



PORT MOODY POLICE BOARD

Regular Meeting AGENDA

DRAFT

Date:	July 6, 2026
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

- a. **ACKNOWLEDGEMENT:** The Port Moody Police Board carries out our business on the ancestral and unceded homelands of the kʷikʷəłəm (Kwkwetlem), səliłwətał (Tsleil-Waututh), xʷməθkʷəyəm (Musqueam), Skwxwú7mesh (Squamish), q̓ičəy̓ (Katzie), qʷa:n̓ ʔən̓ (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 06 July 2026 be adopted.**

3. APPROVAL OF MINUTES*

- **THAT the Minutes of the 08 June 2026 Regular Police Board meeting be approved.**

4. DELEGATIONS/PRESENTATIONS

- Presentation: Nancy Blair, CEO, E-COMM 911
- Presentation: Vienna Lam, Crime Analyst, *2025 PMPD Crime Stats**
- **THAT the 2025 PMPD Crime Stats report be received.**

5. STANDING ITEMS/UNFINISHED BUSINESS

- a. Community Concerns/Considerations
- **THAT (any) community concerns/considerations be received for information.**
- b. Board Conferences, Training and Education*
- E-Comm AGM News Release and 2025 Annual Report
- **THAT E-Comm 2025 Annual Report be received for information.**
- c. Strategic Plan 2024 – 2026 Quarterly Report*
- **THAT the 2026 Q2 Strategic Plan Quarterly Report be received for information.**
- d. FIFA 2026
- Verbal update on FIFA 2026 event

6. NEW BUSINESS

6.1 2026 – 2028 Election of Police Board Chair and Vice Chair*

- **THAT _____ be elected as Chair and _____ as Vice Chair of the Port Moody Police Board for the July 2026 to June 2028 Term.**

6.2 CABRO Guidelines on Public Board Members Seeking Elected Office*

- **THAT the CABRO Election Guidelines – FINAL June 2026 be received for information.**

6.3 OPCC Systemic Investigation Regarding Sexualized Conduct in Police Workplaces*

- **THAT the update on the OPCC Systemic Investigation Regarding Sexualized Conduct in Police Workplaces be received for information.**

6.4 Port Moody Police Invitation to join the Integrated Teams Advisory Committee (ITAC)*

- **THAT the invitation to join the Integrated Teams Advisory Committee (ITAC) be received; and**
- **THAT the Police Board appoints _____ to represent the municipality of Port Moody as member of the Integrated Teams Advisory Committee (ITAC).**

6.5 Request to Consult to Modernize the Police (Uniform) Regulations*

- **THAT the request to participate in consultations to modernize Police (Uniforms) Regulations be received; and**
- **THAT the Police Board Chair will represent Port Moody in these consultations; or**
- **THAT the Police Board prefers the Police Board Governance Committee to participate in these consultations on Port Moody's behalf.**

7. REPORTS FROM COMMITTEE

a. Governance Committee

- In Camera report this month.

b. Finance Committee*

- **THAT the July 2026 Finance Committee Report be received for information.**

c. Human Resource Committee

- No report this month.

8. INFORMATION ITEMS*

- a. PSSG Correspondence Received: *Safety Officer Initiative*;
- b. Correspondence Received: E-COMM 911 June 2026 Partner Update and New Financial Model Update;
- c. Appreciation Received: Various;
- d. PMPD Press Release re: Chief Constable Fleugel's retirement;
- e. Police Board Workplan Calendar.
- **THAT the July 2026 Information Items be received.**

9. ADJOURNMENT

**PORT MOODY POLICE BOARD
REGULAR MEETING
MINUTES
Monday, June 8, 2026 5:00 pm
3rd Floor EOC, Public Safety Building
3051 St. Johns Street, Port Moody, BC**

DRAFT

Minutes of the PORT MOODY POLICE BOARD Regular Meeting held 08 June 2026, Port Moody, British Columbia	
PRESENT:	Mayor Meghan Lahti – Chair Olga Kuznyetsova – Vice Chair Alison Carstairs Wendy Ham Shahid Hussain Jeff Summers
REGRETS:	Manjit Aulja, Chloe Goodison
STAFF:	C Cst. Fleugel, DC Cst. Ogston, Insp. Travis Carroll, Insp. Sheridan, Shane Archibald, Kim Tsok, Joyce Ngo, Jeannie Ziraldo, Michelle Rain, Rhonda Hnatiuk, Roselle Quinones, Jenny Bruschetto, Cst. Sam Zacharias
GUESTS	City of Port Moody Councilors Agtarap, Dilworth, Knowles, Lurbiecki City of Port Moody staff A. Mathewson, City Manager and P. Rockwood, Chief Financial Officer
CALL TO ORDER	1. <u>CALL TO ORDER</u> Mayor Meghan Lahti, Chair, called the meeting to order at 5:00 pm. The Territorial acknowledgement was recited. The Chair welcomed City Council to the meeting.
AGENDA for 08 June 2026	2. <u>APPROVAL OF THE AGENDA</u> Moved. Seconded and Carried. THAT the Agenda for the Regular Meeting of the Port Moody Police Board held on 08 June 2026 be adopted.
Minutes of the REGULAR MEETING held 04 May 2026	3. <u>ADOPTION OF MINUTES</u> Moved. Seconded and Carried. THAT the Regular Meeting minutes of 04 May 2026 be approved.
DELEGATIONS/ PRESENTATIONS	4. <u>DELEGATIONS/PRESENTATIONS</u> Presentation: Roselle Quinones and Jenny Bruschetto, Victim Services Unit, <i>PMPD Restorative Justice Program</i>

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

5.

STANDING ITEMS/UNFINISHED BUSINESS

a.

Community Concerns/Considerations

- Shahid Hussain followed up on the community concern raised at last month's meeting regarding the occurrence of Theft from Vehicles/Theft of Vehicles in the College Park & Glenayre neighbourhoods. Citizens have noticed PMPD taking a proactive role by noticing increased patrols and the note delivered to all households reminding residents to not leave valuables in vehicles and to lock them. Shahid delivered a thank you from the residents;
- Cst. Zacharias presented information on the ongoing problem with electric dirt bikes being operated illegally in the community and causing issues. Discussion ensued.
- The Jewish Community Festival was held at Rocky Point Park this past weekend with approximately 650 people in attendance, no incidents reported.

Moved. Seconded and Carried.

THAT the Community Concerns and Consideration for June 2026 be received for information.

**Conferences/Training/
Education**

b.

Board Conferences, Training and Education

Notice of the 2026 Canadian Association of Police Governance AGM (CAPG)

Moved. Seconded and Carried.

THAT the notice of the 2026 CAPG AGM be received.

Chloe Goodison, Wendy Ham and Jeff Summers will be attending the 2026 CAPG conference as representatives of the Port Moody Police Board.

CAPG 2026 Conference Sponsorship Request

That the Port Moody Police Board approves CAPG 2026 Conference Sponsorship in the amount of \$1000 (friend level).

**Strategic Plan 2024 –
2026**

c.

Strategic Plan 2024-2026

No Strategic Plan report this month.

FIFA 2026

d.

FIFA 2026

Insp. Carroll provided the Board with an update on FIFA event planning, highlights of which included:

- The staffing compliment and event plan is ready to go;
- There will be extra policing on Brewery Row;
- Private community events are being anticipated;

		- Surrounding communities are holding viewing events and block parties; - No news to report on the status of Provincial funding.
NEW BUSINESS	6.0	<u>NEW BUSINESS</u>
PMPD 2025 Community Report	a.	PMPD 2025 Community Report Moved. Seconded and Carried. THAT the PMPD 2025 Community Report be received. Olga suggested that in future, any downward arrows signifying a decrease be changed from red to green. Discussion regarding various stats reported.
ECOMM AGM Package 2026	b.	ECOMM Annual General Meeting Invitation Letter and Notice of AGM package 2026 Moved. Seconded and Carried. THAT the ECOMM AGM Invitation and Notice of AGM be received; and THAT the Port Moody Police Board appoints Nancy Kotani, ECOMM's Board Chair, to attend as the Boards proxyholder and vote our share as instructed on the Form of Proxy.
REPORTS FROM COMMITTEE	7.	<u>REPORTS FROM COMMITTEE</u>
GOVERNANCE COMMITTEE REPORT	a.	Governance Committee No report this month.
FINANCE COMMITTEE REPORT	b.	Finance Committee Wendy Ham presented the June 2026 Finance Committee report for information. Year to date, the Operating Budget is favourable by \$480k mainly driven by wages and vacancies. Operating expenses are favourable by \$146k due to various savings realized. The 2026-2030 Operating and Capital Budget was approved by City Council on May 12, 2026. Moved. Seconded and Carried. THAT the June 2026 Finance Committee Report be received for information.
HUMAN RESOURCE COMMITTEE	c.	Human Resource Committee The report is In Camera this month.

INFORMATION ITEMS	8.	<u>INFORMATION ITEM(S)</u>
	a.	PSSG Correspondence Received: Police Board Reporting Requirements;
	b.	ECOMM 911 Correspondence Received: May 2026 Partner Update;
	c.	ECOMM Class A Syndicate Correspondence sent: <i>Port Moody Police Board Nominee for the ECOMM Board of Directors 2026 - 2027 Term</i> ;
	d.	CAPG Correspondence received: Board and Award Call for Nominations.
PUBLIC INPUT	9.	<u>PUBLIC INPUT</u>
		No public input this month.
ADJOURNMENT	10.	<u>ADJOURNMENT</u>
		Meeting adjourned at 5:58 pm
NEXT MEETING DATE	11.	<u>NEXT MEETING DATE</u>
		The next Regular Meeting: <u>Monday, July 6, 2026: 5:00 pm</u> , 3 rd Floor Boardroom Port Moody Public Safety Building 3051 St. Johns Street, Port Moody, BC

Mayor Meghan Lahti, Chair

Rhonda Hnatiuk, Recording Secretary



PORT MOODY POLICE DEPARTMENT

2025

CRIME STATISTICS REPORT

TO SERVE AND PROTECT THE COMMUNITY
OF PORT MOODY, WITH EXCELLENCE.

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

 PortMoodyPolice.com
 604.461.3456
 info@portmoodypolice.com

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

This document pertains to the

PMPD Strategic Business Plan – Goal 1 Incident Volume

The total number of calls for service was 6083, which includes 5927 traditional calls and 156 online crime reports (figure 1). There were 488 Priority 1 (emergency) calls, followed by 1,190 (P2), 2,915 (P3), and 1,297 (P4). Online crime reports are not assigned a priority classification but the nature of these files commonly reflect P3 and P4.

Given that a single case (GO) can have 1-4 Uniform Crime Report (UCRs) codes applied, we see that the true measure of incidents in 2025 is 7,595 UCRs, which is a 5.9% increase from 2024's 7,175 UCRs.

- ❖ Frequency of incidents (UCRs) increased by 5.9% in 2025.
- ❖ There was a total of 6083 calls for service (including online crime reports).
- ❖ Priority 1 calls increased marginally from 479 to 488.



Most Common Types of UCRs

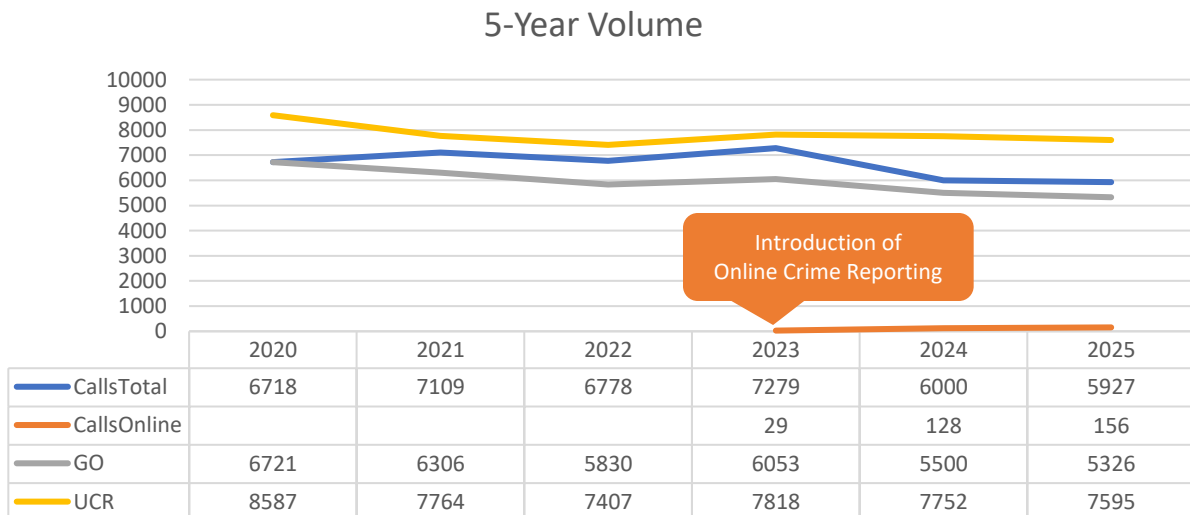
600	Check Well-Being
435	Suspicious Persons/Vehicles/Occurrences
413	Assist Public
298	Property Found
276	Dangerous/Reckless Driving (6th was 260 Driving complaints)

⚠️
488 calls were P1
emergencies in progress!

5,927
calls for
service

156
Online Crime
Reports

Figure 1. Volume of Calls (Calls Total), Online Crime Reports (Calls Online), General Occurrences (GO), and Uniform Crime Report (UCR) Incidents.



Why do numbers sometimes change? Retrospective statistics are updated annually to account for changes due to final outcomes of investigations, delayed reporting of historical crimes, updates to data gathering methodologies, and changes to legal classifications of offences (i.e., decriminalization of certain drugs or the introduction of new laws).

1 Crimes Against Persons (Grouped Categories)

PERSONS						
KEY OCCURANCES	2025 Total	Monthly Average	2024 Total	Monthly Average	Δ	% Change
Abduct/Kidnap/Traffic	0	0.0	3	0.3	-3	
Assault	85	7.1	134	11.2	-49	-36.6%
Assault Youth	3	0.3	7	0.6	-4	
Assault Officer	7	0.6	6	0.5	1	
Causing Death	0	0.0	1	0.1	-1	
Causing Bodily Harm	1	0.1	0	0.0	1	
Extort/Harass	156	13.0	183	15.3	-27	-14.8%
Firearms Target People	5	0.4	10	0.8	-5	
Person Dispute	390	32.5	373	31.1	17	4.6%
Robbery	3	0.3	0	0.0	3	
Sex-Related Offences	44	3.7	41	3.4	3	7.3%
Other Person Offences	128	10.7	124	10.3	4	3.2%
TOTAL PERSON UCR	822		882		-60	-6.8%

Offences causing death include: counselling suicide, criminal negligence, murder, etc.

Extort/Harass offences include: hate crimes, threats, intimidation, etc.

Other Person Offences include: causing disturbances, libel, etc.

2 Road Safety (Grouped Categories)

ROAD SAFETY						
KEY OCCURANCES	2025 Total	Monthly Average	2024 Total	Monthly Average	Δ	% Change
Collision Investigations	216	18.0	201	16.8	15	7.5%
Dangerous/Reckless Driving	607	50.6	471	39.3	136	28.9%
Driving Complaints	232	19.3	226	18.8	6	2.7%
Excessive Speed	74	6.2	55	4.6	19	34.5%
Impaired Driving	186	15.5	249	20.8	-63	-25.3%
Parking Violations	36	3.0	46	3.8	-10	-21.7%
Vehicles Impounded	129	10.8	158	13.2	-29	-18.4%
Driving without Permit	44	3.7	57	4.8	-13	-22.8%
Fail/Refuse to Provide Samples	2	0.2	12	1.0	-10	---
Check Stop Program	23	1.9	24	2.0	-1	-4.2%
Other Traffic Offences	127	10.6	85	7.1	42	49.4%
TOTAL TRAFFIC UCR	1676		1584		92.0	5.8%

3 Property Offences (Grouped Categories)

PROPERTY						
KEY OCCURANCES	2025 Total	Monthly Average	2024 Total	Monthly Average	Δ	% Change
Auto Theft	17	1.4	41	3.4	-24	-58.5%
Theft from Vehicle	96	8.0	86	7.2	10	11.6%
Theft Bike	16	1.3	16	1.3	0	0.0%
Theft Other	261	21.8	261	21.8	0	0.0%
B & E - Residential	31	2.6	21	1.8	10	47.6%
B & E - Business	23	1.9	10	0.8	13	130.0%
B & E - Other	34	2.8	44	3.8	-10	-22.7%
Arson/Damage/Mischief	194	16.2	163	13.6	31	19.0%
Fraud/Counterfeit	163	13.6	197	16.4	-34	-17.3%
Property Lost	225	18.8	195	16.3	30	15.4%
Property Found	277	23.1	298	24.8	-21	-7.0%
Property Assistance	45	3.8	36	3.0	9	25.0%
Possess Stolen Property	10	0.8	10	0.8	0	0.0%
Other Property Offences	8	0.7	5	0.4	3	60.0%
TOTAL PROPERTY UCR	1400		1383		17	1.2%

4 Services Provided

SERVICES						
KEY OCCURANCES	2025 Total	Monthly Average	2024 Total	Monthly Average	Δ	% Change
Assist Police/Agency/EHS	654	54.5	568	47.3	86	15.1%
Assist Public	363	30.3	664	55.3	-301	-45.3%
Assist Other	4	0.3	32	2.7	-28	-87.5%
911 False/Abandoned	55	4.6	99	8.3	-44	-44.4%
False Alarms	77	6.4	131	10.9	-54	-41.2%
Check Well-being	552	46.0	391	32.6	161	41.2%
Mental Health Cases (Dis/Sui)	122	10.2	139	11.6	-17	-12.2%
Missing Persons	90	7.5	133	11.1	-43	-32.3%
Sudden Deaths	24	2.0	28	2.3	-4	-14.3%
Suspicious Per/Veh/Occ	387	32.3	464	38.7	-77	-16.6%
Victim Services	124	10.3	131	10.9	-7	-5.3%
TOTAL SERVICES UCR	2452		2780		-328	-11.8%

NOTE: This is not a comprehensive list of all service provided.

6 Weighted Clearance Rates

Weighted Clearance rates are released by Statistics Canada in Q3-Q4 of the following year. The 2024 records are the most updated information available as of June 30th, 2026.

Weighted Clearance rates (WCR) dropped substantially at the wake of the pandemic. In 2022, incredible effort was made to investigate and clear incidents, evidenced by the 8% increase in overall WCR and 55% increase for violent crimes, but has since dropped again (Figure 2). The range of scores for the overall weighted clearance rate (18.30 – 40.65) remains similar or above other cities in British Columbia. This suggests that Port Moody Police outperformed other agencies in 2018 – 2020, but now has a similar clearance rate (Figure 6).

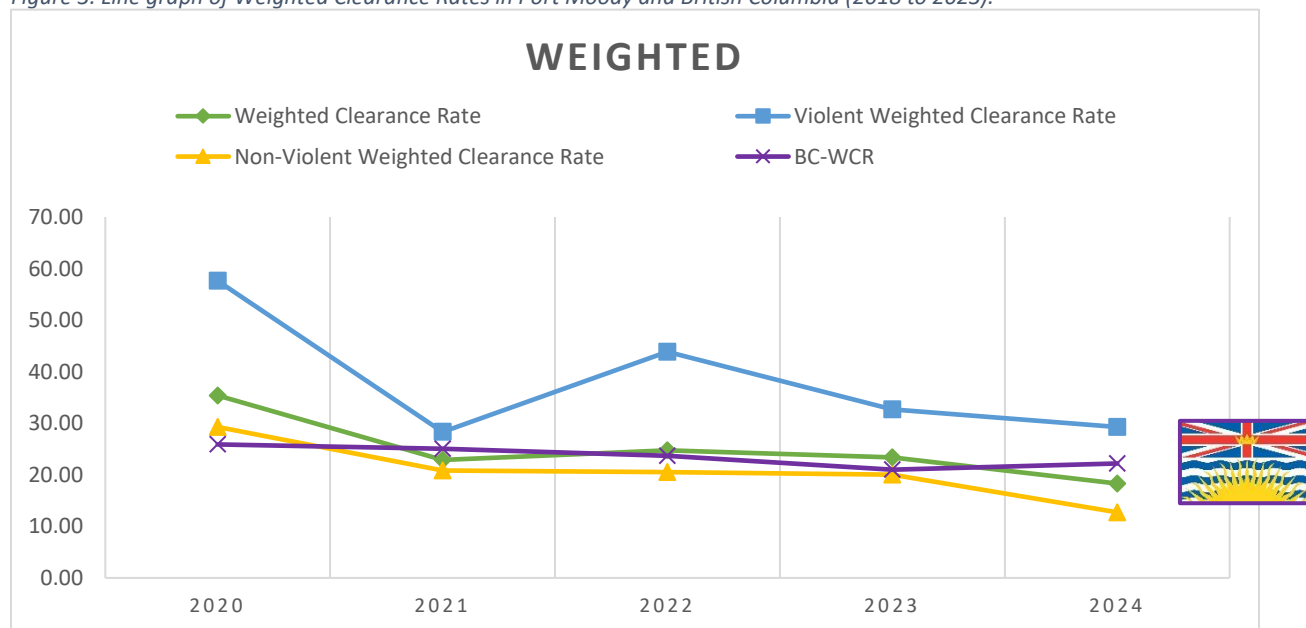
Figure 2. Summative Table of Percentage Change in Weighted Clearance Rates in Port Moody (2019 to 2024).

Year	WCR	%Δ	Violent	%Δ	Non-Violent	%Δ
2019	40.65	↑ +3%	61.52	↓ -18%	33.76	↑ +4%
2020	35.38	↓ -13%	57.61	↓ -6%	29.27	↓ -13%
2021	22.89	↓ -35%	28.31	↓ -51%	20.82	↓ -29%
2022	24.71	↑ +8%	43.84	↑ +55%	20.52	↓ -1%
2023	23.38	↓ -5%	32.67	↓ -25%	20.05	↓ -2%
2024	18.30	↓ -22%	29.25	↓ -10%	12.72	↓ -37%

PMPD 2024 WCR in comparison to other jurisdictions:

- Coquitlam (15.53 WCR)
- Delta (16.77 WCR)
- New Westminster (21.98 WCR)
- North Vancouver (17.52)
- Richmond (13.63)
- Surrey (14.93)
- Vancouver (23.89)
- Victoria (23.54)

Figure 3. Line graph of Weighted Clearance Rates in Port Moody and British Columbia (2018 to 2023).



7

Crime Severity Index

Crime Severity Indexes are released by Statistics Canada in Q3-Q4 of the following year. The 2024 records are the most updated information available as of June 30th, 2026.

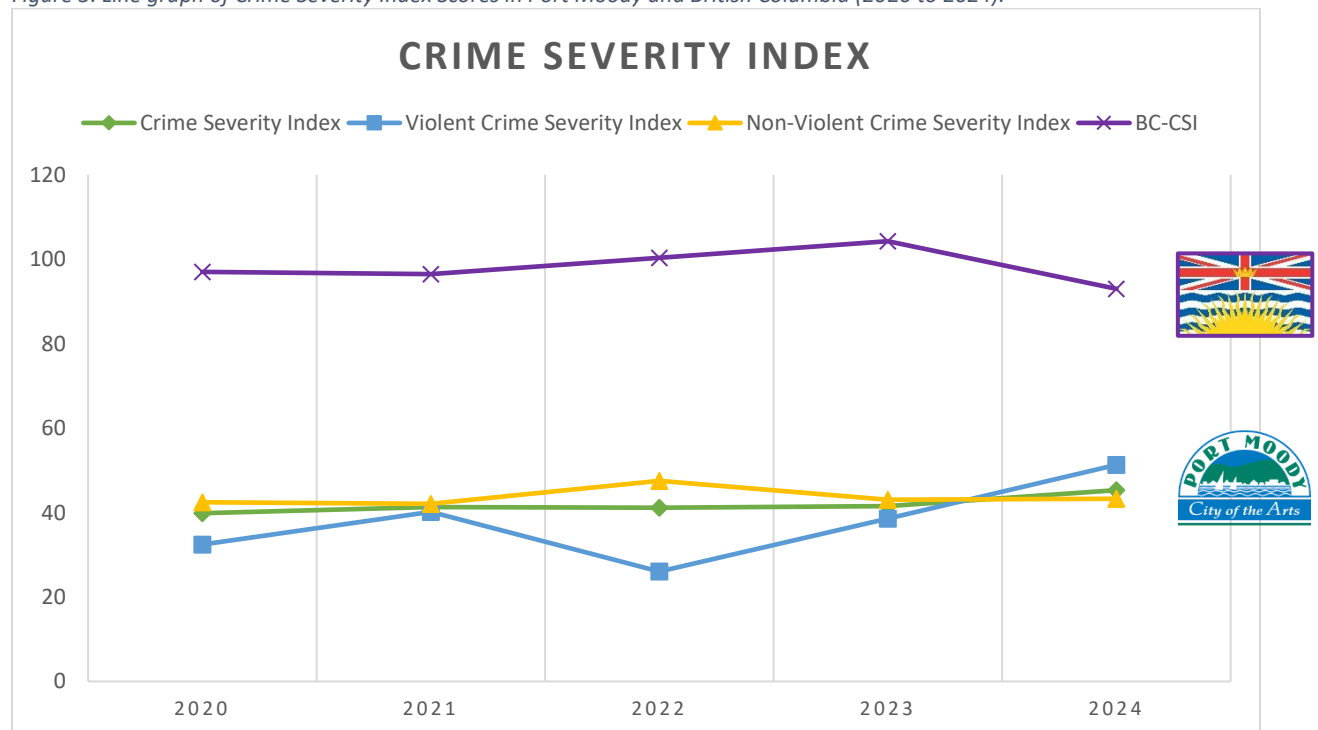
The Crime Severity Index (CSI) is a measure of police-reported crimes, based on the volume and seriousness of offence; crimes with longer average sentences are given heavier weights, thus a higher score represents an increase in severity of crime over time.

The city of Port Moody continues to enjoy one of the lowest CSI rates in the region, but it is notable that in the past five years, the ratings have both increased and decreased with great margins. This is due to how a single serious offence can greatly swing our violent-CSI ranking.

Figure 4. Summative Table of Percentage Change in Crime Severity Index Scores in Port Moody (2018 to 2024).

YEAR	CSI	CSI%D	Violent	VCSI%D	Non-Violent	NV-CSI%D
2019	44.47	↑ +26.08%	41.67	↑ +89.84%	45.37	↑ +13.51%
2020	39.84	↓ -10.41%	32.41	↓ -22.22%	42.42	↓ -6.5%
2021	41.28	↑ +3.61%	40.18	↑ +23.97%	42.07	↓ -0.83%
2022	41.13	↓ -0.36%	26.03	↓ -35.22%	47.51	↑ +12.93%
2023	41.51	↑ +0.92%	38.59	↑ +48.25%	43.03	↓ -9.43%
2024	45.30	↑ +9.13%	51.29	↑ +32.91%	43.29	↑ +0.60%

Figure 5. Line graph of Crime Severity Index Scores in Port Moody and British Columbia (2020 to 2024).



E-COMM ANNOUNCES 2026-2027 BOARD OF DIRECTORS

June 24, 2026

E-Comm announced its 2026–2027 Board of Directors at its Annual General Meeting on Wednesday, naming five new Board members. The remaining directors were re-elected for another term by their respective nominating entities. The organization also recognized departing Board members Doug Campbell, Steve Ferguson, Jason High, Dylan Kruger, Nancy McCurrach, and Mary Trentadue for their service and contributions.

Nancy Kotani returns as Board Chair, a position she has held since June 2025. During the Annual General Meeting, Board Chair Nancy Kotani highlighted the significant progress made throughout the year, including the launch of E-Comm’s [Action Plan](#) following the provincial review. The plan establishes a strong foundation for strengthening the organization, enhancing operational resilience, and rebuilding partner confidence. More details are provided in the [2025 Annual Report](#) and [Audited Annual Financial Statements](#).

“I am very pleased to say that, despite managing several major events, 2025 marked the second consecutive year that E-Comm achieved or exceeded service level targets across 9-1-1, police and fire-emergency and non-emergency call-taking,” says Board Chair Nancy Kotani. “These results reflect the dedication and professionalism of our employees, who continue to deliver exceptional service while supporting public safety across British Columbia. On behalf of the Board, I want to thank every member of the E-Comm team for their commitment and hard work. Their efforts are helping to build a stronger, more resilient organization that will serve our communities for years to come.”

The Board of Directors is responsible for overseeing the company’s strategic planning and direction, finances and operating results. Management is accountable to the Board of Directors for day-to-day operations and administration.

2026-2027 Board of Directors

Name	Position	Designated By
Nancy Kotani	Board Chair and Independent	
Denise Nawata	Vice Chair and Independent	
Manjit Aujla*	Director	Independent Police Boards (Abbotsford, New Westminster, Port Moody, Transit Police, West Vancouver)
Tim Baillie	Director	Cities of Langley, Surrey and White Rock, Township of Langley (Seat 1 of 2)
Kevin Bernardin*	Director	Vancouver Police Board
Navin Chand*	Director	City of Delta, Delta Police Board

Rod Dewar	Independent Director	
Paul Douglas	Director	Capital Regional District and E-Comm's Southern Vancouver Island police agency partners
Kash Heed	Director	City of Richmond
Leanne Heppell	Director	British Columbia Emergency Health Services
Angela Kaiser	Independent Director	
Meghan Lahti	Director	Cities of Burnaby, Coquitlam, New Westminster, Port Coquitlam and Port Moody, Village of Belcarra (Sea
Karen Levitt	Director	City of Vancouver
Ken Leung	Director	City of Abbotsford
Mike Little	Director	City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay
Jaimie McEvoy*	Director	Cities of Burnaby, Coquitlam, New Westminster, Port Coquitlam and Port Moody, Village of Belcarra (Sea
John McKearney	Director	Provincial Government
Kurt Pregler*	Director	Metro Vancouver and TransLink

Dan Ruimy	Director	Cities of Maple Ridge and Pitt Meadows
Raina Siou	Director	RCMP
Susan Stanford	Director	Provincial Government
Larry Thomas	Director	Cities of Langley, Surrey and White Rock, Township of Langley (Seat 2 of 2)

**New director appointed on June 24, 2026*

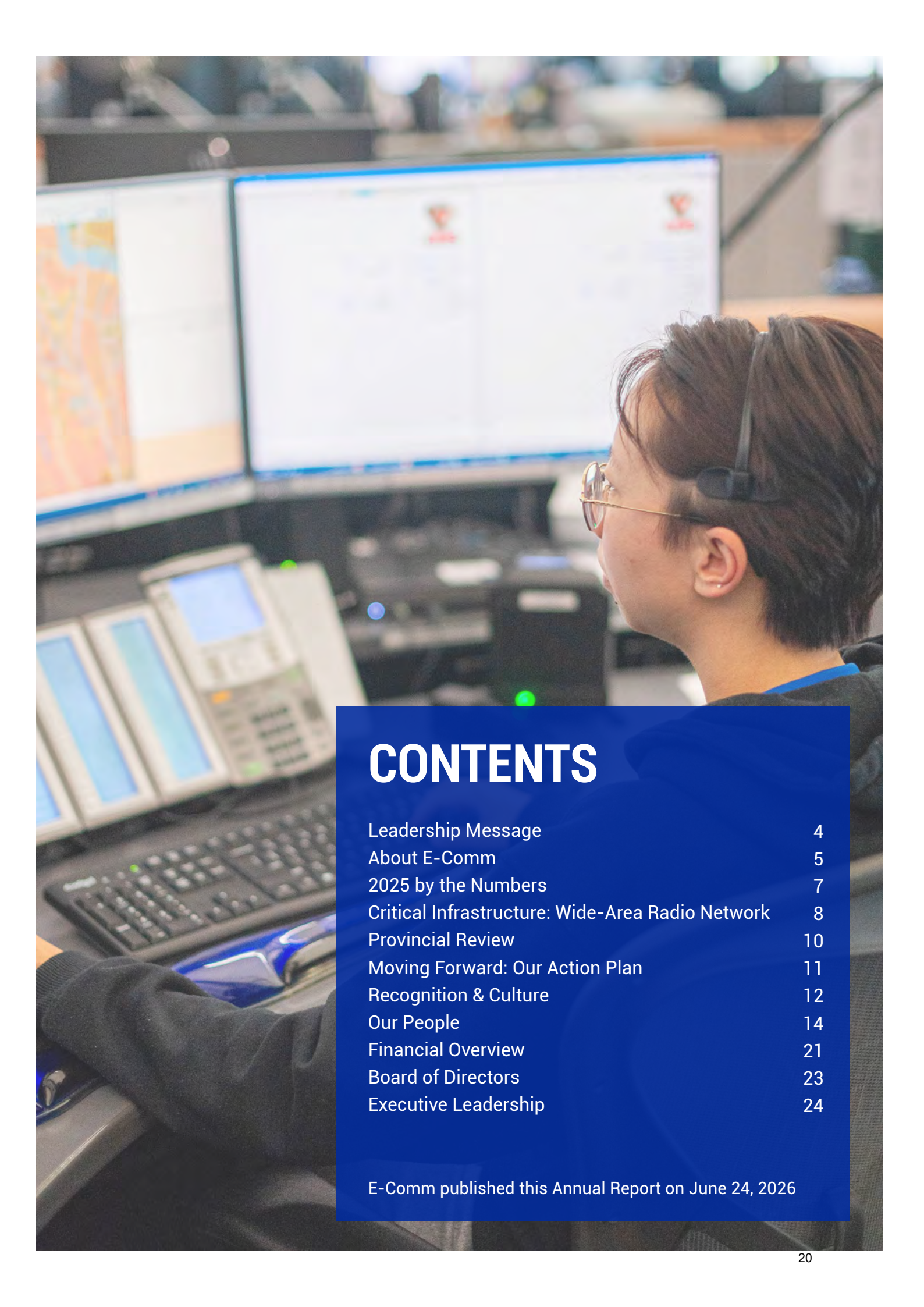
2025 ANNUAL REPORT

LAND ACKNOWLEDGMENT

We acknowledge with gratitude and respect that E-Comm 9-1-1's communications centres are situated on the unceded and shared ancestral territories of the Coast Salish Peoples: the x̣ẉməθḳẉəỵəm (Musqueam), Sḳwx̣ẉú7mesh (Squamish), and səliẉətał (Tsleil-Waututh) Nations, as well as the Ƴ̣SÁNEĆ (Saanich) Peoples, Songhees Nation, and Esquimalt Nation. We also acknowledge the territories of First Nations around B.C. and are grateful to carry out our work on these lands.

We recognize that we operate on land that was never legally ceded and we acknowledge that in order to better understand our role as emergency communications professionals and colleagues, it is important that we invest in lifelong learning about the rich history of the many traditional lands our sites are on.

We are committed to developing and fostering relationships with Indigenous communities to advance Reconciliation. Acknowledging that we are still in the early stages of our journey, we actively support our employees in their personal Truth and Reconciliation learning and encourage expressions of Indigenous culture in the workplace.



CONTENTS

Leadership Message	4
About E-Comm	5
2025 by the Numbers	7
Critical Infrastructure: Wide-Area Radio Network	8
Provincial Review	10
Moving Forward: Our Action Plan	11
Recognition & Culture	12
Our People	14
Financial Overview	21
Board of Directors	23
Executive Leadership	24

E-Comm published this Annual Report on June 24, 2026

LEADERSHIP MESSAGE

In 2025, E-Comm marked 26 years of service as a trusted partner in public safety across British Columbia. Working alongside police, fire, and ambulance services, E-Comm plays a critical role in supporting emergency response across the province, while also providing essential radio technology for first responders.

Our call takers and dispatchers remain the first point of contact in emergencies. In 2025, our staff answered more than two million 9-1-1 calls, meeting or exceeding all our service level targets. Public confidence in our services also remains high, with 91% of respondents expressing trust in 9-1-1 - an important reflection that British Columbians know we are there to answer the call.

As we reflect on our years of service, we must also look to the future. Maintaining strong service is only one part of our responsibility. Our partners need to see value not only from a public safety perspective, but also from a financial one. This means demonstrating that our consolidated model provides real benefits, including the ability to pool resources, share infrastructure across agencies, and manage costs in a way that is transparent and sustainable.

Looking Ahead

As we look ahead, E-Comm has been focused on our Action Plan, which was created in response to the province's independent review of the organization.

E-Comm's Action Plan aims to strengthen financial management and partner confidence, improve operational resiliency and service excellence and build stronger relationships with our partners and the communities we serve.

Advancing Next Generation 9-1-1

The implementation of E-Comm's Next Generation (NG9-1-1) project - a federally mandated transition to a digital, IP-based



9-1-1 network is progressing well with technical readiness achieved and testing milestones completed. E-Comm is leading the largest NG9-1-1 migration in Canada. With the aid of \$90 million in funding provided by the Province in March 2023, E-Comm will begin the transition to NG9-1-1 later this year.

NG9-1-1 supports a faster, more effective way to respond to 9-1-1 calls. The initial launch will focus on voice calls, with future capabilities including real-time text, improved location accuracy, and the ability to share multimedia such as video.

Strong, Sustainable E-Comm

Throughout our 26 years, one thing has remained consistent: people rely on E-Comm during some of the most difficult moments of their lives. From everyday emergencies to significant events that have profound impacts on communities such as the Lapu Lapu tragedy, our role is to be there when help is needed most. These calls are a reminder of the human impact behind our work, and they reinforce the importance of a resilient, responsive emergency communications system that can adapt to changing times.

For example, E-Comm has been actively involved in FIFA World Cup preparations. In addition to refining our staffing plans and preparing radios for event-specific usage across jurisdictions and among police, fire, ambulance, and municipal services users, employees have also

been participating in tabletop exercises to ensure operational readiness and a coordinated approach with our partners.

We are also continuing to invest in the infrastructure that supports our operations, including technology systems that strengthen cyber security, address operational risks, and enhance critical system resiliency. A new emergency communications centre in Surrey is currently under renovation and will provide important capacity for our organization.

At the heart of these efforts is our people: the call takers, dispatchers, technologists, trainers, and support staff who work behind the scenes every day to keep communities safe, including our employees working in partnership with CUPE 8911. Throughout this report, we are proud to share stories that highlight the dedication, professionalism, and compassion our employees bring to E-Comm, helping shape the future of emergency communications.

Nancy Blair, Interim President & CEO
Nancy Kotani, Board Chair

June 2026

ABOUT E-COMM

E-Comm was established in 1997 under the provincial Emergency Communications Corporations Act. As British Columbia's primary emergency communications services agency, E-Comm operates under a consolidated public safety model that brings together emergency call-taking, dispatch services, and critical radio technology to support communities across the province.

As the first, first responders, E-Comm employees work behind the scenes at two emergency communications centres, one in Vancouver and one in Saanich, to connect people with police, fire, and ambulance services when help is needed most.

VISION

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

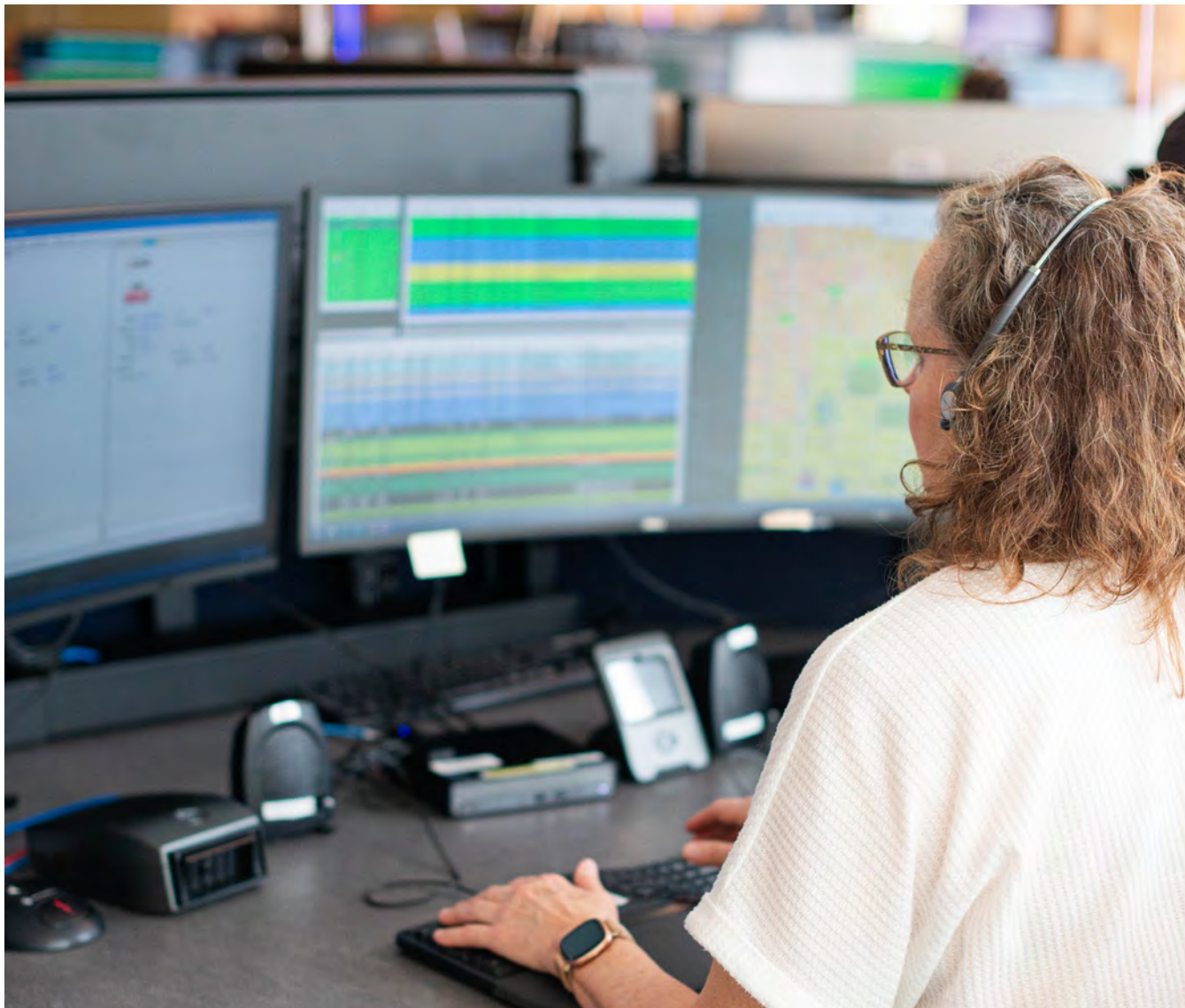
MISSION

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

VALUES

Our values guide how we carry out our work. Developed and defined by our staff, we are proud of our values: Respect, Integrity, Collaboration, Accountability and Service.





WHAT WE DO

9-1-1, Police and Fire Dispatch

In 2025, E-Comm answered more than 2 million 9-1-1 calls on behalf of 25 regional districts throughout British Columbia. The organization currently provides dispatch services to 31 police agencies and 40 fire departments in B.C. E-Comm's consolidated, multi-jurisdictional dispatch provides the ability to deliver top-tier technology to smaller communities and enhanced mutual-aid possibilities which greatly enhance responder and public safety.

Wide-Area Radio Network

E-Comm owns and operates the largest multi-jurisdictional radio network of its kind in British Columbia. The system is highly resilient with multiple layers of redundancy to survive natural disasters of varying severities. Currently, BC Emergency Health Services, all police agencies and 18 fire departments in Metro Vancouver and Abbotsford use E-Comm's radio network to communicate their essential messages, along with TransLink operating companies Coast Mountain Bus Company and BC Rapid Transit Company.

Technology Services

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

2025 BY THE NUMBERS

E-Comm is the first point of contact for 99% of 9-1-1 calls in British Columbia. In 2025, our team answered more than two million calls, and 97 per cent of those calls were answered within five seconds.

A full list of these agencies is available [here](#).

57%

CALLS FOR POLICE

36%

CALLS FOR AMBULANCE

7%

CALLS FOR FIRE



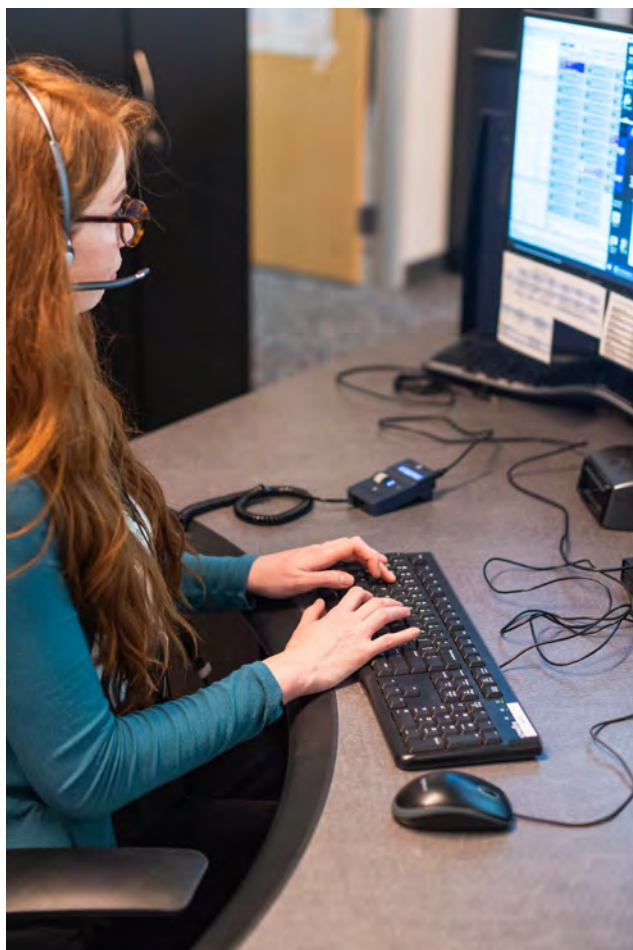
83%

**OF 9-1-1 CALLS
RECEIVED
FROM CELLPHONES**



17%

**OF 9-1-1 CALLS
RECEIVED
FROM LANDLINES**



611,804

POLICE EMERGENCY CALLS

Lower Mainland: 91% of calls answered within 10 seconds

Vancouver Island: 90% of calls answered within 10 seconds

121,926

FIRE EMERGENCY CALLS

96% of fire emergency calls answered within 15 seconds

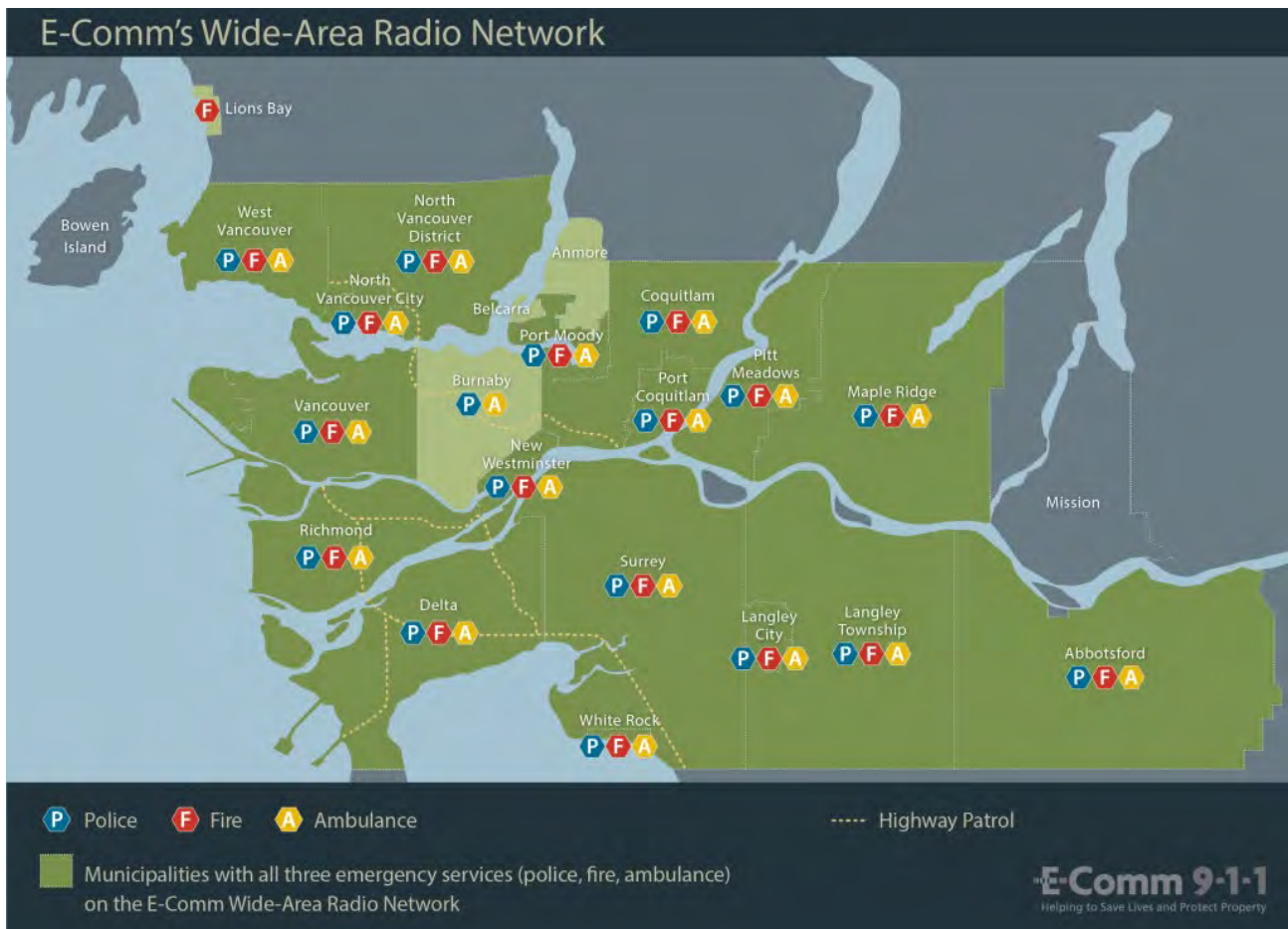
552,203

POLICE NON-EMERGENCY CALLS

Lower Mainland: 80% of calls answered within three minutes

Vancouver Island: 83% of calls answered within three minutes

CRITICAL INFRASTRUCTURE: WIDE-AREA RADIO NETWORK



The E-Comm Wide-Area Radio Network is the largest multi-jurisdictional, tri-service emergency radio system in B.C. Police, fire and ambulance personnel within Metro Vancouver and parts of the Fraser Valley use the network, along with TransLink operating companies Coast Mountain Bus Company and BC Rapid Transit Company. The E-Comm radio system provides better coverage, greater clarity and improved reliability through an earthquake resistant infrastructure and enhanced security. The multi-agency, multi-jurisdictional communication capabilities have already played a critical role in the successful conclusion of cross municipal border crime investigations.

99.9999% network availability

59,210,583 transmissions on the network

340,371,577 seconds of air time

15,325 radios provisioned on the network

A man with short brown hair and glasses, wearing a blue and grey plaid shirt and a lanyard, stands with his arms crossed in front of industrial equipment. The background is slightly blurred, showing various mechanical parts and structures.

From signal to safety: How E-Comm's Wireless Team keeps first responders connected

E-Comm's Wireless team supports first responders by maintaining the critical radio network that keeps them connected in real time. As a Senior Wireless Platform Specialist, Dave Cameron ensures the system operates reliably, including developing tools to identify and address radio interference. By monitoring system performance and supporting the network that frontline responders rely on every day, the team helps to ensure there is clear, uninterrupted communication.

"When first responders key their radios, there's no room for error - every transmission has to go through. Our job is to make sure the system is always ready, so those on the front lines can communicate clearly when it matters most."

- Dave Cameron

Senior Wireless Platform Specialist

PROVINCIAL REVIEW



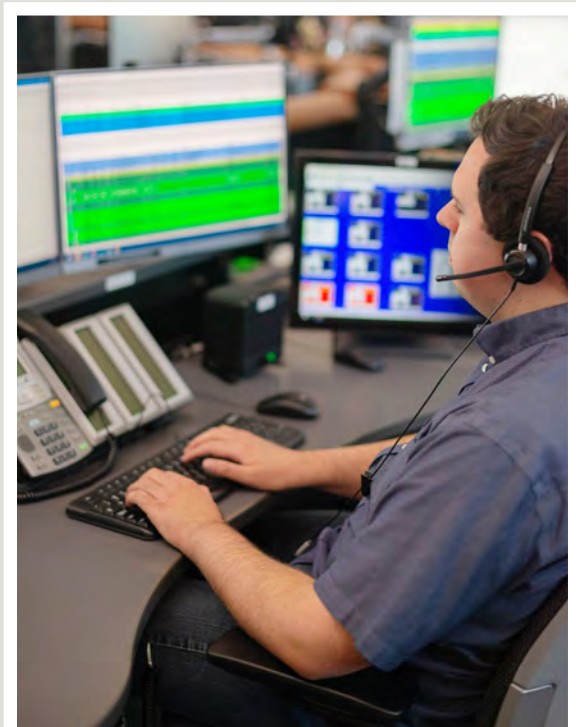
On November 7, 2025, the province of British Columbia released an independent review of E-Comm, conducted by Ernst & Young.

What we heard

Throughout the review process, stakeholders identified key priorities for the future of emergency communications:

- **Greater transparency** around costs, services, and decision-making
- **Stronger collaboration** and more consistent engagement with partners
- **Clearer service expectations** and standardized service delivery
- **Long-term sustainability** to support growing operational demands
- **Operational resiliency** to ensure reliable service during emergencies and periods of increased demand

These themes helped inform the review's 26 recommendations and continue to guide E-Comm's Action Plan and ongoing improvement efforts.





MOVING FORWARD: OUR ACTION PLAN

Financial Management & Partner Confidence

E-Comm has developed a new financial model to provide greater transparency and build partner confidence in the value of our services. This includes a five-year financial outlook, clearer cost breakdowns by service, and more equitable allocation of corporate costs. The updated pricing methodology and comparative metrics will support accountability and demonstrate the value of a consolidated model. We'll also provide quarterly financial reporting to align with municipal budgeting timelines.

Operational Resiliency & Service Excellence

Whether answering calls, dispatching police and fire, or keeping our operations running, E-Comm is committed to providing a reliable and consistent public safety service across B.C. We are currently developing a clear definition of services, along with standardized agreements for our partners, and are also reviewing potential service-level target changes. E-Comm is also planning to launch the first phase of Next Generation 9-1-1, a major technology upgrade that will enable safer, faster and more flexible ways for people to call 9-1-1 in the future.

Stakeholder Trust, Governance & Partnerships

E-Comm is implementing a new stakeholder engagement framework aimed at rebuilding trust and confidence by improving how we engage, consult, plan, implement, and report with our local government and agency partners - both in terms of overall strategic priorities and day-to-day operational service issues. Currently, engagement with partners is spread across multiple committees and forums. We also plan to gather feedback through annual surveys to measure partner satisfaction with our services.



Partner engagements underway



New financial outlook and pricing model



Advancing NG9-1-1 and FIFA readiness

RECOGNITION & CULTURE

E-Comm recognized as one of BC's Top Employers

BC's Top Employers is an annual editorial competition that recognizes the British Columbia employers leading their industries in creating exceptional workplaces. At the heart of this recognition is E-Comm's incredible team of emergency communications professionals, technology experts and corporate services staff, who support public safety and communities across British Columbia every day.

"When you have done all you can to be there for someone in need, there is a real sense of pride and accomplishment at the end of your shift. You know you helped someone in a really tough moment."

- Karli Banns
Peer Coach



Fire dispatch team and trainer honoured

In 2025, E Comm staff were recognized with two prestigious national awards from the Association of Public Safety Communications Officials (APCO) Canada for their exceptional contributions to emergency communications. The fire dispatch team received the APCO Team Award for their professionalism during a series of large structure fires in Vancouver in August 2024. In addition, Trainer Tanya Silletta was named APCO Trainer of the Year for her dedication in mentoring and training dozens of call takers and dispatchers.

OUR PEOPLE

A team of dedicated professionals working together to keep communities safe

Dispatching is a high demand role which requires a unique skill set. For police, you're often assigned to one agency. In the fire pod, the dispatchers are responsible for all 40 fire agencies. The award-winning team works in a fast-paced, loud and highly collaborative environment, often making split-second decisions with limited information when responding to calls. Strong communication - both verbal and non-verbal - helps the team stay focused during high-pressure situations.

"If it's busy and the room gets loud, it can be a thumbs up or a head nod, to acknowledge that someone has given you an update. There are no egos here. Everyone has checked their ego at the door. We are here to help people; to save lives and protect property, that's the goal."

- Jeanine Murphy
Fire Communications Dispatcher

The voice behind the call

Police emergency call takers are often the first point of contact during a crisis. They prioritize calls and gather critical information to help first responders. It's a high-stress job that requires balancing urgency with empathy, all while handling an average of 50-60 calls per day. Following the 2021 heat dome, process improvements have helped streamline call handling and improve service for people in need.



"For me, it's about forming that brief connection with people just so they're aware there is another human on the line. We're not just here to send help, we're here to help too."

- Trevor Travis

Police Call Taker, Vancouver Island Emergency Communications Centre



Supporting recruitment, retention and career growth

E-Comm's People & Culture team plays an important role in supporting the people behind the headset. By identifying candidates who demonstrate resilience, empathy, and the ability to perform under pressure, the team helps build a strong, capable workforce. This recruitment approach contributed to a retention rate of 87.4% and an attrition rate of 9.3% in 2025.

"We're always looking at the long term - what someone's goals are and how we can support them in building a career here. It's about being honest about the role, while also highlighting the opportunities ahead. This can be a starting point for a meaningful and evolving career."

- Nina Morales
Talent Advisor



Modernizing training to drive excellence

In 2025, E-Comm continued to modernize its training program for operations to better support new workers. New approaches to onboarding included blended learning, interactive exercises and e-learning components, allowing staff to build more practical hands-on experience before going solo on the floor. As part of preparations for NG9-1-1, updated training materials were also developed to help employees adapt to the new technology.

"Onboarding people in this industry can be challenging because of the nature of the calls and situations our staff are exposed to. Our training program is designed to break down learning into manageable pieces, so new employees can do the job and succeed."

- Samantha Bruehler
Training Specialist - Operations



Working towards Next Generation 9-1-1 (NG9-1-1) for B.C.

E-Comm continues to make progress towards the federally mandated implementation of NG9-1-1. Over the past year, our project team focused on preparing the organization and its partners for the launch of the new emergency communications system. This work included extensive system testing, identifying and resolving technical issues, conducting tabletop exercises and training operational staff.

"What makes this project unique is that we're not just modernizing 9-1-1 at E-Comm, we are also building a new system for our contracted partners, including the RCMP and BCEHS. Collaboration has been critical every step of the way, helping ensure processes are in place for a smooth and reliable transition for us."

- Christina Tolkamp
Project Manager, Next Generation 9-1-1



Strengthening resilience through proactive infrastructure maintenance

The Facilities team is responsible for E-Comm's infrastructure throughout the Lower Mainland and Vancouver Island, and making sure staff are comfortable and safe in their work environment. This work includes maintaining backup generators, battery systems and fire suppression equipment to help ensure operations can continue during emergencies or power outages.

"We are constantly preparing for worst-case scenarios by testing equipment and planning for any potential system failures. Our goal is to keep everything running seamlessly behind the scenes, so operations can continue to serve the public and first responders without interruption."

- Osman Osman
Building Engineer, Facilities

Supporting financial transparency and partner confidence

E-Comm's Finance team plays a critical role in advancing the organization's focus on financial transparency and partner confidence. By producing monthly financial statements and supporting annual audits, the team ensures financial information is accurate and compliant with accounting standards. As E-Comm moves toward a new financial model, Finance is helping define and validate service costs, ensuring consistency and clarity in how resources are allocated.



"With new tools like Power BI, we're able to spend less time pulling data and more time understanding the numbers, so we can provide clearer insights and stronger financial reporting. It also helps safeguard financial resources and supports transparency - that's how we build trust with our partners."

- Tara Insell
Senior Accountant

FINANCIAL OVERVIEW

Statement of Operations

	2025	2024
Revenue	\$ 164,321,924	\$ 147,081,850
Direct operating expenses	144,940,810	130,359,464
	19,381,114	16,722,386
Other expenses		
Amortization and other	6,843,544	5,269,750
Interest expenses	670,141	2,388,206
	7,513,685	7,657,956
Excess (Deficiency) of revenue over expenses	11,867,429	9,064,430

Statement of Net Assets (Deficit)

	2025	2024
Net assets Balance, beginning of year	\$ 1,864,712	\$ (7,199,718)
Share capital	550	550
Excess of revenue over expenses for the year	11,867,429	9,064,430
Balance, end of year	\$ 13,732,691	\$ 1,865,262
Interfund transfers to internally restricted net assets:		
Operations reserve	6,964,943	-
Carry Forward reserve	510,105	-
Internally restricted net assets, end of year	7,475,048	-
Unrestricted Net Assets, end of year	\$ 6,257,093	\$ 1,864,712

E-Comm ended the year with an excess of revenue over expenses of \$11.9 million and cumulative net assets of \$13.7 million. This is comprised of internally restricted net assets of \$7.5 million and unrestricted net assets of \$6.2 million. The internally restricted net assets are related to the new operations reserve and carry forward reserve policies that were implemented in 2025 with balances at year-end of \$7.0 million and \$0.5 million respectively.

The operations reserve fund is intended to enhance E-Comm's financial stability, resilience, and sustainability and will help mitigate against the volatility of operations levies, unexpected demand increases, emergencies, and other unforeseen events. The carry forward reserve policy provides an administratively efficient mechanism by which to carry forward approved project funds into a subsequent fiscal year.

As radio and other revenue lines are based on cost recovery, the \$11.9 million excess of revenue over expenses is related to operations. The main drivers of the variances are a change in operational staffing assumptions and vacancies during the year. The savings in professional fees and maintenance and technology are related to timing of projects, some of which have been carried over into the subsequent year as part of the new carry forward reserve policy.

E-Comm's Wide-Area Radio Network users saw lower actual 2025 capital and operating expenditures compared to budget. These surpluses were transferred to the radio reserve, up to the maximum allowable contribution, to offset future costs. The savings is due to decreases in operating and allocated costs in the year.

As previously reported, in 2023, E-Comm received a provincial grant of \$90 million from the Ministry of Public Safety and Solicitor General to support the NG9-1-1 program implementation. At year-end, \$76.5 million had been spent on the NG9-1-1 initiative to date with an additional \$47.2 million expected to be spent over the remaining life of the project. The total forecasted spending at the end of 2025 was \$123.7 million, of which \$37 million has been recovered from BC Emergency Health Services.

The Operations levy increases for 2026 were lower than the recent average increases as follows: 1.5 percent for Lower Mainland (LMD) police dispatch and call-taking operations; 1.5 percent for LMD fire dispatch and call-taking operations, and 2.5 percent for Vancouver Island police dispatch and call-taking operations. E-Comm continues to consistently meet agreed upon service level targets.

Ensuring that E-Comm continues on a sustainable path-financially, operationally and organizationally remains a high priority. Discussions are ongoing with our partner agencies to ensure we align funding with growth in volume and the nature and complexity of the calls and activities, which results in a need for increased resourcing to support dispatch and call-taking service delivery and related service level targets.

The aggregated radio levy increase for 2026 is 3.7 percent. Radio levies continue to provide a sustainable means of funding for technology evolution of this mission critical asset, and future radio infrastructure upgrades are being planned.

Full copies of E-Comm's 2025 Audited Financial Statements, including the Auditor's Report to the Shareholders and Notes to the Financial Statements are available at ecomm911.ca.



BOARD OF DIRECTORS

A 23-member Board of Directors is responsible for overseeing the company's strategic direction, finances and operating results. Management is accountable to the Board of Directors for the day-to-day operations and administration of the Corporation.

The members of the Board of Directors, largely nominated by E-Comm shareholders, provide extensive knowledge and experience to the Corporation through their work on the Board and as members of the Board's standing committees. These committees are the Finance committee, the People & Culture committee, the Governance and Public Affairs committee, the Audit & Risk committee, and the Transformation Oversight Taskforce. In addition, E-Comm ensures that it meets its partners' needs through User and Service committees comprised of representatives from police, fire and ambulance.

2025-26 BOARD OF DIRECTORS

Name	Position	Nominated By
Nancy Kotani	Board Chair and Independent Director	
Tim Baillie	Director	Cities of Langley, Surrey and White Rock, Township of Langley (Seat 1 of 2)
Doug Campbell	Independent Director	
Rod Dewar	Independent Director	
Paul Douglas	Director	Capital Regional District and E-Comm's Southern Vancouver Island police agency partners
Steve Ferguson	Director	Metro Vancouver and TransLink
Kash Heed	Director	City of Richmond
Leanne Heppell	Director	BC Emergency Health Services
Vacant	Director	Vancouver Police Board
Angela Kaiser	Independent Director	
Dylan Kruger	Director	City of Delta/Delta Police Board
Meghan Lahti	Director	Cities of Burnaby, Coquitlam, New Westminister, Port Coquitlam and Port Moody, Village of Belcarra (Seat 1 of 2)
Karen Levitt	Director	City of Vancouver
Ken Leung	Director	City of Abbotsford
Mike Little	Director	City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay
Nancy McCurrach	Director	Cities of Burnaby, New West, Coquitlam, Port Coquitlam and Port Moody, Village of Belcarra (Seat 2 of 2)
John McKearney	Director	Provincial Government (Seat 1 of 2)
Denise Nawata	Independent Director	
Dan Ruimy	Director	Cities of Maple Ridge and Pitt Meadows
Raina Siou	Director	RCMP
Susan Stanford	Director	Provincial Government (Seat 2 of 2)
Larry Thomas	Director	Cities of Langley, Surrey, and White Rock, Township of Langley (Seat 2 of 2)
Mary Trentadue	Director	Independent Police Boards (Abbotsford, New Westminister, Port Moody, Transit Police, West Vancouver)

EXECUTIVE LEADERSHIP

Name	Position
Nancy Blair	Interim President and Chief Executive Officer
Li-Jeen Broshko	Vice-President, Legal and Governance
Greg Conner	Vice-President, People and Culture
Dave Cunningham	Vice-President, Communications and Public Affairs
Tony Gilligan	Vice-President, Technology Services
Ladan Irannejad	Executive Director, Data, Analytics and Decision Support
Tracy Lim	Interim Vice-President, Operations
Jason Rude	Vice-President, Finance and Chief Financial Officer

2025 AT A GLANCE

- **2M+** 9-1-1 calls
- **612K** police emergency calls
- **122K** fire emergency calls
- **552K** police non-emergency calls
- **59.2M** transmissions on radio network
- **91%** public trust
- BC Top Employer
- APCO Awards
- Next Generation 9-1-1 Progress



ECOMM911.CA

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

PMPD Business Plan Report Back Template (Q2 2026)

Goal – Community Safety Champion – Chief Fleugel

2026 Strategy 1: Resolve E-Comm dispatch channel congestion (peak hour dedicated dispatching)

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Chief Fleugel
Activities (Action Plans)		Completion Status
Analyze call- load data for peak days and times		☒ ☐ ☐
Lobby interim and new ECOMM CEO for dedicated dispatcher for peak times		☒ ☐ ☐
Add funds to 2027 budget		☐ ☐ ☐
2026 Performance Projections		2026 Performance Results
Outcome: - Service agreement or addendum with ECOMM for added service - Increased usability and safety etc. for members Measure: - Agreement is signed and in force - Survey patrol members regarding changes - Capture any metrics associated - Collate anecdotes		In progress
Overall Strategic Progress		
- Met with interim CEO occurred April 8th, 2026 - Operational Review consultants recommend exploring options for shared dispatch services with Coquitlam RCMP - Meeting with ECOMM Director of Operations Relationship Management occurred for June 16th 2026 to discuss dispatch options		

2026 Strategy 2: Develop improvements to online crime reporting infrastructure

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Shane Archibald
Activities (Action Plans)		Completion Status
Market on-line reporting		☐ ☐ ☐
Monitor PRIMECorp development of alternative solution		☒ ☒ ☐
2026 Performance Projections		2026 Performance Results
Outcome: - Transition to new service, if available Measure: -Maintain or Increase number of reports -New service would need to be more ○ Cost effective ○ Sustainable ○ Integrated		In Progress
Overall Strategic Progress		
• This project is a lower priority than current technology projects in progress and will be initiated when time permits • Staff participated in demonstration of product offered by Versaterm. This product would be managed by PRIMECorp. • Staff participated in a training session of a different product at New Westminster PD. • Currently no identified business need to change – however opportunity for cost savings could create that business need. • There is no significant change in the rate of on-line reporting compared to 2025 YTD. • Met with PRIMECorp and Versaterm and determined the cost of their product is prohibitive.		

2026 Strategy 3: Active Bystandership for Law Enforcement (ABLE) Phase 3		
Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Staff Sergeant Renard
Activities (Action Plans)		Completion Status
Complete Train the Trainer		☒☒☒
Schedule CA training days for members and Civilian staff		☒☒☒
Obtain feedback from participants		☒☒☒
Update community sponsors		☒☒☒
2026 Performance Projections		2026 Performance Results
Outcome: -Training completed for all staff -Community sponsors updated Measure: -100% of staff have received ABLE training		Complete
Overall Strategic Progress		
- All employees are scheduled to receive ABLE training by the end April 2026 - One session is complete and feedback has been very positive - Community sponsors have been notified that training is in progress - All employees have received Training and community sponsors have been updated		

PMPD Business Plan Report Back Template (Q2 2026)

Goal – Organizational Modernization & Readiness

Champion – Chief Fleugel

2026 Strategy 1: Propose 5-year policing plan based on organization reviews and future policing needs

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Chief Fleugel
Activities (Action Plans)		Completion Status
Determine priority themes from Operational review		☒ ☒ ☒
Develop 5-year plan based on insights and recommendations		☒ ☐ ☐
5 Year plan is communicated to all staff		☐ ☐ ☐
2026 Performance Projections		2026 Performance Results
Outcome: -First 3 years of policing plan form the core of the 2025-2027 Strategic Plan Measure: -Staff see that their input forms the basis of the 5-year plan (this needs a name)		Results and recommendations from Operational Review received.
Overall Strategic Progress		
- Operational Review completed and presented to the Board June 2026 - Priority themes from operational review determined		

2026 Strategy 2: Implement Accessibility Plan year 2

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Brad Sheridan
Activities (Action Plans)		Completion Status
Review building enhancements per consultant recommendations		☒☒☒
Review exterior building enhancements per consultant recommendations		☒☒☒
Review Accessibility supports/costs. Prioritize		☒☒☒
2026 Performance Projections		2026 Performance Results
Outcome: -Improved and accessible visitor parking area and approach -Improved staff approach to building from rear lot -Grant funding options identified Measure: -Applications submitted for grant funding -priorities and timelines determined based on funding		List of projects submitted to the City in priority order First project will be access to Public Safety Building from visitor parking lot and ramp
Overall Strategic Progress		
- Identification of grant funding in progress/on-going - Accessibility improvements have been made to the visitor parking lot and access from that lot to the building		

2026 Strategy 3: Evaluate unmanned aerial vehicle (UAV) options and opportunities to improve public safety through 5-year

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Shane Archibald and S/Sgt Van Winkle
Activities (Action Plans)		Completion Status
Canvas Law Enforcement agencies with programs in place		☒☒☒
Business case with options and costs		☐☐☐
Define business need and develop requirements, if needed		☒☐☐
2026 Performance Projections		2026 Performance Results
Outcome: -5-year plan is approved to be imbedded in 2027-2029 Strat Plan Measure: -Determination of whether there is a business need for UAV		In progress
Overall Strategic Progress		
- Using the Watch Summary Report (WSR), we are determining whether there is a business need for a UAV by asking the shift supervisors whether they could have used a UAV and if they had the staff to spare to use a UAV during each shift 2026-06-18 To date, the WSR indicates that over the last 295 shifts, a UAV would have been useful 28 times and the shift would have had two available members to operate the drone 26 of those 28 times. Overall, roughly 9% of shifts could have benefited from UAV availability. - The positive reports have not been validated.		

2026 Strategy 4: Full body-worn camera (BWC) implementation, assess additional needs

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Insp Carroll
Activities (Action Plans)		Completion Status
Purchase cameras		☒☒☐
Install cameras		☒☐☐
Train users (patrol and then support officers)		☒☐☐
Deploy (one per patrol squad and then all deployable officers)		☒☒☐
Manage data		☒☒☐
Maintain hardware		☒☐☐
2026 Performance Projections		2026 Performance Results
Outcome: -All of patrol is outfitted Measure: -All patrol officers are trained and using BWC's -All support officers are trained and using BWC's		In progress
Overall Strategic Progress		
• 5 cameras currently deployed in Patrol as an expanded pilot. 1 per shift plus 1 in traffic (in July). • Cameras are pressure testing disclosure processes • 5 current operators are being trained as SMEs for the full implementation. • All equipment received and installation of charging docks to be completed 1st week of July. • On track for Completion in late 2026. • Quote from the supplier has been approved and signed • Awaiting contract for signature		

2026 Strategy 5: Finalize the digitization of employee training records

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Shane Archibald
Activities (Action Plans)		Completion Status
Business need is the requirement to maintain training records		☒☒☒
Develop requirements		☒☒☒
Identify options that meet the requirements		☒☐☐
Trial software/system		☒☐☐
Procurement – to acquire new system		☐☐☐
Installation of new system		☐☐☐
Train admin staff		☐☐☐
Manage legacy data		☐☐☐
Deploy		☐☐☐
2026 Performance Projections		2026 Performance Results
Outcome: -PMPD uses the application for the management of training records Measure: - The application meets or exceeds the requirements that were identified		In progress
Overall Strategic Progress		
- Assessing existing products (InTime scheduling software) for additional functionality - Identification of options on-going - InTime training module has been activated for evaluation - Training staff have been exploring the InTime training module - Alternatives being evaluated - Conversion of legacy system to updated current platform - Staff received a demonstration from a different vendor - Evaluating whether the Claramentis intranet could be a solution		

2026 Strategy 6:		
Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Inspector Sheridan
Activities (Action Plans)		Completion Status
Assessment of building capability to deliver additional power for EV charging		☐ ☐ ☐
Determine cost to install EV charging stations to police parking area		☐ ☐ ☐
Examine suitability for hybrid marked police vehicles		☐ ☐ ☐
Examine suitability of PHEV vehicles for operational support (MCU)		☐ ☐ ☐
2026 Performance Projections		2026 Performance Results
Outcome: -PMPD transitions suitable sections of our fleet to alternate energy sources such as hybrid/PHEV or EV Measure: -Vehicle charging infrastructure in place		Awaiting assessment by the City to determine viability of on-site vehicle chargers
Overall Strategic Progress		

PMPD Business Plan Report Back Template (Q2 2026)

Goal – Supporting Our Employees Champion – Deputy Chief Ogston

2026 Strategy 1: Update promotion policies and selection processes and formalize leadership training program

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	SMT-Processes S/Sgt Renard & Jeannie Ziraldo Leadership Training
Activities (Action Plans)		Completion Status
Assess current policies		☒ ☒ ☐
Obtain feedback from recent processes		☒ ☒ ☒
Identify different options for members receiving leadership training		☒ ☒ ☐
2026 Performance Projections		2026 Performance Results
Outcome: -Policies are updated or confirmed as best practice -Leadership training options are identified -NCOS, Actors and staff in leadership positions are offered available training Measure: -Policies are updated or confirmed -All supervisors and actors are offered training (based on offerings and availability)		Police Board approval pending (September) for amended promotional process and new selection process Leadership training embedded in NCO meetings with additional offerings
Overall Strategic Progress		
- All sworn staff were offered an opportunity to provide feedback to the consultants regarding current processes - Consultation with the PMPSU will follow prior to submission to Police Board Governance Committee - Efforts continue to identify suitable, diverse and cost-effective leadership training for NCOs and Acting NCOs		

2026 Strategy 2: Align secondment opportunities to meet organizational needs

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Insp Carrol & Insp Sheridan
Activities (Action Plans)		Completion Status
Awaiting recommendations from the Operational Review		☒☒☒
Assess current secondments and value for PMPD		☒☒☐
Determine what authorized strength allows for future expansion		☒☐☐
2026 Performance Projections		2026 Performance Results
Outcome: -Clear understanding of members expectations -Adjustment to current secondment commitment -Plan for fulfillment and expansion Measure: -Members support recommendations and plans for expansion.		Pending
Overall Strategic Progress		
- Operational Review has recommended the filling of all available Secondment opportunities. - Posting for CFSEU published and responses due July 17. - SMT has decided to delay posting LMD ERT for one year due to a lack of eligible candidates. - Further secondment opportunities will be researched once CAT is filled in early 2027.		

2026 Strategy 3: Conduct employee engagement survey

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Jeannie Ziraldo & SMT
Activities (Action Plans)		Completion Status
Engage consultant to design survey or determine if same questions from 2023 are still valid		☒ ☒ ☒
Communicate to all staff the reason for and value of periodic surveys		☒ ☒ ☐
Launch survey June 22, 2026 to July 31, 2026		☒ ☒ ☐
2026 Performance Projections		2026 Performance Results
Outcome: -Survey of staff is complete -Use results for development of 2027-2029 Strategic Plan -Talent Map is engaged and ready to begin planning for roll out* -Survey launched on June 22, 2026 target 80% response rate Measure: -Survey of staff is complete -Comparison to 2023 results is conducted		Survey is Live
Overall Strategic Progress		
- The Police Board was updated on April 13th, 2026 with request for endorsement for funding to be obtained - The contract with TalentMap was signed on April 14th, 2026 The Employee Engagement Survey is live from June 22 to July 31st.		

2026 Strategy 4: Complete improvements to provide secure employee parking

Initiation Date	Target Date	Lead
January 1 st 2026	December 31, 2026	Insp Sheridan
Activities (Action Plans)		Completion Status
Presentation to Police Board on need for secure employee parking		☒☒☒
Phased plan for short term and long-term fencing (considering adjacent property building timeline)		☒☐☐
Secure funding from surplus **		☒☒☒
2026 Performance Projections		2026 Performance Results
Outcome: -Phased plan for secure parking approved -Funding in place for phase 1 Measure: -Plan is developed and approved -Funding for Phase 1 is secured		In progress
Overall Strategic Progress		
- Funding is secured - RFP in progress - Secure parking lot plan has been approved - Project manager from the city has been appointed		

** funding secured through City via other means

Election of Police Board Chair

1. The Chair will officially step down;
2. Any member of the Board that would like to run for the position of Chair shall verbally declare so and will be considered a candidate;
3. Each candidate shall have two (2) minutes to address the Board. Candidates will proceed in alphabetical order by last name;
4. Once each candidate has completed their address to the Board, members of the Board shall indicate via secret ballot their selection for Board Chair;
5. Ballots will be collected and tallied by the Board Secretary and result will be announced/recorded;
6. The elected Chair will then proceed with directing the process of electing the Vice Chair of the Police Board.

Election of Police Board Vice Chair

1. Any member of the Board that would like to run for the position of Vice Chair shall verbally declare so and will be considered a candidate;
2. Each candidate shall have two (2) minutes to address the Board. Candidates will proceed in alphabetical order by last name;
3. Once each candidate has completed their address to the Board, members of the Board shall indicate via secret ballot their selection for Board Vice Chair;
4. Ballots will be collected and tallied by the Board Secretary and results will be announced/recorded.

If there is only one person interested in each position, we will not need to hold an election - the candidates for each position will be declared.

CABRO Guidelines on Public Board Members Seeking Elected Office

Overview

As a general best practice, people elected to municipal, provincial or federal office are not appointed to boards of B.C. public sector organizations. However, appointed board members do sometimes run for public office which may place them in a real, potential or perceived conflict of interest. These guidelines set out expectations for board members and chairs seeking elected office in order to mitigate any conflict as much as possible.

Conflict of Interest principles for public appointees can be found [here](#).

Guidelines

Board members seeking public office are responsible for:

- disclosing their intention to the board chair – preferably before but when public announcement made;
- taking a leave of absence effective no later than the date of the writ (Day 1 of the election), or earlier if requested by the chair.

If an existing member is elected, best practice is that they will resign from their appointment.

Chairs seeking public office are responsible for:

- notifying CABRO and the chair of the board's Governance Committee;
- taking a leave of absence consistent with the above noted guidelines for members.

If a chair is elected, best practice is that they will resign from their appointment.

Re-appointments

If a member seeking elected office is at the end of an existing term and they are eligible for re-appointment, consideration of the re-appointment will be put on hold and the vacancy will not be filled until after the election.

If the member is not elected, the chair will confirm, after consultation with the member, whether the member is still interested in serving on the board, and if they are recommended for re-appointment.

The board chair is responsible for:

- assessing any real, potential or perceived conflicts of interest once a member goes public with their campaign;
- disclosing the member's intent to seek elected office to the board Governance Committee;
- notifying CABRO in writing of the member's intent and chair's decision regarding timing of the member's leave of absence.

CABRO is responsible for:

- assessing any real, potential or perceived conflicts of interest once a board chair goes public with their campaign;
- requesting that the chair step down from their role, or to take a leave of absence from the board, as appropriate;
- informing the responsible ministry and Minister of a member or chair's Conflict of Interest and leave of absence, as appropriate;
- placing a person's board candidacy on hold if the person is seeking public office, with the option of re-instating candidacy after the election.

Please send all inquiries about these Guidelines to CABRO at ABC@gov.bc.ca.

June 22, 2026

Via Email: mlahti@portmoody.ca

Mayor Meghan Lahti
Chair, Port Moody Police Board
100 Newport Drive
PO Box 36
Port Moody, BC V3H 3E1

Dear Chair Lahti:

Re: OPCC Systemic Investigation Regarding Sexualized Conduct in Police Workplaces

I am writing to provide an update on the OPCC's first systemic investigation, initiated on March 25, 2026. This investigation – focused on how municipal police agencies and designated units address workplace sexualized conduct – is the first of its kind. It is an opportunity to identify where improvements can be made across the system and to build on existing initiatives and promising practices.

We aim to highlight effective approaches to prevention, reporting, and response that can benefit all agencies. Identifying gaps and opportunities will assist police boards in carrying out their important oversight responsibilities and in ensuring modern, effective policies and practices are in place. The systemic investigation is intended to support policing organizations and boards. It aims to support learning, not to assign fault.

As set out in the public [terms of reference](#), during the systemic investigation, we anticipate completing the following:

- a) Conducting research on workplace related sexualized conduct, including specific challenges and best practices relevant to law enforcement agencies;
- b) Analyzing relevant OPCC files to produce aggregated data and identify qualitative patterns;
- c) Reviewing and analyzing relevant documents and records from police departments, designated units, police boards, and designated boards, including, for example:
 - policies, procedures, and other organizational documents;
 - training curricula and course materials;
 - relevant reports, studies or reviews, where available; and
 - relevant statistical data, where available, including, for example, data respecting recruitment, promotion, and retention;

- d) Meeting with and interviewing personnel responsible for, or involved in, prevention, investigation, or response to sexualized conduct within municipal police departments and designated units, including, for example:
 - individuals in supervisory or leadership roles;
 - human resources and Professional Standards Section personnel;
 - police board representatives; and
 - union representatives;
- e) Canvassing the experiences and perspectives of current and former police employees on existing policies, procedures, and practices; trust or confidence in existing processes; barriers to reporting sexualized conduct; workplace culture; and opportunities for change or improvement. This input will be voluntary and may be provided anonymously.

Status update:

Consistent with the provisions in the [Memorandum of Understanding](#), each police agency has identified a suitable point of contact for the systemic investigation. We have met with each point of contact and discussed the scope of a proposed request for records. We are working with each agency to identify mutually agreeable and reasonable deadlines for producing requested records. Once the requests for records to police agencies are finalized, we will ensure you are provided a copy for your awareness. The statutory authority enabling the OPCC to obtain access to records can be found in section 177.02 of the *Police Act*. There is also a broad duty to cooperate with OPCC systemic investigations (section 177.03).

There may also be relevant records in the possession of the police board. At the appropriate time, we will reach out to you to discuss records the OPCC may wish to request from boards.

As part of the systemic investigation, the OPCC anticipates administering a voluntary survey to police members and civilian employees. We will be taking steps to ensure the anonymity of survey responses. The primary purposes of the survey are anticipated to be to:

- 1) Learn about employees' experiences and perceptions of current processes for reporting and responding to sexualized conduct in police workplaces, including barriers to reporting;
- 2) Identify measures that could improve prevention and response to workplace sexualized conduct;
- 3) Obtain additional insights about the nature and prevalence of workplace-related sexualized conduct within municipal police departments and designated units; and
- 4) Identify additional pathways for police employees to share their experiences and perspectives with the investigation team, if they wish to.

As part of the systemic investigation, we will also be scheduling interviews with representatives from police departments, boards, and unions to better understand local policies, training, roles and responsibilities, challenges and best practices. We do not anticipate these interviews occurring before Fall 2026. As set out in the Terms of Reference, we will not be compelling any person to participate in an interview regarding a personal experience of workplace sexualized conduct.

Police boards play a critical role in governance, accountability and in setting expectations for healthy workplace culture. Input from boards will help ensure that our findings reflect operational realities, and that recommendations are practical and implementable. This investigation is an opportunity to reinforce what police agencies and boards already strive for – fairness, accountability, and safe workplaces. Our intent is to provide boards and police agencies with practical tools and insights that will benefit your members, the police organization and the communities you serve.

We will endeavor to send regular updates to police boards as appropriate, and welcome questions about our process. Please feel free to share this letter with your board members for their awareness. Should you have any questions, please do not hesitate to connect with me or Jenni Bard, Director, Systemic Investigations, Policy, and Research (jbard@opcc.bc.ca). Thank you for your continued dedication and commitment to fostering safe and respectful workplaces.

Sincerely,



Andrea Spindler
Deputy Police Complaint Commissioner

cc: Prabhu Rajan, Police Complaint Commissioner

Lower Mainland District (LMD) Office
14200 Green Timbers Way, Mailstop #506
Surrey, B.C., V3T 6P3

Wednesday, May 27, 2026

Via E-mail: [Chief Constable David Fleugel]

Subject: Formal invitation to the City of Port Moody to participate in the Integrated Teams Advisory Committee

Dear Chief Constable David Fleugel,

Following our recent discussion at the Integrated Teams Operational Committee (ITOC) meeting, I am writing to formally extend an invitation to your municipality to join as a participating member of the Integrated Teams Advisory Committee (ITAC).

The primary function of the committee is to serve as a conduit between partner municipalities and leadership of the Lower Mainland District Integrated Teams. Discussions within the ITAC support communication between partners, including the Province of British Columbia and provide a consultative forum for policy decisions and strategic planning with respect to management, reporting and oversight of the Integrated Teams.

Representation and participation from the City of Port Moody would be a welcome addition to the committee to continue building a collaborative environment to support the service delivery of specialized policing resources across the Lower Mainland District.

I would like to take this opportunity to thank you for your partnership in supporting the work of the Integrated Teams in your community. As partners in public safety, we are all committed to ensuring safe, resilient, and healthy communities. I value the opportunity to continue to work together to strengthen the corporate and governance frameworks that support all our members in delivering essential policing services.

To inform the identification of a representative from your municipality, the Terms of Reference for the ITAC and meeting notes from the two most recent meetings are attached to this correspondence. The committee meets three times a year and is co-chaired by the Officer-In-Charge of the Integrated Teams and a representative from one municipality, as elected by the members.

We would welcome your recommendation regarding the most suitable representative from your municipality to participate on the committee.

Regards,

A handwritten signature in blue ink, appearing to read 'Bert Ferreira', with a stylized flourish at the end.

Chief Superintendent Bert Ferreira
Officer-In-Charge, Lower Mainland District Integrated Teams

TERMS OF REFERENCE

INTEGRATED TEAMS ADVISORY COMMITTEE (ITAC)

PURPOSE

The purpose of the Lower Mainland District Integrated Teams Advisory Committee (“the Committee”) is to provide a liaison role between the municipalities within the District and the RCMP Lower Mainland District Integrated Teams.

This role is necessary to provide an independent review of the activities and decisions of the Integrated Teams’ (“the I-Teams”) in the absence of a formal, decision-making body which provides oversight of the I-Teams and recognizes local government as a significant funding partner.

MANDATE

The Committee:

1. Provides a forum for effective, meaningful, timely communication between the RCMP, the Province of BC, and the municipal sector regarding decisions affecting the quality and cost of the I-Teams.
2. Acts as a consultative forum and provides expertise for policy decisions with respect to management, reporting and oversight of the I-Teams in response to changing policing requirements to accommodate potential changes including those in relation to policing policies, strategies, methodologies and models.
3. Will:
 - a. Monitor the operational activity of the Integrated Teams, including a review of RCMP-provided performance metrics.
 - b. Assess the suitability of the cost-sharing formula for funding the Integrated Teams.
 - c. Evaluate the justification for any requests for additional resources for the Integrated Teams.
 - d. Conduct an annual review of proposed budgets for the Integrated Teams.
 - e. Review annual activity reports to assess outcomes and effectiveness.
 - f. Provide recommendations on value for money, as required.
 - g. Recommend appropriate performance metrics for evaluating the Integrated Teams.
 - h. Advise on the future structure and scope of the Integrated Teams, including whether they should continue, expand, or be restructured.
4. Reports to CAO/PPC, the Mayors Forum and participant Police Boards on the activities of the I-Teams and may recommend resolutions to them for consideration and support.

COMPOSITION

Committee membership will include representatives from both RCMP-policed jurisdictions and jurisdictions with their own police services that participate in the integrated teams. Appointments should be for a minimum of two years in length to provide for continuity.

For the RCMP policed jurisdictions the Committee will be composed of municipal staff (i.e. CAOs or PPCs) from the following jurisdictions:

- Burnaby
- Chilliwack
- Coquitlam / Port Coquitlam

- Hope / Kent
- Langley City
- Maple Ridge / Pitt Meadows
- Mission
- North Vancouver City / North Vancouver District
- Richmond
- Sechelt / Gibsons
- Squamish / Whistler / Pemberton
- Township of Langley
- White Rock

For the jurisdictions that have their own police force, the Committee will include a representative designated by each of the following police boards:

- Abbotsford
- Delta
- New Westminster
- Port Moody
- Surrey
- West Vancouver

The following will sit as ex-officio non-voting members:

- The Officer in Charge of the Lower Mainland Integrated Teams or designate (ex officio)
- Designate from Policing and Security Branch, Ministry of Public Safety and Solicitor General (ex officio)

CHAIR

The Chair of the Committee shall be elected from amongst its members. The OIC I-Teams shall serve as a co-chair.

- The co-chair's duties in relation to meetings include the following:
 - at meetings, preside over the process and facilitate respectful interactions among participants.
 - before meetings, ensure the planning and coordination of all necessary arrangements for the efficient and effective conduct of business.
 - after meetings, ensure the maintenance and distribution of accurate and complete minutes and records of the committee.

MEETINGS

The Committee will meet three times a year or additionally when called upon by necessity, at the call of the co-chairs.

The meetings may be conducted via a Hybrid model (In-person or electronic means).

Positions on issues related to the Committee's mandate or on recommendations from the RCMP related to the Integrated Teams will be developed through a simple majority vote by the members.

A member who is present at a meeting may propose a motion for a resolution of the committee to represent the position of the committee.

This resolution may be presented to the CAO/PPC Forum for consideration and/or participating municipal police boards through their Chairs.

When a simple majority cannot be reached, divergent positions will be presented in a committee report to the CAO/PPC Forum and/or the Mayors' Consultative Forum and/or participating municipal police boards through their Chairs.

Minutes of the meeting will be recorded and reported to the CAO/PPC Forum and the municipal police boards through their Chairs.

Resolutions from the Committee require quorum.

QUORUM

A quorum of the Committee is a majority of the members of the Committee defined as at least seven representatives from RCMP policed communities and at least three from communities with their own police services.

REPORTING PROCESS AND WORKPLAN

Working collaboratively, the Committee will develop an annual work plan which will be provided to the CAO/PPC Forum and the municipal police boards through their chairs.

Development of necessary background information related to matters considered by the Committee under this mandate will be the responsibility of the RCMP and/or other parties agreed to by the committee.

Recommendations for substantive changes (operational, financial or policy) to the I-Teams will be reviewed with the Committee before they are presented to the CAO/PPC and/or Mayors' Forum and/or the municipal police boards through their chairs in order that the Committee may formulate a timely and informed position on the proposed changes for consideration by the Forums.

It is recognized that the Committee and the Forums are not decision-making bodies but rather structures set up to encourage dialogue. Any proposed changes to the Integrated Teams will be considered in the context of the tri-parties (i.e. Province, RCMP and participating municipalities) with respect to priorities and funding capacity.

EFFECTIVE DATE

Amendments to the terms of reference were tabled for discussion at the ITAC meeting on January 29, 2026. The committee passed the amendments to the terms of reference at their subsequent meeting on May 21, 2026.

Signed for the committee participants

Signed for the RCMP

Jim Ogloff
General Manager Community Safety, City of Coquitlam
ITAC Co-Chair

Date: 5/28/26

C/Supt. Bert Ferreira
OIC I-Teams
ITAC Co-Chair

Date: 5/27/26

Integrated Team Advisory Committee (ITAC) Meeting

Date: Thursday, January 29th, 2026

Time: 10:00 am to 12:00 pm

In-person location: Meeting room A7C5502

Online: [Microsoft Teams](#) (Meeting ID: 240 279 256 849 18 / Passcode: Hq6T2s5g)

Meeting Notes

**Meeting started at 10:00 am*

Attendees:

In-person:	Virtual:
C/Supt. Bert Ferreira, <i>Co-Chair, LMD OIC Integrated Teams</i>	Mr. Jim Ogloff, <i>Co-Chair, City of Coquitlam</i>
Supt. Joseph Fortin, <i>LMD Corporate & Client Services Officer</i>	Mr. Graham de la Gorgendiere, <i>City of Burnaby</i>
Supt. Mandeep Mooker, <i>OIC IHIT</i>	Mr. Douglas Liu, <i>City of Richmond</i>
Insp. Chad Greig, <i>I-Teams Planning & Performance Officer</i>	Mr. Tony Cappucinnello Iraci, <i>City of Richmond</i>
Insp. Rory Buscholl, <i>OIC IERT</i>	Mr. Francis Cheung, <i>City of Langley</i>
S/Sgt. Dave Jewers, <i>NCO i/c ICARS</i>	Mr. Nathan Wong, <i>City of Surrey</i>
S/Sgt. Derek King, <i>NCO i/c IPDS</i>	Mr. Wallace Mah, <i>District of Kent</i>
S/Sgt. Marien Oden, <i>Acting OIC IFIS</i>	Ms. Wendy Bauer, <i>Township of Langley</i>
Mr. Sean Edwards, <i>I-Teams Business Analyst</i>	Ms. Vedrana Covic, <i>PSB – Province of BC</i>
Mr. Satnam Herr, <i>Senior Finance Manager</i>	Ms. Vanessa Rhodes, <i>PSB – Province of BC</i>
Ms. Alexandra Swift, <i>LMD Communication Strategist</i>	
Ms. Rebecca Liang, <i>Executive Assistant (I-Teams & CCSO)</i>	
Regrets:	
S/Sgt. David Chiasson, <i>LMD Advisory NCO</i>	Mr. Guillermo Ferrero, <i>City of White Rock</i>
Ms. Leanne McCarthy, <i>District of North Vancouver</i>	Mr. Trevor Thompson, <i>City of Maple Ridge</i>

1. Welcome and Introduction

- Mr. Jim Ogloff, *General Manager Community Safety*, City of Coquitlam and C/Supt. Bert Ferreira, *OIC Lower Mainland District Integrated Teams* welcomed everyone in the room and to those online.

2. Review of Agenda and Minutes

- Acceptance of minutes of October 9th, 2025, meeting (Attachment 1)
 - Motion to accept: Mr. Tony Capuccinello Iraci (*City of Richmond*) – Moved; Mr. Wallace Mah (*District of Kent*) – Second.
- Items for new business
 - Mr. Capuccinello Iraci provided an update on the Richmond Public Safety Camera System legal process.

3. Team Updates

- **Integrated Teams Operational and Staffing Updates:** C/Supt. Ferreira welcomed the commanders for ICARS, IHIT, IERT, IPDS, and IFIS who will be providing comprehensive updates on operational statistics, staffing, recruitment, and notable initiatives across I-Teams, highlighting progress, challenges, and ongoing projects.
- **ICARS – S/Sgt. Dave Jewers**
 - ICARS completed a major recruitment drive which filled positions with new apprentices.
 - Handled 262 calls for service in 2025 that marks an 8% increase over the 10-year average. Year-to-date there have been 14 calls.
 - Current roadable rate of 90.5% and two vacancies but will be expecting one to return to work – then it will be 95% roadable.
- **IERT – Insp. Rory Buscholl**
 - IERT is participating in the Taser 10 Pilot Project.
 - Since July 2025 the Integrated Tactical K9 was initiated and has been deployed 57 times with no uses of force.
 - The second armoured rescue vehicle (ARV) is scheduled to arrive this month.
 - Is taking on an experienced police officer initiative to recruit applicants from the Canadian Forces, with the first successful candidate in Langley now getting his recruit-field training done. This is a new innovative pipeline for the team to get additional police specialized resources.
 - Current roadable rate is at 86% and five vacancies. Simultaneously have five current applicants in the pipeline so looking forward to having them on the team by end of the year, which will make the roadable rate near full.
 - In 2025 there were 48 community events, including a visit to the BC Children’s Hospital for sick children to deliver toys and spread some cheer.
 - *Question from Mr. Jim Ogloff (City of Coquitlam): With respect to the multi-week FIFA activities, are you doing anything in terms of blackout for staff vacation in order to make sure you’ve got the resources, especially teams internally to support FIFA?*

- *There is a nationwide leave restriction currently for the RCMP, so that is already in place for the period of FIFA. The process is ongoing right now to getting external support from out of the province to help bolster the activities here.*
 - *C/Supt. Ferreira has asked Insp. Buscholl to lightly touch on the collaboration with SPS and the extortions, as that's been trending.*
 - *There is the project team for the extortions joint initiative which is taking on a series of extortions so that bigger files can link to multiple incidents with similar suspects or MO's. The municipalities have their own internal teams dealing with all the numerous single events that occur.*
 - *Surrey has Project Assurance which is basically more visibility, community presence, proactive patrols during high crime times to minimize community concern but also act on any crime that's occurring at that time. Our team is trying to support that as well.*
- **IFIS – S/Sgt. Marien Oden**
 - Highlighted IFIS' adoption of a new event-based ledger, modernization through SharePoint and Teams which is more efficient, organized, and greatly improving tracking of all the integration of various inventories across all six offices.
 - The contract for the Vacuum Metal Deposition chamber has been awarded with the delivery of the equipment coming in the next three weeks. (Capital purchase supported by ITAC at the October meeting.)
 - Ongoing recruitment efforts with Co-op programs and pre-posting agreements and actively engaging in advertising with SFU / BCIT with their science students. Two successful Co-op students are becoming regular members, totalling four people in the recruiting process right now.
 - Calls for service in 2025 was just over 3,600 and the ledger recorded 3,655 events. So far year-to-date there have been 247 files and 287 events.
 - Roadable rate is around 70%. There are 99 positions with 72 people active, 14 hard vacancies and 10 soft vacancies.
 - In 2025 there were approximately 70 community events, that includes tours and demos for 'Take Your Kids to Work Day', multiple educational talks around the district, high schools, cadet academies, Young Women's Public Safety events, and booths at open houses.
- **IHIT – Supt. Mandeep Mooker**
 - The Integrated Gang Homicide Team (IGHT) has been operational since last year and is fully staffed. The team was involved in two project files, two [media] press calls, and they had their first success in October with charges laid regarding the homicide of *Eric Darnell*.
 - Currently in the process of staffing Investigative Team 8 that includes 9 new employees.
 - A decrease in homicide investigations from 38 to 32 year-over-year.

- Large increase to staffing with current roadable rate at 80%, due to internal transfers and promotions to the new team.
- **IPDS – S/Sgt. Derek King**
 - Handled just over 9,500 files in 2025 – down marginally from previous year.
 - Currently running multiple retrain and handler courses and expects to fill most vacant positions by fall with ongoing efforts to enhance local training.
 - 4 new handler courses starting April through May.
 - 16 new candidates – two positions are municipal (Abbotsford/New Westminster) and six are RCMP from the Lower mainland. Anticipating almost all vacant positions will be filled by fall.
 - One ERT/PDS handler that's assigned to work directly with Insp. Buscholl's team was very successful, so now it's increased to a second. Therefore, there are now two ERT/PDS handlers working on day shift rotation with ERT, which brought down call coverage while increasing immediate service delivery.
 - Regarding FIFA planning, there is a tentative plan to provide screening for explosive devices at sites.
- **I-Teams staffing – Mr. Sean Edwards (Attachment 2)**
 - In reference to Attachment 2 – *I-Teams Staffing Status* – it is a summary of staffing status across the teams of new positions authorized in 2024: ICARS is fully staffed; ERT is at 72%; IFIS is at 25%; IHIT is at 27%; and IPDS is at 33% with 51% of positions still to be filled over the next few years, and clarified that these figures represent positions, not budget allocations.

4. Corporate Update

- **Discussion of annual committee work plan – Mr. Sean Edwards (Attachment 3)**
 - Terms of reference RCMP to provide an annual high-level work plan to the committee that'll include, but not limited to, timely and transparent reporting to stakeholders of annual/quarterly reports.
 - Under our internal management and governance, all Teams will be moving to SharePoint, Power BI and Microsoft to increase the speed and accuracy of information moving through our organization.
- **South Fraser facility – Mr. Sean Edwards**
 - Mr. Edwards discussed the evaluation of a new South Fraser facility for IFIS and ICARS, including site selection, architectural review, cost modeling, and the need for further committee input.

- An architectural team confirmed a reduced-scope project for IFIS and ICARS would fit on a three-acre site, omitting the PDS training field to focus on building needs and cost efficiencies.
- We are updating the cost estimate for the potential site + scope and will provide updated investment analysis on that.
- C/Supt. Ferreria suggested standalone ITAC meeting may be required for deeper discussion with outlined plans to update cost estimates, investment analysis, and business case for committee review and advice.
- *Question from Mr. Francis Cheung (City of Langley): Asking for clarification that the South Fraser facility is just for the two teams (ICARS/IFIS)?*
 - *Mr. Edwards informed that currently it will be for IFIS and ICARS, potentially with some storage to help out IPDS. Initial ask was to accommodate three teams, but the disadvantage of going with a smaller site is we lose the flexibility.*
 - *A potential partnership with the CFSEU because they are looking for space for a firearms lab.*
- *Question from Mr. Francis Cheung (City of Langley): Since you're working with an architect on this building, can it be assumed that this is a vacant land and will be building a new facility on that land to accommodate and suit whatever needs for those two teams?*
 - *Yes, confirmed that it would be a new built. Have explored the market and there are buildings that could be rented with nice space, but there is not enough parking. Therefore, building something that works right is our investment going forward.*
- **Annex A reconciliation – Mr. Sean Edwards (Attachment 4)**
 - The RCMP will assign 119 positions to the 17 municipalities and 85 to police board communities with a template letter and direct outreach is planned before formal council notification.
 - The process aims to ensure contractual compliance by consolidating municipal responses and submitting them to the province for public safety oversight.

5. Financial Update

- **P9 forecast – Mr. Satnam Herr**
 - There was a 10% (\$7m) surplus and \$1m for IHIT due to unexpected vacancies and postponed equipment purchases.
 - Pay raises are not likely to happen this year but will next year as contract negotiation are ongoing.
 - Div admin cost has reduced a little bit and early numbers telling us that P10 is going to go down. Decreased costs on special leave is a good trend.

- **I-Teams multi-year budgets 25/26 to 30/31 – Mr. Satnam Herr (Attachment 5)**
 - Planning cycle into upcoming year.
 - In reference to Attachment 5 – *LMD I-Teams MYFP by Unit – 2026-3031 with IHIT*, the first table shows expected bodies that are budgeting for and then the table below are the dollar values.
 - In the multi-year plan, we apply discount factor for expected returns and vacancies ensuring budget requests are adjusted annually and not all positions are funded upfront.
- **I-Teams use of overtime – Mr. Sean Edwards (Attachment 6)**
 - Mr. Edwards summarized overtime usage, noting that most overtime is for operational availability, and finance has adjusted figures to remove retro pay, allowing for accurate year-over-year comparisons.
 - Overtime has increased by 4% between 2023-24 and 2.5% between 2024-25 and 2025-26.

6. ITAC Terms of Reference

- **Amendments to include police board representatives – Mr. Sean Edwards**
 - **Proposed Amendments Overview:** Mr. Edwards outlined amendments to include all police board representatives, clarify resolution language, define quorum as at least 50% support from both municipal and RCMP participants, and adjust the mandate for clarity.
 - **Review and Adoption Process:** Mr. Ogloff and Mr. Capuccinello Iraci supported the approach of allowing members time to review the amendments and returning for a decision by this group, or at the Mayors' Forum.

7. Provincial Update

- **Updates from Policing and Security Branch – Ms. Vedrana Covic**
 - Legislature will be hosting budget day on February 17th with estimates starting in early March.
 - Highway Patrol review which includes ICARS is being finalized mid-February. After that the province will get a chance to review and discuss with the RCMP. Following that the province will be happy to provide ICARS feedback to the committee.
 - *Question from Mr. Jim Ogloff (City of Coquitlam): Where is the province at with kicking off discussions with the feds around the renewal of the 2032 provincial policing contract?*
 - *Ms. Vanessa Rhodes explained that Canada has not yet provided a formal written commitment or mandate for contract policing post 2032, and provinces are awaiting this before beginning negotiations. Once they have that mandate, they will have more information about what the timeline, what the negotiation will look*

like and will share that work through local government contract management committee and UBCM.

- *Question from Mr. Jim Ogloff (City of Coquitlam): What is a reasonable expectation from the provinces part as far as when a meaningful discussion would actually commence?*
 - *Ms. Rhodes continued noting that the 2012 negotiation took seven years and the current process is behind schedule due to additional legislative and engagement requirements, with provinces eager to begin meaningful discussions as soon as possible.*
- Mr. Ogloff and Ms. Rhodes discussed the need to include integrated teams and capital investment considerations in the new agreement to ensure long-term sustainability and clarity for municipal partners.

8. 2026/2027 Meeting Dates

- May 21, 2026, at 10:00 am to 12:00 pm
- October 15, 2026, at 10:00 am to 12:00 pm
- January 21, 2027, 10:00 am to 12:00 pm

9. Roundtable / New Business

- Items from ITAC members
 - Insp. Buscholl shared that IERT is celebrating 20 years of existence this year in April.
 - Insp. Buscholl is flagging for awareness that national-level discussions are ongoing regarding the procurement of an armored skid-steer, which is also included in the multi-year financial plan. The need for this was highlighted by a 2023 incident where hundreds of rounds were fired at members. Due to the lack of an armored breaching platform, members could not safely engage the suspect, and the residence was intentionally set on fire to resolve the situation. This is not an ideal outcome in policing. There have been several past incidents involving armed suspects shooting at police, and the need for this type of equipment has been repeatedly identified to improve member safety and operational effectiveness.
 - Supt. Fortin announced the CAO/PPC is scheduled for April 7th, with presentations on FIFA planning, extortion investigations, and national recruiting. He further noted that the Mayors' Forum is tentatively planned for early June, pending discussions with Co-Chairs Mayor Stewart and Mayor McDonald.
 - Leave restrictions are in place due to FIFA for almost the entire months of June and July.
 - *Question from Mr. Jim Ogloff for Supt. Fortin: If the Mayors' meeting is going to be early June and our next meeting for the group is the third week of May, if we have*

recommendations or resolutions that we're looking to advance to the Mayors' Forum, are we going to get jammed from a timing perspective?

- *Supt. Fortin does not personally perceive anything would jam up but can reconcile closer.*
 - *Originally looked into having the Mayors' Forum at the end of May, however that posed some challenges. More discussions with Mayor Stewart and Mayor McDonald to see what the actual appointment will look like.*
- Regarding the BC Human Rights Commissioner's letter regarding media containment zones, Mr. Capuccinello Iraci shared Richmond's formal response, Supt. Fortin outlined the RCMP's position, and Mr. Mah and Mr. Cheung described the respective approaches for their cities.

10. Closing Comments

- Mr. Jim Ogloff, *General Manager Community Safety, City of Coquitlam*
 - On the governance review that was brought up at the last meeting, a discussion with C/Supt. Ferreira occurred where it was advised that several governance reviews have already been completed since I-Teams was established, including one within the last couple of years. Clarification on the comment was raised in the context of capital investments and facilities and believes the issue is less about governance and more about ensuring there is clear overall structure for I-Teams. In his view, another governance review is not required currently.
- C/Supt. Bert Ferreira, *OIC Lower Mainland District Integrated Teams*
 - Agreed with Mr. Ogloff that a governance review will not be needed.
 - Informed to the committee that the RCMP just launched Project Red Surge. It will condense the RCMP's 11-step recruitment process to seven concurrent steps, aiming to reduce intake time and increase the number of recruits processed for the Pacific region. It is noted that faster processing is necessary to compete with municipal police agencies, as applicants often accept the first offer they receive.
 - C/Supt. Ferreira thanked everyone for participating and will meet again in May.

**Meeting ended 11:11 am*

Integrated Team Advisory Committee (ITAC) Meeting

Zoom Meeting ID: 226 425 538 694 94 / Passcode: Mt7QP6Ts

Meeting Room (EHQ): A6C5508 / ZOOM

Date: Thursday, 21 May 2026

Time: 10:00 am to 12:00 pm

Meeting Notes

Meeting started at 10:00am

Attendees:

In Person:	Virtual:
C/Supt. Bert Ferreira, Co-Chair, OIC, LMD I-Teams	Mr. Jim Ogloff, Co-Chair, City of Coquitlam
Insp. Chad Greig, Acting Corporate & Client Services Officer	Mr. Douglas Liu, City of Richmond
Mr. Sean Edwards, I-Teams' Strategic Analyst	Mr. Wallace Mah, District of Kent
Mr. Satnam Herr, Finance CORE Policing	Mr. Graham de la Gorgendiere, City of Burnaby
Insp. Tanya Marlyk, OIC - IFIS	Ms. Vanessa Rhodes, PSB (Province)
Insp. Rory Buscholl, OIC IERT	Ms. Leanne McCarthy, City of North Vancouver
S/Sgt. Dave Jewers, NCO i/c ICARS	Mr. Nathan Wong, City of Surrey
S/Sgt. Derek King, NCO i/c IPDS	Mr. Tony Cappucinello Iraci, City of Richmond
Supt. Mandeep Mooker, OIC IHIT	Ms. Wendy Bauer, Township of Langley
Ms. Alexandra Swift LMD Communications Strategist	Ms. Emma Campbell, PSB (Province)
Ms. Amanda Dolmat, Acting I-Teams Executive Assistant	
Regrets:	
S/Sgt. David Chiasson, LMD Advisory NCO	Mr. Trevor Thompson, City of Maple Ridge
Mr. Frances Cheung, City of Langley	Ms. Evelyn Kalman, PSB (Province)

1. Welcome and Introduction

- Mr. Jim Ogloff, General Manager Community Safety, City of Coquitlam
- C/Supt. Bert Ferreira, OIC Lower Mainland District Integrated Teams
 - Welcomed and thanked everyone for joining the meeting

2. Review of Agenda and Minutes

- The committee accepted:
 - Minutes from January 29, 2026, ITAC - Regular meeting (Attachment 1)
 - Minutes from April 1, 2026, ITAC - South Fraser Facility meeting (Attachment 2)

3. Team Updates

- ICARS – S/Sgt. Dave Jewers
 - ICARS had 262 calls from last calendar year which is down a very small percent and is still projecting an upward trend over a 10-year average
 - We have had 83 calls for service this year, consistent with last year
 - One member on long-term ODS and there will be no recruitment as we are full
 - Currently doing an advanced level 4 collision and reconstruction course which ends tomorrow at PRTC
 - We have a vehicle forensics training course coming in September for two weeks
- IERT – Insp. Rory Buscholl
 - Finished last year with 424 operations
 - From January to April of this year, we had 119 operations, which is on par with last year
 - ERT celebrated 20th anniversary in April
 - We have one tactical officer joining our team soon from ex-military
 - The Canine Pilot is proceeding well and will be working with the IPDS. Training will be at the Police Dog Service Training Center
 - We are heavily involved with FIFA
 - Thank you to Mr. Sean Edwards, I-Teams Business Analyst, for putting the Skid Steer Addendum together, it has been on our Multi Year Financial plan for several years now
 - Skid Steer has been supported nationally and is currently in the procurement process
 - Skid Steer provides us with new tools to be able to de-escalate situations for public and police safety
 - Reference: The event where our members were shot at due to a complex mental health situation. The suspect shot multiple rounds and members were unable to resolve the issue with chemical munitions. Unfortunately, this has happened several times nationwide
 - We will be seeking support from the municipalities
 - Staffing vacancies: 2 RCMP vacancies, 2 other Police Department vacancies, 2 other Police Department members training and hopefully filling 2 spots, 2 RCMP members are also currently training.
 - We hope to be full by late next summer
 - Our roadable rate is 88% currently
 - We have 4 members on long term ODS
 - We have done multiple training events including hosting National ERT team leader course and an ERT selection that we will be hosting in October
 - Mr. Wallace Mah, District of Kent asked, are the funds allocated in the budget for the Skid Steer?
 - Insp. Buscholl responded, the funds are not in the budget but in the multi year financial plan. The plan will be within our annual budget allotment when it is approved. We are currently working with procurement, and it is a slow process. The last I heard, maybe 2027 or 2028
 - Mr. Mah asked, Is it in the capital plan for 5-year or 10-year?
 - Mr. Edwards responds, yes, it has been in the reference levels and shared with the cities for those years. It has been signaled but not approved
 - Mr. Mah asked, Is everything bullet proof and armoured?
 - Insp. Buscholl responded, Correct
 - Mr. Mah stated, body worn cameras are held for now so municipalities will have other opportunities to look at another tool for the RCMP. Mr. Mah asked, body worn cameras are held off for now is that correct?

- Mr. Satnam Herr (Senior Finance Manager) responded, yes, the body worn cameras are on hold for LMD. Only one or two have done a pilot project and those will stay in place. Others will not be put in place until end of year or next year. No one will be charged for them until they receive them.
- Mr. Mah stated, one thing missing in the report is a human dynamics perspective in terms of lives, potential life safety, what it costs for the RCMP to invest in its members, and the training aspect of being on IERT, overall, the cost for that investment. I recognize it's a valuable tool for RCMP, but the municipalities will look at it from a funding perspective and ask if it is something we can afford or not. I am in favour of it and I can't speak for everyone else. It would be beneficial to include a human dynamics perspective in the report if moving this through the Mayors' Forum and CAO/PPC meetings in the future.
- C/Supt. Ferreira responded, we can certainly amend the report to add that category
- Insp. Buscholl stated, we have been looking at this since 2018 and finally received national support. It is best practice in North American law enforcement and Canada has not acquired it yet. It offers a lot of value to both member safety and safety of suspects

- Ms. Vanessa Rhodes, PSB Province of B.C., asked, which position is the one EPO joining ERT going to be?
- Insp. Buscholl responded, he is already staffed to our team. He is already in our organization chart and are working on getting him IERT training.

- IFIS – Insp. Tanya Marlyk
 - So far this year we had 480 files which equates to 825 events and 210 scenes that we have attended so far
 - We have 14 vacancies (3 are PSE in our Video Analysis Unit and Admin, 2 being municipal police departments)
 - 3 Sergeants at selection
 - 2 Corporals that are in the process, and 2 of them are funding our pre-post
 - 1 Member on Long Term ODS and 1 on Maternity leave
 - Criminal Mass Casualty Event training earlier this year provided useful for Tumbler Ridge where we sent members to assist in that tragedy
 - New VMDC (Vacuum Metal Deposition Chamber) arrived, and 2 groups already trained
 - Train the trainer events to continue and provide ongoing training
 - We have 5 pre posts offered so far, 1 is going to attend depot, 1 deferred by two years, and 2 finishing training before going to depot. They are already in our unit, and we are waiting for them to finish training
 - 4 co-op positions, 2 coming in the fall and 2 in June

- IHIT – Supt. Mandeep Mooker
 - 23 homicide investigations this far, last year there were only 12 investigations
 - Out of 23 files, only 6 are gang related
 - There is no increase in gang nexus files
 - There is an increase in overall file load
 - Out of the 23, 8 have been cleared or solved with charges laid
 - Staffing decreased to 11% for RM and PSE, last year it was 24%
 - The decrease is due to incoming members from OSU or Surrey Detachment

- IPDS – S/Sgt. Derek King
 - File count this year is 2,131, comparable to last year at 2,353 files and in 2025, 2,468 files

- Reasons include: 2 operational handlers are away for retraining, 3 handlers are injured on duty (one has since returned, still waiting on the other two), 5 operational handlers are away for EPIC training mainly effecting proactive policing calls
- The new handler course was delayed and has since started at PDS training center, three courses underway this year due to weather
- There are 4 candidates per course 2 municipal (New West and Abbotsford)
- There are 5 RCMP vacancies in our unit
- FIFA - all resources are in place
- I-Teams - Insp. Chad Greig
 - Sergeant Mike Pulchny, Internal Investigation Unit, has moved to Federal Policing, we are in the process of staffing this position
 - We are currently in the process of staffing a Strategic Analyst Assistant Position to provide Mr. Edwards assistance, we are screening 19 applicants now and will hopefully have assistance for him in September
 - We will be starting the process to staff Mr. Edwards position as he is retiring in mid to end October and hopefully will have his replacement by September to allow overlap
 - Ms. Rhodes congratulated Mr. Sean Edwards

4. Corporate Update

- South Fraser Facility Working Group – C/Supt Bert Ferreira
 - As per the meeting in April, we have identified a lack of framework for I-Teams to initiate, launch or fund capital projects. Thanked the Province for providing three names to launch the working group.
 - C/Supt. Ferreira asked, are there any others that would volunteer?
 - Mr. Jim Ogloff, City of Coquitlam agreed and is happy to hear there is support for framework would like to see if there were any others who would like to help.
 - Mr. Graham de la Gorgendiere, City of Burnaby stated he is happy to support the working group and help in any way
 - Ms. Leanne McCarthy, City of North Vancouver asked, should we chip in a CFO? I can talk to our Financial Officer, or someone who knows the inner mechanics of how our capital works
- Annual / Quarterly Report – Mr. Sean Edwards
 - Annual and quarterly report will be releasing in June
- Annex A Reconciliation – Mr. Sean Edwards
 - We have spoken with all the commanders at various detachments and presented it at the CAO/PPC meeting and will bring forward any questions and concerns at the Mayors Forum on June 2nd
 - We will follow up with letters to the detachment commanders
 - It is at the discretion of the council of when they will respond

5. Financial Update

- I-Teams multi-year budgets 25/26 to 30/31 – Mr. Satnam Herr / Mr. Sean Edwards (Attachment 3)
 - The Div Admin rate is still lower than last year and due to decrease of members on long term leave. We are keeping that down with the success of Project Red Surge, bringing more members into the municipalities and province
 - Body worn camera rate has dropped again to \$2,025
 - Once the body worn cameras are in place they will be only charged for what they use
 - The Multi Year Financial Plan will be sent out by the end of the month May 31st

- Agreements and Principles are due mid June
 - Municipalities have until April to confirm the final confirmation letters for what the actual budget will be. This is included as Appendix 3 in the Multi Year Financial Plan
 - There is an over \$11,000,000 surplus
 - Why such a large surplus?
 1. Body camera rate decrease
 2. Div admin rate was expected at \$50,000 and actual was \$46,000
 3. Pistol modernization pushed into this coming year
 4. Pay raises, nothing has been settled and will come into play later and most likely in retro pay
 - Reminder: Set aside surpluses for big ticket items that will be pushed into the current year
 - Mr. Edwards stated, Attachment 3 shows capital items and notable operating expenses. It includes an operations and maintenance piece of this budget, looking at staffing providing visibility to ITAC about what we are doing and what is in the capital plan. If there are any questions or thoughts, we are happy to answer
- Mr. Mah asked, regarding body worn cameras, I understood that they would be charged per member and not a flat fee, could you provide clarity on that?
 - Mr. Herr responded, originally it was said that there would be a \$3,000 per member/ camera being used this was a mistake on wording and it should have been an indirect rate and per FTE \$2,570 for next year regardless of how many members there are
 - It is an indirect charge, you are not being charged for the camera, if it was, the admin and rate would be significantly higher
 - Mr. Mah stated, I just wanted to clarify for budgeting purposes and how it would be applied because my concern is that there are operating costs on top of that, are we going to be charged a fee for the review of the video and have to factor that into our budgeting

[For Annex A]

- Mr. Douglas Liu, City of Richmond asked, on the first letter, we recognize the I-Teams reconciliation, will we add that into the first letter?
 - Mr. Edwards responded, I would recommend doing them separately 1. From council to the province outlining any increase in operations by however many 2. Response for I-Teams to please increase our strength by however many
 - Mr. Liu stated, will that be included in the MYP template? Just to confirm, one letter is strictly for detachments and the other is for the integrated teams reconciliation strength number
 - Mr. Edwards confirmed
- IERT – Skid Steer Tactical Tractor – Insp Rory Buscholl
 - Mr. Mah asked, what are the other attachment pieces? Is it in the future works for the budget?
 - Insp. Buscholl responded, it will be sent as a package and include requisite attachments

6. ITAC Terms of Reference

- Discussion/Acceptance of proposed Updates / Amendments – C/Supt Bert Ferreria (Attachment 4)
 - Accepting Terms of Reference: Motioned and seconded by Mr. Mah and Mr. Guillermo Ferrero. Committee provided unanimous support

- Discussion/Acceptance of proposed Municipal Police Department/Delegate representation on ITAC – C/Supt Bert Ferreira
 - The ITOC (Integrated Teams Operational Committee) meeting on May 4th provided update on ITAC and overview of MOU's and signalled work on South Fraser Facility and reasons for the expansion
 - We received overwhelming support from attendees to be included in ITAC
 - Attendees asked for a letter, Chiefs will discuss who will represent from the Police Board or department
 - We are happy to continue ITOC once a year to touch point with those municipalities from an operational perspective and provide a brief or discussion on any items of concern
 - Open to discussion in regard to drafting a letter
 - There were no comments. Our office will draft letters to these municipalities inviting them to the next ITAC to advise who will be attending as a representative

7. Provincial Update

- Update from Policing and Security Branch – Ms. Vanessa Rhodes
 - Speaking on behalf of Ms. Vedrana Covic
 - Ms. Evelyn Kalman has been appointed Staffing Director of Police Service Delivery and will be joining us in the future
 - Ms. Emma Campbell, Research and Policy Analyst, is joining us today
 - Federal Minister has indicated Canada's commitment to the future of contract policing beyond 2032 – We have yet to receive formal commitment on whether they have received a negotiating mandate
 - We will continue to press for their commitment as it requires a significant amount of time and will share any updates as they come in
 - The Province has announced a 2-year pilot for a not-for-profit Science Institute which received a \$600,000 grant from the Guns and Gang Violence Action Fund
 - There is a collaboration between UBC Chemistry department and law enforcement partners
 - Over the two years, they are working to design and implement a dashboard for chemical intelligence populated by chemical samples from law enforcement to track chemical signatures for pharmaceuticals and opioids
 - Sample collection from detachments has not begun yet as we are awaiting Canada's exemption approval. Once received, we will share more information
 - A working group has been established and are meeting in June. They will be setting the project terms, conditions, project scope etc.

8. 2026/2027 Meeting Dates

- At the request of the committee, the October meeting is to be rescheduled from October 15th to October 8th due to the municipal election on October 17th
- January 21, 2027, 10:00 am to 12:00 pm

9. Roundtable / New Business

- Items for new business from ITAC members
 - Nothing to note

10. Closing Comments

- Mr. Jim Ogloff, General Manager Community Safety, City of Coquitlam
 - Thank you to everyone participating in this meeting.
 - These are important discussions and it is nice to see some new faces in the group as well.

- C/Supt. Bert Ferreira, OIC Lower Mainland District Integrated Teams
 - Thank you Mr. Ogloff, Thank you everyone for participating today. We will send out letters to municipalities and have new guests in the fall
 - We hope everybody has a great summer and enjoy some world class soccer. All the best to everyone, we will talk soon.

Meeting concluded at 10:54am



June 9, 2026

Ref:

To Police Board Chairs:

On behalf of the Ministry of Public Safety and Solicitor General (the Ministry), I am writing to advise you that the Ministry is preparing regulations under the *Police Act* to modernize the Police (Uniforms) Regulations. Contemplated changes include:

- simplified requirements for the design of uniforms,
- a clearer approval process with more involvement from police boards,
- requirements related to uniform policies, and
- a prohibition of problematic symbols, insignia or badges.

Alongside these proposed changes, provisions of the *Police Amendment Act, 2024* will be brought into force to require police boards and chief officers to ensure that constables and officers comply with uniform regulations. It will also expand the Director of Policing and Law Enforcement Services' authority to evaluate compliance with police uniform regulations.

If you are interested in participating in consultations for these regulations, please complete and return the attached **confidentiality agreement** or, if you prefer the Police Board Governance Committee to participate in these consultations on your behalf, please respond to Dennis Anthonipillai, Senior Policy Analyst, by email at dennis.anthonipillai@gov.bc.ca by July 10, 2026.

The Ministry will use any information you provide in accordance with the Freedom of Information and Protection of Privacy Act. Please see:

http://www.bclaws.ca/civix/document/id/complete/statreg/96165_01

Thank you,

Mark Fassina
Executive Director
Public Safety Transformation Team
Corporate Strategic Initiatives
Ministry of Public Safety and Solicitor General

Attachment: Confidentiality Agreement - Police Uniform

CONFIDENTIALITY AGREEMENT

The Ministry of Public Safety and Solicitor is working on a proposal develop regulations under the *Police Act* to modernize the Police (Uniform) Regulations (the “project”), and it is necessary to enter into this confidentiality agreement (the “Agreement”).

1. Mark Fassina, Executive Director, or their delegate, authorized in writing, is the Executive Lead and is responsible for this Agreement (the “Provincial government representative”).
2. The Ministry of Public Safety and Solicitor General provides

_____ [Name of Signatory] (the “undersigned”),
information and documents, including but not limited to draft legislation and regulations, policy proposals that may inform draft legislation and regulations, draft Cabinet or Cabinet Committee Submissions, and other verbal and written information related to ministerial and Cabinet Committee briefings and deliberations relating to the project (the “Confidential Information”), on the basis that the person agrees as follows:
 - a. to use the Confidential Information only for consultation purposes and for no other purpose,
 - b. not to disclose that consultation about or work relating to the project has taken place except as provided below,
 - c. not to discuss the project or disclose the contents of the project or the Confidential Information except as provided below,
 - d. not to disclose discussions held in relation to the project or the Confidential Information, including discussions about matters that are or are not included in any legislation that is ultimately introduced in the Legislative Assembly,
 - e. to store the Confidential Information so that no other person has access to it,
 - f. not to email the Confidential Information or to download and save copies from the Secure File Transfer System to a network or drive, and
 - g. to destroy or return the materials to the Provincial government representative immediately upon their request.
3. The provisions of this confidentiality agreement do not apply when:
 - a. the Provincial government representative identifies the information as not forming part of the Confidential Information;
 - b. the disclosure of Confidential Information is expressly permitted in writing by the Provincial government representative;

- c. the Confidential Information has become public knowledge without any disclosure of such information by the undersigned;
- d. the disclosure is to others who have also signed a confidentiality agreement in relation to the same legislative proposal and have been identified in writing by the Provincial government representative;
- e. the disclosure is to Provincial government staff identified in writing by the Provincial government representative, Legal Counsel retained by the government or employed by the Legal Services Branch in the Ministry of Attorney General, or Legislative Counsel retained or employed by the Legal Services Branch (Office of Legislative Counsel) in the Ministry of Attorney General in relation to the same legislative proposal;
- f. the disclosure of the Confidential Information is required by law; or
- g. the Confidential Information is as described in section 12 (2) (a) to (c) of the

Freedom of Information and Protection of Privacy Act.

- 4. For greater certainty, the undersigned will obtain consent under section 3(b) before making any public disclosure or an acknowledgement that Consultation has occurred.
- 5. The undersigned acknowledges that
 - a. the government claims solicitor-client privilege in relation to all the Confidential Information related to the project that may be provided,
 - b. the materials and information are protected by the parliamentary convention on confidentiality of proposed bills and Cabinet confidentiality, and
 - c. in providing the materials and information under the terms of this agreement, the Ministry of Public Safety and Solicitor General, the Attorney General of British Columbia and His Majesty the King in right of the Province of British Columbia do not intend to waive solicitor-client privilege or to waive, defeat or negate any privilege or confidence, or any other protection provided by law, that applies to the materials and information and the discussions relating to them, and the undersigned will treat the materials and information in such a way as to uphold and maintain those privileges and conventions.
- 6. The undersigned acknowledges and agrees that the confidentiality obligations set out in this Agreement are ongoing and remain in force indefinitely and that the undersigned may be asked to sign additional confidentiality undertakings for specific matters. Where so asked, the undersigned acknowledges and agrees that this Agreement remains in effect and is not replaced by any subsequent confidentiality undertaking unless that subsequent confidentiality undertaking expressly states it replaces this Agreement.

7. The undersigned will immediately notify Mark Fassina or their delegate if the undersigned receives a request under the *Freedom of Information and Protection of Privacy Act*, the *Personal Information Protection Act* or similar legislation, or a summons, subpoena, order or similar instrument or otherwise become subject to a legal obligation requiring disclosure of any Confidential Information covered by this Agreement.

The undersigned understands, acknowledges and agrees to all statements in this Agreement and understands and will comply with the commitments outlined in sections 2 (a) to (g), 5, and 7.

Signature

Date

Name (Printed or Typed)

Email



PMPD BOARD COMMITTEE REPORT

COMMITTEE NAME:

Finance Committee

(ESTIMATED TIME 10.00 Minutes)

MEMBERS:

Olga Kuznyetsova and Wendy Ham

REPORTING DATE:

July 6, 2026

COMMITTEE UPDATE:

1. Year to date Statement of Revenue and Expenses to May 31, 2026

The Statement of Revenue and Expenses for the five months ended May 31, 2026 is attached and summarized (in '000) below:

	Actual	Budgeted	Variance	
Revenues	364	310	54	Note 3
Expenses				
Salaries	5,123	5,476	353	Note 1
Operating Expenses	2,125	2,201	76	Note 2
Total Expenses	7,248	7,677	429	
Net Impact	6,884	7,367	483	

The variance is favorable totaling \$483,200 for the five months ended May 31, 2026.

Note 1

The main source of surplus is primarily due to salaries below budget for both member and civilian groups. Member wages are under budget primarily due to members at pay steps below 1st class constable and vacancies earlier in the year which are partially offset by estimated leave payouts. Civilian wages are under budget primarily due to not filling the Body Worn Camera position until June and lower guard wages.

Note 2

Operating expenses for the first five months have a favorable \$76.1K variance compared to budget. The savings to budget are due to the following:

- \$80.1K in ECOMM budget savings as a result of the following factors - funding set aside for a separate dedicated dispatch channel during peak periods has not been implemented yet due to operational challenges at ECOMM and lower user equipment and radio levy due to deferring the replacement of the radio equipment.
- \$21.2K of savings related to re-negotiating the cell phone contract

- (\$36.1K) of additional costs for legal fees for various ongoing matters
- (\$36K) of additional expense in the front counter cost centre to reflect the transfer of the Triton revenues to the future operating reserve to fund the server replacement project
- (\$19.7K) of additional costs related to recruitment of police members
- \$66.6K in budget savings that are related to timing differences as spending is typically lower in the first few months of the year. Favorable timing differences in training, firearms, fuel costs, transcription costs and IT related costs.

Note 3

Revenues are favorable compared to budget for the five months ended May, primarily due to increased front counter revenues as a result of PMPD working with Triton to process police information checks for their clients. The most significant revenue item is traffic fine revenues which is not typically received until July. Until the traffic fine revenue is received it is assumed to be on budget.

3. 2027-2031 Operating and Capital Budget

- Planning for the 2027-2031 Operating and Capital Budgets is underway. On June 16th, City Finance Committee approved the Financial Plan Guidelines, a document which guides the budget process by providing key budget planning information and timelines.
- The first draft of the Police Operating and Capital Budgets is expected to be reviewed by the Board Finance Committee in early September. Draft budgets will be provided to the Board at the September Board meeting for information only. The Board will then review the budgets in detail at the budget workshop which will occur immediately following the Board meeting on October 5th. The Board approved budget will then be presented at the Finance Committee Budget Workshop scheduled for November 18th and 19th.
- Additional City Finance Committee budget deliberations and public consultation will occur between November 2026 and January 2027. Per the Financial Plan guidelines, the provisional capital and operating budgets are projected to be approved on January 19, 2027 and February 16, 2027, respectively. Final Budget Bylaws Adoption is planned for May 11, 2027.

4. Reserve Accounts

There is no reserve account information for this month. Reserve account information will be provided at the September Board meeting.

5. Audit

As previously discussed at the April Board meeting, the Police Board approved to utilize up to \$23,000 of 2026 audit funds to undertake the Employee Engagement survey which is conducted every three years. Feedback gathered through the employee engagement survey will ensure staff perspectives are incorporated into the 2027 - 2029 Strategic Plan. The survey was launched on June 22nd and will remain open until July 31st. Preliminary results are anticipated to be available in the Fall.

RECOMMENDATIONS / MOTIONS:

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

Port Moody Police Department
Revenue and Expenses
For the period ended May 31, 2026

Summarized in '000's

	May 2026 Actuals	May 2026 Budget	Variance	YTD Actuals	YTD Budget	YTD Variance to Budget	Annual Budget	Prior Year YTD Actuals	Current Year Actuals vs. Prior Year Actuals Variance	
Revenues										
Traffic Fine Revenue	\$ 38.4	\$ 38.3	\$ 0.0	\$ 191.7	\$ 191.7	\$ -	\$ 460.0	\$ 187.1	\$ 4.6	[1]
Revenue from Tenant	5.9	5.9	0.0	29.6	29.6	-	71.1	29.6	0.0	
Front Counter	11.6	3.8	7.9	64.5	18.8	45.8	45.0	19.2	45.3	[2]
Victim Services	7.1	7.1	(0.0)	35.6	35.6	(0.0)	85.4	35.6	(0.0)	
Keep of Prisoners	1.3	0.6	0.7	5.5	2.9	2.6	7.0	4.0	1.5	
Other	(3.2)	-	(3.2)	6.3	-	6.3	-	8.3	(2.0)	[3]
Transfer from reserves - Carryforwards	20.4	4.1	16.3	20.4	20.4	-	48.9	18.7	1.7	
Transfer from reserves - Operating	5.8	2.2	3.7	10.8	10.8	-	26.0	5.7	5.1	
Total Revenues	87.2	61.9	25.3	364.3	309.7	54.6	743.4	308.2	56.1	
Expenses										
Salaries										
Members	\$ 829.6	\$ 894.1	\$ 54.5	\$ 4,111.8	\$ 4,420.6	\$ 308.8	\$ 10,609.5	\$ 3,692.4	\$ (419.4)	[4]
Civilians	202.0	211.0	9.1	1,011.5	1,055.1	43.7	2,532.3	930.5	(81.0)	[5]
Total Salaries	1,031.6	1,095.1	63.6	5,123.3	5,475.7	352.5	13,141.8	4,622.9	(500.4)	
Operating Expenses										
Administration	\$ 102.7	\$ 71.9	\$ (30.7)	\$ 378.2	\$ 359.7	\$ (18.5)	\$ 863.2	\$ 272.8	\$ (105.4)	[6]
Cell Block	2.4	0.6	(1.8)	7.7	2.9	(4.8)	7.0	12.7	5.0	
Major Crime	17.9	9.7	(8.1)	53.8	48.7	(5.0)	117.0	29.3	(24.5)	[7]
Civic Building	33.9	35.8	1.9	155.8	178.8	23.0	429.2	169.7	13.9	[8]
ECOMM	89.7	105.7	16.0	448.4	528.5	80.1	1,268.4	388.0	(60.4)	[9]
Communications	0.6	0.5	(0.1)	2.0	2.5	0.5	6.0	1.7	(0.3)	
Community	5.0	5.9	0.9	26.5	29.5	3.0	70.8	13.5	(13.0)	
Emergency Response Team - Integrated	10.4	10.3	(0.0)	51.7	51.7	-	124.0	49.7	(2.0)	
Front Counter	36.1	0.2	(36.0)	36.4	0.8	(35.6)	2.0	1.0	(35.4)	[10]
Forensic Identification - Integrated	18.5	18.5	(0.0)	92.4	92.4	-	221.8	88.9	(3.5)	
Integrated Homicide - Integrated	18.9	18.9	0.0	94.4	94.4	-	226.5	77.2	(17.2)	
Police Dog Services - Integrated	13.1	13.1	(0.0)	65.3	65.3	-	156.7	62.0	(3.3)	
Patrol	77.8	49.9	(27.9)	241.2	249.4	8.2	598.6	261.2	20.0	[11]
Traffic	4.7	4.9	0.2	24.0	24.6	0.5	59.0	4.6	(19.4)	
Victim Services	2.3	2.2	(0.2)	4.4	10.8	6.4	26.0	6.6	2.2	
Community Action Team	-	0.9	0.9	-	4.5	4.5	10.8	2.1	2.1	
Vehicles	40.1	38.4	(1.7)	178.4	192.2	13.8	461.2	173.2	(5.2)	[12]
Transfer to reserves - Capital Asset Reserve	28.9	28.9	0.0	144.6	144.6	-	347.0	111.1	(33.5)	
Transfer to reserves - Equipment Replacement Reserve (Vehicles)	22.3	22.3	(0.0)	111.5	111.5	-	267.7	100.9	(10.6)	
Transfer to reserves - Operating	1.5	1.6	0.0	7.8	7.8	-	18.8	11.0	3.2	
Total Operating Expenses	526.8	440.1	(86.7)	2,124.5	2,200.6	76.1	5,281.5	1,837.2	(287.3)	
Total Expenses	1,558.4	1,535.3	(23.1)	7,247.8	7,676.4	428.6	18,423.3	6,460.1	(787.7)	
Net impact	\$ 1,471.1	\$ 1,473.3	\$ 2.2	\$ 6,883.4	\$ 7,366.6	\$ 483.2	\$ 17,679.9	\$ 6,151.9	\$ (731.5)	

Notes:

[1] Traffic fine revenue is typically received in July. The pro-rated budgeted amount is being accrued since the actual amount is unknown at this time.

[2] Front counter revenue is higher than budgeted as PMPD is now working with Triton to process Police Information checks for their clients.

[3] Other revenue is higher than anticipated primarily due to provincial funds to support our Reserve Constable program.

[4] Member salaries are primarily under budget due to members at pay steps below 1st class constable and member vacancies earlier in the year which is partially offset by estimated leave payouts.

[5] Civilian salary savings primarily due to vacancies (BWC position not filled until June) and lower guard wages

[6] Administration is slightly higher than budget due to increased legal expenses which is partially offset by less spending on transcription services and IT related costs (with the exception of legal costs - all other items are timing related at this point)

[7] Major Crime expenses are slightly higher than budget due to increased training costs offset by fewer investigative expenses (all timing related at this point).

[8] Building costs lower than budgeted (this category also includes communication costs) as the department realized savings from renegotiating the cell phone contract.

[9] ECOMM costs are under budget as funding set aside for dedicated dispatch during peak periods has not been implemented yet due to staffing challenges at ECOMM along with a small savings in the user equipment and radio levy due to planned delay of radio replacement.

[10] Front Counter expenses include the planned transfer of \$36K from the Front Counter revenues from Triton to the future operating reserve to support the server replacement project.

[11] Patrol expenses are under budget due to lower training and firearms (all timing related) which is partially offset by increased recruiting costs (permanent) and JIBC recruit training (timing based on when recruits are at the academy).

[12] Vehicles savings are primarily due to fuel savings which we anticipate to be temporary as fuel costs are anticipated to be higher for the remainder of the year given the ongoing geopolitical conflict in the Middle East.



June 18, 2026

Ref: 690109

Chief Constable David Fleugel
Port Moody Police Department
Email: david.fleugel@portmoodypolice.com

Dear Chief Constable David Fleugel,

We are pleased to be writing you today to provide an update and additional information regarding the safety officer initiative being developed by the Ministry of Public Safety and Solicitor General. The safety officer initiative has been prioritized by the Minister of Public Safety and Solicitor General following an extensive consultation process undertaken as part of the Policing and Public Safety Modernization initiative.

The [*Police Amendment Act, 2024*](#) created the regulatory authorities necessary to support the establishment of a new class of officer under the *Police Act*. Safety officers are statutory peace officers that will be directly employed by First Nations and local governments¹ and have the law enforcement authorities specified in their establishing regulations. Ministry staff have been directed to work with partners and interest holders to develop these regulations, along with the associated policies, protocols, and logistics that will enable First Nations and local governments to employ safety officers.

Safety officer programs have been successfully implemented in other Canadian provinces and territories, and the model aligns with the priorities of numerous partner and interest holder groups in B.C. Additionally, this initiative is responsive to the recommendation of the Special Committee on Reforming the *Police Act* to adopt “a dynamic and flexible approach to policing that provides for different categories of policing and public safety personnel who have clearly defined roles, responsibilities, and functions such as responding to non-violent incidents and other situations that may not require uniformed police”. It is also responsive to action 3.11 in the *Declaration on the Rights of Indigenous Peoples Act* Action Plan for 2022-2027, which calls upon government to clarify “the roles and responsibilities of police officers in the context of complex social issues such as mental health, addictions and homelessness; and contribute to the modernization of the federal First Nations Policing Program”.

As an initial step in the development of the safety officer model, we are establishing technical working groups for First Nations, Modern Treaty Nations, local governments, and police to help shape the proposed regulations, policies, protocols, and logistics. Nominations for the policing technical working group have been sought from RCMP “E” Division and the BC Association of Chiefs of Police (BCACP). We understand that the BCACP is actively conducting member outreach to discuss the initiative and to identify who should be nominated to join the technical working group. It is our hope that the attached primer and high-level project approach documents will help to inform these discussions.

¹ Please note that for municipalities that have a police board, safety officers will be employed by the police board and fall under the command and control of the Chief Constable.



We welcome any questions, concerns or comments you may have regarding the safety officer initiative or the establishment of the technical working groups. Please direct your inquiries or comments to Cole Winegarden, Senior Director of Legislation, Corporate Strategic Initiatives Branch, at cole.winegarden@gov.bc.ca.

As always, we appreciate your contributions and commitment to public safety and look forward to our ongoing constructive collaboration.

Thank you,

Megan Harris
Assistant Deputy Minister
Corporate Strategic Initiatives Branch
Ministry of Public Safety and Solicitor General

Glen Lewis
Assistant Deputy Minister and Director of
Policing and Law Enforcement Services
Policing and Security Branch
Ministry of Public Safety and Solicitor General

Primer: Safety Officers



What are Safety Officers?

Safety Officers are a new public safety role currently being implemented by the Province in close collaboration with local governments, First Nations, and policing partners.

They are statutory Peace Officers under the *Police Act*, with specific law enforcement authorities that will be defined under *Police Act* regulations.

Distinct from other existing law enforcement roles such as bylaw officers, Safety Officers will be able to enforce provincial and federal laws identified through regulations; however, they will not have comprehensive law enforcement powers as police do. They also differ from private security guards, which do not have any unique law enforcement powers beyond protecting people and property.

Safety Officers will also be employed directly by local governments¹ or First Nations. While Safety Officers will maintain operational independence to determine day-to-day law enforcement activities, their employers will be able to establish operating procedures,

oversee the Safety Officers, and set their overarching public safety priorities.

In other words, Safety Officers will be highly customizable to meet community needs.

For example, if a community wishes to prioritize certain areas of law enforcement, they will have that ability (provided the area of focus is enforceable by Safety Officers).

Or, if a community desires to use a more restorative or diversion-focused approach, they can instruct their Safety Officers to use the preferred procedures and only rely on law enforcement authorities when necessary.

What kinds of laws will Safety Officers be able to enforce?

This has yet to be determined and is a large part of the work the Province seeks to undertake with partners.

While careful analysis and consideration is needed to determine the appropriate level of authority for Safety Officers, the initial thinking is that they could be empowered to enforce some traffic laws, trespassing, mischief (e.g., vandalism), theft under \$5,000, and minor offences related to drugs and alcohol.

Given the complexity and training required to enforce provincial and federal laws, some authorities may not be available to Safety Officers at the outset and may be added in the future.



¹ Exception: in municipalities that have an independent police service, Safety Officers fall under the governance of the police board.

Why has the Province prioritized this work now?

In recent years, the Province has heard from a wide range of interest holders about opportunities to further enhance public safety. A common theme from these discussions was around rising costs and increased strains on police capacity.

Police are often the default first responders to a growing array of public safety concerns that they may not be best positioned to address. The Safety Officer model presents the opportunity to create a new role that can take on some of the day-to-day local public safety issues, which frees up police to focus on more complex and serious crime.

The Province also heard that in many rural and remote areas, police aren't always available to tend to all day-to-day community safety needs as they occur, and Safety Officers could offer a useful locally situated law enforcement resource for less serious matters.

Safety Officers already exist in provinces such as Alberta, Saskatchewan, and Manitoba, which all report positive outcomes and a high degree of satisfaction with the model.

The 2022 final report of the Special Committee on Reforming the Police Act also recommended "adopting a dynamic and flexible approach to policing that provides for different categories of policing and public safety personnel who have clearly defined roles, responsibilities, and functions such as responding to non-violent incidents and other situations that may not require uniformed police".

How will Safety Officers be funded?

Apart from certain systemic costs, the funding for Safety Officers will be the responsibility of the local government or First Nation hiring them.

What progress has been made so far and what are the next steps?

The *Police Amendment Act (2024)* added three new provisions to the *Police Act* to enable the creation of the Safety Officer model (sections 30.3, 30.4, 74.4)².

Regulations are now needed for these sections to take effect and for Safety Officers to become available to local governments and First Nations.

The Ministry of Public Safety and Solicitor General has recently initiated discussions with partners to begin developing the technical aspects of the Safety Officer model.

Once the basic model elements are established, local governments and First Nations will be invited to submit proposals to become early adopters of the model and participate in the initial implementation and evaluation process.

If you are interested in the Safety Officer model, or have any questions, please send an email to: Cole.Winegarden@gov.bc.ca.



² Note: that the detention guard class of safety officer is not going to be implemented at this time.

DRAFT – Confidential – Not for further distribution

Phase 1 Project initiation & notify core partners 	Phase 2 Initial model parameters & awareness building 	Phase 3 Community selection for initial model implementation 	Phase 4A Completing initial model & implementation preparation 	Phase 4B Begin exploration of long-term model 
Workstream 1-1 Initiation - Project prioritization resulting from placemats process. - Confirm high-level scope and approval to initiate project.	Workstream 2-1 Onboard core partner organizations - Form technical working group(s) involving core partners, including the FNLC, FNJC, LGPMR/UBCM, BCACP, and RCMP “E” Division. - Establish process for recurring updates to the overarching core partner organizations.	Workstream 3-1 Develop community selection process - Define objective criteria for selecting initial model implementation communities, such as: - Pre-existence of local community safety personnel (e.g., bylaw officers, guardians, etc.). - Local capacity to effectively administer the program, including supervision and essential infrastructure and logistics (e.g., office space, vehicles, telecommunications, etc.). - Access to adequate financial resources (i.e., including grants, etc.) to self-fund the program through the full initial implementation duration. - Willingness and ability to participate in ongoing monitoring and evaluation of the model. - Level of support from local officials, community partners, and residents. - Status of relationship with police of jurisdiction. - Communities selected from diverse areas of the province (i.e., urban, rural, remote). - Establish the selection process for initial model implementation communities, including who will be involved in selection and how selection will occur.	Workstream 4A-1 Onboard initial implementation communities and status update process - Incorporate initial implementation community designates into technical working groups. - Establish recurring update process for the broad forum referred to in Phase 4B.	Workstream 4B-1 Establish broad forum for developing the long-term model - Invite all interest holders not included in Phase 4A to engage in the forum. - Establish a recurring meeting schedule (e.g., monthly) for facilitated dialogue with the broad forum to obtain input on the long-term attributes of the model.
Workstream 1-2 Identify essential model attributes - Identify key constraints for implementing the initial model (e.g., staged initial implementation, communities self-funding operations, etc.). - Determine essential parameters for initial model implementation (e.g., law enforcement authorities, equipment, training, etc.). Key questions: - What are the minimum essential attributes needed to launch an initial version of the model versus those that can be developed over time? - How can the constrained fiscal environment be mitigated when considering implementation risks?	Workstream 2-2 Defining essential model attributes - Further define the notional minimum model attributes needed for effective selection of early implementation communities. - Identify and brief organizations needed for model implementation (e.g., PRIME, ICBC). Key questions: - What are the top few law enforcement functions the role should have over the short-term, considering what is deemed appropriate relative to police, etc.? - What equipment and logistical support would safety officers need to successfully fulfill their functions? - How could the initial cohort(s) of safety officers receive appropriate training to enable initial model implementation, without needing to wait for a full made-in-BC training approach to be developed? - What foundational standards and oversight mechanisms must be in place for the initial model implementation, versus those that could be developed and implemented over time? - How will the known costs associated with the initial model implementation be distributed? - What potential funding sources exist to facilitate initial implementation of the model, including grants, etc.?	Workstream 3-1 Develop community selection process - Define objective criteria for selecting initial model implementation communities, such as: - Pre-existence of local community safety personnel (e.g., bylaw officers, guardians, etc.). - Local capacity to effectively administer the program, including supervision and essential infrastructure and logistics (e.g., office space, vehicles, telecommunications, etc.). - Access to adequate financial resources (i.e., including grants, etc.) to self-fund the program through the full initial implementation duration. - Willingness and ability to participate in ongoing monitoring and evaluation of the model. - Level of support from local officials, community partners, and residents. - Status of relationship with police of jurisdiction. - Communities selected from diverse areas of the province (i.e., urban, rural, remote). - Establish the selection process for initial model implementation communities, including who will be involved in selection and how selection will occur. Key questions: - Who will be involved in selecting communities? - How will decisions be made and communicated? - Does the community selection process require adherence to specific government procurement policies (LSB to advise)? - How will communities be made aware of the opportunity and empowered to submit a high-quality application? - How will non-selected community concerns be handled?	Workstream 4A-2 Fully define law enforcement authorities - Fully define the law enforcement authorities, standards, and oversight mechanisms that will be utilized in the initial model implementation. - Identify the need for additional policies and procedures beyond regulations and standards. - Define the approach for integrating the model with the police of jurisdiction (e.g., MOUs). Key questions: - Are the top few selected law enforcement functions implementable across all selected communities? - Should these law enforcement functions be narrowed in any way to ensure a feasible initial implementation? - What should the parameters be around use of force, arrest, and detention? - What foundational standards need to be in place? - How will conduct be overseen beyond IIO oversight?	Workstream 4B-2 Explore long-term model attributes - Facilitate focused topic-by-topic discussions to explore potential long-term model attributes (i.e., model elements that were excluded from initial implementation due to complexity/cost). - Solicit input from jurisdictions that have already implemented safety officers. - Capture model risks and out-of-scope issues. - Explore how the model could be scaled to additional communities. - Discuss potential long-term funding opportunities (e.g., FNIPP).
Workstream 1-3 Notify core partners - Inform core partners the safety office project has been initiated: - FNLC - FNJC - BCACP/RCMP “E” Division - LGPMR/UBCM	Workstream 2-3 Discovery townhalls (virtual) - Facilitate a focused series of townhalls with First Nations and local governments to: - Build awareness of the model and project. - Dispel myths and answer questions. - Determine if the model is sufficiently understood, gauge interest, and readiness for some communities to participate. - Identify potential risks and topics for further research or inquiry.	Workstream 3-2 Confirming policy support - Confirm high-level policy support with provincial decision-makers prior to initiating the community selection process. - Identify and estimate provincial resourcing / funding needs for initial implementation.	Workstream 4A-3 Solidify essential model enablers, including training, equipment, IT, etc. - Determine how the initial training will be delivered, accounting for attrition, and how additional needed curriculum will be designed. - Define initial equipment and logistics requirements, including uniforms, vehicles, facilities, communications, and IT systems. - Prepare other sector organizations required for model implementation (e.g., PRIME, ICBC). - Estimate start-up and annual costs for each partner using data gathered during planning. - Identify potential funding sources to cover initial implementation costs, including provincial government funding requirements. Key questions: - How / when will initial training providers be procured? - How will initial equipment and logistics be procured? - How many safety officers will be in the initial cohort?	Workstream 4B-3 Status updates - The initial model development group provides progress reports. - The broad forum shares overarching insights. - Regular status updates provided to core partner organization leaders. - Public communications and reactive media.
Workstream 1-4 Initial issues management - Respond to questions and comments arising from core partner notifications. - Reactive media and correspondence.		Workstream 3-3 Execute community selection process - Develop and circulate request for submissions. - Evaluate submissions and confirm decisions with core partner designates. - Communicate decisions to applicant communities and address any resulting issues.		

DRAFT – Confidential – Not for further distribution

Phase 5 Plan evaluation & model scaling	Phase 6 Regulation drafting & securing funding	Phase 7 Initial cohort training	Phase 8 Initial implementation support & evaluation	Phase 9 Continued evaluation & next steps
Workstream 5-1 Develop evaluation approach - Define indicators for monitoring initial model outcomes. - Identify available data sources to support initial model evaluation. - Explore approaches to address any identified data gaps. Key questions: - What are the best ways to determine the effectiveness of the initial model? - What empirical measures can be used? - Will the planned evaluation approach effectively assess value for money? - What are the limitations to evaluation and can they be addressed? - Will the planned evaluation be sufficient for informing whether the model should be expanded and/or scaled-up? - Who is going to conduct the evaluation and are they sufficiently resourced? - What is an appropriate evaluation timeframe to inform future decisions? - What aspects of data collection / provision should be prescribed in the regulations?	Workstream 6-1 Drafting regulations and standards - Work with Legislative Counsel to develop regulations. - Develop standards in collaboration with Policing and Security Branch / Legal Services with approval by the Director of Policing and Law Enforcement Services. Workstream 6-2 Review draft regulations - Review and adapt draft regulations and standards, as appropriate. - Develop needed supporting policies and procedures. Key questions: - Are there any gaps in the draft regulations, standards, policies, and procedures that might prevent the initial model from functioning as planned? - What litigation and/or liability risks exist, if any? - Are there any aspects of the initial model where strong resistance and/or opposition is anticipated?	Workstream 7-1 Initial safety officer hiring and/or conversion of existing staff - Initial implementation communities hire new safety officers, as required. - Initial implementation communities convert existing community staff into safety officers, as required. Key questions: - How many staff from each initial implementation community will be converted from existing resources (e.g., bylaw officers, security personnel, etc.) into safety officers vs. those that need to be hired? - What is the timeframe for hiring new safety officers and when will their training begin?	Workstream 8-1 Initial model launch - Prepare communications materials and broadly announce program launch. - Reactive media and correspondence. - Initiate program support functions (e.g., independent oversight, ministry support personnel, etc.). Workstream 8-2 Troubleshoot initial risks and issues - Monitor initial implementation for any immediately identified critical issues (e.g., justice system integration, technology issues, high-profile incidents, safety risks, etc.). - Scan for emerging challenges preventing the model from working as intended (e.g., issues or gaps with prescribed law enforcement authorities, conflict with other sector participants, prosecution and/or adjudication issues, high than expected staff turnover / costs, etc.). - Monitor and respond to any emerging legal challenges to the model. Key questions: - Are any immediate changes needed to stabilize implementation or assure program efficacy?	Workstream 9-1 Ongoing evaluation - Complete the planned evaluation process and prepare outcomes reports for diverse audiences. Workstream 9-2 Legislative and regulatory fixes - Advance potential amendments to legislation, regulations, standards, policies, and procedures, based on ongoing program evaluation, feedback, evolving conditions, or legal action. Workstream 9-3 Expand and refine model scope - Continue dialogue with initial implementation communities, other interested communities, and sector partners to identify and prioritize additional functions and law enforcement authorities for incorporation into the model. - Further develop and complete missing and/or interim elements of the model (e.g., training, oversight, standards, funding approach, etc.). Workstream 9-4 Confirm policy direction and explore possible program scaling - Present preliminary model results to government and seek direction regarding future program operationalization, as appropriate. - Proceed with scaling the program to additional communities and within existing communities, as appropriate and within available capacity and resources.
Workstream 5-2 Explore approaches for scaling the model - Assess interest level and community readiness to expand the program beyond initial implementation. - Explore possible approaches for model scaling, including ways to aid in building community readiness. Key questions: - Do any initial implementation communities want to extend the model to include additional staff within their communities? - How many other communities are interested in adopting the model, once they are ready and enabled to do so? - What is the readiness level for these communities? - If the model were expanded beyond initial implementation, how many additional safety officers would likely be added? - What are the constraints to future scaling of the model (e.g., provincial costs, training development, justice system capacity, etc.)?	Workstream 6-3 Secure initial implementation funding - Secure identified provincial funding needed for initial model implementation. - Initial implementation communities and other partners secure funding needed to launch the model. - Address any identified funding shortfalls. CRITICAL RISK: initial model implementation is expected to require some degree of provincial investment. While staff will aim to minimize all initial implementation costs, any difficulties in securing identified provincial funding must be addressed as soon as practicable.	Workstream 7-2 Secure needed equipment, facilities, and logistics - Initial implementation communities initiate the purchase, lease, subscription, etc. of all equipment, facilities, and logistics needed for initial implementation, including: - Uniforms and personal equipment - Vehicles - Offices - Communications equipment - Record keeping and databases Workstream 7-3 Onboard training provider and incorporate interim curriculum - Onboard initial training provider and initiate training preparations. - Incorporate any needed interim curriculum additions into the training program. Workstream 7-4 Execute initial training - Initial safety officer cohorts complete initial training program. - Conduct additional training sessions to account for safety officer attrition throughout initial implementation.	Workstream 8-3 Initiate formal program evaluation - Begin the formal program evaluation. - Report any useful initial evaluation insights to core partner organization leaders. Key questions: - What early insights are available that could be useful for core partner organizations or to inform future program development? Workstream 8-4 Status updates - Ongoing implementation status updates provided to core partner organization leaders. - Maintain communication with communities seeking future program adoption.	



JUNE UPDATE FOR E-COMM'S SERVICE 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 partners and the public we serve.

SERVICE LEVELS & CALL VOLUMES TO MAY 31, 2026

- **Service level targets for 9-1-1, police call-taking:** 9-1-1 service saw **97%** of calls answered in 5 seconds or less (target: 95%). Emergency police call-taking reached **91%** in the Lower Mainland, and **89%** on Vancouver Island (target: **88%** of calls answered in 10 seconds). Non-emergency call-taking was at **79%** of calls answered in 3 minutes or less for the Lower Mainland and reached **86%** for Vancouver Island.
- **Fire service levels remain strong:** Fire call-taking reached **96%** (target: 90% of calls answered in 15 seconds), continuing the trend of strong service delivery for fire agency partners.
- **Continued reliability of radio network:** **5,061,928** radio transmissions were made with **16,433** radios on E-Comm's network in May with no disruptions.
- **Call volumes continue to increase:** 9-1-1 (**+2.5%**), police emergency (**+1.9%**) and non-emergency call volumes (**+5.4%**) were all up from the same period last year. Data shows emergency call volumes peaking during **16:00–18:00** hours, while non-emergency call volumes are highest during **14:00–17:00** hours. E-Comm uses a data driven approach to guide staffing levels to meet call volume patterns.

ACTION PLAN

E-Comm continues to implement the [Action Plan](#) in response to the independent provincial review. Below are some key recommendations we advanced this month:

- **Financial Management:** E-Comm's Board has formally endorsed moving forward with a new Financial Model, addressing corporate cost allocation, service costs, and pricing for police and 9-1-1 services. The Finance Committee will review three implementation and transition options, with a decision expected at a special June Board meeting. This results in a one-month delay to initial levy communications to stakeholders, now planned for July.
- **Stakeholder Engagement:** In May, 40 meetings were completed with key partners, service level targets and a preview of the Financial Model were shared.
- **Operational Resiliency:** Public safety readiness is on track to support additional call volume, dispatch and radio support throughout the FIFA World Cup period.

COLLECTIVE BARGAINING UPDATE

- **Special Mediator Appointed:** E-Comm and CUPE 8911 entered mediation with special mediator Vince Ready, who was appointed by BC's Minister of Labour on June 6. The mediation process supports continued negotiations toward a fair and sustainable collective agreement. Emergency communication services have remained uninterrupted throughout negotiations.

OTHER UPDATES

- **Next Generation 9-1-1:** Achieved technical readiness and successfully completed testing milestones to support a 2026 migration. E-Comm is working with contracted partners to finalize migration dates, with transitions scheduled to begin this fall and continue through the end of the year.
- **New 9-1-1 Policy Manual:** E-Comm finalized a new 9-1-1 Operator Policy and Procedure Manual for all regional district partners, replacing eight separate versions with a consolidated province-wide framework. The updated manual incorporates NG9-1-1 procedures, enhanced business continuity measures, and new operational protocols to support consistency for our call takers and the public.
- **Police Recognition:** E-Comm staff continue to be recognized by police partners for their exceptional teamwork and professionalism during high-risk and tragic calls. Two employees received Inspector's Letters of Commendation from Port Moody Police, while another received a Deputy Chief Constable Commendation from Delta Police.
- **ACE Awards:** E-Comm celebrated staff excellence and service milestones at the third annual ACE Awards Night, recognizing award recipients, retirees, and long-serving employees alongside colleagues and family members.

JUNE 2026 UPDATE

LOWER MAINLAND YEAR-TO-MAY 31

	Target	2022	2023	2024	2025	2026
9-1-1	95%/5s	97%	99%	98%	98%	97%
Police Emergency	88%/10s	83%	89%	92%	92%	91%
Police Non-Emergency	80%/180s	44%	66%	85%	85%	79%
Fire Emergency	90%/15s	90%	94%	94%	96%	96%

VANCOUVER ISLAND YEAR-TO-MAY 31

	Target	2022	2023	2024	2025	2026
9-1-1	95%/5s	97%	99%	98%	98%	97%
Police Emergency	88%/10s	90%	88%	91%	91%	89%
Police Non-Emergency	80%/180s	84%	79%	81%	84%	86%



FINANCIAL MODEL UPDATE
Board advances new financial model; levy update delayed.



NG9-1-1 TESTING COMPLETE
Technical readiness achieved.



READY FOR FIFA
Plans in place to support dispatch, radio & call volumes.



NEW 9-1-1 POLICY MANUAL
Finalized for regional district partners.



ACE AWARDS

E-Comm celebrated staff excellence and service milestones at the third annual ACE Awards Night, recognizing award recipients, retirees, and long-serving employees.

E-Comm Partner Update – New Financial Model

June 30, 2026

To all E-Comm's local government, agency and community partners

Dear partner,

I'm writing to advise that E-Comm has developed, and our Board has approved, a new financial model that we will be sharing with you in greater detail in the coming days.

The Province's independent review of E-Comm completed by EY last November, recommended that E-Comm develop a new financial model to ensure greater transparency, predictability and fairness for our partners to better understand our costs and to support our pricing.

Specifically, based on your input, the review told us that you expect E-Comm as your service partner to show service costs, demonstrate how service fees are calculated using clear metrics, and share costs fairly amongst our partners. For the first time ever, we now have a financial model that allows us to do just that.

Benefits for partners

Together with EY, we developed a financial model with two key components:

- A foundational cost view – to provide clarity of direct costs and corporate costs by service-line, and greater fairness in how corporate costs are shared across service lines relative to resources used. This cost view will also enable us to to better assess opportunities for efficiency.
- New pricing models, for 9-1-1 call services and police call services – which allows us to price services based on an understanding of the cost to deliver those services. E-Comm will use metrics such as cost/call and cost/population to monitor and track performance trends. (E-Comm's other services – fire, radio, and fire technology – already have well-established pricing approaches).

The result is greater clarity on costs by specific service line – including for our police partners, a clear delineation for the cost of emergency call-taking, non-emergency call-taking, and dispatch services.

These changes should also provide clearer forecasts and predictability of costs by service line, which will help us be accountable to you for managing those costs and identifying opportunities for service delivery improvements.

Finally, these changes will enable us to work with you to optimize savings and services. For example, for those partners with police dispatch services, we can now tie dispatch channel usage to costs and discuss options to better provide the right balance between service and costs.

Different impacts for each partner

It's important to note that the new financial model is cost neutral overall. In other words, the model itself does not change E-Comm's total costs or revenues, but redistributes those costs in a new, more transparent way, tied to services.

The financial model will impact each of our partners differently and some of these impacts will be significant. Some partners will see increases while others will see decreases and the magnitude of those changes are varied.

Transition measures to help mitigate impacts

We recognize these changes will be material for some organizations and have developed a transition approach to support your planning.

To help municipalities prepare for the transition to this new model, E-Comm is phasing in the new cost and pricing models over a three-year period. Adjustments will begin in 2027, with the full impact realized in 2029.

In addition, the Board has approved using \$7.1 million from E-Comm's prior-year surplus and operations reserve to defray the short-term impact of these changes.

Cost control and efficiency measures

As we implement the new financial model, E-Comm is also working to address our partners' concerns about the significant service-fee increases in previous years and the need for cost control and predictability of costs.

We have developed a new 5-year financial plan to reduce our corporate costs and ease growth in our operating costs.

There are a number of essential strategic priorities – including technology investments to support cyber security, business continuity, and the new federally-mandated adoption of Next Generation 9-1-1 (NG9-1-1), and we will work to find ways to mitigate overall costs in light of these investments.

Next steps

In the coming days, we will reach out to share details of what the new model means for your organization, to discuss the transition approach and to answer your questions.

Here's what you can expect:

- 1) A letter detailing the specific financial model changes for your municipality and/or organization, and an estimated range for the resulting 5-year service-fee forecast for your E-Comm services – early July.
- 2) An individual follow-up briefing for your municipality and agency, to walk you through these changes – July to August.
- 3) Additional information sessions for 9-1-1, police and fire partner groups – July.

The approach we have followed is based on our collective interest for greater transparency, predictability and fairness for all of our partners. We are committed to working with you to help you understand and plan for these changes.

Thank you for continuing with us on this path as we rebuild E-Comm to be a trusted service partner.

We look forward to speaking with you in the days ahead.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nancy Blair', with a stylized, elongated loop at the end.

Nancy Blair
Interim President & CEO

From:

Sent: June 17, 2026 1:49 PM

To: Brent Wormald <Brent.Wormald@portmoodypolice.com>

Subject: My sincere gratitude to the PoMo Police Department

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

Dear Sergeant Wormald,

I am writing a quick note to extend my heartfelt thanks for the incredible responsiveness, professionalism and resolution of the police matter that occurred at my neighbour's home today on Seaforth Way. Although the matter looked to be potentially dangerous, the excellent communication and personal manner you provided gave our whole household complete confidence in our safety as the operation unfolded.

I know that law enforcement professionals are held to an incredibly challenging standard in this day and age, and that the negative feedback always gets the most airplay. So while I'm aware that my email doesn't amount to a hill of beans, please forward my thanks to all who attended this incident today, and in fact the entire detachment, as well as the RCMP tactical team, for choosing a selfless career and doing your best to keep us all safe.

With thanks and respect,

>

Sent: June 8, 2026 7:38 AM

To: david.fluegel@portmoodypolice.com; Travis Carroll <Travis.Carroll@portmoodypolice.com>

Cc: Danny Sorg <Danny.Sorg@portmoodypolice.com>; Luke Van Winkel

<Luke.VanWinkel@portmoodypolice.com>;

Subject: Re: 7 June festival- Rocky Point Park

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

Good morning Chief Constable Fleugel, Inspector Carroll;

Just a quick note of thanks to you and your team for their protection of our community at Rocky Point Park yesterday for the Jewish Cultural Festival. For the second year in a row, PMPD has really stepped up with an extremely thorough event planning and threat assessment cycle, which manifests in a very robust and proportionate protective policing posture. The massive support we have received is, frankly, disproportionate to PMPD's relative small size. Your agency is truly punching above its' weight class and we are so grateful. I hope your citizens understand how well served they are by your team.

Thank you

From: Sam Zacharias <Sam.Zacharias@portmoodypolice.com>

Sent: June 23, 2026 9:56 AM

Subject: MEDIA RELEASE - Port Moody Police Board advises of Chief Constable's retirement

DATE: June 23, 2026

SUBJECT: Port Moody Police Board advises of Chief Constable's retirement

FILE: n/a

The Port Moody Police Board announces that Chief Constable David Fleugel has formally notified the Board of his decision to retire from the Port Moody Police Department at the end of 2026, concluding a distinguished policing career of more than thirty years.

Chief Constable Fleugel joined the Port Moody Police Department in 2017 and has provided steady, principled leadership during a time of significant change in policing. His tenure has been marked by a strong commitment to community safety, organizational excellence, and collaborative partnerships.

Under his leadership, Port Moody has remained one of the safest communities in British Columbia, reflecting his focus on community-based policing, crime prevention, and public trust. Chief Constable Fleugel also successfully guided the department through the COVID-19 pandemic and the evolving complexities of modern policing.

Mayor Meghan Lahti, Police Board Chair expressed her appreciation: "On behalf of the Port Moody Police Board and the community we serve, I want to extend our sincere appreciation to Chief Constable Fleugel for his outstanding leadership and service. Since joining PMPD in 2017, he has demonstrated unwavering dedication to public safety and has guided the department with professionalism and integrity."

Chief Constable Fleugel has indicated his intention to remain in his role through the end of 2026 to support a thoughtful leadership transition, though timelines may be adjusted as needed to ensure continuity.

The Police Board will begin a recruitment process to identify the next Chief Constable. Further details about the transition will be shared in the coming months.

Released by:

Constable Sam Zacharias, #122

Media Relations Officer, Port Moody Police Department

(t) 604-461-3456 (f) 604-461-1734

sam.zacharias@portmoodypolice.com | www.portmoodypolice.com

Board Calendar for Key Activities (2026)

January	• Budget Introduction to City Finance Dept. • Confirm compliance with Code of Conduct • Conflict of Interest Declaration • Distribute Board Quality Matrix for annual update (or upon Board vacancy) • Commence Strategic Plan development (every three years) • Performance Review Process for Chief Begins	July	• Confirm 5 Year Budget Guideline • Strategic Plan Submitted to Police Services (every 3 years) • Review and Confirm Board Committees and Membership
February	• Final Budget Presentation to City Finance Dept. • Resolutions for BCAPB AGM • Review consolidated Board Quality Matrix	August	• CAPG Conference & AGM • No regular meeting scheduled
March	•	September	• Complete Strategic Plan Development Process • Police Board Budget Workshop
April	• Board Self Evaluations • Review Risk Matrix • Performance Review Completed	October	• Provisional Budget presented to Council • Review Risk Matrix
May	• Review Board Self Evaluations • Budget approved by the Council • BCAPB Conference & AGM • Invite City Council to Police Board	November	• Performance Review Process for Chief Begins • Review and Confirm Board Calendar

	Meeting in June		
June	Resolutions for CAPG AGM	December	Meeting scheduled if required

Regular and/or In Camera Board Meeting Updates:

1. Monthly Operations and Budget Report
2. Chief Constable's Report and Updates
3. Strategic Plan Performance Report
4. Risk Matrix Progress Report
5. BCAPB Report
- 6. Committee Reports:**
 - a. Finance
 - b. Governance
 - c. Human Resources
7. Board Calendar Items for the next Board Meeting