



# PORT MOODY POLICE BOARD

## Regular Meeting AGENDA

**DRAFT**

Date:	June 5, 2023
Location	Port Moody Public Safety Building 3 <sup>rd</sup> Floor EOC, 3051 St. Johns Street Port Moody, BC - 5:00 pm

*\*Indicates Attachment*

### 1. CALL TO ORDER

**ACKNOWLEDGEMENT:** *Port Moody Police Board meets on the traditional territory of kʷikʷəłəm (Kwikwetlem), which lies within the shared territories of the Səlílwətał (Tsleil-Waututh), sḡəciyałtəməxʷ (Katzie), xʷməθkʷəy̍əm (Musqueam), qiqéyt (Qayqayt), Skwxwú7mesh Úxwumixw (Squamish), and 'stə:ləw (Sto:lo) nations.*

### 2. ADOPTION OF AGENDA\*

- **THAT the Agenda for the Regular Police Board meeting of 05 June 2023 be adopted.**

### 3. APPROVAL OF MINUTES\* pg 3

- **THAT the Minutes of the 01 May 2023 Regular Police Board meeting be approved.**

### 4. Roundtable Introductions – welcome to City Council members & thank you for attending.

### 5. DELEGATIONS/PRESENTATIONS

- PMPD Community Services Section: *Community Policing at PMPD* pg 6  
Sgt. Renard, Cst. Zacharias, Cst. Cleave, Cst. Dixon, R. Quinones

### 6. STANDING ITEMS/UNFINISHED BUSINESS

#### 6.1 Community Concerns/Considerations

- **THAT (any) community concerns/considerations be received for information.**

#### 6.2 2021 – 2023 PMPD Strategic Plan Presentation – C Cst. Fleugel and Action Item Status Report – Insp. Carroll\* pg 24

- **THAT the June 2023 Strategic Plan Status Report be received for information.**

### 7. NEW BUSINESS

#### 7.1 E-COMM Notice of 2023 AGM\* pg 46

- **Decision required – Police Board member representative to attend or proxy**

7.2 Canadian Association of Police Governance (CAPG) 2023 Conference Sponsorship Request \* Pg 68

- **THAT the Port Moody Police Board approves the CAPG's 2023 Conference Sponsorship request in the amount of \$500 – Peer Sponsor Level.**

7.3 British Columbia Association of Police Boards (BCAPB) 2023 Conference and AGM Report \* pg 100

- **THAT the BCAPB 2023 Conference and AGM report be received for information.**

## 8. REPORTS FROM COMMITTEE

8.1 Governance Committee\* pg 101

Brief overview of the Roles and Responsibilities of the Police Board for Council's information - proposed Table of Contents for updates to the Board's Governance Manual provided for reference and approval by Police Board.

- **THAT the draft Table of Contents of the proposed Board Manual be approved and the contents of the manual be progressively developed for the Board's review and approval over the next few Board meetings.**

8.2 Finance Committee\* pg 108

- **THAT the May 2023 Finance Committee report be received for information.**

8.3 Human Resource Committee

- This report is an In-Camera meeting item.

## 9. INFORMATION ITEMS\* pg 113

9.1 Correspondence received/sent: Inquiry into Hate in COVID-19 Pandemic – BC

Human Rights Commissioner's Recommendations

9.2 Coquitlam Search and Rescue Annual Report 2022

9.3 Appreciation Received

## 10. PUBLIC INPUT

## 11. ADJOURNMENT

**PORT MOODY POLICE BOARD  
REGULAR MEETING  
MINUTES**

**DRAFT**

**Monday, May 1, 2023 5:00 pm  
3<sup>rd</sup> Floor EOC, Public Safety Building  
3051 St. Johns Street, Port Moody, BC**

		Minutes of the PORT MOODY POLICE BOARD Regular Meeting held 01 May 2023, Port Moody, British Columbia
<b>PRESENT:</b>		Mayor Meghan Lahti Manjit Aujla David Fox Chloe Goodison Shahid Hussain Olga Kuznyetsova Darren Radford
<b>REGRETS:</b>		Insp. Manj Kaila
<b>STAFF:</b>		C/Cst. Dave Fleugel, DC Cst. Leslie Stevens, Insp. Travis Carroll, Shane Archibald, Kim Tsok, Jeannie Ziraldo,  Rhonda Doig, Recording Secretary
<b>GUESTS</b>		None
<b>CALL TO ORDER</b>	1.	<b><u>CALL TO ORDER</u></b>  Mayor Lahti called the meeting to order at 5:00 pm.
<b>AGENDA for 01 May 2023</b>	2.	<b><u>APPROVAL OF THE AGENDA</u></b>  Moved. Seconded and Carried.  <b>THAT the Agenda for the Regular Meeting of the Port Moody Police Board held on 01 May 2023 be approved.</b>
<b>Minutes of the REGULAR MEETING held 03 April 2023</b>	3.	<b><u>ADOPTION OF MINUTES</u></b>  Moved. Seconded and Carried.  <b>THAT Regular Meeting minutes of 03 April 2023 be approved.</b>
<b>DELEGATIONS/ PRESENTATIONS</b>	4.	<b><u>DELEGATIONS/PRESENTATIONS</u></b>  No delegations or presentations this month.
<b>STANDING ITEMS/UNFINISHED BUSINESS</b>	5.	<b><u>STANDING ITEMS/UNFINISHED BUSINESS</u></b>
<b>Community Concerns/ Considerations</b>	5.1	Community Concerns/Considerations

		<ul style="list-style-type: none"> <li>C Cst. Fleugel and Insp. Carroll briefed the Board on the high-profile kidnapping that took place in Port Moody two weeks ago. The file resulted in five arrests, one person has been released and the remaining four are still in custody at this time. This type of crime is an extremely rare occurrence in Port Moody and there is no danger to the public.</li> </ul>
<b>2021 – 2023 Strategic Plan Action Item Status Report</b>	5.2	<p>2021 – 2023 Strategic Plan Action Item Status Report</p> <p>Insp. Carrol provided an up to date Strategic Plan Action Item Report. Entering into an Information Sharing Agreement with the Calgary Police Servicer regarding Body Worn Cameras. Phase 3 of Disclosure has been extended and applies across the Province as this involves a steep learning curve.</p> <p>Moved. Seconded and Carried.</p> <p><b>THAT the May 2023 Strategic Plan Status Report be received.</b></p>
<b>NEW BUSINESS</b>	6.0	<b><u>NEW BUSINESS</u></b>
<b>Annual Police Board Meeting with Council</b>	6.1	<p>June 2023 Police Board Meeting with Council</p> <p>Suggestions for agenda topics:</p> <ul style="list-style-type: none"> <li>Tour of building and display of selected police operations will be offered to those who are able to attend at 4:30 pm;</li> <li>The Community Services Section will provide a presentation on the Departments community engagement activities;</li> <li>Darren Radford suggests an icebreaker activity between the tour and call to order of the meeting;</li> <li>Presentation of the Strategic Plan – highlights of goals and objectives;</li> <li>Presentation of high-level content page of the revised Board Governance Manual which will provide Council with an understanding of the Board's structure and role.</li> <li>Discussion regarding development proposal for 3051 St. Johns Street.</li> </ul>
<b>REPORTS FROM COMMITTEE</b>	7.	<b><u>REPORTS FROM COMMITTEE</u></b>
<b>GOVERNANCE COMMITTEE REPORT</b>	7.1	<p>Governance Committee</p> <p>This report is an In-Camera meeting item.</p>
<b>FINANCE COMMITTEE REPORT</b>	7.2	<p>Finance Committee</p> <p>Manjit Aujla, Chair of the Finance Committee, reviewed the May 2023 Finance Committee report for information. The department continues to track favorable mainly due labour costs, the unfilled day for the Crime Analyst and guard costs to date. A reminder to</p>



the Board that the 2023 Audit fund remains to be allocated to some specific work.

Moved. Seconded and Carried.

**THAT the May 2023 Finance Committee report be received for information.**

**HUMAN RESOURCE COMMITTEE**

7.3 Human Resource Committee

This report is an In-Camera meeting item.

**INFORMATION ITEMS**

8. **INFORMATION ITEM(S)**

8.1 BC Police Boards Training Program Foundations 101 Flyer

8.2 Invitation to Council

**PUBLIC INPUT**

9. **PUBLIC INPUT**

None.

**ADJOURNMENT**

10. **ADJOURNMENT**

Meeting adjourned at 5:25 pm

**NEXT MEETING DATE**

11. **NEXT MEETING DATE**

The next Regular Meeting: **Monday, June 5, 2023: 5:00 pm**,  
3<sup>rd</sup> Floor EOC  
Port Moody Public Safety Building  
3051 St. Johns Street, Port Moody, BC

\_\_\_\_\_  
Mayor Meghan Lahti, Chair

\_\_\_\_\_  
Rhonda Doig, Recording Secretary



# **COMMUNITY POLICING AT PMPD**



Sgt. Fraser Renard  
NCO i/c CSS



Cst. Sam Zacharias  
Media Relations Officer



Cst. Chrstie Dixon  
Youth Liaison Officer



Cst. Sam Cleave  
Mental Health Officer



Roselle Quinones  
Victim Services Coordinator

PORT MOODY POLICE | COMMUNITY SERVICES SECTION



*In 2022, CSS members attended more than  
66 community events & presentations.*



# Demographics included:

- Preschool
- School Age
- University
- Adult & Senior

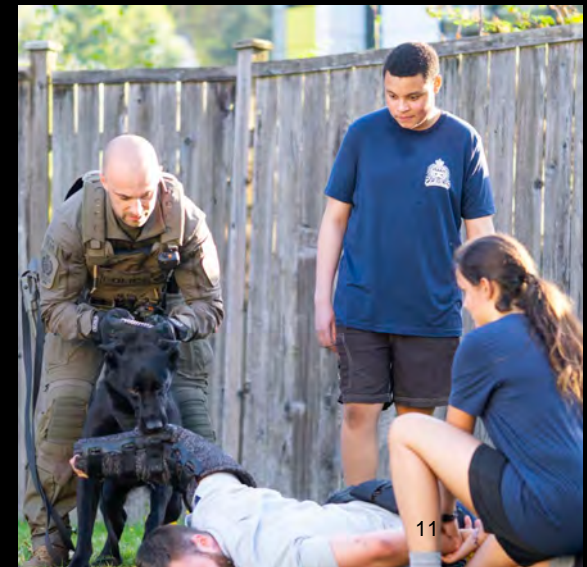




# **SUCCESSSES & ANECDOTES**



# INTRO TO POLICING







# RECREATION PROGRAMMING





**WOMEN'S SAFETY NIGHT**



# LAW 12 CURRICULUM



# E-BIKES





# POLAR PLUNGE



**NIGHT IN NASHVILLE**





# MAJOR EVENTS



# **INTRO TO VICTIM SERVICES UNIT**





# VSU Structure

- 1 Full-time Coordinator
- 1 Part-time Caseworker
- 1 Auxiliary Caseworker
- 15 Volunteers





# VSU Legislation

- **Victims of Crime Act 1996 (VOCA) – Provincial**
  - Victim must be offered:
    - A referral to VS,
    - Information about benefits and financial assistance for criminal injury,
    - Information about the criminal justice system
    - Right to privacy
- **Canadian Victims Bill of Rights 2015 (CVBR) – Federal**
  - Right to Information
  - Right to Participation
  - Right to Protection
  - Right to Seek Restitution

# **VSU Mandate**

- Provide emotional support, crisis intervention, information about the criminal justice system and resources and referrals to those impacted by crime and/or trauma
- Raise awareness and educate public regarding victims issues and services for victims and survivors of crime
- 24/7/365 Unit

# Types of files VSU responds to




- Sudden Death
- Domestic Violence
- Sexual Assault
- Elder Abuse
- Assault
- Child Physical/Sexual Assault
- Workplace Injury/Fatality
- Criminal Harassment
- Uttering Threats
- Fraud
- Human Trafficking
- Property Crime
- More...




# Port Moody Police Department

## 2021-2023 Strategic Plan



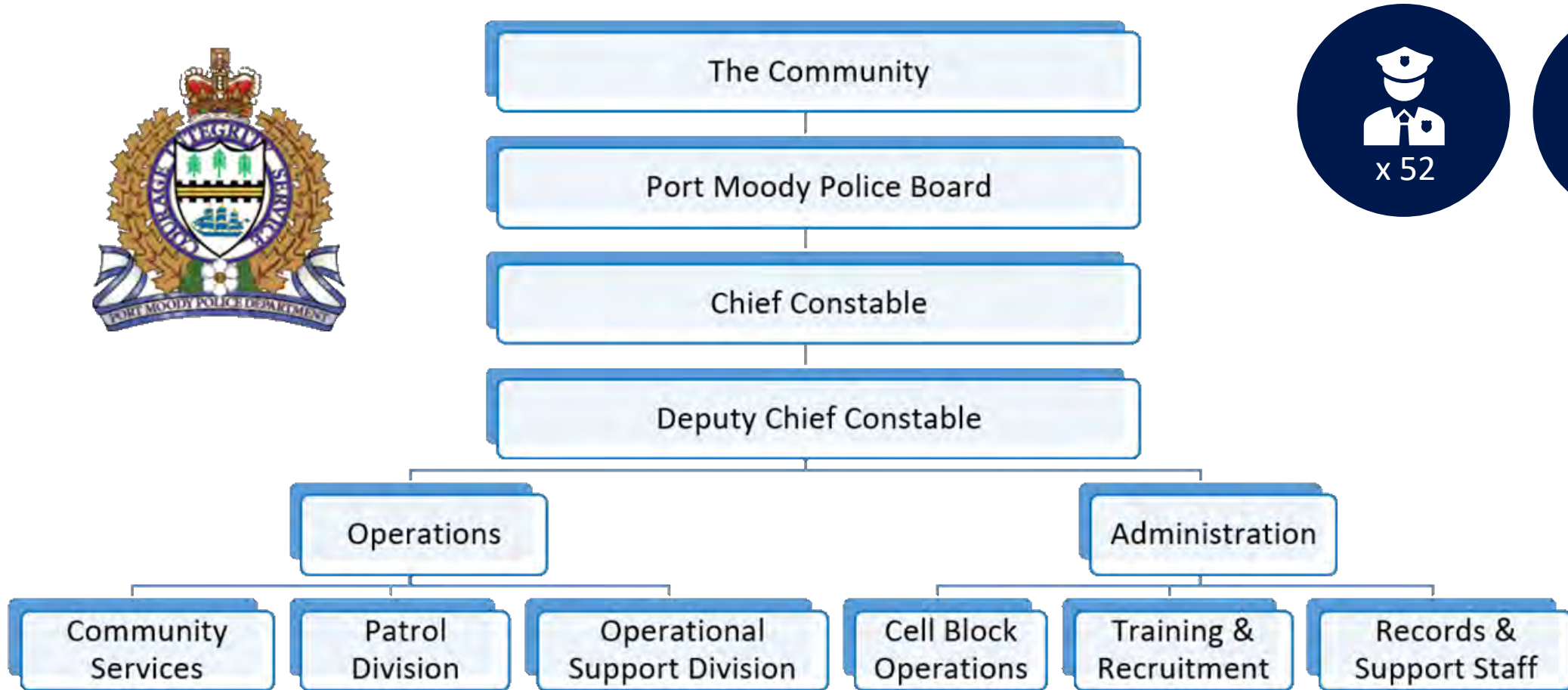
Port Moody Police Department  
Public Safety Building  
3051 St. Johns Street  
Port Moody, BC V3H 2C4

 [PortMoodyPolice.com](https://www.portmoodypolice.com)  
 604.461.3456  
 [info@portmoodypolice.com](mailto:info@portmoodypolice.com)

 [@portmoodypd](https://twitter.com/portmoodypd)  
 [Portmoodypd](https://www.instagram.com/portmoodypd)  
 [Facebook.com/PortMoodyPoliceDepartment](https://www.facebook.com/PortMoodyPoliceDepartment)

2023





## A safe and engaged community



### This means...

- We proactively prevent crime.
- We respond to calls without delay and provide excellent service.

This is how we create and maintain connections with the community.

**Because...**our mission is to serve and protect the community of Port Moody, with excellence. To do this we need community trust that we will respond when they need help or support.

As measured by ►

Crime rates

Crime severity index

Call response

Public satisfaction

Community feedback

# Goal 1 Safe and Engaged Community

**Objective 1. Evolve Policing:** Evolve the delivery of policing services to meet the changing needs and expectations of the community.

- Engage local and provincial health to attend calls with PMPD
- Improve Restorative Justice practices in Port Moody
- Undertake an Equity, Diversity and Inclusivity (EDI) review and identify EDI opportunities for PMPD
- Prepare for expected changes from the provincial government's reform of the Police Act
- Complete a Body Worn Camera assessment

**Objective 2. Service Excellence:** Enhance police services to meet the needs of the community.

- Increase cyber crimes investigation capacity
- Increase number of officers that have participated in phase two of trauma-informed practice training
- Expand outreach activities online and in-person to engage with the community
- Explore call taking and dispatch options that meet needs



## A capable organization



### This means...

We have the people, leadership, culture, practices and tools needed to serve and reflect community needs now and in the future.

**Because...**our community expects we will be able to answer every call no matter how small or how large it may be. Our job is to be ready to serve.

As measured  
by ►

Staff  
engagement

People and  
technology capacity

Crimes  
solved

Financial effectiveness  
and efficiency





# Goal 2 Capable Organization

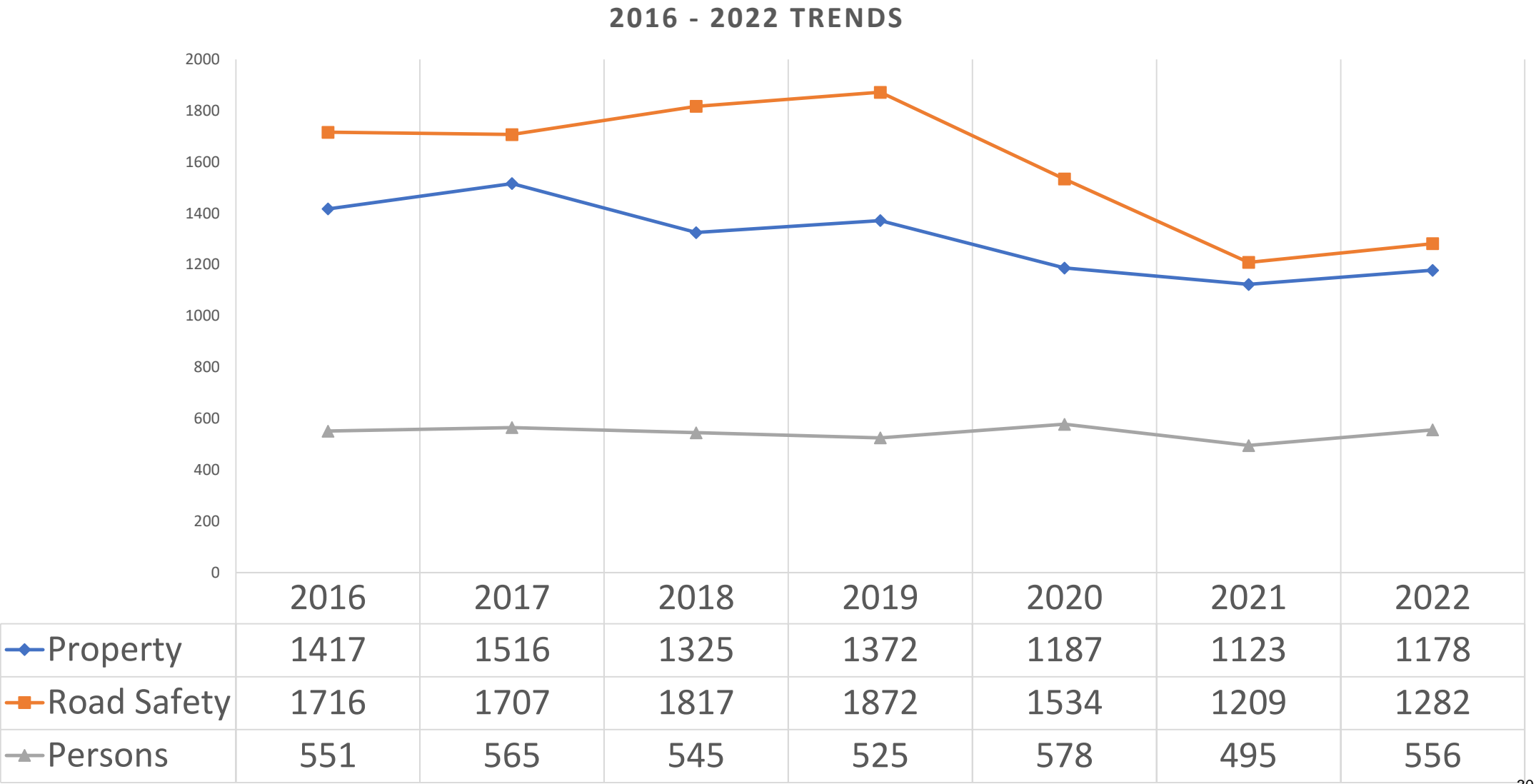
Objective 3. **Engage our People:** Increase employee engagement & support the development and health of every employee.

- Complete an employee engagement survey, action recommendations, and set targets for future years
- Expand support for workplace stress and employee trauma
- Expand annual psychological check-ins to civilian employees
- 100% of employees have a development plan
- 100% of employees participate in performance management

Objective 4. **Strengthen Technology & Policy:** Invest in technology and policy.

- Launch Intranet & establish online crime reporting
- Complete policy renewal project
- Transition to Integrated Forensic Identification Services
- Prepare for digital evidence (DEMS) and identify resources required
- Begin digital disclosure to Crown Counsel Phase I
- Assess feasibility of an electric vehicle fleet.

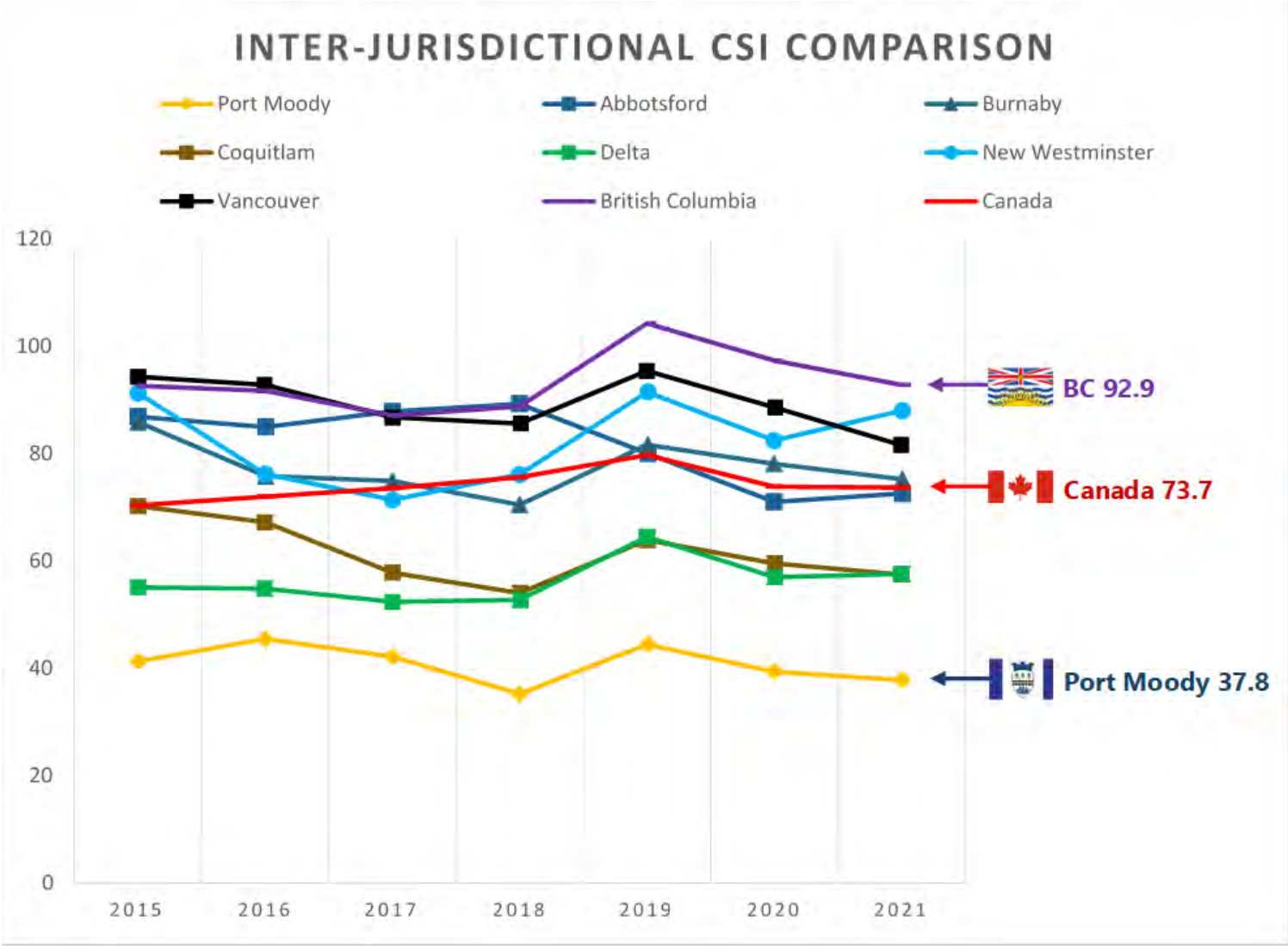
# Performance Measures | Crime Rates



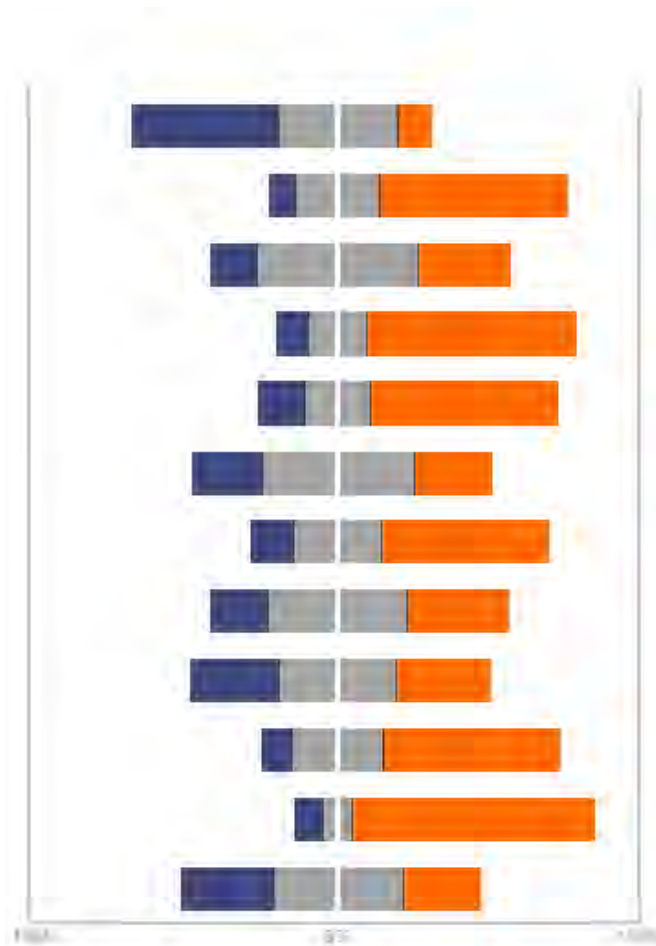
# Performance Measures | Crime Severity Index

## What is the Crime Severity Index (CSI)?

The CSI monitors the prevalence of crime within a given community. These measures are based on police-reported, Criminal Code incidents, and are weighted based on the seriousness of the offense.



# Performance Measures | Public Satisfaction & Community Feedback



Bicycle theft

Mental health concerns

Damage to or theft from vehicles

Domestic violence

Drug crimes

Damage to property

Traffic offences

Theft of vehicle (auto theft)

Homelessness & vagrancy

Break and enter

Violence crime

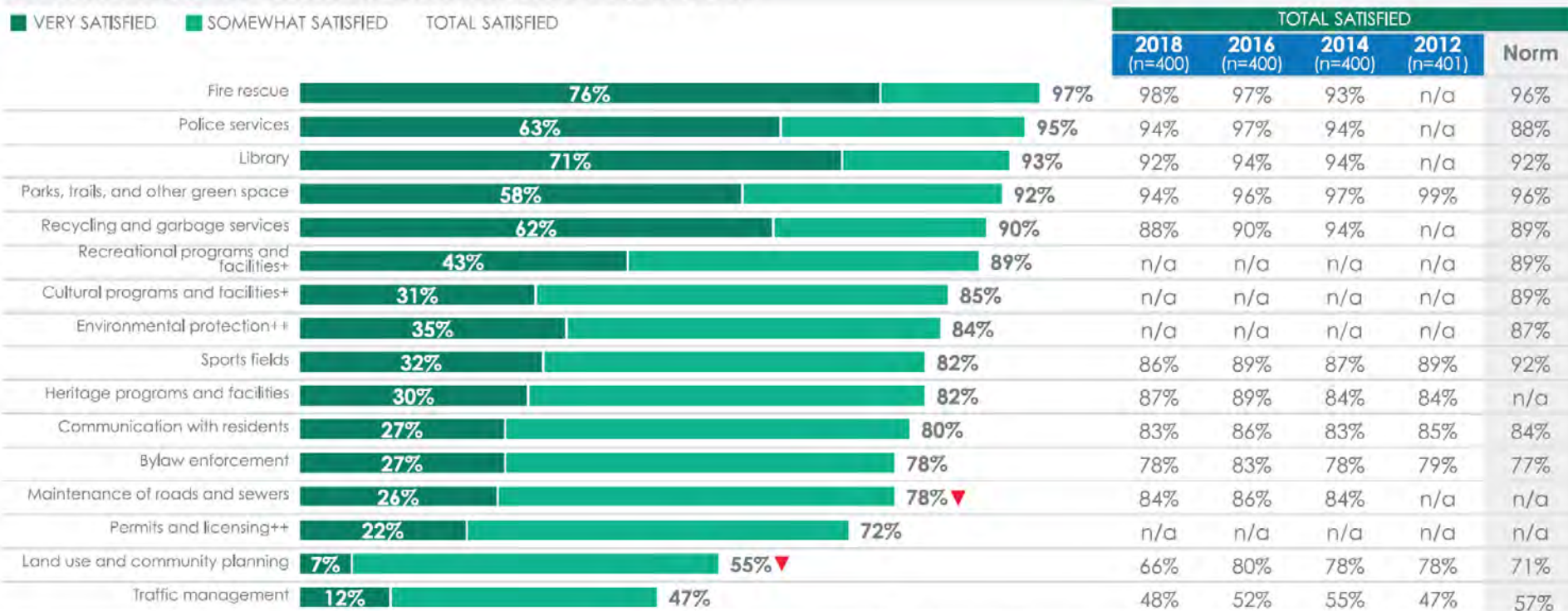
Fraud

# Performance Measures | Public Satisfaction & Community Feedback

## Satisfaction with Services

### SATISFACTION WITH SPECIFIC CITY SERVICES

■ VERY SATISFIED ■ SOMEWHAT SATISFIED TOTAL SATISFIED



Base: All respondents (n=400)  
Q7. Please tell me how satisfied you are with each of the following services provided by the City of Port Moody.

+ Prior to 2022, the survey asked about "recreational and cultural programs" and "recreational and cultural facilities". Previous year's results have been included below but cannot be directly compared to 2022.  
\* Recreational and cultural programs: 90% 2018, 93% 2016, 92% 2014, 91% 2012.  
\* Recreational and cultural facilities: 89% 2018, 93% 2016, 92% 2014, 92% 2012.  
++ New items in 2022.

▲ / ▼ significantly higher/lower than 2018.





# Performance Measures |

## Public Satisfaction & Community Feedback

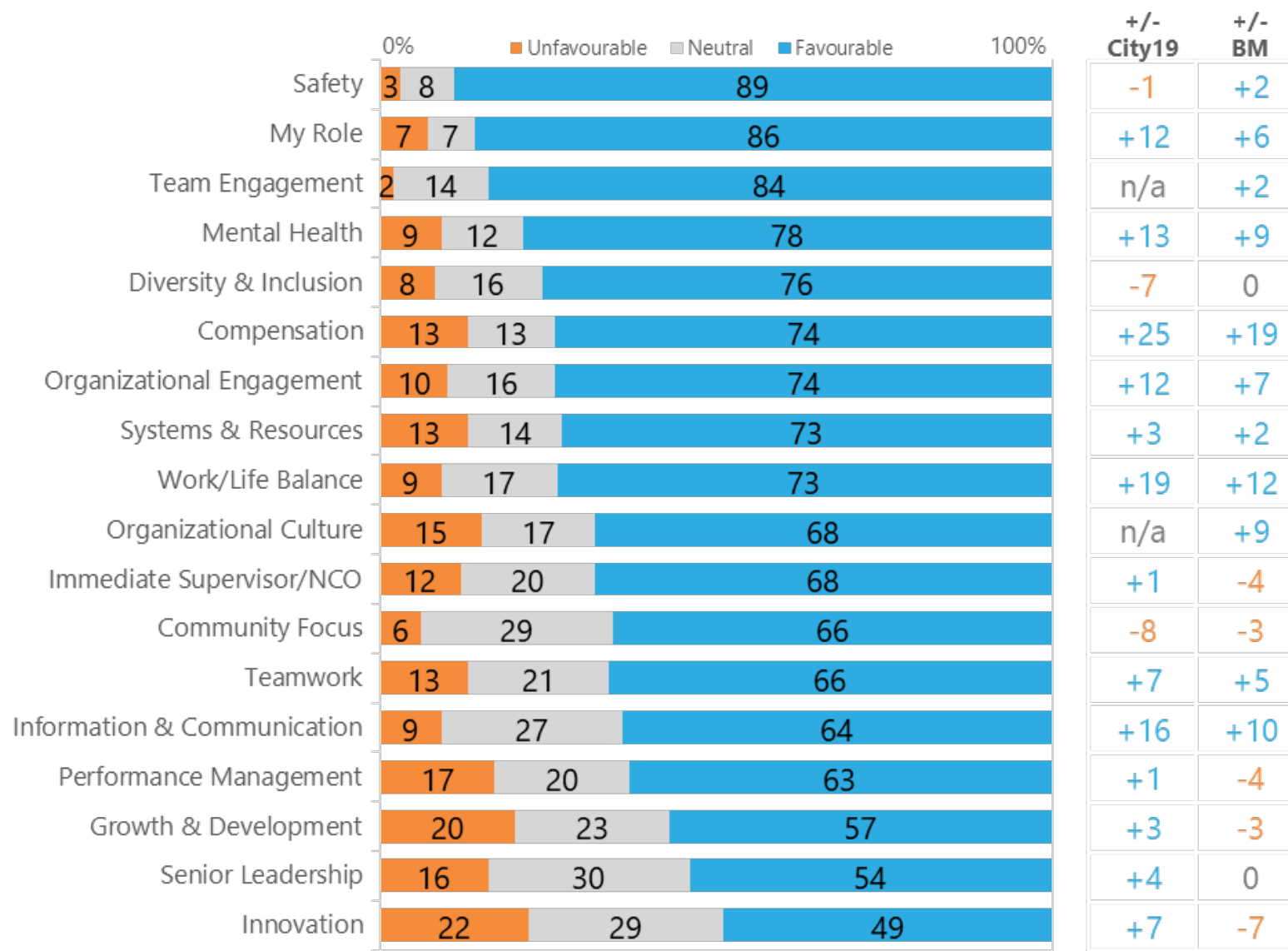
### Satisfaction with Services

#### SATISFACTION WITH SPECIFIC CITY SERVICES

	ONLINE 2022 (n=588)			TELEPHONE 2022 (n=400)		
	TOTAL SATISFIED	TOTAL NOT SATISFIED	DON'T KNOW	TOTAL SATISFIED	TOTAL NOT SATISFIED	DON'T KNOW
Recycling and garbage services	88%	8%	4%	90%	9%	<1%
Police services	82%	6%	12%	95%	3%	1%
Fire rescue	81%	1%	18%	97%	<1%	3%
Parks, trails, and other green space	81%	18%	1%	92%	8%	<1%
Library	79%	3%	19%	93%	2%	4%
Recreational programs and facilities	71%	19%	10%	89%	9%	3%
Maintenance of roads and sewers	66%	30%	4%	78%	22%	<1%
Communication with residents	65%	31%	4%	80%	19%	1%
Sports fields	64%	14%	22%	82%	11%	7%
Environmental protection	64%	22%	14%	84%	14%	3%
Cultural programs and facilities	60%	18%	22%	85%	11%	4%
Heritage programs and facilities	52%	16%	32%	82%	9%	9%
Bylaw enforcement	51%	23%	26%	78%	16%	6%
Permits and licensing	36%	16%	48%	72%	15%	13%
Traffic management	29%	69%	3%	47%	52%	<1%
Land use and community planning	27%	65%	7%	55%	44%	1%

Base: All respondents  
Q7. How satisfied are you with each of the following services provided by the City of Port Moody?

# Performance Measures | Staff Engagement



## Equity & Diversity

## Organizational Culture

## Growth & Development



# Performance Measures | People & Technology Capacity



## Building Upgrades

Energy-efficient lighting and glass barriers (internal windows) were installed. Discussions with the city regarding electric charging stations are ongoing.



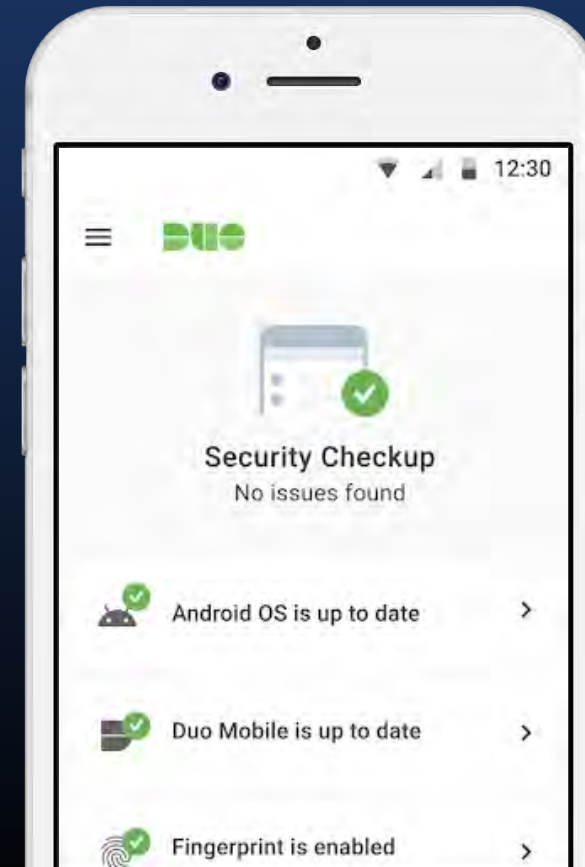
## PMPD Intranet

An Intranet was launched to improve internal communication. Features include a News Center, Knowledge Base (resource hub), and room booking services.



## Improved Signal

A wireless network was integrated to improve signal strength and coverage on both 2.4 GHz and 5 GHz bands. Phone and video system updates were made.



## 2FA Implementation & NextGen Firewall

To improve security, 2 Factor Authentication (2FA) was implemented across all workstations.





## Questions & Discussion



## PORT MOODY POLICE DEPARTMENT

### REPORT TO THE PORT MOODY POLICE BOARD

**DATE:** June 5, 2023  
**TO:** Chief Constable David Fleugel  
**FROM:** Insp Travis Carroll  
**SUBJECT:** 2022 Strategic Plan Action Item Dashboard

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Chief Fleugel,

Please find attached the Action Items as of this date.

Regards,


Insp Travis Carroll

#### Legend:

Completed - 

In Progress / On track – 

Slow / Expected Delay – 







Critical Delay / Not Started – 

**LR** – Last Report Status







**CR** – Current Report Status

**PR** – Predicted Report Status



## Action Item #1 Evolve Policing:








Project	Remarks	Target Date	Status		
			LR	CR	PR
Engage local and provincial health organizations through the Fraser Health Authority to request mental health resources to attend calls with police	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Identify opportunities to meet needs of schools and youth while being sensitive to the diverse perceptions of police	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Identify options for Tri-Cities Advisory Council to strengthen the voice of our diverse community	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			
Improve Restorative Justice practices in Port Moody	<ul style="list-style-type: none"> <li>Restorative Justice research program presented to the Senior Management Team.</li> <li>Business case requested from Community Services in regards to creation of new In-House Restorative Justice Program.</li> <li>Refresher Restorative Justice training provided at the shift level.</li> <li>Monitoring Restorative Justice Assoc of BC and Provincial RJ Committee for insights on Provincial review. Concepts of RJ consultants and Grant funding being researched.</li> <li><b>UPDATE – May – Current provincial level discussions on Provincial RJ programs.</b></li> </ul>	Dec 31 2023			




Undertake an Equity, Diversity and Inclusivity (EDI) review and identify EDI opportunities for PMPD	<ul style="list-style-type: none"> <li>Funding for project approved from 2021 operating surplus.</li> <li>Project Plan in progress.</li> <li>Budget is sufficient.</li> <li>Deputy Chief Stevens provided an update in April Board meeting</li> <li><b>UPDATE – May – In person EDI interviews being conducted.</b></li> </ul>	Dec 31 2023	  
Prepare for expected changes from the provincial government's reform of the Police Act.	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022	
Complete body-worn camera impact assessment	<ul style="list-style-type: none"> <li>Monitoring BWC programs in LMD. i.e DPD and VPD trialing BWCs in Patrol.</li> <li>Product demo for Axon on October 27 2022</li> <li>BWC equipment quote obtained for planning purposes. DPD Policy obtained. Incorporation with DEMS being discussed.</li> <li><b>UPDATE – Delta Police and Calgary Police Service Policy and Training documents received and being evaluated.</b></li> </ul>	Dec 31 2023	  










## Action Item #2 Service Excellence:

Project	Remarks	Target Date	Status
Pilot digital forensic services provider to assist cyber investigations	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021	
Enhance specialized training of members assigned to investigate online crimes targeting children	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021	











Identify methods to improve road safety and address related community concerns	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021		
Develop and propose an internal audit framework for Board Review	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021		
Explore partnership with a Child and Youth Advocacy Centre to better serve child victims of crime	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022		
Increase number of officers that have participated in phase two of trauma-informed practice training	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022		
Expand outreach activities online and in-person to engage with the community	<ul style="list-style-type: none"> <li>Completed and ongoing.</li> </ul>	Dec 31 2022		
Explore dispatch options to increase effectiveness of police radio communications to meet community needs now and in the future	<ul style="list-style-type: none"> <li>Conceptual meeting conducted with outside stakeholders and support received to move forward on dispatch and call taking options</li> <li>Meeting with Coquitlam RCMP to identify needs and expected costs to transition away from ECOMM.</li> <li><b>UPDATE – May – Awaiting a formal proposal from Coquitlam RCMP.</b></li> </ul>	Dec 31 2023		

### Action Item #3 Engage our People:








Project	Remarks	Target Date	Status
Create a development and support plan process	<ul style="list-style-type: none"> <li>Completed</li> <li>Career Development and Interactive Competency Development forms being used.</li> </ul>	Dec 31 2021	










Create a performance management process	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Provide enhanced Training to new supervisors	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Introduce Leadership development training	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Complete an employee engagement survey, action recommendations, and set targets for future years	<ul style="list-style-type: none"> <li>PMPD working with City of Port Moody on their Employee Engagement strategy.</li> <li>Continuing to assess options for internal survey</li> <li>2015 Survey data reviewed and Talent Map being contacted to obtain pricing. Gallup survey and internal release being considered.</li> <li>Significant budgetary impact to retain TalentMap. Other packages being explored.</li> <li>TalentMap survey approved for funding. Details of implementation being drawn out.</li> <li>Engagement Survey launched Feb 27. Completion rate very high.</li> <li><b>UPDATE – May – Townhall meetings started. Consultants being identified to assist in action plans.</b></li> </ul>	Dec 31 2023			
Expand support for workplace stress and employee trauma	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			
Expand annual psychological check-ins to civilian employees	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			
100% of employees have a development plan	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			










100% of employees participate in performance management	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2022			
Evaluate the effectiveness of development and support plan process	<ul style="list-style-type: none"> <li>Submissions expected Dec 1 2022</li> <li>Submissions being reviewed and filed in Personnel folders.</li> <li>All NCO's contacted RE: Missing submissions and several more submitted.</li> </ul>	Dec 31 2023			
Evaluate the effectiveness of performance management program	<ul style="list-style-type: none"> <li>Submissions expected Dec 1 2022</li> <li>No submissions received</li> </ul>	Dec 31 2023			
Evaluate leadership development program	<ul style="list-style-type: none"> <li>Training section developing NCO / Actor training curriculum.</li> </ul>	Dec 31 2023			

#### Action Item #4 Strengthen Technology & Policy:

Project	Remarks	Target Date	Status		
Launch an internal intranet	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Implement 2020 digital security recommendations	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Transition to integrated forensic identification services	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Expand PMPD's wireless capability	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Dec 31 2021			
Establish Online crime reporting	<ul style="list-style-type: none"> <li>Examining other PD's online reporting processes.</li> <li>Examining interim processes</li> <li>Versaterm solution will not be available before mid-2023 when the RMS is upgraded. Two other options being investigated.</li> </ul>	Dec 31 2023			

	<ul style="list-style-type: none"><li>Contract signed and currently in implementation phase.</li><li><b>UPDATE – May – Establishing specific functionality with the vendor. Planning internal training.</b></li></ul>				
Complete policy renewal project	<ul style="list-style-type: none"><li>Completed</li></ul>	Dec 31 2022			
Prepare for digital evidence through PRIME and identify resources required	<ul style="list-style-type: none"><li>DEMS costing inserted in 2022 budget.</li><li>PRIMECorp has testing environment available for use and Axon application available for testing.</li><li>Development and production environments created and configured.</li><li>April – One Patrol shift has been trained and actively using DEMS application. Once evaluated, rollout will continue to the rest of Patrol.</li><li><b>Update – May – Remaining patrol shifts scheduled for June.</b></li></ul>	Dec 31 2023			
Begin Digital disclosure to Crown Counsel Phase I	<ul style="list-style-type: none"><li>Completed</li></ul>	Dec 31 2022			
Incorporate Pandemic learnings in the business continuity plan	<ul style="list-style-type: none"><li>Completed</li></ul>	Dec 31 2022			
Assess feasibility of an electric vehicle fleet	<ul style="list-style-type: none"><li>Funding secured from 2021 Operating surplus to assess feasibility study of current and future PMPD needs.</li><li>RCMP contractor has assessed electrical capacity of Public Safety Building. Minor electrical expansion required to allow for EV Expansion and RCMP project. RCMP will fund this expansion.</li><li>Feasibility study being conducted by the City of Port Moody Operations to include PMPD fleet.</li></ul>	Dec 31 2023			

	<ul style="list-style-type: none"><li>• Consultant located to evaluate Public Safety building needs for EV Adaptation and electrical expansion.</li><li>• City Fleet study results required prior to establishing a full understanding of Public Safety building needs. Results expected in Spring of 2023. Consultant in place and funding likely available through BC Hydro / 3<sup>rd</sup> party Grants.</li><li>• <b>UPDATE – May – City Fleet analysis received and being reviewed for how it relates to police.</b></li></ul>				
Conduct a PMPD policy and technology review	<ul style="list-style-type: none"><li>• Being planned for early 2023</li><li>• <b>UPDATE – May – Network Security Assessment completed. Memo attached.</b></li></ul>	Dec 31 2023			
Begin digital disclosure to Crown Counsel Phase II	<ul style="list-style-type: none"><li>• Disclosure process for MCS has started.</li><li>• MCS disclosing all Reports to Crown Counsel in DWG format. Phase 3 extension requests have been made on behalf of the RCMP and Municipal Police in BC.</li></ul>	Dec 31 2023			
Establish funding for electric fleet infrastructure	<ul style="list-style-type: none"><li>• City electric fleet research in progress.</li></ul>	Dec 31 2023			



**From:** [E-Comm Board and Committees](#)  
**To:** [Rhonda Hnatiuk](#)  
**Cc:** [Sarah Sidhu](#)  
**Subject:** E-Comm Notice of AGM Package  
**Date:** June 1, 2023 3:04:44 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[000 Invitation Letters - Port Moody Police Board.pdf](#)  
[Notice of AGM Package 01Jun-2023.pdf](#)

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Dear Chair Mayor Meghan Lahti & Board Members,

It is my pleasure to invite you to the Annual General Meeting of the Shareholders of E-Comm to be held on Thursday, June 22, 2023 at 9:00 am. The meeting will take place at the Executive Inn at 4201 Lougheed Highway in Burnaby, B.C. As Shareholder representatives are required to sign-in, we respectfully request that your representative arrive 15-20 minutes early to sign-in and collect voting cards.

The enclosed package contains your copy of the Notice of Meeting, the minutes of the 2022 Annual General Meeting, the Audited Financial Statements for the year ended December 31, 2022, and a Form of Proxy.

We would appreciate it if you would please provide E-Comm with the name of the individual who will attend the meeting as your voting representative, prior to the date of the meeting.

If you are unable to send a representative, we urge you to take all necessary steps to have your shares represented. To vote your shares, please appoint a Proxy by completing the enclosed Form of Proxy. **Your signed Form of Proxy must arrive at E-Comm by 9:00 am on June 20, 2023 to be valid (contact details are contained in the notice of meeting attached).**

E-Comm's 2022 Annual Report will be distributed to shareholders and guests at the meeting. We look forward to reporting on our past and future endeavors.

Should you have any questions, please contact Sarah Sidhu, Vice President Legal and Governance and Corporate Secretary, by email at [sarah.sidhu@ecomm911.ca](mailto:sarah.sidhu@ecomm911.ca).

Sincerely,  
**Legal and Governance Department**  
[boardandcommittees@ecomm911.ca](mailto:boardandcommittees@ecomm911.ca)



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Emergency Communications for  
British Columbia Incorporated

## **ANNUAL GENERAL MEETING**

### **E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED**

**June 22, 2023**

**9:00- 9:45 am**

**Executive Suites Hotel**

**4201 Lougheed Hwy, Burnaby, BC, V5C 3Y6**

## **TABLE OF CONTENTS**

1. Notice of the Annual General Meeting
2. Draft Minutes of June 23, 2022 Annual General Meeting
3. Audited Financial Statements for the period ended December 31, 2022
4. Overview of Changes to the Members' Agreement
5. Form of Proxy



## **1. Notice of the Annual General Meeting**

## E-Comm Emergency Communications for British Columbia Incorporated

**NOTICE IS HEREBY GIVEN** that the Annual General Meeting of the Members of *E-Comm Emergency Communications for British Columbia Incorporated* (the "Company") will be held on Thursday, June 22, 2023 at the hour of 9:00 a.m. at 4201 Lougheed Highway in Burnaby, British Columbia.

1. To receive, consider and approve the minutes from the Annual General Meeting held June 23, 2022.
2. To receive the Financial Statements for the Company for the period ended December 31, 2022 and the report of the auditors thereon.
3. To appoint the auditors of the Company for the ensuing year, and to authorize the Directors to fix the remuneration to be paid to the auditors.
5. To set the number of Directors for the ensuing year.
6. To elect Directors to hold office until the close of the next Annual General Meeting.
7. To amend section 4.2.6 of the Members' Agreement to increase the number of independent directors from four to five, and that the Corporate Secretary may take all such actions as may reasonably be necessary to implement this amendment.
8. To transact such other business as may properly come before the meeting or any adjournments or postponements thereof.

Pursuant to the Articles of the Company any entity that is a member of the Company may authorize such person as it thinks fit to act as its representative at any general meeting or class meeting. **Please provide the Company with the name of your representative at least 7 days prior to the date of the meeting.** If a member is unable to send a representative to attend the meeting in person, then that member may appoint a Proxyholder to attend and vote for it at the meeting. If you wish to appoint a Proxyholder, then you must complete and sign the enclosed form of Proxy and deliver it to Sarah Sidhu via email at [boardandcommittees@ecomm911.ca](mailto:boardandcommittees@ecomm911.ca) , **no less than 48 hours prior to the meeting.**

DATED at Vancouver, British Columbia this 1<sup>st</sup> day of June, 2023.

BY ORDER OF THE BOARD



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Sarah Sidhu  
Vice President Legal and Governance, and  
Corporate Secretary

*Enclosures:*

1. Draft Minutes of June 23, 2022 Annual General Meeting.
2. Audited Financial Statements for the period ended December 31, 2022 and the report of the Auditors thereon.
3. Overview of Changes to the Members' Agreement
4. Form of Proxy.

## **2. Draft Minutes of June 23, 2022 Annual General Meeting**

**Minutes of the Annual General Meeting of  
E-Comm Emergency Communications for British Columbia Incorporated** (the “Company”),  
held virtually on June 23, 2022, at the hour of 9:00 a.m.

**Shareholders of the Company present or represented**

City of Abbotsford, <i>via proxy</i>	City of Maple Ridge, <i>via proxy</i>	City of Richmond
Abbotsford Police Board	Metro Vancouver	City of Surrey, <i>via proxy</i>
BC Emergency Health Services	City of New Westminster <i>via proxy</i>	TransLink
Village of Belcarra, <i>via proxy</i>	New Westminster Police Board	SCBCTAPS Board
City of Burnaby, <i>via proxy</i>	City of North Vancouver	City of Vancouver
City of Coquitlam	District of North Vancouver	Vancouver Police Board, <i>via proxy</i>
City of Delta	City of Pitt Meadows, <i>via proxy</i>	District of West Vancouver, <i>via proxy</i>
Delta Police Board <i>via proxy</i>	City of Port Coquitlam	West Vancouver Police Board
City of Langley	City of Port Moody	City of White Rock
Township of Langley, <i>via proxy</i>	Port Moody Police Board, <i>via proxy</i>	
Village of Lions Bay		

**Partner Agencies Present**

Capital Regional District and South Vancouver Island Police Agencies

**Meeting Chair**

Doug Campbell, Chair, E-Comm Board of Directors

**Management Present**

Oliver Grüter-Andrew, President and CEO  
Sarah Sidhu, VP of Legal and Governance  
Krystal Boros, Acting Corporate Secretary

**Recording Secretary**

Melissa Yeo

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**1. Introduction**

E-Comm Board Chair Doug Campbell welcomed shareholders and guests to the 2022 Annual General Meeting.

**2. Formalities and Call to Order****Call to Order**

The Annual General Meeting was formally called to order at 9:00 a.m. Mr. Campbell, upon hearing no objection, appointed Krystal Boros, E-Comm’s Acting Corporate Secretary, to act as Secretary of the Meeting.

Chair Campbell advised that the procedures followed at the Annual General Meeting are governed by the Articles of E-Comm, the Fourth Restatement of the Members’ Agreement, the British Columbia *Business Corporations Act* and the rules of order usually followed for meetings of Canadian companies.

**3. Registration of Proxies**

Section 11.6 of the Company’s Articles requires that all proxies for the meeting be delivered to the Company not less than 48 hours before the start of the meeting. All proxies delivered in accordance with those requirements were registered for use at the meeting.



It was confirmed that there were 26 Class A Shareholders in attendance, holding 32 Class A shares, in person or by proxy.

#### **4. Notice of Meeting and Quorum**

The Notice calling the meeting was sent to all Members of record as of June 01, 2022. The Shareholders waived formal reading of the Notice of Meeting.

Article 10.3 of the Company's Articles provides that the quorum for the transaction of business at a meeting of shareholders is "...two persons present and being, or representing by proxy, Members holding not less than 20% of the outstanding Class A Shares or other Shares entitled to be voted at the meeting" [8 of 36 Class A shares]. The Chair confirmed that a quorum was present.

With Notice having been duly given and a quorum being present, the Chair declared the meeting to be duly constituted for the transaction of business.

#### **5. Minutes of the 2021 Annual General Meeting of Members**

The minutes from the 2021 Annual General Meeting of Members held on September 23, 2021 were previously circulated.

#### **MOVED AND SECONDED**

- 5.1 THAT** the minutes of the September 23, 2021 Annual General Meeting, be and are hereby approved and adopted with the amendment described.

**CARRIED UNANIMOUSLY**

#### **6. Presentation of Financial Statements for the Company**

The Financial Statements for the fiscal year ended December 31, 2021 and the Auditors Report thereon were mailed to all shareholders with the Notice of Meeting. The Chair asked if anyone had any questions regarding the financial statements. There being none, the financial statements of the Company for the fiscal period ended December 31, 2021 were received by the Shareholders as presented.

#### **7. Appointment of Auditors**

The *BC Corporations Act* requires the Shareholders of every company to appoint an auditor or to waive that appointment annually. The Chair called for a motion to appoint KPMG LLP, Chartered Accountants, as auditors of E-Comm until the next Annual General Meeting or until their successors are duly appointed.

#### **MOVED AND SECONDED**

- 7.1 THAT** the firm of KPMG LLP, Chartered Accountants, be and is hereby appointed as auditors for the Company at a remuneration to be fixed by the Board of Directors until the next Annual General Meeting or until their successors are duly appointed.

**CARRIED UNANIMOUSLY**

**8. Determination of the Number, and Election of Directors**

Under the Members' Agreement and Articles of E-Comm, the Members of E-Comm designate the number of directors to be elected. Directors are nominated by the Members and the Ministry of Public Safety and Solicitor General. In addition, four independent directors are nominated by the outgoing Board of Directors.

Chair Campbell advised that Shareholders will determine the number of directors for the upcoming year at 22.

Director Richard Walton reported that E-Comm had received the names of 18 nominees proposed by the Members and Ministry of Public Safety and Solicitor General, in accordance with the Members' Agreement, and the names of four independent director nominees proposed by the Board of Directors, for a total of 22 directors.

**MOVED AND SECONDED**

- 8.1 THAT** that the number of directors for the ensuing year be fixed at 22 and that the 18 persons nominated as directors by the Members, the RCMP and the Ministry of Public Safety and Solicitor General, as read by Richard Walton, be elected as directors of the Company to hold office until the next annual meeting of the Company or until their successors are elected or appointed.

Name of Nominee(s)	Name of Member or Designated Group
Aniz Alani	City of Abbotsford
Leanne Heppell	BC Emergency Health Services
Lois Karr	RCMP
Nancy McCurrach Brent Asmundson	Village of Belcarra City of Burnaby City of Coquitlam City of New Westminister City of Port Coquitlam City of Port Moody
Melanie Kerr	City of Delta Delta Police Board
Warren Lemcke	Vancouver Police Board
Nicole MacDonald	Maple Ridge Pitt Meadows
Kurt Pregler	Metro Vancouver TransLink
Bill McNulty	City of Richmond
Karen Levitt	City of Vancouver
Doug Scott Mary Sue Maloughney	Provincial Government

Name of Nominee(s)	Name of Member or Designated Group
Richard Walton	City of North Vancouver District of North Vancouver Village of Lions Bay District of West Vancouver
Terry Waterhouse Ed Wolfe	City of Langley Township of Langley City of Surrey City of White Rock
Colin Watson	Capital Regional District South Vancouver Island Police Agencies
George Madden	Independent Police Boards: City of Abbotsford City of New Westminster City of Port Moody Transit Police District of West Vancouver

**CARRIED UNANIMOUSLY**

**9. Other Business**

No additional items were tabled for consideration.

**10. Termination of Meeting**

The meeting was declared concluded at 10:35 a.m.

certified approved,

---

Doug Campbell, Chair

---

Oliver Grüter-Andrew, President & CEO

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### **3. Audited Financial Statements for the period ended December 31, 2022**

Financial Statements of

**E-COMM EMERGENCY COMMUNICATIONS  
FOR BRITISH COLUMBIA INCORPORATED**

And Independent Auditor's Report thereon

Year ended December 31, 2022

## INDEPENDENT AUDITOR'S REPORT

To the Shareholders of E-Comm Emergency Communications for  
British Columbia Incorporated

### ***Opinion***

We have audited the financial statements of E-Comm Emergency Communications for British Columbia Incorporated (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2022;
- the statement of operations and net deficit for the year then ended;
- the statement of cash flows for the year then ended; and
- notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organization, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants

Vancouver, Canada  
April 20, 2023

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Financial Position


December 31, 2022, with comparative information for 2021

	2022	2021
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 18,354,845	\$ 19,575,838
Accounts receivable (note 4)	3,061,420	2,378,849
Prepaid expenses	2,449,617	2,364,053
Investment in direct finance leases receivable (note 6)	5,563,598	5,332,839
	<u>29,429,480</u>	<u>29,651,579</u>
Investment in PRIMECorp (note 2(a))	1	1
Debt reserve fund (note 3)	2,260,500	2,520,061
Long-term prepaid land lease	1,868,688	1,893,939
Long-term portion of prepaid expenses	990,425	1,282,380
Long-term receivable for decommissioned assets (note 5)	11,075	34,272
Long-term portion of investment in direct finance leases receivable (note 6)	12,995,235	15,418,942
Tangible capital assets (note 7)	42,587,662	44,428,997
	<u>\$ 90,143,066</u>	<u>\$ 95,230,171</u>
<b>Liabilities and Net Deficiency</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 8)	\$ 45,254,098	\$ 33,837,467
Deferred revenue	115,356	108,406
Accrued interest payable (note 9)	1,043,483	1,052,031
Current portion of long-term debt (note 9)	12,437,246	12,865,497
Other liabilities (note 10)	12,730,838	13,791,964
	<u>71,581,021</u>	<u>61,655,365</u>
Long-term debt (note 9)	22,115,687	34,396,865
Asset retirement obligation (note 11)	1,885,830	1,857,470
Total liabilities	<u>95,582,538</u>	<u>97,909,700</u>
Net deficiency:		
Share capital (note 12)	550	550
Unrestricted net deficit	(5,440,022)	(2,680,079)
	<u>(5,439,472)</u>	<u>(2,679,529)</u>
Contingencies (note 3)		
Commitments (note 14)		
Economic dependence (note 16)		
Subsequent events (note 17)		
	<u>\$ 90,143,066</u>	<u>\$ 95,230,171</u>

See accompanying notes to financial statements.

Approved on behalf of the Board:

 Director

 Director

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Operations and Net Deficit

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Revenue:		
Radio system	\$ 19,226,121	\$ 16,322,967
Consolidated dispatch and 9-1-1 call taking system	58,739,628	49,966,738
Contract service fees and miscellaneous revenue	9,127,366	7,830,424
Computer-aided Dispatch system	1,692,582	1,642,397
Records management system	1,187,210	977,344
Financing revenue from direct finance leases	625,183	617,059
Tenant recoveries rental	597,880	557,590
Interest income	6,076,716	5,582,827
	97,272,686	83,497,346
Direct operating expenses:		
Salaries and benefits	69,368,705	60,831,963
Maintenance and technology	7,575,314	5,668,172
Premises	4,200,575	4,474,936
Professional fees	4,772,044	1,657,910
Employee related	1,663,822	1,144,720
Office supplies and communication	945,780	884,410
Other	905,379	489,071
	89,431,619	75,151,182
Other (income) expenses:		
Amortization of tangible capital assets and prepaid land lease	6,242,685	6,066,957
Amortization of deferred financing costs	156,067	157,477
Interest on long-term debt	4,187,892	4,298,621
Accretion of asset retirement obligation (note 11)	28,360	44,567
Loss (gain) on disposal of equipment	(13,994)	38,012
	10,601,010	10,605,634
	100,032,629	85,756,816
Deficiency of revenue over expenses	(2,759,943)	(2,259,470)
Unrestricted net deficit, beginning of year	(2,680,079)	(420,609)
Unrestricted net deficit, end of year	\$ (5,440,022)	\$ (2,680,079)

See accompanying notes to financial statements.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

## Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating:		
Deficiency of revenue over expenses	\$ (2,759,943)	\$ (2,259,470)
Items not involving cash:		
Amortization of tangible capital assets	6,217,434	6,041,704
Amortization of prepaid land lease	25,251	25,253
Accretion of asset retirement obligation ("ARO")	28,360	44,567
Adjustment due to revaluation of ARO	-	(12,546)
Amortization of deferred financing costs	156,067	157,477
Interest earned on debt reserve fund	(49,386)	(42,147)
Interest earned on investment in direct finance leases receivable	(625,183)	(617,059)
Loss (gain) on disposal of equipment	(13,994)	38,012
Changes in non-cash operating items:		
Accounts receivable and long-term receivables	(659,374)	2,925,918
Prepaid expenses	206,391	297,999
Accounts payable, accrued liabilities and interest payable	11,408,083	5,657,383
Deferred revenue	6,950	96,949
Other liabilities	(1,061,126)	1,458,193
	12,879,530	13,812,233
Financing:		
Repayment of long-term debt	(12,865,496)	(12,833,223)
Debt reserve fund adjustment on retirement of debt	308,947	-
Investing:		
Acquisition and construction of tangible capital assets	(4,362,105)	(1,674,097)
Payments received on direct finance leases receivable	4,985,123	5,295,159
Acquisition of assets, net of proceeds on disposal for direct finance leases	(2,166,992)	1,021,599
	(1,543,974)	4,642,661
Increase (decrease) in cash and cash equivalents	(1,220,993)	5,621,671
Cash and cash equivalents, beginning of year	19,575,838	13,954,167
Cash and cash equivalents, end of year	\$ 18,354,845	\$ 19,575,838

See accompanying notes to financial statements



# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements

Year ended December 31, 2022

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## 1. Operations:

E-Comm Emergency Communications for British Columbia Incorporated (the "Corporation") was created in 1997 under legislation known as the Emergency Communications Corporations Act. On September 22, 1997, the Corporation was incorporated under the Business Corporations Act (British Columbia).

The Corporation provides centralized emergency communications and related public safety and public service to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout British Columbia. Primary services are provided to shareholder members of the Corporation pursuant to the Members' Agreement, and to the Royal Canadian Mounted Police ("RCMP") pursuant to a Special User Agreement.

The Corporation is exempt from income tax under the Income Tax Act.

## 2. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and incorporate the following significant accounting policies:

### (a) Basis of presentation:

In March 2003, the Corporation established Police Records Information Management Environment Incorporated ("PRIMECorp"), a wholly-owned company, to ensure that the records management system and computer aided dispatch system are delivered and consistent in all police agencies throughout British Columbia. As the operations are controlled by the Province of British Columbia, Minister of Public Safety and Solicitor General, the net assets and operations of PRIMECorp have not been included in these financial statements.

### (b) Revenue recognition:

Revenue from the provision of services is recognized in the period that the services are provided through operating activities or the consumption of tangible capital assets over their useful lives, irrespective of the period in which the service is billed. The Members' Agreement specifies the manner in which members are obligated to pay for services rendered by the Corporation. Finance income related to direct-financing type leases is recognized in a manner that produces a constant rate of return over the terms of the leases. Amounts received for future services are deferred until the service is provided.

### (c) Cash and cash equivalents:

Cash and cash equivalents consist of cash on hand, cash held in banks and term deposits maturing within 90-days from the date of acquisition, net of bank overdrafts, if any.

### (d) Costs recoverable through future billings:

Costs recoverable through future billings represent services provided through the utilization of tangible capital assets, the cost of which is recoverable through future payments in accordance with the Members' Agreement.

## 2. Significant accounting policies (continued):

### (e) Prepaid land lease:

The land on which the Corporation's building is located has been leased from the City of Vancouver for a period of 99-years commencing 1999. The prepaid amount is being amortized, and recovered through billings, over the term of the lease.

### (f) Tangible capital assets:

Tangible capital assets are stated at cost, net of accumulated amortization. Interest costs directly attributable to major projects are capitalized and, commencing at project completion, are amortized over the estimated life of the underlying assets.

Amortization begins when assets are put into use and is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Asset	Rate
Building	40.0 years
Furniture, fixtures and building equipment	3.0 years to 25.0 years
Radio	5.0 years to 20.5 years
Dispatch consoles and voice systems	7.0 years to 10.0 years
Records management system - Fire	5.0 years to 10.0 years
Computer aided dispatch - Fire	5.0 years to 10.0 years
User equipment	7.5 years to 12.5 years
Leasehold improvements	Over the term of the lease

The Corporation reviews its tangible capital assets for impairment whenever events or changes in circumstances indicate that the tangible capital asset no longer contributes to the Corporation's ability to provide services, or that the value of future economic benefits or service potential associated with the asset is less than its carrying amount. If such condition exists, an impairment loss is measured and recorded in the statement of operations at the amount by which the carrying amount of the tangible capital asset exceeds its fair value or replacement cost.

### (g) Asset retirement obligations:

The Corporation recognizes the liability for an asset retirement obligation that results from acquisition, construction, development or normal operations in the year in which it is incurred and when a reasonable estimate of fair value can be made. The amount recognized is the best estimate of the expenditure required to settle the present obligation. The corresponding cost is capitalized as part of the related asset and is amortized over the asset's useful life. In subsequent years, the liability is adjusted for changes resulting from the passage of time and revisions to either the timing or the amount of the original estimate of the undiscounted cash flows. The accretion of the liability to its fair value as a result of the passage of time is charged to earnings while changes resulting from the revisions to either the timing or the amount of the original estimate of the undiscounted cash flows are accounted for as part of the carrying amount of the related long-lived asset.

## 2. Significant accounting policies (continued):

### (h) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Corporation does not hold any financial instruments that it is required to carry at fair value nor has not elected to carry any financial instruments at fair value.

The Corporation's financial instruments carried at amortized cost include cash and cash equivalents, accounts receivable, debt reserve fund, accounts payable and accrued liabilities, and long-term debt.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs. These costs are amortized using the effective interest rate method.

Financial assets carried at cost or amortized cost are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indication of impairment, the Corporation determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Corporation expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

### (i) Related party transactions:

Transactions with related parties are in the normal course of operations and are recorded at the agreed upon exchange amount. Contractual arrangements and service agreements with related parties are subject to the Corporation's tendering and proposal processes.

### (j) Employee future benefits:

The Corporation participates in a multi-employer defined benefit pension plan. Defined contribution plan accounting is applied to this plan because the actuary does not attribute the deficit or surplus of the plan to specific employers. The pension expense associated with this plan is equal to the Corporation's contributions during the reporting period.

### (k) Measurement uncertainty:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of financial statements. Areas requiring the use of management estimates relate to the measurement of asset retirement obligations and established useful lives of tangible capital assets. Actual results could differ from those estimates.

### 3. Debt reserve fund and contingencies:

- (a) The Corporation is required to maintain 1% of the initial borrowings through the Municipal Finance Authority of British Columbia ("MFA") in a debt reserve fund administered by the MFA. The original amount is presented together with interest earned on the reserve fund investments.

Demand notes in the aggregate amount of \$10,914,013 (2021 - \$11,484,274) are also provided by the Corporation to the MFA as a requirement of the borrowings. The debt agreement with the MFA provides that if at any time the scheduled payments provided for in the agreement are not sufficient to meet the MFA's obligations in respect to such borrowing, the deficiency becomes the joint and several liability of the Corporation and all other participants to the agreement through the MFA. The Corporation is similarly liable on a contingent basis for the debt of other entities secured through the MFA. These contingent demand loans are not recorded in the Corporation's financial statements as they are not likely to be paid. If at any time the Corporation does not have sufficient funds to meet payments due on its obligations, the payments shall be made from the debt reserve fund. The amounts due to the Corporation from the debt reserve fund are repaid to the Corporation when the respective loan agreements mature. There were no additions to the debt reserve fund during the year (2021 - nil) as the Corporation maintains the required amount in the debt reserve fund. Interest earned on the debt reserve fund at 2.06% per annum (2021 – 1.7%) amounts to \$51,942 (2021 - \$42,147).

- (b) In the ordinary course of business, claims are asserted or made against the Corporation, and the Corporation is currently involved in various legal actions. The outcomes of these actions cannot be determined at this time. A provision has been made in the accounts for any possible unfavourable outcome of these actions, if any. The amount of any loss in excess of the provision and insurance coverage will be recorded when determinable.

### 4. Accounts receivable:

	2022		2021	
Dispatch and 9-1-1 call taking levies	\$	114,471	\$	227,063
Radio levies		993,396		473,517
Technology support services fees		1,507,554		1,274,598
Other receivables		445,999		403,671
	\$	3,061,420	\$	2,378,849

**5. Long-term receivable for decommissioned assets:**

	2022	2021
Microwave Network	\$ 34,255	\$ 58,530
Less current portion	23,180	24,258
	<u>\$ 11,075</u>	<u>\$ 34,272</u>

The current portion of receivable for decommissioned assets is recorded in accounts receivable.

The long-term receivable for decommissioned assets relates to the Microwave Network. The Microwave Network was comprised of three rings that were used to connect the Corporation's radio sites to each other and to the central voice radio network switch housed in the Corporation's main building. The rings were replaced in 2012 and the original microwave backbone system was taken out of service. As the unamortized capital cost of the original system is recoverable from all committed agencies, the carrying value at the out-of-service date has been reclassified to a long-term receivable to be recovered through future billings. The receivable was initially recorded at fair value using the discounted cash flow model and subsequently recorded at amortized cost.

**6. Investment in direct finance leases receivable:**

	2022	2021
User equipment lease receivable (a)	\$ 16,692,656	\$ 19,469,190
Computer aided dispatch lease receivable (b)	14,284	28,361
Remote dispatch equipment lease receivable (c)	1,851,893	1,254,230
	<u>18,558,833</u>	<u>20,751,781</u>
Less current portion	5,563,598	5,332,839
	<u>\$ 12,995,235</u>	<u>\$ 15,418,942</u>

- (a) Specific user agencies lease user equipment from the Corporation under 7.5-year direct finance leases. The leases bear imputed interest of \$1,817,237 in aggregate (2021 - \$2,196,162) at rates of 2.24% to 4.65% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies are as follows:

2023	\$ 5,319,995
2024	5,340,827
2025	3,263,385
2026	1,084,874
2027	679,387
Thereafter	1,004,188
	<u>\$ 16,692,656</u>



**6. Investment in direct finance leases receivable (continued):**

- (b) Specific user agencies lease computer aided dispatch user equipment from the Corporation under 5-year direct finance leases. The leases bear imputed interest of \$872 in aggregate (2021 - \$1,744) at rates of 0.95% to 2.20% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies over the remaining term are as follows:

2023	\$	14,284
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**6. Investment in direct finance leases receivable (continued):**

- (c) Specific user agencies lease remote dispatch equipment from the Corporation under 10-year direct finance leases. The leases bear imputed interest of \$235,285 in aggregate (2021 - \$174,310) at rates of 2.24% to 2.85% over the lease term. The future minimum payments, excluding financing costs, due from the remote dispatch agencies are as follows:

2023	\$	229,360
2024		264,920
2025		262,330
2026		262,330
2027		189,810
Thereafter		643,143
	\$	1,851,893

**7. Tangible capital assets:**

			2022	2021
	Cost	Accumulated depreciation	Net book value	Net book value
Building	\$ 9,149,287	\$ 5,606,778	\$ 3,542,509	\$ 3,826,370
Furniture, fixtures and building equipment	15,637,644	12,280,244	3,357,400	2,757,803
Radio	72,693,679	38,487,807	34,205,872	36,067,029
Dispatch consoles and voice systems	5,300,398	4,162,922	1,137,476	1,314,071
Records management system - Fire	2,357,066	2,316,084	40,982	10,249
Computer aided dispatch - Fire	3,103,264	2,932,814	170,450	202,301
User equipment	150,179	100,612	49,567	62,145
Leasehold improvements	872,503	789,097	83,406	189,029
	\$ 109,264,020	\$ 66,676,358	\$ 42,587,662	\$ 44,428,997

**8. Accounts payable and accrued liabilities:**

Included in accounts payable and accrued liabilities as at December 31, 2022 are government remittances payable of \$1,387,056 (2021 - \$997,921) relating to payroll related taxes.

**9. Long-term debt:**

		2022	2021
0.65% unsecured note payable, maturing June 1, 2022	(a)	\$ -	\$ 791,572
2.85% unsecured note payable, maturing October 3, 2023	(b)	500,700	1,066,779
2.65% unsecured note payable, maturing March 24, 2024	(c)	5,135,371	9,107,870
2.85% unsecured note payable, maturing October 24, 2024	(d)	10,535,571	15,694,978
2.24% unsecured note payable, maturing October 9, 2029	(e)	18,577,767	20,953,708
		34,749,409	47,614,907
Less deferred financing costs		196,476	352,545
		34,552,933	47,262,362
Less current portion		12,437,246	12,865,497
		\$ 22,115,687	\$ 34,396,865

On March 24, 1998, the Corporation entered into an agreement with the MFA to borrow up to a maximum of \$170,000,000. Long-term debt is currently comprised of the following:

- (a) On April 9, 2002, the Corporation obtained \$16,000,000 of financing. This loan had a final payment due on June 1, 2022, bore interest at a rate of 0.65%, with interest calculated and paid semi-annually in each year of the loan. The loan was fully repaid in 2022.
- (b) On September 23, 2002, the Corporation obtained \$7,684,000 of financing. This loan has a final payment due on October 3, 2023, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan.
- (c) On March 24, 2008, the Corporation refinanced an existing loan, leaving a balance of \$87,000,000 repayable over 16-years. This loan has a final payment on March 24, 2024 bears interest at a rate of 2.65%, with interest calculated and paid semi-annually in each year of the loan.
- (d) On October 4, 2017, the Corporation obtained \$34,873,000 in long term borrowing from the MFA for user agency radio purchases for the P25 network. This loan has an initial term of 7 years with a final payment date of October 24, 2024, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan.
- (e) On October 9, 2019, the Corporation obtained \$25,500,000 in long term borrowing from the MFA for user agency P25 mobile subscriber equipment, radio infrastructure and subscriber equipment for Translink's transition onto the Corporation's radio system. The loan has a term of 10 years with a final payment date of October 9, 2029, and bears interest at a rate of 2.24%, with interest calculated and paid semi-annually in each year of the loan.

**9. Long-term debt (continued):**

The Corporation's borrowing capacity will increase in accordance with the above maturity dates.

The repayment requirements for the existing borrowing agreements for long-term debt are reported net of the sinking fund asset balances of \$136,307,590 (2021 - \$123,442,093). The sinking fund balance represents the principal payments made on outstanding debt to date. As such, the repayment schedule during the next 5-years and thereafter is as follows:

2023	\$	12,437,245
2024		8,702,253
2025		2,596,255
2026		2,674,143
2027		2,619,430
Thereafter		5,720,083
	\$	34,749,409

There is \$1,043,483 (2021 - \$1,052,031) of interest accrued on outstanding amounts at year-end.

**10. Other liabilities:**

		2022	2021
User equipment	(a)	\$ 3,068,443	\$ 3,167,886
Radio	(b)	5,692,069	7,707,764
HealthLink BC	(c)	195,829	230,222
Fire RMS & CAD	(d)	3,082,905	2,416,458
Province of British Columbia	(e)	691,592	269,634
		\$ 12,730,838	\$ 13,791,964

Other liabilities consist of the following:

- (a) The Corporation has received annual payments through user equipment billings from radio member agencies starting in 2007 for future user equipment purchases for specific user agencies. The funds collected are recorded as other liabilities until they are spent on behalf the user agencies. In 2022, nil (2021 - nil) was repaid to user agencies, and \$99,443 (2021 - \$129,688) was drawn down for user equipment purchases on behalf of member agencies. Interest is not earned on this balance.
- (b) Starting in 2006, the Corporation has collected funds through radio billings from radio member agencies to be set aside for future radio related expenditures. The funds collected are recorded as other liabilities until they are spent. In 2022, a further nil (2021 - \$1,856,377) was collected through billings, \$2,049,319 (2021 - \$878,850) was authorized to be expended from the funds and was spent, and \$33,624 (2021 - \$11,348) of interest was earned by and allocated to the liability, calculated based on the average bank interest rate during the year.

**10. Other liabilities (continued):**

- (c) The Corporation has received funds from HealthLink BC for future expenditures. These amounts are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.
- (d) The Corporation has collected annual payments starting in 2011 through Fire RMS and Fire CAD billings from Fire RMS and Fire CAD member agencies for future capital use. The funds collected are recorded as other liabilities until they are spent. In 2022, \$680,287 (2021 - \$601,179) was collected through billings and \$13,840 (2021 - \$50,931) was drawn down for equipment purchases. Interest is not earned on this balance.
- (e) The Corporation received funding from the Province of British Columbia for participating in Public Safety Broadband Network trials and to create a strategic roadmap for implementing NG911 service in British Columbia. The funds received are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.

**11. Asset retirement obligation:**

The Corporation has recorded an asset retirement obligation ("ARO") for the estimated costs of restoring certain leased sites on which the Corporation's radio towers are situated to their original condition at the end of the lease terms. Changes in the asset retirement obligation during the year are as follows:

	2022	2021
Balance, beginning of year	\$ 1,857,470	\$ 1,825,449
Accretion expense	28,360	44,567
Adjustment due to revaluation of ARO	-	(12,546)
Balance, end of year	\$ 1,885,830	\$ 1,857,470

The undiscounted estimated cash flows required to settle the obligations range from \$5,600 to \$170,000 starting in 2021 through 2066. The cash flows are discounted using credit adjusted risk-free rates of 1.80% to 2.68% (2021 - 1.80% to 2.68%).

Other assumptions used by management to determine the carrying amount of the asset retirement obligation include costs to restore the leased sites to their original condition and the rate of inflation over the expected years to settlement.

There are certain leased sites with an indeterminable amount of the asset retirement obligation as adequate information is not available to estimate fair value. As such, no asset retirement obligation has been recorded in the Corporation's financial statements for these indeterminable amounts.

## 12. Share capital:

### (a) Authorized:

360 Class A common voting shares without par value. Following project completion, Class A shareholders are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). Upon a member acquiring a Class A share, that member shall have agreed to use the Corporation's wide area radio system network to which the Class A share relates.

190 Class B common restricted voting shares without par value. Following project completion, Class B shareholders can elect to become Class A shareholders on the condition that the member agrees to use the Corporation's wide area radio system network. Class B shareholders are not obligated to share in funding the ongoing operating costs.

### (b) Issued:

	2022	2021
37 Class A common voting shares (2021 - 36)	\$ 370	\$ 360
18 Class B common restricted voting shares (2021 - 19)	180	190
	\$ 550	\$ 550

### (c) RCMP Special User Agreement:

Due to existing Federal restrictions, the RCMP cannot become a shareholder in the Corporation. Consequently, a Special User Agreement has been executed such that the RCMP has the right to participate in the Corporation's activities project on the same terms and conditions as the Class A shareholders, including the obligation to fund both the ongoing operating costs and any additional costs relating to capital assets, in accordance with a cost-sharing formula.

## 13. Related party transactions:

PRIMECorp is related by virtue of executive and technology support services agreements under which certain of the Corporation's management act in executive positions for PRIMECorp and the Corporation provides technology support services to PRIMECorp. The amounts are recognized in contract service fees and miscellaneous revenue, and records management system on the statement of operations. The following table summarizes transactions between PRIMECorp and the Corporation during the year:

	2022	2021
Technical services and support	\$ 3,585,601	\$ 3,359,056
Employee secondments and employee related expenses	2,473,020	2,384,671
Executive services	770,300	737,600
Shared facilities services	278,670	304,212
	\$ 7,107,591	\$ 6,785,539



**13. Related party transactions (continued):**

The above transactions, unless disclosed otherwise, are considered to be in the normal course of operations and are measured at their exchange amount, which is the amount of consideration established and agreed to by the related parties.

Included in accounts receivable is an amount of \$835,061 (2021 - \$684,242) due from PRIMECorp.

**14. Commitments:****(a) Operating leases:**

- (i) The Corporation has entered into leases of land for certain radio tower sites. These leases expire in future years from 2022 to 2066 and are renewable at the option of the Corporation. Future minimum payments under these leases, excluding option periods, are approximately as follows:

2023	\$	1,307,805
2024		1,314,808
2025		1,294,580
2026		1,273,848
2027		1,231,460
Thereafter		14,064,205
		<hr/>
		\$ 20,486,706

- (ii) The Corporation is committed under vehicle and office equipment operating leases having varying expiry dates to the year 2026. The future minimum payments under the terms of such leases are as follows:

2023	\$	77,086
2024		59,562
2025		59,562
2026		38,878
		<hr/>
		\$ 235,088

- (iii) The Corporation has entered into leases for office premises. The leases expire in future years from 2023 to 2025 and are renewable at the option of the Corporation. The future minimum payments, excluding the renewals at the option of the Corporation, are approximately as follows:

2023	\$	2,096,440
2024		788,846
2025		719,563
		<hr/>
		\$ 3,604,849

#### 14. Commitments (continued):

(b) Municipal Pension Plan:

The Corporation and its employees contribute to the Municipal Pension Plan (the "Pension Plan"), a jointly trustee pension plan. The Board of Trustees, representing Plan members and employers, is responsible for overseeing the management of the Pension Plan, including investment of the assets and administration of benefits. The Pension Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2021, the Pension Plan has about 227,000 active members and approximately 118,000 retired members.

The most recent valuation, as at December 31, 2021, indicated a surplus of \$3,761,000,000 for basic pension benefits. The next valuation will be as at December 31, 2024, with results available in 2025.

Defined contribution plan accounting is applied to the Pension Plan as the Pension Plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Pension Plan assets, and costs to individual entities participating in the Pension Plan.

During the year ended December 31, 2022, the Corporation paid \$4,522,625 (2021 - \$4,397,635) for employer contributions to the Pension Plan.

(c) Service commitments:

The Corporation has a software license agreement with Motorola Solution Incorporation to provide ASTRO 25 System Upgrade II ("SUAI") for the period of January 1, 2022 to December 31, 2025. The information presented below shows the anticipated cash outflow for future obligations under this agreement for the software maintenance and the lifecycle cost.

2023	\$ 1,793,120
2024	1,793,120
2025	1,793,120
	<hr/>
	\$ 5,379,360

#### 15. Financial risks:

(a) Interest rate risk:

It is management's opinion that the Corporation is not exposed to significant interest rate risk as its long-term debt has fixed interest rates. Fluctuations in rates could impact future payments upon renewal. There has been no change to the risk exposure from the prior year.

(b) Liquidity risk:

Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Corporation manages its liquidity risk by monitoring its operating and capital requirements. The Corporation prepares budget and cash flow forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposure from the prior year.

**15. Financial risks (continued):**

(c) Credit risk:

Credit risk is the risk of economic loss should the counterparty to a transaction default or otherwise fail to meet its obligation. The Corporation is exposed to credit risk through its cash and receivables. The Corporation has deposited cash with reputable financial institutions, from which management believes the risk of loss to be remote. The Corporation has receivables from shareholder members and management does not believe there is a significant credit risk. The Corporation monitors, on a regular basis, the credit risk to which the Corporation is exposed in relation to its assets and takes steps to minimize the risk of loss.

**16. Economic dependence:**

The Corporation is economically dependent on the class A shareholder members (note 12) and the RCMP, who are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). The total accumulated deficit in future years is expected to be recovered based on a deficit repayment plan that will be presented to the Board of Directors for approval in the third quarter of 2023.

For the year ended December 31, 2022, the Corporation received approximately 60% (2021 – 60%) of its revenues through Dispatch and 9-1-1 services agreements. Approximately 31% (2021 – 30%) of the dispatch revenues is from to one (2021 – one) municipality for the provision of police and fire dispatch services.

**17. Subsequent events:**

Subsequent to year-end, on March 30, 2023, the Corporation received a grant of \$90,000,000 from the Ministry of Public Safety and Solicitor General to support its obligation to transition to the Next Generation 9-1-1 network in compliance with the Canadian Radio-television and Telecommunications Commission mandate set for March 4, 2025.

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#### **4. Overview of Changes to the Members' Agreement**

## **OVERVIEW – WHAT CHANGES TO THE MEMBERS’ AGREEMENT ARE PROPOSED?**

*The Board of Directors is recommending Members of the Company vote in favour of an amendment to the Members’ Agreement to add one additional independent director to E-Comm’s Board, to improve the Board’s diversity, professional expertise and succession planning.*

### **SUMMARY OF THE PROPOSED CHANGE**

#### **1. Increasing the number of independent directors from 4 to 5**

At present, the E-Comm Board has 22 directors, of which 14 are designated by E-Comm’s shareholders, two by the provincial government, one by the RCMP and 1 by the south Vancouver Island emergency communication partners. The remaining four directors are independent from the members, designated by the other directors. The chair must be an independent director.

The existing number of independent directors has not changed in 15 years since 2008, when it increased from three to four, despite significant increases in the complexity of E-Comm’s operations. There are growing challenges with the current structure:

- *Increasing need for diversity* – The nature of E-Comm’s public service increasingly raises an expectation of reflection of the diversity of the people we serve in our governance. This includes recruiting candidates that represent communities outside of the Lower Mainland (we are very Lower Mainland-focussed), women, Indigenous, people of colour, LGBTQ2 and persons with disabilities.
- *Gaps in professional qualifications in core governance areas, including finance and technology* – Because the majority of E-Comm’s directors are designated by shareholders, any gaps in professional qualifications in core governance areas such as finance, technology, legal or human resources must be filled by independent directors. As E-Comm continues to carry out its Transformation Plan, including the work related to Next Generation 9-1-1, four independent directors is not enough to address these gaps.
- *Reduced options for succession-planning* – The current structure provides only three independent directors able to take over as Chair should the position become vacant.

Accordingly, E-Comm management, with the approval of the Board, is recommending the approval of the addition of one independent director to the Board, bringing the independent directors to five and total directors to 23. The language for the proposed change is included in Schedule “A” and the full document with the changes identified with track changes [here](#).

THE BOARD OF DIRECTORS ASKS THAT MEMBERS VOTE YES FOR THIS PROPOSAL which it considers in the best interests of E-Comm and its Members.



**VOTING**

CLASS A AND CLASS B SHAREHOLDERS ARE ENTITLED TO VOTE ON THIS PROPOSED AMENDMENT WHICH REQUIRE SHAREHOLDERS HOLDING NOT LESS THAN TWO THIRDS OF VOTES CAST.

THE BOARD IS ASKING FOR YOUR SUPPORT TO THE PROPOSAL. IT IS THE VIEW OF THE BOARD THAT THE PROPOSAL IS IN THE BEST INTERESTS OF ALL MEMBERS AND THAT NO MEMBER IS PREJUDICED BY THE PROPOSAL.

**A FORM OF PROXY BY WHICH VOTES ON THE PROPOSALS MAY BE CAST ACCOMPANIES THIS INFORMATION CIRCULAR. WE ASK THAT YOU COMPLETE AND RETURN THE PROXY VOTING FORM, EVEN IF YOU INTEND TO HAVE A REPRESENTATIVE ATTEND THE MEETING. VOTING WILL BE CONDUCTED BY PROXY VOTING AND BY VOTING DURING THE ANNUAL GENERAL MEETING.**

**ANY QUESTIONS OR CONCERNS OR REQUESTS FOR ADDITIONAL INFORMATION MAY BE DIRECTED TO:**  
Sarah Sidhu, Vice President, Legal and Governance and Corporate Secretary, at [sarah.sidhu@ecomm911.ca](mailto:sarah.sidhu@ecomm911.ca).

SCHEDULE “A”

Proposed changes to Section 4.2.6 of the Members’ Agreement (Fourth Restatement) for E-Comm Emergency Communications for British Columbia is identified in red below. We have provided all of Section 4.2 for context:

**4.2 DESIGNATION AND ELECTION OF DIRECTORS**

4.2.1 The Members shall be entitled to designate directors as hereinafter provided:

- 4.2.1.1 one individual designated by the BCEHS;
- 4.2.1.2 one individual designated by Vancouver;
- 4.2.1.3 one individual designated by the Vancouver Police Board;
- 4.2.1.4 one individual designated by the following group:
  - (a) each Police Board which directly holds a Class A Share or Class B Share, other than Vancouver Police Board and Delta Police Board; and
  - (b) each Police Board which has a Class A Share or Class B Share in respect of Police Services held by its respective municipality, other than Vancouver Police Board and Delta Police Board;
- 4.2.1.5 such number of individuals as are set forth below, to be designated by the following designated group of Class A Members or Class B Members (each group being called a "Designated Group of Members"), if one or more of the Municipalities within a Designated Group of Members is a Class A Member or a Class B Member, as hereinafter set forth:

No. of Individuals which may be Designated	Designated Group of Members
1	West Vancouver, North Vancouver City, North Vancouver District and Lions Bay
1 or 2	2 individuals if Burnaby, together with any one or more of New Westminster, Coquitlam, Port Moody, Port Coquitlam, Anmore and Belcarra are a Member; provided however that if Burnaby is not a Member, any one or more of New Westminster, Coquitlam, Port Moody, Port Coquitlam, Anmore and Belcarra which is a Member can designate 1 individual to be a director
1	Richmond
2	Surrey, White Rock, Langley City and Langley District
1	Delta and the Delta Police Board

- |   |   |
|---|---|
| 1 | Maple Ridge, Pitt Meadows and Mission                         |
| 1 | Abbotsford, Chilliwack and Fraser Valley<br>Regional District |
| 1 | Squamish, Lillooet and Sechelt;                               |

and

- 4.2.1.6 One individual designated by all other Members holding Class A Shares and Metro Vancouver, other than as set forth in Sections 4.2.1.1 to 4.2.1.5, inclusive.
- 4.2.2 The RCMP, and in replacement therefor upon the Government Agency referred to in Section 3.7.1 becoming a Class A Member, that Government Agency, shall be entitled to designate one individual to act as director.
- 4.2.3 If provided in a Special User Agreement entered into pursuant to Section 3.7.2 or if otherwise authorized by the Board under Section 4.11.3, each Special User, and in replacement therefor upon the Government Agency for that Special User referred to in Section 3.7.2 becoming a Class A Member, that Government Agency, shall be entitled to designate one individual to act as director.
- 4.2.4 The group comprised of: the Capital Regional District and those Vancouver Island police agencies, including any RCMP detachment, to which the Company provides police dispatching services shall be entitled to designate one individual to act as director.
- 4.2.5 The Provincial government, acting through the Ministry of Public Safety and Solicitor General, whether it holds a Class A Share or not, shall be entitled to designate two individuals to act as directors.
- 4.2.6 Subject as hereinafter provided, the directors designated pursuant to Sections 4.2.1, 4.2.2, 4.2.3 and 4.2.4 shall designate ~~four~~ **five** additional persons, independent from the Members, to be directors of the Company (the "Independent Directors"), who have an interest or expertise in the Purpose or the Company Services to be provided by the Company.
- 4.2.7 The Members agree to vote their Class A Shares for the election as directors of the persons designated pursuant to Sections 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5 and 4.2.6.
- 4.2.8 For the purposes of Section 4.2.1.5, upon anyone or more Municipalities within a Designated Group of Members becoming a Class A Member or a Class B Member, such Municipality or Municipalities will be entitled to designate the individual to be a director for the purposes of Section 4.2.1.5. As additional Municipalities within that Designated Group of Members become Class A Members or Class B Members, as the case may be, such additional Municipalities shall be deemed to have agreed to the individual as designated and elected a director for that Designated Group of Members and no changes will be required to be made with respect to any such individual, unless such individual shall cease to be a director in any other manner such as resignation, until the next following annual general meeting or annual consent resolution. Prior to any annual general meeting or annual consent resolution of the Class A Members, a Designated Group of Members shall agree on the individual to be designated by them for the purpose of Section 4.2.1.5 within a time period sufficient

for that individual's name to be placed before the Class A Members, as determined by the Board.

## **5. Form of Proxy**

## Notes to Proxy

1. Every Member has the right to appoint some other person or company of their choice, who need not be a Member, to attend and act on their behalf at the meeting or any adjournment or postponement thereof. If you wish to appoint a person or company other than the person whose name is printed herein, please insert the name of your chosen Proxyholder in the space provided (see below).
2. The shares represented by this Proxy will be voted as directed by the shareholder, however, if such direction is not made in respect of any matter, this Proxy will be voted as recommended by Management.
3. This Proxy confers discretionary authority in respect of amendments or variations to matters identified in the Notice of Meeting or other matters that may properly come before the meeting or any adjournment or postponement thereof.

## Appointment of Proxyholder

Please choose one of the two options below:

- ☐ The undersigned hereby appoints Doug Campbell, Board Chair

**OR**

- ☐ The undersigned hereby appoints \_\_\_\_\_ of \_\_\_\_\_

as the undersigned's Proxy to attend, act, and vote for all of the undersigned's for the undersigned and on the undersigned's behalf at the Annual General Meeting of the Members to be held on the 22<sup>nd</sup> day of June, 2023 or at any adjournment or postponement thereof.

## Voting (Recommendations are noted by **highlighted** text)

### Class A Shareholders of the Company to vote:

<b>1. Approval of Meeting Minutes</b>	<b>For</b>	<b>Against</b>
Approve the minutes of the E-Comm Annual General Meeting held June 23, 2022.	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Appointment of Auditors</b>	<b>For</b>	<b>Against</b>
Appoint KPMG as the Auditors of the Company for the ensuing year and authorize the Directors to fix their remuneration.	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Number of Directors</b>	<b>For</b>	<b>Against</b>
Set the number of Directors for the 2022-2023 year at 23.	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. Election of Directors</b>	<b>For</b>	<b>Against</b>
Appoint the slate of Directors proposed by those Members entitled to nominate Directors, as presented to the Meeting.	<input type="checkbox"/>	<input type="checkbox"/>

*This Proxy may be revoked by instrument in writing delivered to the registered office of E-Comm prior to the date of the meeting, or delivered to the chair of the meeting on the date of the meeting prior to any vote being cast utilizing the proxy.*



**Class A and Class B Shareholders of the Company to vote:**

**5. Number of Independent Directors**

**For**

**Against**

Amendment the Members' Agreement to increase the number of Independent Directors (as defined in the Members' Agreement) from four to five, and that the Corporate Secretary may take all such actions as may reasonably be necessary to implement this amendment.

☐☐

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2023

\_\_\_\_\_  
Name of Shareholder (Municipality/Organization)

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
**Print** Name and Title of Authorized Representative

**Instructions**

Submitted proxies must be signed and delivered by 9:00 a.m. on June 20, 2023 to [boardandcommittees@ecomm911.ca](mailto:boardandcommittees@ecomm911.ca) and [sarah.sidhu@ecomm911.ca](mailto:sarah.sidhu@ecomm911.ca).

May 16, 2023

Port Moody Police Board  
3051 St. Johns Street  
Port Moody, BC V3H 2C4

Dear CAPG Member:

**RE: Support for the 34<sup>th</sup> Annual Conference of the Canadian Association of Police Governance**

On behalf of the CAPG Board of Directors, I am writing to request your support for the 34<sup>th</sup> Annual Conference of the Canadian Association of Police Governance (CAPG). The conference will take place in St. John's, Newfoundland, on August 16 – 18<sup>th</sup>, 2023.

The theme for this year's conference is **GOVERNANCE TALKING: Conversation Streams & Deep Dives**. We have an amazing line up of leading thinkers and experts from across the country who will take the stage and join a conversation that has been a long time coming. We are very excited to launch this very unique format of a conference experience. One room. One continuous conversation that flows and engages and is transmitted by live feed to those who are unable to attend.



*"This event has the potential to be a major milestone in shifting the narrative on policing in our country. I've always believed that effective governance is the foundation of all we do in policing and if we are to come out of this exceedingly difficult time, Boards and Commissions must be bold in asserting their right and responsibility to lead, in a symbiotic relationship with others in the arena." - Devon Clunis*

Costs for everything have risen dramatically in the last year and everyone's budgets have been touched. We are in a different situation in St. John's, operating without local assistance or a host. That is why we are asking for your support. Any amount your board/commission or organization can provide will really help us offset the cost of putting on this first-rate conference. Our members have shown their generosity and commitment by sponsoring coffee breaks, dinners, lunches or simply contributing whatever their budget can manage. There are a variety of exceptional sponsorship opportunities available that have been tailored to provide a high level of recognition and visibility for your organization.

We are sincerely grateful for any contributions you are able to make. We commit to making the conference experience unique and rewarding for everyone who attends. A copy of the updated conference program is attached for reference.

On behalf of the CAPG board of directors, I look forward to your positive reply.

Sincerely,

Jennifer Malloy  
CAPG Executive Director



2023-2024

# **SPONSORSHIP OPPORTUNITIES**

## **CANADIAN ASSOCIATION OF POLICE GOVERNANCE**





CAPG 34TH ANNUAL CONFERENCE

# GOVERNANCE TALKING CONVERSATION STREAMS AND DEEP DIVES

ST. JOHN'S, NFLD  
AUGUST 15-18, 2023

## CAPG 34th Annual Conference

August 15-18, 2023

Delta Hotels by Marriott St. John's Conference Centre  
St. John's, Newfoundland

The Canadian Association of Police Governance (CAPG) Conference is the leading educational event in the police governance sector in Canada. The CAPG Annual Conference is held over a three-day period during which delegates are encouraged to network, discuss, engage and discover the rich community we continue to foster.

Generally, the annual conference is co-hosted by a municipal police board or commission in their city. However, in 2023, we return to St. John's, Newfoundland, the location of our first conference in 1990, for **Governance Talking: Conversation Streams and Deep Dives**. We are excited to offer our highly regarded in-person conference format on the historic shores of the Atlantic Ocean. To maintain the affordability, ease, and interactive nature of our event, we will simultaneously offer a virtual option to our delegates.



# About CAPG

## Who We Are

The Canadian Association of Police Governance (CAPG) is the only national organization dedicated to excellence in police governance in Canada. Founded in 1989 with the goal to improve the effectiveness of civilian bodies that govern local police services, we have since grown to represent 80% of municipal police service oversight bodies throughout Canada.

**500**  
DIRECTORS

**30,000**  
SWORN OFFICERS

**12,000**  
CIVILIAN OFFICERS

**80%**

**OF CANADIAN MUNICIPAL POLICE SERVICES WITH  
CIVILIAN OVERSIGHT ARE REPRESENTED BY CAPG**

## Our Mission

The Canadian Association of Police Governance works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada.

## Our Reach

As a national association, CAPG has a wide reach with a diverse audience. We connect with decision makers, police board and commission members, chiefs of police, business leaders, academics and government officials throughout the country. CAPG has over 80 active member organizations representing more than 500 directors, 30,000 sworn officers and 12,000 civilian officers across Canada.



# First Nations Partnerships



CAPG is proud to have numerous First Nations police governance authorities as members. Working alongside our First Nations partners, we administer the First Nations Police Governance Council (FNPGC) and advocate for the improvement of Aboriginal policing in Canada. Together, we have supported motions to draft legislation to recognize and fund issues that impact First Nations communities across Turtle Island. CAPG believes in the journey toward reconciliation and is proud to walk alongside our First Nations policing authorities to leave a lasting impact.





# Why Choose Us?

Public scrutiny of policing has placed increased demands on municipal police services, and consequently on their boards and commissions, resulting in a need for constant information exchange and training for members of police governing bodies. The Canadian Association of Police Governance is the sole venue for this exchange. CAPG offers many resources to Canada's police governance community, including a variety of webinars, governance summits, publications, events and an eLearning portal that is exclusively for members.

Since 1989, we have helped develop a network for police governance throughout Canada. Policing is a 15 billion dollar sector, and CAPG works diligently to improve by engaging with the community and by being the trusted voice of police governance in Canada.



**CAPG HAS  
MORE THAN**

**80**

**ACTIVE MEMBER  
ORGANIZATIONS  
ACROSS CANADA**



## SPONSORSHIP BENEFITS



### BRAND VISIBILITY

#### Cross-Canada Exposure

Elevate your company's brand through CAPG events. Your company name and logo will be promoted on publications including the CAPG public website, social media and at the event itself.



### CREDIBILITY

#### Consumer Influence & Perception

Enhance your reputation and forge a stronger relationship with your target audience by aligning your support for causes or missions that your target audience is passionate about.



### BUILD CONNECTIONS

#### Connect with a National Audience

Engage with leading voices in police governance and gain access to the latest research, discussions and interests within the community.



# Communications Strategy



Communications and marketing efforts will create maximum awareness and position the 2023 CAPG Conference on the national stage. The strategy will combine and integrate the following elements:

## WEBSITE

In addition to serving as a key marketing tool, the website is the premier source of conference information and is updated regularly.

## DIRECT MARKETING

Frequent email blasts update registered delegates with general information, latest news, key dates, and program and speaker details. This ensures delegates remain engaged leading up to the conference.

## MEDIA COVERAGE

CAPG events are covered by various national media publications.

## MARKETING COLLATERAL

Branded electronic materials will be used to endorse our conference, highlighting key activities and speakers. These will be shared via direct email and the conference website.

## SOCIAL MEDIA

LinkedIn, Twitter and Facebook will all play a major role in the campaign. Event hashtags will be utilized to encourage delegate interaction and enhance audience participation and engagement.





# Showcase Your Brand



## EXHIBITOR PACKAGE \$1,100

Exhibitors are given an exclusive opportunity to build a dedicated space to express themselves and personally connect with delegates. (Includes meals and all evening events.)



### SALES

Promote new services or demonstrate new products and equipment.



### PRESENCE

Show your commitment and support the community that supports your business.



### BUZZ

With the attention of your audience, launch a new product, service or marketing campaign.



### PERSONAL CONTACT

Bringing a face and name to your brand will foster relationships with your audience.



### EDUCATION

Learn what's happening in police governance and how you can be part of it.



### GENERATE LEADS

A one-stop exhibition enables you to secure qualified leads in one place.



# CAPG Conference Sponsor Streams

## **CHAMPION SPONSOR \$10,000**

Prioritized listing as a Champion Sponsor on all printed and online media, including the conference website, program and/or schedule, e-blasts and post-conference report. Also includes:

- Five-minute speaking opportunity to introduce one keynote speaker
- One complimentary conference registration including evening events
- One free virtual conference registration (for up to 5 people)
- One insert in delegate welcome bags
- Company logo featured on conference website and virtual attendee hub
- Logo on banner in plenary room
- Logo on poster at registration desk
- Logo and recognition at one evening activity
- Logo prominently featured on conference app
- Prioritized recognition on social media
- Optional exhibitor table

## **SPONSOR A CONFERENCE EVENT**

- Pre-Conference Workshop **\$2,000**
- Welcome Reception at The Gypsy Tea Room **\$2,000**
- Coffee Breaks (x5) **\$850 each**
- Lunch (x2) **\$3,500 each**
- Dinner at Rally in The Alley **\$7,500**
- Dinner at The Rooms **\$7,500**

**Contact us to create a customized sponsorship package!**

## **ADVOCATE SPONSOR \$5,000**

Prioritized listing as an Advocate Sponsor on all printed and online media, including the conference website, program and/or schedule, e-blasts and post-conference report. Also includes:

- Listing on website and virtual attendee hub
- One free virtual conference registration (for up to 5 people)
- Logo on banner in plenary room
- Logo featured on conference app
- Recognition on CAPG's social media profiles

## **CULTIVATOR SPONSOR \$2,500**

Listing as a Cultivator Sponsor on all printed and online media, including the conference website, program and/or schedule, e-blasts and post-conference report. Also includes:

- Logo on banner in plenary room
- Recognition on CAPG's social media
- Logo featured on conference app

## **FRIEND SPONSOR \$1,000**

Listing as a Friend Sponsor on all printed and online media, including the conference website, program and/or schedule, e-blasts and post-conference report.

## **PEER SPONSOR \$250 - \$999**

Listing as a Peer Sponsor on the CAPG website, conference program and post-conference report.



# Additional Sponsorship and Cross-Promotion Opportunities

## **MORE ADVERTISING = MORE DISCOUNTS**

If you are interested in advertising through multiple CAPG outlets, please contact us to discuss how we can meet your advertising needs and to apply further discounts to your unique package.

### **CROSS-PROMOTION PARTNERSHIPS**

Promote your event or business on our platform and vice versa. Contact us for specific pricing and sizes of our cross-promotional packages.

### **MEDIA SPONSORSHIPS**

Promote our events on your platform and have your logo showcased as a Media Sponsor on our website and in conference promotional material.

### **MONTHLY WEBINAR SERIES**

Our webinars bring CAPG stakeholders and partners together to explore a variety of themes of interest to our community. Our aim is to provide concrete resources to boards and other stakeholders to help in the development of effective governance.

### **QUORUM – WEEKLY GOVERNANCE NEWSLETTER**

CAPG's popular in-depth weekly news clipping service is offered to our growing extended community of over 1,400 subscribers. Through Quorum, you have the chance to build awareness and recognition of your brand among hundreds of police governance professionals. Quorum has an open rate 3% higher than the industry average.





# Host Canada's only national police governance conference in your city!

## A UNIQUE OPPORTUNITY TO SHOWCASE THE WORK YOU'RE DOING IN POLICE GOVERNANCE

Together, the Host and CAPG have a unique opportunity to showcase Canadian governance of policing at its very best. That's why your branding and expertise will be featured throughout the conference to provide insight, support, credibility and networking opportunities for everyone. Some of those opportunities include:

- Working with the CAPG Conference Committee and Executive Director to oversee all aspects of planning, budgeting and the development of the conference program.
- Showcase your organization with opportunities such as speaker introductions, exhibitor tables and off-site functions.
- Enjoy complimentary conference registrations for your Board, including evening activities.
- Have your logo featured in all promotional material, on any virtual platforms and in person throughout the venue.



### REQUEST AN RFP PACKAGE

For more information on the current benefits, duties and financial obligations involved in hosting a future conference, please contact us.



## CONTACT US

**Jennifer Malloy**, Executive Director  
Email: [jmalloy@capg.ca](mailto:jmalloy@capg.ca) | Twitter: @JennCAPG

**Lesley Sterling**, Executive Administrator  
& Communications Manager  
Email: [lsterling@capg.ca](mailto:lsterling@capg.ca)

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**Canadian Association of Police Governance**  
78 George Street, Suite 204  
Ottawa, Ontario K1N 5W1  
T: (613) 344-2384 | F: (613) 344-2385



[CAPG.ca](http://CAPG.ca) | [CAPGconference.ca](http://CAPGconference.ca)





## BCAPB REPORT

### BC ASSOCIATION OF POLICE BOARDS

#### PORT MOODY POLICE BOARD REPRESENTATIVE:

Dave Fox

#### REPORTING DATE:

May 30th, 2023

### SUMMARY OF BCAPG 2023 CONFERENCE AND ANNUAL GENERAL MEETING (AGM)

- The conference and meeting were hosted by Nelson from 25-26 May 23 with the Chief, Dave Fox and Chloe Goodison in attendance.
- Highlights included:
  - o An introduction by Minister Mike Farnworth, who also attended the hospitality suite for discussions with participants.
  - o A keynote address on systemic discrimination in policing.
  - o A panel discussion on equity, diversity and inclusion (EDI).
  - o A presentation by the Acting Assistant Deputy Minister of the Police Service Branch, Glen Lewis. The ADM committed to providing increased support of the BCAPB.
  - o A “World Café” during which participants had an opportunity to discuss four questions related to EDI, oversight of policies, providing boundaries to police activities and ensuring mental wellness of members.
  - o There was significant conversation during the meeting over the funding of the JIBC.
  - o During the AGM, several motions were brought forward. Unfortunately, Port Moody’s motion regarding decriminalization (along with some other pre-submitted motions) were delayed for discussion until the next BCAPB meeting.
  - o The next meeting will be held in the spring of 2024 and hosted by Vancouver.
  - o Patricia Barnes took over as President of BCAPB with Lara Victoria the Vice-President.
  - o Next meeting is 22 Sep 23. Any Port Moody Board member who wishes to attend can do so.



## **PMPD BOARD COMMITTEE REPORT**

### **COMMITTEE NAME:**

**Governance Committee**

### **Chair:**

Shahid Hussain

### **Vice Chairs**

Chloe Goodison

Darren Redford

### **REPORTING DATE:**

5<sup>th</sup> June, 2023

### **COMMITTEE UPDATE:**

#### **1. Updating Port Moody Police Board Governance Manual**

Attached is a draft outline of the proposed Governance Manual that the Governance Committee (GC) together with Chief Fleugel reviewed and endorsed in the last GC meeting. Once the Table of Content is approved by the Board, Darren will develop the content on a progressive basis. It is expected that the draft of the Manual will be presented to the Board over the next several meetings.

Darren would draft 4-6 sections of the main manual and at least 2 proposed 'tool/templates' of the appendices for July meeting package. The section drafts

will be presented in a format/level of quality and detail that they could form a final version when the Board endorses. The purpose of drafting some initial sections is to ensure the format/style, as well as content and references to Police Act/other key sources meet the expectations of the Board. Any adjustments required should prove minimal rework via only iterating a few sections to begin with. It is only when seeing the actual content that the Board will get a full sense of the manual. Feedback and adjustments at the early stage would be useful to produce the final Board Manual.

It is suggested that we keep the working draft of the proposed revised Board Manual in an appropriate cloud location that can be accessed by all. This way, any Board member can go in and take a look at drafted sections and provide feedback. The GC would work with Rhonda to suggest a repository/folder for that purpose.

### **Motion:**

**The draft Table of Content of the proposed Board Manual be approved and contents of the Manual be progressively developed for Board's review and approval over the next few Board Meetings.**

# Table of Contents

## 1.0 INTRODUCTION

### 1.1 Purpose of the Board Manual

## 2.0 OVERVIEW

- 2.1 Legislative Authority
- 2.2 Independence and Jurisdiction of the Board
- 2.3 Policy vs Operational Authority
- 2.4 Oath of Office
- 2.5 Board Manual Structure and Review
- 2.6 Board Mandate, Vision, Values and Guiding Principles

## 2.0 GOVERNANCE STRUCTURE

- 2.1 Governance Framework
- 2.2 Board Terms of Reference
- 2.3 Roles and Responsibilities
  - 2.3.1 Board Chair
  - 2.3.2 Board Vice Chair
  - 2.3.3 Board Member
  - 2.3.4 Chief Constable
  - 2.3.5 Board Secretary
- 2.4 Board Committee Terms of Reference
  - 2.4.4 Finance and Audit Committee Terms of Reference
  - 2.4.2 Governance Committee Terms of Reference
  - 2.4.3 Human Resource Committee Terms of Reference

## 3.0 GOVERNANCE PRACTICES

- 3.1 Board Operating Guidelines
- 3.2 Forward Calendar
- 3.3 Meeting Procedures
  - 3.3.1 Meetings of the Board
  - 3.3.2 Agenda and Supporting Materials
  - 3.3.3 Public, Closed and In Camera Meeting Procedures
  - 3.3.4 Minutes
- 3.4 Committee Operating Guidelines
  - 3.4.1 Establishment of Board Committees
  - 3.4.2 Board Committee Chair Terms of Reference
  - 3.4.3 Board Committee Operating Guidelines



## 4.0 BOARD STEWARDSHIP PROCESSES

- 4.1 Composition and Succession Planning
- 4.2 Board Chair Orientation
- 4.3 Board Member Orientation
- 4.4 Education and Professional Development
- 4.5 Board and Committee Evaluation
- 4.6 Board Member *Per Diem* Policy
- 4.7 Succession Planning

## 5.0 ORGANIZATIONAL STEWARDSHIP PROCESSES

- 5.1 Strategic Planning
- 5.2 Financial and Budgetary Oversight
- 5.3 Risk, Issue and Opportunity Management
- 5.4 Culture and Human Resource Oversight
- 5.5 Employment and Collective Bargaining Oversight
- 5.6 Chief Constable Evaluation
- 5.7 Chief Constable Succession Planning
- 5.8 Service or Policy and Conduct Complaints
- 5.9 Complaints Against the Chief or Deputy Chief Constables
- 5.10 Communications and Community Engagement
- 5.11 Privacy, FOIPPA, and Records Oversight
- 5.12 Information Technology Oversight
- 5.13 Legal and Compliance Oversight
- 5.14 Rules and Policy Development

## 6.0 STANDARDS OF CONDUCT

- 6.1 Board Member Code of Conduct
- 6.2 Board Member Conflict of Interest Policy
- 6.3 Board Member Annual Declaration
- 6.4 Diversity, Equity and Inclusion Statement
- 6.5 Board Member Indemnification and Liability Coverage

## 7.0 APPENDICES

- 7.1 Definitions
- 7.2 Governance Authority Matrix
- 7.3 Board Competency Matrix
- 7.4 PMPD Organization Structure
- 7.5 Board Evaluation Model
- 7.5 Annual Member Declaration
- 7.6 Useful Resource References (e.g., British Columbia Police Act)

## Gap Analysis

1. Current PMPB Manual
2. BC Police Board Handbook
3. Other contemporary Police Board Manuals (Delta, Surrey, New West and VPD summary comparison listed as major police forces but other manuals review)
4. Watson Governance Framework (BCPS Governance provider of choice)

### 1.PMPB Manual

There are no sections / material content in the current PMPB Manual not addressed in the proposed manual Table of Contents.

The key difference is related to structure and purpose.

The proposed manual has a more logically grouped, thematic structure – from an introductory overview through governance structure, practices, both board and organizational stewardship processes to standards of conduct.

Examples:

Current manual, board member roles and responsibilities are in a separate section to chief constable and separate again from committee terms of references/responsibilities. In the proposed manual, these are all found in one congruent section.

In proposed manual, a dedicated section provides guidance on stewardship of the actual board as distinct and separate from departmental stewardship. In the current manual, board stewardship aspects such as succession planning and education/development of board members scattered via a different taxonomy and things like Board and Committee Evaluation are not addressed in the current manual.

### 2.BC Police Board Handbook

Section	Rationale
2.0 Roles and Structure of Policing in BC	Historical context. Propose move to orientation/onboarding materials as helpful context but nothing board needs to actively manage/steward. BC Police Act and other useful resources referenced in s7.6 of proposed Table of Contents with link to official source repository.
4.7 Police Department Reporting	The reporting requirements as needed by the Board to discharge its duty/responsibilities are fully addressed in s4 (Board Stewardship) and s5 (Organizational Stewardship) sections of proposed Table of Contents.
6.5 Staff Recognition	This is an operational activity – outside Board remit.
8.0 Municipal Police Board Relations	Addressed in s5.1 Communications and Community Engagement of proposed Table of Contents.
10.0 Introduction to Municipal Policing	Historical context – can be used within orientation/onboarding as helpful but not a standing item in a living Board Manual.
Appendices A – BC Police Act	In s7.6 references

B – Acronyms C – JIBC D – LE Agencies E – selected articles	Add to orientation/onboarding package Add to orientation/onboarding package Add to orientation/onboarding package In s7.6 references
--	---

### 3. Other Contemporary Police Board Manuals

Delta 2018 – structured different than other manuals – comprises a list of bylaws and policies. There is nothing in the Delta PD Manual not addressed by the proposed Table of Contents.

Surrey 2020– Contains “Ethics Advisor” and “FOI Committee” Terms of Reference. Port Moody not large enough to warrant such specialist roles.

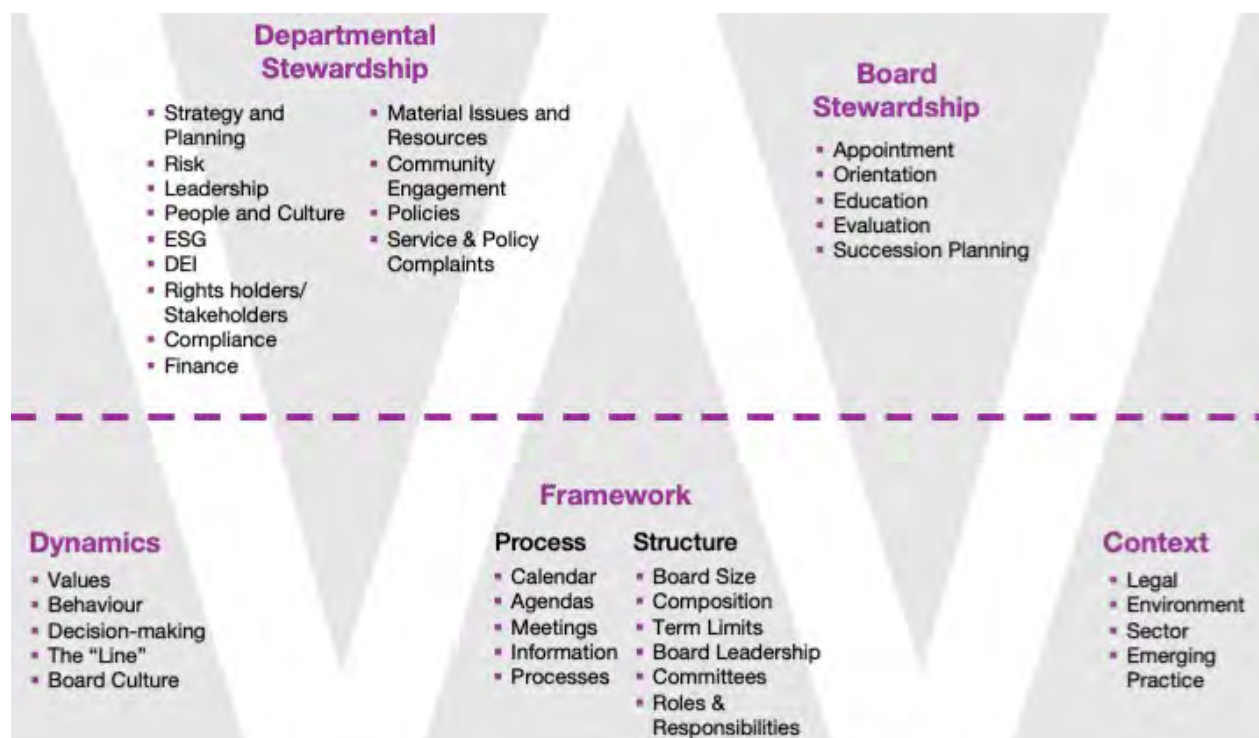
New West 2022 – Include summary strategic priorities, goals and measures (for PM its on Police Department website – propose not adding to our Manual)

VPD – Diversity , Harassment and Discrimination policy under “Conduct” section. It’s one paragraph referring to departments “Respectful Workplace” policy. Does PM want this section in??

- PROVINCIAL POLICING STANDARDS ON THE PROMOTION OF UNBIASED POLICING – also in conduct section. Talks to BC Provincial Policing Standards (July 2021) and need for Board, via Governance Committee to work with Chief Constable to ensure unbiased policing. Does PM want this section in??
- PROTOCOL FOR INTERACTIONS WITH VPB AND VPD EMPLOYEES – talks to protecting Board members and employees from perceived conflicts of interest – proposed we address via Conflict of Interest section...
- Also have Ethics Advisor ToR, FOI Committee as per Surrey and Service or Policy Complaints Review Committee ToR. Propose PMPD scale does not warrant these roles/committees.

### 4. Watson Governance Framework

Contents	Include/Don't Include Recommendation
Board Stewardship	Full coverage
Framework	Full coverage
Departmental Stewardship – No ESG	Is PMPD measuring environmental and social impacts of its operations? I propose this isn't a necessary section in a Board Manual. Note. Watson list as a thing to steward but it does not infer it should be a section in a Board Manual.
Dynamics	Not a section in a Board Manual but elements of Dynamics covered throughout various section – e.g. Principles and decision making/voting, quality criteria for meeting minutes, codes of conduct etc.
Context	Not a section in a Board Manual - Manual addresses relevant context by as needed and other context to be provided in orientation/onboarding package.





## PMPD BOARD COMMITTEE REPORT

### COMMITTEE NAME:

Finance Committee

(ESTIMATED TIME 10.00 Minutes)

### MEMBERS:

Manjit Aujla, David Fox and Olga Kuznyetsova

### REPORTING DATE:

June 5, 2023

### COMMITTEE UPDATE:

#### **1. Year to date Statement of Revenue and Expenses to April 30, 2023**

The year to date April 30, 2023 Statement of Revenue and Expenses is attached. The report indicates a deficit of \$163,442.

The deficit is a result of the costs associated with a recent major incident file that occurred in Port Moody on April 19<sup>th</sup>. The specifics of the investigation and costs will be discussed during the closed portion of the meeting. The deficit is projected to increase as there are currently budget savings that are timing related that are offsetting the deficit that will reverse by year end. Timing related budget savings are due to having fewer days in the early part of the year vs budget timing is based on four out of twelve months in the year as well as operating expenses which typically trend lower in the beginning of the year.

Member wages are under budget primarily due to budget timing differences and members at pay steps below 1<sup>st</sup> class constable which is offset by additional salary costs due to the department being over strength and estimated leave payouts. Civilian wages are also lower than budget due to lower guard wages as well as additional hours requested for the Crime Analyst position which weren't implemented until the budget was approved as well as the new Disclosure Clerk position which hasn't been filled yet.

Operating expenses are over budget which is primarily due to the costs associated with the major incident file which are being partially offset by operating expenses that trend lower at the beginning of the year. Major Crime costs are over budget with Outside Agency costs (primarily VPD) related to the major incident file. Administration costs are lower due to less spending on legal, internal audit, board expenses and DEMS. Integrated Team costs are under budget due to lower than expected retro pay amounts for ERT and PDS as well as the Province covering the retro pay for the IHIT team.



Revenues are on budget for April – however the most significant revenue item is traffic fine revenues which is not typically received until July. Until the traffic fine revenue is received it is assumed to be on budget.

## **2. 2023 – 2027 Operating Budget**

The 2023-2027 Operating Budget was approved by City Council on May 9, 2023 when the Financial Plan and Tax Rate Bylaw was adopted.

## **3. Reserve Accounts**

Attached is the reserve accounts balances as of December 31, 2022. The reserves represent funds that the department has set aside for various purposes including replacement of police vehicles, funding of a major incident, replacement of capital assets, recruitment of police members, police recruit training costs as well as various capital and operating projects.

## **4. Audit**

The employee engagement survey has been completed and the costs came in at \$15,600. The survey was largely funded by a carry forward of the audit budget from 2022 of \$15,000. The remaining audit budget for 2023 is \$25,930. PMPD is planning to hire an external consultant to run focus groups for priority areas that were identified in the employee engagement survey. A potential funding source for this expense is the audit budget line. The Chief Constable will make a request for this.

## **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.

**Port Moody Police Department  
Revenue and Expenses  
For the period ended April 30, 2023**

	YTD Actual Adjusted*	YTD Budget	YTD Variance to Budget	Annual Budget	Prior Year YTD Actuals	Current Year Actuals vs. Prior Year Actuals Variance	
<b>Revenues</b>							
Traffic Fine Revenue	\$ 188,658	\$ 188,658	\$ -	\$ 565,974	\$ 188,658	\$ -	[1]
Revenue from Tenant	20,503	20,503	-	61,510	-	20,503	
Front Counter	15,746	15,000	746	45,000	14,758	988	
Victim Services	23,140	23,140	-	69,419	24,887	(1,747)	
Keep of Prisoners	1,688	2,165	(477)	6,495	-	1,688	
Other	41,743	34,167	7,576	102,500	21,629	20,114	
<b>Total Revenues</b>	<b>291,478</b>	<b>283,633</b>	<b>7,845</b>	<b>850,898</b>	<b>249,932</b>	<b>41,546</b>	
<b>Expenses</b>							
<b>Salaries</b>							
Members	\$ 2,998,427	\$ 3,004,154	\$ 5,727	\$ 9,012,462	\$ 2,545,789	\$ (452,638)	[2]
Civilians	619,226	678,600	59,374	2,035,801	551,321	(67,905)	[3]
<b>Total Salaries</b>	<b>3,617,653</b>	<b>3,682,754</b>	<b>65,101</b>	<b>11,048,263</b>	<b>3,097,110</b>	<b>(520,543)</b>	
<b>Operating Expenses</b>							
Administration	\$ 191,891	\$ 231,310	\$ 39,419	\$ 693,930	\$ 158,652	\$ (33,239)	[4]
Cell Block	7,945	2,165	(5,780)	6,495	1,293	(6,652)	[5]
Major Crime	340,306	27,898	(312,408)	83,695	69,956	(270,350)	[6]
Civic Building	130,802	128,888	(1,914)	386,665	132,092	1,290	
ECOMM	270,845	270,350	(495)	811,050	220,651	(50,194)	
Communications	-	1,877	1,877	5,631	145	145	
Community	21,424	14,875	(6,549)	44,624	16,289	(5,135)	[7]
Emergency Reponse Team - Integrated	26,025	30,569	4,544	91,708	28,292	2,267	[8]
Front Counter	275	667	392	2,000	444	169	
Identification	59,144	59,144	-	177,431	57,152	(1,992)	
Integrated Homicide - Integrated	31,125	57,491	26,366	172,472	55,816	24,691	[8]
Police Dog Services - Integrated	31,967	42,694	10,727	128,081	41,450	9,483	[8]
Patrol	123,369	117,708	(5,661)	353,124	95,912	(27,457)	[9]
Traffic	921	552	(369)	1,656	-	(921)	
Victim Services	2,107	6,070	3,963	18,209	4,504	2,397	
Community Action Team	1,454	3,350	1,896	10,050	1,244	(210)	
Vehicles	187,536	195,142	7,605	585,425	184,759	(2,777)	[10]
<b>Total Operating Expenses</b>	<b>1,427,136</b>	<b>1,190,749</b>	<b>(236,388)</b>	<b>3,572,246</b>	<b>1,068,651</b>	<b>(358,485)</b>	
<b>Total Expenses</b>	<b>5,044,790</b>	<b>4,873,503</b>	<b>(171,287)</b>	<b>14,620,509</b>	<b>4,165,761</b>	<b>(879,029)</b>	
<b>Net impact</b>	<b>\$ 4,753,312</b>	<b>\$ 4,589,870</b>	<b>\$ (163,442)</b>	<b>\$ 13,769,611</b>	<b>\$ 3,915,829</b>	<b>\$ (837,483)</b>	

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

**Notes:**

- [1] Traffic fine revenue - this typically isn't received until July - until amount received book accrual for pro-rated budgeted amount.
- [2] Member salary savings primarily due to members at pay steps below 1st class constable rank offset by member count being over strength. In addition, a significant portion of the variance is due to the budget timing impact since the early part of the year has fewer days and salaries are accrued based on number of days vs. YTD budget is timed based on 4/12 of the year.
- [3] Civilian salary savings due to lower guard wages as well as additional hours included in 2023 budget for Crime Analyst (permanent savings) & new Disclosure Clerk position (timing).
- [4] Administration is under budget due to lower spending to date on internal audit, board expenses, DEMS, and legal expenses partially offset by higher training costs.
- [5] Cell Block expenses higher than budget due to filling guard shifts with Contractor vs. internal guard staff (done when no internal guard staff are available). This expense offsets with lower guard wages.
- [6] Major Crime costs are over budget due to the outside assistance from VPD on the investigation costs related to File 23-2048.
- [7] Community expenses higher than budget - due to timing of when expenditures made - will be on budget for the year.
- [8] Integrated team costs lower than budgeted due to retro pay to RCMP members from prior years coming in less than anticipated.
- [9] Patrol expenses are higher than budget due to higher uniform costs and training costs which are partially offset by lower spending on firearms.
- [10] Vehicle costs are lower than budget due to less spending on fuel.

**Port Moody Police Department**  
**Reserves**  
**Balances as at December 31, 2022**

Account	Description	Details	Balance as at January 1 2022	2022 Contributions	2022 Spending	Balance at December 31 2022
3441	Reserves Op - Police Recruitment	Recruiting Program	47,881	-	-	47,881
3442	Reserves Op - Police Major Incident	Major Incident Investigation	340,000	-	-	340,000
3607	Equipment Replacement Reserve Fund	To fund the purchase of vehicle fleet	791,238	212,373		1,003,611
3406	Future Operating Reserves -Policy Development	To update PMPD policies	48,668	35,000	(32,340)	51,328
3406	Future Operating Reserve - Other	Various items (Note 1)	538,363	247,342	(200,713)	584,992
3406	Future Operating Reserve - Recruit Training Reserve	For recruit training at the JIBC	80,000	-	-	80,000
3406	Future Operating Reserve - Strategic Training Project	Partnership with Delta Police for training equipment	3,000	-	-	3,000
	Total Future Operating Reserve		670,031	282,342	(233,053)	719,320
3551	Capital Asset Reserve	Reserve to fund Capital Assets	(3,494)	182,882	(106,489)	72,899
3428	Police Charity (unclaimed cash)	Misc. amounts collected	2,813	393		3,206

Note 1 - The Future Operating Reserve also includes a variety of items including current capital and operating project balances that were funded by surplus primarily from 2019, 2021 and 2022 (these balances are reported on the schedule of capital and operating projects), 2022 carryforwards, and funding set aside annually in our operating budget for various projects that occur on a periodic basis (examples would be Strategic Board planning - every 3 years, CRO training every 3 years).

**May 17, 2023**

Chief Constable David Fleugel  
Port Moody Police Department  
3051 St. John Street  
Port Moody, B.C. V3H 2C4

By email to: [dfleugel@portmoodypolice.com](mailto:dfleugel@portmoodypolice.com)

**Re: Inquiry into hate in COVID-19 pandemic - B.C. Human Rights Commissioner's recommendations**

Dear Chief Constable Fleugel,

Further to my February 27, 2023, letter, I am writing to request an update on the steps the Port Moody Police Department intends to take to implement recommendations 6 and 11 from the final report of the Inquiry into hate in the COVID-19 pandemic. As you know, **From hate to hope: Report of the Inquiry into hate in the COVID-19 pandemic** was tabled in the Legislature on March 6, 2023, and released publicly on March 7, 2023. The following recommendations require action from the Port Moody Police Department – recommendation 6 is directed to your department; recommendation 11 will require advanced planning to ensure your organization is prepared to support and implement the new policing standards, as led by the Minister of Public Safety and Solicitor General.

#### **Recommendation 6**

All police services in B.C., including both municipal departments and the RCMP (as it operates under contract with the province), should redirect internal funds to add additional and mandatory training for new police officers and for ongoing professional development on hate crimes response, investigation and recommending charges. Training should follow standardized benchmarks to be established by the Minister of Public Safety and Solicitor General and should aim to increase nonspecialized officer training in this area, including training on how to recognize hate incidents and when gender-based violence should be pursued as a hate-related charge.

#### **Recommendation 11**

The Minister of Public Safety and Solicitor General should draft a policing standard on responding to police-reported hate incidents, which must include:

- a. An emphasis on when gender-based violence should be approached as a hate crime, including guidance on gathering evidence to support cases where gender-based violence may be considered a hate-related aggravating factor in sentencing.
- b. Hate crime indicators to assist with investigations and charge recommendations.



- c. A requirement that all police departments appoint and train at least one existing position as a designated hate crimes specialist, who is responsible for consulting with specialized Crown Counsel and BC Hate Crimes.
- d. Direction to police to provide referrals to victim-survivors for support to the provincewide reporting system.
- e. Direction to ensure uniform data collection and reporting, including a consistent definition of hate incident/crime and a requirement to record multiple hate motivations where evident as well as disaggregated demographic data on victims and offenders.
- f. Direction to police to encourage people to report and to investigate a broader range of hate incidents.

The Commissioner anticipates that the RCMP will harmonize their policing standards in B.C. with this provincial policing standard on hate, in accordance with Article 6.5 of the Provincial Police Service Agreement.

Pursuant to section 47.20(3) of B.C.'s *Human Rights Code* (the Code), once I make a written report, I can require the subject of any included recommendations to notify me, within a specified period of time, of their plans to address them.

As such, for each recommendation listed above, I am requesting an update on:

- 1. the steps taken or intended to be taken to address the recommendation, and
- 2. the timelines for when this work will be started, advanced, and achieved or evaluated.

This information will inform the development of the deadlines by which we will require updates on your progress in order to develop public reports pursuant to s.47.20(5) of the Code.

Staff in my office are available to discuss implementation and timing with you. You can contact Policy Analyst, Claire Hume, at [Claire.Hume@bchumanrights.ca](mailto:Claire.Hume@bchumanrights.ca).

Thank you for your co-operation throughout this important Inquiry - I look forward to continuing to work together to address hate in all its forms in British Columbia.

Sincerely,



Kasari Govender  
Human Rights Commissioner

Cc: [Shane.Archibald@portmoodypolice.com](mailto:Shane.Archibald@portmoodypolice.com)  
[Michelle.Rain@portmoodypolice.com](mailto:Michelle.Rain@portmoodypolice.com)  
[Jennifer.McCarron@portmoodypolice.com](mailto:Jennifer.McCarron@portmoodypolice.com)



# PORT MOODY POLICE DEPARTMENT

May 30, 2023

Via email: [commissioner@bchumanrights.ca](mailto:commissioner@bchumanrights.ca)

B.C.'s Office of the Human Rights Commissioner  
Attn: Human Rights Commissioner Kasari Govender  
#536 – 999 Canada Place  
Vancouver, BC V6C 3E1

Dear Commissioner Govender,

**Re: Inquiry into Hate in COVID-19 Pandemic – B.C. Human Rights Commissioner's Recommendations**

In response to your letter, dated May 17, 2023, and your request to provide an update on the steps the Port Moody Police Department has taken or intends to take, to implement recommendations 6 and 11 from the final report: **From hate to hope: Report of the Inquiry into hate in the COVID-19 pandemic**, please refer to the following:

**BC OHRC Recommendation #6**

All police services in B.C., including both municipal departments and the RCMP (as it operates under contract with the province), should redirect internal funds to add additional and mandatory training for new police officers and for ongoing professional development on hate crimes response, investigation and recommending charges. Training should follow standardized benchmarks to be established by the Minister of Public Safety and Solicitor General and should aim to increase nonspecialized officer training in this area, including training on how to recognize hate incidents and when gender-based violence should be pursued as a hate-related charge.

**PMPD Response:**

The development of additional training will be contingent on standardized benchmarks established by the Minister of Public Safety and Solicitor General. In the interim, the Port Moody Police Department has increased our 2023 training budget and intends to allocate these funds and existing resources for additional training for ongoing professional development on hate crime response, investigation and recommending charges, as recommended. In addition, we have requested surplus funds from our 2022 budget for training for training to our Major Crimes Section investigators. Moreover, as the PMPD



develops our 2024 operating budget, we intend to request an increase of one (1) FTE to be added to our Training Section to assist with the ongoing training pressures, included involving hate crimes.

**BC OHRC Recommendation #11**

The Minister of Public Safety and Solicitor General should draft a policing standard on responding to police-reported hate incidents that included several aspects.

**PMPD Response:**

This recommendation includes for the Minister of Public Safety and Solicitor General to draft a new policing standard on responding to police-reported hate crimes. Until the Province publishes a new standard, the police officers of the PMPD will continue to follow the policies and procedures that provide direction specific to hate and bias-motivated crimes.

Sincerely,

A handwritten signature in dark ink, appearing to read 'D. Fleugel', is positioned above the printed name and title.

David Fleugel  
Chief Constable

# ANNUAL REPORT

2022



# OUR EXECUTIVE

Helena Michelis  
President

Tyler Courage  
Equipment

Liz Clyne  
Truck & Transport

Stu Fleming  
Vice President

Tristan Pratt  
Health & Safety

Tyson Rasmussen  
Technology

Alice Hale  
Treasurer

Leo Markle  
Manager

Sinisa Mirkov  
Training

Tracy Crawford  
Secretary

Shakuntla Sharma  
Membership

**Our Mission:** Coquitlam Search and Rescue is a community-based volunteer organization providing search and rescue services and wilderness public safety education in the Tri-Cities and surrounding, and when requested by other agencies. We are dedicated to providing the highest quality services 24/7.



# OUR TEAM



## Active GSAR Members

Al Hurley	Garry Mancell	Mechthild Kellas-Dicks	Steve Zubick
Andrew Stone	Helena Michelis	Michelle Munkacsy	Stu Fleming
Bill Papove	Ian Cunnings	Nick Zupan	Tai McLavy
Bob Hetherington	Ian MacDonald	Ray Nordstrand	Tom Zajac
Cameron Girvan	Isaac Heisler	Robert Sell	Tristan Pratt
Craig Jones	Jim Delgrande	Roberto Valdes	Tyler Courage
Curtis Woodworth	Jordan Wycherley	Shakuntla Sharma	Tyson Rasmussen
Darren Timmer	Kevin Ristau	Sinisa Mirkov	Wendi Harder
David Hill	Leo Markle	Stephen Dove	Yves Landry
Don Seki	Liz Clyne	Steve Chapman	
Erica McArthur	Martin Denisov	Steve MacDonald	

## Members in Training

Anastasia Lashkova	Garth Collyer	Martin Amesen
Anne Vialettes	James Carlson	Peter Koci
Bogdan Bilodid	Keir Calvert	Ricky Che
Dana Mozolova	Marc Power	Tye Pellichero

## Reserve Operational Members / Support Non Operational Members / Support Operational Members

Alice Hale	Dave Berrouard	Jason Boileau
Kathy Walchuk	Michael Coyle	Scott Montague
Steve Crawford	Tracy Crawford	



# 2022 STATISTICS



While life is back to normal, our team of dedicated, skilled volunteers were very busy in 2022:

- Responded to 58 incidents
- Participated in 267 training exercises, scenarios and community events

**Over 15,695 volunteer hours!**







Coquitlam Search and Rescue kicked off our 50th anniversary by hosting an amazing Open House event on Saturday, September 17th at Lake Lafarge, Coquitlam.

Thousands came out to meet our members, see and experience our fleet of rescue vehicles from helicopters to jet boats and e-bikes, had fun participating in activities including our push/pull game.

Several Coquitlam SAR members provided keynote presentations on what it's like to do a rescue, top 10 essentials, safety and preparedness tips and much more.

Thank you to the City of Coquitlam, the Spirit of Coquitlam Community Grant and for everyone who came out.





# 50TH ANNIVERSARY- ADVENTURE SKILLS CHALLENGE

Coquitlam SAR hosted a fun community event in which 20 local teams competed in on a weekly basis.

Over the course of 7 consecutive weeks in May and June, we presented a different weekly challenge to test teams' outdoor skills.

At the end of each week, a winning team won a team prize.


Congratulations to all teams that participated and to the top team winner, Directionally Challenge.

**COQUITLAM SEARCH & RESCUE**  
**Adventure Skills Challenge**

Fundraiser for Coquitlam SAR

**7 Challenges**  
**7 Weeks**  
**May-June 2022**

Weekly Prizes - Grand Prize for Winning Team  
50 Teams of Four - Family Friendly





Coquitlam SAR completed our 50th anniversary year with an amazing team and alumni celebration dinner.

We were honoured to recognize our founding member Don Cunnings (pictured above center), Pete Licht (pictured left) and Wayne Forseth (pictured right) who were our first ground search instructors. We were honoured to present an award of recognition to our first Woman Search Manager Sharon Tokar and Craig Hodge as Community Partner.

Thank you Minister Mike Farnworth, Minister Selena Robinson MLA Finn Donnelly, MLA Rick Glumac, Mayor Richard Steward (Coq), Councillor Craig Hodge (Coq), Mayor Rob Vagramov (Pt Moody), Mayor John McEwen (Anmore), Mayor Jamie Ross (Belcarra), Councillor Nancy McCurrach (Poco), Supt. Keith Bramhill (Coq RCMP and Insp Chris Goebel (Coq RCMP) for your support!





# NEW IN 2022

## 12 New MITs (Members in Training)



New Resource Member - David Berrouard - E-Bike Maintenance



Helicopter hoist capability



New SAR Manager  
Stu Fleming

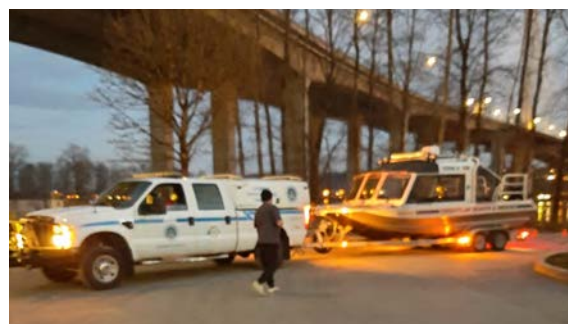


## NEW IN 2022

Meet Otto and Garry. Otto is training to become our BCSDA (BC Search Dog Association) Search Dog. They are working very hard on their training and practicing different scenarios. Otto is practicing his helicopter training.



Steve Crawford, a professional commercial vehicle instructor, joined our team with the focus on providing technical training in the transport area of our entire fleet.



Our team worked extremely hard on updating our Mission, Vision and Values along with our new Strategic Plan.







# TEAM TRAINING

- To keep our volunteers' skills current and sharp, our team trains every Tuesday evening as well as one weekend day per month.
- Team members with specialty skills attend additional training sessions.
- Training includes: swift water rescue, avalanche skills training, hypothermia, public safety lifeline leadership, rope rescue, first aid and first aid equipment, stretcher packaging (spinal injury, lower limb trauma etc.), technical travel and much more.







## HETS - HELICOPTER EXTERNAL TRANSPORT SYSTEM

Fixed line and hoist Class D helicopter rescue systems provide rapid rescue response capability and reduce risk exposure for rescuers and subjects.

Class D rescue involves rescue personnel being attached externally to a helicopter for the insertion or extraction of rescuers and subjects from remote or difficult to access rescue sites.



**2022**  
**23 HETS Calls**  
**Over 132 Volunteer Hours**





# DISCIPLINES



The ETTS (exposed terrain travel skills) training program, unique to Coq SAR, is aimed at providing all field volunteers a standard set of ACMG (Association of Canadian Mountain Guides) accepted skills needed to travel and assist those we rescue safely in Class 4 (steep rock requiring scrambling) and Class 5 (technical rock requiring protection) terrain.



Our Rescue Boat is capable of operating in a wide spectrum of aquatic environments e.g. lakes, ocean, rivers, swiftwater, shallow draft etc. In 2022, our rescue boat was used in 5 missions, totaling over 15 volunteer hours.



E-Bikes provide our team a quicker response time in a search and rescue mission. In 2022, our e-bikes were used on 13 tasks with a total of 92 volunteer hours.







# COMMUNITY INVOLVEMENT

Diez Vista 50KM Ultra Marathon  
First Aid Support



Watershed Tour



Guest presentation for  
Adventuresmart Backcountry Safety  
Series by Coq SAR Search Manager &  
HETS Technician, Wendi Harder



Hosted a booth at the  
Fingerling Festival on May 7



First Aid Booth



Remembrance Day







Coquitlam Search and Rescue is very fortunate and grateful to to have partners with numerous businesses, foundations, cities, towns, and the public who support our search and rescue missions. These ongoing partnerships and community support are crucial so that we can continue to provide search and rescue services in our community.

We share our heartfelt thanks to all for their support.



Coq Scouts Bottle Drive  
Leader - Steve Eivemark



Coquitlam Legion



Port Moody Legion



# CARING COMPANIES GIVING BACK



Canadian Pacific Trials Assoc.



Coquitlam Foundation



City of Poco - Matching Grant



Pitt River Boat Club



Express News



Coast Mountain Trail Running Crew



Vancity Community Foundation



# CARING COMPANIES GIVING BACK

Thank you Hard Rock Casino for choosing Coq SAR as your Charity of Choice! Your amazing team has been a complete joy to work with.







**THANK YOU PARTNERS!**

## Government Sponsors



## Community Foundations



**THANK YOU PARTNERS!**

## Corporate Sponsors



## Community Partners



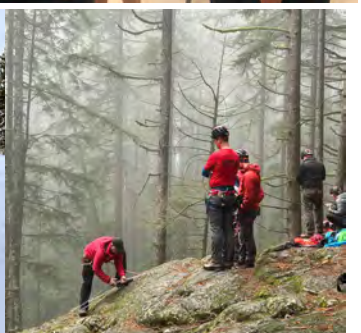














**Thank you**

**Coquitlam Search and Rescue**

**1300 Pinetree Way  
Coquitlam, BC V3B 7S4  
672-999-9931**

**info@coquitlam-sar.bc.ca  
<https://www.coquitlam-sar.bc.ca/>**

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**coquitlamsar**



**From:** [David Fleugel](#)  
**To:** [Rhonda Hnatiuk](#)  
**Subject:** FW: A Bouquet  
**Date:** May 17, 2023 11:27:47 AM

---

For June Board meeting in correspondence.

Dave

---

**From:** Sam Zacharias <Sam.Zacharias@portmoodypolice.com>  
**Sent:** May 16, 2023 4:07 PM  
**To:** #Management <#Management@portmoodypolice.com>  
**Cc:** Fraser Renard <Fraser.Renard@portmoodypolice.com>  
**Subject:** FW: A Bouquet

See the kind words below from a local citizen. Unknown which police officer this is but nice words nevertheless!

Sam

**Constable Sam Zacharias, #122**  
**Media Relations Officer, Port Moody Police Department**  
(t) 604-461-3456 (f) 604-461-1734  
[sam.zacharias@portmoodypolice.com](mailto:sam.zacharias@portmoodypolice.com) | [www.portmoodypolice.com](http://www.portmoodypolice.com)

---

**Sent:** May 13, 2023 8:31 PM  
**To:** Sam Zacharias <[Sam.Zacharias@portmoodypolice.com](mailto:Sam.Zacharias@portmoodypolice.com)>  
**Subject:** A Bouquet

Hello Sam.

I meant to report this earlier. It has stayed with me, in a very good way.

About a 10-12 weeks ago I was going into Thrifty's Suter Brook PM (right out front) mid to late afternoon, I noticed on entry a small person in a chair, gender not certain. They held a beg cup but there was zero movement.

I walked by wondered if they were alive, embarrassed about that. Not proud of my reaction.

Came out ten minutes later to find one of PM finest pulling up a chair about 6 feet away. He said after sitting down something like "what is going on in Your life my friend." In a friend-to-friend tone. The individual was communicative.

I was so proud of that officer I almost cried. Total non-intimidating respect.

If I was in that situation, probably drugs, that is how would want to be treated. This officer was so

non-threatening and so understanding.

I support you. I am tired of the hate some people show, for the people that are serving us. Yes, always some bad apples but there is with any profession.

