BCACP COMMITTEE

GOVERNANCE & OPERATIONS MANUAL

STANDING & SPECIAL PURPOSE COMMITTEES

BC Association of Chiefs of Police
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British Columbia Association of
CHIEFS OF POLICE

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1. PURPOSE & GOVERNANCE FRAMEWORK

BCACP committees are a key driver of the Association's work, helping to advance BCACP's strategic direction through leadership, operational collaboration, policy development and coordinated action on policing and public safety priorities across British Columbia.

Committees provide a structured forum to:

- Bring forward operational expertise and emerging issues
- Support information sharing and provincial coordination
- Inform strategic priorities and recommendations to government and key partners
- Strengthen relationships with government and system partners
- Advance effective, modern, and responsive policing practices
- Translate BCACP strategic priorities into focused committee initiatives and action

Committees operate in an advisory capacity and function under the authority and governance of the BCACP Board of Directors (the Board).

2. COMMITTEE TYPES

BCACP committees are established as either a Standing Committee or a Special Purpose Committee, depending on the nature, duration and strategic or operational requirements of the work.

2.1 Standing Committees

Standing Committees are permanent committees established to support ongoing strategic or operational priorities of the Association.

These committees provide sustained leadership, coordination and subject matter expertise in areas of continuing relevance to policing and public safety.

Their work may include:

- monitoring emerging issues and trends;
- supporting provincial coordination and information sharing;
- informing BCACP policy and advocacy priorities; and
- providing advice and recommendations to the Board.

Standing Committee mandates and priorities are reviewed periodically to ensure they remain relevant and aligned with **BCACP's strategic direction and the evolving needs of its membership**.

2.2 Special Purpose Committees

Special Purpose Committees are established to address a specific issue, initiative, or emerging priority requiring focused attention or coordinated action.

These committees are generally established with a defined mandate and may operate for a limited period or until their intended objectives have been achieved.

Their work may include:

- responding to an emerging policing or public safety issue;
- coordinating a specific provincial initiative;
- developing recommendations; or
- supporting a defined area of work on behalf of the Association.

The mandate, progress and continued need for a Special Purpose Committee are reviewed periodically, and the committee may be concluded, transitioned or otherwise adjusted once its objectives have been achieved or the issue no longer requires a dedicated committee structure.

2.3 Establishment of New Committees

Proposals for a new committee should be brought forward to the Executive Director and include, at minimum:

- The proposed purpose and mandate
- The issue, need or strategic priority the committee would address
- The proposed committee type: Standing or Special Purpose
- Anticipated objectives and areas of focus
- Recommended leadership and membership considerations
- Any known resource, partnership or operational considerations

The BCACP Executive Director will review the proposal and, at their discretion, submit the proposal to the Board for consideration and approval.

3. COMMITTEE STRUCTURE

BCACP committees are established, amended, and dissolved by the Board in response to the Association's strategic priorities, emerging policing and public safety issues, operational needs, and organizational direction.

Committees operate as part of BCACP's broader governance structure and provide a formal mechanism through which members contribute operational expertise, leadership perspectives, and subject matter knowledge to the Association's priorities and work.

BCACP is committed to committee composition that reflects the breadth of policing in British Columbia and supports diverse perspectives, inclusive participation and effective provincial representation.

Each committee shall:

- Operate under Board-approved Terms of Reference that define its mandate, objectives, composition, and responsibilities
- Report through the Executive Director to the Board
- Establish objectives and activities that align with BCACP's strategic direction and priorities
- Support appropriate information sharing, coordination, and collaboration across agencies and jurisdictions

- Operate in a professional, collaborative, and solutions-focused manner
- Remain responsive to emerging issues and evolving policing and public safety priorities

4. ROLES & RESPONSIBILITIES

4.1 Executive Director

The BCACP Executive Director is responsible for overall governance coordination and organizational oversight of BCACP committees.

Responsibilities include:

- Supporting committee formation and recruitment
- Maintaining governance consistency across committees
- Supporting Chairs and committee operations
- Coordinating Board reporting and communication
- Supporting strategic alignment and organizational priorities
- Maintaining committee records and documentation
- Supporting relationships with external partners where appropriate

4.2 Committee Chair / Co-Chair

Committees will operate under a municipal and RCMP Co-Chair model, unless otherwise approved by the Board.

Responsibilities include:

- Leading committee meetings and discussions
- Supporting strategic direction and workplan development
- Ensuring committee priorities remain aligned with BCACP objectives
- Monitoring progress and evaluating the impact of the committee's initiatives
- Adapting strategies in response to emerging challenges and opportunities in the law enforcement landscape
- Engaging with external partners, including government agencies, community organizations, and other policing agencies and partners
- Advocating for policies and practices that enhance public safety and policing effectiveness
- Representing the committee at BCACP meetings, conferences, media interviews, and other relevant events
- Supporting respectful and productive participation
- Coordinating agendas and meeting materials
- Ensuring meeting summaries or minutes are captured
- Providing updates and reporting through the Executive Director
- Escalating significant or urgent matters where required

4.3 Member at Large

A Member at Large of a BCACP committee contributes operational expertise, recommendations, and leadership.
This position is designed to leverage unique skills and knowledge to provide valuable insights and guidance, ensuring the committee's goals and initiatives are effectively met.

A Member at Large is responsible for:

- Participating actively and constructively
- Bringing operational expertise and perspective forward
- Supporting committee priorities and initiatives
- Reviewing materials and providing feedback as required
- Supporting collaborative problem solving and information sharing
- Representing organizational and provincial interests professionally
- Representing the committee in external forums, conferences, and meetings as needed
- Leading or participating in subcommittees as assigned
- Maintaining confidentiality of sensitive, operational, or restricted information
- Attending scheduled committee meetings

5. MEMBERSHIP STANDARDS

5.1 Committee Appointment

Committee members are appointed through their respective police agency leadership and/or the Board.

Committee recruitment should be undertaken strategically to ensure each committee is appropriately composed to fulfill its mandate. Recruitment may include recommendations from committee Chair(s), targeted invitations to subject matter experts, agency nominations, or expressions of interest, as appropriate.

Participation on a BCACP committee requires organizational approval. Agencies are encouraged to support members with relevant operational expertise, leadership experience, and subject matter knowledge who are well positioned to contribute to the committee's mandate and provincial discussions.

5.2 Municipal Agency Approval Process

For municipal police agencies, participation is confirmed through written approval or acknowledgement from the respective Chief Constable or designate.

5.3 RCMP Approval Process

RCMP employees seeking participation on a BCACP committee must follow the RCMP "E" Division **Standard Operating Procedure**, coordinated through the Operations Strategy Branch (OSB).

Submission of interest

1. Submit a request via email to the Operations Strategy Branch (OSB): ediv_rcmp_osb_secretariat@rcmp-grc.gc.ca
2. Include written approval from the member's line officer (OIC).
3. Identify which committee(s) they wish to join and outline any relevant experience or qualifications.

Applications are reviewed and approved through RCMP leadership in accordance with established procedures.

Once approved, member information is forwarded to the BCACP Executive Director for committee appointment and onboarding.

5.4 Membership Composition

Each committee shall consist of a Chair and a Co-Chair, or two Co-Chairs.

Committee size may vary depending on mandate, operational requirements, and strategic priorities. BCACP committees do not operate with a prescribed maximum membership limit; however, committees should generally consist of no fewer than five (5) members, inclusive of the Chair and Co-Chair, unless otherwise approved by the Board.

BCACP is committed to committee composition that reflects the breadth of policing in British Columbia and supports diverse perspectives, inclusive participation, and effective provincial representation.

Committee composition should consider:

- Balanced municipal police and RCMP representation
- Geographic diversity across British Columbia
- Relevant operational expertise and subject matter knowledge
- Leadership experience appropriate to the committee's mandate
- Diversity of perspectives, backgrounds, and lived experiences, with consideration given to equity, diversity, and inclusion

Committee composition should be reviewed periodically to ensure it continues to support the committee's mandate, strategic priorities, and evolving operational or public safety needs.

5.5 Membership Terms

Unless otherwise specified, committee members should generally serve a two-year term, with flexibility for renewal or transition based on operational needs and organizational considerations.

5.6 Attendance & Participation

To support effective participation and continuity in committee work:

- *Chairs and Co-Chairs should provide reasonable advance notice of meeting dates to support member participation.*
- *Members are expected to make reasonable efforts to attend all scheduled meetings.*
- *Members who are unable to attend a meeting, in whole or in part, should advise the Chair or Co-Chair in advance.*
- *Meetings may be held virtually or in person, as determined by the Chair and Co-Chair.*

5.7 Membership Review & Removal

Committee membership may be reviewed where a member:

- Is consistently unable to attend or participate in committee activities
- No longer holds a role relevant to the committee's mandate or membership requirements
- No longer has the support or approval of their respective police agency
- Is unable to meet the expectations established in the Committee Terms of Reference or Governance & Operations Manual
- Breaches the BCACP Code of Conduct & Confidentiality requirements
- Engages in conduct that materially affects the effective functioning, integrity, or reputation of the committee or Association

Where concerns arise, the Chair or Co-Chair and BCACP Executive Director will review the circumstances and, where appropriate, discuss the matter with the member before determining next steps.

Removal of a committee member may be recommended by the Executive Director, in consultation with the Chair or Co-Chair, and is subject to approval by the Board.

A member may also resign from a committee at any time by providing notice to the Chair or Co-Chair and BCACP Executive Director.

6. COMMITTEE OPERATIONS

6.1 Meeting Cadence

Each committee is expected to hold a minimum of two (2) meetings per year, with three Progress Reports required annually. Meetings should generally be scheduled within BCACP's reporting periods and sufficiently in advance of the applicable submission deadlines to support timely reporting to the Board.

A Progress Report is required for each reporting period, whether or not a committee meeting has been held.

6.2 Agendas & Materials

Meeting agendas and relevant materials should be distributed in advance when reasonably possible.

Agendas should focus on:

- Strategic priorities
- Action items and follow-up items
- Emerging issues and operational considerations
- Decision points and recommendations
- Committee updates, initiatives, and reporting

Note: A BCACP agenda template is available in the Member Dashboard.

6.3 Quorum

Committees should strive to ensure balanced participation from committee membership during meetings and discussions, including municipal and RCMP representation where applicable.

Formal quorum requirements are not prescribed for routine committee business. Where a matter requires a formal committee recommendation or determination within its mandate, quorum shall consist of **at least fifty percent (50%) of active committee membership, including at least one Chair or Co-Chair**.

6.4 Decision-Making

Committees should seek consensus wherever reasonably possible. Where consensus cannot be reached, differing perspectives may be reflected in recommendations, or the matter may be referred to the Executive Director and the Board for consideration.

6.5 Committee Records Management

Committee resources, reference materials, agendas, minutes, governance documents, reporting tools and other non-confidential documents will be maintained through the BCACP member platform.

Storage and distribution of confidential materials shall occur through secure and approved BCACP processes, as advised by the Executive Director or committee Chair and Co-Chair.

Committee members are expected to maintain an active BCACP member account to access committee materials.

Direct access to the can be found here: **BCACP Member Dashboard.**

Committees should maintain concise meeting records, summaries, or minutes sufficient to:

- Capture key discussions, decisions, and recommendations
- Track action items
- Support organizational continuity and knowledge sharing
- Support Board reporting where required

6.6 Committee Information, Communications & Resource Sharing

Committee work should contribute to broader awareness, learning, and information sharing across the Association. Key milestones, achievements, initiatives, and substantive deliverables should be shared with BCACP members and, where appropriate, external partners and the public.

Committee Chairs and Co-Chairs are responsible for bringing notable developments, emerging issues, successes, and other timely information to the Executive Director to support appropriate communication through:

- BCACP Briefings and member communications
- BCACP Police Leadership Conferences
- The BCACP Member Dashboard and committee resources
- BCACP public communications, website, and other external channels, where appropriate

The BCACP Police Leadership Conferences provide an important opportunity for committees to share emerging work, operational priorities, strategic initiatives, and provincial developments with policing leaders from across British Columbia.

All public communications, media engagement, and materials representing a BCACP position remain subject to the Association's established governance and communications approval processes.

7. REPORTING & ACCOUNTABILITY

Committee reporting helps ensure the Board remains informed of emerging issues, operational realities, strategic priorities, and provincial initiatives influencing policing, public safety, government engagement, and policy discussions across British Columbia.

Committee recommendations, reports, frameworks, position statements and other substantive deliverables do not represent an official position of BCACP unless approved through the appropriate BCACP governance process.

Committees are responsible for providing ongoing reporting to the Board, including:

- **Committee Annual Strategic Objectives Report**
- **Committee Progress Report -** submitted three times annually
- Annual Board meeting update or presentation, coordinated through the Executive Director
- Recommendations requiring Board consideration, as needed

The Executive Director will communicate the submission deadline for the Committee Annual Strategic Objectives Report each year.

Committee Progress Reports are submitted online three times annually, in accordance with the reporting periods and submission deadlines below.

Reporting Period	Submission Deadline
January – April	**May 15**
May – August	**September 15**
September – December	**January 15**

Committee Progress Reports include:

- Progress against committee objectives and priorities
- Key activities, initiatives, and outcomes
- Emerging issues, risks, or trends
- Significant accomplishments or developments
- Recommendations or matters requiring BCACP awareness or consideration

7.1 Urgent Matters and Escalation of Significant Issues

In the event of an urgent matter, emerging risk, or issue requiring immediate Board awareness or consideration, the committee Chair or Co-Chair shall promptly notify the Executive Director.

The Executive Director will coordinate next steps and determine appropriate escalation, communication, and Board engagement processes in consultation with the Board, where required.

8. COMMITTEE LIFECYCLE MANAGEMENT

Committees should periodically review:

- Mandate relevance
- Membership composition
- Operational effectiveness
- Strategic alignment
- Workplan progress

The Board may:

- Establish new committees
- Merge committees
- Dissolve inactive committees
- Adjust mandates or reporting structures

Committees should remain responsive to emerging policing and public safety priorities.

9. EXTERNAL RELATIONS & COMMUNICATIONS

Committee members do not speak publicly on behalf of the BCACP unless authorized.

External communications, media engagement, public statements, or use of BCACP branding should be coordinated through:

- Executive Director
- The Board

Committees should remain mindful of reputational, operational, and relationship considerations when engaging external partners.

Committees shall not enter into sponsorship arrangements, endorse external organizations or initiatives, or commit BCACP resources without prior authorization.

10. CODE OF CONDUCT & CONFIDENTIALITY

BCACP committee members are expected to conduct themselves professionally, respectfully, ethically, and in accordance with the governance expectations established by the Association.

As a condition of participation, all committee members are required to review the Code of Conduct & Confidentiality (see Appendix A) and complete the electronic acknowledgement form.

Code of Conduct & Confidentiality Agreement Form: https://forms.cloud.microsoft/r/d3HYJCnmEf

11. CONFLICT OF INTEREST

Committee members must disclose any real, potential, or perceived conflicts of interest that may impact participation, recommendations, or decision-making. Where appropriate, members may be asked to recuse themselves from discussions or recommendations.

12. REVIEW & AMENDMENTS

This Manual shall be reviewed periodically to ensure continued relevance, effectiveness, and alignment with BCACP governance priorities.

Amendments are approved by the Board.

British Columbia Association of
CHIEFS OF POLICE

BCACP Committees

Code of Conduct & Confidentiality

BCACP committee members are expected to uphold high standards of professionalism, integrity, discretion and sound judgment in carrying out their responsibilities.

Members shall

- Conduct themselves respectfully and professionally, supporting constructive, inclusive and effective committee work.
- Participate in good faith and contribute to informed, respectful and collaborative discussion.
- Act in the interests of BCACP and its broader membership, while bringing relevant organizational, operational and professional perspectives to the committee's work.
- Identify and appropriately manage any actual, potential or perceived conflicts of interest.
- Safeguard confidential, sensitive, operational and organizational information obtained through committee service, during and following their term.
- Use information, materials and access obtained through committee service only for appropriate committee or BCACP purposes.
- Respect committee decisions and the established governance and decision-making processes of BCACP.
- Exercise sound judgment in communications and conduct that may reflect on BCACP, its membership or the work of the committee.
- Not speak publicly, engage with the media or otherwise represent a BCACP position without appropriate authorization.

Required acknowledgment

Please review the BCACP Committee Governance & Operations Manual, then complete the electronic acknowledgment confirming:

"I confirm that I have reviewed the BCACP Committee Governance & Operations Manual and agree to uphold the conduct and confidentiality requirements applicable to my committee service."

Complete the electronic acknowledgment

forms.cloud.microsoft/r/d3HYJCnmEf

Scan to complete