



# PORT MOODY POLICE BOARD AGENDA

DRAFT

Date:	September 09, 2019
Location:	Port Moody Public Safety Building, 3 <sup>rd</sup> floor Boardroom, 5:00 pm

*\*Indicates Attachment*

1. CALL TO ORDER
2. ADOPTION OF AGENDA\*
  - **THAT the Agenda for the Police Board Meeting of 09 September 2019 be adopted.**
3. ADOPTION OF MINUTES\*
  - **THAT the Minutes of the 08 July 2019 be approved.**
4. DELEGATIONS/PRESENTATIONS
  - No delegations/presentations scheduled for this month.
5. STANDING ITEMS/UNFINISHED BUSINESS
  - 5.1 Community Concerns/Considerations (10 min)
    - **THAT (any) community concerns/considerations be received for information.**
  - 5.2 Strategic Plan Update
    - **THAT the 2019 Q2 Strategic Plan Update be received for information.**
6. NEW BUSINESS (1 min)
  - No new business this month.
7. REPORTS FROM COMMITTEE
  - 7.1 Governance Committee (1 min)
    - In Camera meeting item.
  - 7.2 Finance Committee\* (10 min)
    - **THAT the September 2019 Finance Committee Report be received.**
  - 7.3 Human Resource Committee (1 min)
    - In Camera meeting item.
8. INFORMATION ITEMS
  - **THAT the information items be received.** (1 min)
    - 8.1 Correspondence received: Director, Police Governance on leave;
    - 8.2 ECOMM 2018 Annual Report;
    - 8.3 Correspondence received: Thank you from CAPG;

## **Port Moody Police Board Agenda**

September 09, 2019

8.4 Integrated Teams 2017 – 2019 Annual Report;

8.5 Correspondence received: Thank you from Port Moody Foundation.

9. PUBLIC INPUT

10. ADJOURNMENT

**PORT MOODY POLICE BOARD  
MINUTES**

**DRAFT**

**Regular Meeting  
Monday, July 08, 2019 5:00 p.m.  
Public Safety Building, 3051 St. Johns Street  
3<sup>rd</sup> Floor EOC Room  
Port Moody, BC**

Minutes of the PORT MOODY POLICE BOARD held 08 July 2019, at the Public Safety Building, 3051 St. Johns Street, Port Moody, British Columbia.

**PRESENT:**

Acting Mayor Meghan Lahti  
Tasha Evans  
Terry Hawes  
Dave Fox  
Leah Zille

**REGRETS:**

Mary Vellani, C Cst. David Fleugel

**STAFF:**

D/C Cst. Ken MacDonald, Insp. Manj Kaila,  
A/Insp. Chris Thompson

Rhonda Doig, Recording Secretary

**GUESTS:**

None

**CALL TO ORDER**

1. **CALL TO ORDER**

Acting Mayor Lahti called the Regular meeting to order at 5:00 pm.

**AGENDA for 08 July 2019**

2. **APPROVAL OF THE AGENDA**

Moved, Seconded and Carried.

**THAT the Agenda for the Regular Meeting of the Port Moody Police Board held on 08 July 2019 be adopted.**

**MINUTES of the  
REGULAR MEETING  
held 27 May 2019**

3. **ADOPTION OF MINUTES**

Moved, Seconded and Carried.

**THAT the Minutes of the Regular Meeting of the Port Moody Police Board held on 27 May 2019 be approved.**

**DELEGATIONS/  
PRESENTATIONS**

4. **DELEGATIONS/PRESENTATIONS**

No delegations/presentations this month.

**STANDING  
ITEMS/UNFINISHED**

5. **STANDING ITEMS/UNFINISHED BUSINESS**

**Community Concerns/  
Considerations**

5.1 Community Concerns/Considerations

- Leah Zille asked if the department has noticed an uptick in B&E activity as there has been an increase in community discussion about and incidents in her neighbourhood. DC Cst. MacDonald reported that there has been a slight increase lately but no major pattern has emerged. Unfortunately better weather can result in an increase in property based crime;
- Discussion on performance of 529 Garage to date. The department is informing the public about the program through social media channels and at community events;
- Dave Fox relayed thanks on behalf of a friend that was a victim of cybercrime. PMPD provided service to the victim even though the crime occurred in another jurisdiction.

**Canadian Association of  
Police Governance  
(CAPG)**

5.2 Canadian Association of Police Governance (CAPG)

- i. CAPG Conference and AGM attendance

Moved. Seconded and Carried.

**THAT the Port Moody Police Board approves the attendance of David Fox at the 2019 CAPG Conference and AGM.**

**NEW BUSINESS**

6. **NEW BUSINESS**

**Amendments to the  
Provincial Police Act**

6.1 Amendments to the Provincial Police Act

Moved. Seconded and Carried.

**THAT the correspondence regarding Amendments to the Police Act (BC) Provincial Priorities, Goals and Objectives for Municipal Police Board from Police Services Branch be received for information.**

**National Inquiry into  
Missing and Murdered  
Indigenous Women and  
Girls Executive  
Summary**

6.2 National Inquiry into Missing and Murdered Indigenous Women and Girls Executive Summary

**THAT the National Inquiry into Missing and Murdered Indigenous Women and Girls Executive Summary be received for information.**

Tasha Evans requested that a fulsome discussion take place on the 9 items for police contained within the report. DC Cst. MacDonald reviewed the training members are completing this year. It was suggested by the Chair that the report be discussed in detail at a future workshop of the Board. Furthermore, it was agreed that the contents of this report, as well as the direction provided within the amendments to the Provincial Police Act, be considered for the department's strategic plan priorities and



		direction.
		City Council has just completed their strategic plan. The Chair will ensure the plan is forwarded to the police board for information.
<b>GOVERNANCE COMMITTEE REPORT</b>	7.	<b><u>REPORTS FROM COMMITTEE</u></b>
	7.1	Governance Committee
		The July 2019 Governance Committee Report was moved to the In Camera meeting.
<b>FINANCE COMMITTEE</b>	7.2	Finance Committee
		Dave Fox, Finance Committee Chair, provided an overview of the July 2019 Finance Committee report.
		Discussion related to the Employer Health Tax (EHT) ensued. As the Police budget is independent of the City's, it has to be determined whether or not the budget should reflect the unreduced actual cost of the EHT. It was agreed that this item will be combined with the upcoming audit discussion and review of the department's capital budget amount - Finance Committee meeting will be scheduled in early August to include the Chair and Chief Constable.
		Moved. Seconded and Carried.
		<b>THAT the July 2019 Finance Committee Report be received.</b>
<b>HUMAN RESOURCE COMMITTEE</b>	7.3	Human Resource Committee
		The July 2019 Human Resource Committee report was moved to the In Camera meeting.
<b>INFORMATION ITEMS</b>	8.	<b><u>INFORMATION ITEMS</u></b>
		8.1 Correspondence received: Thank you from CAPG for Conference/AGM sponsorship.
		Moved. Seconded and Carried.
		<b>THAT the Information Items be received.</b>
<b>PUBLIC INPUT</b>	9.	<b><u>PUBLIC INPUT</u></b>
		None
<b>ADJOURNMENT</b>	11.	<b><u>ADJOURNMENT</u></b>
		Motion to Adjourn 5:37 pm.

**NEXT MEETING DATE**

12.

**NEXT MEETING DATE**

The next Regular Meeting of the Port Moody Police Board is scheduled to be held **September 9, 2019: 5:00 pm.**  
Public Safety Building, 3<sup>rd</sup> Floor EOC Room, 3051 St. Johns Street, Port Moody, BC.

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Acting Mayor Meghan Lahti, Chair

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Rhonda Doig, Recording Secretary

## Why were 22% of Tri-City sex assaults called 'unfounded' in 2018?

97 sexual assaults were reported to authorities in Coquitlam, Port Coquitlam and Port Moody last year; of those, 21 were dismissed by police, according to StatsCan crime data analyzed by The Tri-City News

[Gary McKenna](#) / Tri-City News

AUGUST 13, 2019 04:02 PM



"Never mind convincing a judge or jury," said Janine Benedet, the director of the Centre for Feminist Legal Studies at the University of BC. "You're not even going to convince the police officer who is suppose to be there to receive your complaint."  
Photograph By ISTOCK

Close to 22% of sexual assaults reported in the Tri-Cities last year were deemed unfounded by police, according to StatsCan, and a UBC legal expert said that raises concerns complainants are not being believed.

Janine Benedet, a law professor at UBC and former director of the university's Centre for Feminist Legal Studies, said the numbers show the difficulty people face when reporting sexual assaults.

"Never mind convincing a judge or jury," she told *The Tri-City News*. "You're not even going to convince the police officer who is suppose to be there to receive your complaint."

In order for a case to be deemed unfounded, [an investigation must determine that the reported crime did not occur and was not attempted](#).



Janine Benedet, the director of the Centre for Feminist Legal Studies at the University of BC. - SUBMITTED PHOTO

Last year, 97 sexual assaults were reported to authorities in Coquitlam, Port Coquitlam and Port Moody; of those, 21 were dismissed by police, according to Statistics Canada crime data analyzed by *The Tri-City News*. For comparison, the 21.6% unfounded rate for sexual assault outpaces the 6% average for all Criminal Code violations and the 8.6% average for all violent crime reports.

"There is no evidence that I am aware of that suggests that sexual assault complaints are more likely to be fabricated than any other violent crime," Benedet said.

The high number of unfounded sexual assaults gained national attention in 2017 due to the international #MeToo Movement and [an investigation by reporter Robyn Doolittle of \*The Globe and Mail\*](#).

Since then, StatsCan has been publishing unfounded rates, a practice that had stopped in 2003 because of concerns over inconsistent data collection by police departments.

As a result, the unfounded rates have fallen across the country, from 20% when Doolittle's piece was published to 14% in 2017 and 11% in 2018.

But the averages still vary widely among municipal police forces and actually increased in the Tri-Cities last year.

The data shows that in 2018, Port Moody had the highest unfounded rate in the region at 42.9% (six of 14 reports) while Coquitlam was sixth at 20.8% (10 of 48 reports) and Port Coquitlam was 11th at 15.2% (five of 33 reports).

All three Tri-City municipalities were higher than the regional average of 11.4%.

Benedet said the wide range of unfounded rates among neighbouring cities cannot be explained by regional variations.

"Do complainants in Port Moody lie more than complainants in Maple Ridge?" she asked. "That is not right. It is not logical."

She believes it is more likely police officers "are making stereotypical judgements about women lying about sexual assault."

Benedet noted that sexual assaults are already significantly under-reported and added that if a large percentage of such files are dismissed by police, it makes the task of bringing perpetrators to justice even more difficult.

"You can see the incredible attrition rate for sexual assault operating in your own community," she said. "The number of men who commit sexual assault and suffer the consequences for it is very small. There is just so much filtering."

The Tri-Cities' two police forces pushed back against assertions they are not taking complaints seriously.

He said the force reviewed all of its unfounded sexual assault reports from 2017 and 2018 and investigated.

The reasons the reports were deemed unfounded varied. He said in one case, a victim recanted their initial statement while in others, new evidence was uncovered "that established the offence did not take place as reported."

Officers in the department's major crime section are trained in first-response sexual assault investigations and interviewing, he added.



Coquitlam RCMP Cpl. Michael McLaughlin - FILE PHOTO

Coquitlam RCMP Cpl. Michael McLaughlin said using percentages when comparing unfounded rates can be misleading because the jurisdiction has so few sexual assaults, noting there were five unfounded reports in Port Coquitlam and 10 in Coquitlam for all of last year.

"Sure, that is 15.2% and 20.8%, and one assault is too many, but the high percentage is skewed by the low number of overall assaults," he said, later adding: "You can see how percentages are problematic for small numbers."

There are also inconsistencies with how unfounded cases are defined and coded, McLaughlin said. While that can be problematic for data collection, he said it is more important that the frontline investigations are being handled correctly.

"All indications are that the quality investigations are happening," he said. "We are alive to what a sensitive topic this is. We do take public complaints seriously."



## PORT MOODY POLICE DEPARTMENT

### MEMORANDUM

TO: PMPD Police Board

FROM: C/Cst. David Fleugel

DATE: September 4, 2019

SUBJECT: **Unfounded Sexual Assaults - PMPD Statistics (media)**

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#### **Background**

In 2016, a Globe & Mail newspaper reporter, Robyn Doolittle, initiated investigational media research on the rate of sexual assaults reported to Canadian police that resulted in the "scoring" of the file as "unfounded". The PMPD were contacted, at that time, and provided Ms. Doolittle a response, to her questions, about the PMPD process for sexual assault investigations. Information was provided to outline that each complaint is thoroughly investigated and usually by a specialized investigator in the Major Crimes Section. The PMPD reject the assertion that investigators do not believe victims and that is why complaints are deemed unfounded.

For any criminal complaint to be considered "unfounded", a comprehensive investigation must reveal that the offence reported did not occur, nor was it attempted.

In 2017, the Globe & Mail published articles and determined that the 2016 national average for police to score a sexual assault complaint as unfounded was about 20%. In 2017 that rate dropped to 14% and in 2018 the rate was 11%.

As a result of the inquiry from the Globe & Mail and the national attention on this subject, the PMPD did a detailed quality review of each of the 2016 and 2017 sexual assault files that were scored as unfounded. The PMPD stood by its original scoring result in the files. The 2018 files have also been since reviewed.

#### **New Scoring Rules**

As a result of the national media attention on how police conclude and score sexual assault complaints, there has been a significant change in the scoring rules and the instructions to civilian records staff on how these files are scored

today. New categories were added to better articulate the disposition of the investigation where no charges were laid. The change became effective January 1, 2019 and as a result of the change, complaints of sexual assault being scored as unfounded will be significantly reduced across Canada.

The new scoring rules were put into place nationally and allow records staff, including at the PMPD, to conclude a sexual assault case where no charges were laid by, “insufficient evidence to proceed”, or “victim declines to proceed”. These are now considered unsolved and changes the disposition from “unfounded” to “founded but not cleared (by a charge)”. Going forward this will virtually eliminate the categorization of a sexual assault to be scored as unfounded.

### **2018 File Details**

The Port Moody Police Board has requested more detail into the six (6) sexual assault cases that were categorized as “unfounded” in 2018. This number was highlighted in a recent Tri-Cities Newspaper article on August 13, 2019, where the media reported that Port Moody Police had the highest percentage, in the region, for unfounded 2018 sexual assault cases. In addition, the Coquitlam and Port Coquitlam RCMP were also noted to have higher than the national average rates.

In 2018, the PMPD received fourteen (14) complaints of sexual assault with six (6) of them resulting in the scoring as unfounded. Below is a short summary on each one and details how PMPD came to the conclusion for the unfounded status:

- a) Police received a third party report of a potential sex assault that occurred in the bathroom of a local bar. The potential victim was interviewed by police as part of the investigation and advised that nothing had occurred.
- b) A complainant in palliative care at the hospital reported being sexually assaulted by a nurse. Investigation determined that the event did not occur. Of note, the patient made other unfounded claims, including that another nurse wanted to suffocate her with pillows.
- c) An employee of a non-profit society advised police that a client of theirs had reported a sexual assault. The complainant was interviewed and advised police that he had been sexually assaulted by multiple staff members at the non-profit. Investigation determined that the complainant, who has complex medical problems consisting of physical, behavioural, and mental health issues, had made up the allegations.

- d) Two females reported being sexually assaulted by the same male on different days. Investigation resulted in interviews and the complainant's later admitted that the encounters had been consensual.
- e) A female was arrested by police for breaching her court imposed conditions, assaulting a police officer, and was ultimately transported to hospital under the Mental Health Act. Hospital staff reported to police that it was possible that she was recently sexually assaulted. Investigation revealed that the potential victim had no recollection of being assaulted, her friends who were with her at the time in question did not see anything, and the sexual assault nurse examination did not provide any evidence of a sexual assault ever occurring.
- f) At the behest of her mother, a female reported a sexual assault. Investigation, which included the statement of the potential victim, revealed that the encounter had been consensual.

## **Conclusion**

There are no obvious signs why Port Moody has higher percentages of unfounded cases. Obviously, with low physical numbers the statistical percentages can look large (i.e. 42% Port Moody). One potential reason could be that due to our size and relatively low crime rate, these files are usually investigated by a Major Crimes investigator and not a front line uniformed patrol officer as they are in most other jurisdictions. It is possible that the higher skilled investigators spend more time on the files and in the interviews which result in more detail being disclosed.

Dave



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## PORT MOODY POLICE DEPARTMENT

### MEMORANDUM

TO: PMPD Police Board

FROM: C/Cst. David Fleugel

DATE: September 3, 2019

SUBJECT: **Crime Severity Index - PMPD Statistics**

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Statistics Canada is the national statistical office. The agency ensures Canadians have the key information on Canada's economy, crime, society and environment that they require to function effectively as citizens and decision makers.

Each year, Statistics Canada produces a report on the number and type of criminal incidents coming to the attention of police. The traditional "crime rate" provides information on the number of police-reported incidents that have occurred for a given population. It measures the volume of crime coming to the attention of the police. The rate is simply a count of all criminal incidents reported to and by police divided by the population of interest. Each criminal incident, regardless of the type or seriousness of the offence, counts the same in the rate. For example, one homicide counts the same as one act of mischief.

An additional tool was developed for measuring police-reported crime in Canada. The Crime Severity Index (CSI) enables Canadians to track changes in the severity of police-reported crime from year to year.

Crime Severity Index (CSI) refers to a measure of police-reported crime that reflects the relative seriousness of individual offences and tracks changes in crime severity. It was first introduced in 2009 and was developed at the request of the policing community to address limitations to the traditional crime rate.

The CSI does not replace, but rather complements, existing measures of crime. The principle behind the Crime Severity Index was to have more serious crimes carry a higher weight than less serious crimes.

The Crime Severity Index tracks changes in the severity of police-reported crime by accounting for both the amount of crime reported by police in a given jurisdiction and the relative seriousness of these crimes. It tells us not only how much crime is coming to the attention of police, but also about the seriousness of that crime. The lower the number generally reflects a safer community.

There are three (3) indexes – an overall Crime Severity Index (CSI), a Violent Crime Severity Index (VCSI) and a Non-violent Crime Severity Index (NVCSI). This is similar to the structure of the traditional crime rate of overall rates, person's crimes and property crimes.

The Crime Severity Index has a number of strengths. It better reflects trends in more serious crimes because it takes into account the relative seriousness of offences. Serious crimes have a greater impact on the Index than they do on the crime rate. It also improves the comparison of trends in crime among police services, provinces/territories and municipalities by reducing the impact of differences in the way less serious offences are reported.

In July 2019, the CSI was publically released with 2018 statistics.

**2018 Port Moody CSI = 35.89**

- Best Municipal in LMD
- Top 15 Overall for BC (180 locations rated in 2018, including rural areas)

**Comparisons:**

ALL BC 2018 CSI = **87.67**

ALL CANADA 2018 CSI = **75.01**

Vancouver 2018 CSI = **108.45**

Best Overall BC was Bowen Island 2018 CSI = **19.9**

Worst Overall BC was Quesnel 2018 CSI = **291.83**

Best LMD was Port Moody 2018 CSI = **35.89**

Worst LMD Municipal was Hope 2018 CSI = **175.87**

Next best LMD was North Vancouver District 2018 CSI = **43.81**

...followed by Delta 2018 CSI = **52.68**

**Port Moody History:**

1998 CSI = **110.86.**                      2018 = reduction of 67.63% from 1998

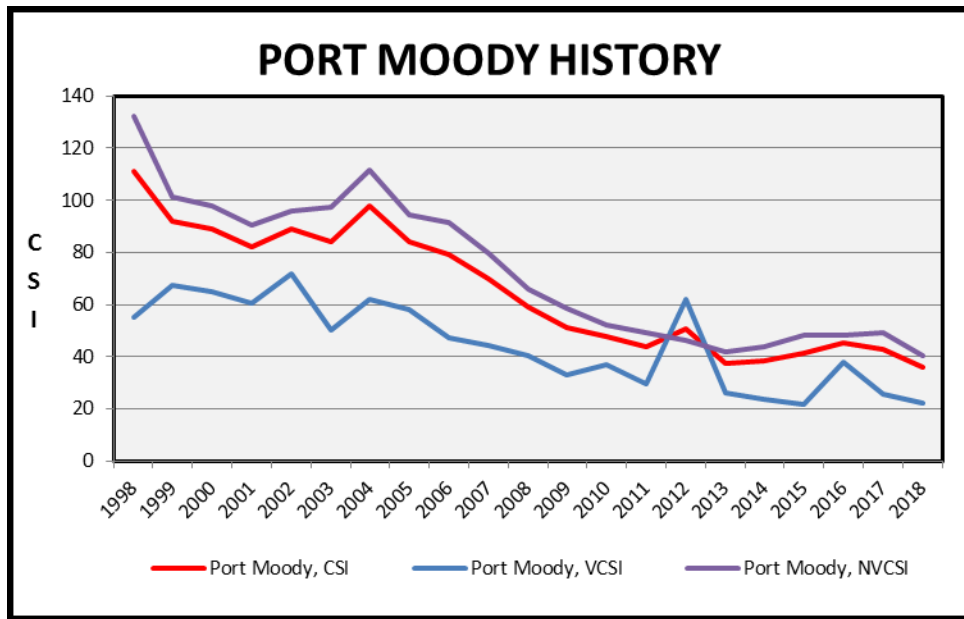
2008 CSI = **58.98.**                      2018 = reduction of 39.15% from 1998

2017 CSI = **42.88.**                      2018 = reduction of 16.30% from 2017

Despite a couple of anomaly years, where we had some homicides, Port Moody CSI history shows a steady decline in the CSI in all aspects in the last 20 years.

The overall CSI has decreased almost 68% from the 1998 rate. When looking at the comparison of total investigated complaints, Port Moody actually handled almost 8% more investigations in 2018 (6576 vs 6114), compared to 1998 file loads.

In summary, Port Moody should be very proud of our low crime rates (CSI) and the steady decline over the last 20 years. Clearly, Port Moody is one of the safest communities in all of Canada, BC and clearly in the metro Vancouver area.



STATS CANADA - CSI	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
CSI	59	51.3	47.8	44	50.6	37.6	38.5	41.3	45.5	42.9	35.9
VCSI	40.4	32.9	36.9	29.7	62.1	26.3	23.8	21.9	38.1	25.6	22.4
NVCSI	66.1	58.4	52	49.1	46.3	41.6	43.8	48.3	48	49	40.6



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**Port Moody Police Department  
Dashboards: 2017-2019 Strategic Plan**

<b>Goal #1: Maintain a Safe and Engaged Community</b>				<b>2017-2019</b>
<b>Q2 – June 2019 Mid Year Police Board Dashboard</b>				
<b>Champion: D/C/C Cst. MacDonald</b>				
<b>Performance Outcomes</b>	1. Public Survey results demonstrate police performance is maintained or improved over benchmark.			
	2. Improved accessibility to the community through social media and other communications channels.			
	3. A reduction in per capita incidents of property and personal crime in Port Moody annually.			
<b>Objective</b>	<b>Initiatives &amp; Work Projects</b>		<b>Notes</b>	<b>Status</b>
<b>1.1 Ensure Timely, Effective Response</b>	<u><b>2017 &amp; 2018</b></u> 1. Continued to work with EComm on wait times and PMPD continues to advocate for improvements. 2. Process changes at Front Counter to serve walk in clients in person and not direct to complaints phone. 3. PMPD reviewed online app for the PMPD. 4. Process established to track written Violation Ticket Warnings. 5. CAT team formally adopted into organization chart after successful pilot. 6. PMPD received presentation from AXON on digital evidence solutions. 7. PMPD established an MOU with Canada Post Security for info sharing on mail theft investigations. 8. PMPD participated in Regional Gang Project (Territory) to reduce gang violence in region. 9. High Visibility additional patrol shifts to target high volume areas (beach, breweries, park). 10. Established (WSE) supervisor duties for FIS to ensure unit has proper quality control and supervision. 11. Continued partnership with IRSU secondment to Provincial Road Safety Team. 12. Participated in Anmore Emergency Planning exercise. <u><b>2019</b></u> 13. EComm “non-emergency call priority to DPD & PMPD” Pilot Project (positive results). 14. Engaged in Provincial Digital Evidence Management project.			

COMPLETED	On target/on time	Delayed or over budget but likely to be achieved on target	Significantly delayed or otherwise at risk of not being achieved on target	High risk of target not being achieved – requires	Not yet started or awaiting completion of precedent activity

**Port Moody Police Department  
Dashboards: 2017-2019 Strategic Plan**

<b>1.2 Strengthen Delivery of Policing Services</b>	<p><b><u>2017 &amp; 2018</u></b></p> <ol style="list-style-type: none"> <li>1. Agreement with Transit Police to utilize their legal counsel to reduce costs.</li> <li>2. Researched private security (Lionsgate) who can provide contracted security at crime scenes.</li> <li>3. Adopted guiding document for how BC police should perform sex trade worker enforcement.</li> <li>4. Adopted PRIME template on mental health assessment on each file for statistical purpose.</li> <li>5. Regular NCO Training Days to increase knowledge base on relevant topics.</li> <li>6. Established DVO position.</li> <li>7. Revitalization Project for Volunteers - 8 new volunteers hired.</li> <li>8. Stolen Auto Recovery Project initiated for Crime Watch Program.</li> <li>9. Resurrected partnership with Tri-Cities Speed Watch.</li> <li>10. Volunteer (Hour Awards) system created to increase participation.</li> <li>11. Received Rotary (donated) Crime Prevention Trailer.</li> <li>12. Developed relationship with “Hope for Freedom” homeless outreach workers.</li> <li>13. Created a Critical Incident Response Check Sheet and placed on MDT’s and discussed with NCO’s.</li> <li>14. Garage 529 presented to Police Board as 2019 budget request.</li> <li>15. SharePoint software presented to Police Board as 2019 budget request.</li> <li>16. Hootsuite purchased to create efficiencies with social media.</li> <li>16. Attempting to negotiate Budget Officer into exempt position.</li> <li>17. PMPD received policy contractor report on priority setting.</li> <li>18 Received &amp; deployed Speed Monitoring Trailer (city funded).</li> <li>19. Swore in Deputy Police Chief MacDonald.</li> </ol> <p><b><u>2019</u></b></p> <ol style="list-style-type: none"> <li>20. Implemented 529 Garage.</li> <li>21. ESS Program renewal with greater engagement from City of Port Moody on Level 1 call outs.</li> <li>22. Implemented Electronic Ticketing (Provincial Project).</li> <li>23. Moved Victim Services from Aux hours to stable Part Time position.</li> <li>24. Researched Online (digital) Police Information Checks and poised to transition in Q3</li> <li>24. Created and implemented a new increment exam for members.</li> </ol>	<p><b>Budget / Finance Officer Position to go to Labour Board for decision on if can be removed from CUPE.</b></p>	
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COMPLETED	On target/on time	Delayed or over budget but likely to be achieved on target	Significantly delayed or otherwise at risk of not being achieved on target	High risk of target not being achieved – requires	Not yet started or awaiting completion of precedent activity

**Port Moody Police Department  
Dashboards: 2017-2019 Strategic Plan**

<b>1.3 Increase Community Engagement &amp; Outreach</b>	<p><b><u>2017 &amp; 2018</u></b></p> <ol style="list-style-type: none"> <li>1. Participated in ICBC Pedestrian campaign at Moody Station Sky train.</li> <li>2. Supported Operation Red Nose with Christmas campaign.</li> <li>3. PMPD participated in: Tri-cities Homeless Committee, Community Ventures Committee, Islamic Community, Youth (Hard Target) meetings, Active Youth Network, RCH Mental Health committee, Crisis Intervention Meetings, Ending Violence in Relationships Committee, Heritage Days, Pink Shift Day, Internet Safety Day, McHappy Day, Walk a Mile in her Shoes, True to U, Tri-cities Motorcycle Challenge, HWSS Crime Scene Class, Glenayre Bike Rodeo, PoMo Community Fair, Golden Spike Days, RibFest, IoCo Days, CP Holiday Train.</li> <li>4. Chat with the Chiefs community sessions.</li> <li>5. PMPD Cops for Cancer and Law Enforcement Torch Run for Special Olympics.</li> <li>6. Refreshed Annual Report.</li> <li>7. PMPD C/Cst expert panel guest speaker at MIA Conference.</li> <li>8. PMPD C/Cst emcee at BC Law Enforcement Diversity Network Conference.</li> <li>9. PMPD C/Cst attended Phoenix 754 (air cadet) graduation.</li> <li>10. PMPD C/Cst. Continued with News 1130 Ask the Chief program.</li> <li>11. Cops Like Lemonade youth community outreach project.</li> <li>12. PMPD participated in Take Grade 9 to work day.</li> <li>13. 3 staff attended Rotary event on Human Exploitation.</li> <li>14. PMPD hosted young student for “Police Chief for the Day”.</li> <li>15. Members participated in “Kick for a Cure”</li> </ol> <p><b><u>2019</u></b></p> <ol style="list-style-type: none"> <li>16. Golden Spike Days, RibFest, City Community Day, Car Free Day (+ dunk tank).</li> <li>17. PMPD Rocks program</li> <li>18. Honour Guard training and deployments.</li> <li>19. High Visibility Policing Program (extra shifts) for summer 2019.</li> </ol>		
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COMPLETED	On target/on time	Delayed or over budget but likely to be achieved on target	Significantly delayed or otherwise at risk of not being achieved on target	High risk of target not being achieved – requires	Not yet started or awaiting completion of precedent activity

# Port Moody Police Department Dashboards: 2017-2019 Strategic Plan

<p><b>1.4 Address Emerging Public Safety Issues &amp; Concerns</b></p>	<p><b><u>2017 &amp; 2018</u></b></p> <ol style="list-style-type: none"> <li>1. Continuing to examine partnership with the VPD on data warehouse (CRIME).</li> <li>2. PMPD participating in project around JIBC training gaps.</li> <li>3. PMPD completed policy work on Cannabis in the workplace.</li> <li>4. Initiated the medic alert project for autistic population.</li> <li>5. Worked with Provincial Liquor Inspectors on licenced premise contravention.</li> <li>6. PMPD deployed Speed Reader Trailer (city funded).</li> <li>7. PMPD participated in ICBC Campaigns; Distracted Driving, Cell Watch, Auto Crime, High Risk Driving.</li> <li>8. PMPD initiated Medic Alert Project with Autism included.</li> <li>9. Mr. Jesse Miller (youth online expert) utilized for multiple high school presentations.</li> <li>10. PMPD guest speaker at HWSS PAC evening on social media.</li> <li>11. Mr. Kevin Brooks (ICBC Youth Road Safety) at multiple events.</li> <li>12. PMPD attended Elder Abuse &amp; Wellness forum.</li> <li>13. Signed MOU with SFU for data analysis projects (mental health).</li> <li>14. Attended and met with “the Club” on pedestrian crossing concerns.</li> <li>15. PMPD received Ion Scanner (funded from Province) to help identify substances with Fentanyl.</li> </ol> <p><b><u>2019</u></b></p> <ol style="list-style-type: none"> <li>16. Crime Analyst new monthly Dashboard.</li> <li>17. Multiple updated Policies.</li> <li>18. Back to School Enhanced Road Safety Project.</li> <li>19. Implemented Inadmissible Patron Program (updated Barwatch style).</li> <li>20. Participate in newly formed City of Port Moody Police &amp; Fire Safety Management Committee for OH&amp;S.</li> </ol>		
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**Port Moody Police Department**  
**Dashboards: 2017-2019 Strategic Plan**

<b>Goal #2: Strengthen Organizational Capabilities</b>			<b>2017-2019</b>
<b>Q2 – June 2019 (Mid Year) Board Dashboard</b>			
<b>Champion: Insp. Kaila</b>			
<b>Performance Outcomes</b>	1. Public Survey results demonstrate police performance is maintained or improved over benchmark.		
	2. Improved accessibility to the community through social media and other communications channels.		
	3. A reduction in per capita incidents of property and personal crime in Port Moody annually.		
<b>Objective</b>	<b>Initiatives &amp; Work Projects</b>	<b>Note</b>	<b>Status</b>
<b>2.1 Maximize Organizational Effectiveness</b>	<b>2017 &amp; 2018</b> 1. Increased capacity through VPN for tablets/MDT's to allow for remote access to secure network. 2. Secured agreement with City for Facilities Department to manage Police Building. 3. Hired a Part Time (Aux) staff in Records hired to increase capacity. 4. Completed mandatory transition to Crown Led Bail Hearings. 5. Received base budget increase (ongoing) from Province to increase Victim Services funding (\$4000). 6. Received Provincial Funding Grant to create ICAT (\$15,000). 7. Received Provincial Funding Grant for Victims of Crime Week (\$6500). 8. Received Rotary Grant for "True 2 U" event (\$2000.00). 9. Received Civil Forfeiture Grant for emergency lights on police bikes (\$2500.00). 10. Received Civil Forfeiture Grant for Victim Services Domestic Violence Training (\$2500). 11. Installed Police Radio Signal Booster (inside the police building) to eliminate signal dead spots. 12. Installed new Forensic Wet Sink for FIS Unit to increase FIS officer safety when processing. 13. Placed a senior member into Administration Division to focus 100% on Policy Renewal Project. 14. PMPD and Police Board formally supported Mental Health Court Project in PoCo Provincial Court. 15. Successful negotiation with CERA to re-establish Diversion and Restorative Justice Program.		

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**Port Moody Police Department  
Dashboards: 2017-2019 Strategic Plan**

	<p>16. Domestic Violence Position established as additional FTE at PMPD. <u>2019</u></p> <p>17. Restorative Justice Grant (\$20,000) for PMPD VS &amp; CERA.</p> <p>18. Purchased “PolicyTech” software for policy renewal project.</p> <p>19. Additional parking staff added to PMPD parking lot, repaving of the lot and re-painting markings.</p>		
<b>2.2 Enhance Employee Wellness</b>	<p><u>2017 &amp; 2018</u></p> <p>1. Phase II (peer to peer) CISM training completed for CISM team.</p> <p>2. Detailed research conducted on concerns about re-scheduling members to attempt to reduce impact.</p> <p>3. 2 members recognized by BC government for bravery or meritorious service.</p> <p>4. PMPD co-hosted Dr. Kevin Gilmartin (Emotional Survival for Law Enforcement) at Inlet Theater.</p> <p>5. 3 members trained on “re-integration” into work after major police incident.</p> <p>6. 3 supervisors attended “Trauma Informed Leadership” for Police Leaders.</p> <p>7. Researched “Avail App” as potential tool for PMPD members. Did not purchase.</p> <p>8. CISM deployment to support members with unknown outcomes from member detained in Cuba.</p> <p>9. Road to Mental Readiness (R2MR) booster sessions completed for all employees.</p> <p>10. Management attended City presentation on fatigue management.</p> <p>11. Exhibits Air Flow project initiated to improve air quality in and around exhibits area in building.</p> <p>12. PMPD continues to receive Naloxone replacements (funded by Province) for members/vehicles.</p> <p><u>2019</u></p> <p>13. Completed Exhibit Airflow Building renovation.</p> <p>14. Issued all members IFAK kits (belt worn first aid kits).</p> <p>15. 1 member recognized by BC government for meritorious service.</p> <p>16. With PMPD PSU &amp; City HR attended Wealth Mastery (Enriched Academy) vendor presentation .</p>		
<b>2.3 Optimize Training &amp; Development</b>	<p><u>2017 &amp; 2018</u></p> <p>1. Drug Recognition Expert Trained in anticipation of cannabis legalization.</p> <p>2. Health &amp; Safety committee members attended 2 day conference on safety in the workplace.</p> <p>3. PMPD and Police Board Executive Assistant completed EA training workshop for police.</p> <p>4. Hosted Crisis Communication Training (media officers).</p>		

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**Port Moody Police Department**  
**Dashboards: 2017-2019 Strategic Plan**

	<p>5. Victim Services Co-ordinator attended Canadian Domestic Violence Conference.</p> <p>6. Senior PMPD NCO's completed Team Commander Training.</p> <p>7. Inspector completed Bronze Commander Training.</p> <p>8. Crime Analyst completed Advanced Analytic training.</p> <p>9. 100% members provided LGBTQ Training to prepare for "Safe Place" Program.</p> <p>10. Active shooter training 100% of PMPD completed.</p> <p>11. 47 Officers completed Crisis Intervention and De-Escalation Training (CPKN) 3 Year Recertification.</p> <p>12. Hosted training session on Individual First Aid Kits (IFAK) for Firearms Range Use.</p> <p>13. Completed Introduction to the Cannabis Legislation Training (CPKN).</p> <p>14. 1 Sergeant attended Leadership in Policing Organizations Training, hosted by VPD.</p> <p>15. 29 SFST trained officers assigned SFST review and Introduction to Drug Impaired Driving (CPKN).</p> <p>16. 36 operational officers assigned basic Impaired Driving Techniques (CPKN).</p> <p>17. 2 civilian staff attended the Versadex Users Workshop in Vancouver.</p> <p>18. Supervisors/acting supervisors assigned WorkSafe Supervisor training (City portal).</p> <p>19. 100% staff assigned Respectful Workplace (City portal).</p> <p>20. 3 staff attended Las Vegas Mass Shooting (Mandalay Bay) Presentation hosted by RCMP.</p> <p>21. 2 supervisors enrolled in Credible Leadership Series through RCMP (CPKN).</p> <p>22. 100% members attended Fair and Impartial Policing (FIP) training, hosted by NWPD.</p> <p>23. 5 staff attended Law Enforcement Diversity Network (LEDN) Investigating Hate Crimes in Canada.</p> <p>24. Full-face respirator rollout commenced with MSA course and fit testing at PMFD required.</p> <p>25. 2 supervisors attended the VPD Supervisor Workshop – Impairment in the Workplace.</p> <p>26. 2 supervisors attended the 2 day EOC Essentials training.</p> <p>27. 1 member attended the RCMP Media Relations Officer (MRO) Course at PRTC.</p> <p>28. 1 civilian employee attended Critical Incident Scribe training at Canadian Police College.</p> <p>29. 100% members completed Fair &amp; Impartial Policing training (NWPD).</p> <p>30. Commitment made to have 100% members training in 2019 for First Nations Awareness (CPKN).</p> <p><u>2019</u></p> <p>31. Digital Simulator (use of force decision making) agreement with Delta Police.</p>		
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**Port Moody Police Department**  
**Dashboards: 2017-2019 Strategic Plan**

	<p>32. Mandatory City of Port Moody online training for WHMIS &amp; Biohazard awareness.</p> <p>32. Completed Provincially mandated EVO (emergency driving) training.</p> <p>33. Enhanced Autism Training for all PMPD members with CAN training and roll call sessions.</p> <p>34. 1 civilian employee attended Leadership in Policing Organizations.</p> <p>35. 1 supervisor attended Managing People in Local Government Organizations (city of port moody).</p> <p>36. 4 members trained in SFST</p> <p>37. 1 additional member trained as DRE.</p> <p>38. 1 member trained in File Coordination along with 1 member in Critical Incidents</p> <p>39. 3 senior members attended Discipline Authority Training.</p> <p>40. 3 members attended BC First Responder Mental Health Conference.</p> <p>41. 1 IT staff attended Certified Information Systems Security Professional Training.</p>		
<p><b>2.4 Increase Governance Effectiveness</b></p> <p><b>(Police Board Only)</b></p>	<p><u>2017 &amp; 2018</u></p> <p>1. Continued to advocate for RCH wait time reductions by meeting with all stakeholders, including local MLA and completed a meeting with Minister.</p> <p>2. Supported the NWPDP project proposal for Special Constable to be posted at RCH. Costs unknown but supported in principle.</p> <p><u>2019</u></p> <p>3. PMPD Police Board Co-hosted 2019 BCAPB annual conference.</p>		

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## PMPD BOARD COMMITTEE REPORT

### COMMITTEE NAME:

Finance Committee

(ESTIMATED TIME 30.00 Minutes)

### CHAIR:

CHAIR: David Fox

### REPORTING DATE:

Sept 9, 2019

### COMMITTEE UPDATE:

#### **1. Year to date Statement of Revenue and Expenses to July 31, 2019**

The year to date July 31, 2019 Statement of Revenue and Expenses is attached. The report indicates a surplus of \$316,009.

The main sources of the surplus are wages and operating expenses. Wages are lower than budget primarily due to a member vacancy for the first part of the year, a member on long-term disability, and members at pay steps below 1st class constable. Operating expenses are under budget in administration (legal, internal audit, and equipment maintenance) and Major Crime due to a delay in acquiring Crime Analyst software and less spending on outside agencies. At this point the lower operating expenses are likely just timing related.

A recast of the Police Department 2019 budget will occur in September, which will provide a forecast of year-end actual spending vs. budget.

#### **2. 20 Year Capital Plan**

The 20 year Capital Plan has been updated to reflect the capital requirements for the department. The Finance Committee has reviewed the Capital Plan and is working on a presentation to be delivered at the City Finance Committee meeting on October 15, 2019. The presentation will outline the long-term capital needs of the department and provide options to address the associated funding requirements. Drafts of the presentation will be reviewed at both the September and October Board meetings prior to the presentation being delivered to the Finance Committee.

A review of progress executing the 2019 capital plan is planned for the October Board meeting.

### **3. 2020 – 2024 Operating and Capital Budget**

Work on the annual budget process has begun. Under the Police Act (Part 5, Section 27.1), “Every board shall, on or before November 30 in each year, prepare and submit to the council for its approval a provisional budget for the following year to provide policing in the municipality.”

The first draft of the budget is nearly complete. The Finance Committee will be meeting to review the draft budget the week of September 17<sup>th</sup>. The draft budget will be provided to the Board at the October 7<sup>th</sup> meeting for information only. A budget workshop for the Board is proposed for either the week of October 14<sup>th</sup> or October 21<sup>st</sup>.

### **4. Reserve Accounts**

An update on the reserve accounts will be provided at the October Board meeting as we are waiting for City Finance Staff provide the quarterly reconciliation.

### **5. Audit**

A meeting was scheduled for September 6, 2019 with City management to discuss their approach and experience conducting audits. The goal is to learn from the City and explore any potential synergies to work together in this area in the future. A verbal summary of the meeting will be provided at the September meeting.

## **RECOMMENDATIONS / MOTIONS:**

1. For receipt, information and discussion.
2. For receipt, information and discussion.
3. For receipt, information and discussion.
4. For receipt, information and discussion.
5. For receipt, information and discussion.

**Port Moody Police Department**  
**Revenue and Expenses**  
**For the period ended July 31, 2019**

	YTD Actual Adjusted *	YTD Budget	Prior Year Actuals	Variance to Budget	Variance to Prior Year	
<b>Revenues</b>						
Traffic Fine Revenue	\$ 267,089	\$ 258,417	\$ 258,465	\$ 8,672	\$ 8,624	[1]
Growth	225,641	225,641	174,599	-	51,042	
CP Police Revenue	20,417	20,417	20,417	-	(0)	
Front Counter	32,543	26,250	31,577	6,293	966	
Victim Services	39,279	34,362	66,870	4,918	(27,591)	
Keep of Prisoners	1,660	3,500	-	(1,840)	1,660	
Allocation from 2018 Police Surplus	36,541	36,541	10,440	-	26,101	
Allocation from Surplus for Employer Health						
Tax	56,519	56,519		-	56,519	
Other	47,655	36,770	33,643	10,885	14,012	
<b>Total Revenues</b>	<b>727,343</b>	<b>698,415</b>	<b>596,011</b>	<b>28,927</b>	<b>131,332</b>	
<b>Expenses</b>						
<b>Salaries</b>						
Members	\$ 4,418,643	\$ 4,614,708	\$ 4,048,818	\$ 196,065	\$ (369,825)	[2]
Civilians	828,214	850,669	819,029	22,455	(9,185)	
<b>Total Salaries</b>	<b>5,246,858</b>	<b>5,465,377</b>	<b>4,867,847</b>	<b>218,519</b>	<b>(379,011)</b>	
<b>Operating Expenses</b>						
Administration	\$ 202,637	\$ 249,298	\$ 204,110	\$ 46,661	\$ 1,473	[3]
Cell Block	1,909	3,500	3,012	1,591	1,103	
Major Crime	28,662	41,458	42,377	12,796	13,715	[4]
Civic Building	197,501	196,524	174,964	(977)	(22,537)	
ECOMM	324,634	326,048	297,759	1,414	(26,875)	
Communications	572	3,035	742	2,463	170	
Community	22,626	23,336	23,918	710	1,292	
Emergency Reponse Team - Integrated	47,364	47,364	46,209	-	(1,155)	
Front Counter	528	1,167	1,025	639	497	
Identification	17,584	16,375	16,752	(1,209)	(832)	
Integrated Homicide - Integrated	137,509	137,509	134,155	-	(3,354)	
Police Dog Services - Integrated	68,746	68,746	67,070	-	(1,676)	
Patrol	161,335	161,354	115,129	19	(46,206)	[5]
Traffic	203	893	626	690	423	
Victim Services	7,464	9,813	11,753	2,349	4,289	
Community Action Team	1,860	5,265	4,652	3,405	2,792	
Vehicles	300,549	298,561	278,966	(1,988)	(21,583)	[6]
<b>Total Operating Expenses</b>	<b>1,521,682</b>	<b>1,590,245</b>	<b>1,423,219</b>	<b>68,562</b>	<b>(98,463)</b>	
<b>Total Expenses</b>	<b>6,768,540</b>	<b>7,055,622</b>	<b>6,291,066</b>	<b>287,082</b>	<b>(477,474)</b>	
<b>Net impact</b>	<b>\$ 6,041,198</b>	<b>\$ 6,357,207</b>	<b>\$ 5,695,055</b>	<b>\$ 316,009</b>	<b>\$ (346,143)</b>	

\* These financial statements have been adjusted to include estimates for significant accruals and prepaid amounts.

**Notes:**

[1] Traffic fine revenue received in June - came in at \$457,867 vs budget of \$443,000 - increase of \$15K for the year - the pro-rated portion to July is \$8.6K.

[2] Member salary savings due to member on LTD, member vacancy, members at pay steps below 1st class constable rank.

[3] Legal, internal audit, equipment maintenance, strategic plan under budget offset by higher software costs- timing at this point.

[4] Major Crime is under budget due to delay in acquiring Crime Analyst software and less spent on outside agencies.

[5] Firearms and uniforms are under budget offset by higher training & recruiting costs - timing at this point.

[6] Vehicle expenses higher than budget due to higher maintenance costs offset partially by lower fuel costs.



August 7, 2019  
Ref: 557153

Chairs of Municipal Police Boards  
Chair, SCBCTA Police Services Board  
Chair, Stl'atl'imx Tribal Police Services Board  
Chair, OCABC/CFSEU-BC

Dear Sirs/Madams:

I write to inform you that I will be on leave starting August 14, 2019 returning March 2020. Lance Talbott will be acting in my place during that time.

Lance is currently Director of Policing Operations within the Policing and Security Branch, where he is responsible for administering the Ministry response to the current Opioid Overdose Health Emergency, operationalization of the *Community Safety Act* and oversight of the federal Contribution Agreement on Guns and Gang Violence. Prior to joining government in 2017, Lance spent eight years with the South Coast BC Transit Authority Police Service working with the Police Board and Executive to develop strategic initiatives and policy responses to community safety issues. He also led the implementation of the Crime Reduction Strategy for the City of Surrey and spent 20 years as a police officer in the Metropolitan Police Service in London, England.

Over the coming weeks, Lance and his staff will be reaching out to many of you to introduce himself and discuss your board needs for the upcoming board appointment cycle. In the meantime, if you have any questions please do not hesitate to contact me (778 698 8375 / [David.Pilling@gov.bc.ca](mailto:David.Pilling@gov.bc.ca)) or Lance (778 698-7585 / [Lance.Talbott@gov.bc.ca](mailto:Lance.Talbott@gov.bc.ca)).

Regards,

David Pilling, L.L.B.  
Director, Police Governance  
Policing and Security Branch



pc: Lance Talbott, Director, Policing and Security Branch  
Brenda Butterworth-Carr, Assistant Deputy Minister, Policing and Security Branch  
Mary Collins, President, BC Association of Police Boards

# E-Comm 2018 Annual Report





# Corporate Overview

## WHO WE ARE

Through our two 9-1-1 call centres, our wide-area radio network used by police, fire and ambulance personnel in the Lower Mainland, and our integrated dispatch service that supports more than 70 police agencies and fire departments, E-Comm provides emergency communications services in 25 regional districts across British Columbia. E-Comm is unique in Canada for its size, breadth of service and expertise.

Established in 1997 under the provincial *Emergency Communications Corporations Act*, E-Comm is owned by the municipalities and public safety agencies it serves and is recognized as an industry leader whose defining mission is to help save lives and protect property and to create safer communities in British Columbia.

## WHAT WE DO

### WIDE-AREA RADIO NETWORK

E-Comm owns and operates the largest multi-jurisdictional radio network of its kind in British Columbia, which is built on earthquake-resistant infrastructure. Currently, BC Emergency Health Services, all police agencies and 15 fire departments in Metro Vancouver and Abbotsford use E-Comm's radio network to communicate their essential messages.

### 9-1-1 CALL-ANSWER/ POLICE & FIRE DISPATCH SERVICES

In 2018, E-Comm received nearly 1.6 million 9-1-1 calls. The organization currently provides dispatch services to 33 police agencies and 40 fire departments\* in B.C. E-Comm's integrated, multi-jurisdictional dispatch provides economies of scale, the ability to deliver top-tier technology to smaller communities, and increased operational efficiency. E-Comm emergency call takers and dispatchers are supported by a computer-aided dispatch (CAD) system that allows for swift and easy access to a wide range of information critical to emergency response.

*\*As of February 20, 2019.*

### OUR VISION

**Safer communities in British Columbia through excellence in public safety communications.**

### OUR MISSION

**To deliver exceptional emergency communications to the public and first responders that help save lives and protect property.**

### OUR VALUES

**Respect, Accountability, Integrity, Service, Collaboration**

### TECHNOLOGY SERVICES

E-Comm provides a variety of secure, mission-critical technology services that support its own operations and those of its public safety partners, including multi-jurisdictional CAD systems, records management systems and electronic mapping services. E-Comm's in-house Technology Services team has the depth and breadth of experience to support a diverse range of software, systems and platforms to ensure continuity of service 24/7.

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# Message from Leadership



As we headed into the organization's 20th year of providing emergency communications services in our province, we took the opportunity in 2018 to see where we are at and where we want to be, as we start our third decade of helping to save lives and protect property.

From readying a new consolidated 9-1-1/police dispatch centre on southern Vancouver Island to completing the largest, most complex technology project in E-Comm's history, to developing a new strategic roadmap for the organization, 2018 was a year of new beginnings for E-Comm.

To prepare for the early 2019 "Go-Live" of the new South Island/9-1-1 Police Dispatch Centre, our staff and Vancouver Island partners dedicated enormous effort in 2018 toward preparing the centre for service. To see this state-of-the-art,

post-disaster facility rise on a hill in Saanich in just 18 months is a shining example of what happens when people work toward a common goal of enhancing public safety. We thank all of our partners, including the B.C. Government, Capital Regional District and police agencies across central and southern Vancouver Island for their collaboration on this initiative. We can now say E-Comm operates two emergency communications centres in our province, handling 99 per cent of 9-1-1 calls in B.C.

The final milestone of the Next Generation Radio Program was realized in April 2018 when the legacy radio network was officially shut down and we began operating exclusively on the advanced next generation P25 system. A special congratulations to our Technology Services team, and in particular our outstanding Wireless group, for their hard work, expertise and determination in implementing this critical piece of public safety infrastructure on time and under budget. More than 30 police, fire and ambulance agency transitions to the new radio system were undertaken—a monumental task completed in one year. In 2018, we also welcomed three new radio partners, as Port Coquitlam Fire & Emergency Services, Langley Fire Rescue Service and the Township of Langley Fire Department all joined the E-Comm Wide-Area Radio Network. In joining the radio system, all three municipalities became Class A Shareholders in our organization, along with the City of Burnaby, which also became a Class A Shareholder in 2018.

We are especially proud that 89 per cent of residents of the Lower Mainland have indicated their confidence in our 9-1-1 and dispatch services and we sought to carry this responsibility of their trust throughout the year, as our staff, Board of Directors, public safety partners and key stakeholders all participated in the development of E-Comm's new strategic plan: (a)SPIRE 2025.

We have a bold plan—one that is focused on service, the people who provide it, innovation and trusting relationships. It is a vision to 2025 that includes transforming the 9-1-1 platform provincially, increasing operational and technical resilience against all kinds of threats, and bringing our services to more communities in British Columbia. In short, (a)SPIRE 2025 will help us be the best we can be for our people, our partners and the public. To learn more, we hope you will visit [ecomm911.ca](http://ecomm911.ca).

On that note, it is only fitting that we express our profound thanks to all of our staff, our first responder partners, our shareholders and Board of Directors for their knowledge, expertise, suggestions and contributions throughout 2018 as we continued to focus on delivering top-quality public safety communications and took great strides to move toward success in the future.

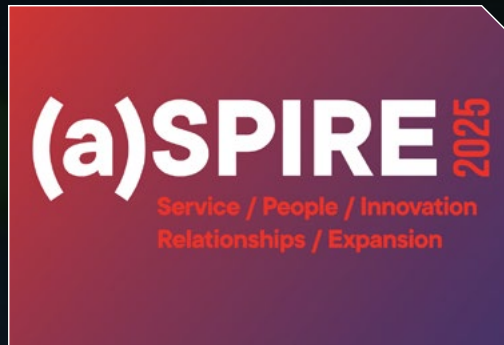
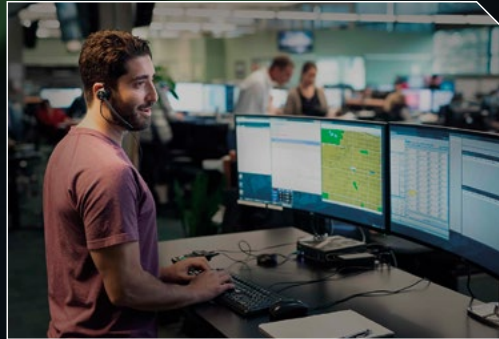
**Doug Campbell**  
*Board Chair*

**Oliver Grüter-Andrew**  
*President & CEO*



# 2018 Highlights

- Port Coquitlam Fire & Emergency Services joins radio system
- E-Comm and partners complete Next Generation Radio Program
- Langley City Fire Rescue Service joins radio system
- Township of Langley Fire Department joins radio system
- (a)SPIRE 2025, our new strategic plan, approved
- City of Burnaby becomes Class A Shareholder
- New South Island 9-1-1/Police Dispatch Centre built and ready for 2019 operations



# The Numbers

**1.588M**  
calls to 9-1-1

**98%**

of 9-1-1 calls answered in  
five seconds or less

**464,816**  
police emergency calls

**74,643**  
fire emergency calls

**49M**

transmissions on the  
E-Comm radio system

**554,180**  
non-emergency  
police calls

**29,113**  
non-emergency  
fire calls

**89%**

public confidence  
in E-Comm services

*Police and Fire emergency and non-emergency call volumes noted above are for the agencies for which E-Comm provides dispatch.*



# 2018 Year in Review

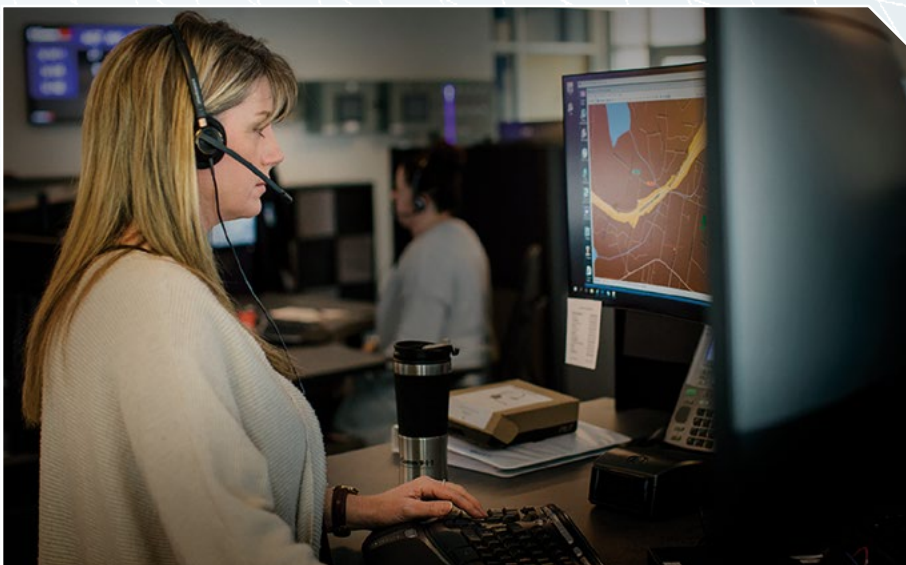


## Expanding Services

In terms of expanding services, much of E-Comm's focus in 2018 was devoted to preparing the new South Island 9-1-1/Police Dispatch Centre for operations. Built and owned by the Capital Regional District and operated by E-Comm, the centre consolidates 9-1-1 call-taking and police dispatch services for four municipal police departments and 11 RCMP detachments on central and southern Vancouver Island into one purpose-built, post-disaster facility in Saanich.

The Capital Regional District managed construction of the 1,200-square-metre post-disaster facility. Construction began in October 2017 and was completed on time and under budget just over one year later, allowing E-Comm to install all the furniture, fixtures, equipment and technology required in the final quarter of 2018.

The South Island Centre will handle an estimated 100,000 9-1-1 calls each year, meaning that E-Comm will now answer 99 per cent of 9-1-1 calls in B.C. between its two centres. Police agencies in the region transitioned their call-taking and dispatch functions to the new centre in the first quarter of 2019.



***"The coordination between different police units is made better by having a single consolidated centre."***

**Chief Constable Bob Downie,  
Saanich Police Department**

INSIDE THE NEW 9-1-1/POLICE DISPATCH CENTRE ON VANCOUVER ISLAND.





***“By joining the wide-area radio network, we are increasing interoperability between all emergency service agencies, which ultimately means a safer working environment for first responders.”***

**Chief Nick Delmonico, Port Coquitlam Fire & Emergency Services**

## **WIDE-AREA RADIO NETWORK EXPANDS**

E-Comm’s Wide-Area Radio Network, the largest multi-jurisdictional, tri-service emergency radio system in the province, grew again in 2018 with the addition of three new fire departments. In February, Port Coquitlam Fire & Emergency Services joined the network. Langley City Fire Rescue Service made the move in April, followed by the Township of Langley Fire Department in May.

More than 30 police, fire and ambulance agencies from Lions Bay to Abbotsford communicate on the radio network, generating more than 49 million transmissions in 2018.

The purpose of the system is to provide clear, safe and secure communications for police officers, firefighters and ambulance paramedics.

## **NEW FIRE DISPATCH PARTNERS**

In the second half of 2018, E-Comm worked with officials from the Fraser Valley Regional District (FVRD) and the Regional District of the North Okanagan (RDNO) to prepare the transition of their fire dispatch services to E-Comm. With the addition of 15 fire departments in the Fraser Valley and seven in the North Okanagan, as of February 20, 2019, E-Comm is now dispatching fire calls for 40 fire departments in B.C. E-Comm has been the 9-1-1 answer point for the RDNO and FVRD since 2014 and 2016, respectively.

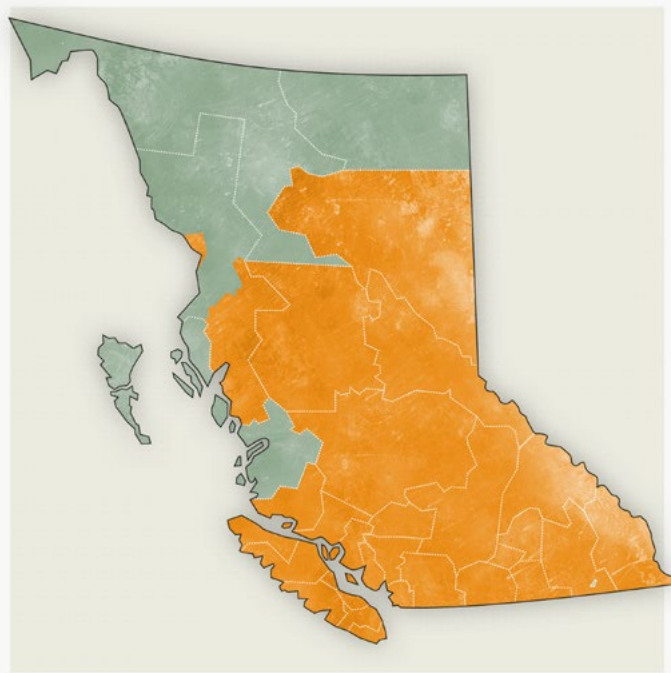


MEMBERS OF THE LANGLEY CITY FIRE RESCUE SERVICE WITH THEIR NEW RADIOS.





## 9-1-1 Service Area



**E-Comm is the first answer point for 9-1-1 services in 25 regional districts across B.C.**

## Call-taking and Dispatch Operations

From day-to-day emergency and crime situations to a brutal windstorm, E-Comm call takers and dispatchers were busier than ever in 2018.

E-Comm's 9-1-1 call volume in 2018 neared 1.6 million calls and we answered 98 per cent of those calls in five seconds or less.

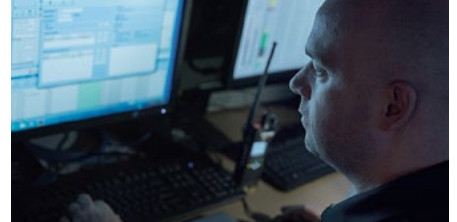
In addition to answering 9-1-1 calls, our staff managed more than 539,000 police and fire emergency calls for agencies where we provide dispatch service. Our top priority is to maintain a swift call answer rate of 9-1-1 calls and those we manage on behalf of our partners, once transferred.

Quality service, timely call-answer and effective call management will all benefit from a new training facility that was developed in 2018 and put into operation in early 2019. It will also support our ongoing commitment to improving resiliency by serving as our new back-up centre for 9-1-1 and police and fire call-taking, in the event our primary call centre needs to be evacuated.

### HIGH WINDS RESULT IN HIGH CALL VOLUME IN DECEMBER

E-Comm experienced its busiest day of the year on December 20 when high winds lashed the South Coast. Whenever there's severe weather, E-Comm receives an influx of 9-1-1 calls from people reporting uprooted trees, damaged buildings and downed power lines. But on this day, the call volume exploded. Over a 12-hour period, E-Comm received 5,883 9-1-1 calls—more than twice the number of calls compared to a regular Thursday. Despite this huge increase in 9-1-1 calls during the windstorm, our call takers answered 82 per cent of those calls in five seconds or less.





## Technology Services

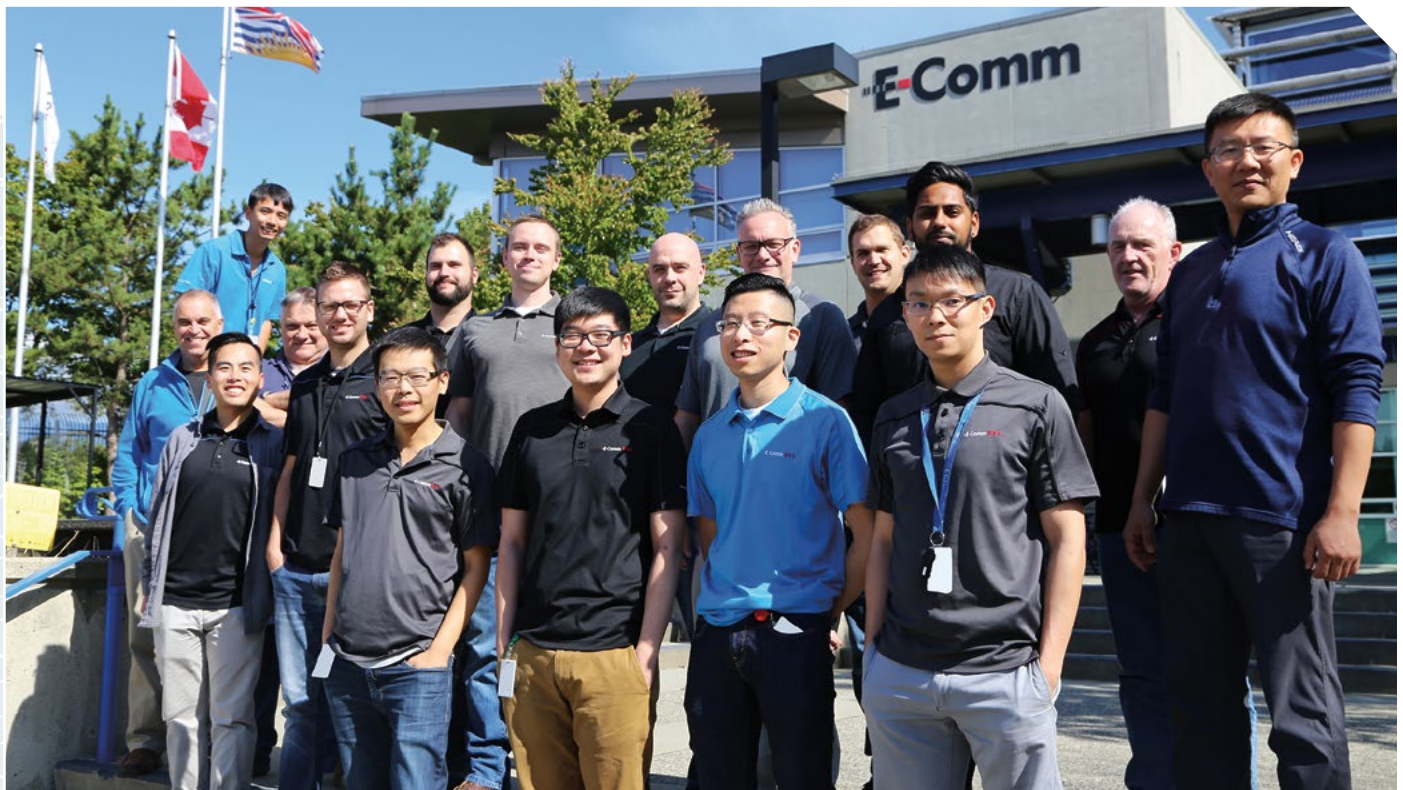
E-Comm and its police, fire and ambulance partners in the Lower Mainland completed the planned replacement of the E-Comm Wide-Area Radio Network in 2018. The Next Generation Radio Program (NGRP), a major public safety infrastructure project that began in 2013, was E-Comm's largest and most complex technology project in the company's history. Police officers, firefighters and paramedics in the Lower Mainland communicate on the radio system, which enhances clarity of communications and safety for first responders. The system now uses Project 25 technology (P25). Public safety agencies across North America widely adopted P25 for its safe, secure and clear communications capabilities.

The new radio system using the P25 technology is encrypted. For those agencies that use its encryption features, scanners will no longer be able to decrypt sensitive operational communications. Lower Mainland emergency service agencies made the decision to move to encryption to better protect responder safety and public privacy. With the completion of the new radio system, E-Comm dismantled the legacy radio system in April 2018.

E-Comm continues to lay the groundwork for Next Generation 9-1-1, known as NG9-1-1. Eventually, Canadians will use text-messaging services to access 9-1-1. E-Comm is a member of the Canadian NG9-1-1 Coalition—a group of Public Safety Answer Point organizations across the country working to prepare 9-1-1 systems to respond to evolving citizen expectations and capabilities enabled by emerging technologies. In terms of new technology, E-Comm implemented softphones in 2018. Softphones are software-based technology that allows the computer to be used as a telephone. Softphone technology offers more flexibility in our operations and supports our future expansion.

***"We've been involved since the beginning in picking the technical requirements for the new system. With these new radios, we're able to eliminate background noise so we have good, clear audio, even in a noisy environment."***

**Deputy Chief Tyler Moore,  
Vancouver Fire and Rescue Services**



MEMBERS OF OUR 2018 TECHNOLOGY SERVICES TEAM.





OUR 2018 HUMAN RESOURCES TEAM.

## Our People

People are at the heart of E-Comm and in 2018, our staff were engaged in a worthy cause over the summer as they fundraised for and rode with Cops for Cancer, in support of the Canadian Cancer Society. E-Comm has been supporting this initiative for 12 years, but this year was different. For the first time, staff were invited to participate as guest riders for a day and joined either the Tour de Coast (the Sea-to-Sky Corridor), or the Tour de Valley (south of the Fraser River). On September 24, a \$7,500 cheque was provided to the Canadian Cancer Society.

We welcomed a new executive director of Human Resources to E-Comm in 2018. Kate Dickerson, a Chartered Professional in Human Resources, brings more than 17 years of experience in leading strategic human resources teams in both the public and private sectors. Her focus is to strengthen our recruitment and retention initiatives, including developing a new process for the efficient and effective hiring of new call takers, best suited for the demands of the call-taking profession. E-Comm call takers participated in a recruitment review and partner

agencies and recruitment experts helped us define the attributes people need to be successful in this vital position.

As staff at E-Comm are on the front line of emergency services, their physical and mental health is paramount and our Human Resources team continues to support their well-being through various initiatives. We were pleased to ensure all staff were offered *Road to Mental Readiness* training sessions in 2018 as part of our efforts to bring more awareness to mental health and reduce stigmas and barriers to care. It's a program also used by other emergency services agencies in Canada.



E-COMM'S COPS FOR CANCER RIDERS.





## Community

E-Comm continued its efforts to connect with neighbourhoods, partners and industry stakeholders in 2018 through social media, local events and national and international conferences. With our participation in parades and community events, our focus was to explain how 9-1-1 works and provide British Columbians with tips about the best use of 9-1-1 and non-emergency lines.

We were pleased to receive national recognition for a public education campaign, which used 30-second radio spots to depict differences between a true emergency call and a non-emergency situation. Our campaign, *Don't Let Non-Emergencies Compete with Real Ones*, earned multiple awards recognizing excellence in Canadian advertising.

For the sixth year, E-Comm's top 10 list of 9-1-1 nuisance calls sparked attention in newsrooms and on social media as we highlighted calls that don't belong on 9-1-1 lines. Once again, consumer complaints topped the list of headscratchers. Calls on the list included:

- a fast food restaurant not being open 24-hours-a-day as advertised
- a retailer not accepting a return of shoes without the original box
- a gas station attendant putting the wrong type of fuel in a vehicle

E-Comm dispatchers participated in a new Vancouver Police Department video to help educate the public about how to survive an active deadly threat. The video takes the viewer through a series of scenarios and offers information on what to do in serious situations, such as an active shooter. Our message in the video focused on the pertinent information call takers and dispatchers need to supply to first responders attending such an incident.



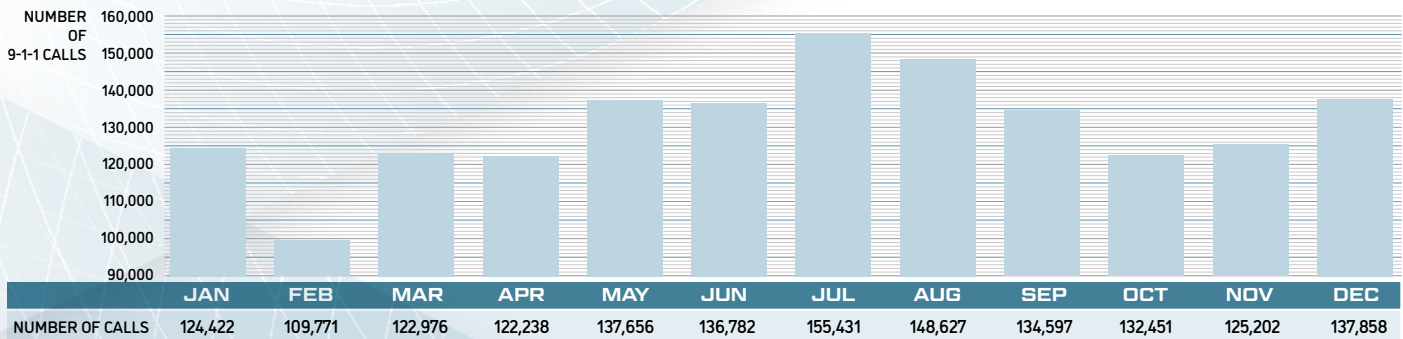
40TH ANNUAL PRIDE PARADE IN VANCOUVER.

# 2018 Call Volumes

## 9-1-1 SERVICE

In 2018, 1,588,011 calls were placed to 9-1-1, with 98 per cent of them answered by E-Comm staff in five seconds or less, surpassing our annual contracted service level target of 95 per cent.

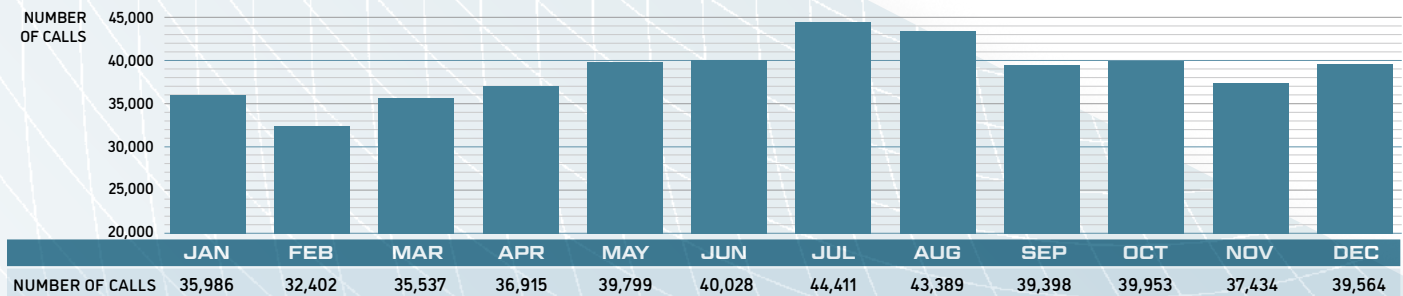
The availability of 9-1-1 service was 100 per cent.



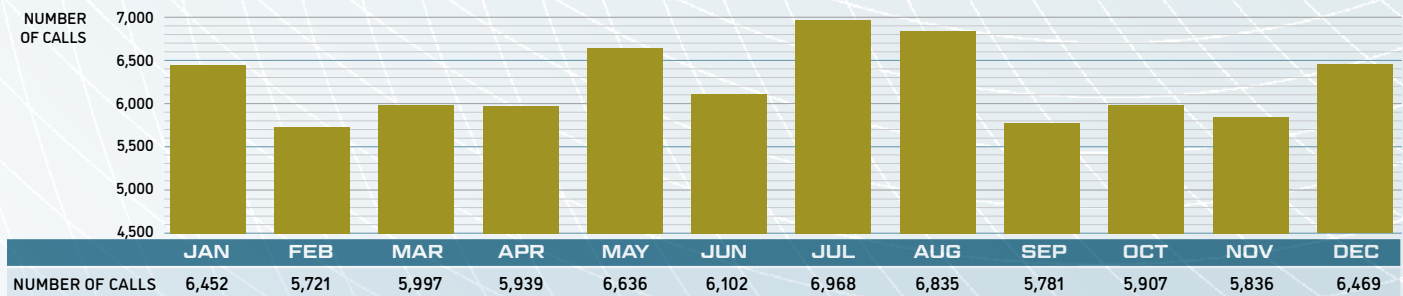
## POLICE AND FIRE EMERGENCY CALLS

In 2018, E-Comm staff managed 464,816 police emergency calls and 74,643 fire emergency calls on behalf of the agencies for which we provide dispatch service.

### POLICE EMERGENCY CALLS TO E-COMM

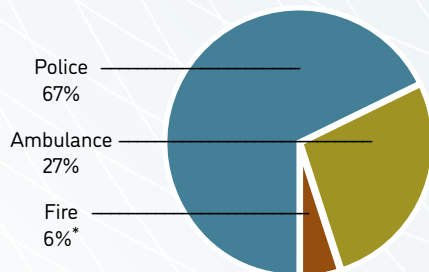


### FIRE EMERGENCY CALLS TO E-COMM<sup>1</sup>



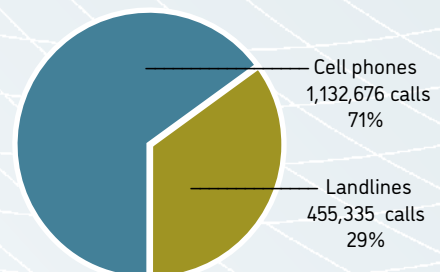
<sup>1</sup> Excludes calls for assistance from BC Emergency Health Services (BCEHS).

### PERCENTAGE OF 9-1-1 CALLS FOR POLICE, FIRE AND AMBULANCE



\* does not include requests for support from BCEHS.

### 9-1-1 CALLS FROM CELL PHONES AND LANDLINES

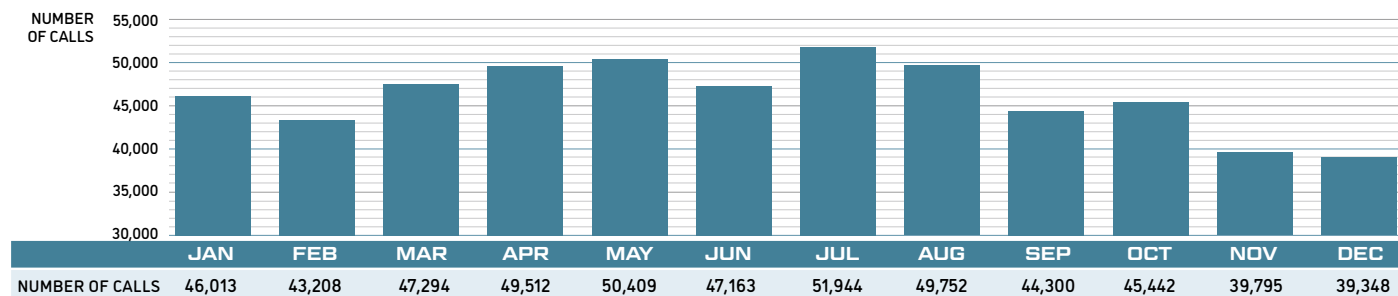


## NON-EMERGENCY SERVICE

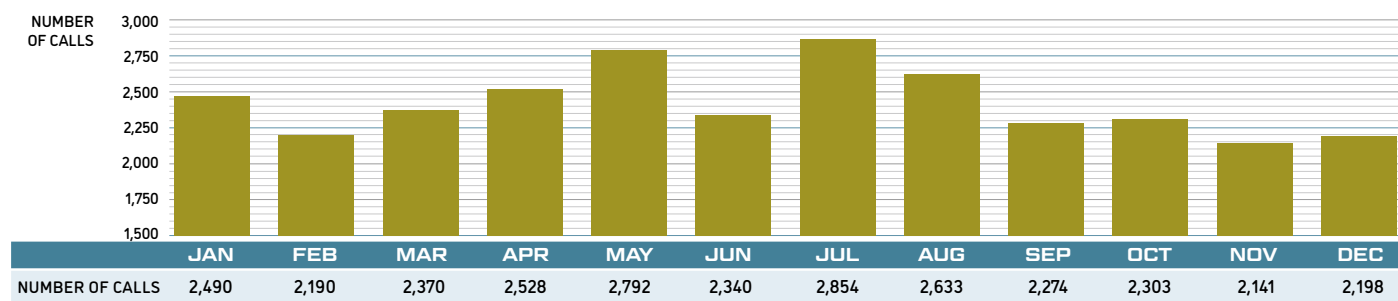
In 2018, E-Comm staff managed 554,180 non-emergency<sup>2</sup> police calls and 29,113 non-emergency fire calls on behalf of partner agencies.

<sup>2</sup> Calls placed to 10-digit non-emergency lines.

### POLICE NON-EMERGENCY CALLS



### FIRE NON-EMERGENCY CALLS



## WIDE-AREA RADIO NETWORK



Radio Transmissions: 49,274,089

Network availability: 100%

All agencies on the E-Comm Wide-Area Radio Network began communicating on the new Astro P25 system on March 7, 2018. The number of radio transmissions and seconds of network airtime on the new system is calculated differently than the previous EDACS system.



# 2018 Financial Highlights

## STATEMENT OF OPERATIONS AND NET ASSETS

	2018	2017 <sup>1</sup>
Revenue <sup>1,2</sup>	62,391,698	58,844,900
Direct operating expenses <sup>1,2</sup>	55,940,047	50,390,359
	6,451,651	8,454,541
Other expenses		
Amortization and other	6,176,552	5,993,927
Interest on long-term debt	647,315	1,710,967
	6,823,867	7,704,894
Excess (deficiency) of revenue over expenses <sup>3</sup>	(372,216)	749,647
Net assets, beginning of year	2,354,362	1,604,715
Net assets, end of year	1,982,146	2,354,362

<sup>1</sup> During the prior year, E-Comm recorded expenses drawn from the radio funds collected in advance as a direct reduction to other liabilities. During the current year, it was determined that these expenditures should be reflected in the statement of operations and net assets as revenue and expenses on a gross basis; resulting in an adjustment to comparative figures with an increase to both the radio system revenue and direct operating expenses of \$1,223,065 with no impact to excess (deficiency) of revenue over expenses.

<sup>2</sup> 2018 also had expenses drawn from the radio funds collected in advance; these are included in both the radio system revenue and direct operating expenses on a gross basis in the amount of \$1,206,718 with no impact to excess (deficiency) of revenue over expenses.

<sup>3</sup> 2018 Excess (deficiency) of revenues over expenses	(372,216)
Adjustment: 2018 Planned draws from surplus	(452,959)
Adjusted 2018 excess (deficiency) of revenue over expenses	80,743

E-Comm's overall financial results show a deficiency of revenue over expenses for the, due to a net deficit in Operations. In 2018, the Board of Directors approved drawdowns from net assets of \$0.45M to support increased operational resiliency through investment in a new evacuation site and development of a new training program. After adjustments for the planned draws from net assets, E-Comm had an excess of revenue over expenses of \$0.08M. E-Comm remains in an overall favourable financial position with an accumulated net surplus of \$1.98M at the end of 2018.

The 2018 fiscal year also included completion of all of the member agency transitions to the Next Generation Radio Program (NGRP). Further, three new fire agencies (Langley City Fire Rescue Service, Township of Langley Fire Department and Port Coquitlam Fire & Emergency Services) transitioned onto the P25 radio system in 2018.

A further planned reserve drawdown of \$1.1M was incurred to fund the remaining one-time operating expenses for completing the NGRP. Final acceptance of the Motorola radio system was in June 2018.

At year-end, management reconciled the 2018 radio levies, truing up the levies based on actual 2018 capital and operating expenditures. Actual expenditures were lower than budgeted, resulting in levy rebates to most members due to a combination of factors, including timing of capital initiatives and decreases in operating expenses, mainly in salaries due to timing of hiring. This resulted in an average radio levy decrease of 2.3 per cent in 2018 and an accumulated 2018-year-end radio reserve balance of \$5.29M.

The 2019 dispatch levy increase for 2019 was approved at 4.5 per cent (1 per cent increase over the prior year Strategic Financial Plan (SFP)), and is forecasted at 4 per cent ongoing, commencing in 2020, recognizing the increased economic pressures resulting from increased costs of benefits<sup>1</sup>, hiring, and training in dispatch operations. This ensures that dispatch operations retains a modest accumulated surplus and generates contribution (recovery) of draws from surplus within a two- to three-year period.

The total radio levy amount increased in 2019 by 2 per cent, which is less than the SFP forecast. However, the actual average levy per agency decreased by 4.3 per cent due to the expected addition of a major new Wide-Area Radio Network member TransLink (Coast Mountain Bus Company). This transition will be two-phased, with Phase 1 in 2019 and Phase 2 in 2020. Radio levies continue to provide a sustainable means of funding for technology evolution of this mission-critical asset. Overall, the financial benefits of consolidation and economies of scale continue to be demonstrated in our core radio services.

To obtain full copies of E-Comm's 2018 Audited Financial Statements, including the Auditor's Report to the Shareholders and Notes to the Financial Statements, please visit [ecomm911.ca](http://ecomm911.ca).

<sup>1</sup> Benefits cost increases include the new Employers Health Tax (EHT); Municipal Pension Plan Employer increases; WorkSafeBC rate increases and increases in extended health benefits.

# 2018-2019 Board of Directors

A 19-member Board of Directors provides governance to E-Comm and is responsible for overseeing the Corporation's strategic direction, finances and operating results.

Doug Campbell	<i>Board Chair, Independent Director</i>
Brent Asmundson	<i>Cities of Coquitlam, Burnaby, New Westminster, Port Coquitlam, Port Moody, Village of Belcarra</i>
Bill Dingwall	<i>Metro Vancouver</i>
Barry Forbes	<i>Independent Director</i>
Jack Froese	<i>Township of Langley, Cities of Langley, Surrey and White Rock</i>
Lori Halls	<i>Province of British Columbia</i>
Lois Karr	<i>RCMP</i>
Anne Kinvig	<i>Independent Director</i>
Warren Lemcke	<i>Vancouver Police Board</i>
Neil Lilley	<i>BC Emergency Health Services</i>
Jack McGee	<i>Independent Police Boards (Abbotsford, New Westminster, Port Moody, Transit Police, West Vancouver)</i>
Bill McNulty	<i>City of Richmond</i>
Paul Mochrie	<i>City of Vancouver</i>
Mike Morden	<i>Cities of Maple Ridge and Pitt Meadows</i>
Denise Nawata	<i>Independent Director</i>
Karl Preuss	<i>City of Delta/Delta Police Board</i>
Mark Sieben	<i>Province of British Columbia</i>
Richard Walton	<i>City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay</i>
Terry Waterhouse	<i>Cities of Surrey, Langley and White Rock, Township of Langley</i>

## EXECUTIVE LEADERSHIP TEAM

Oliver Grüter-Andrew	<i>President &amp; CEO</i>
Beatrix Nicolato	<i>Vice-President &amp; Chief Financial Officer</i>
Erin Ramsay	<i>Vice-President of Operations</i>
Michael Webb	<i>Vice-President of Technology Services</i>
Kate Dickerson	<i>Executive Director of Human Resources</i>
Jody Robertson	<i>Executive Director of Corporate Communications &amp; Governance</i>
Fraser MacRae	<i>Director of Police Services</i>
Dave Mitchell	<i>Director of Fire Services</i>





**E-Comm 9-1-1**  
Helping to Save Lives and Protect Property



Printed with vegetable-based inks on chlorine-free, 100% post-consumer waste recycled paper.

[ecomm911.ca](http://ecomm911.ca)



[YouTube](#)





# VICTORIA & ESQUIMALT POLICE BOARD

MAYOR BARBARA DESJARDINS, LEAD CO-CHAIR

MAYOR LISA HELPS, DEPUTY CO-CHAIR

July 24, 2019

Port Moody Police Board  
c/o Ms. Rhonda Doig

*Via Email*

Dear Board Members:

## **RE: Canadian Association of Police Governance - 2020 Conference Hosting Fee**

We are very proud and excited to welcome you all to our beautiful city next year as we host the 2020 CAPG Conference. This endeavour could not have been undertaken without your pledges and I am pleased to let you know that your generosity surpassed our goals and expectations.

The Port Moody Police Board pledged \$1,500 and the actual amount payable required in order to meet our \$15,000 total is \$990. If you would like to pledge the full amount of \$1,500, we would graciously accept that contribution on behalf of the CAPG and forward the balance to them as a conference sponsorship contribution.

If you wish to submit the full amount of your original pledge:

- Please send two cheques payable to the "City of Victoria" and mail them to the address below
  - The first cheque will be in the amount of \$990 as a hosting fee pledge
  - The second cheque will be in the amount of \$510 as a conference sponsorship contribution

If you wish to submit only the hosting fee pledge:

- Please send a cheque payable to the "City of Victoria" and mail it to the address below.
  - The cheque will be in the amount of \$990 as a hosting fee pledge

Victoria Police Department  
Attn: Collette Thomson  
850 Caledonia Ave  
Victoria, BC V8T 5J8

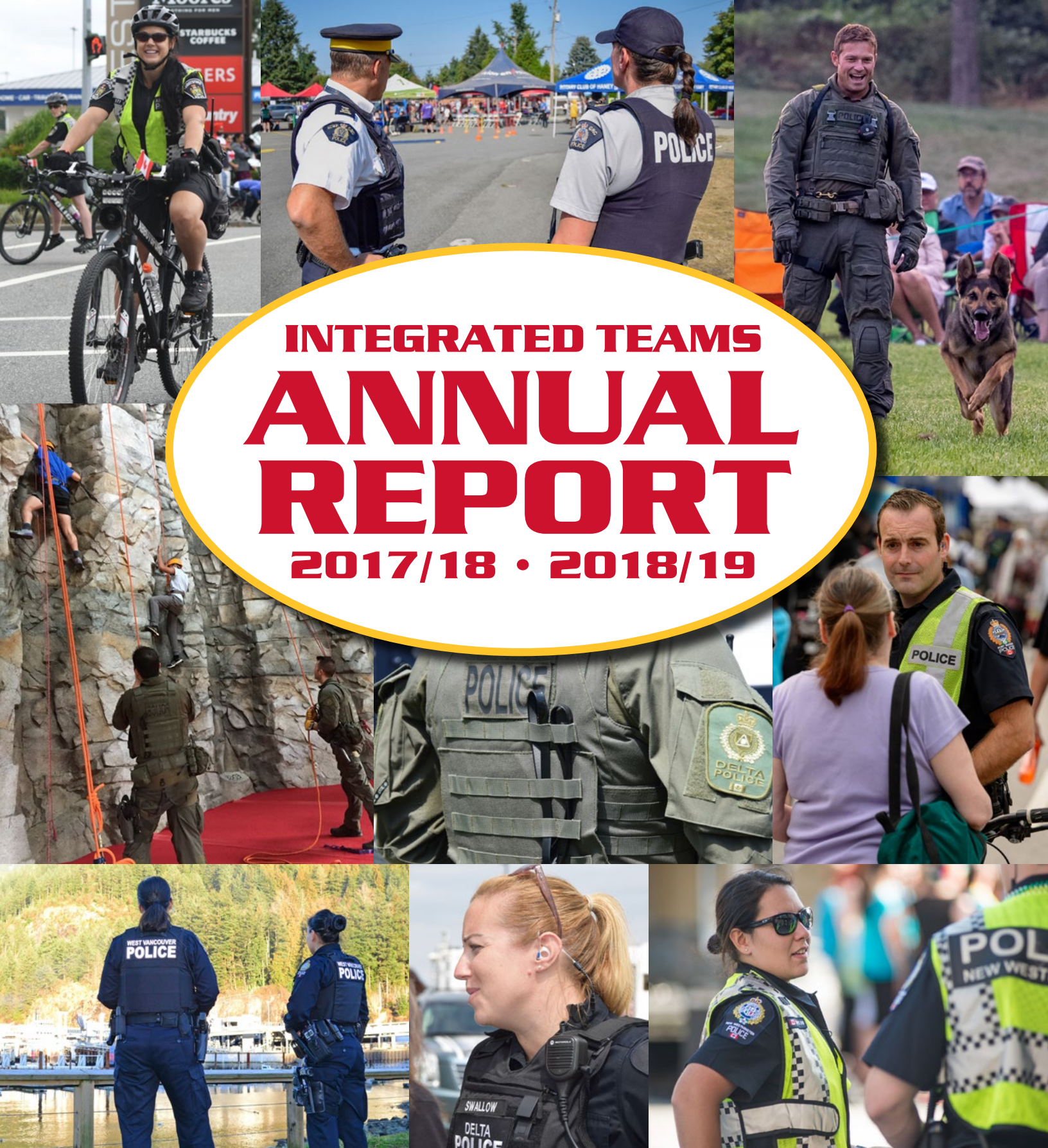
If you have any questions, feel free to contact me at [keven.elder@vicpd.ca](mailto:keven.elder@vicpd.ca) or my assistant, Collette Thomson, at [collette.thomson@vicpd.ca](mailto:collette.thomson@vicpd.ca) or at [REDACTED].

Once again, we are very appreciative of your support and look forward to an enlightening, informative, and enjoyable conference.

Yours Truly,

Dr. Keven Elder  
Chair, Victoria 2020 CAPG Conference Committee





**INTEGRATED TEAMS**  
**ANNUAL**  
**REPORT**  
**2017/18 • 2018/19**

***RCMP LOWER MAINLAND INTEGRATED TEAMS***  
***IN PARTNERSHIP WITH***  
***ABBOTSFORD - DELTA - NEW WESTMINSTER***  
***PORT MOODY - WEST VANCOUVER***

# WELCOME TO THE 2017/18 & 2018/19 INTEGRATED TEAMS ANNUAL REPORT

This document features financial reporting and calls for service of the RCMP and municipal police forces which make up the Integrated Teams (I-TEAMS) within the Lower Mainland. The people assigned to these teams are some of the country's leading experts in their fields. These five teams bring an exceptional skill-set to the nearly two million people in a geographic area totalling 30,969 square kilometres between Pemberton and Boston Bar.

## THE INTEGRATED TEAMS:

- Integrated Homicide Investigation Team (IHIT)
- Integrated Police Dog Service (IPDS)
- Lower Mainland District Emergency Response Team (LMD ERT)
- Integrated Collision Analysis Reconstruction Service (ICARS)
- Integrated Forensic Identification Service (IFIS)

With 337 people, the I-TEAMS are the equivalent of a large police force. They serve 28 RCMP-policed communities at 13 detachments, 40 Indigenous communities and five municipally-policed communities. These teams are partnerships between the RCMP and, depending on the team, one or more of the following municipal police departments: Abbotsford Police Department, Delta Police Department, New Westminster Police Department, Port Moody Police Department and West Vancouver Police Department.

RCMP communities served by the I-TEAMS include: Agassiz, Burnaby, Anmore, Belcarra, Coquitlam, Port Coquitlam, Langley City and Langley Township, Mission, North Vancouver District and North Vancouver City, Richmond, Pitt Meadows, Maple Ridge, Squamish, Lions Bay, Pemberton, Whistler, Gibsons, Bowen Island, Sechelt, Surrey, Hope, Chilliwack, Harrison Hot Springs, Kent, Boston Bar, White Rock.

## I-TEAM MEMBERSHIP BREAKDOWN BY COMMUNITY AND TEAM

Municipality	Integrated Team
Abbotsford	IHIT, IPDS
Delta	IPDS, LMD ERT
New Westminster	IPDS, IHIT, LMD ERT
Port Moody	IPDS, IHIT, LMD ERT
West Vancouver	IHIT, ICARS, IFIS
RCMP – 28 Lower Mainland Communities	IHIT, IPDS, LMD ERT, IFIS, ICARS, III

In many instances, I-TEAMS combine to work as one cohesive unit in response to a major events such as a homicide. Each team can be called to assist in the file: ERT for high-risk search warrants, IFIS for forensics, ICARS for mapping crime scenes, IPDS for evidence search and suspect tracking and IHIT to provide highly-skilled homicide investigators.

Costs for these police and civilian specialists are shared among the participating municipalities, the provincial and federal governments.





**Assistant Commissioner Stephen Thatcher**  
*Lower Mainland District Commander*

As the Lower Mainland District Commander, and responsible manager for the Integrated Teams, I would like to recognize the I-TEAM members for the often challenging and difficult work they perform to enhance public safety for the citizens of the Lower Mainland. The integration of complex policing skills applied to investigations such as homicide, vehicle fatalities, police dog searches, forensic identification and high-risk emergency response, is an effective and efficient way to deliver these specialized services. The teams act as a heightened layer of support that is immediately available to our detachments and participating municipal police partners.

## 2018 REPORT HIGHLIGHTS:

- I-TEAMS responded to more than 18,000 calls for service.
- In partnership with the Integrated Teams Advisory Committee (ITAC), the RCMP undertook a review of the I-TEAMS financial reporting, executive structure and internal processes. Recommendations were implemented.
- Financial reporting and forecasting processes were improved and a multi-year financial plan was developed.
- Service Line Review of Integrated Police Dog Service (IPDS) completed and recommendations implemented.

## REVIEW OF FINANCIAL PROCESSES

The district hired the former Director of Finance for the City of Surrey, Ms. Vivienne Wilke, to assist with the I-TEAMS multi-year financial planning. Working with RCMP Finance, she helped the district improve the I-TEAMS processes so our partners will have the information they need earlier in their budget cycle.

This report contains the five-year I-TEAMS forecast that Ms. Wilke presented to municipal Chief Administrative Officers/Primary Police Contacts and to the Integrated Teams Advisory Committee (ITAC)\*. This forecast will be included within the multi-year financial plans developed by RCMP Finance and submitted to municipalities for approval in accordance with their policing agreements.

\* ITAC is made up of representatives from our partner municipalities, the Province of British Columbia -Police Services and senior managers with the Lower Mainland District Office (LMDO).





## REVIEW OF EXECUTIVE STRUCTURE

Again, working in partnership with ITAC members, the LMD RCMP demonstrated a need for an executive-level officer to lead the teams under a consolidated structure to improve operational effectiveness, financial reporting and accountability. By managing the teams under one system, we will be able to achieve ongoing efficiencies in the budgeting process, human resources and capital needs. The business case was approved and Chief Superintendent Brian Edwards was appointed Officer-in-Charge of the Integrated Teams in July 2019.

## REVIEW OF INTERNAL PROCESSES

The LMDO worked with the ITAC members and the Province of British Columbia to demonstrate the need for enhanced analytical and business planning for the LMDO's five integrated teams. This work resulted in the establishment of a Senior Business Analyst position to assist in ongoing efficiency modelling, operations reviews and reporting to our partners. This position was filled in June 2019 by Mr. Sean Edwards.

## REVIEW OF INTEGRATED POLICE DOG SERVICE

In 2018, the district turned once again, to an external source – Ms. Lainie Goddard—formerly of the City of Richmond. She was tasked to undertake an operational efficiency review of the Lower Mainland District Integrated Police Dog Service (IPDS) model and report back with recommendations. Ms. Goddard worked closely with members of ITAC to produce a service level review that answered many questions from our municipal partners that had been outstanding for some years. The report was delivered to Lower Mainland Mayors in April 2018. It found that IDPS provides an effective operational and financial model of police dog service. Recommendations for improvement have since been implemented in several areas.

## LOOKING TO THE FUTURE

The changes noted will continue through 2019 and into 2020 with the development of a Strategic Plan for the Integrated Teams. Work on solidifying the budget model will continue by bringing in the Officers-in-Charge and Independent municipal police departments into the budget process. We are aiming to increase our outreach to municipalities that are part of the service delivery model.

## REPORT SCHEDULE

The next annual report will be in a new format developed in consultation with members of the Integrated Teams Advisory Committee and will be released in February 2020.

# FIVE YEAR FINANCIAL PLAN

## FINANCIAL PLAN BY UNIT (\$)

UNIT	2019/20	2020/21	2021/22	2022/23	2023/24
ERT	15,147,531	16,192,121	16,855,721	17,396,506	17,998,424
ICARS	3,240,924	3,273,943	3,497,062	3,729,380	3,934,127
IFIS	12,948,315	12,993,598	13,375,067	13,782,608	14,435,243
IHIT	23,191,289	24,422,048	25,294,485	26,163,824	26,803,621
III*	204,135	206,216	210,837	215,729	220,793
IPDS	11,222,158	11,379,901	11,631,750	11,912,843	12,186,148
<b>TOTAL</b>	<b>65,954,35</b>	<b>68,467,827</b>	<b>70,864,922</b>	<b>73,200,890</b>	<b>75,578,356</b>

## FINANCIAL PLAN YEAR/YEAR % CHANGE

UNIT	2019/20	2020/21	2021/22	2022/23	2023/24
ERT	2.16%	2.16%	4.10%	3.21%	3.46%
ICARS	2.31%	2.31%	6.81%	6.64%	5.49%
IFIS	2.43%	2.43%	2.94%	3.05%	4.74%
IHIT	2.26%	2.26%	3.57%	3.44%	2.45%
III*	3.93%	3.93%	2.24%	2.32%	2.35%
IPDS	2.42%	2.42%	2.21%	2.42%	2.29%
<b>TOTAL</b>	<b>2.31%</b>	<b>3.81%</b>	<b>3.50%</b>	<b>3.30%</b>	<b>3.25%</b>

**\*Notes:**

1. Integrated Internal Investigator is RCMP only (III).
2. Five Year plan includes 2.5% per year for anticipated salary increases





# 2017/2018 COST SHARE PER MUNICIPALITY

Jurisdiction	IHIT	ERT	IFIS	IPDS	ICARS	III	TOTAL
Abbotsford	\$1,229,108	\$ -	\$ -	\$580,738	\$ -	\$ -	\$1,809,846
Burnaby	1,531,339	705,157	1,199,604	933,778	318,569	7,731	4,696,178
Chilliwack	820,176	377,363	641,781	500,617	170,433	4,130	2,514,500
Coquitlam	864,269	398,068	677,237	526,879	179,848	4,366	2,650,667
Delta	-	290,925	-	387,603	-	-	678,528
Hope	75,626	27,855	47,264	36,295	12,668	313	200,021
Kent	40,934	15,097	25,630	19,614	6,870	170	108,315
Langley City	339,040	155,914	265,117	207,065	70,405	1,705	1,039,246
Langley Township	828,525	381,428	648,826	505,364	172,303	4,180	2,540,626
Maple Ridge	633,051	291,368	495,590	386,241	131,610	3,191	1,941,051
Mission	356,645	164,089	279,066	217,693	74,109	1,796	1,093,398
New Westminster	801,018	283,744	-	378,767	-	-	1,463,529
North Vancouver City	372,871	171,670	292,024	227,418	77,551	1,881	1,143,415
North Vancouver District	412,883	190,307	323,854	251,484	86,003	2,090	1,266,621
Pitt Meadows	132,965	61,220	104,141	81,093	27,656	671	407,746
Port Coquitlam	420,262	193,481	329,123	256,333	87,403	2,120	1,288,722
Port Moody	209,998	74,532	-	99,072	-	-	383,602
Richmond	1,248,101	574,844	977,983	760,888	259,715	6,304	3,827,835
Sechelt	64,713	23,868	40,519	31,008	10,860	269	171,237
Squamish	161,075	74,120	126,062	98,301	33,477	811	493,846
Surrey	4,386,652	2,018,683	3,433,402	2,676,917	911,780	22,104	13,449,538
West Vancouver	310,035	-	187,304	-	49,573	-	546,912
Whistler	129,830	47,823	81,149	62,304	21,751	537	343,394
White Rock	126,259	58,137	98,901	76,994	26,264	637	387,192
<b>Municipal Total</b>	<b>\$15,495,375</b>	<b>\$6,579,693</b>	<b>\$10,274,577</b>	<b>\$9,302,466</b>	<b>\$2,728,848</b>	<b>\$65,006</b>	<b>\$44,445,965</b>
Provincial Contribution	6,940,154	3,338,715	760,480	655,765	573,457	7,375	12,275,946
Federal Contribution	2,970,673	5,044,869	1,391,585	1,167,825	518,273	15,036	11,108,261
<b>GRAND TOTAL</b>	<b>\$25,406,202</b>	<b>\$14,963,277</b>	<b>\$12,426,642</b>	<b>\$11,126,056</b>	<b>\$3,820,578</b>	<b>\$87,417</b>	<b>\$23,449,213</b>

# 2018/2019 COST SHARE PER MUNICIPALITY

Jurisdiction	IHIT	ERT	IFIS	IPDS	ICARS	III	TOTAL
Abbotsford	\$1,216,028	\$ -	\$ -	\$562,836	\$ -	\$ -	\$1,778,864
Burnaby	1,468,941	697,054	1,118,295	878,598	279,981	14,678	4,457,547
Chilliwack	849,947	403,128	646,091	508,932	161,758	8,470	2,578,326
Coquitlam	861,805	408,984	656,251	515,364	164,302	8,615	2,615,321
Delta	n/a	286,415	n/a	362,948	-	n/a	649,363
Hope	76,699	29,177	46,518	36,255	11,790	611	201,050
Kent	39,869	15,178	24,236	18,814	6,143	319	104,559
Langley City	349,852	165,885	265,700	209,625	66,522	3,481	1,061,065
Langley Township	834,335	395,861	634,905	499,186	158,958	8,330	2,531,576
Maple Ridge	644,991	305,984	490,619	386,018	122,834	6,435	1,956,880
Mission	355,274	168,509	270,081	212,721	67,619	3,541	1,077,745
New Westminster	766,534	279,723	n/a	355,004	-	n/a	1,401,260
North Vancouver City	365,547	173,434	278,146	218,723	69,638	3,649	1,109,138
North Vancouver District	408,593	193,977	311,496	244,132	77,988	4,093	1,240,279
Pitt Meadows	131,004	62,156	99,685	78,384	24,958	1,308	397,494
Port Coquitlam	412,947	195,929	314,246	247,065	78,676	4,123	1,252,987
Port Moody	200,678	73,303	n/a	92,732	-	n/a	366,712
Richmond	1,235,021	586,108	940,488	738,527	235,465	12,347	3,747,954
Sechelt	60,527	23,042	36,794	28,561	9,326	484	158,735
Squamish	153,616	72,871	116,827	91,950	29,249	1,532	466,045
Surrey	4,351,442	2,064,169	3,309,201	2,604,725	828,506	43,398	13,201,441
West Vancouver	315,631	n/a	185,341	n/a	46,194	n/a	547,166
Whistler	121,063	46,059	73,450	57,210	18,617	965	317,363
White Rock	127,180	60,345	96,792	76,086	24,233	1,270	385,906
<b>Municipal Total</b>	<b>\$15,347,523</b>	<b>\$6,707,290</b>	<b>\$9,915,162</b>	<b>\$9,024,396</b>	<b>\$2,482,755</b>	<b>\$127,651</b>	<b>\$43,604,777</b>
Provincial Contribution	7,106,094	3,386,415	698,634	636,101	408,507	14,492	12,250,243
Federal Contribution	3,005,178	5,125,705	1,329,230	1,122,053	420,254	31,114	11,033,535
<b>GRAND TOTAL</b>	<b>\$25,458,796</b>	<b>\$15,219,410</b>	<b>\$11,943,026</b>	<b>\$10,782,549</b>	<b>\$3,311,517</b>	<b>\$173,257</b>	<b>\$66,888,555</b>

# 2017/18 AND 2018/19 CALLS FOR SERVICE

	ERT		ICARS		IFIS		IHIT		IPDS	
Jurisdiction	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Abbotsford	0	10	0	1	0	0	0	5	1,295	1,333
Agassiz / Kent	6	0	2	1	44	78	0	0	29	86
Burnaby	19	8	15	16	931	1,025	4	1	745	765
Chilliwack	20	18	7	4	370	463	4	6	1,037	1,267
City of Langley	9	6	4	6	150	107	0	0	304	312
Coquitlam	14	9	5	3	370	325	1	0	516	442
Delta	5	4	0	0	0	0	0	0	370	372
Hope	0	0	0	0	48	48	1	0	14	21
Maple Ridge	7	23	6	8	373	351	2	1	581	655
Mission	8	1	8	8	201	122	2	1	172	197
New Westminster	13	11	0	0	0	0	1	0	282	342
North Vancouver (City)	9	12	2	4	144	140	0	0	151	127
North Vancouver (District)	8	1	4	2	142	109	1	1	95	106
Other*	17	18	0	2	71	73	0	0	59	81
Pitt Meadows	1	0	0	2	16	16	0	1	105	115
Port Coquitlam	2	1	2	1	64	50	0	1	254	200
Port Moody	2	4	0	0	0	0	0	0	76	76
Provincial Jurisdictions**	0	0	30	17	32	26	1	1	312	276
Richmond	15	2	10	13	733	785	4	4	664	813
Sechelt	0	0	0	0	0	0	0	0	8	0
Squamish	1	4	2	0	95	37	1	1	84	20
Sunshine Coast	1	0	2	2	59	48	0	0	0	0
Surrey	90	91	49	42	1,799	1,632	12	16	3,608	3,336
Township of Langley	7	0	12	8	317	266	5	2	553	673
West Vancouver	0	0	2	1	185	207	0	0	7	26
Whistler/Pemberton	2	4	1	0	60	25	0	0	14	7
White Rock	0	0	0	0	36	20	0	0	45	55
Grand Total	256	227	163	141	6,240	5,953	39	41	11,380	11,703
Whistler/Pemberton	2	4	1	0	60	25	0	0	14	7
White Rock	0	0	0	0	36	20	0	0	45	55
<b>GRAND TOTAL</b>	<b>256</b>	<b>227</b>	<b>163</b>	<b>141</b>	<b>6,240</b>	<b>5,953</b>	<b>39</b>	<b>41</b>	<b>11,380</b>	<b>11,703</b>

\* "Other" includes calls coded to other police units, other jurisdictions, other government departments or Federal files.

\*\* Provincial Jurisdictions include ICARS calls on Provincial roads as well as jurisdictions with less than 5,000 population and unincorporated areas. (Gibsons, Bowen Island, University British Columbia Boston Bar)

# AUTHORIZED STRENGTH

## 2014/15 - 2019/20

Fiscal Year	Authorized Strength	Note
2014/15	336	
2015/16	337	1 Regular Member - IHIT
2016/17	337	
2017/18	337	
2018/19	337	
19/20	339	1 Regular Member – OIC I-Teams 1 PSE – AS01

## 2018/19 DETAIL

Unit	RM	CM	Ind PD	PSE	ME	Total
IHIT Municipal	57	11	8	15		91
IHIT Provincial	15	3		1		19
<b>IHIT Total</b>	<b>72</b>	<b>14</b>	<b>8</b>	<b>16</b>	<b>0</b>	<b>110</b>
ICARS Municipal	15		1			16
ICARS Provincial	4					4
<b>ICARS Total</b>	<b>19</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>20</b>
FIS Municipal	47	14	3		9	73
FIS Provincial	5	1		1		7
FIS Federal	1	2				3
<b>FIS Total</b>	<b>53</b>	<b>17</b>	<b>3</b>	<b>1</b>	<b>9</b>	<b>83</b>
ERT Municipal	28		5	2		35
ERT Provincial	20					20
ERT Federal	13					13
<b>ERT Total</b>	<b>61</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>68</b>
PDS Municipal	33		11			44
PDS Provincial	4					4
<b>PDS Total</b>	<b>37</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>48</b>
III/Admin Hub	1	1		6		8
<b>Municipal Total</b>	<b>181</b>	<b>26</b>	<b>28</b>	<b>23</b>	<b>9</b>	<b>267</b>
<b>Provincial Total</b>	<b>48</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>54</b>
<b>Federal Total</b>	<b>14</b>	<b>2</b>				<b>16</b>







Port Moody Police  
Department



Royal Canadian  
Mounted Police



West Vancouver  
Police Department



Abbotsford Police  
Department



Delta Police  
Department



New Westminster  
Police Department



Royal Canadian  
Mounted Police

Gendarmerie royale  
du Canada

Canada

**From:** President [<mailto:president@portmoodyfoundation.ca>]  
**Sent:** August 19, 2019 3:09 PM  
**To:** Dave Fleugel  
**Subject:** Thank You

Chief Fleugel,

Good day

On behalf of the Port Moody Foundation I want to express our sincere thanks for your participation at the Car Free Day 'Dunk Tank' event.

Your game agreement and commitment made this event a highlight of the day's activities.

Funds raised will be placed directly into the Port Moody Foundation Fund. The Fund is the source of important grants for charities that provide services and programs for Port Moody residents.

It is through support from you that we are able to continue and expand the work of the Port Moody Foundation

Yours sincerely

Robert Simons  
President  
Port Moody Foundation  
<http://portmoodyfoundation.ca/>