



PORT MOODY POLICE BOARD

Regular Meeting AGENDA

DRAFT

Date:	February 6, 2023
Location	Port Moody Public Safety Building 3 rd 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 (Kwkwetlem), which lies within the shared territories of the Səlílwətał (Tsleil-Waututh), sḡəciyałtəməxʷ (Katzie), xʷməθkʷəy̓əm (Musqueam), qiqéy̓t (Qayqayt), Skwxwú7mesh Úxwumixw (Squamish), and 'stə:ləw (Sto:lo) nations.*

2. ADOPTION OF AGENDA*

- **THAT the Agenda for the Regular Police Board meeting of 06 February 2023 be approved.**

3. APPROVAL OF MINUTES* page 3

- **THAT the Minutes of the 09 January 2023 Regular Police Board meeting be adopted.**

4. DELEGATIONS/PRESENTATIONS

- Presentation: *2023 PMPD Employee Engagement Survey* – Jeannie Ziraldo, Human Resources Manager

5. STANDING ITEMS/UNFINISHED BUSINESS

5.1 Community Concerns/Considerations

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

5.2 2021 – 2023 PMPD Strategic Plan - Action Item Status Report* page 7

- **THAT the January 2023: 2021 – 2023 Strategic Plan Status Report be received for information.**

6. NEW BUSINESS

6.1 British Columbia Association of Police Boards 2023 Conference and AGM, May 26th & 27th, Nelson, BC. page 14

- **THAT the Port Moody Police Board approves up to ____ Board members attend 2023 BCAPB Conference and AGM in Nelson, BC.**

6.2 BCAPB Conference and AGM sponsorship request page 16

- **THAT the Port Moody Police Board approves \$500 sponsorship (Coffee Break Level) for the 2023 BCAPB Conference and AGM.**

7. REPORTS FROM COMMITTEE

7.1 Governance Committee

- This report is an In-Camera meeting item.

7.2 Finance Committee

- No report this month

7.3 Human Resource Committee

- This report is an In-Camera meeting item.

8. INFORMATION ITEMS* page 17

8.1 ECOMM 911/BCAPB Correspondence re: ECOMM Service Levels

8.2 ECOMM 911 Service Level Update

8.3 Canadian Association for Civilian Oversight of Law Enforcement Conference – May 29 – 31, Halifax, Nova Scotia.

9. PUBLIC INPUT

10. ADJOURNMENT

**PORT MOODY POLICE BOARD
REGULAR MEETING
MINUTES**

DRAFT

**Monday, January 9, 2023 5:00 pm
3rd Floor EOC, Public Safety Building
3051 St. Johns Street, Port Moody, BC**

PRESENT:

Mayor Meghan Lahti
David Fox
Chloe Goodison
Shahid Hussain
Olga Kuznyetsova
Manjit Nijjar
Darren Radford

REGRETS:

Insp. Manj Kaila, Kim Tsok

STAFF:

C/Cst. Dave Fleugel, DC Cst. Leslie Stevens, Insp. Travis Carroll,
Shane Archibald

Rhonda Doig, Recording Secretary

GUESTS

None

CALL TO ORDER

1. **CALL TO ORDER**

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

**AGENDA for
09 January 2023**

2. **APPROVAL OF THE AGENDA**

Moved. Seconded and Carried.

**THAT the Agenda for the Regular Meeting of the Port
Moody Police Board held on 09 January 2023 be
approved.**

**Minutes of the
REGULAR MEETING
held 12 November 2022**

3. **ADOPTION OF MINUTES**

Moved. Seconded and Carried.

**THAT Regular Meeting minutes of 12 November 2022 be
approved.**

**DELEGATIONS/
PRESENTATIONS**

4. **DELEGATIONS/PRESENTATIONS**

No delegations or presentations this month.

STANDING ITEMS/UNFINISHED BUSINESS	5.	<u>STANDING ITEMS/UNFINISHED BUSINESS</u>
Community Concerns/ Considerations	5.1	Community Concerns/Considerations No community concerns or considerations this month.
2021 – 2023 Strategic Plan Action Item Status Report	5.2	2021 – 2023 Strategic Plan Action Item Status Report Item 1.0 Restorative Justice – Insp. Carroll is awaiting receipt of a White Paper from the VSU/CSS section. The section has been tasked with determining if the Department can facilitate our own program or utilize an established community program. Item 1.0 Establishment of a Tri Cities Advisory Council – Committee established with the assistance of SUCCESS; meeting with working group, headed by a consultant, to develop “tools” for new immigrant/police interaction. Moved. Seconded and Carried. THAT the January 2023, 2021 – 2023 Strategic Plan Status Report be received for information.
NEW BUSINESS	6.0	<u>NEW BUSINESS</u> No new business this month.
REPORTS FROM COMMITTEE	7.	<u>REPORTS FROM COMMITTEE</u>
GOVERNANCE COMMITTEE REPORT	7.1	Governance Committee No report this month.
FINANCE COMMITTEE REPORT	7.2	Finance Committee The January 2023 Finance Committee Report was reviewed by committee Chair, Manjit Nijjar. The Year to Date statement as of November 30, 2022 was included in the package for information and reports a continued surplus primarily driven by unspent salaries and wages and reduced guard cost and partially offset by receipt of less traffic fine revenue than expected. Moved. Seconded and Carried. THAT the January 2023 Finance Committee Report be received. Discussion regarding the possible reasons for the reduction in Traffic Fine Revenue; determined to most likely be pandemic related.

**HUMAN RESOURCE
COMMITTEE**

7.3

Human Resource Committee

This report is an In-Camera item.

INFORMATION ITEMS

8.

INFORMATION ITEM(S)

8.1 OIC 607-2022 Reappointment of Dave Fox to the Port
Moody Police Board

8.2 OPCC 2021 – 2022 Annual Report

8.3 Correspondence: BCAMCP letter re: E-Comm Service
Levels

8.4 Correspondence: BCAMCP letter re: BC Emergency
Health Services Resourcing

8.5 Cops for Cancer Annual Report 2022

8.6 Cops for Cancer Impact Report 2022

Moved. Seconded and Carried.

THAT the January 2023 Information Items be received.

Congratulations to Dave Fox on his reappointment to the Police
Board.

Discussion regarding the Delta Police Board's file in OPCC Annual
Report. The Board contracted a 3rd Party PR Firm – the complaint
was that the Board did not have proper oversight over the PR Firm.
Mayor Lahti will include the City of Port Moody's Procurement
Policy for information in the February 2023 meeting package.

C Cst. Fleugel provided a brief explanation of the difference
between the IIO (investigates) and the OPCC (oversees).

No update on status of Surrey Police Service.

PUBLIC INPUT

9.

PUBLIC INPUT

None.

ADJOURNMENT

10.

ADJOURNMENT

Meeting adjourned at 5:19 pm

NEXT MEETING DATE

11.

NEXT MEETING DATE

The next Regular Meeting: **Monday, February 6, 2023: 5:00 pm,**
3rd Floor EOC
Port Moody Public Safety Building
3051 St. Johns Street, Port Moody, BC

Rhonda Doig, Recording Secretary



PORT MOODY POLICE DEPARTMENT

REPORT TO THE PORT MOODY POLICE BOARD

DATE: February 2, 2023
TO: Chief Constable David Fleugel
FROM: Insp Travis Carroll
SUBJECT: 2022 Strategic Plan Action Item Dashboard

Chief Fleugel,





Please find attached the Action Items as of this date.

I would like to request that the Target dates to *Improve Restorative Justice Practices in Port Moody, Undertake an Equity, Diversity and Inclusivity (EDI) review and identify EDI opportunities for PMPD and Establish Online Crime Reporting* be extended to December 31 2023.










Regards,




Insp Travis Carroll

Legend:







Completed - 	LR – Last Report Status
In Progress / On track – 	CR – Current Report Status
Slow / Expected Delay – 	PR – Predicted Report Status
Critical Delay / Not Started – 	





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"> Completed 	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"> Completed 	Dec 31 2021			
Identify options for Tri-Cities Advisory Council to strengthen the voice of our diverse community	<ul style="list-style-type: none"> Completed 	Dec 31 2022			
Improve Restorative Justice practices in Port Moody	<ul style="list-style-type: none"> Evaluating service deliverables of CERA and researching available options with Victim Services Unit and Youth Liaison Officer. Restorative Justice research program presented to the Senior Management Team. Business case requested from Community Services in regards to creation of new In-House Restorative Justice Program. Restorative Justice training being scheduled. Refresher Restorative Justice training provided at the shift level. 	Dec 31 2022			
Undertake an Equity, Diversity and	<ul style="list-style-type: none"> Funding for project approved from 2021 operating surplus. Project Plan in progress. 	Dec 31 2022			








Inclusivity (EDI) review and identify EDI opportunities for PMPD	<ul style="list-style-type: none"> Budget is sufficient. 			
Prepare for expected changes from the provincial government's reform of the Police Act.	<ul style="list-style-type: none"> Completed 	Dec 31 2022		
Complete body-worn camera impact assessment	<ul style="list-style-type: none"> Monitoring BWC programs in LMD. i.e DPD and VPD trialing BWCs in Patrol. Product demo for Axon on October 27 2022 January – BCACP Body Worn Camera Briefing received. 	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"> Completed 	Dec 31 2021		
Enhance specialized training of members assigned to investigate online crimes targeting children	<ul style="list-style-type: none"> Completed 	Dec 31 2021		
Identify methods to improve road safety and address related community concerns	<ul style="list-style-type: none"> Completed 	Dec 31 2021		
Develop and propose an internal audit framework for Board Review	<ul style="list-style-type: none"> Completed 	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"> Completed 	Dec 31 2022		
Increase number of officers that have participated in phase two of trauma-informed practice training	<ul style="list-style-type: none"> Completed 	Dec 31 2022		


Expand outreach activities online and in-person to engage with the community	<ul style="list-style-type: none"> Completed and ongoing. 	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"> Conceptual meeting conducted with outside stakeholders and support received to move forward on dispatch and call taking options Meeting with Coquitlam RCMP to identify needs and expected costs to transition away from ECOMM. 	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"> Completed Career Development and Interactive Competency Development forms being used. 	Dec 31 2021			
Create a performance management process	<ul style="list-style-type: none"> Completed 	Dec 31 2021			
Provide enhanced Training to new supervisors	<ul style="list-style-type: none"> Completed 	Dec 31 2021			
Introduce Leadership development training	<ul style="list-style-type: none"> Completed 	Dec 31 2021			
Complete an employee engagement survey, action recommendations, and set targets for future years	<ul style="list-style-type: none"> PMPD working with City of Port Moody on their Employee Engagement strategy. Continuing to assess options for internal survey 2015 Survey data reviewed and Talent Map being contacted to obtain pricing. Gallup survey and internal release being considered. 	Dec 31 2023			

	<ul style="list-style-type: none">Significant budgetary impact to retain TalentMap. Other packages being explored.TalentMap survey approved for funding. Details of implementation being drawn out.January – Survey questions reviewed for applicability. TalentMap has provided survey start date of Feb 27 2023				
Expand support for workplace stress and employee trauma	<ul style="list-style-type: none">Completed	Dec 31 2022			
Expand annual psychological check-ins to civilian employees	<ul style="list-style-type: none">Completed	Dec 31 2022			
100% of employees have a development plan	<ul style="list-style-type: none">Completed	Dec 31 2022			
100% of employees participate in performance management	<ul style="list-style-type: none">Completed	Dec 31 2022			
Evaluate the effectiveness of development and support plan process	<ul style="list-style-type: none">Submissions expected Dec 1 2022January – Submissions being reviewed and filed in Personnel folders.Missing submissions being followed up on.	Dec 31 2023			
Evaluate the effectiveness of performance management program	<ul style="list-style-type: none">Submissions expected Dec 1 2022January – No submissions received	Dec 31 2023			
Evaluate leadership development program	<ul style="list-style-type: none">Not started	Dec 31 2023			

Action Item #4 Strengthen Technology & Policy:

Project	Remarks	Target Date	Status
Launch an internal intranet	<ul style="list-style-type: none"> Completed 	Dec 31 2021	

Implement 2020 digital security recommendations	<ul style="list-style-type: none"> Completed 	Dec 31 2021			
Transition to integrated forensic identification services	<ul style="list-style-type: none"> Completed 	Dec 31 2021			
Expand PMPD's wireless capability	<ul style="list-style-type: none"> Completed 	Dec 31 2021			
Establish Online crime reporting	<ul style="list-style-type: none"> Examining other PD's online reporting processes. Examining interim processes Versaterm solution will not be available before mid-2023 when the RMS is upgraded. Two other options being investigated. Delay due to external vendor. 	Dec 31 2022			
Complete policy renewal project	<ul style="list-style-type: none"> Completed 	Dec 31 2022			
Prepare for digital evidence through PRIME and identify resources required	<ul style="list-style-type: none"> DEMS costing inserted in 2022 budget. PRIMECorp has testing environment available for use and Axon application available for testing. Development and production environments created and configured. Planning training Due Date updated as per Police Board's request 	Dec 31 2023			
Begin Digital disclosure to Crown Counsel Phase I	<ul style="list-style-type: none"> Completed 	Dec 31 2022			
Incorporate Pandemic learnings in the business continuity plan	<ul style="list-style-type: none"> Completed 	Dec 31 2022			

Assess feasibility of an electric vehicle fleet	<ul style="list-style-type: none"> Funding secured from 2021 Operating surplus to assess feasibility study of current and future PMPD needs. 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. Feasibility study being conducted by the City of Port Moody Operations to include PMPD fleet. Consultant located to evaluate Public Safety building needs for EV Adaptation and electrical expansion. 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 / 3rd party Grants. Due date updated as per Police Board's Request. 	Dec 31 2023			
Conduct a PMPD policy and technology review	<ul style="list-style-type: none"> Being planned for early 2023 	Dec 31 2023			
Begin digital disclosure to Crown Counsel Phase II	<ul style="list-style-type: none"> Disclosure process for MCS has started. 	Dec 31 2023			
Establish funding for electric fleet infrastructure	<ul style="list-style-type: none"> City electric fleet research in progress. 	Dec 31 2023			

BC ASSOCIATION OF POLICE BOARDS PRESENTS
2023 CONFERENCE & ANNUAL GENERAL MEETING
Hosted by the Nelson Police Board
MAY 25 & 26, 2023
Best Western 153 Baker Street, Nelson, BC V1L 4H1

BRIDGES – Connecting Communities: Day 1

Thursday, May 25

Time	Event
8:15-9:15	Breakfast
8:30-3:00	Arrival/Registration
9:30-9:45	<ul style="list-style-type: none"> Opening Remarks – Charla Huber, President BC Association of Police Boards and Mayor Janice Morrison, Chair, Nelson Police Board Introduction of ????? territorial welcome Greetings from ??? territorial welcome
9:45-10:15	Provincial Updates: <ul style="list-style-type: none"> Introduction of Minister Mike Farnworth – ????? Police Board Minister Mike Farnworth, Minister of Public Safety and Solicitor General WILL ASK WHEN MINISTER IS AVAILABLE!
10:15 – 10:25	Brittny Anderson, MLA, Nelson-Creston (INVITE AND INVITE TO ATTEND RECEPTION)
10:25-12:15	Joint Dialogue Session with BC Association of Municipal Police Chiefs <ul style="list-style-type: none"> Dave Jones, President BC Association of Municipal Chiefs of Police, Vancouver Transit Police Chief Charla Huber, President BC Association of Police Boards, Victoria Esquimalt Police Board
12:15-1:00	Lunch
1:00-3:00	Panel & Speaker
3:30-5:00	Welcome Reception – Nelson Museum Chief Constable Donovan Fisher, Nelson Police Department Mayor Janice Morrison, Chair, Nelson Police Board Bunker Tour SINGER – CONFIRMED – SUE TO PROVIDE NAME
8:30	Hospitality Suite hosted by the BC Police Association at Best Western Hotel

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BRIDGES – Connecting Communities: Day 2

Friday, May 26

Time	Event
8:30-9:30	Registration/Breakfast
9:30-10:00	Provincial Updates Speaker: ??????, Assistant Deputy Minister and Director of Police Services, Ministry of Public Safety and Solicitor General
10:00-12:30	World Café: Title? Moderator: Charla Huber, Victoria and Esquimalt Police Board Facilitators: <ul style="list-style-type: none"> • ? • ? • ? • ?
12:30-1:15	Closing Remarks/Farewell Speaker: Charla Huber Lunch
1:15-2:45	BCAPB AGM (separate agenda)
2:45-3:00	BCAPB Executive Meeting (separate agenda)
3:00-5:30	Free time
5:30-8:00	Banquet – Hume Hotel, 422 Vernon Street
5:30	Reception - cash bar
6:00	Entertainment: <ul style="list-style-type: none"> • ??? Recognition of retiring Board Members
6:45-8:00	Buffet Dinner
8:30	Hospitality Suite hosted by the BC Police Association at Best Western

Sending on Behalf of Charla Huber

Mayor Meghan Lahti
Chair, Port Moody Police Board
c/o rdoig@portmoodypolice.com

Dear Mayor Lahti:

Re: Sponsorship Request – 2023 BCAPB Annual General Meeting and Conference

In the past years, your board has provided sponsorship to our annual conference. Once again, the BC Association of Police Boards, once again, would like to invite you to sponsor our 2023 Conference and AGM. Historically, your board The 2023 Conference theme is “Bridges - Connecting Communities”. It is being hosted by the Nelson Police Board and will take place at the Best Western Hotel, Nelson, BC, on May 25 and 26, 2023. There will be opportunities to interact in joint dialogue and information-sharing sessions.

The opportunities for sponsorships range from a coffee break at \$500 each, a breakfast at \$600, a lunch at \$700, welcoming reception at \$700 and the plenary dinner at \$900.

In every case, sponsors will be acknowledged in the conference program. However, if you prefer to make a generic contribution in any amount we will be pleased to allocate your funding according to need, again with acknowledgment.

If your board is able to assist in this manner, cheques should be made payable to the **BC Association of Police Boards and forwarded to Veronica Bandet, BCAPB, 1127 Fort Street, Victoria BC V8V 3K9.**

Thank you for your consideration. We look forward to hearing from you at your convenience and if we can provide further information please contact me at 250-686-7592 or Veronica Bandet, Administrative Assistant at 250-216-1205.

Charla Huber, MA, CIHCM
President
BC Association of Police Boards

January 31, 2023

Mayor Meghan Lahti, Chair, Port Moody Police Board

By email: mlahti@portmoody.ca

Mayor Patrick Johnstone, Chair, New Westminster Police Board

By email: pjohnstone@newwestcity.ca

Mayor Ross Siemens, Chair, Abbotsford Police Board

By email: rsiemens@abbotsford.ca

Charla Huber, President, BC Association of Police Boards

By email: charlahuber@outlook.com

RE: E-Comm 9-1-1 Service Level Update

Dear Lower Mainland Police Board partners,

I am writing this letter to proactively update you on E-Comm 9-1-1's 2022 year-end service level results, and the steps we are taking in the year ahead to transform our business operations and to repair and strengthen our services.

On behalf of the entire leadership team of E-Comm, I want to first sincerely thank you, and your police agency leaders, for your ongoing partnership and patience with us as your police communications provider. We recognize that our service level results in Non-Emergency (NER) call-taking have been significantly below service target this past year, and a source of concern and frustration for you. These NER service levels are unacceptable to us, and our entire board and leadership team is committed to improving these results.

As detailed below, we have taken a number of steps this past year to begin stabilizing and turning around our NER service performance, and several more are underway in 2023. We have a comprehensive plan to strengthen NER service levels, and are respectfully requesting your collaboration and support in helping us implement these changes as quickly as possible in the year ahead.

2022 Year-End Service Level Results

As summarized in the attached **Appendix A** infographic, in spite of continued increases in 9-1-1 call volumes, to over 2.1 million calls in 2022, E-Comm exceeded its target for 9-1-1 call answer province-wide, and met or nearly met its targets for police emergency call answer on Vancouver Island and in the Lower Mainland respectively, as well as for police NER call answer on Vancouver Island.

- **9-1-1 call answer¹** – Above target province-wide, at 98% (target: 95% of calls within 5 seconds).
- **Police Emergency call answer** – 3-points below target in the Lower Mainland at 84.6%, and on target (rounded) on Vancouver Island at 87.7% (target: 88% within 10 seconds.)
- **Police Non-Emergency (NER) call answer** – Near target for Vancouver Island at 79%, leaving only Lower Mainland NER significantly under target at 42.3% (target: 80% within 3 minutes.) These service levels rise to 95% and 61% for Vancouver Island and the Lower Mainland respectively (75% province-wide) for NER calls answered within 10 minutes or less.
- **NER calls abandoned** – The percentage of total NER calls received that were abandoned was 43% province-wide – 20% for Vancouver Island, and 53% for the Lower Mainland. It is important to note that nearly half (49%) of these abandoned calls were abandoned within our service-target window of 3 minutes, underscoring the importance of implementing our planned technology improvements, such as a digital agent to answer calls right away.

As these results show, our underperformance in NER is primarily an E-Comm Lower Mainland (ECLMD) challenge. Following initial start-up difficulties at the then-new E-Comm Vancouver Island (ECVI) centre in 2019 due to incorrect staffing levels proposed by us initially, funding and resourcing increases approved as of 2020 have generally returned the centre to planned service performance.

Causes and solutions

It is important to note that the NER challenges we are facing in the Lower Mainland are not unique to B.C. or even Canada. Many police agencies around the world have identified similar challenges, driven by continued increases in 9-1-1 call volume, call complexities and labour shortages.

To help strengthen and improve our NER results, and our police communications operations (PCO) generally, we have developed and begun to implement a comprehensive, multi-year transformation plan. We have actively consulted with your police agencies in the development of this plan, which has also been reviewed and approved by our board of directors.

Appendix B summarizes 2023 Near Term Actions. **Appendix C** illustrates the planned transformational changes for non-emergency service in the form of a two-page infographic.

Recent Improvements to stabilize staffing

E-Comm's call taking work is currently delivered entirely by people, without any digital agent supports. This makes our service performance fully dependent on the availability, skill and experience of our people. Since we entered the post-vaccination stage of the COVID-19 pandemic in the second half of 2021, we have focused our efforts on improving our hiring, training, retention and support of our people, knowing that this is the only way in the short to medium term to improve our service performance. As such, our employee statistics are leading indicators for an improved public caller experience.

Starting in the late summer of 2021 we improved our hiring processes and mentoring approach for new call takers. Using new funding we received at the start of 2022, we also improved mental health and physical health supports for staff in pro-active and re-active stress management, wellness improvements

¹ Refers to the first-line question of "Do you need police, fire or ambulance" and the act of connecting the call to the appropriate agency. Is contracted with Regional Districts, not Cities or Police Boards.



and professional counselling services. The results are showing in our employee statistics:

- Attrition among full-time operations staff decreased from 23% in 2019 to 18% in 2022. (This 2022 attrition rate includes full-time employees moving to part-time work.)
- More significantly, our first-year call-taker attrition declined from 17% in 2021 to 7% in 2022. This directly reflects improved hiring and training among new hires.
- Mental health related WorkSafeBC claims have reduced for the first time in four years.

This reduction in attrition has shown some early benefit in service performance. While we realize that it is not a consolation for our police partners, initial forecasts for summer 2022 indicated a decrease in NER call taking service levels to less than 20% in the Lower Mainland, but our improved staffing profile contributed to bottoming out at 40% instead. We expect to see improvements in the coming months as these hiring and mentoring changes and reduced attrition continue to yield results.

Request for engagement by your police agencies

Police Communication Operations is an integral part of police work, provided by E-Comm on behalf of many police departments and cities in B.C. As such, changing the nature of the work is only possible with the close collaboration and support of E-Comm's police agency partners, especially with regard to:

- **Standard Operation Procedure (SOP) harmonization** – One of the major initiatives is to begin consolidation and standardization of the most impactful of the more than 1,500 communication SOPs currently in effect at E-Comm into two tiers of service, as described in the appendices.
- **Substantially enhanced online reporting** – This is dependent for success on a high degree of integration and a standardized public experience across large population regions such as the Lower Mainland or the Capital Regional District.
- **Program oversight** – We are already engaged with police executives regarding the setting of metrics and milestones, and we are asking senior representatives from the police community to formally participate on an oversight committee.

Our commitment and ask of you

You have my commitment that we will continue to report-out to you, regularly and transparently, on our progress and service levels, and engage your agencies, as we implement these important improvements.

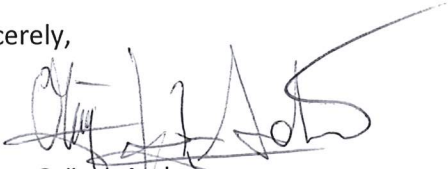
We would like to respectfully make two requests as we continue this important work. First, as noted above, please support your agencies in actively collaborating with us in the planning and implementation of these improvements. We will only be successful in achieving the improvements that these changes will enable, if police agencies and the independent police boards are aligned and supportive.

And finally, please stay the course with us as we implement these improvements. The past three years have been challenging for all of us. We firmly believe that the improvements underway at E-Comm will deliver better results for your police communications than can be achieved by agencies acting alone.



We look forward to continuing to support and work with you, and I would be pleased to meet with you directly at any time to further discuss E-Comm's performance, plans and progress to date.

Sincerely,



Oliver Gruter-Andrew
President and CEO

604.215.5002
oliver.gruter-andrew@ecomm911.ca

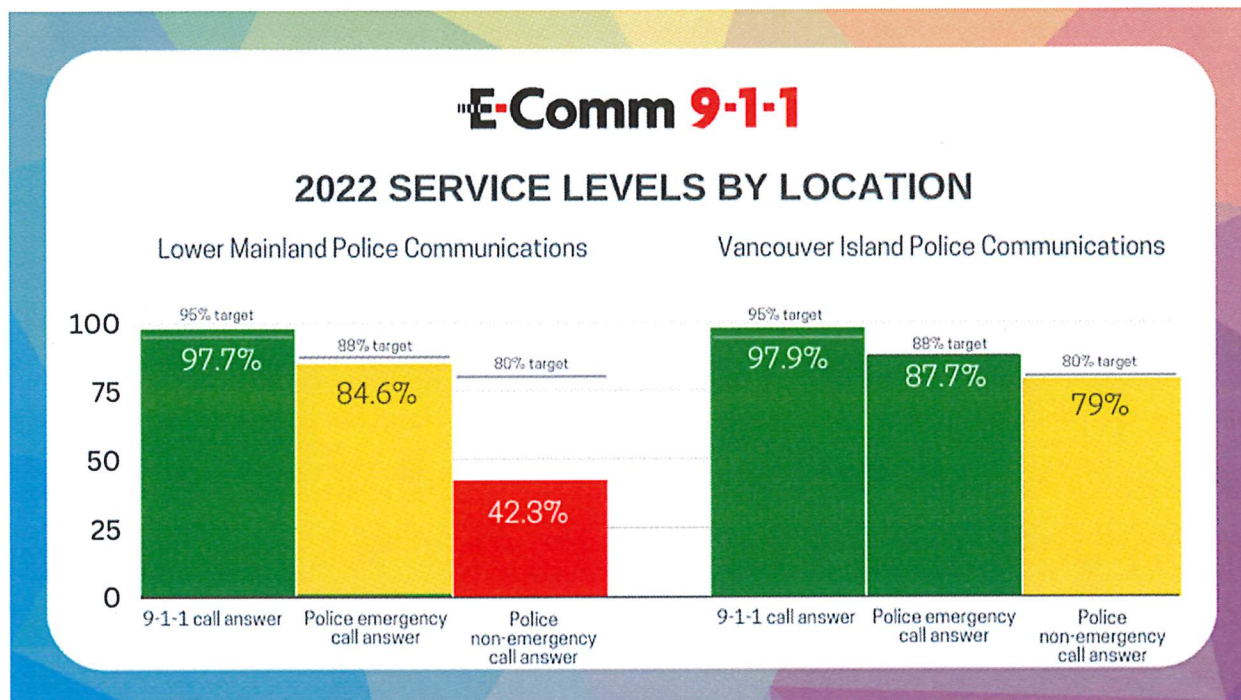
cc: Mayor Ken Sim, Chair, Vancouver Police Board: ken.sim@vancouver.ca
Mayor Mark Sager, Chair, West Vancouver Police Board: msager@westvancouver.ca
Mayor George Harvie, Chair, Delta Board: mayorharvie@delta.ca
Chief Constable David Fluegel, Port Moody Police Department: dfleugel@portmoodypolice.com
Chief Constable Dave Jansen, New Westminster Police Department: djansen@nwpolice.org
Chief Constable Mike Serr, Abbotsford Police Department: mserr@abbypd.ca
Chief Constable Adam Palmer, Vancouver Police Department: adam.palmer@vpd.ca
Chief Constable John Lo, West Vancouver Police Department: johnlo@wvpd.ca
Chief Constable Neil Dubord, Delta Police Department: ndubord@deltapolice.ca
Dave Jones, President BC Association of Municipal Chiefs of Police:
dave.jones@transitpolice.bc.ca
Doug Campbell, E-Comm Board Chair: doug.dmconsulting@outlook.com
Melanie Kerr, E-Comm Board Director: mkerr@delta.ca
Warren Lemcke, E-Comm Board Director: wmlemcke@gmail.com
George Madden, E-Comm Board Director: gmmadden@icloud.com
Colin Watson, E-Comm Board Director: colin.watson@vicpd.ca

Attachments:

- A. 2022 Year-End Service Levels
- B. 2023 Plan and Actions Underway
- C. Police Service Model Infographic



Appendix A – 2022 Year-End Service Levels



Appendix B – 2023 plan and actions underway

E-Comm's call-taking work is currently delivered entirely by people, without any digital agent supports. E-Comm's Police Communication Operations (PCO) Review, which was shared and discussed with the policing community, showed that under current growth assumptions the required increase in employees to regain and maintain service targets would require an unaffordably high number of new staff.

Since that review was completed in 2021, it has become further apparent that the pool of qualified candidates for hire is shrinking and that increased staff funding alone will not solve the problem. E-Comm's focus has therefore expanded to also transforming the way we do the work with the objective of being less dependent on human labour, reducing the complexity of the work our staff perform, focusing our limited human capital on the tasks most consistent with E-Comm's mission, reducing the administrative overhead needed to deliver operations, and generally increasing our overall efficiency.

Appendix C illustrates the nature of the planned transformational changes for non-emergency service in the form of a two-page infographic. In summary, we will maintain a human operator focus on emergency call taking and dispatching, while shifting the focus for non-emergency communication to automation and self-service by leveraging technology.

Specifically, we will:

- Hire non-emergency call takers distinct from emergency call takers and dispatchers, with accelerated training and a different skill / personality-set and focus their shifts on times that cover at least 90% of incoming non-emergency calls;
- Reduce the complexity of the work by harmonizing the currently diverse set of non-emergency incident policies between agencies into no more than two standard sets, which will contribute not just to call-taking efficiency and therefore call throughput, but also lower training, supervision, workforce management and quality assurance overhead;
- Re-direct calls about non-police matters to other service providers (e.g. city by-law departments) using technology before they reach our operators, to reduce call handling demand on our staff;
- Move crime reports and requests for service that can be appropriately handled via an online / mobile phone solution to an automated environment for as many callers as possible;
- Provide place-in-queue and wait time information to callers and introduce call-back options to improve caller expectation management and choices; and
- Establish work locations closer to employee's homes to improve quality of life, application rates, retention and call-out success when unplanned overtime is required. And, in future, explore remote work options.

In 2023, our plan is to:

- Conduct a full pilot of new digital agent technology for call re-direction and other features with the Vancouver Police Department by the end of Q2 2023 and prepare for solution rollout to other agencies in the second half of the year;
- Hire an additional net new 30 call takers dedicated solely to non-emergency call taking by the end of Q3 2023;



- Create a technology roadmap to substantially increase online crime reporting capacity using existing and emerging technologies by the end of Q3 2023;
- Identify a second Lower Mainland operating location by the end of Q2 2023 and begin the preparations for use at the start of 2024; and,
- Harmonize at least the top 20 non-emergency call taking policies into two sets for larger and smaller police departments respectively in the first half of 2023.

In addition to the non-emergency action plan, we have started the following other PCO initiatives to ensure the sustainability and efficiency of our emergency and dispatch services:

- Protect consistency of emergency call taking service levels by increasing the number of call takers and accelerating training of emergency call takers;
- Stabilize dispatch operations to better serve officers and improve employee experience, including reducing the need for excessive overtime. Key priorities include hiring more dispatchers, training more quickly, creating Stay-at-Work programs and streamlining dispatch channels, reviewing dispatcher scope of work and redesigning workgroups;
- Build out workforce management to effectively attract, retain and optimize staffing for a 24/7/365 operation. This includes automation, introducing new shift options and implementing process improvements to make things easier and more efficient and to better match staffing to demand; and
- Modernize training to improve new hire success rates and support the implementation of new non-emergency and dispatcher training.



Police Communication Operations Service Model

Dispatch



Professional radio operator
Cost control via efficiency in scope and practice

Emergency Calls



Professional phone operator
Cost control via efficiency in scope and practice

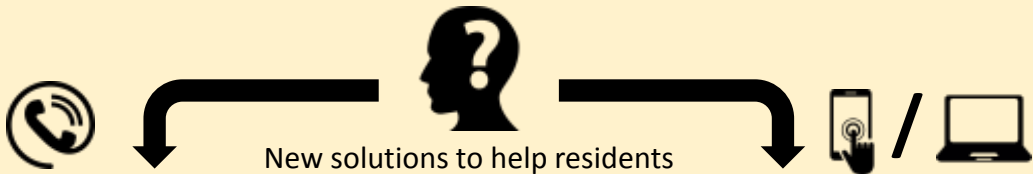
Non-Emergency Request for Service and Crime Reporting



Non-Emergency Request for Service and Crime Reporting

Service Model Principles:

- Handle police matters, re-direct non-police matters
- Multi-channel options for convenience and service availability
- Live operator response available
- Harmonized policies and practices for efficiency and cost control
- Affordable cost increases for cities



Voice Call Channel



- Re-direct e.g. to by-law
- Direct to online channel
- Prioritise call type
- 24/7 available



- Automated call backs
- Text chat option
- Officer messaging
- 24/7 available



- Live operator response for complex needs
- 24/7 available but focused on high-volume times

Online Channel



- Automated chat bot
- Triaging of call type
- Re-direct e.g. to by-law
- 24/7 available for basic info



- Online crime reporting
- Officer messaging
- Advanced online information
- 24/7 available



- Live chat operator
- Advanced online response
- Re-direct e.g. to by-law
- 24/7 available but focused on high-volume times

Non-Emergency Communication Business Model

To suit our partners' varying needs, we will offer two service designs:

"Tier 1"

- or -

"Tier 2"

- Typically smaller cities with rural areas and a 'no call too small' policy
- Policies and SOPs designed based on residents' desire for police engagement
- Typically larger cities with higher rates of serious crime and political activism
- Policies and SOPs designed based on limitation on police capacity to respond

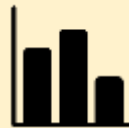
Full partnership commitment for non-emergency communications

E-Comm, cities and police agencies need to work in partnership to improve non-emergency communications. E-Comm cannot successfully staff partial service times (e.g. 9pm to 9am) and can only support full-time delivery of the service (24 hours a day).

Non-Emergency Communication Service Performance



Each Service Design will have policies, practices and performance targets fit to suit the purpose.



We will provide performance reports to agreed service targets and reporting schedules.



Call Answering will have agreed service targets with funding for the necessary staff capacity.



We will regularly and frequently review and discuss service performance.



We will jointly track and encourage take-up of on-line reporting by the public.



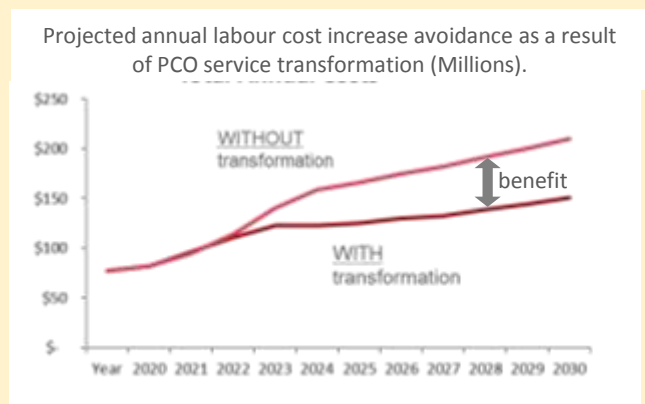
We will set new mutually agreeable contract terms that reflect the nature of the work.

Service Cost Development

The one-time transformation investment...



...will reduce future labour cost increases.





November 25, 2022

Dear Chair Campbell and the E-Comm Board of Directors,

We, the 14 independent Police Boards in BC, are writing to request the E-Comm Board immediately address the E-Comm emergency and non-emergency call response issues which continue to impact public safety. Despite years of conveying our concerns, and recognizing that E-Comm staff are doing their best in difficult circumstances, the problems have not been addressed and we have lost confidence in the ability of E-Comm leadership to provide the quality of service required to maintain public confidence in policing.

Simply put, if the public cannot reach the police, we cannot meet our communities' needs. The public perceive E-Comm's failures as police failures, and E-Comm's failure to meet expected service levels is eroding the trust in our individual police services. We need the public's trust to have effective policing.

As our Boards hold our Police Executives accountable to effectively deliver police services, we are asking the E-Comm Board to hold its executive accountable to deliver the services we pay for. We are asking for a clear response that assures us of E-Comm's commitment and concrete plans to achieve the needed service levels in the very near future. We are copying the Minister on this letter with the understanding he has the authority to step in should the E-Comm Board be unable to address this critical issue.

Representing police service of over 1,850,000 residents and 28 million monthly transit riders:

Ken Sim
Chair, Vancouver Police Board

Dean Murdock
Chair, Saanich Police Board

Brenda Locke
Chair, Surrey Police Board

Rebecca Barley
Chair, Stl'atl'imx Tribal Police Board

George Harvie
Chair, Delta Police Board

Mark Sager
Chair, West Vancouver Police Board

Ross Siemens
Chair, Abbotsford Police Board

Marianne Alto/Barbara Desjardins
Chairs, Victoria-Esquimalt Police Board


Ryan Windsor
Chair, Central Saanich Police Board



Kevin Murdoch
Chair, Oak Bay Police Board

Sara A. Levine
Chair, Metro Vancouver Transit
Police Board

Janice Morrison
Chair, Nelson Police Board



Meghan Lahti
Chair, Port Moody Police Board

Patrick Johnstone
Chair, New Westminster Police Board

cc: Minister of Public Safety and Solicitor General, Mike Farnworth

E-COMM JANUARY UPDATE

We are writing to share with you our monthly update. This month we are highlighting our annual results and our transformation and operational updates which are focused on improving our service.

2022 Service Level results:

- *9-1-1* – Per the infographic on page 2, in spite of continued increases in call volumes in 2022 to over 2.1 million calls, E-Comm completed the year above target in our response to 9-1-1 calls, at 98% (target: 95% of calls within 5 seconds).
- *Police Emergency* – We were 3-points below target in the Lower Mainland at 84.6%, and on target (rounded) in the South Island at 87.7% (target: 88% within 10 seconds.)
- *Police Non-Emergency (NER)* – We were near target for the South Island at 79%, leaving only Lower Mainland NER significantly under target at 42.3% (target: 80% within 3 minutes.)

December highlights:

- *Holiday Service Levels* – Per the infographic on page 2, despite holidays and snowstorms the week before Christmas that led to increased calls and some staff unable to reach work, our Service Levels for December were above-target for 9-1-1, and generally on or near target for Police Emergency.
- *Overtime coverage* – Our staff and managers worked hard and creatively to reduce the need for mandatory overtime coverage during the holidays. At the start of the month, we forecast a need for 61 mandatory overtime shifts in December. Instead, as a result of staff volunteering, “channel-patching” or coverage-sharing across regions, and use of part-time staff, the number of mandatory overtime shifts was reduced to just 6, all in the Lower Mainland.
- *Embracing the spirit of the season* – When snow plows were unable to reach E-Comm Lower Mainland in time for shift-changes on December 21, a band of staff volunteers rallied in the dark to dig out cars and shovel snow blocking the gates. We were also grateful for numerous staff-appreciation visits and shout-outs from our agency partners, including a New Year’s Eve visit by Vancouver Police Chief Adam Palmer and Deputy Chief Howard Chow.

Transformation and Operations updates:

- *Police call taker recruitment* – 23 new police call takers were trained and nine 9-1-1 call takers were hired in Q4 2022. Police call taker classes in January include 10 candidates in the Lower Mainland on January 13, and 7 candidates on Vancouver Island on January 20.
- *Other staff to support transformation* – We onboarded a new change manager in December to support the Transformation Plan, and an employee relations advisor on January 3.
- *Training improvements* – Our Training Strategy and roadmap have been finalized, and a Request for Quotes issued to select a training content developer to modernize training, starting in February 2023. This will help accelerate the onboarding of new NER and dispatcher hires.
- *Ongoing harmonization of policies across agencies* – We reviewed and refined 30 policies in 2022 (above target of 25) to simplify and harmonize our responses across partner agencies.
- *Technology improvements to enhance Non-Emergency response* – Requirements have been defined for a new contact centre technology solution, to help improve NER call wait times and reduce abandoned calls. Planning is underway for the initial Vancouver Police pilot.

2022 ANNUAL SERVICE PERFORMANCE



2,109,440

9-1-1 CALLS IN 2022



63%

POLICE



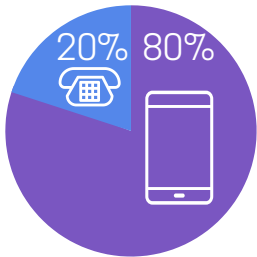
7%

FIRE

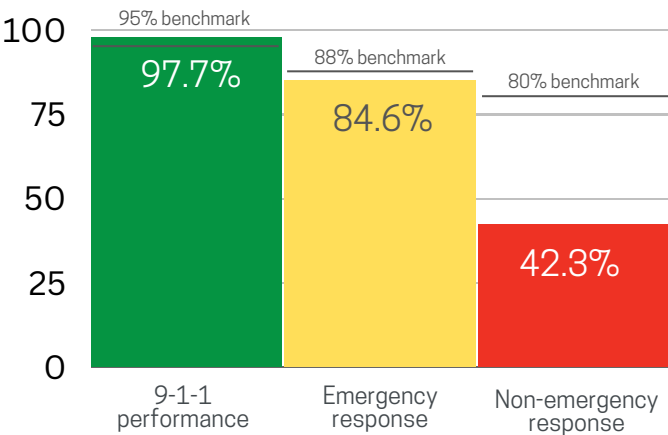


30%

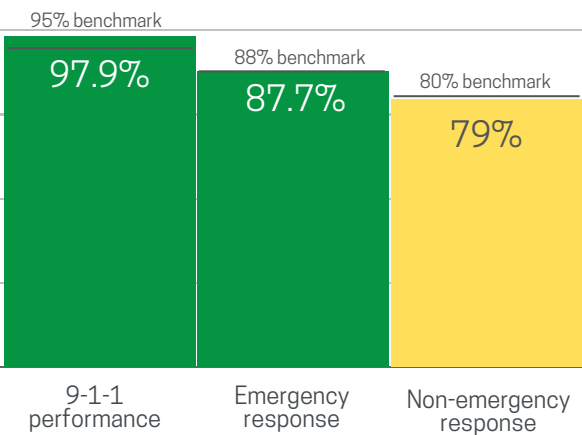
AMBULANCE



Lower Mainland (LMD) in 2022

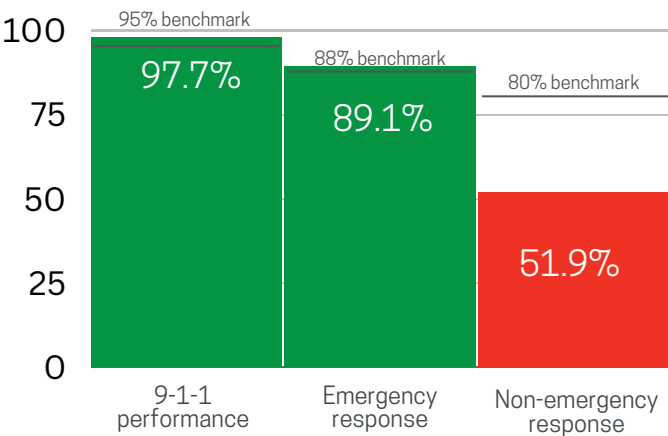


Vancouver Island (ECVI) in 2022

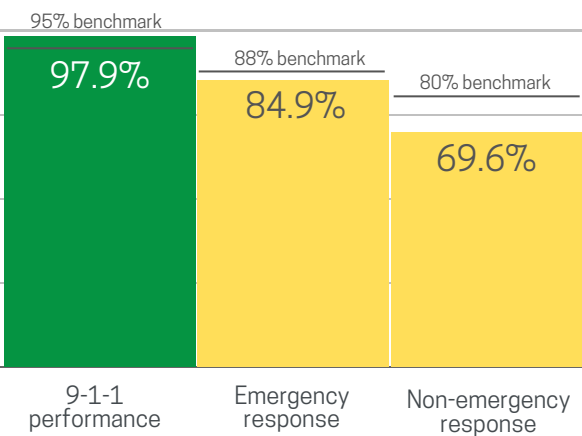


DECEMBER SERVICE PERFORMANCE

Lower Mainland (LMD) in Dec



Vancouver Island (ECVI) in Dec



TRAINING STRATEGY & ROADMAP FINALIZED



POLICIES REVIEWED & REFINED TO HARMONIZE RESPONSE

PEOPLE & CULTURE



NEW EMPLOYEE RELATIONS ADVISOR



COMPENSATION & CLASSIFICATION MARKET ANALYSIS REPORTING COMPLETE



TRAINING ROLLED OUT

- "RESPECT IN THE WORKPLACE & BELONGING"
- "WORKING EFFECTIVELY WITH INDIGENOUS PEOPLE"

287

DEMOGRAPHIC & EQUITY SURVEY PARTICIPANTS

10

NEW LMD POLICE CALL TAKERS ANTICIPATED IN



7

NEW ECVI POLICE CALL TAKERS ANTICIPATED IN



COMMUNICATIONS & PUBLIC AFFAIRS

13

MEDIA ENQUIRIES RESPONDED TO IN



11

LMD & ECVI TOURS SCHEDULED WITH MUNICIPAL COUNCILLORS & POLICE BOARD MEMBERS STARTING IN



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REGISTRATION & ACCOMMODATION NOW OPEN!

The Canadian Association for the Civilian Oversight of Law Enforcement (CACOLE) 2023 Annual Professional Development Conference will occur May 29 – 31, 2023 in Halifax, Nova Scotia. This conference brings together police oversight professionals from across Canada, with the common goal of improving policing.

The 2023 conference agenda will consist of topics of interest to police oversight professionals, law enforcement officials, government officials and students. Participants will again have the option of attending virtually or in person. All presentations will be recorded and will be available to attendees at the conclusion of the conference.

This year's conference will include an evening reception, breakfast and lunch each day and a delegate's dinner on the final evening. Additional conference information, including a link for registration, hotel information and a draft program, will be available on our website, www.cacole.ca, over the next few months.

Subscribe

Past Issues

Translate ▼

the capital city of Nova Scotia has a rich history and is famed for its massive natural port, museums, beautiful downtown harbor boardwalk and many restaurants and local breweries.

REGISTER FOR THE CONFERENCE



ACCOMMODATION

Our host hotel is the Westin Nova Scotian at the rate of \$229 plus taxes per night.

The hotel has also graciously offered additional nights before and after the conference (from May 25 to June 3, 2023) at this same rate.

- To book and arrive on Sunday, May 28th and depart on Tuesday, May 31st, [please click HERE](#) to be taken directly to their site for the discounted rate.
- If you desire to book pre or post nights, please contact the reservations team at the hotel directly by calling toll free -1-866-761-3513 and booking under CACOLE May 2023.

QUESTIONS?

Please reach out to Vicki Yeats at cacole.executivedirector@gmail.com