examined fairly and impartially. For more information, please visit their website at: www.crcc-ccetp.gc.ca.

CCD Ronald J. MacDonald, QC and the IIO team regularly reach out to communities throughout the province in order to help the people of British Columbia to understand the mandate of the organization and its role in oversight within the field of law enforcement. This helps to build and strengthen strategic relationships, increase awareness of the organization, and address misconceptions about the IIO's role, responsibilities and operations. In addition, these efforts help the IIO team to better understand the communities that they serve, including how they address specific community or cultural needs in relation to IIO investigations. Community outreach is an important part of the work that the IIO does, and it provides real benefit for the IIO team and the people of British Columbia.

THE IIO'S GUIDING VALUES

The IIO adheres to an identified set of values in both its investigative and operational departments.

They are:

PROFESSIONALISM: The IIO team consistently demonstrates integrity and impartiality in delivering on the organization's mandate. Each person who works at the IIO approaches their role, responsibilities and interactions with the community, police and each other in an impartial, thorough, unbiased, committed and efficient manner. Our approach is always grounded in compassion and care for each person with whom the team interacts.

EXCELLENCE: The IIO is dedicated to excellence in all aspects of our work and in all interactions with others. This includes adopting cutting-edge practices that improve the effectiveness of the organization and undertaking world-class training to ensure that our knowledge and skill sets are always current. The IIO leadership and team are committed to continuous improvement, with a strong focus on ensuring consistency in all elements of the work that we do. The goal of the CCD and the IIO team is to consistently serve the communities of British Columbia in a manner that inspires confidence in the organization and in each person who works there.

COLLABORATION: As an organization and as professionals, the IIO is committed to acting in a respectful, open and curious manner and in being present and mindful during all interactions. Teamwork is at the foundation of our investigative and operational abilities as we work towards shared

goals and uphold both the organization's and our own personal values. We stand on a strong foundation of encouraging respectful dialogue and communication and operating with practical transparency.

TRUST: The IIO strives to be fair in its work and to be seen as fair. The public, the affected persons and the police should all have complete confidence in the IIO's processes and procedures. Whatever the outcome of the investigation, the IIO must be held to the highest standards in this regard. The IIO will reach conclusions only after having all of the facts. Our goal is to always be open, genuine and authentic in all interactions and actions. It is this approach that builds trust, which is at the foundation of our relationships with affected persons, police and other members of the justice system, the people of British Columbia and, of course, each other.

COURAGE: The work that we do is challenging, demanding and a necessary part of a well-functioning society. The IIO team must undertake every investigation as fact-driven professionals that the people of British Columbia can count on to do the right thing—even when it's difficult. This means that we must be confident in making hard decisions, in speaking and acting in support of those decisions, and, when necessary, admitting and being accountable when we have made a mistake.

OTHER OVERSIGHT AGENCIES ACROSS CANADA

Listed below are other municipal, provincial and federal civilian police oversight organizations in Canada.

ALBERTA



Law Enforcement Review Board (LERB)
Alberta Serious Incident Response Team (ASIRT)
Calgary Police Commission
Edmonton Police Commission

ONTARIO



Special Investigations Unit (SIU)
Office of the Independent Police Review Director (OIPRD)
Ontario Civilian Police Commission (OCPC)

MANITOBA



Manitoba Law Enforcement Review Agency (LERA)
Independent Investigation Unit of Manitoba (IIU)

PRINCE EDWARD ISLAND



Office of the Police Commissioner

NEW BRUNSWICK



New Brunswick Police Commission

QUEBEC



La Déontologie Policière
Bureau des Enquêtes Indépendantes (BEI)

NEWFOUNDLAND



Royal Newfoundland Constabulary Public Complaints Commission (RNCPPC)

SASKATCHEWAN



Public Complaints Commission (PCC)

NOVA SCOTIA



Office of the Police Complaints Commissioner (OPCC)
Serious Incident Response Team (SIRT)

FEDERAL



Civilian Review and Complaints Commission for the RCMP (CRCC)
Military Police Complaints Commission of Canada (MPCC)

Developments 2018/2019

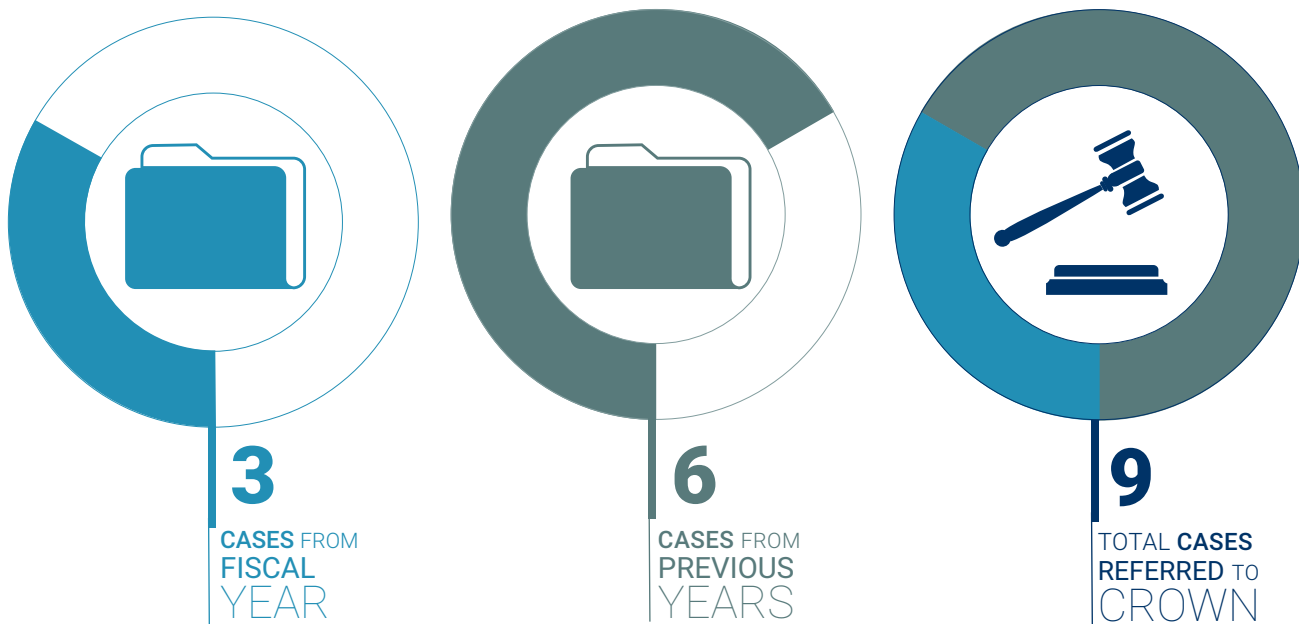
PUBLIC REPORTING

The IIO has made a clear commitment to practical transparency regarding the work that we do. Public reporting is a key part of that promise.

As a case is coming to a conclusion, the CCD makes a decision whether there are reasonable grounds to believe an offence was committed by a police officer. If so, the matter is referred to Crown Counsel for the consideration of charges. The CCD does this with the input of the IIO investigative team and general counsel. Where the matter is not referred to Crown Counsel, a public report will be prepared if it is in the public interest to do so. The public report is created to provide clear, concise and relevant information about the decision, ensuring that the involved parties and the people of British Columbia have access to accurate, factual and timely information specific to the incident.

In addition to public reporting, a priority for the CCD is the communication with direct stakeholders. At the conclusion of all investigations, the CCD or an appointed delegate of the CCD is available to meet with the affected persons, their families, the police officers involved, as well as community representatives and Indigenous Elders. This is done so that if anyone has questions or concerns, an IIO representative can address them, and so that all parties involved have the opportunity to understand the actions taken during the investigation and the rationale for the decision made. Respect for and consideration of each person who is directly impacted by an investigation is at the foundation of how the IIO team does their work.

CASES REFERRED TO THE CROWN 2018-2019



CROWN COUNSEL REFERRAL STANDARD

The *Police Act* previously stated that the (ccd) must refer a file to the Crown Counsel if it is determined that an officer *may* have committed an offence under any enactment.

In order to improve the IIO's referral process, the CCD consulted with Crown Counsel and other stakeholders about changing how the referral standard is applied. It was agreed that the IIO would apply a practical application of the referral standard, consistent with the standard used by other investigative agencies. The purpose of this is to ensure that cases with no likelihood of receiving charge approval were no longer referred to Crown Counsel. This change also helped to address an inaccurate perception by the public about when, how and why charges might be laid.

The improved charge approval process has permitted IIO files to be completed in a timelier manner, benefiting both the public and police agencies. As of the time of editing this report, the practical change made by the IIO has now been confirmed by amendment to the *Police Act* effective June 1, 2019.

Nine cases in total were referred to Crown Counsel in the 2018-2019 fiscal year. Three of those were from cases opened in this fiscal year, and the other six were from previous years.

OPERATING BUDGET

Expenditure Type	2017-2018		2018-2019	
	Budget	Actuals	Budget	Actuals
Salary and Benefits	6,055,000	6,878,267	6,987,000	6,806,833
Travel Expenses	161,000	202,654	161,000	224,736
Contracts*	111,000	583,245	111,000	340,734
Information Technology**	171,000	493,359	171,000	854,372
Office/Business Expenses	208,000	387,607	485,000	305,228
Operating Equipment	100,000	100,834	100,000	106,054
Amortization	314,000	228,661	314,000	178,780
Building Occupancy	381,000	66,466	381,000	76,742
Other	73,000	129,308	73,000	61,371
Recoveries		(224,121)		(24,240)
Total	7,574,000	8,846,280	8,756,000	8,930,610

*Variance due to external facilitators/training for IIO Certified Investigator Program.

**Variance due to transition of IIO information technology to the B.C. Government environment, and use of external contract resources.

INVESTIGATIONS

The *Police Act* (Sections 38.09 and 38.10)³ directs that police agencies are required to notify the IIO of any circumstances where the action, or inaction, of any police officer may have resulted in the serious harm, or death, of an affected person⁴.

After receiving notification of an incident, which may potentially fall under the jurisdiction of the IIO, the notification is assessed by the CCD or his delegate to determine if the IIO threshold for investigation has been met.

Serious harm is defined in the *Police Act* as injury that may result in death, may cause serious disfigurement or may cause substantial loss or impairment of mobility of the body as a whole or of the function of any limb or organ.

Once the IIO receives a notification of an incident, it is dealt with in one of three ways:

ADVICE FILES: These are files that did not meet the mandate for investigation by the IIO. Advice files are created when it is evident that there is no connection between the action, or inaction, of a police officer and an injury to an affected person—or the injury does not meet the accepted IIO definition of serious harm. In these instances, the notification is concluded immediately and assigned a file number without generating further investigation.

While the IIO does not begin an investigation for advice files, it does make note of the advice provided to the respective police forces regarding the notification.

Advice files are not considered in any analysis of the investigative caseload of the IIO, as no investigative work is performed.

INVESTIGATIONS RESOLVED WITHOUT A PUBLIC REPORT:

These are cases which meet the threshold for the commencement of an investigation; however, at the conclusion of the investigation, it is determined that the public interest does not require a public report. Often these are situations where it was determined that either the injuries did not meet the definition of serious harm or that they did not result from the actions of a police officer. Usually in those cases, the matter can be completed in a relatively short period of time.

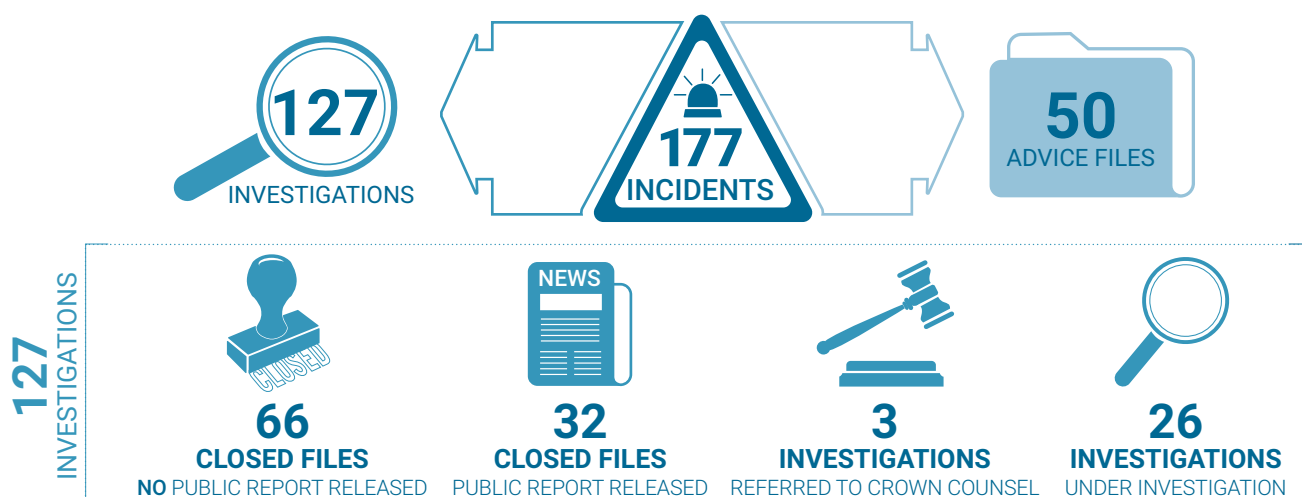
In addition, there are situations where there may be serious harm caused by actions of police, but it is shown that the actions of police were justified. While typically a public report would be released in such situations, there are some cases where the privacy or personal interests of those involved in the investigation outweigh the need for a public report. In all cases, the affected parties are notified.

INVESTIGATIONS RESOLVED WITH A PUBLIC REPORT OR REFERRED TO CROWN COUNSEL FOR CONSIDERATION OF CHARGES:

In any case where the investigation does not result in a referral to Crown Counsel for the consideration of charges, and the public interest calls for a public report, one is prepared. If the investigation shows there are reasonable grounds to believe an officer has committed an offence, the file may be referred to Crown Counsel for the consideration of charges. Typically, investigations that result in public reports and referrals to Crown Counsel are more complex and take a longer time to complete than the others described earlier in this section. All public reports are published on the IIO website, and when a matter is referred to Crown Counsel, the public is notified.

³ http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/oo_g6367_01#part7.1

⁴ An individual who suffers serious harm or a fatality as a direct result of their interaction with a law enforcement officer.



FILE NUMBERS

For the 2018-2019 fiscal year, the IIO received 177 notifications of incidents that could potentially involve serious harm or death arising from the action or inaction of police.

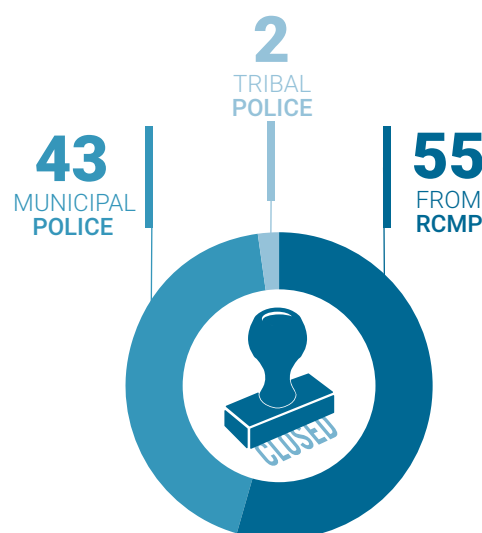
Of those, 50 files were classified as advice files and did not meet the mandate for investigation by the IIO. Of the 127 investigations that commenced, at the close of the fiscal year, their classifications are as follows:

- 66 were closed without a public report being released;
- 32 were closed with the release of a public report;
- 3 were referred to Crown Counsel⁵; and
- 26 remain within the investigative phase.

POLICE AGENCY INVOLVED IN INVESTIGATIONS

Of the 101 closed investigations, 55 originated from an RCMP detachment, 43 from a municipal police department, 2 from a Tribal Police Service, and one was reported from a source outside of those agencies (from a conservation officer).

Of the 26 active investigations, 16 originated from an RCMP detachment and 10 from a municipal police department.



⁵ At the time of writing this annual report, two of the three investigations were still pending a decision from Crown Counsel, while the third resulted in a charge under the *Motor Vehicle Act*. It is important to note that during this fiscal year, six other files were referred to the Crown involving investigations that commenced prior to the fiscal year.

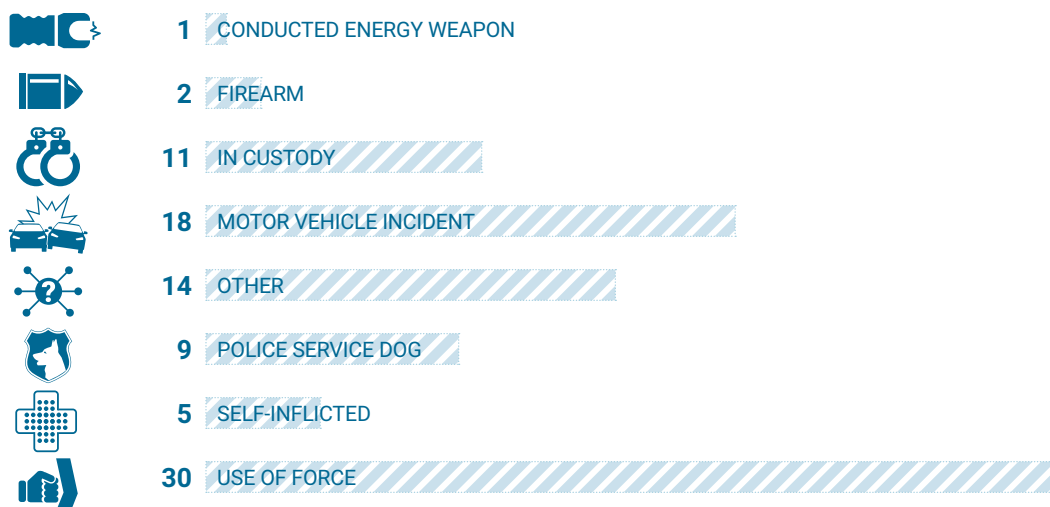
NOTIFICATION TIME

As noted on page 12, there were 127 investigations in 2018-2019 in addition to the 50 advice files. Of the 127 investigations, 99 notifications occurred within 24 hours of the incident taking place and 28 occurred after 24 hours of the incident taking place.

The 28 notifications that occurred after 24 hours of the incident were postponed because the affected person's injuries were not immediately apparent, the affected person or their family reported the injury sometime after the incident had occurred or further review of the incident prompted the agency, or another oversight body, to contact the IIO. After an examination of the reasons for delay, all were considered to be reasonable.

There were three unusual situations where there were delays of 45, 48 and 61 weeks. In these instances, the incident had been previously unreported, and the affected person chose to report the incident directly to the IIO. In all three cases, the circumstances did not initially suggest serious harm, explaining the failure to report.

The 99 notifications received within 24 hours of the incident were within a range of 12 minutes to 24 hours with an average reporting time of 5 hours, 11 minutes. Of these notifications, 19% were made within one hour of the incident.



FILES BY CLASSIFICATION

The table above reflects the classifications at the time of notification of the 127 investigations that the IIO commenced in 2018-2019. The largest category—Use of Force—represents 23.6% of all files received.

IIO files are classified according to how the affected person's injury was caused:

- Conducted Energy Weapon (CEW)
- Firearm
- In-Custody
- Motor Vehicle Incident (MVI)
- Other
- Police Service Dog (PSD)
- Self-inflicted
- Use of Force

FIREARM CASES

In 2018-2019, seven files involved the use of a firearm and originated from RCMP detachments. Two of these incidents resulted in serious harm and five were fatal.

Five of these files remain under investigation; two were closed and a public report was issued for each.

PUBLIC REPORTS

The CCD determined that a public report was to be issued in 32 of the 127 investigations that were opened between April 1, 2018 and March 31, 2019. As of March 31, 2019 (the end of the 2018-2019 fiscal year), 16 reports were released and available on the IIO website while a further 16 reports were being prepared and will be released on the website upon completion. Of the 26 files that remained open at the end of the fiscal year, it is expected many of those will result in public reports.

For the 16 incidents where a public report was released, the average time between the date of the CCD's decision on the outcome of the file and the release of the public report was 77 days. This is down significantly from the 2017-2018 fiscal year, when the average time it took to take a file from a CCD decision to the release of a public report was 149 days. The goal is to reduce this time frame even further.



REFERRALS TO CROWN COUNSEL

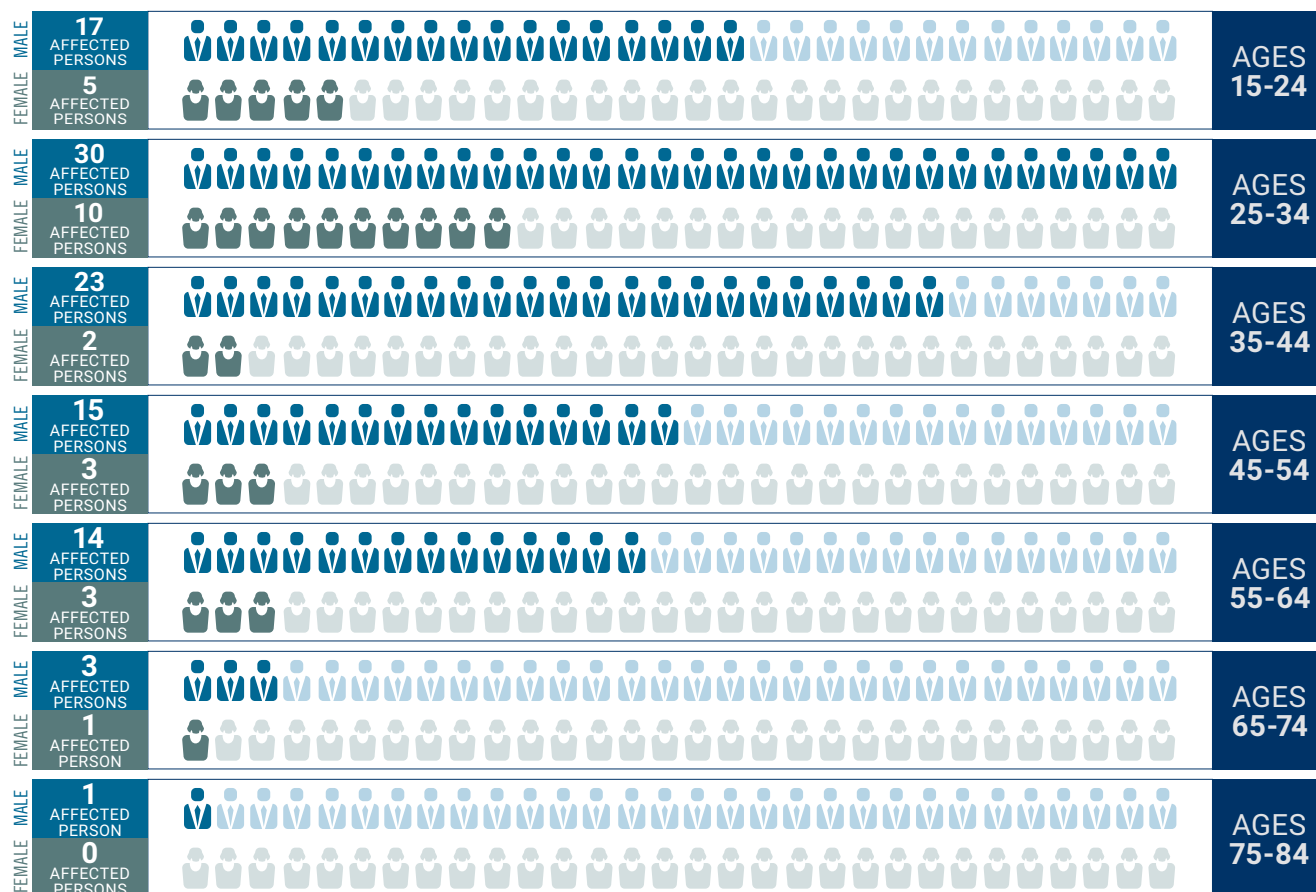
Of the 127 files opened in 2018-2019, three were referred to Crown Counsel. At the time of writing this annual report, two of the three investigations were still pending a decision from Crown Counsel, while the third resulted in a charge under the *Motor Vehicle Act*.

The average time for an investigation to be referred to Crown Counsel—between the notification date and the date that the CCD made the decision to refer a case to Crown Counsel—was 192 days.

It is important to note that the total number of files referred to Crown Counsel in 2018-2019 was nine, including the three noted above which were opened and referred to Crown Counsel in this fiscal year. The remaining six files that were referred to Crown Counsel included two from 2015, one from 2016, one from 2017, and two from 2018.⁶

The average time for an investigation to be referred to Crown Counsel has decreased substantially since the last fiscal year. It has dropped from an average time of approximately 17 months in the 2017-2018 fiscal year to the current average in 2018-2019 of just over 13 months.

⁶ These years are the calendar years in which the files were opened, not necessarily the fiscal year.



AFFECTED PERSONS

An affected person is defined as an individual who died or suffered serious injuries as a result of an interaction with police. The IIO has two full-time Affected Persons Liaisons (APLs). APLs have regular and ongoing contact with the investigators, as well as with the affected persons or their families during the course of an IIO investigation.

The IIO's Affected Persons Program provides the opportunity for the APLs to work with the affected persons and/or their families to ensure that they receive regular and accurate information and updates regarding the progress of an investigation. In addition, the APLs connect affected persons and/or their families with resources based on individual needs and preferences.

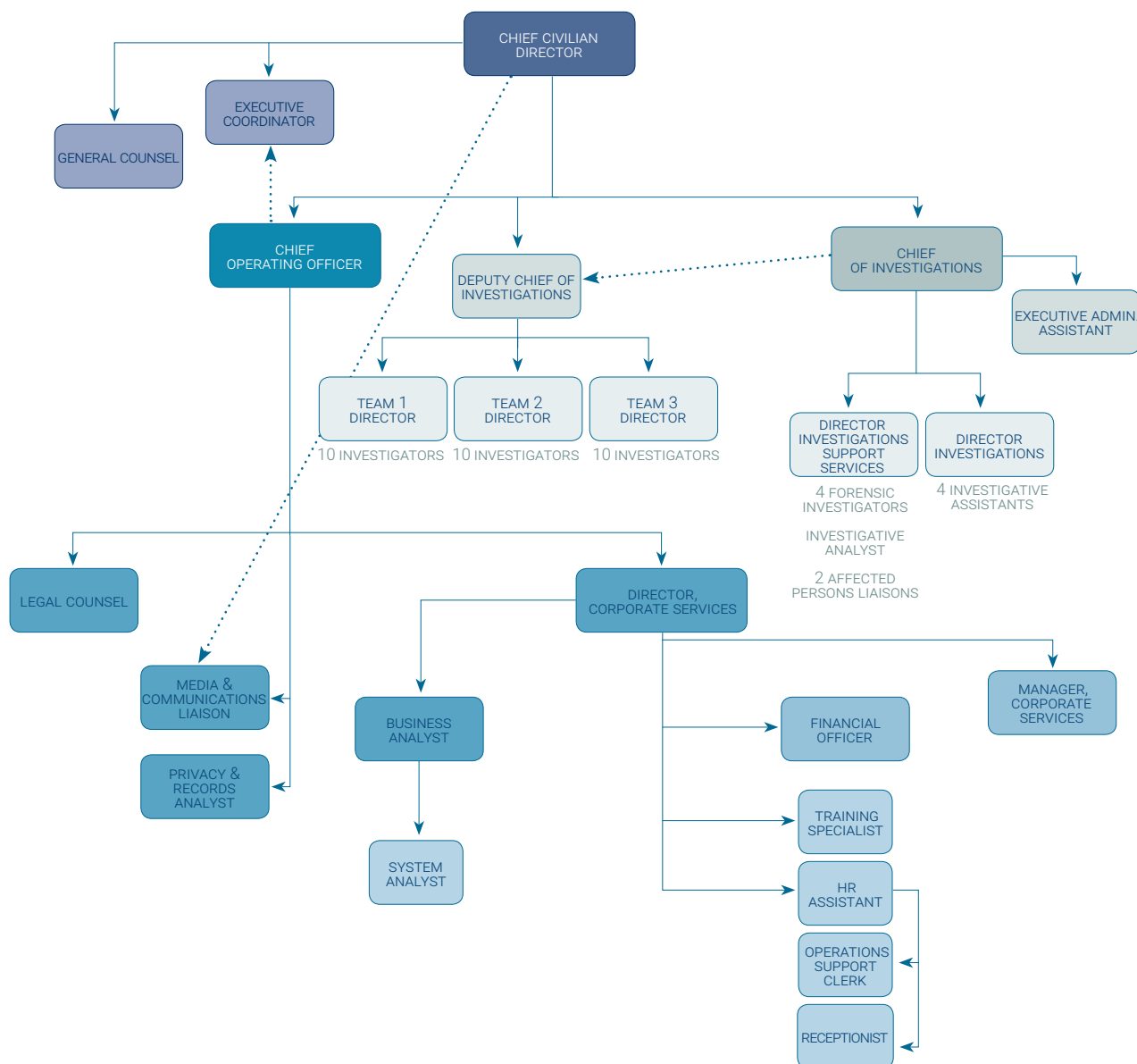
The CCD has identified the Affected Persons Program as an organizational priority. There is a commitment within the IIO to ensure that APLs and investigators are provided with the tools and the ability to communicate directly with affected persons and

their families to provide updates on the status of investigations and at the conclusion of a file. This is a part of the organization's dedication to providing respect for and consideration of each person directly affected in an incident and investigation.

AGE AND GENDER DISTRIBUTION OF AFFECTED PERSONS

During the 2018-2019 fiscal year, 132 individuals were identified as affected persons at the time of notification (including five individuals where either the person's age or gender is unknown). In situations where both age and gender are known, 103 were male and 24 were female.

Currently, gender is identified through medical records and other official documentation, wherever possible. The IIO recognizes and respects that gender identity and the language used within this context has changed and it is focused on updating how affected persons are identified by gender going forward.



PROGRAM AREAS

ORGANIZATIONAL STRUCTURE

The IIO is comprised of two program areas: Investigations and Operations.

As of March 31, 2019, the IIO had 60 full-time equivalent employees, 42 of whom are in the Investigations Unit. The Investigations Unit is led by a Chief of Investigations, supported by one Executive

Administrative Assistant, and includes three general investigation teams and an Investigative Support Services team, which includes a Specialized Forensics Section, one Investigative Analyst, two Affected Persons Liaisons and four Investigative Assistants. The leadership team includes a Deputy Chief of Investigations and five Directors, Investigations.

INVESTIGATIONS UNIT

As of March 31, 2019, the IIO's complete investigative team (i.e., employees with Peace Officer status) comprised 36 staff. Of the 28 Investigators, there are 16 with civilian investigative backgrounds, and 12 with policing experience.

The civilian investigators bring a wide range of experience and expertise to their roles at the IIO. They come from a variety of professions from fraud and finance investigations, the BC Coroners Service, Canada Border Services Agency, as well as legal and law enforcement training. The Investigations Unit also has several former police officers who possess extensive experience in major crime investigations, forensics, and emergency response.

Highlights for the Investigations Unit for the 2018-2019 fiscal year include:

- Implementation of a new case management system consistent with best practices, the Major Case Management model (MCM), and the provincial disclosure working group model for investigative tasking and reporting;
- Development of policies and procedures and implemented best practices for disclosure to external agencies; and
- Update of Manual of Investigations consistent with current practices and the MCM model.

OPERATIONS

The Operations division is led by the Chief Operating Officer (COO). This division provides organizational support in all non-investigative matters. These areas include: corporate services (finance, information technology, human resources, facilities, training and administration), media, communications policy, privacy/records management and legal services.

Highlights for the Operations division for the 2018-2019 fiscal year include:

- Recruitment of two cohorts of investigators;
- Redesign of the IIO's website;
- Conditional approval of the IIO Investigator Certification Program;
- Development of the five-year strategic plan (2018 – 2022);
- Development of an 18-month Stakeholder & Community Engagement Plan; and
- Improved organizational health and welfare of IIO Staff.

LEGAL PROCEEDINGS

On October 18, 2018, the decision by the Honourable Madam Justice Gropper was released in a legal proceeding between the IIO and the Vancouver Police Union. This case dealt with issues surrounding whether a witness officer could insist on disclosure of investigative information before they were required to attend for an interview with the IIO.

The Court ruled that witness officers must comply with a direction to attend for an interview, without conditions. However, the IIO will continue to strive to schedule interviews at a mutually convenient time, while holding the integrity of the investigation as a priority in all considerations for scheduling.

This matter is under appeal at the time of writing.



Community Outreach

COMMUNITY ENGAGEMENT

Engaging with the diverse communities of British Columbia is an important aspect of the work done by the IIO.

The IIO team, led by the CCD, regularly reaches out to communities throughout the province to help them understand the mandate of the organization and its role in oversight within the field of law enforcement.

This outreach is also done to develop and strengthen strategic relationships, increase awareness of the organization, and address misconceptions about the IIO's role, responsibilities and operations. These efforts provide additional benefits because they assist the IIO to better understand the communities that the organization serves, including specific needs in relation to IIO investigations.

COMMUNITY ENGAGEMENT HIGHLIGHTS

INDIGENOUS COMMUNITIES

Indigenous communities have a unique cultural, historical and constitutional status in Canada. The IIO reaches out to these communities to ensure that they are aware of the organization's mandate and

role in the province. This also allows the IIO to learn and better understand cultural factors that may need to be taken into consideration when deploying to an incident.

The IIO undertook an outreach trip to Kelowna in September 2018, which included meetings with the Ki-Low-Na Friendship Society, Kelowna RCMP Command, and a Kelowna City councillor. A presentation was also given to the Ki-Low-Na Friendship Society to create awareness.

HOSPITALS AND HEALTH AUTHORITIES

In delivering on its mandate, the IIO is often required to engage with staff at hospitals and with health care authorities. It is key that those involved in health care understand the IIO's mandate and that it is a law enforcement agency—with legislative authority to investigate. The mandated threshold of serious harm requires medical confirmation of the extent of an injury, treatment required and long-term prognosis.

In September 2018, the CCD and an Affected Persons Liaison delivered a presentation to the intensive care unit heads of the Interior Health Authority. As a result, the Interior Health Authority updated their internal procedures to reflect working with the IIO.

A presentation was also made to the Health Information Privacy and Security Operations Committee (HIPSOC) in June 2018. It addressed the IIO's mandate and the privacy of patient information, resulting in improved relationships between the IIO, hospitals and health authorities.

The IIO also presented at a range of conferences throughout the province during this fiscal year. They were: the BC Association of Chiefs of Police meeting; Port Moody Police Board; VPD Non-Commissioned Officer meetings; Regional Operational Police Managers Committee (ROPMC); Vancouver Police Board; VPD Senior Leadership; British Columbia Police Association; North Vancouver RCMP; Burnaby RCMP; and at the Law of Policing Conference.



Presentations were also made to an ethics class at Simon Fraser University and the Fire Chiefs' Association of British Columbia.

POLICE AGENCIES AND POLICE ASSOCIATIONS

The law enforcement community is one of the IIO's largest stakeholder groups. It is important to develop and strengthen trust and strategic relationships with frontline and investigative members, agency command, and at the district and station/detachment levels.

During the 2018-2019 fiscal year, the IIO met with the Kelowna RCMP Command and officers, Prince George RCMP Command and officers, Richmond RCMP Command and officers, Vancouver Police Department (VPD) officers, and the Abbotsford Police Department Command and officers in order to continue to build and strengthen the relationships between these organizations.

MEDIA AND SOCIAL MEDIA

The IIO is committed to timely and regular communication. Building credibility and trust with journalists and stakeholders on social media is an important effort for the IIO. This type of public engagement outreach provides news and updates to the people of British Columbia regarding specific investigations and it showcases the organization's dedication to transparent communication.

WEBSITE

The IIO website was redesigned and launched in March 2019. The new site was developed considering those with vision challenges and is optimized for a range of screen readers and other accessible software. It uses plain language and offers a straightforward user experience that allows even the least technology-savvy website visitor to find the information they are looking for. In addition, the process for how the IIO publicly communicates case information on the website was revised to make it easier to find and understand.

A DAY IN THE LIFE OF THE



WHEN THE PHONE RINGS



This section provides a glimpse into the work done at the IIO, offering insight into the process that occurs when a call comes in to inform the IIO team of a police-involved incident that may meet the criteria of their mandate.



When a police agency notifies the IIO of an incident involving a police officer, a Team Director or a delegate takes the call. No matter when the call comes in—it could be 2pm, 2am; or a holiday weekend—someone always answers that call.

The Team Director is responsible for the initial assessment of whether the incident meets the criteria of the IIO's mandate.

ASSESSMENT FILE NUMBER



Where it is immediately apparent that there is no connection between any action of a police officer and the injuries sustained by an affected person (AP) and no or minimal investigative work is performed by the IIO, the notification is assigned a file number and it is closed without any further action. It is considered to be an advice file.

ADVICE FILE



ASSESSMENT



RESPONSE



NEWS RELEASE



If there is the possibility that the notification meets the IIO's mandate, the Team Director immediately ascertains the initial information, ensures evidence is secured and preserved, and determines the appropriate response in relation to deployment and resources required. The CCD and the Deputy Chief Of Investigations are advised and, when appropriate, the IIO Media & Communications Liaison is also involved. The CCD determines if the information available meets the IIO's threshold for investigation and authorizes the investigation.

"As an organization, we are committed to being as transparent as is practical, given the confidential nature of some of the work that we do. This is an important promise that we have made to the people of this province. It means that when the IIO has been notified of an incident that appears to meet the criteria of our mandate, it is our responsibility to tell British Columbians about it as we investigate it further...Transparency is at the core of what the IIO is; everything that we do is built upon this foundation. This means that we provide information on the work that we do to the public on a regular and timely basis."

Media & Communications Liaison Nicola Collins

Once the CCD has approved the news release, the Media & Communications Liaison connects with the media officers of the police agency in the incident's jurisdiction to confirm that the facts stated in the release are accurate. The news release is then distributed by the Media & Communications Liaison to government stakeholders and media across British Columbia. The IIO's news release often coincides with a news release distributed by the police agency.

Collins also points out that along with being accurate, the news release must only state the facts that are verified at the time. There can be no assumptions reflected in the tone or language of the news release.

READY TO GO ON A MOMENT'S NOTICE



The IIO's investigative team is made up of professionals from a range of backgrounds including police agencies, military intelligence, private and commercial investigation, first responders and more.

When a decision is made to send an investigator or team of investigators and forensics to a location, the IIO Media & Communications Liaison informs government stakeholders and distributes a media release on the deployment.



"We all have a 'go bag' ready—it is packed with what we need, should we be deployed to a location in British Columbia that is too far away from where we live to get home at night. We are always ready for that call to come in—ready to head out to do our jobs and to be away from home for as long as it takes."

Investigator Adrian Wild

Complex investigations may involve several investigators from the IIO's three investigative teams as well as the forensic team and could require ongoing resources over a longer period.

The decision of when and who to deploy is a call made by the Chief of Investigations, Operations, with input from the on-call Team Director and the investigators already working on the file.



ASSIGNING THE TEAM

The Team Director assigns a Primary Investigator and File Coordinator to the investigation. Additional investigators and forensic investigators may be sent to the location where the incident occurred, as needed.

The IIO investigators connect with the local police agency, as well as other relevant agencies, about the management of exhibits and concurrent investigations into the incident. At the IIO office, the Investigative Assistants begin the task of generating an electronic file and recording all investigation entities, tasks and actions associated with the investigation.

"The role of the APL is to support and inform the AP throughout the investigation... It is crucial that the person involved be provided with updates during the investigation. This can be an emotional and challenging time for the AP and/or their family, and we are there to provide information and support."

APL Crystal Robinson



An APL is also assigned to the investigation. The APL is responsible for communicating with and supporting the AP and/or their family.

Support from an APL includes updates on the investigation process and status, answering questions, connecting the AP with community resources, and reaching out to medical and other health care providers to request medical records and other information.

"We work to build relationships with a range of organizations and health care professionals throughout the province. It is important that they know who the IIO is and our role in providing independent police oversight. She continues: Supporting the AP means that we must know how to navigate bureaucracy and red tape efficiently and effectively. The AP counts on us for these details that may seem insignificant on the surface, but are key in helping the investigation to move forward."

APL Aubrina Culp

GATHERING EVIDENCE



No matter where the investigative team goes in the province, throughout the investigation and until the file is closed and reported out to the public, there is ongoing oversight by and communication with the ccd; the Deputy Chief of Investigations (now Chief of Investigations, Operations); and IIO General Counsel.

When an incident meets the IIO's mandate, the IIO takes over the scene from local law enforcement. This means that exhibits are seized, processed and preserved according to established protocols. Potential witnesses are also identified.

"The IIO is a government-appointed, independent agency that is responsible for police oversight. This means that our job is to undertake an investigation that is independent and unbiased. This is an important role. The IIO gathers the facts wherever they may lead. When the IIO takes over the investigation, it should be seen by the public and police as a positive action. We are independent and our investigation is impartial. This means that our only goal is the truth. When a decision regarding an investigation comes from the IIO, the people of British Columbia can trust that they are hearing the results of an impartial investigation based only on facts and evidence."

Acting Chief of Investigations, Operations Gene Krecsy

SPECIALIST RESOURCES—FORENSIC SKILLS



BALLISTICS



CELL
PHONES



VIDEO



AUTOPSIES

During an investigation, the IIO identifies any specialist resources that are needed to address specific elements of the investigation. This ranges from forensic skills—which could include digital research and the review of cell phones, video and other elements—such as ballistics to forensic autopsies. This also includes interviewing the police officers who were on the scene when the incident occurred, the AP and other witnesses. During this time, the team submits requests for third-party records. What is requested is relevant to the specific incident and could include medical records, toxicology lab reports, ballistic details and more.

Throughout the process, the IIO investigative team processes evidence, which could include gathering closed-circuit television (CCTV) and other video evidence as well as identifying other areas where they can find the facts.

"We dig into technical aspects that many people might not realize even exist. What we do is detailed, specific, highly technical and scientific....The work that we do is important. We look to the evidence to tell us what happened. We take what we do seriously—the people of B.C. are counting on us to find and tell them the truth."

Forensic Investigator Phil Easton

During an investigation, extensive work goes on behind the scenes. This includes file reviews, as well as briefings and meetings. This is done to ensure accuracy and so that timely information shared between team members and other stakeholders continues. In addition, further resource needs are identified. The CCD is regularly updated on the status of the investigation and is actively involved with the team as they do their work.

WHAT HAPPENS NEXT?

How the IIO's investigative process moves forward depends on the specific incident. The investigation may be closed in the early stages of the process if enough evidence has been gathered to allow the CCD to make a determination to discontinue investigative tasks because the injury does not meet the threshold or there is no connection between the injury/death and the actions or inaction of the police.

If more investigation is required, the team moves forward with interviews, gathers documents from third parties—such as hospitals, doctors or laboratories—evaluates evidence, and participates in regularly scheduled meetings, briefings and file reviews.



THE CONCLUSION OF AN INVESTIGATION

Once all third-party reports have been received, all relevant witnesses have been interviewed, and all investigative avenues have been exhausted, the CCD will determine if enough evidence has been gathered to make a decision.

The work of the investigative team doesn't stop here, however. There are tasks that need to be done at this stage of the process. This could mean administrative work, preparing the investigation for release as a public report, liaising with the agency of jurisdiction or other agencies involved, and returning evidence. There is also the need to continue to formally process the electronic file, to perform quality control, to manage the recording of evidence returned, to process remaining investigative and administrative tasks, and ongoing preparation for disclosure until the file is concluded. If required, they prepare the disclosure for submission to Crown Counsel. In addition, in a case where a death has occurred, the BC Coroner will decide whether an inquest is to be held. If so, disclosure of the IIO file will be made to the Coroner and an investigator may be required to give evidence at the inquest.

At the conclusion of the process, the Media & Communications Liaison issues any required media releases and the public report, including uploading these documents to the IIO website.



"Adherence to the rule of law is crucial to a well-functioning society. As an independent investigations agency, the IIO supports the rule of law and ensures that police—who are an important and powerful force in our province—have a check and balance in place. He adds: Our impartial role is to make sure that there is police oversight. I am proud to be a part of this important process in British Columbia."

Investigator Aaron Shapiro



Appendices

APPENDIX A: TERMINOLOGY

ADVICE FILES: Advice files are created when it is evident that there is no connection between the action, or inaction, of a police officer and the death or injury of a person—or the injury clearly does not meet the accepted IIO definition of serious harm. In these instances, the file is concluded immediately and assigned a number without generating further investigation.

AFFECTED PERSON: An affected person (AP) in an IIO investigation is the individual who may have suffered harm as a result of police action. In the event an AP dies, the families are also considered APs. The IIO uses the term “affected person” because many of the individuals involved in an IIO investigation are “suspects” in police concurrent investigations. The use of more neutral language is consistent with the IIO’s mandate to conduct fair and unbiased investigations.

AFFECTED PERSONS LIAISON: The IIO has two full-time Affected Persons Liaisons (APL) to ensure regular and ongoing contact between the investigators and affected persons.

The IIO’s Affected Persons Program provides the opportunity for the APLs to work with the affected persons and/or their families to ensure that they receive regular and accurate information and updates regarding the progress of an investigation. In addition, the APLs connect affected persons and/or their families with resources based on individual needs and preferences.

CHIEF CIVILIAN DIRECTOR (CCD): The IIO is led by a Chief Civilian Director (CCD) who is not permitted to have ever served as a police officer. The CCD is eligible to be appointed to a maximum of two five-year terms by Order in Council.

CONCLUDING AN INVESTIGATION: At the conclusion of an investigation, the CCD considers, based on the evidence, if the police officer’s actions are lawful or whether or not there are reasonable grounds to believe that a police officer may have committed an offence. If there are, the CCD may refer the matter to Crown Counsel for consideration of charges. It is Crown Counsel’s responsibility to decide if charges will be laid. If the CCD determines the evidence does not support a referral to Crown Counsel, a public report will generally be issued providing a chronology of events, evidence considered, and the rationale for the decision.

CONCURRENT INVESTIGATIONS: IIO investigations are often conducted concurrently with other agencies such as the BC Coroners Service, in the case of a fatality, or a police agency when the affected person is facing criminal charges. (Figure 1 illustrates these coexisting agencies.)

Figure 1—Concurrent Investigations in a Fatal Incident Involving Police



CROWN COUNSEL: Crown Counsel are prosecutors who work for the BC Prosecution Service under the Ministry of Attorney General. The BC Prosecution Service operates independently of Government and within the justice system.

IIO: The Independent Investigations Office (IIO) of British Columbia is a civilian-led police oversight agency responsible for conducting investigations into incidents of death or serious harm that may have been the result of the actions of a police officer, whether on or off duty. The IIO is located in Surrey; however, its jurisdiction extends to all police agencies throughout British Columbia. IIO Investigators travel to communities as required.

INVESTIGATION STEPS: Typical IIO investigative activities include, as required, ensuring the scene is secured, preserving and obtaining evidence, identifying affected persons, locating witnesses, conducting interviews, confirming the nature of the involvement of a police officer(s), designating subject and witness officers, conducting neighbourhood canvasses, analyzing evidence, and seeking expert forensic assistance.

INVESTIGATORS: IIO Investigators are comprised of non-police and police-trained civilians. Approximately 50% of IIO Investigators are former police officers, having not served as a police officer in British Columbia within five years prior to their hiring. Investigators without policing backgrounds have significant experience in a range of investigative, legal, regulatory and enforcement agencies. The IIO also has a specialized forensics team who conduct scene examinations as well as monitor and review the work of police forensic personnel to ensure that scene processing and evidence collection is done according to best practices.

MANDATE: The IIO of B.C. is mandated to conduct investigations into police-related incidents of death or serious harm in order to determine whether or not an officer may have committed an offence. The IIO has jurisdiction over all police officers in British Columbia (RCMP, municipal police, Indigenous constables, etc.), both on and off duty. Per legislation, police agencies are required to notify the IIO of an incident that may fall within its jurisdiction.

The IIO undertakes public interest investigations and conducts them to a criminal law standard. There does not need to be an allegation of wrongdoing for the IIO to conduct an investigation. The IIO gathers all evidence and reports back on the results. The IIO does this in as transparent a manner as practicable in the circumstances, respecting the integrity of the investigation and the privacy interests of those involved.

NOTIFICATION & INITIAL INVESTIGATION: When there is an incident involving a police officer or agency member, the police agency is required to notify the IIO.

Upon notification of an incident by police, the IIO immediately has jurisdiction. The primary focus of all IIO investigations is to establish if the incident falls within the IIO's mandate. It must meet a two-part test:

- 1) Is there serious harm or death as defined by the *Police Act*?
- 2) Is there a connection between the death or serious harm and any actions of a police officer(s)?

If an initial investigation determines that the incident does not meet the IIO's mandate, then the IIO will conclude the file. When the IIO continues an investigation, the investigation will determine whether or not the actions/inactions of a police officer(s) contributed to the death or serious harm of the affected person. The investigation will also determine whether the police action was lawful or if the subject officer(s) may have committed an offence.

POLICE AGENCY: A police agency is an organization made up of law enforcement officers. In British Columbia, police agencies include municipal police forces such as the Vancouver Police Department, as well as other law enforcement entities such as the RCMP.

SERIOUS HARM: Serious harm is defined in the *Police Act* as injury that may result in death, may cause serious disfigurement, or may cause substantial loss or impairment of mobility of the body as a whole or of the function of any limb or organ.

SUBJECT OFFICERS: Subject officers are defined in a memorandum of understanding between police agencies and the IIO as the police officers whose presence, action or decision is reasonably believed to have been a contributing factor in the death or serious harm of any person. Subject officers have the same rights as any other Canadian who may have committed an offence, including the choice to remain silent and to refrain from providing notes, documents or statements to the IIO.

WITNESS OFFICERS: Witness officers are police officers who were involved or present during the incident but are not believed to have caused the serious harm or death. Witness officers are compelled to cooperate in an IIO investigation, which can include being interviewed and/or submitting notes and documents.

APPENDIX B: STATISTICAL DATA

The IIO regularly gathers data and statistics for review in order to deliver on its commitment to serve the people of British Columbia. The following

statistics provide a more detailed understanding of the number, type, geographical region and other elements related to the work that the IIO does.

		Other - Death	Other - Serious Harm	Use-of-Force - Serious Harm	MVI - Death	MVI - Serious Harm	PSD - Serious Harm	CEW - Serious Harm	Self-Inflicted - Death	Self-Inflicted - Serious Harm	In Custody - Death	In Custody - Serious Harm	Firearm - Death	Firearm - Serious Harm	Grand Total - Death	Grand Total - Serious Harm
Municipal	MUNICIPAL DETACHMENT															
	ABBOTSFORD	1	-	1	-	2	1	-	1	-	-	-	-	-	-	4
	DELTA	-	-	-	-	-	-	-	1	-	-	-	-	-	1	-
	NELSON	-	-	-	-	-	-	-	-	-	-	1	-	-	-	1
	NEW WESTMINSTER	-	1	-	-	-	-	-	1	-	-	-	-	-	-	1
	SAANICH (CENTRAL)	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
	SAANICH	-	-	1	-	2	-	-	-	-	-	-	-	-	-	2
	VANCOUVER	-	5	11	-	6	4	-	1	1	1	3	-	-	2	30
	VICTORIA	-	-	1	1	1	-	-	1	1	-	-	-	-	2	3
	WEST VANCOUVER	-	-	-	-	1	-	-	1	-	-	-	-	-	1	1
RCMP	RCMP DETACHMENT															
	BELLA BELLA	-	-	-	-	-	-	-	1	-	-	-	-	-	1	-
	BURNABY	-	2	-	-	-	-	-	-	-	-	-	-	-	-	2
	CASTLEGAR	-	-	-	-	-	-	-	-	-	1	-	-	-	1	-
	CHASE	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	CHILLIWACK	-	-	-	-	-	1	1	-	-	-	-	-	-	-	2
	COLUMBIA VALLEY	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	COMOX	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	COQUITLAM	-	-	-	-	1	-	-	-	-	-	1	-	-	-	2
	CRANBROOK	-	-	-	-	-	-	-	1	-	-	-	-	-	1	-
	FORT ST. JOHN	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	GABRIOLA	1	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	GRAND FORKS	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1
	HOPE	-	-	-	-	1	-	-	-	-	-	-	-	-	-	1
	KAMLOOPS	1	-	-	-	1	-	-	-	-	1	1	1	-	3	2
	KELOWNA	-	-	-	1	-	-	-	-	-	-	1	1	1	2	2
	KEREMEOS	-	-	-	1	-	-	-	-	-	-	-	-	-	1	-
	LANGLEY (Impact Team)	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	MISSION	1	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	NANAIMO	1	-	1	1	-	2	-	-	-	-	-	1	-	3	3
	NEW HAZELTON	-	-	-	-	-	-	-	-	-	-	1	-	-	-	1
	NORTH COWICHAN	-	-	-	-	-	-	-	-	-	-	2	-	-	-	2
	OCEANSIDE	-	-	-	-	-	-	-	1	-	-	-	-	-	1	-
	PENTICTON	-	1	-	-	-	-	-	-	-	1	-	-	-	1	1
	PORT ALBERNI	-	1	-	-	-	-	-	1	-	-	-	-	-	1	1
	PORT HARDY	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2
	PRINCE GEORGE	1	2	1	-	-	1	-	-	2	-	-	-	-	1	6
	PRINCE RUPERT	-	-	-	-	-	-	-	-	-	-	1	-	-	-	1
	QUESNEL	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
	RICHMOND	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
	SALTSPRING	-	-	-	-	-	-	-	1	-	-	-	-	-	1	-
	SAYWARD	-	-	-	-	1	-	-	-	-	-	-	-	-	-	1
	SHAWNIGAN LAKE	-	-	-	-	-	-	-	-	-	-	-	1	-	1	-
	SURREY	1	-	5	-	-	-	-	1	1	1	-	1	-	4	6
	WEST SHORE	-	-	-	-	-	-	-	1	-	-	-	-	-	1	-
	WILLIAMS LAKE	1	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	VERNON	-	-	1	-	1	-	-	-	-	-	-	-	-	-	2
Other	OTHER															
	TRIBAL POLICE SERVICE	-	-	1	-	-	-	-	1	-	-	-	-	-	2	-
	OTHER (Conservation Office)	-	-	-	-	1	-	-	-	-	-	-	-	-	-	1
	TOTALS	8	14	30	4	18	9	1	15	5	5	11	5	2	37	90

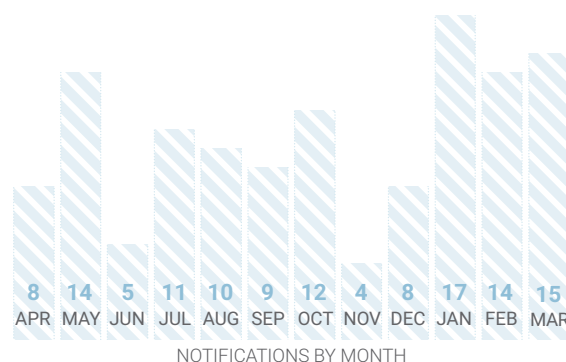
INVESTIGATIONS BY MONTH

2018-2019 FISCAL YEAR INVESTIGATIONS BY MONTH*

* Advice files excluded

The chart below provides an overview of the number of investigations by the IIO per month in the 2018-2019 fiscal year.

It is important, when reviewing statistics such as the ones contained in this section of the annual report, to provide context, where appropriate. For the number of investigations per month, the complexity of each case varies and each investigation is unique. While some months may appear to have more or fewer investigations, this should not be seen as a reflection of the amount of work undertaken by the IIO team that month.



DISTRIBUTION OF INVESTIGATIONS BY AGENCIES BY DISTRICT*	RCMP	MUNICIPAL	TRIBAL POLICE SERVICE	OTHER
ISLAND DISTRICT	11	3	-	-
LOWER MAINLAND DISTRICT	10	5	1	1
NORTH DISTRICT	7	-	-	-
SOUTHEAST DISTRICT	9	-	-	-

* In British Columbia, the Province is divided into four specific regions: Island District, Lower Mainland District, North District and the Southeast District.

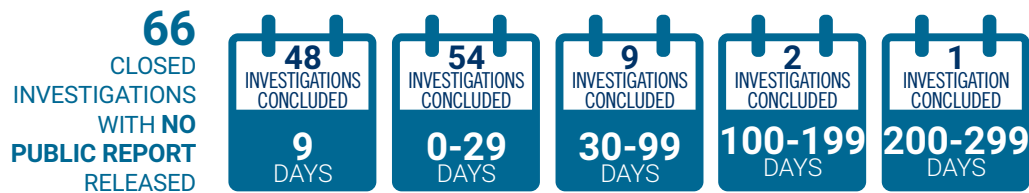
DISTRIBUTION OF INVESTIGATIONS BY AGENCY

	MUNICIPAL	DISTRICT	FREQUENCY
Municipal	ABBOTSFORD POLICE DEPARTMENT	LMD	6
	DELTA POLICE DEPARTMENT	LMD	1
	NEW WESTMINSTER POLICE DEPARTMENT	LMD	2
	SAANICH (CENTRAL) POLICE SERVICE	ISLAND	1
	SAANICH POLICE DEPARTMENT	ISLAND	3
	VANCOUVER POLICE DEPARTMENT	LMD	32
	VICTORIA POLICE DEPARTMENT	ISLAND	5
	WEST VANCOUVER	LMD	2
RCMP	RCMP		
	BELLA BELLA DETACHMENT	NORTH	1
	BURNABY DETACHMENT	LMD	2
	CASTLEGAR DETACHMENT	SOUTHEAST	1
	CHASE DETACHMENT	SOUTHEAST	1
	CHILLIWACK DETACHMENT	LMD	2
	COLUMBIA VALLEY DETACHMENT	SOUTHEAST	1
	COMOX VALLEY DETACHMENT	ISLAND	1
	COQUITLAM DETACHMENT	LMD	2
	CRANBROOK DETACHMENT	SOUTHEAST	1
	FORT ST. JOHN DETACHMENT	NORTH	1
	GABRIOLA ISLAND DETACHMENT	ISLAND	1
	GRAND FORKS DETACHMENT	SOUTHEAST	1
	HOPE DETACHMENT	LMD	1
	KAMLOOPS DETACHMENT	LMD	5
	KELOWNA DETACHMENT	SOUTHEAST	4
	KEREMEOS DETACHMENT	SOUTHEAST	1
	LANGLEY DETACHMENT (Impact Team)	LMD	1
	MISSION DETACHMENT	LMD	1
	NANAIMO DETACHMENT	ISLAND	6
	NELSON POLICE DEPARTMENT	LMD	1
	NEW HAZELTON DETACHMENT	NORTH	1
	NORTH COWICHAN DETACHMENT	ISLAND	2
	OCEANSIDE DETACHMENT	ISLAND	1
	PENTICTON DETACHMENT	SOUTHEAST	2
	PORT ALBERNI DETACHMENT	ISLAND	2
	PORT HARDY DETACHMENT	ISLAND	2
	PRINCE GEORGE DETACHMENT	NORTH	7
	PRINCE RUPERT DETACHMENT	NORTH	1
	QUESNEL DETACHMENT	NORTH	1
	RICHMOND DETACHMENT	LMD	1
	SALTSPRING DETACHMENT	SOUTHEAST	1
	SAYWARD DETACHMENT	SOUTHEAST	1
	SHAWNIGAN LAKE DETACHMENT	SOUTHEAST	1
	SURREY DETACHMENT	LMD	10
	VERNON DETACHMENT	SOUTHEAST	2
	WEST SHORE DETACHMENT	ISLAND	1
	WILLIAMS LAKE DETACHMENT	NORTH	1
Other	OTHER		
	STL'ATL'IMX POLICE SERVICE	LMD	1
	CHILLIWACK (Conservation Office) DETACHMENT	OTHER	1
	TOTALS		127

2018-2019 FISCAL YEAR—CLOSED INVESTIGATIONS*

*These statistics are accurate up to and including March 31, 2019. It is important to note that as of April 1, 2019, this information will continue to change/be updated until all files from this fiscal year are closed.

DAYS LAPSED FROM IIO NOTIFICATION TO CCD DECISION



Average time until the Chief Civilian Director reached a decision to close the investigation without issuing a public report is 18 days.



Average time until the Chief Civilian Director reached a decision to close the investigation without issuing a public report is 63 days.



Average time the investigations have remained within the investigative phase is 84 days.

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