A MESSAGE FROM THE GREATER VICTORIA POLICE CHIEFS AND DETACHMENT COMMANDERS

The Greater Victoria Police Chiefs and Detachment Commanders are pleased to present the second annual Greater Victoria Police Integrated Units Annual Report for 2017/2018.

This report highlights the work on the many integrated policing units working within Greater Victoria area communities. Common among all of the integrated policing units is a shared desire to work with communities to deliver high-quality, well-coordinated, and cost-effective police services. The area Police Chiefs and Detachment Commanders, in consultation with community leaders, remain committed to the identification and implementation of further integration options in situations where improvements in service delivery and financial efficiencies are likely to be realized.

Please take a few moments to read the report which highlights the mandate and ongoing work of each integrated policing unit.

We wish to thank the dedicated officers working within the integrated policing units for their professionalism and continued commitment to our communities.

Proudly,

The Greater Victoria Police Chiefs and Detachment Commanders:

» Chief Del Manak – Victoria Police
» Chief Bob Downie – Saanich Police
» Chief Les Sylven – Central Saanich Police
» Chief Andy Brinton – Oak Bay Police

Inspector Todd Preston – Westshore Detachment
S/Sgt Wayne Conley – Sidney/North Saanich Detachment
S/Sgt Jeff McArthur – Sooke Detachment

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The Greater Victoria Emergency Response Team (GVERT) has supported police operations in the region since 1976. The team is activated to safely resolve high-risk incidents using a variety of approaches including: containment techniques, negotiations, less lethal capabilities, and specialized tactics.

A team of Critical Incident Commanders, Crisis Negotiators, and Tactical Officers is on-call 24 hours a day, 7 days per week, to respond to complex and high-risk situations. Critical Incident Commanders are senior officers with extensive experience in critical incident management and major crime investigations. They coordinate every GVERT operation, connecting Crisis Negotiators with the Tactical Unit to achieve a successful resolution. The Commanders are supported by a group of Tactical Liaison Officers and Critical Incident Scribes who are responsible for logistics and reporting. Crisis Negotiators are experts in crisis intervention and de-escalation, and are advised by a team of mental health professionals. The majority of critical incidents are resolved peacefully by our Crisis Negotiator Team. The Tactical Unit is a group of highly trained police officers equipped to safely resolve situations that may exceed the capabilities of front-line police officers. Intervention by this team provides a greater margin of safety for the public, police members, and suspects alike. The Tactical Unit also provides explosives detection and disposal services for regional operations and major public events.

The team works under the direction of an Officer-In-Charge, who is responsible for the administration of training and operations. GVERT is regionally funded, with a budget overseen by a Joint Management Team comprised of representatives from each participating police agency. Other than the full-time Tactical Unit Team Leader, all members of GVERT perform as a secondary duty to their primary assignment.

The GVERT strives to maintain a level of proficiency in the variety of skills necessary to achieve successful outcomes in the region’s most high-risk incidents. GVERT seeks to meet Canadian Police industry standards in training and equipment to ensure a capable and professional response.
EFFICIENCIES

• Reduced costs in training supplies and fees through joint purchasing between agencies
• Ongoing review of the collateral duty model, with a view to reducing overtime costs and improving service delivery

HIGHLIGHTS

• Resolved four incidents where explosives were present or suspected
• Completed the selection and purchasing of a new armored rescue vehicle
• Hosted a risk assessment course attended by police officers from across the province
• Participated in the Police Scotland Crisis Negotiator Course and developed international connections for future training initiatives
• Improved training opportunities created through a civil forfeiture grant

PRIORITIES FOR 2018/19

• Increase contributions to regional police training in the areas of tactical skills and procedures
• Replace and upgrade safety equipment
• Engage regional fire and ambulance agencies and create a “Rescue Task Force” to improve the response to active threat incidents
• Increase tactical officer maintenance training to meet industry standards
• Expand the mental health support team
The Greater Victoria Crowd Management Unit (GVCMU) consists of police officers from every municipal police agency in the Capital Regional District. The Unit is cross-trained in a variety of crowd management, search, and obstruction removal techniques.

The GVCMU was deployed for several events this past year including protests, bank occupations, the Royal Family and Prime Minister visits, serious criminal investigations, and large public events. The GVCMU ensures that events involving large public gatherings are appropriately resourced and managed to ensure public safety and to safeguard the right to peaceful demonstration.

This past year, the GVCMU focused on officer-down training and officer self-rescue. In the event the GVCMU is deployed in a high-risk situation, traditional emergency medical personnel, including paramedics and firefighters, may be unable to enter any area they deem unsafe. This would include a riotous situation where a crowd is actively damaging property or demonstrating assaultive behaviour. In these situations, the GVCMU must be able to provide emergency medical treatment to injured officers. To address this need, the GVCMU conducted a pilot over the last year to integrate fire medics onto the team similar to the Vancouver Public Safety Unit model. Based on the results of the pilot project, the GVCMU has plans to implement this program in 2019.

The GVCMU reports to a Joint Management Team comprised of senior police officer representatives from each of the participating police agencies (Victoria Police, Saanich Police, Oak Bay Police and Central Saanich Police). The GVCMU’s day-to-day operations are overseen by an Executive and Leadership Team comprised of senior police officers.

**EFFICIENCIES**

- Established a capital replacement fund to better manage capital equipment replacements over time
- Established a more efficient training environment to maximize instructional hours
- Formalized CMU training standards and templates for consistency
- Continued use of lesson plans and training rehearsals for instructors to maximize effective training
- Obtained additional funding from Civil Forfeiture to aid in the purchase of equipment

**HIGHLIGHTS**

- Expanded training opportunities to enhance skills and safety related to officer-rescue and tactical medical care
- Enhanced team structure to better support officer leadership development in critical team roles
- Acquired new shields to improve team operations and safety
- Sponsored a research project to audit deployment and crowd management methodology
- Reviewed and reorganized the operations manual to ensure consistency with other agencies
- Concluded the Tactical Medic pilot project with Esquimalt Fire Department
PRIORITIES FOR 2018/19

- Continue the GVCMU Tactical Medic program and establish a formal Memorandum of Understanding among the partner agencies
- Continue to build expertise through training for Tactical Advisors / Liaison Officers (TLO)
- Ensure GVCMU is well-positioned to meet staffing demands through progressive training strategies and succession planning
- Improve proportional staffing to better reflect all participating police agencies
- Enhance deployment model to include disaster response tactics
- Improve tactical armament of less lethal weapons and munitions
- Implement training for mass-casualty protocols related to large crime scenes
The Integrated Mobile Crisis Response Team (IMCRT) is a mobile, quick response team made up of Island Health nurses, counselors, child and youth mental health clinicians, and police officers from Saanich and Victoria. IMCRT responds to people in psychiatric or situational crisis throughout the Capital Regional District and SaltSpring Island. The team provides consultation, mobile crisis response and assessment, and short-term follow-up and referral services as needed. IMCRT has been developed as a multidisciplinary mobile crisis response team that can assist police agencies by critical mental health supports available to officers in the community to better facilitate rapid consultation, assessment and linkage to community treatment programs.

Police officers work with IMCRT on a placement of up to three years. On their return to their respective police agencies they bring with them advanced skills and education related to mental health and substance abuse issues, along with comprehensive knowledge of the services that can be of assistance. Since its inception, IMCRT calls for service continue to rise. On average, 10% of calls received have resulted in conveyance to hospital. In 2017, only 5% of calls have resulted in conveyance to hospital. If this trend continues this would support the need for a secondary team to assist the region in assessing patients without the requirement of police taking patients to hospital.

IMCRT assists front line police officers to direct individuals who require psychological assessment and treatment, where necessary, to Emergency Room / Psychiatric Emergency Services. In 90-95% of cases, IMCRT can assist police to explore alternatives for less intrusive community-based care. The sharing of information between Island Health professionals and police about individuals potentially at-risk of harming themselves or others allows for better informed risk assessments, decision-making, and mitigation-of-risk strategies.

**EFFICIENCIES**

- Improved the exchange of crisis response information between police and health
- Responded to police calls with a health professional that would have otherwise required two police officers
- Facilitated minimal wait-times at Emergency Room for police
- Formulated collaborative safety plans reducing impact on health and police resources
- Connectivity to Island Health’s Electronic Health Record while on the road. This has increased mobility and improved remote connectivity to Island Health’s records while deployed in the community
**HIGHLIGHTS**

- Collaboration with Assertive Community Treatment Teams to maximize exchange of information centered on client focused care
- Working closely with the Priority One Population Working Group to assist in connecting challenging clients with the proper services

**PRIORITIES FOR 2018/19**

- Work collaboratively with Island Health to seek additional funding sources to enable expanded and enhanced services
- Explore opportunities to pro-actively support front-line officers
- Explore service delivery in critical incidents to provide mental health expertise and specialization
- Explore opportunities to work more collaboratively within the continuum of mental health and substance use outreach

**CALLS BY REGION**

- Victoria: 35%
- Saanich: 27%
- Sooke: 4%
- Vancouver: 0%
- Langford: 7%
- Highlands: 0%
- North Saanich: 2%
- Metchosin: 1%
- Esquimalt: 5%
- Colwood: 3%
- Central Saanich: 2%
- View Royal: 3%
- Central North Island: 1%
- Saanich: 2%
- Vancouver: 0%
- Unknown / Other: 5%
- Southern Gulf Islands: 0%
- Sidney: 3%

**TOTAL CALLS FOR SERVICE TO IMCRT**

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The Mobile Youth Services Team (MYST) was created 19 years ago to address the growing concerns of at-risk and sexually exploited youth between the ages of 12-18 years in the Capital Regional District. This integrated team consists of one police officer, assisted by a part-time youth and family counselor.

The mandate of MYST is broad due to the complexities associated with at-risk and sexually exploited youth. The key strategies include, but are not limited to, the following:

- Focus on the concerns of youth at-risk and sexually exploited youth
- Connect youth with appropriate services with the goal of improving outcomes
- Public education on the impact of sexual exploitation of youth in the Greater Victoria area
- Gathering of criminal intelligence on activities of the child sex trade workers and those who exploit them
- Conduct criminal investigations and enforcement

**EFFICIENCIES**

- Focusing on successful relationship building with youth at-risk
- Provide ongoing support and services to exploited and at-risk youth
- Criminal enforcement and investigations
- Gathering of criminal intelligence on activities of individuals who sexually exploit and supply illegal drugs to youth
- Educating the community to understand the severity that exists regarding youth at-risk and sexual exploitation in the entire region

**HIGHLIGHTS**

- Successful intervention of youth involved in the sex trade and obtaining long-term treatment services
- Providing support to a youth and family leading to a successful completion of High School
- Working collaboratively with outside agencies ensuring youth are provided with necessary resources after experiencing a traumatic event
- Investigation of a youth involved in child pornography with three victims
- Delivering information on the role of MYST to several community groups

**PRIORITIES FOR 2018/19**

- Relationship building with youth at risk to ensure trust and confidence
- Gathering of criminal intelligence on the activities of drugs and child sex workers
- Working proactively and supporting the Greater Victoria Municipal Police Departments and the RCMP in the CRD
- Support partner agencies in the collective work with at-risk youth
- Navigating Youth and families through the judicial system
- Attend inter-agency meetings to facilitate collaboration and information exchange
- Provide information sessions to the community
The mandate for the Regional Domestic Violence Unit (RDVU) is to increase victim safety and offender responsibility by providing a cross jurisdictional response that is uniform in approach to high risk domestic violence cases across the Capital Region.

The RDVU uses an integrated, co-located team model that includes police investigators and supervisor (Saanich, RCMP and Victoria), community based victim services (Victoria Women’s Transition House), and social workers (Ministry of Children and Family Development) to provide timely follow up services in select domestic violence cases where high risk factors are present.

The RDVU may accept referrals from any agency involved with intimate partner violence that presents a high risk, or it may initiate a request that a file be referred where the RDVU has determined that high risk factors are present.

As a result of the multi-disciplinary unit, the RDVU has the subject matter experts to address all components of domestic violence. This approach provides a unified response with continuous collaboration among invested stakeholders eliminating silos and mitigating risk.

In 2017, the RDVU received 95 referrals for assistance. Over two-thirds of those referrals were actioned and 20 of the files were returned to the home agency after reducing the risk and ensuring continued victim safety.

In 2016, James Pratt consulting was hired to evaluate the RDVU; the evaluation resulted in identifying four strengths and three challenges. The evaluation was adopted by the Joint Management team in 2017 and the Unit has addressed and implemented the recommendations, enhancing their ability to deliver on its mandate.

The RDVU actively engage in sharing their expertise and experience. For example, for one week in July a RCMP officer from the Sidney - North Saanich Detachment worked within the Unit to gain a better understanding of high-risk domestic violence investigations. The officer is now a local resource for the Detachment and an important liaison for the RDVU. This initiative was implemented in 2016 with Sooke RCMP Detachment and has been offered to both Oak Bay and Central Saanich Police Departments.

The RDVU continues to expand and share their expertise with community partners addressing domestic violence.
**EFFICIENCIES**

- RDVU developed a flow chart to establish an efficient and accountable process, including electronic storage for triaging new files
- Developed strategies to return files to the home agency once risk has been lowered and safety established
- Continued work to build collaboration with partner agencies who have expertise in threat assessment and risk management
- Training in various aspects of Major Case Management in preparation for Provincial Policing Standards expected in 2019
- Continued discussion at the Joint Management Team for police officer succession planning at the RDVU

**HIGHLIGHTS**

- A survivor thanks the RDVU for their support; she is now living free of violence and alcohol, and has re-united with her adult children
- Two RDVU members attended the Institute for Strangulation Prevention taking an advanced course specific to domestic and sexualized violence
- As a result of the Strangulation Prevention training, a half-day workshop has been created and continues to be delivered to agencies in BC
- RDVU adopted and implemented the four recommendations resulting from consultant James Pratt’s 2016 evaluation of the RDVU.
- In partnership with the University of Victoria, RDVU co-hosted Dr. Lori Haskell presenting on the neurobiology of trauma. The two day workshop was attended by 340 people

**PRIORITIES FOR 2018/19**

- Continue to provide services to diverse populations in our community while recognizing changing trends
- Strengthen and expand on criminal justice partnerships to hold offenders accountable and improve victim safety
- Develop partners in mental health and addictions who can support domestic violence victims and offenders
- Expand and continue to explore offender management strategies to enhance victim safety
- Share RDVU’s expertise in Strangulation Prevention throughout the collaborative community investigating domestic violence
- Be the lead in domestic violence training initiatives which includes establishing sustainable funding
- Apply threat assessment training and tools (SARA, SAM and B-SAFER) to domestic violence investigations
- Establish and adopt business rules that are applicable to a multi-jurisdictional unit serving seven police agencies
Crime Stoppers is a community, media, and police cooperative program designed to involve the public in the fight against crime. It provides citizens with a vehicle to anonymously supply local law enforcement with information about a crime or potential crime. Cash rewards, up to $2000, are offered if information leads to a person being arrested and charged with a crime, enables the recovery of stolen property or drugs, or solves a crime.

The concept of giving the community an anonymous route to report crime was born in 1976 in New Mexico after a young student was killed during a gas station robbery. Police had very few leads in this case and decided to re-enact the crime on television, hoping someone would come forward with information. A $1000 reward was offered. The day after the re-enactment aired, police received a call from someone who didn’t want to get involved but who had seen a car leaving the crime scene. The information from this person led police to arrest the two men responsible for the murder.

The officer involved in this case recognized that fear and apathy can prevent people from reporting crime, so he worked to build a system by which information could be provided anonymously. And thus Crime Stoppers was born. Today, there are over 1700 Crime Stoppers programs across 32 countries. Half a million crimes have been solved and $8 billion worth of stolen property and drugs have been seized.

Greater Victoria Crime Stoppers was created in 1984 and serves all areas within the Capital Regional District. It is a registered not-for-profit organization overseen by a volunteer Board of Directors who ensure the program is run in accordance with established protocols, and are responsible for fundraising, public awareness and the distribution of award money.

The day to day operations of Greater Victoria Crime Stoppers is the responsibility of two civilian coordinators whose positions and operational expenses are funded jointly by the partner police agencies - Victoria Police Department, Saanich Police Department, Westshore RCMP, Oak Bay Police Department, Central Saanich Police Service, Sidney/North Saanich RCMP, and Sooke RCMP.

**EFFICIENCIES**

- Transition of tip management software to a new program that has improved collection, documentation & dissemination of tips
- Obtained advanced social media training to improve in-house abilities that expanded messaging reach
- Built new community connections to help promote the program at no cost
- Continued flexibility in work hours to allow attendance at community events & meetings without incurring overtime costs
HIGHLIGHTS

- Continued ongoing program to connect with youth (500 so far) about how they can report crime affecting them, safely via Crime Stoppers
- Hosted a highly successful BC Crime Stoppers Conference, which drew presenters and attendees from a wide range of fields
- Increased social media presence & reach: almost doubled followers from previous year & online interactions (top post shared 83,000x)
- Continued partnership with Camosun College to create new material to highlight crimes against seniors in our communities
- Participated in community events such as Law Day, Elder Awareness week, Oak Bay Tea Party parade, & Island Farms Santa parade

PRIORITIES 2018/19

- Youth Initiative - continue to proactively engage with youth & raise their awareness of Crime Stoppers
- Elder Awareness - work with police & community groups to raise awareness and reduce crimes against seniors
- First Nations Initiative - continue efforts to promote Crime Stoppers as a safe reporting resource for First Nations
- Community Connections - build on existing and new relationships to help raise awareness and reporting of crime
- Social Media - seek out opportunities to expand our on-line presence and impact
- Inter-agency Connections - work with various law enforcement agencies to highlight crime trends & help reduce them
- Reactive Responses- act, through awareness & education, to changing community concerns, ie. the fentanyl crisis
The mandate of the Greater Victoria Police Diversity Advisory Committee (GVPDAC) is to build community relationships and help police officers better understand the diverse cultures, value systems, unique perspectives, conditions and religious beliefs of our diverse communities, and to act as a consultative and advisory body to the Chiefs of Greater Victoria’s police agencies.

The current structure of the GVPDAC includes community representatives from nine separate community groups or agencies along with police representatives from the individual police departments and RCMP detachments. The GVPDAC is co-chaired by a police officer and a community member.

**Participating community groups:**
- Victoria Native Friendship Centre
- Inter-Cultural Association of Greater Victoria
- Victoria Pride Society
- African Heritage Association of Vancouver Island
- Victoria Immigrant and Refugee Centre Society
- India Canada Cultural Association
- Ismaili Faith Community
- Francophone Society of Victoria
- Jewish Federation of Victoria and Vancouver Island

**Participating police agencies:**
- Victoria Police Department
- West Shore RCMP
- Saanich Police Department
- Sidney/North Saanich RCMP Detachment
- Oak Bay Police Department
- Central Saanich Police Service
- Military Police Unit Esquimalt

**EFFICIENCIES**

- Compilation document created identifying common themes from five separate Police Community Engagement dialogue events
- Five short-term community engagement action items arising from a UVic research paper adopted by GVPDAC with support of Area Chiefs
- Terms & Succession, Policy Document review conducted to identify future transition of police & community representative positions
- Participated in a SFU research project on improving Police & Community Partnerships through interviews and meeting observations
- Membership survey conducted with results shared and reviewed by committee members to identify areas of strength and challenges
HIGHLIGHTS

- Partnered with Ministry of Tourism, Arts & Culture to generate community creation of a regional Organizing Against Racism & Hate committee
- Planned & delivered half-day engagement event with the Masjid Al-Iman community with observed prayer, soccer tournament and shared dinner
- Multicultural Youth & Police Sports Day held with approximately 35 children and youth participating with local police officers
- “Policing in Greater Victoria: A Study in Addressing the Gaps in Engaging Greater Victoria’s Diverse Communities” UVic paper completed
- Oak Bay PD & GVPDAC member Constable Alex Omoding recognized for Community Role Model leadership during Black History Month
- Participated in day-long Victoria Welcome Day Celebration for Immigrants & Refugees event

PRIORITIES 2018/19

- Deliver on the five short-term action items which were identified through various dialogue events in the community
- Partner with diverse youth-based groups, councils, organizations and individual youth to hold day-long engagement event
- Partner with individuals and groups from the LGBTQ+ communities to hold dialogue and relationship-building events
- Expand committee membership to include new community representatives including the Masjid Al-Iman
- Complete terms & succession planning for membership to enable smooth transitions including identification of new co-chair
- Review current communications and public relations strategies with a view to increasing community awareness of the GVPDAC
- Review website and social media content to identify areas for improvement and potential expansion
- Conduct smaller but more frequent community engagement activities including educational presentations and sporting events
The Vancouver Island Integrated Major Crime Unit was created in 2007 as a partnership between the RCMP and the Victoria Police Department. Today, VIIMCU is comprised of police officers from the RCMP, Victoria Police and the Saanich Police and, in lieu of police officer positions, receives funding from the Oak Bay and Central Saanich Police Services. VIIMCU’s mandate is to investigate serious crime specific to homicides, missing persons where foul play is suspected, and select unsolved homicides. VIIMCU provides these investigated services to the entire Greater Victoria area in addition to the provincial areas on Vancouver Island policed by the RCMP.

Serious crimes such as homicides are complex and time consuming to investigate. VIIMCU enhances the ability of partner agencies to effectively respond to these serious crimes by leveraging the benefits of integration, cooperation, communication and sharing of information and expertise.

VIIMCU remains very busy. In 2017, VIIMCU opened 35 investigative files, many of which remain under investigation. These files were added to open files from previous years that also remain under investigation. Also in 2017, five Homicides from Victoria were concluded through the court process, as was one file from the Sayward area.

The Combined Forces Special Enforcement Unit is an independent law enforcement agency in British Columbia staffed primarily by seconded police officers from municipal police agencies and the RCMP from throughout the province. CFSEU has a broad mandate that includes contributing to and sharing crime research and intelligence, coordinating long term crime reduction strategies at the provincial, national and international levels; reducing gang and organized crime violence, and the effective and efficient deterrence of organized crime and related violence. CFSEU uses both uniform and covert investigative techniques and policing units during the pursuit of their mandate.

Currently, the Victoria, Saanich, Central Saanich and Oak Bay police departments, as well as the RCMP, have officers seconded to the local CFSEU team.

CFSEU supports local agencies related to Outlaw Motorcycle Gang monitoring and enforcement, and conducts investigations related to CFSEU’s mandate. More information can be found at www.cfseu.bc.ca
10. Capital Regional District Integrated Road Safety Unit (CRD-IRSU)

The Integrated Road Safety Unit is comprised of seconded police officers from each of the local municipal police agencies and the RCMP. CRD-IRSU's mandate includes harm reduction on BC roadways, strategic traffic enforcement related to high-risk locations and activities, commercial vehicle enforcement, criminal interdictions, and assisting and enhancing local traffic enforcement units with strategic enforcement projects and operations.

CRD-IRSU is operated by the RCMP through funding provided by the Insurance Corporation of British Columbia to the BC Provincial Government's Ministry of Public Safety and Solicitor General. CRD-IRSU receives local input from a Joint Management Team comprised of representatives from the local police agencies and the RCMP.

11. Integrated National Security Enforcement Team (E-INSET)

Integrated National Security Enforcement Teams exist throughout Canada under the management of the RCMP. INSET's are intended to increase the capacity for the collection, sharing and analysis of intelligence among partners with respect to individuals or groups that pose a threat to national security in addition to conducting investigations related to these individuals and groups. INSET’s include representatives from the RCMP, federal partners such as the Canadian Border Services Agency, and local police agencies.

Locally, representatives from each of the municipal police agencies as well as the RCMP are assigned to the local INSET unit on secondment.