



# PORT MOODY POLICE BOARD

## Regular Meeting AGENDA

**DRAFT**

Date:	February 10, 2025
Location	Port Moody Public Safety Building 3 <sup>rd</sup> Floor EOC, 3051 St. Johns Street Port Moody, BC – 6:30 pm

*\*Indicates Attachment*

### 1. CALL TO ORDER

**ACKNOWLEDGEMENT:** The Port Moody Police Board carries out our business on the ancestral and unceded homelands of the k<sup>w</sup>ik<sup>w</sup>əłəm (Kwkwetlem), səliwətał (Tsleil-Waututh), x<sup>w</sup>məθk<sup>w</sup>əyəm (Musqueam), Skwxwú7mesh (Squamish), qícəy (Katzie), q<sup>w</sup>a:n ł'ən (Kwantlen), qiqéyt (Qayqayt), and Stó:lō (Sto:lo) Peoples, and extends appreciation for the opportunity to work on this territory.

### 2. ADOPTION OF AGENDA\*

- **THAT the Agenda for the Regular Police Board meeting of 10 February 2025 be adopted.**

### 3. APPROVAL OF MINUTES\*

- **THAT the Minutes of the 06 January 2024 Regular Police Board meeting be approved.**

### 4. DELEGATIONS/PRESENTATIONS

- Welcome and round table introduction of Port Moody City Council members.
- Presentation: Staff Sergeant Fraser Renard, *Recruiting and PMPD' new dedicated recruiting website.*

### 5. STANDING ITEMS/UNFINISHED BUSINESS

#### a. Community Concerns/Considerations

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

#### b. Board Conferences, Training and Education

- British Columbia Association of Police Boards\*
  - Notice of 2025 Conference and Annual General Meeting (AGM), May 7 – 9, Delta, BC
  - Conference and AGM sponsorship request
  - Call for Resolutions and Resolution Guidelines

- **THAT the Port Moody Police Board approves up to six members of the Board to attend the BCAPB 2025 Conference and AGM; *and***
  - **THAT the Port Moody Police Board approves 2025 BCAPB Conference sponsorship in the amount of \$575; *and***
  - **THAT the 2025 BCAPB AGM Call for Resolutions be referred to the Governance Committee for consideration and recommendation to the Board at the next meeting.**
- c. Canadian Association of Police Governance\*
- 2025 – 2027 CAPG Strategic Plan Brief
  - **THAT the 2025 -2027 CAPG Strategic Plan Brief be received for information.**
- d. Canadian Association of Civilian Oversight of Law Enforcement\*
- 2025 Annual Conference June 2 – 4, Fredericton NB
  - **THAT the Port Moody Police Board approves one member of the Board to attend the 2025 CACOLE Conference.**
- e. Strategic Plan 2024 – 2026 Quarterly Report \*
- **THAT the Port Moody Police 2024 – 2026 Strategic Plan Quarterly Report be received for information.**
6. NEW BUSINESS
- 6.1 ECOMM 911\*
- ECOMM Police and Local Government Partner Update
  - ECOMM Letter to Shareholders Governance Review
  - ECOMM 2025 Levy Briefing Note for Policing Partners
  - Letter from West Vancouver Police Department re Non-Emergency Call Taking
  - **THAT the February 2025 ECOMM correspondence be received for information.**
7. REPORTS FROM COMMITTEE
- a. Governance Committee\*
- **THAT the February 2025 Governance Committee Report be received for information.**
- b. Finance Committee
- No report this month.
- c. Human Resource Committee
- The report is an In-Camera item this month.

8. INFORMATION ITEMS\*

- a. Correspondence received: Police Board Position Posting Link
- b. Correspondence received: from Mr. Jason Kuzminski

9. ADJOURNMENT

**PORT MOODY POLICE BOARD  
REGULAR MEETING  
MINUTES**

**DRAFT**

**Monday, January 6, 2025 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 06 January 2025, Port Moody, British Columbia

**PRESENT:**

Mayor Meghan Lahti  
Manjit Aujla  
Chloe Goodison  
Olga Kuznyetsova

**REGRETS:**

Alison Carstairs, Shahid Hussain

**STAFF:**

C/Cst. Dave Fleugel, DC Cst. Leslie Stevens, Insp. Travis Carroll, Insp. Brad Sheridan, Shane Archibald, Kim Tsok, Joyce Ngo, Jeannie Ziraldo, Roselle Quinones

**GUESTS**

Rhonda Hnatiuk, Recording Secretary

None

**CALL TO ORDER**

1. **CALL TO ORDER**

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

The Territorial acknowledgement was recited.

**AGENDA for  
06 January 2025**

2. **APPROVAL OF THE AGENDA**

Moved. Seconded and Carried.

**THAT the Agenda for the Regular Meeting of the Port Moody Police Board held on 04 November 2024 be adopted with the removal of item 6.1 2025 Provincial Board Evaluation and Needs Assessment**

**Minutes of the  
REGULAR MEETING  
held 04 November 2024**

3. **ADOPTION OF MINUTES**

Moved. Seconded and Carried.

**THAT Regular Meeting minutes of 04 November 2024 be approved.**

**DELEGATIONS/  
PRESENTATIONS**

4. **DELEGATIONS/PRESENTATIONS**

Roselle Quinones, PMPD Victim Services Coordinator provided a Victim Services Program update for the Boards information.

**STANDING  
ITEMS/UNFINISHED  
BUSINESS  
Community Concerns/  
Considerations**

5. **STANDING ITEMS/UNFINISHED BUSINESS**

a. Community Concerns/Considerations

Insp. Carroll and Insp. Sheridan provided a brief overview of three significant files that occurred in December – the truck rollover on Clarke Street hill, the assault of the Nurse at ERH and the suspicious death at Reed Point Marina for the Boards information.

Moved. Seconded and Carried

**THAT the January 2025 Community Concerns report be received for information.**

**Conferences/Training/  
Education**

b. Board Conferences, Training and Education

No information on Board conferences, training or education this month.

**Strategic Plan 2024 -  
2026**

c. Strategic Plan 2024 – 2026

No Strategic Plan report this month.

**NEW BUSINESS**

6.0 **NEW BUSINESS**

No new business this month.

**REPORTS FROM  
COMMITTEE**

7. **REPORTS FROM COMMITTEE**

**GOVERNANCE  
COMMITTEE REPORT**

7.1 **Governance Committee**

No Governance Committee report this month.

**FINANCE COMMITTEE  
REPORT**

7.2 Finance Committee

Manjit Aujla, Chair of the Finance Committee, reviewed the January 2025 Finance Committee report for information.

Moved. Seconded and Carried.

**THAT the January 2025 Finance Committee report be received for information.**

**HUMAN RESOURCE  
COMMITTEE**

7.3 Human Resource Committee

No Human Resources Committee report this month.

**INFORMATION ITEMS**

8. **INFORMATION ITEM(S)**

8.1 Report received: *OPCC Annual Report 2022 – 2023 and Appendices;*

8.2 Correspondence received: BCAMCP Letter to the Premier – JIBC Funding;

	8.3	Report received: <i>ECOMM November and December Update for Police and Local Government Partners.</i>
<b>PUBLIC INPUT</b>	9.	<b><u>PUBLIC INPUT</u></b> No public input this month.
<b>ADJOURNMENT</b>	10.	<b><u>ADJOURNMENT</u></b> Meeting adjourned at 5:35 pm
<b>NEXT MEETING DATE</b>	11.	<b><u>NEXT MEETING DATE</u></b> The next Regular Meeting: <b><u>Monday, February 3, 2025: 5:00 pm,</u></b> 3 <sup>rd</sup> Floor EOC Port Moody Public Safety Building 3051 St. Johns Street, Port Moody, BC

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

\_\_\_\_\_  
Rhonda Hnatiuk, Recording Secretary

BCAPB Conference 2025  
presents:

# FOCUS FORWARD

# The Evolving Role of Police Boards

Hosted by:  
DELTA POLICE BOARD

British Columbia Association of Police Board invites you to register for its 2025 Conference on May 7, 8 and 9, 2025 at the Cascades Casino Conference Centre, 6005 BC-17A, Delta, BC, V4K 5B8.

Programmed around the theme: "Focus Forward: The Evolving Role of Police Boards", this conference is packed with activities to engage and inform a target audience of Police Board members, Police Executives, leaders of the Provincial Government and other agencies related to public safety, policing and police governance in BC. A full package of information will be forwarded to you in the near future.

Delta Hotels Vancouver, Delta has offered BCAPB Conference Delegates a preferred rate of \$229.00 plus taxes, per night. Accommodation reservations can be made using this [link](#) or by calling (604) 382-8222 and referring to the group code: **BC Association of Police Boards**. Reservations must be made by March 25, 2025 for this offer.

To register for the conference, please email the Group Registration and Individual Registration forms (see attached) to [bcapbs@gmail.com](mailto:bcapbs@gmail.com) or via regular mail to: **BCAPB, Attention: Veronica Bandet, PO Box 33012, Victoria RPO Colwood Corners, BC, V9B 6K3**.

Cheques should be payable to **BC Association of Police Boards** and mailed to the address noted above. For further information please contact Veronica Bandet at [bcapbs@gmail.com](mailto:bcapbs@gmail.com) or at (250) 216-1205.

**DEADLINE TO REGISTER FOR THE CONFERENCE IS APRIL 18, 2025**





## BC Association of Police Boards 2025 Annual General Meeting & Conference

May 7, 8 & 9, 2025

Delta Hotels Vancouver Delta, 6005 BC-17A, Delta, British Columbia, V4K 5B8

Name of Board/Organization :

Address :

Contact Name :

Email :

Telephone :

- Registration for Conference (includes breakfast and lunch for all 3 days, reception on Wednesday, Thursday dinner, bus service to TFN and Axon Roadshow):
  - \$550.00 per person EARLY BIRD (member or non-member)
  - \$650.00 after February 15, 2025 (member or non-member)
- Companion Registration for Conference: \$350.00 per person (registration includes all items listed above)
- Additional Guest(s) for banquet: \$110 per guest

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Number of registrations (please attach Individual Registration Forms for each person)	:	<input type="text"/>		
		x		
Rate (see above)	:	<input type="text"/>	=	<input type="text"/>
Number of Companion registrations (please attach Individual Registration Forms for each person)	:	<input type="text"/>		
		x		
		\$ 350	=	<input type="text"/>
Additional guests for banquet only	:	<input type="text"/>		
		x		
		\$ 110	=	<input type="text"/>
<b>TOTAL :</b>				<input type="text"/>





# INDIVIDUAL REGISTRATION FORM

## BC Association of Police Boards 2025 Annual General Meeting & Conference

May 7, 8 & 9, 2025

Delta Hotels Vancouver Delta, 6005 BC-17A, Delta, British Columbia, V4K 5B8

MEMBER/NON-MEMBER

COMPANION

Name :

Address :

Email :

Telephone :

Please indicate your attendance at (schedule subject to change):

### Wednesday, May 7, 2025

- 8:15 am - 9:30 am : Breakfast
- 9:30 am - 12:00 noon : Conference
- 12:00 noon - 4:15 pm : Tsawwassen First Nation (Lunch & Tour)
- Bus transportation to & from Tsawwassen First Nation lands
- 4:15 pm - 5:30 pm : Axon Road Show
- 5:30 pm - 6:30 pm : Welcome Reception

### Thursday, May 8, 2025

- 8:15 am - 9:15 am : Breakfast
- 9:15 am - 4:00 pm : Conference
- 12:30 pm : Lunch
- 6:00 pm - 8:00 pm : Buffet Dinner

### Friday, May 9, 2025

- 8:15 am - 9:30 am : Breakfast
- 9:30 am - 10:30 am : AGM
- 10:30 am - 11:00 am : BCAPB Executive Committee Meeting
- 11:00 am - 1:00 pm : Conference Keynote Speaker and Lunch
- 1:00 pm - 3:00 pm : Educational Workshop for Police Board members

Please note any allergies or dietary restrictions:



## **BCAPB Notice of Annual General Meeting**

Friday, May 9, 2025

Delta Hotels Vancouver Delta, 6005 BC-17A, Delta, BC

9:30 a.m.

In accordance with the BC Association of Police Boards constitution and by-laws, notice is hereby given of the **ANNUAL GENERAL MEETING** to be held in conjunction with the 2025 conference. The Annual General Meeting will be held on Friday, May 9, 2025, at 9:30 am. at the Delta Hotels Vancouver Delta, Delta, BC.

Attached is a call for resolutions along with information regarding submissions of resolutions for your consideration. Timelines are tight on the preparation of resolutions so we encourage Boards to circulate this item to all their Board members so that it can be on their next agenda.

Thank you and if you have any questions please contact me at 604-762-5250 or Veronica Bandet, Administrative Assistant at 250-216-1205.

Sincerely,

Lara Victoria  
President, BCAPB

Attachments

**From:** [BCA Police Boards](#)  
**To:** [Meghan Lahti](#)  
**Cc:** [Rhonda Hnatiuk](#)  
**Subject:** BCAPB 2025 Conference/AGM - Sponsorship Request  
**Date:** January 15, 2025 10:57:24 AM

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CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

*Sending on Behalf of Lara Victoria*

Mayor Meghan Lahti  
Chair, Port Moody Police Board

Dear Mayor Lahti:

Re: Sponsorship Request – 2025 BCAPB Annual General Meeting and Conference

The BC Association of Police Boards would like to invite you to sponsor our 2025 Conference and AGM. The 2025 Conference theme is “*Focus Forward: The Evolving Role of Police Boards*”. It is being hosted by the Delta Police Board and will take place at the Delta Hotels Vancouver Delta, 6005 BC-17A, Delta, British Columbia, on May 7, 8 and 9, 2025. There will be opportunities to interact in joint dialogue and information-sharing sessions.

The opportunities for sponsorships range from a coffee break at \$575 each, a breakfast at \$700, a lunch at \$850, a welcoming reception at \$700.00 and dinner at \$1,100.

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, PO Box 33012, Victoria RPO Colwood Corners, BC, V9B 6K3.

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 604-762-5250 or Veronica Bandet, Administrative Assistant at 250-216-1205.

Lara Victoria  
President  
BC Association of Police Boards



## **BCAPB Notice of Annual General Meeting**

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9:30 a.m.

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Thank you and if you have any questions please contact me at 604-762-5250 or Veronica Bandet, Administrative Assistant at 250-216-1205.

Sincerely,

Lara Victoria  
President, BCAPB

Attachments



## **CALL FOR RESOLUTIONS**

### **BRITISH COLUMBIA ASSOCIATION OF POLICE BOARDS ANNUAL CONFERENCE AND MEETING**

An important part of each Annual Meeting of the BCAPB is the consideration of Resolutions forwarded by member boards.

To ensure adequate time for review, the BCAPB Board of Directors has set a deadline of March 15, 2025 for all Resolutions to be forwarded to the BCAPB.

Following review by the Resolutions Committee, resolutions will be distributed to members in advance of the General Meeting.

Voting on the Resolutions will take place at the Delta Hotels Vancouver Delta, 6005 BC-17A, Delta, BC, on May 9, 2025 as part of the BCAPB Annual General Meeting.

Please refer to the BCAPB Resolutions Guidelines for assistance in drafting proposed resolutions.

***This is your chance to ensure your voice is heard!***

Please forward your resolution(s) to Veronica Bandet at [bcapbs@gmail.com](mailto:bcapbs@gmail.com)

# Resolutions

## What is a Resolution?

A resolution is a formal way of stating an intended or desired action/direction/position by a group.

### Guidelines for Resolution Writing

1. Choose a topic that is important, relevant and deserving of an official BCAPB position.
2. Identify your Board as the author of a resolution.
3. WHEREAS clauses are factual clauses to support your resolution; they should be concise and to the point. Resolutions that have a page or more of WHEREAS clauses only serve to make the reader less amenable to your idea if he or she has to sort through multiple WHEREAS clauses in order to determine your point. The entire resolution should be no longer than one page.
4. RESOLVED clauses state your proposed policy change or position. Internal resolutions should be directed to the BCAPB (resolved that the BCAPB); external resolutions should be directed to the appropriate level of government or Minister/Ministry. Internal and external intents may not exist within the same RESOLVED clause, rather, separate resolved clauses are necessary if you want the BCAPB to take an action separate from the government. RESOLVED clauses should be only one sentence in length and must be able to stand alone as they are the only part of the resolution that will be debated or considered.

Other helpful tips: If possible have financial implications information in your resolution. Factual information to support your resolution should be available or included as an attachment to your resolution.

### Format for a Resolution

- The TITLE identifies the topic/problem or issue or its proposed solution.
- The AUTHOR names the Police Board putting forward the resolution.
- The PREAMBLE is used for factual information that is necessary to support the RESOLVED section. Each PREAMBLE clause should be written as a separate paragraph, beginning with the word Whereas. The first word should begin with a capital letter. The PREAMBLE, regardless of its length and number of paragraphs, should never contain a period. Each paragraph should close with a semi-colon. The next to the last paragraph should close with a semi-colon, after which a connecting phrase such as Therefore or Therefore Be It or Now Therefore, Be It is added.
- The RESOLVED section indicates what action is proposed. There may be more than one Resolved clauses, each stated separately. The word RESOLVED is printed in capital letters, followed by a comma and the word THAT. Each resolved clause must be a separate paragraph and may be ended with a period or a semi-colon and in the case of the next to the last clause, be followed by the word AND,.
- If factual information is available it should be included as an attachment.
- Estimated cost of implementation if available should also be included.

### Resolution Strategies

Here are some hints to help you get your resolution passed:

1. Be concise. The delegates will get copies of all resolutions and this means a lot of reading. If your resolution is too wordy, it will not get the attention it deserves. Try and limit your resolution to five "whereas" clauses: choose the strongest five facts and use the others in discussion and debate. Resolutions should not be longer than one page.
2. Be realistic. The resolved statements should include specific actions that are realistic and implementable. Resource availability (both human and financial) will affect the implementability of resolutions.
3. Be positive. A positive approach always works better than a negative one. Write positive statements, and address the issue positively when you are speaking to it.
4. Be knowledgeable. Know the facts about all parts of your resolution. Be aware of other resolutions that have been passed on your issue and be sure to state in your resolution why reaffirmation of the same stand is timely.
5. Gather support and assistance. Try to involve other members in supporting your resolution. Share your facts and ask others to speak pro to your resolution. This will not only help you get your resolution passed, it will also encourage other members to get involved.
6. Use your time on the floor wisely, time is limited. As the author, you will have an opportunity to speak to the resolution first. Remember that the delegates have a copy, so don't read it to them. Instead, take this opportunity to state some of the facts that might not be included in the "whereas" clauses.
7. Be available. Make sure you are available to the Delegates to answer questions. Be on time for all meetings.

Have your documentation handy. Make sure you have at least two copies of your documentation with you – questions may be asked that need further clarification.

## **2025-2027 CAPG Strategic Plan Brief**

### **1. Introduction**

#### **Purpose of the Report**

This report details the results and recommendations of the Canadian Association of Police Governance’s (CAPG) 2025–2027 strategic planning process. CAPG views police governance through a national lens. This plan serves to outline a comprehensive, forward-looking strategy that aligns with the organization’s mission to enhance police governance across Canada. The strategy leverages insights from CAPG’s membership survey, providing actionable goals and initiatives designed to meet the evolving challenges in governance and to “get things done in 2025”.

#### **Overview of the Strategic Planning Process**

In January 2025, CAPG conducted a sprint-based strategic planning session with ten Board members and the Executive Director. This process integrated agile project management techniques and the Sprint-Based methodology to ensure collaboration, efficiency, and impactful results. The session generated three overarching goals, each supported by specific objectives and initiatives, forming the foundation of CAPG’s strategic plan for the next three years.

### **2. Framework and Methodology**

#### **Sprint-Based Strategic Planning Overview**

The sprint-based planning framework condensed months of traditional planning into a single, highly focused day. This method enabled participants to collaboratively identify priorities, design solutions, and define clear, actionable initiatives. Grounded in research by Knapp et al. (2016), the approach is recognized for its ability to rapidly align diverse teams and generate impactful planning outcomes.

#### **Engagement Approach**

The planning session engaged participants through a structured agenda, beginning with an analysis of membership survey results to identify governance gaps and challenges. Exercises such as visioning and “How Might We” brainstorming were employed to encourage creativity and consensus and the use of other tools to ensure actionable and practical outputs.

#### **Alignment with Membership Insights**



The planning process directly addressed feedback from the CAPG 2024 Membership Survey. Key themes, such as the need for national training, enhanced communication, and stronger stakeholder relationships, were integrated into the strategic goals. This ensured alignment with member priorities and CAPG’s mission to address national-level governance challenges.

### 3. Strategic Goals and Objectives

#### **Goal 1: Deliver National Training**

##### **Objective for 2025:**

To build and deliver two foundational training modules for police board members that address governance fundamentals and member roles and responsibilities.

##### **Initiatives and Timelines:**

#### **1. Review Existing Training Documentation**

- **Action:** Conduct a comprehensive review of current training materials to identify gaps and finalize module content and delivery methods.
- **Timeline:** January 15, 2025 – March 31, 2025
- **Deliverable:** A finalized content framework and proposed delivery methods approved by the Board.

#### **2. Pilot Training Modules**

- **Action:** Test the two foundational modules, “What is Governance?” and “Duties, Responsibilities, and Expectations of Police Board Members,” with a select group of internal stakeholders for feedback.
- **Timeline:** June 1, 2025 – June 30, 2025
- **Deliverable:** Adjusted training materials based on pilot feedback.

#### **3. Release Training Modules to Members**

- **Action:** Officially launch the finalized training modules during the CAPG Annual Conference.
- **Timeline:** August 1, 2025 – August 30, 2025
- **Deliverable:** Accessible training modules delivered to members through CAPG’s communication channels.

### **Future Considerations:**

- Development of additional modules focusing on strategic planning, financial management, policy and HR practices for police chiefs.
- Creation of a certification program to formalize and recognize training achievements by 2026.

### **Goal 2: Enhance Communication**

#### **Objective for 2025:**

To improve internal and external communication systems, fostering stronger engagement with members and raising public awareness of CAPG's role and value.

#### **Initiatives and Timelines:**

##### **1. Establish a Two-Way Communication Platform**

- **Action:** Develop a system where members can ask questions, share resources, and engage in collaborative discussions, forming a community of practice.
- **Timeline:** January 15, 2025 – August 1, 2025
- **Deliverable:** A fully operational two-way communication platform launched at the Annual Conference.

##### **2. Redevelop Website Front Page**

- **Action:** Assign the CAPG Technology Committee to redevelop the website front page for improved usability and design.
- **Timeline:** January 15, 2025 – August 15, 2025
- **Deliverable:** An enhanced and functional website front page demonstrated during the Annual Conference.

##### **3. Deliver Website Redevelopment Roadmap**

- **Action:** The Technology Committee to present a comprehensive roadmap for full website redevelopment, including timelines, budget, and key deliverables.
- **Timeline:** January 15, 2025 – March 31, 2025
- **Deliverable:** A detailed roadmap approved by the Board.

#### 4. Develop a Marketing Plan to Raise Public Awareness

- **Action:** Create a marketing strategy to increase awareness of CAPG’s work and value, including potential creative assets and budget involved.
- **Timeline:** January 15, 2025 – May 15, 2025
- **Deliverable:** A finalized marketing plan presented to the Board at the May meeting.

#### Future Considerations:

- Integrate communication tools into the website to streamline member engagement.
- Explore the development of a custom CAPG GPT tool for real-time 24/7-member assistance, support and information retrieval.

#### Goal 3: Build Relationships

#### Objective for 2025:

To strengthen and formalize stakeholder relationships, ensuring consistent communication and sustainable engagement with key partners.

#### Initiatives and Timelines:

##### 1. Develop a Relationship Management System

- **Action:** Create a spreadsheet-based system to document key stakeholders, preferred communication methods, objectives, and frequency of engagement.
- **Timeline:** Jan 15, 2025 – June 30, 2025
- **Deliverable:** A fully operational relationship management system shared with the Board.

##### 2. Develop an Engagement Strategy for Provincial Associations

- **Action:** Establish a framework for engaging provincial police boards and associations through events such as summits and attendance at Provincial Association conferences and meetings.
- **Timeline:** January 15, 2025 – June 30, 2025
- **Deliverable:** A comprehensive engagement strategy approved by the Board.

### 3. Create a Continuity Strategy

- **Action:** Design a documented approach to ensure consistent relationship management during board transitions, focusing on sustainable engagement practices. Relationships to include are political entities, academic institutions, and industry organizations such as the Federation of Canadian Municipalities, Canadian Police Association and Canadian Association of Chiefs of Police. The foundation of this work will be accomplished with the completion of the relationship management system.
- **Timeline:** January 15, 2025 – August 15, 2025
- **Deliverable:** A continuity strategy presented and adopted at the August meeting.

#### Future Considerations:

- Leverage these partnerships to advocate for national issues and share best practices across Canada.

#### Future Considerations Across All Goals

While the objectives and initiatives outlined above provide a structured roadmap for 2025, CAPG acknowledges the need for flexibility to adapt to emerging challenges and opportunities. Future considerations include:


- Scaling training programs to address advanced governance topics.
- Leveraging technological advancements, such as AI-driven tools, to enhance member support, connection and engagement. A custom GBT could potentially transform how members engage with CACP and be an added value to membership.
- Expanding partnerships and collaborations to amplify CAPG's influence on national policing and governance.


This roadmap ensures that CAPG is equipped with a clear direction and actionable steps to achieve its strategic vision for 2025–2027, setting the stage for sustainable growth and national impact.

### 5. Conclusion

This strategic plan provides a comprehensive roadmap for CAPG's growth and impact over the next three years. By addressing member needs and prioritizing national challenges, CAPG is well-positioned to lead advancements in police governance across Canada. This plan reflects the collective effort of the Board, Executive Director, and stakeholders, demonstrating a shared commitment to excellence.

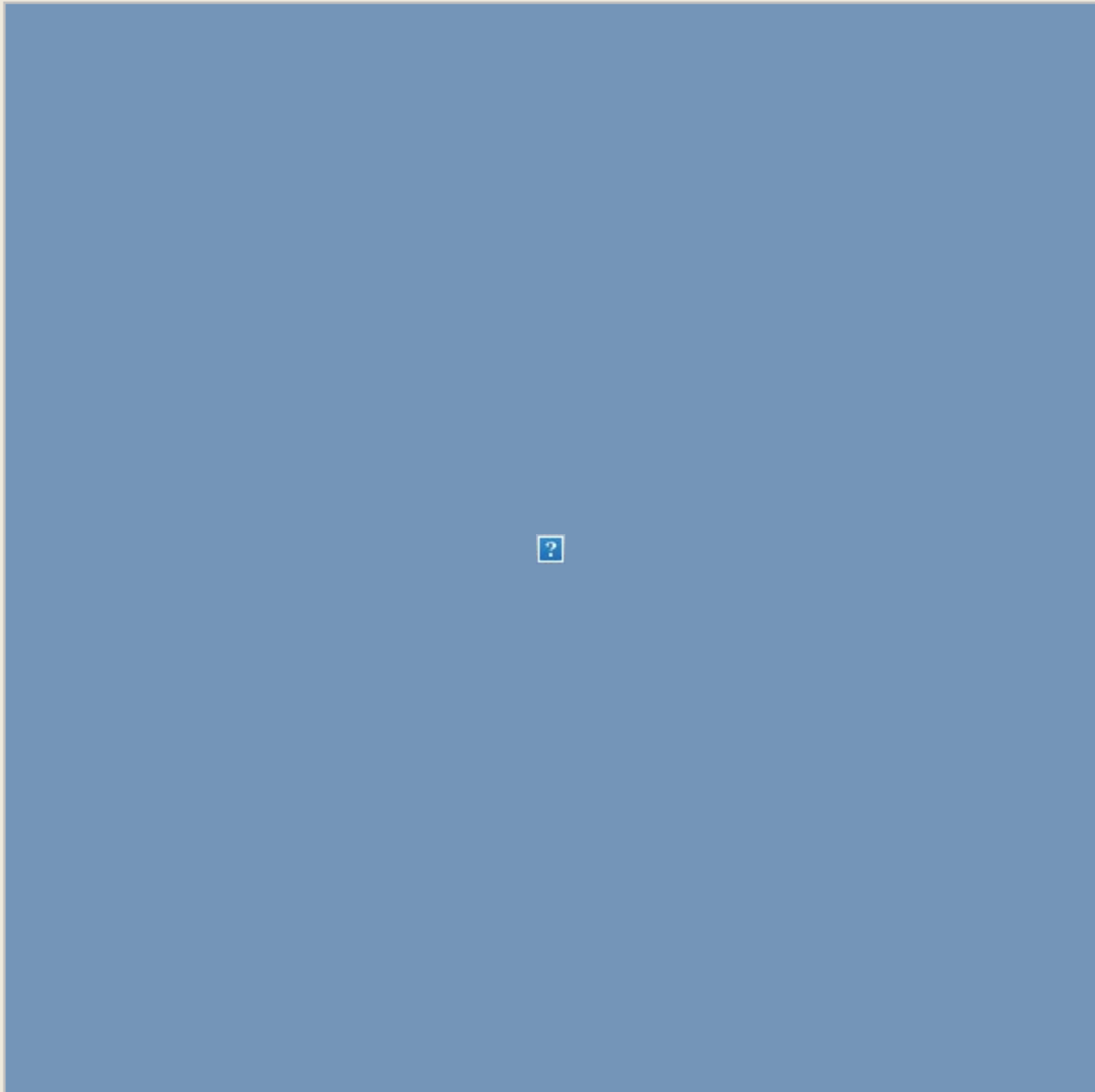
*January 22nd, 2025*

  
\_\_\_\_\_  
President, CAPG -2025

  
\_\_\_\_\_  
Executive Director, CAPG-2025

**From:** [CACOLE Executive Director](#)  
**To:** [Info - Shared](#)  
**Subject:** Secure Your Spot at CACOLE 2025 in Fredericton!  
**Date:** January 27, 2025 9:01:58 AM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.



Dear CACOLE Members.

We are excited to announce that registration is now open for the CACOLE 2025 Annual Conference, which will be held in Fredericton, New Brunswick, from June 2–4, 2025.

Below, you will find key details regarding registration and accommodation.

**REGISTRATION**

This year, we are pleased to offer, once again, an early rate. This special rate is available **until May 2, 2025**. The cost is \$1,150.00 (plus applicable fees and taxes).

### ACCOMODATION

Our host hotel for the conference is the **Delta Hotels Fredericton**, which has generously offered a discounted group rate for attendees during the conference dates. To book your stay:

- [Use this link](#) to access the discounted rate.
- Select your check-in and check-out dates before clicking “Check Availability.”

The group rate will also be honored for extended stays up to three days before and three days after the conference (May 30–June 7, 2025). For bookings outside of these dates, please contact the hotel directly at 1-866-761-3513 to confirm availability under the CACOLE block of rooms. We encourage you to book your accommodations as soon as possible.

You will receive regular updates as the conference program is finalized. For additional information, please visit the [CACOLE](#) website.

If you encounter any difficulties with registration or accommodations, feel free to contact us at [admin@cacole.ca](mailto:admin@cacole.ca) for assistance.

We look forward to seeing you in Fredericton!

GET YOUR TICKETS

### BOOK YOUR ACCOMODATION

Secure your room by booking your reservation through the link below.



CONFERENCE ACCOMODATION

	2024 Strategies	Activity	Outcome	Target Measures	Lead (s)	Linkages/ Stakeholders	Budget Implications
Definition	A statement indicating how the overall desired goal is going to be achieved in the coming year.	Actions, tasks or work that will be undertaken by the PMPD in relation to each strategy	The expected impacts or changes resulting from the successful completion of each strategy.	Desired outputs or performance levels as a measure of a strategy's success by year's end.	Individual accountable for the strategy.	Internal teams or SMEs or external partners that are involved or need to be consulted in relation to achieving the strategy.	What is the expected budgetary implication of each strategy?
Reference	Remember to use an action verb and ensure the scope is not too broad and is within the realm of the PMPDs capacity to deliver.	Don't make your activities too simple but rather combine elements under a more generic activity statement. The fine detail of the activity can be articulated in a Section Business Plan.  <b>QUESTION TO ASK YOURSELF:</b> "What specific activities or tasks do we need to do in order to achieve each strategy and reach our stated outcome?"	<u>The outcome is directly related to the strategy.</u>  One or two outcome statements are sufficient.  Remember to not have too broad a scope and ensure that the outcome is something that the PMPD can influence. The outcome should be tangible enough that you can clearly articulate activities that your area can do to positively contribute to the attainment of the outcome.  <b>QUESTION TO ASK YOURSELF:</b> "What will be the long-term changes that would be seen once the goal is accomplished?"	<u>The measure is related to the outcome of each strategy.</u>  An outcome measure would be "increased score on community satisfaction survey", not "the # of meetings held"  <b>QUESTIONS TO ASK YOURSELF TO DETERMINE THE APPROPRIATE MEASURE:</b>  "How will you know that you are on the right track to achieving your goal?"  "How could you test to know that the right things are being done?"	It is usually best to use a position title and a person's name. This helps to prevent the plan from becoming dated because of changes in staffing.  <b>QUESTIONS TO ASK YOURSELF:</b>  "Who/what position is responsible to see that the strategy relating to the goal is achieved?"  "Who will accomplish the particular activity?"	If you have indicated a linkage to a particular area of the PMPD, make sure they are aware that you are expecting them to be part of the achievement of this work.	Will this strategy involve an increase in the budget for the Section?  If so, has a business case or Operational Plan been developed?  Has a business case or Operational Plan been approved?
Strategy 1	Establish interim Serious Collision MOU	<ul style="list-style-type: none"> <li>Work with VPD Counterpart to determine parameters and costs</li> <li>Write MOU</li> <li>Sign off on MOU</li> </ul>	<ul style="list-style-type: none"> <li>Short term plan in place in the event of a serious collision until budget approval for MOU with ICARS</li> </ul>	<ul style="list-style-type: none"> <li>Verbal agreement in place with parameters</li> <li>MOU draft near completion</li> </ul>	Travis Carroll	Vancouver Police Department Traffic Section	There is no cost associated with signing the MOU with VPD and therefore no amount would be included in the budget. However, if we were to call out VPD to assist with a collision then we would pay them at overtime rates for hours worked by their members.
Strategy 2	Deploy Reserve Constable Program and increase visibility	<ul style="list-style-type: none"> <li>Develop curriculum according to provincial standards</li> <li>Application process and hire/train all reserves</li> </ul>	<ul style="list-style-type: none"> <li>Reserves are trained and ready to be deployed to events</li> <li>Reserves are available to enhance visibility</li> </ul>	<ul style="list-style-type: none"> <li>All reserves are trained and equipped</li> <li>Reserves are fulfilling required volunteer duties</li> </ul>	Fraser Renard Todd Lefebvre Sam Zacharias		\$25,000 of ongoing annual funding included in the 2024 Budget to support this program.

	2024 Strategies	Activity	Outcome	Target Measures	Lead (s)	Linkages/ Stakeholders	Budget Implications
Strategy 3	Explore options to relieve pressure of main shared dispatch channel	<ul style="list-style-type: none"> <li>Continue to lobby ECOMM for costs and viability of options</li> </ul>	<ul style="list-style-type: none"> <li>A plan or target date with associated costs</li> </ul>	<ul style="list-style-type: none"> <li>PMPD has all the information necessary to proceed or change tactics</li> </ul>	Chief Fleugel	ECOMM	Currently there is \$66 000 in an Operating Project to do a pilot study on relieving pressure on the dispatch channel. For the 2025 Budget we have put forward a budget request for \$75,000 of annual ongoing funding for consideration.
Strategy 4	Active Bystander for Law Enforcement (ABLE) Phase 1	<ul style="list-style-type: none"> <li>Research "train the trainer" vs bringing trainers in</li> <li>Assess training time/plan for 2025</li> <li>Obtain letters of support</li> <li>Draft Implementation Plan Outline and application</li> </ul>	<ul style="list-style-type: none"> <li>PMPD is accepted into the ABLE Training program, has made a commitment to community partners and has determined the most viable method of delivering training to all employees</li> </ul>	<ul style="list-style-type: none"> <li>Application is submitted to Georgetown Law Center for Innovations in Community Safety</li> <li>Community Stakeholders are supportive and believe in the value of the program</li> </ul>	DCC Ogston Training Sergeant Brent Morson	Mayor Lahti  Tri Cities Local Immigration Partnership  Share Family & Community Services  Delta Police Department ABLE Trainers	No budget associated to Phase 1

\*Tab down on the last cell to add Strategies



	2024 Strategies	Activity	Outcome	Target Measures	Lead (s)	Linkages/ Stakeholders	Budget Implications
Definition	A statement indicating how the overall desired goal is going to be achieved in the coming year.	Actions, tasks or work that will be undertaken by the PMPD in relation to each strategy	The expected impacts or changes resulting from the successful completion of each strategy.	Desired outputs or performance levels as a measure of a strategy's success by year's end.	Individual accountable for the strategy.	Internal teams or SMEs or external partners that are involved or need to be consulted in relation to achieving the strategy.	What is the expected budgetary implication of each strategy?
Reference	Remember to use an action verb and ensure the scope is not too broad and is within the realm of the PMPDs capacity to deliver.	<p>Don't make your activities too simple but rather combine elements under a more generic activity statement. The fine detail of the activity can be articulated in a Section Business Plan.</p> <p><b>QUESTION TO ASK YOURSELF:</b> "What specific activities or tasks do we need to do in order to achieve each strategy and reach our stated outcome?"</p>	<p><u>The outcome is directly related to the strategy.</u></p> <p>One or two outcome statements are sufficient.</p> <p>Remember to not have too broad a scope and ensure that the outcome is something that the PMPD can influence. The outcome should be tangible enough that you can clearly articulate activities that your area can do to positively contribute to the attainment of the outcome.</p> <p><b>QUESTION TO ASK YOURSELF:</b> "What will be the long-term changes that would be seen once the goal is accomplished?"</p>	<p><u>The measure is related to the outcome of each strategy.</u></p> <p>An outcome measure would be "increased score on community satisfaction survey", not "the # of meetings held"</p> <p><b>QUESTIONS TO ASK YOURSELF TO DETERMINE THE APPROPRIATE MEASURE:</b></p> <p>"How will you know that you are on the right track to achieving your goal?"</p> <p>"How could you test to know that the right things are being done?"</p>	<p>It is usually best to use a position title and a person's name. This helps to prevent the plan from becoming dated because of changes in staffing.</p> <p><b>QUESTIONS TO ASK YOURSELF:</b></p> <p>"Who/what position is responsible to see that the strategy relating to the goal is achieved?"</p> <p>"Who will accomplish the particular activity?"</p>	<p>If you have indicated a linkage to a particular area of the PMPD, make sure they are aware that you are expecting them to be part of the achievement of this work.</p>	<p>Will this strategy involve an increase in the budget for the Section?</p> <p>If so, has a business case or Operational Plan been developed?</p> <p>Has a business case or Operational Plan been approved?</p>
Strategy 1	Complete an organizational review of civilian support functions	<ul style="list-style-type: none"> <li>Secure services of consultant</li> <li>Share available data for preparation</li> <li>Facilitate interviews and focus groups/surveys with civilian staff</li> </ul>	<ul style="list-style-type: none"> <li>All relevant information and data collected</li> </ul>	<ul style="list-style-type: none"> <li>Report with assessment and recommendations received by Police Board for information</li> </ul>	Chief Fleugel	Consultant Doug LePard	Police Board approved using the 2024 Audit funds for the Organizational Review. Total funds available is \$27,327. The intention is to do this review in two parts. The civilian portion being completed in 2024 is anticipated to cost \$15,000. The remainder of the funding will be utilized for the member portion of the review.

	2024 Strategies	Activity	Outcome	Target Measures	Lead (s)	Linkages/ Stakeholders	Budget Implications
Strategy 2	Begin implementing accessibility plan and finalize 3-year accessibility plan	<ul style="list-style-type: none"> <li>Canvas for a consultant</li> <li>Form internal committee</li> <li>Assist consultant with gathering data</li> </ul>	<ul style="list-style-type: none"> <li>Contract signed</li> <li>Plan is developed by the consultant with assistance from the internal committee</li> </ul>	<ul style="list-style-type: none"> <li>Plan is finalized</li> <li>Plan is presented to the Police Board</li> </ul>	Jeannie Ziraldo	City of Port Moody PMPD Health and Safety Committee	<p>The Accessibility Committee is in the process of identifying priority items and developing a multi-year plan. Once this has been completed, the items identified will need to be costed.</p> <p>The Public Safety building is a City asset which the Facilities Department oversees and maintains. The Facilities department has put forward a budget request for Accessibility funding for the Public Safety Building for 2025 and 2026 at \$50,000 for each year. At this time this funding has not been approved yet. This budget request will be considered as part of the Capital budget approval process.</p>
Strategy 3	Identify best available 5-year population projections to assist with police resource planning	<ul style="list-style-type: none"> <li>Research models used by other agencies and organizations to project population</li> <li>Compare and contrast differing models for use by PMPD</li> </ul>	<ul style="list-style-type: none"> <li>Identify best method for use</li> </ul>	<ul style="list-style-type: none"> <li>Population projection is obtained</li> </ul>	Vienna Lam	City of Port Moody Various – LE agencies Government sources	No budget impact.
Strategy 4	Increase use of e-ticketing, Digital Evidence Management System (DEMS), and Health IM	<ul style="list-style-type: none"> <li>Determine messaging</li> <li>Educate members</li> <li>Plan to trouble shoot IT barriers</li> </ul>	<ul style="list-style-type: none"> <li>Progressively higher usage of each digital system</li> </ul>	<ul style="list-style-type: none"> <li>There will be an increase in the percentage of e-tickets written over traditional tickets</li> </ul>	Travis Carroll Vincent Traietti Christie Dixon	Front Counter Staff Records Staff	No budget Impact.
Strategy 5	Identify, assess and prioritize target innovation areas**	<ul style="list-style-type: none"> <li>Monitor workgroups for initiatives that could work at PMPD</li> <li>Assess initiatives for viability</li> <li>Assign staff from various sections to lead and support trials</li> </ul>	<ul style="list-style-type: none"> <li>Record of initiatives that are assessed and the outcomes</li> <li>Reduction of repeated considerations of the same ideas</li> <li>Sufficient support for trials</li> </ul>	<ul style="list-style-type: none"> <li>IT Service Catalogue entries that document supported services</li> <li>Documentation to archive decisions</li> </ul>	Shane Archibald		A budget request for an IT Support position has been included in the 2025 Budget for consideration. This position would allow the IT section to devote the necessary resources to achieve this item.

\*Tab down on the last cell to add Strategies

\*\* Innovation likely to require IT resources. Current resourcing has minimal discretionary time to work on evaluating proposals nor dedicated project time.

	2024 Strategies	Activity	Outcome	Target Measures	Lead (s)	Linkages/ Stakeholders	Budget Implications
Definition	A statement indicating how the overall desired goal is going to be achieved in the coming year.	Actions, tasks or work that will be undertaken by the PMPD in relation to each strategy	The expected impacts or changes resulting from the successful completion of each strategy.	Desired outputs or performance levels as a measure of a strategy's success by year's end.	Individual accountable for the strategy.	Internal teams or SMEs or external partners that are involved or need to be consulted in relation to achieving the strategy.	What is the expected budgetary implication of each strategy?
Reference	Remember to use an action verb and ensure the scope is not too broad and is within the realm of the PMPDs capacity to deliver.	Don't make your activities too simple but rather combine elements under a more generic activity statement. The fine detail of the activity can be articulated in a Section Business Plan.  <b>QUESTION TO ASK YOURSELF:</b> "What specific activities or tasks do we need to do in order to achieve each strategy and reach our stated outcome?"	<u>The outcome is directly related to the strategy.</u>  One or two outcome statements are sufficient.  Remember to not have too broad a scope and ensure that the outcome is something that the PMPD can influence. The outcome should be tangible enough that you can clearly articulate activities that your area can do to positively contribute to the attainment of the outcome.  <b>QUESTION TO ASK YOURSELF:</b> "What will be the long-term changes that would be seen once the goal is accomplished?"	<u>The measure is related to the outcome of each strategy.</u>  An outcome measure would be "increased score on community satisfaction survey", not "the # of meetings held"  <b>QUESTIONS TO ASK YOURSELF TO DETERMINE THE APPROPRIATE MEASURE:</b>  "How will you know that you are on the right track to achieving your goal?"  "How could you test to know that the right things are being done?"	It is usually best to use a position title and a person's name. This helps to prevent the plan from becoming dated because of changes in staffing.  <b>QUESTIONS TO ASK YOURSELF:</b>  "Who/what position is responsible to see that the strategy relating to the goal is achieved?"  "Who will accomplish the particular activity?"	If you have indicated a linkage to a particular area of the PMPD, make sure they are aware that you are expecting them to be part of the achievement of this work.	Will this strategy involve an increase in the budget for the Section?  If so, has a business case or Operational Plan been developed?  Has a business case or Operational Plan been approved?
Strategy 1	Develop comprehensive Recruiting, Communication and Marketing strategy to assist filling vacancies	<ul style="list-style-type: none"> <li>Launch Survey</li> <li>Compile available data</li> <li>Provide Shout Media with Port Moody demographic info</li> </ul>	<ul style="list-style-type: none"> <li>Shout Media possesses all pertinent data and information necessary to proceed</li> </ul>	<ul style="list-style-type: none"> <li>Marketing strategy complete and approved</li> </ul>	SMT Fraser Renard	Shout Media	Police Board approved to utilize the Recruiting Reserve to fund this initiative which is expected to cost \$28,000.
Strategy 2	Launch dedicated Recruiting website to assist filling vacancies	<ul style="list-style-type: none"> <li>Embed survey results into strategy</li> <li>Research other agency looks and usability</li> <li>Ensure efficient workflow and data capture</li> </ul>	<ul style="list-style-type: none"> <li>Stand alone dedicated recruiting website where applicants can apply with one click and all info is captured and stored</li> </ul>	<ul style="list-style-type: none"> <li>Website is live</li> </ul>	Fraser Renard Shane Archibald	Shout Media	Police Board approved to utilize the Recruiting Reserve to fund this initiative which is anticipated to cost \$13,000.
Strategy 3	Implement PACE improvements to support succession and growth	<ul style="list-style-type: none"> <li>Update exemptions</li> <li>Update timelines</li> <li>Explore digital training requests</li> </ul>	<ul style="list-style-type: none"> <li>PACE in place for those who benefit</li> <li>Plan and timeline for digital training requests</li> </ul>	<ul style="list-style-type: none"> <li>100 percent compliance for qualifying staff members</li> </ul>	Brad Sheridan Travis Carroll	Training Section All NCO's	Nil

	2024 Strategies	Activity	Outcome	Target Measures	Lead (s)	Linkages/ Stakeholders	Budget Implications
Strategy 4	Complete readiness for an employee facility dog	<ul style="list-style-type: none"> <li>Partner with Wounded Warriors Canada</li> <li>Identify primary and secondary handlers</li> </ul>	<ul style="list-style-type: none"> <li>Partnership agreement in place</li> <li>Handlers identified</li> </ul>	<ul style="list-style-type: none"> <li>Wounded Warriors requirements met</li> </ul>	DCC Ogston	Wounded Warriors	Nil for this phase
Strategy 5	Open a member wellness room	<ul style="list-style-type: none"> <li>Empty current identified space</li> <li>Plan space and make usable</li> </ul>	<ul style="list-style-type: none"> <li>Room is usable by sworn members</li> </ul>	<ul style="list-style-type: none"> <li>All tasks are complete and members are using the room</li> </ul>	Brad Sheridan Kris Sledding	Finance IT	Surplus funds were set aside at the end of 2022 to fund Strategic Building Improvements which included a Patrol Wellness Room. Funding of \$25,000 was set aside for the Patrol Wellness Room. The funding includes both the cost of outfitting the space with appropriate furniture as well as the cost to create an office in order to relocate the staff member currently occupying the space.

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# PMPD Business Plan Report Back Template (2024)

**Goal – Community Safety**  
**Champion – Chief Fleugel**

2024 Strategy 1: Establish interim Serious Collision MOU.		
Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Inspector Travis Carroll
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> <li>Work with VPD Counterpart to determine parameters and costs</li> </ul>		☒☒☒
<ul style="list-style-type: none"> <li>Write MOU</li> </ul>		☒☒☒
<ul style="list-style-type: none"> <li>Both Agencies sign off on MOU</li> </ul>		☐☐☐
2024 Performance Projections		2024 Performance Results
<p><b>Outcome:</b> Plan in place in the event a serious collision occurs</p> <p><b>Measure:</b> MOU is signed and parameters are clear</p>		<p><b>Interim MOU is anticipated to be signed in January of 2025.</b></p>
Overall Strategic Progress		
<ul style="list-style-type: none"> <li>- Draft MOU with VPD is written</li> <li>- Agreement actioned for suspected pedestrian struck in December 2024</li> <li>- Implementation of the new process in progress</li> <li>- Funding for ICARS participation approved for 2025 Budget</li> </ul>		

2024 Strategy 2: Deploy Reserve Constable Program and increase visibility		
Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Staff Sergeant Fraser Renard
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> <li>Develop curriculum according to provincial standards</li> </ul>		☒☒☒
<ul style="list-style-type: none"> <li>Application process and hire/train all reserves</li> </ul>		☒☒☒
2024 Performance Projections		2024 Performance Results
<p><b>Outcome:</b> Reserves are trained and ready to be deployed to events Reserves are available to enhance visibility</p> <p><b>Measure:</b> All reserves are trained and equipped Reserves are fulfilling required volunteer duties</p>		<p><b>This project is complete</b></p>
Overall Strategic Progress		
<ul style="list-style-type: none"> <li>- Project plan actioned and completed on schedule, 8 reserve constables have been trained and are now embedded in PMPD activities.</li> </ul>		

<b>2024 Strategy 3: Explore options to relieve pressure of main shared dispatch channel</b>		
<b>Initiation Date</b>	<b>Target Date</b>	<b>Lead</b>
January 2024	December 31, 2024	Chief Fleugel
<b>Activities (Action Plans)</b>		<b>Completion Status</b>
<ul style="list-style-type: none"> <li>Continue to lobby ECOMM for costs and viability of options</li> </ul>		☒☐☐
<b>2024 Performance Projections</b>		<b>2024 Performance Results</b>
<p><b>Outcome:</b> A plan or target date with associated costs</p> <p><b>Measure:</b> PMPD has all the information necessary to proceed or change tactics</p>		<b>This project is in progress with no anticipated completion date</b>
<b>Overall Strategic Progress</b>		
<ul style="list-style-type: none"> <li>- ECOMM data is needed for an analysis of the current process and potential solutions</li> <li>- Data has been requested on multiple occasions</li> </ul>		

<b>2024 Strategy 4: Active Bystander for Law Enforcement (ABLE) Phase 1</b>		
<b>Initiation Date</b>	<b>Target Date</b>	<b>Lead</b>
January 2024	December 31, 2024	DCC Leslie Ogston
<b>Activities (Action Plans)</b>		<b>Completion Status</b>
<ul style="list-style-type: none"> <li>Research “train the trainer” vs bringing trainers in</li> </ul>		☒☒☒
<ul style="list-style-type: none"> <li>Assess training time/plan for 2025</li> </ul>		☒☒☐
<ul style="list-style-type: none"> <li>Obtain letters of support</li> </ul>		☒☒☒
<ul style="list-style-type: none"> <li>Draft Implementation Plan Outline and application</li> </ul>		☒☒☒
<b>2024 Performance Projections</b>		<b>2024 Performance Results</b>
<p><b>Outcome:</b> PMPD is accepted into the ABLE Training program, has made a commitment to community partners and has determined the most viable method of delivering training to all employees</p> <p><b>Measure:</b> Application is submitted to Georgetown Law Center for Innovations in Community Safety</p> <p>Community Stakeholders are supportive and believe in the value of the program</p>		<b>Phase 1 of ABLE is in progress and anticipated to move to phase 2 in early 2025</b>
<b>Overall Strategic Progress</b>		
<ul style="list-style-type: none"> <li>- Initial meetings have been held</li> <li>- Cornerstone research is in progress</li> <li>- Letters of support written and signed</li> </ul>		

# PMPD Business Plan Report Back Template (2024)

**Goal – Organizational Modernization & Readiness**  
**Champion – Chief Fleugel**

2024 Strategy 1: Complete an organizational review of civilian support functions		
Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Chief Fleugel
Activities (Action Plans)		Completion Status
Secure services of consultant		☒☒☒
Share available data for preparation		☒☒☒
Facilitate interviews and focus groups/surveys with civilian staff		☒☒☒
2024 Performance Projections	2024 Performance Results	
<p><b>Outcome:</b> All relevant information and data collected</p> <p><b>Measure:</b> Report with assessment and recommendations received by Police Board for information</p>	<p><b>Report with actionable recommendations complete</b></p>	
Overall Strategic Progress		
<ul style="list-style-type: none"> <li>- Final report completed and before Police Board for Approval</li> </ul>		

2024 Strategy 2: Begin implementing accessibility plan and finalize 3-year accessibility plan		
Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Jeannie Ziraldo
Activities (Action Plans)		Completion Status
Prioritize and cost out recommendations from external consultant		☒☒☒
Implement first phase of plan		☒☒☒
Assist consultant with gathering data		☒☒☒
2024 Performance Projections	2024 Performance Results	
<p><b>Outcome:</b> Contract is signed and plan is developed with assistance from the internal committee</p> <p><b>Measure:</b> Plan is completed and presented to the Police Board</p>	<p><b>This phase of project is complete</b></p>	

Overall Strategic Progress	
- Project plan actioned and completed on schedule with costing and implementation phases	

2024 Strategy 3: Identify best available 5-year population projections to assist with police resource planning		
Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Vienna Lam
Activities (Action Plans)		Completion Status
Research models used by other agencies and organizations to project population		☒☒☒
Compare and contrast differing models for use by PMPD		☒☒☒
2024 Performance Projections		2024 Performance Results
<b>Outcome:</b> Identify best method for use  <b>Measure:</b> Population projection is obtained		<b>Complete</b>
Overall Strategic Progress		
- Complete		

2024 Strategy 4: Increase use of e-ticketing, Digital Evidence Management System (DEMS), and Health IM		
Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Inspector Travis Carroll
Activities (Action Plans)		Completion Status
Determine messaging		☒☒☐
Educate members		☒☒☐
Plan to trouble shoot IT barriers		☒☒☒
2024 Performance Projections		2024 Performance Results
<b>Outcome:</b> Progressively higher usage of each digital system  <b>Measure:</b> There will be an increase in the percentage of e-tickets written over traditional tickets		<b>6% increase in e-tickets over traditional tickets written in 2024 over 2023</b>
Overall Strategic Progress		
- Efforts have shown a noticeable change with more room for improvement. In 2023 51% of VTs were electronic and in 2024 57% of VTs were electronic.		



**2024 Strategy 5: Identify, assess and prioritize target innovation areas**

Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Shane Archibald

Activities (Action Plans)	Completion Status
Monitor workgroups for initiatives that could work at PMPD	☒☒☐
Assess initiatives for viability	☒☒☐
Assign staff from various sections to lead and support trials	☒☒☐

2024 Performance Projections	2024 Performance Results
<p><b>Outcome:</b> There is a record of initiatives that are assessed which reduce the repeated considerations of the same ideas and there is sufficient support for trials</p> <p><b>Measure:</b> IT Service catalogue entries that document supported services and documentation to archive decisions</p>	<p><b>Staff have been encouraged to look for new innovation initiatives as part of the plan.</b></p> <ul style="list-style-type: none"> <li>• <b>MVB6020 Forms are now being saved digitally.</b></li> <li>• <b>PMPD Cleared contractor list is now managed electronically.</b></li> <li>• <b>PMPD visitor log is now electronic.</b></li> <li>• <b>Jail log and guard log have been converted to be electronic.</b></li> </ul>

Overall Strategic Progress
<ul style="list-style-type: none"> <li>- Staff are aware that innovation and modernization are encouraged as part of the strategic plan.</li> <li>- This resulted in changes in 2024 – however continuing service improvements are never considered complete.</li> </ul>

# PMPD Business Plan Report Back Template (2024)

## Goal – Supporting Our Employees Champion – Deputy Chief Ogston

### 2024 Strategy 1: Develop comprehensive Recruiting, Communication and Marketing Strategy to assist filling vacancies

Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Staff Sergeant Fraser Renard
Activities (Action Plans)		Completion Status
Launch Survey		☒☒☒
Compile available data		☒☒☒
Provide Shout Media with Port Moody demographic info		☒☒☒
2024 Performance Projections		2024 Performance Results
<p><b>Outcome:</b> Shout Media possesses all pertinent data and information necessary to proceed</p> <p><b>Measure:</b> Marketing strategy complete and approved</p>		<b>Marketing Strategy to be finalized January 2025</b>
Overall Strategic Progress		
<ul style="list-style-type: none"> <li>- Delays occurred at the end of 2024 due to necessary edits and corrections</li> <li>- Marketing Strategy on track for early 2025 completion and approval</li> </ul>		

### 2024 Strategy 2: Launch dedicated Recruiting website to assist filling vacancies

Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Staff Sergeant Fraser Renard
Activities (Action Plans)		Completion Status
Embed survey results into strategy		☒☒☒
Research other agency looks and usability		☒☒☒
Ensure efficient workflow and data capture		☒☐☐
2024 Performance Projections		2024 Performance Results
<p><b>Outcome:</b> Stand-alone dedicated recruiting website where applicants can apply with one click and all info is captured and stored</p> <p><b>Measure:</b> Website is Live</p>		<b>This project is near completion, likely “go live” date in Feb 2025</b>
Overall Strategic Progress		
<ul style="list-style-type: none"> <li>- Project is slightly delayed but on track for completion in early 2025.</li> </ul>		

2024 Strategy 3: Implement PACE improvements to support succession and growth		
Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Travis Carrol Brad Sheridan
Activities (Action Plans)		Completion Status
Update exemptions		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Update timelines		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Explore digital training requests		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2024 Performance Projections		2024 Performance Results
<p><b>Outcome:</b> PACE in place for those who benefit Plan and timeline for digital training requests</p> <p><b>Measure:</b> 100 percent compliance for qualifying staff members</p>		<b>Exemption and compliance data are positive for 2024</b>
Overall Strategic Progress		
<ul style="list-style-type: none"> <li>- This project remains in progress, nearly 100 percent compliance for 2024. Some challenges with volume of new employees and expectations regarding completion. Digital Training requests remain a priority for 2025 and beyond</li> </ul>		

2024 Strategy 4: Complete readiness for an employee facility dog		
Initiation Date	Target Date	Lead
January 2024	December 31, 2024	DCC Leslie Ogston
Activities (Action Plans)		Completion Status
Partner with Wounded Warriors Canada		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Identify primary and secondary handlers		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2024 Performance Projections		2024 Performance Results
<p><b>Outcome:</b> Partnership agreement in place Handlers identified</p> <p><b>Measure:</b> Wounded Warriors requirements met</p>		<b>Communication with Wounded Warriors Canada and local trainer are ongoing with very slow progress. Handlers have not been identified.</b>
Overall Strategic Progress		
<ul style="list-style-type: none"> <li>- Setting up a partnership agreement is taking longer than expected. First identified handler has withdrawn. Projected timeline for acquiring a dog is longer than most position tenures.</li> </ul>		

2024 Strategy 5: Open a member wellness room		
Initiation Date	Target Date	Lead
January 2024	December 31, 2024	Staff Sergeant Kris Sledding

Activities (Action Plans)		Completion Status
Empty current identified space		☒☒☒
Plan space and make usable		☒☒☒
2024 Performance Projections		2024 Performance Results
<p><b>Outcome:</b> Room is usable by sworn members</p> <p><b>Measure:</b> All tasks complete and members are using the room</p>	<p><b>Despite hurdles, the wellness room is complete and well used</b></p>	
Overall Strategic Progress		
<ul style="list-style-type: none"> <li>- Project complete</li> </ul>		

## E-COMM JANUARY UPDATE FOR POLICE AND LOCAL GOVERNMENT PARTNERS

We are writing to share with you our monthly update on key activities at E-Comm to strengthen and improve our services on behalf of our police partners and the public we serve. Please feel free to share this update publicly, and to forward to E-Comm any requests to be added to our distribution.

### All service levels met or exceeded in 2024

- **Highest overall year-to-date service levels in 8 years** – 2024 saw E-Comm’s highest year-end service levels in years, with all service level targets met or exceeded, including non-emergency for the first time since 2016. Several factors contributed to these results, including ongoing investments as part of the 5-year Transformation plan, improved staff retention and recruitment, and an overall reduction in 9-1-1, police emergency and non-emergency call volumes compared to previous years.
- **Significant reduction in abandoned non-emergency calls, faster answering time** – The non-emergency abandoned call rate in the Lower Mainland dropped to 15% in 2024, a 50% reduction from 2023. Transformation improvements such as our dedicated non-emergency team and the introduction of Genesys contact centre technology in May 2024 have also led to faster answering times of two minutes average, down from 4 minutes in 2023.

### Operations Updates

- **Continued progress in hiring and training for key positions** – We continued to strengthen our Operations workforce in December 2024 with a new cohort of police call takers at our Vancouver Island centre. We also had additional call takers successfully complete our revamped dispatch fundamentals training course designed for those pursuing the dispatch career path.
- **Experienced first responder joins E-Comm in Operations role** – We are pleased to welcome Tyler Moore as our new Director of Operations Relationship Management. Moore recently retired as Deputy Chief of Vancouver Fire and Rescue Service after 30 years. We look forward to benefitting from his extensive public safety expertise in this role as a key conduit between E-Comm and the 70+ police and fire agencies we provide services for.
- **Re-integration of West Vancouver Police’s non-emergency calls** – On January 14th, one of our non-emergency call takers took West Vancouver Police’s first non-emergency call through Genesys, following their transition back to E-Comm from the Transit Police. Thanks to diligent planning efforts from our Technology and Policy, Support & Implementation Team, the transition went smoothly for the non-emergency call-taking team.
- **Public safety support to major events** – Our Operations team had extra staff on hand to support police and other partners in Vancouver during a busy three days in early December with the Taylor Swift concerts. E-Comm employees took part in the related activation of the Vancouver Emergency Operations Centre (EOC), as part of FIFA 2026 preparations. The events went smoothly with no major incidents, and 9-1-1 service levels remained above target.
- **Annual 9-1-1 call campaign reaches wide audience** – The annual “top ten” calls that did not belong on 9-1-1 highlighted the importance of keeping emergency lines free for urgent calls. The campaign received a large amount of media coverage, social media engagement and web traffic.

**JANUARY 2025 UPDATE**

**LOWER MAINLAND 2024**

	Target	2021	2022	2023	2024
<b>9-1-1</b>	95%/5s	92%	98%	98%	98%
<b>Police Emergency</b>	88%/10s	83%	85%	89%	90%
<b>Police Non-Emergency</b>	80%/180s	55%	44%	63%	80%
<b>Fire Emergency</b>	90%/15s	90%	88%	93%	94%

**VANCOUVER ISLAND 2024**

	Target	2021	2022	2023	2024
<b>9-1-1</b>	95%/5s	92%	98%	98%	98%
<b>Police Emergency</b>	88%/10s	90%	88%	88%	91%
<b>Police Non-Emergency</b>	80%/180s	87%	79%	80%	81%

**TRANSFORMATION AND OPERATIONS UPDATES**



Highest overall year-to-date service levels in 8 years, all targets achieved



+2 million 9-1-1 calls in 2024



Significant reduction in abandoned non-emergency calls, faster answering time



Operations staff support first responders as large crowds attend Vancouver concerts



Re-integration of West Vancouver Police's non-emergency calls



Continued progress in hiring and training for key positions like dispatch

**ANNUAL 9-1-WHAT CAMPAIGN**



Launched annual campaign sharing a list of top ten calls that do not belong on 9-1-1, highlighting the proper use of 9-1-1 and importance of keeping emergency lines free for urgent calls. Resulted in significant media coverage, social media engagement, and increased website traffic.

*Sent via e-mail*

January 23, 2025

To: E-Comm Shareholder Representatives

**Subject: Update on E-Comm's Governance Review**

Dear E-Comm Shareholders,

On behalf of the E-Comm Board of Directors, I am writing to provide an update on E-Comm's Governance Review project following the provincial announcement on December 5, 2024, of an independent review of E-Comm's governance, operations and financial model, as well as the broader structure of 9-1-1 services in B.C.

**Pause on E-Comm's governance review project engagement**

Given the proposed timing and scope of the provincial review, E-Comm's Board has paused activities related to the governance and financial model changes proposed in 2024 by Deloitte, that you have been engaged with over the past several months. We fully recognize the challenge for you, our shareholders, in being asked to consider governance and financial model changes, without knowing the recommendations and full impact of the provincial review.

As such, previously planned shareholder activities including the February 12, 2025 consultation session and June shareholder vote on proposed changes have been cancelled. It is anticipated E-Comm's Annual General Meeting will proceed as per the usual timing in June 2025.

I want to acknowledge and thank each of you for the thought, effort and engagement you have offered on the governance and financial model changes to date. Your contributions have helped shape and fine-tune the vision of how E-Comm can modernize to best support emergency communications, first responders and public safety in communities across B.C.

While we are pausing further shareholder engagement activities related to E-Comm's Governance Review project for now as the independent review is underway, we will ensure that we are ready to resume work as appropriate, once the provincial review is complete, and depending on its recommendations.

It is important to note that E-Comm's regular operations, implementation of NG9-1-1, and many of the service-improvement projects underway as part of our transformation efforts will continue as planned during the review. Our Finance team will also continue work internally to develop a transparent financial model to guide E-Comm's multi-year financial plan – this is important work that our shareholders and partners have asked for and we view as essential to continue regardless of the outcome of the provincial review. As a result of the financial model being included in the scope of the independent review, the levies and budget for 2026 will be based on the current financial model.



## **What we know about next steps - provincial independent review**

E-Comm welcomes this independent review and has long stated that changes are needed to ensure our governance, operations and financial model are sustainable and efficient. We view this as an opportunity for the province to understand more about the structural challenges E-Comm faces.


In particular, E-Comm has long supported the advocacy of the Union of BC Municipalities and our local government and agency partners that many of you have been involved in, calling for a greater provincial role in, and funding for, 9-1-1 and related emergency communication services in B.C.

Following the December announcement from Minister of Public Safety and Solicitor General Garry Begg, the Province issued an RFP for respondents to conduct the independent review with a deadline for responses of February 14, 2025. The deadline for the report of the independent review to be provided to government is listed as five months from when the contract is issued, with options for extension if required. Accordingly, we are hopeful for a summer 2025 completion of the report to the Province.

E-Comm's Board of Directors and Management team will participate fully in the review and assist in any way we can – including sharing the work done in collaboration with shareholders on governance and financial model changes and impressing the importance of timely communication on next steps following the completion of the report to the Province.

I want to thank you again for all the effort and collaboration undertaken as part of the governance and financial model review, and look forward to the opportunities ahead with the provincial independent review to improve emergency communications in B.C.

Sincerely,



Doug Campbell  
Chair, E-Comm Board of Directors

*cc: E-Comm Board of Directors  
Oliver Grüter-Andrew, President & CEO*





**E-Comm 2025 Levy**  
**Briefing Note for Police Call-Taking Partners**  
**January 15, 2025**

**In brief:**

E-Comm’s board of directors has approved a total budget of \$153.5 million for 2025, to maintain significantly improved service levels, fund essential costs, and continue strategic investments as part of our five-year transformation plan. This includes a 2025 levy increase for our police call-taking and dispatch partners of 14% in the Lower Mainland, and 17% on Vancouver Island.

The levy increase reflects extensive consultation and feedback, as detailed below.

**Key points to note:**

- *A focus on core services, and deferral of some longer-term investments where possible –* The 2025 budget follows extensive consultation with our partner agencies in 2024, to provide earlier advance notice of our financial requirements including baseline costs and future needs. The feedback we received was to focus on core service delivery, and to reduce preliminary levy forecasts by deferring other needed investments for consideration at a later date.
- *Most (nearly 60%) of the levy increase is for salaries, benefits and position annualization, including new staff to strengthen operations –* These increased costs are due to higher labour costs in our collective bargaining agreement, front-line positions added in 2024 and new positions in 2025 (primarily Dispatchers), required to maintain service levels and reduce our reliance on overtime. Stabilizing our operations workforce is a critical component of our transformation efforts and is vital to meeting and exceeding agreed-upon service level targets.
- *The increased costs are part of an intentional strategy to address historic underfunding –* Due to poor historic forecasting on E-Comm’s part, levy increases over the past decade (2010 to 2020) were well below the rates of inflation and increases in police and local government budgets, resulting in significant investment shortfalls in staffing, systems and technology. A 2021 review conducted by PwC concluded E-Comm was understaffed by approximately 125 front-line call taking positions. It also cautioned the future cost of achieving current service level targets would be unsupportable without staffing improvements and modernization.
- *Our transformation plan is working, with the best service levels since 2016 –* Many of the PwC recommendations are now being implemented as part of our 5-year transformation plan, developed with partners and approved in 2022. The success of these investments is evident, as E-Comm achieved all of its core, annual service-level targets in 2024 for 9-1-1, police and fire emergency and non-emergency call-taking, for the first time in eight years.
- *Financial model improvements underway to ensure financial sustainability for the future –* E-Comm’s levy increases are decreasing relative to recent years and are on a path to more sustainable rates of increase in the future as we emerge from a decade of underfunding. A new financial model currently under development will also help to improve financial planning, accountability and transparency around future pricing and levy calculations.

**Benefits of the 2025 budget for partners:**

*Improved service performance, operations and technology:*

- Transformation plan investments to date have led to E-Comm’s best service levels in 8 years.
- In 2025, we will continue to modernize call-taker training and build on steps taken to stabilize dispatch services, including on-the-job supports to enhance retention and recruitment efforts.
- For police non-emergency (NER) call-taking, E-Comm answered 80% of calls within 3 minutes in 2024, its highest Lower Mainland service level since 2016. Lower Mainland improvements include more call-takers dedicated exclusively to NER calls, and the new Genesys NER contact centre platform, which offers callers wait-time estimates and call-back options.
- The abandoned non-emergency call rate decreased by half in 2024, from 30% to just 15%, as did the average speed to answer, from 4 minutes to 2 minutes per NER call. These improvements to the caller experience help ensure public confidence in calling NER lines to report crime, which helps to improve data and police planning. We plan to continue to leverage Genesys technology through further transformation initiatives in 2025.
- We will continue to modernize our technology platform by automating processes for greater efficiency, while strengthening our cybersecurity defenses and building technical resiliency. We also plan to leverage our data and analytics capabilities to secure greater insights into our business operations and financial drivers, and improved information and reporting for our partners. Recent initiatives included new self-service dashboards for police agencies that provide direct access to key metrics such as call volumes, service levels, and answer times.

Maintaining the momentum of service improvements underway is critical to prevent erosion of the progress to date. Failing to continue with planned transformation investments would have a detrimental effect for our agency partners through service level and technical infrastructure instability.

**Other points of note:**

- *Investment deferrals:* As noted, we have deferred some key investment initiatives for the time being, in response to partner feedback. These include: a much-needed third emergency communications facility to address space constraints, improve operational redundancy, and plan for lease termination of our existing back-up centre; deferral of repayment of E-Comm’s accumulated deficit; and other potential service level improvements.
- *NG9-1-1:* The 2025 budget does not include costs related to the Next Generation 9-1-1 program, which is being funded separately by a \$90 million-dollar provincial grant. Added revenue that was generated by interest from the one-time grant in 2024 will not be available in 2025.
- *Provincial review of E-Comm:* In December, the Province announced an independent review of E-Comm’s governance, finances and operations, including the structure of 9-1-1 and emergency communications services in B.C., to be completed later this year. E-Comm welcomes this review. We have long-supported calls from our police and local government partners, including the UBCM, for greater provincial oversight and funding of 9-1-1 and emergency communications. E-Comm will keep our police partners updated as we are able, as we learn more about the review and its potential impacts, including to work underway to develop a new governance and financial model for the consideration of our police partners.

January 9, 2025

To: E-Comm Lower Mainland Police Agency Partners  
Sent via e-mail

**RE: West Vancouver Police Non-Emergency Call-Taking Transitioning to E-Comm**

Good afternoon,

I am reaching out to let you know that the West Vancouver Police will be bringing their non-emergency call-taking back to E-Comm as of January 14, 2025. E-Comm already provides dispatch and emergency call-taking for West Vancouver and has previously provided non-emergency services for the municipality until 2022 when they transitioned to Transit Police.

The reintegration of West Vancouver's non-emergency call-taking is expected to be a smooth process and given their relatively low call volume we do not anticipate any impact to overall non-emergency service levels.

We are in a good position to re-assume this work, due to ongoing improvements to non-emergency services as part of our multi-year Transformation plan. These include our dedicated non-emergency call-taking team, as well as our new call platform Genesys which provides callers with enhanced options such as call backs and wait time estimates.

We have seen significant improvements to non-emergency services as a result of these measures, meeting service levels and greatly reducing the number of abandoned calls throughout 2024.

Thank you for your ongoing support of these transformational efforts. I invite you to come meet the non-emergency team anytime to see and hear firsthand transformational efforts in action. Please reach out to our Communications Manager Carly Paice ([carly.paice@ecomm911.ca](mailto:carly.paice@ecomm911.ca)) if you're interested in a visit.

And, as always, please don't hesitate to get in touch if you have any questions.

Sincerely,



Stephen Thatcher  
Vice-President, Operations  
604.215.5008  
[Stephen.Thatcher@ecomm911.ca](mailto:Stephen.Thatcher@ecomm911.ca)





## PMPD BOARD COMMITTEE REPORT

### COMMITTEE NAME:

Governance Committee (Public)

(ESTIMATED TIME 5.00 Minutes)

### MEMBERS:

Present: Olga Kuznyetsova, Alison Carstairs, Chloe Goodison

### GUESTS:

none

### REPORTING DATE:

February 4, 2025

### COMMITTEE UPDATE:

Committee meeting was held on February 4, 2025 via Zoom.

#### 1. Board Governance Manual update.

Board Governance Manual was last updated in 2015. It needs to be updated to reflect current practices and processes, and 2024 changes to the Police Act.

Olga Kuznyetsova reached out to PSSG to see if they have an updated template for Board Governance Manuals. The response was that they do not, and the creation of such a template is at least two years away.

Alison Carstairs graciously volunteered to update PMPD Board Governance Manual. The updates will be first reviewed by the Governance Committee, and then brought to the Board for review and approval.

#### 2. Board Skills Assessment Matrix.

According to the Board Activities calendar, the annual update of the Board Skills Assessment Matrix is due. Olga Kuznyetsova disseminated the template for the Board members to fill in. Olga will collate the responses and share with the Board at March meeting.

### ATTACHMENTS:

none

### RECOMMENDATIONS / MOTIONS:

1. For receipt, information and discussion.

2. For receipt, information and discussion.

**From:** [Charlton, Katie A PSSG:EX](#)  
**To:** [Meghan Lahti](#)  
**Cc:** [Rhonda Hnatiuk](#); [Trelenberg, Michelle PSSG:EX](#)  
**Subject:** Re: Notice of Position - Please Share  
**Date:** February 3, 2025 2:33:29 PM

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My apologies, here you go!:

<https://www.bcpublicsectorboardapplications.gov.bc.ca/s/noticeofpositionDetail?nop=J-0409>

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**From:** Meghan Lahti <MLahti@portmoody.ca>  
**Sent:** Monday, February 3, 2025 2:31 PM  
**To:** Charlton, Katie A PSSG:EX <Katie.Charlton@gov.bc.ca>  
**Cc:** Rhonda Hnatiuk <Rhonda.Hnatiuk@portmoodypolice.com>; Trelenberg, Michelle PSSG:EX <Michelle.Trelenberg@gov.bc.ca>  
**Subject:** Re: Notice of Position - Please Share

**[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.**

Hi Katie

The link that you've provided is for the New Westminster police board I believe. Is it possible for you to send the correct link, or if this is the correct link, to amend it so that it says Port Moody?

With respect and gratitude,

Meghan Lahti  
Mayor  
City of Port Moody

I acknowledge that I live, work, and play on the traditional, ancestral, and unceded territories of Kwikwetlem (Coquitlam), qiqéyt (Qayqayt), x<sup>w</sup>məθk<sup>w</sup>əyəm (Musqueam), s<sub>k</sub>w<sub>x</sub>wú7mesh (Squamish), selífwitulh (Tsleil Waututh), and Coast Salish peoples.

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On Feb 3, 2025, at 10:32 AM, Charlton, Katie A PSSG:EX <Katie.Charlton@gov.bc.ca> wrote:

You don't often get email from katie.charlton@gov.bc.ca.  
[Learn why this is important](#)

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Good morning,

The Notice of Position for your board has now been posted, with a closing date of March 2, 2025.

Please share the link with all board members:

<https://www.bcpublicsectorboardapplications.gov.bc.ca/s/noticeofpositionDetail?nop=J-0408>

We encourage the board to share through its social media to support recruitment, and encourage board members to share with any known qualified candidates.

Once a shortlist for interviews has been created, we will connect to identify a board member to participate on the interview panel.

Thank you,

Katie Charlton (*She/Her*)

Director, Police Governance Unit

Policing and Security Branch | Ministry of Public Safety and Solicitor General

[katie.charlton@gov.bc.ca](mailto:katie.charlton@gov.bc.ca) | Tel: 250-952-3070

Offering gratitude to the ɫəkʷəŋən and W̱SÁNEĆ peoples on whose ancestral homelands I live and work.

*This response is provided by Mayor Lahti and may not reflect the City of Port Moody's official position or that of Council.*

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February 3, 2025

Port Moody Police Board  
3051 St. Johns Street  
Port Moody, BC V3H 2C5

Dear Chair and Directors,

As you may know, I recently left my role as Executive Director of the Vancouver Police Board and have started my own independent consultancy, offering governance, management and legal policy advice. I am reaching out to smaller police boards to offer my expertise in developing policies for areas where they may be looking to enhance governance or improve compliance with *Police Act* requirements and board accountabilities set out in Provincial Policing Standards. In addition to assisting with drafting policies tailor-made to a board's needs and context, I am also available to support implementation of any new policies and processes.

Areas that some police boards have asked about include policies for succession planning, performance evaluation and management of the Chief Constable and department, and even what reports the board should be receiving and reporting frequency. As well, few police boards in BC have adopted rules respecting standards, guidelines and policies of their department as contemplated by s. 28 of the *Police Act* and may need support coming into compliance. Compliance will give boards the confidence to oversee their departments in areas beyond their governance manual. **I would be delighted to assist with developing robust rules that establish frameworks and protocols that keep your board on track as it fulfils accountabilities set out in the *Police Act* and Provincial Policing Standards.**

What I am proposing should augment the talent of your board table and dedicated staffing resources. I am aware that many police boards are currently under-resourced, but the important role and function of police boards requires adequate funding. My research of funding allocations for police board resourcing across Canada reveals that budgets for police boards are typically between .0025 and .0033 percent of their department's operating budget. **In the case of the Port Moody Police Board, this amounts to between \$41,000 and \$54,000.** This budget would be sufficient to fund conference and education opportunities, appropriate remuneration for board directors, community satisfaction surveys as required by PPS 6.1 (6), legal services for complex service or policy complaints or concerns involving the chief constable, as well as the advisory services I am offering.

Having spoken to representatives of the Province of BC's Municipal Policing Governance Unit, I am confident the Director of Police Services will support police boards having adequate resources to fulfil the foregoing aspects of their core mandate and function. There is still time for your board to make any changes necessary to the provisional police budget your board submitted to council if it does not budget for these needs. Pursuant to s. 27 (2) of the *Police Act*, **the deadline for police boards to amend the provisional budget by adding adequate funding for board governance and submitting the change to council is March 1<sup>st</sup>.**

I welcome a further discussion of my proposal and am available to review and answer questions about police board budgets and the process for making any changes to ensure your board has the resources it needs.

Sincerely,



Jason Kuzminski