

# DELTA POLICE BOARD

## OPEN MEETING AGENDA



Date 2022-06-22  
 Time 09:00 am  
 Location North Delta Centre for the Arts  
 11425 84<sup>th</sup> Avenue, Delta, BC

### A. CALL MEETING TO ORDER

This meeting is taking place on the shared, traditional, ancestral, and unceded territories of the scəwəθən (Tsawwassen), xʷməθkʷəy̓əm (Musqueam), and other Coast Salish Peoples. We extend our appreciation to these First Nations for the opportunity to hold this meeting here today.

### B. ADOPTION OF THE AGENDA

1. Adoption of the Open Agenda – June 22, 2022

### C. APPROVAL OF MINUTES

1. Approval of the Open Meeting Minutes – May 18, 2022

### D. DELEGATIONS/PRESENTATIONS

1. Public Delegations (none)
2. Presentation of Certificate of Recognition to Ms. Angela Kaiser

### E. CONSENT ITEMS

1. Crime Statistics & Crime Maps – May 2022 ▪
2. Financial Reports – For period ending April 31, 2022 ▪
3. Correspondence ▪
  - a. Public Compliments
4. For Information ▪
  - a. Correspondence from Ministry of Public Safety and Solicitor General re: Prolific Offenders and Violent Crime Study
  - b. CAPG: Participation in Research Project – Invitation to Chief Dubord
  - c. ICBC Donation – Volunteer Recognition
  - d. Efficiencies in Local Police Support for Criminal Record Checks Initiated by the Province's Security Programs Division (SPD)
  - e. Delta Police Foundation – New Member
  - f. Events Calendar
5. Other
  - a. E-Comm Notice of AGM & Proxy Vote ▪

### F. FOLLOW UPS

1. Action Document ▪
2. Business Arising Out of Minutes

### G. REPORTS & PRIORITY ITEMS

1. Chief's Reports
  - a. Chief Constable Monthly Activity Report – May 2022 ▪
  - b. Decriminalization of Certain Illicit Drugs in BC ▪
  - c. Summary of Meeting with Delta School District and Trustees ▪
  - d. Times of Canada "Person in Focus" Feature ▪
  - e. Police Community Advocate Position ▪
  - f. 2022 Boundary Bay Airshow ▪
  - g. Non-Emergency Call Taking Pilot Project
  - h. Bill C21- An Act to Amend certain Acts (Firearms) ▪
2. Revised Board Governance Manual ▪
3. Board Member Ride-alongs and Site/Facility Tours ▪
4. JIBC Police Academy Levy Costs ▪
5. British Columbia Association Police Boards (BCAPB) Updates

**6. Canadian Association Police Governance (CAPG) Updates**

- a. CAPG Conference Sponsorship Opportunity ■

**H. NEW BUSINESS**

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Items as requested by the Board

**I. NEXT MEETING**

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The next meeting of the Delta Police Board will be held on September 21, 2022.

**J. MOTION TO CONTINUE MEETING IN PRIVATE**

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In accordance with the *Police Act (S.69(2))*, a portion of a meeting may be held in private if any of the following are expected to arise:

- a) a matter concerning public security, the disclosure of which could reasonably be expected to seriously impair effective policing or law enforcement;
- b) a matter concerning a person's financial or personal affairs, if the person's interest in the matter outweighs the public's interest in the matter;
- c) a matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter;
- d) a matter concerning information that a person has requested he or she be allowed to give in private to the board or committee.

**K. MOTION TO ADJOURN THE OPEN MEETING**

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C.1  
**DELTA POLICE BOARD**  
Open Meeting Minutes



Date 2022-04-18  
Time 09:30 AM  
Location North Delta Centre for the Arts/Zoom\*

*Minutes of the Open Meeting held Wednesday May 18, 2022 at 9:30 a.m. in the North Delta Centre for the Arts, 11425 84<sup>th</sup> Avenue, Delta, British Columbia.*

**Present**

Mayor George Harvie, Chair	Neil Dubord, Chief Constable
Dr. Karen Hossack, Vice-Chair	Harj Sidhu, Deputy Chief Constable
Angela Kaiser	Michelle Davey, Deputy Chief Constable
Annette Garm*	Jassie Ram, Corporate Planning Manager
Firth Bateman	Volker Helmuth, Legal & Risk Management Manager
Lara Victoria*	Sharon Sparrow, Board Secretary

**Regrets**

Chief Ken Baird

**A. Call Meeting to Order**

Meeting called to order at 9:30 am  
The Chair began the meeting with the indigenous land acknowledgement.

**B. Adoption of Agenda**

1. **Adoption of the Open Agenda of May 18, 2022**

**MOVED / SECONDED**

THAT the Delta Police Board approve the open agenda of May 18, 2022, as presented.

**CARRIED UNANIMOUSLY**

**C. APPROVAL OF MINUTES**

1. **Approval of the Minutes – April 21, 2022**

**MOVED / SECONDED**

THAT the Delta Police Board approve the minutes of the open meeting of April 21, 2022.

**CARRIED UNANIMOUSLY**

**D. DELEGATIONS/PRESENTATIONS**

1. **Public Delegations - none**

**E. CONSENT ITEMS**

1. **Crime Statistics & Crime Maps April 2022**
2. **Financial Reports – For period ending March 31, 2022**
3. **Correspondence**
  - a. Public Compliments
  - a. Thank You Letter to Chief Dubord from BCACP
  - b. Invitation from Delta Police Foundation, Summer Solstice Walk, Run & Roll
4. **For Information**
  - a. Events Calendar
  - b. Donation – Delta Community Foundation

**MOVED / SECONDED**

THAT the Delta Police Board receive items E.1 to E.4 for information and approve where required, as noted in the memos/reports.

**CARRIED UNANIMOUSLY****F. FOLLOW UPS**

1. **Action Document**
2. **Business Arising Out of Minutes**

**Item E.4a** of the April minutes – Staff unable to obtain the 80% recommendations, however will disseminate a copy of the Report to the Board members listing the recommendations. .

**Item E.4d** – Three members from Professional Standards will be attending the conference virtually this year.

*Items F.1 and F.2 received for information.*

**G. REPORTS & PRIORITY ITEMS**1. **Chief's Report**a. **DPD Receives MADD Top 5 Award for Impaired Driving Enforcement**

Chief Dubord provided an update on the Mothers against Drunk Driving (MADD) award. On May 3, 2022 Mothers against Drunk Driving (MADD) Vancouver Chapter announced the recipients of their first-ever "Top 5" Award for Lower Mainland police agencies for their exceptional work in impaired driving enforcement, Delta Police Department (DPD) ranked second place. Road safety remains a priority for the DPD and is incorporated into Community Safety and Well-being Plan (CSWP).

b. **May 2021 Homicide Update**

Chief Dubord provided an update on the May 2021 homicide, advising our investigators have strong suspects and continue to work tirelessly on this case. This homicide has been confirmed to be a case of mistaken identity, with the family and Sherriff's department advised. Deepest and sincere condolences from the Board and DPD to both the family and the Sherriff's department.

2. **Report from the Special Committee on Reforming the Police Act**

Chief Dubord spoke on the report which was released April 28<sup>th</sup>, 2022 by the Special Committee on Reforming the Police Act (Committee), which is composed of ten MLA's, noting that:

- The Committee's recommendations require a tremendous amount of work, which may take years.
- DPD Senior Management, along with policing partners, will ensure our team's input is provided as we learn more about the changes.
- DPD's cost per capita, population per officer, crime rate and case load per officer remain below the BC average, as reported in the Brief enclosed in the Open Board Package.
- DPD's training exceeds the standards and police resources are well funded enabling DPD to provide customer service and public safety with no call too small, and be well positioned to face any changes that may arise.

***In response to board inquiries it was noted that:***

- DPD's community first model which DPD has embraced for years, reduces crime which contributes to Delta's safe Community. *Chief Dubord is proud of the board and council's support of DPD to maintain the police department size, which enables DPD to continue its community policing and proactive model, with no call too small.*
- The reference to regionalization in the report is vague with nothing definitive.

3. **Board Member Reappointments**

- The terms for Firth Bateman, Annette Garm and Lara Victoria have been renewed by the province as stated in the memo enclosed in the Open Board Package.
- The Board currently has one vacancy with an additional vacancy upcoming at the end June, with Angela Kaiser's term expiring.
- The Province is in the process of filling these vacancies.

4. **CAPG AGM Voting Designate**

The Chair opened the floor for nominations to identify a voting designate for the CAPG AGM. Firth Bateman was nominated with no other nominations brought forward.

**MOVED / SECONDED**

*THAT Firth Bateman be nominated the voting designate for the CAPG AGM.*

**CARRIED UNANIMOUSLY**

**MOVED / SECONDED**

*THAT Firth Bateman be appointed as the voting designate for the CAPG AGM.*

**CARRIED UNANIMOUSLY**

**H. New Business**

No items.

**I. Resolution to Terminate the Meeting**

**MOVED / SECONDED**

THAT this meeting now terminate.

**CARRIED UNANIMOUSLY**

Meeting Terminated at 9:51am

**Next Meeting:**

June 22, 2022 9am  
North Delta Centre for the Arts  
11425 84<sup>th</sup> Avenue, Delta, BC

<p>_____ Mayor George Harvie <b>Board Chair</b></p> <p>_____ <b>Date</b></p>	<p>_____ Sharon Sparrow <b>Recording Secretary</b></p> <p>_____ <b>Date</b></p>
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# TFN (Zone 3) Statistics Report

## May 2022

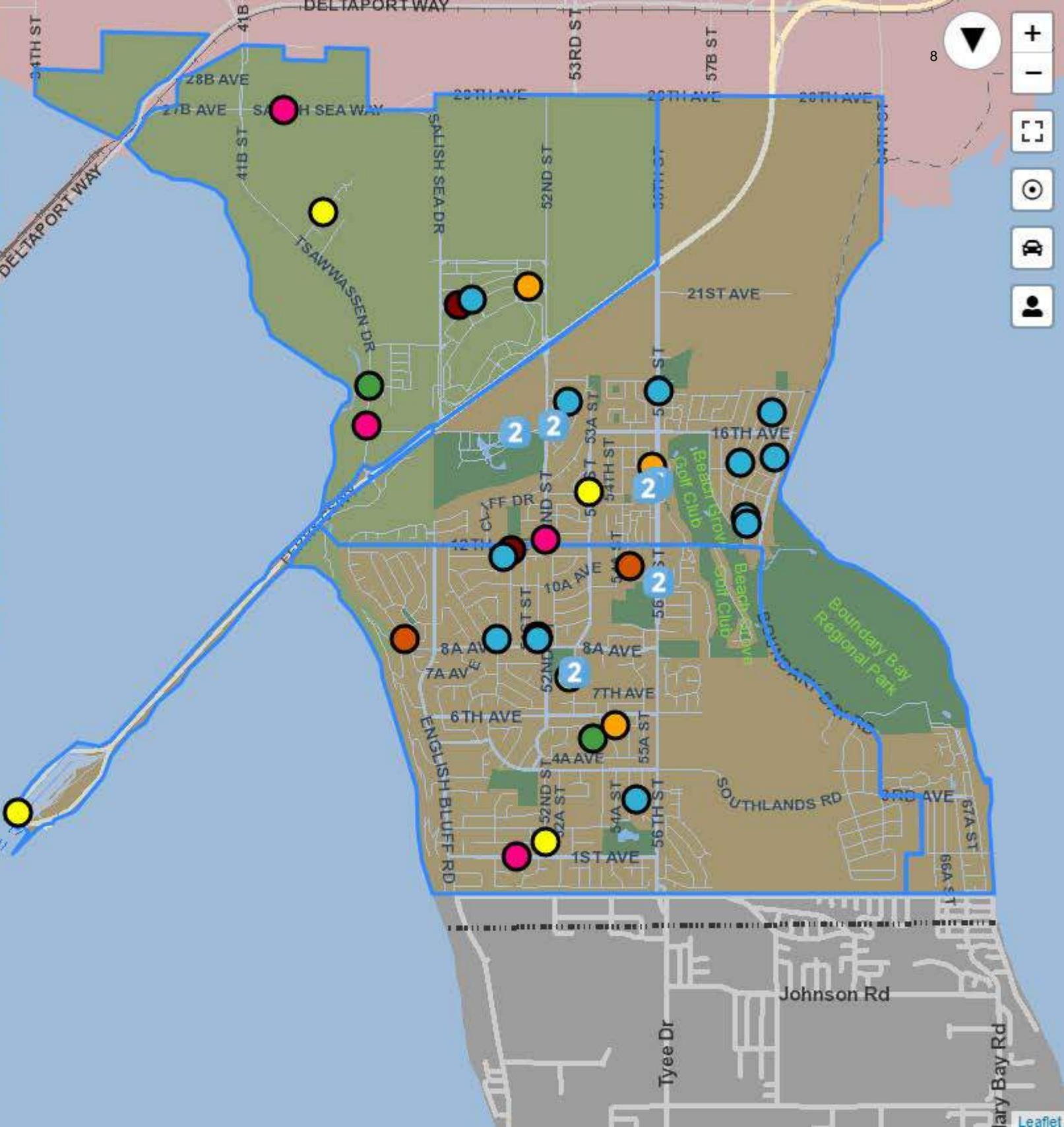
Crime Type	Apr-22	May-22	May 3YR AVG	YTD 2021	YTD 2022	YTD 3YR AVG	Trend	YTD % Change 3YR Avg
<b>Person Offences</b>								
Homicide	0	0	0	0	0	0	▶	0%
Attempted Homicide	0	0	0	0	0	0	▶	0%
Sexual Assault (Level I)	0	1	0	0	2	0	▶	0%
Sexual Assault (Level II, Level III)	0	0	0	0	2	0	▶	0%
Total Assaults (Common, Weapon, Aggravated)	1	2	0	5	7	4	▲	75%
Robbery	1	0	0	0	2	0	▶	0%
Violent Offences - Other	0	0	0	0	2	0	▶	0%
Person Offences - Other	1	0	2	9	10	6	▲	67%
<b>Total Person Offences</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>14</b>	<b>25</b>	<b>10</b>	<b>▲</b>	<b>150%</b>
<b>Property Offences</b>								
Break & Enter - Commercial	0	0	1	4	1	2	▼	-50%
Break & Enter - Residential	1	1	0	6	3	3	▶	0%
Theft of Vehicle	0	1	1	1	1	2	▼	-50%
Theft from Vehicle	1	1	2	12	6	12	▼	-50%
Theft Over/Under \$5000	20	15	7	54	82	62	▲	32%
Mischief to Property Over/Under \$5000	2	3	2	6	18	7	▲	157%
<b>Total Property Offences</b>	<b>26</b>	<b>20</b>	<b>13</b>	<b>85</b>	<b>112</b>	<b>95</b>	<b>▲</b>	<b>18%</b>
<b>Traffic Offences</b>								
Fatal MVI	1	0	0	0	1	0	▶	0%
Collisions (All)	3	3	3	15	17	16	▲	6%
<b>Other Offences</b>								
Intimate Partner Violence	0	0	0	3	2	1	▲	100%
Youth (*Excludes Traffic Offences)	2	0	0	3	3	3	▶	0%
Weapon Violations	1	1	0	4	6	2	▲	200%
Cybercrime	2	0	1	10	8	7	▲	14%
False Alarms (Dispatched)	2	3	7	32	12	39	▼	-69%
<b>TOTAL CALLS FOR SERVICE</b>	<b>118</b>	<b>110</b>	<b>86</b>	<b>322</b>	<b>549</b>	<b>419</b>	<b>▲</b>	<b>31%</b>

# Monthly Police Board Statistics Report

## May 2022

Crime Type	Apr-22	May-22	May 3YR AVG	YTD 2021	YTD 2022	YTD 3YR AVG	Trend	YTD % Change 3YR Avg
<b>Person Offences</b>								
Homicide	0	0	0	0	1	0	▶	0%
Attempted Homicide	0	0	0	0	0	1	▼	-100%
Sexual Assault (Level I)	5	9	5	25	29	20	▲	45%
Sexual Assault (Level II, Level III)	1	5	3	6	11	10	▲	10%
Total Assaults (Common, Weapon, Aggravated)	48	27	33	127	151	156	▼	-3%
Robbery	5	5	1	8	14	12	▲	17%
Violent Offences - Other	1	2	4	12	12	12	▶	0%
Person Offences - Other	39	35	24	124	161	124	▲	30%
<b>Total Person Offences</b>	<b>99</b>	<b>83</b>	<b>70</b>	<b>302</b>	<b>379</b>	<b>335</b>	▲	13%
<b>Property Offences</b>								
Break & Enter - Commercial	7	13	12	51	43	57	▼	-25%
Break & Enter - Residential	8	8	8	44	46	61	▼	-25%
Theft of Vehicle	10	8	8	30	44	49	▼	-10%
Theft from Vehicle	47	56	61	331	271	321	▼	-16%
Theft Over/Under \$5000	73	80	74	360	379	431	▼	-12%
Mischief to Property Over/Under \$5000	49	47	48	240	235	208	▲	13%
<b>Total Property Offences</b>	<b>245</b>	<b>252</b>	<b>253</b>	<b>1268</b>	<b>1240</b>	<b>1330</b>	▼	-7%
<b>Traffic Offences</b>								
Fatal MVI	1	1	0	0	2	1	▲	100%
Collisions (All)	96	120	80	426	516	416	▲	24%
<b>Other Offences</b>								
Intimate Partner Violence	14	5	14	40	45	58	▼	-22%
Youth (*Excludes Traffic Offences)	9	1	6	38	18	35	▼	-49%
Weapon Violations	4	6	11	57	26	35	▼	-26%
Cybercrime	55	50	41	273	249	184	▲	35%
False Alarms (Dispatched)	53	41	74	269	207	345	▼	-40%
<b>TOTAL CALLS FOR SERVICE</b>	<b>2,292</b>	<b>2,429</b>	<b>2,579</b>	<b>12,286</b>	<b>11,390</b>	<b>11,863</b>	▼	-4%

Res B&E	2
E.1	
Bus B&E	2
Other B&E	0
Theft of Auto	2
Theft from Auto	19
Recovered Stolen	0
Assault	5
Sex Assault	6
Robbery	1
Bike Theft	4
Mail Theft	3
2022-05-01	44
2022-05-31	
<a href="#">View Results</a>	



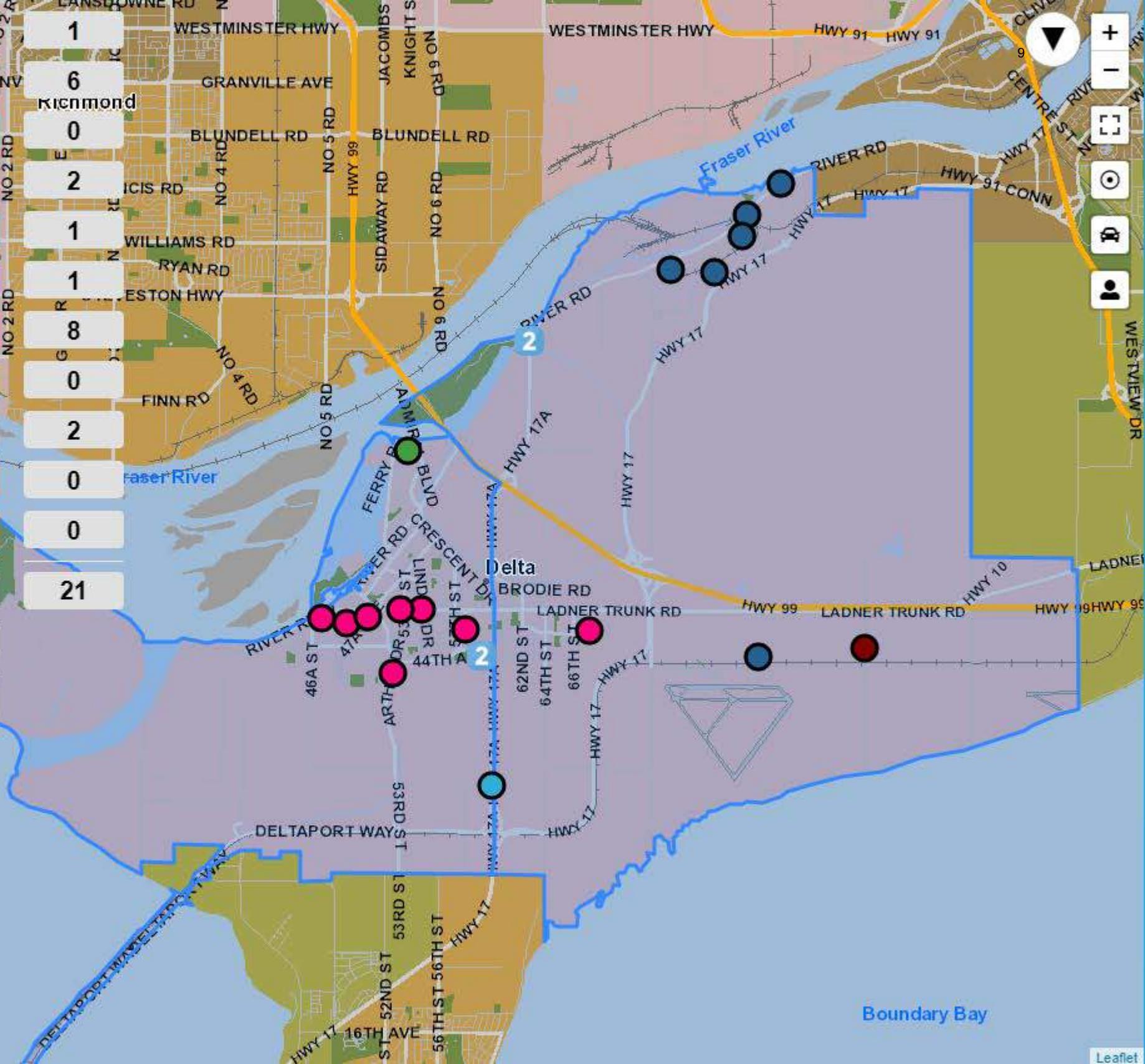
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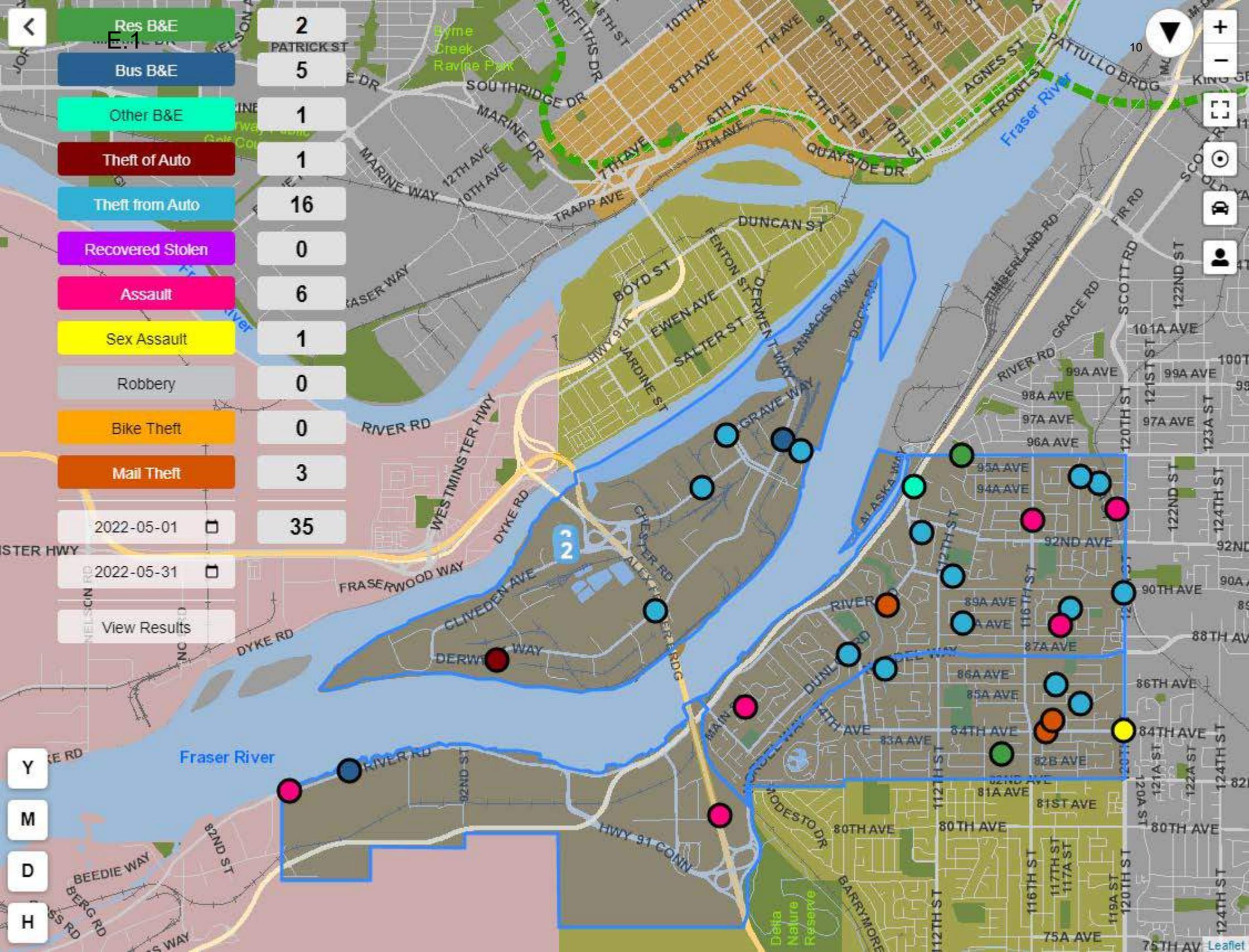
Map navigation controls including a compass, zoom in (+) and zoom out (-) buttons, a full-screen button, a location pin button, and a search button.



- Res B&E 1
- E.1 6
- Bus B&E 0
- Other B&E 0
- Theft of Auto 2
- Theft from Auto 1
- Recovered Stolen 1
- Assault 8
- Sex Assault 0
- Robbery 2
- Bike Theft 0
- Mail Theft 0
- 2022-05-01 21
- 2022-05-31
- View Results

- Y
- M
- D
- H





Res B&E

2

Bus B&E

5

Other B&E

1

Theft of Auto

1

Theft from Auto

16

Recovered Stolen

0

Assault

6

Sex Assault

1

Robbery

0

Bike Theft

0

Mail Theft

3

2022-05-01

35

2022-05-31

View Results

Y

M

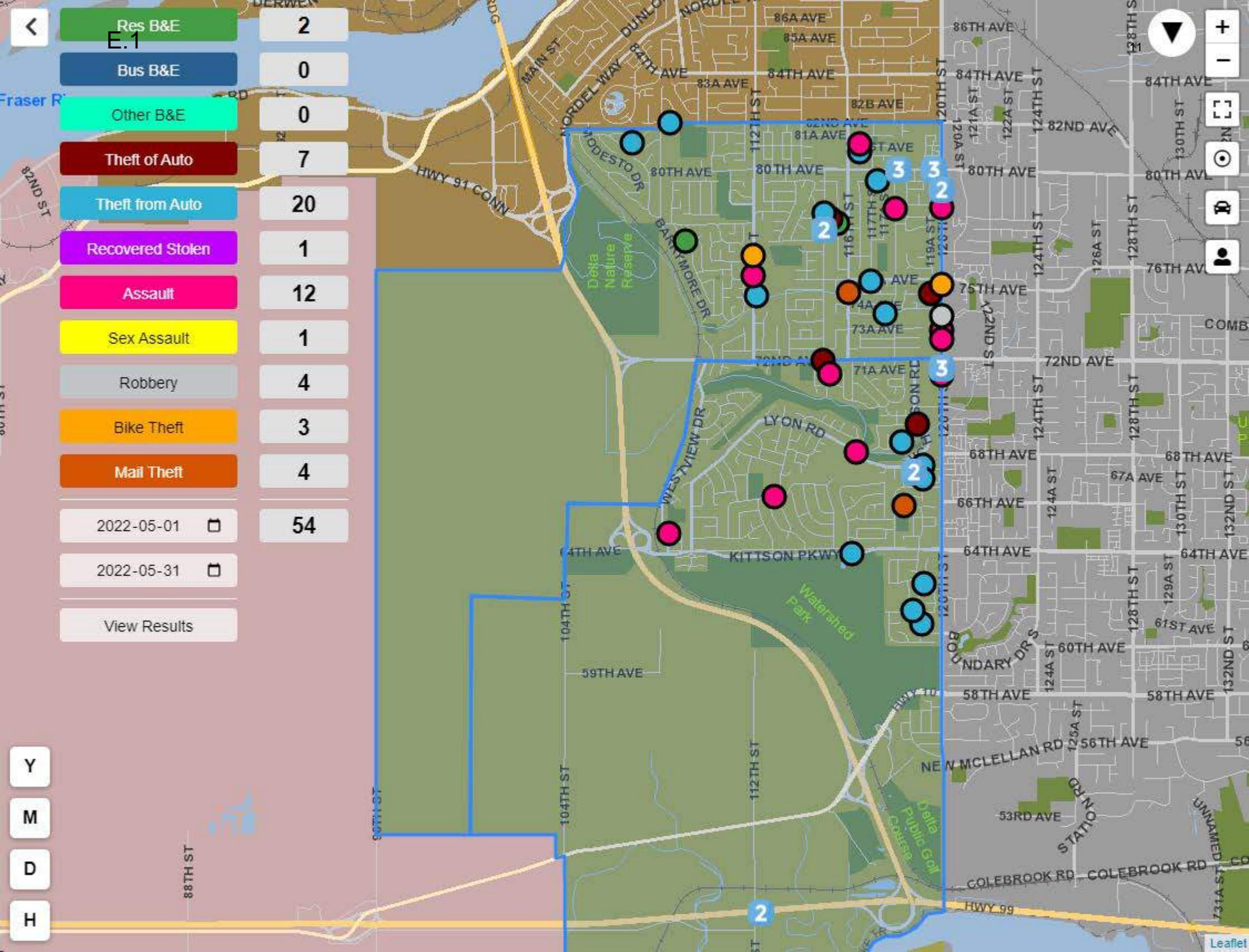
D

H



Leaflet

Res B&E	2
E.1	0
Bus B&E	0
Other B&E	0
Theft of Auto	7
Theft from Auto	20
Recovered Stolen	1
Assault	12
Sex Assault	1
Robbery	4
Bike Theft	3
Mail Theft	4
2022-05-01	54
2022-05-31	
View Results	



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Map navigation controls:
 

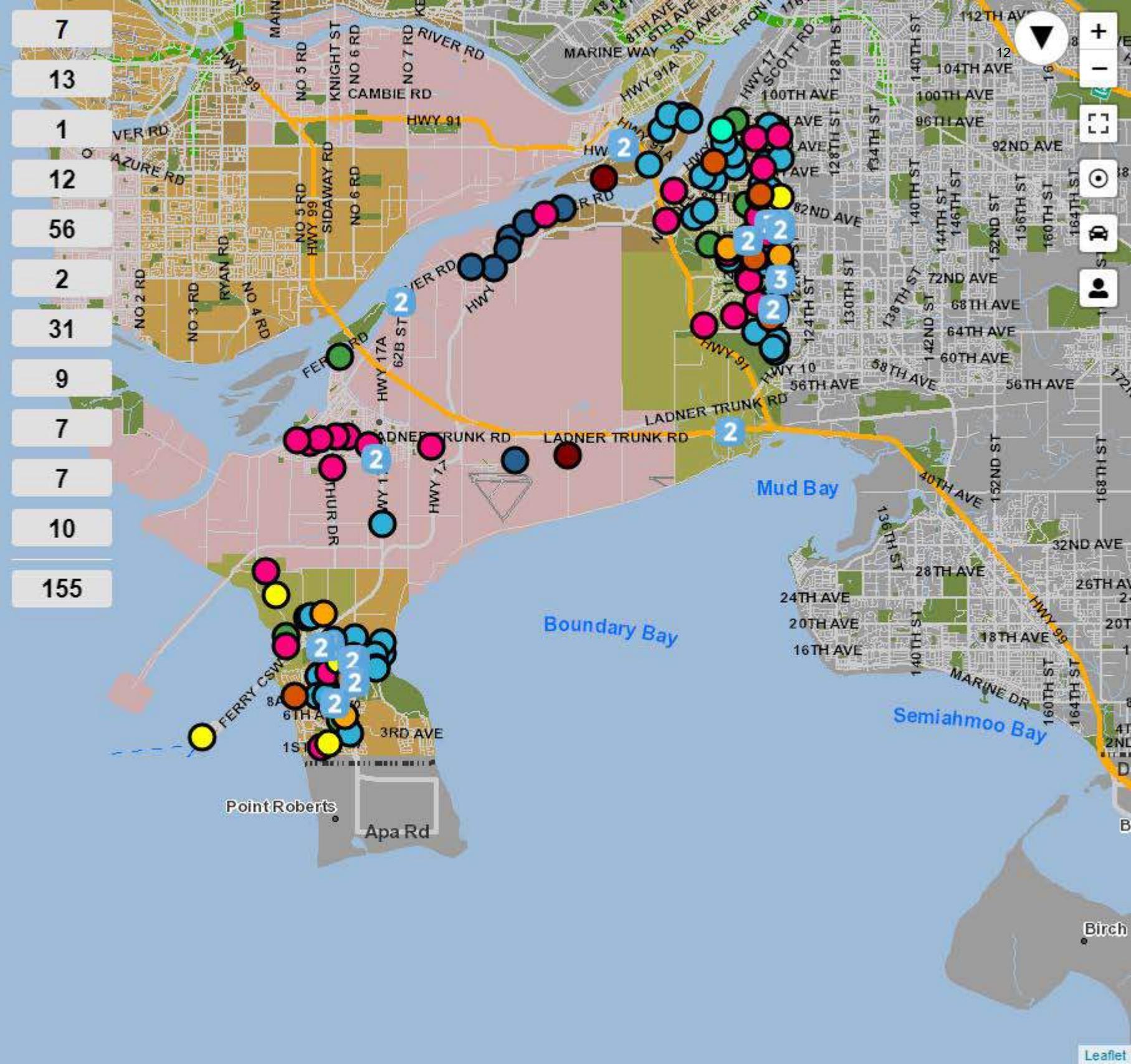
- Home button
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- Layers
- Search

- Res B&E 7
- E.1 13
- Bus B&E 1
- Other B&E 12
- Theft of Auto 56
- Theft from Auto 2
- Recovered Stolen 31
- Assault 9
- Sex Assault 7
- Robbery 7
- Bike Theft 10
- Mail Theft 155

2022-05-01

2022-05-31

[View Results](#)



Map navigation controls:

- ▼ (Zoom Out)
- ⊕ (Zoom In)
- ⊞ (Full Screen)
- 📍 (Current Location)
- 📏 (Measure)
- 📶 (Layers)

Y  
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H

**Delta Police Department**  
**Financial Report**  
For the period ending April 30, 2022

	Year to Date Actuals	Year to Date Budget	Annual 2022 Budget	YTD Variance (Fav)/Unfav (\$)	YTD Variance (Fav)/Unfav (%)
<b>OPERATING</b>					
<b>Expenditures</b>					
Department Support Services	4,891,031	4,851,833	14,564,000	39,198	0.8%
Investigative Services	1,883,292	1,956,500	15,283,000	(73,208)	-3.7%
Community Services	2,845,982	2,924,373	8,925,000	(78,391)	-2.7%
Patrol Services	5,214,533	5,098,667	5,949,500	115,866	2.3%
Secondments	923,596	1,175,000	3,566,000	(251,404)	-21.4%
Ecomm	960,690	959,000	1,918,000	1,690	0.2%
Wage bank accrual	123,000	-	-	123,000	
<b>Total Expenditures</b>	<b>16,842,124</b>	<b>16,965,373</b>	<b>50,205,500</b>	<b>(123,249)</b>	<b>-0.7%</b>
<b>Revenues</b>					
Recovered Services	(1,110,190)	(1,253,625)	(6,884,000)	143,435	11.4%
Fines and Fees	(175,964)	(126,667)	(380,000)	(49,297)	-38.9%
Grants	(137,213)	(34,833)	(1,894,500)	(102,380)	-293.9%
Other Recoveries and Miscellaneous	(5,291)	(36,667)	(90,000)	31,376	85.6%
Transfer to/from Reserve	64,448	-	(438,000)	64,448	
<b>Total Revenues</b>	<b>(1,364,210)</b>	<b>(1,451,792)</b>	<b>(9,686,500)</b>	<b>87,582</b>	<b>6.0%</b>
<b>Operating Tax Draw</b>	<b>15,477,914</b>	<b>15,513,581</b>	<b>40,519,000</b>	<b>(35,667)</b>	<b>-0.2%</b>

	Year to Date Actuals	Annual 2022 Budget	YTD Variance (Fav)/Unfav (\$)
<b>CAPITAL</b>			
<b>Expenditures</b>			
Vehicle Purchases - 2022	-	602,000	(602,000)
Vehicle Purchases - 2021 c/o	814	838,000	(837,186)
Vehicle Purchases - 2021 c/o for new Patrol units	-	170,000	(170,000)
Protective Equipment, Furniture, IT	33,448	298,000	(264,552)
DPD HQ Gym Enclosure, Drone	78,931	185,000	(106,069)
Other capital funded from operating	7,636	-	7,636
<b>Total Capital Expenditures</b>	<b>120,829</b>	<b>2,093,000</b>	<b>(1,972,171)</b>

## Delta Police Department Financial Report - Overtime Data

For the period ending April 30, 2022

		Current Month	Budget Month	Variance Month	Total YTD	Budget YTD	Variance YTD	% spent YTD	% spent YTD vs Annual Budget	Annual Budget
<b>Department Support Services</b>										
1307	Media	8,599	1,042	7,557	27,704	4,167	23,537	664.9%	221.6%	12,500
1335	Administration	2,236	1,250	986	4,829	5,000	(171)	96.6%	32.2%	15,000
1339	Fleet Maintenance	-	-	-	63	-	63	-	-	-
1342	Port Liaison	-	42	(42)	-	167	(167)	0.0%	0.0%	500
1345	Human Resources	21,944	8,958	12,986	49,244	35,833	13,411	137.4%	45.8%	107,500
1376	Support Services	2,075	4,417	(2,342)	8,589	17,667	(9,078)	48.6%	16.2%	53,000
1390	Professional Standards	419	292	127	419	1,167	(748)	35.9%	12.0%	3,500
1579	Information Technology	669	583	86	2,173	2,333	(160)	93.1%	31.0%	7,000
		<b>35,942</b>	<b>16,583</b>	<b>19,359</b>	<b>93,021</b>	<b>66,333</b>	<b>26,688</b>	<b>140.2%</b>	<b>46.7%</b>	<b>199,000</b>
<b>Investigative Services</b>										
1350	Identification Section	-	-	-	-	-	-	-	-	-
1352	General Investigation	1,792	2,292	(500)	28,613	9,167	19,446	312.1%	104.0%	27,500
1353	Intelligence Section	517	1,125	(608)	2,849	4,500	(1,651)	63.3%	21.1%	13,500
1354	Drug Investigation Unit	1,844	4,583	(2,739)	4,117	18,333	(14,216)	22.5%	7.5%	55,000
1356	Major Crimes Section	2,630	18,125	(15,495)	75,710	72,500	3,210	104.4%	34.8%	217,500
1357	Vulnerable Sector Unit	357	1,250	(893)	4,822	5,000	(178)	96.4%	32.1%	15,000
1584	Intelligence Management	-	42	(42)	-	167	(167)	0.0%	0.0%	500
		<b>7,140</b>	<b>27,417</b>	<b>(20,277)</b>	<b>116,111</b>	<b>109,667</b>	<b>6,444</b>	<b>105.9%</b>	<b>35.3%</b>	<b>329,000</b>
<b>Community Services</b>										
1268	Community Safety Officer	320	-	320	936	-	936	-	-	-
1305	Operational Support	8,966	12,417	(3,451)	29,009	49,667	(20,658)	58.4%	19.5%	149,000
1312	Public Safety Operations	683	208	475	776	833	(57)	93.1%	31.0%	2,500
1331	TFN Policing	-	583	(583)	3,755	2,333	1,422	160.9%	53.6%	7,000
1367	DCPO North Delta	163	917	(754)	652	3,667	(3,015)	17.8%	5.9%	11,000
1368	DCPO Ladner	-	208	(208)	341	833	(492)	40.9%	13.6%	2,500
1369	DCPO Tsawwassen	-	208	(208)	814	833	(19)	97.7%	32.6%	2,500
1370	School Liaison	1,350	583	767	4,454	2,333	2,121	190.9%	63.6%	7,000
1371	Reserve Police	4,792	3,583	1,209	17,652	14,332	3,320	123.2%	82.1%	21,500
1373	Victim Svces	114	375	(261)	868	1,500	(632)	57.9%	19.3%	4,500
1381	Truck Enforcement	-	333	(333)	450	1,333	(883)	33.8%	11.3%	4,000
1383	Traffic Section	2,573	3,000	(427)	18,469	12,000	6,469	153.9%	51.3%	36,000
1398	Community Health Intervention	-	167	(167)	-	667	(667)	0.0%	0.0%	2,000
1596	Youth Liaison	-	292	(292)	570	1,167	(597)	48.9%	16.3%	3,500
1680	Public Information Reps	5,674	7,708	(2,034)	17,199	30,833	(13,634)	55.8%	18.6%	92,500
1685	TFN Service Team	2,624	2,333	291	5,885	9,333	(3,448)	63.1%	21.0%	28,000
1697	Traffic Specialty Dog Unit	-	458	(458)	-	1,833	(1,833)	0.0%	0.0%	5,500
		<b>27,259</b>	<b>33,375</b>	<b>(6,116)</b>	<b>101,830</b>	<b>133,499</b>	<b>(31,669)</b>	<b>76.3%</b>	<b>26.9%</b>	<b>379,000</b>
<b>Patrol Services</b>										
1388	Police Patrol	54,231	47,250	6,981	186,265	189,000	(2,735)	98.6%	32.9%	567,000
1750	Crime Reduction Unit	2,006	3,333	(1,327)	3,386	13,333	(9,947)	25.4%	8.5%	40,000
1750	Patrol Support Team	372	833	(461)	372	3,333	(2,961)	11.2%	3.7%	10,000
		<b>56,609</b>	<b>51,417</b>	<b>5,192</b>	<b>190,023</b>	<b>205,667</b>	<b>(15,644)</b>	<b>92.4%</b>	<b>30.8%</b>	<b>617,000</b>
		<b>126,950</b>	<b>128,791</b>	<b>(1,841)</b>	<b>500,985</b>	<b>515,165</b>	<b>(14,180)</b>	<b>97.2%</b>	<b>32.9%</b>	<b>1,524,000</b>
<b>Secondments (recoverable)</b>										
1343	JIBC	-	-	-	-	-	-	-	-	-
1358	IMPACT	4,680	2,625	2,055	10,084	10,500	(416)	96.0%	32.0%	31,500
1359	Prov Traffic Projects	-	-	-	5,723	-	5,723	-	9.7%	59,000
1363	IRSU	2,855	5,167	(2,312)	13,156	20,667	(7,511)	63.7%	21.2%	62,000
1364	CFSEU	8,090	11,708	(3,618)	28,523	46,833	(18,310)	60.9%	20.3%	140,500
1524	LMTT	2,327	4,583	(2,256)	69,899	18,333	51,566	381.3%	127.1%	55,000
1540	BCMUP	217	-	217	5,021	-	5,021	-	-	-
1681	LMD PDS	9,575	2,583	6,992	23,257	10,333	12,924	225.1%	75.0%	31,000
1682	LMD ERT	10,808	7,125	3,683	32,705	28,500	4,205	114.8%	38.3%	85,500
1683	RTIC-BC	-	542	(542)	-	2,167	(2,167)	0.0%	0.0%	6,500
1686	INSET	3,033	458	2,575	15,343	1,833	13,510	836.9%	279.0%	5,500
1687	LMD FIS	714	6,125	(5,411)	8,548	24,500	(15,952)	34.9%	11.6%	73,500
		<b>42,299</b>	<b>40,917</b>	<b>1,382</b>	<b>212,259</b>	<b>163,667</b>	<b>48,592</b>	<b>129.7%</b>	<b>38.6%</b>	<b>550,000</b>
<b>Total</b>		<b>169,249</b>	<b>169,708</b>	<b>(459)</b>	<b>713,244</b>	<b>678,832</b>	<b>34,412</b>	<b>105.1%</b>	<b>34.4%</b>	<b>2,074,000</b>

\_\_\_\_\_

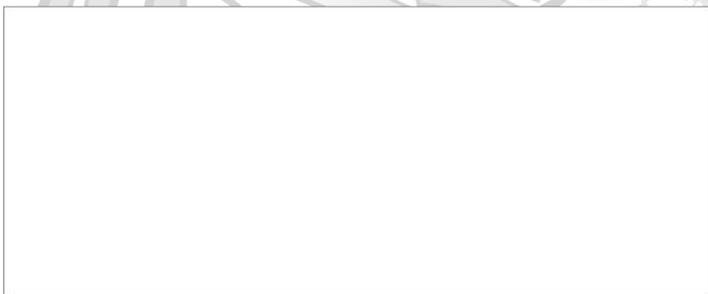
\_\_\_\_\_

**Compliments for the DPD Team  
from the Public**

**No Call too Small**

---

The various pieces of correspondence highlighted in this package have been received either by e-mail to the DPD or through DPD Social Media Channels.



**From:** [webmaster@deltapolicy.ca](mailto:webmaster@deltapolicy.ca) [<mailto:webmaster@deltapolicy.ca>]  
**Sent:** June 13, 2022 9:54 AM  
**To:** Media User <[media@deltapolicy.ca](mailto:media@deltapolicy.ca)>  
**Subject:** New Message

**Your Name**



**Your Email**



**Recipient**

Media

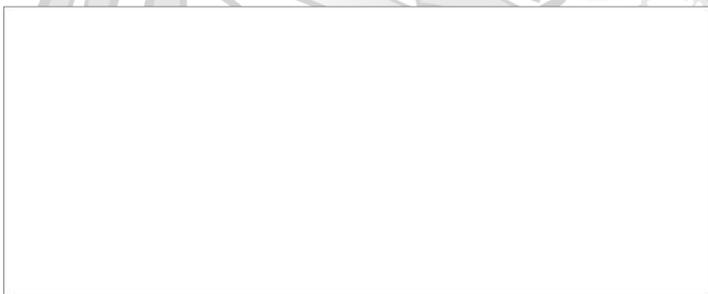
**Subject**

Constable Ken Kirk - great job

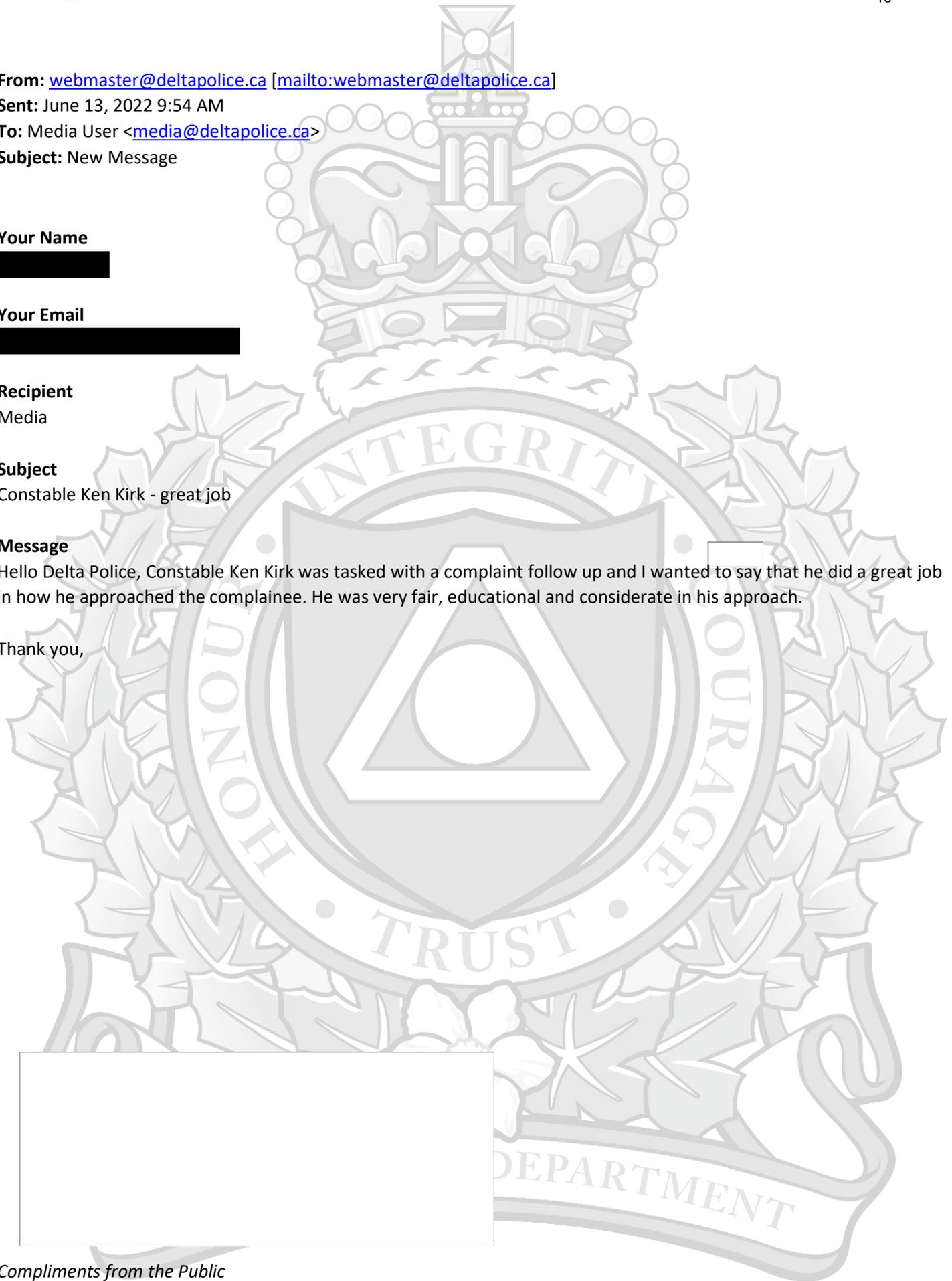
**Message**

Hello Delta Police, Constable Ken Kirk was tasked with a complaint follow up and I wanted to say that he did a great job in how he approached the complaine. He was very fair, educational and considerate in his approach.

Thank you,



*Compliments from the Public*





Delta Police at Tsawwassen BC

Re- Police response to missing Senior ,May 21,2022.

I am writing to congratulate this organization on the action of 2 Ladner police constables.

I am and my wife have lived here for 2 years at the Waterford Residence in Tsawwassen BC. My wife is quite mobile but mentally demented. I had a nap yesterday and woke up at 4 PM. [REDACTED] was missing and I could not find her. I contacted the 911 responders and 2 constables arrived, <sup>HAGIAN</sup> Hansen and D'Antonio. After an interview with me they swung into action and within 3 or 4 hours Jean reappeared.. What a relieve for me and others involved..

It was very comforting to me to get such a great response..

All the best to the Police Department

Yours sincerely

[REDACTED]



June 1, 2022  
Ref: 631609

Chief Constables, Independent Municipal Police Departments  
Chief Officer, SCBCTA Police Service  
Chief Officer, Stl'atl'imx Tribal Police Service  
Chief Officer, Metro Vancouver Transit Police

Dear Sirs And Madam:

As you are aware, on May 5, 2022, the Provincial Government, in co-operation with the British Columbia's Urban Mayors' Caucus, announced that we have retained two experts – Doug LePard and Amanda Butler – to investigate and report on issues related to prolific offenders and violent crime in British Columbia. A written report with recommendations will be prepared as part of the investigation and released publicly in early fall.

In this regard, as Assistant Deputy Minister and Director of Police Services, I am writing today to request that all police agencies in British Columbia cooperate with these researchers by providing any required data or information that will support their work. For your reference, the media release for this initiative may be found at:

<https://news.gov.bc.ca/releases/2022AG0027-000712>

Further to this request, I am also providing you their email contact information should you wish to reach-out to them directly:

Doug LePard, O.O.M., M.A.  
Email: [douglepardconsulting@shaw.ca](mailto:douglepardconsulting@shaw.ca)

Amanda Butler, Ph.D  
Email: [albutler@sfu.ca](mailto:albutler@sfu.ca)

Thanks in advance for your assistance with this initiative, and for your ongoing contributions and commitment to advancing public safety in our province.

Regards,



Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

pc: Amanda Butler, Doug LePard

SENT ELECTRONICALLY

May 26, 2022

**Re: Participation in CAPG Research Project**

Chief Dubord:

A key role of any police board and commission is to set the strategy for its police service. Over the many years of its leadership in this area, CAPG has reinforced this role through its annual conferences and training webinars. One of the criticisms that is frequently directed at boards and commissions is the gap that exists between its objectives for the services and the way that they are carried out. Further criticisms have been levelled of the gap that exists for front-line delivery versus strategic aspirations. As policing is overwhelmingly about the front-line, translating principally strategic change into real difference is an important issue. There are now underlying social and cultural pressures that challenge all police services, both strategically and in practice.

Dr. Tarah Hodgkinson (Wilfrid Laurier University) and Dr. Tullio Caputo (Carleton University) have worked in the area of police strategic planning for many years. There has been frequent discussion at the national conference, work with individual boards and webinars. Throughout this, CAPG has supported better planning. The proposed project would move this into a new realm of determining the nature of the gap between plan and execution, how to use an appreciation analysis technology to determine the nature of that gap and what to do about it.

The proposed project is action research, in that it engages the participants in building tools arising from their findings to address the issues they identify. The project has been reviewed and approved by the Laurier Research Ethics Board (Reference # 7131).

It would have three stages:

1. The first stage involves semi-structured interviews with senior members of the CAPG and senior members from their respective police services (chiefs, deputies, etc.). The purpose of these interviews is to gather information from knowledgeable individuals about their perceptions of the alignment gap, its causes, and consequences as well as their insights into potential ways that it could be addressed. Ideas gleaned through these interviews will form the basis for conducting a focus group. The interviews would take place over zoom and would take approximately 1 hour to complete.
2. Stage two would consist of focus groups with up to 10 police services to provide an opportunity to further explore issues surrounding alignment gaps with a specific focus on developing tools to help identify and respond to these gaps in an effective and timely manner. The focus group sessions would be conducted virtually using Zoom to reduce Covid-related concerns and would take approximately 1-2 hours.
3. On-site development in partnership with up to four boards or commissions to develop unit-level tools, test them, build local capacity, and make the tool available throughout the membership. Given the more intense and focused nature of this phase, there would be visits to each site (more detail will be provided at the end of focus groups in phase one).

**If you or the Board/Commission have not already done so, we invite you to indicate if you are interested in receiving more information about participating in stage one of this research by contacting Dr. Tarah Hodgkinson ([thodgkinson@wlu.ca](mailto:thodgkinson@wlu.ca)) directly. Involvement in stage one does not require involvement in future stages and participants are welcome to determine their level of involvement.**

Thank you for your interest,



Jennifer Malloy  
Executive Director, CAPG



## WILFRID LAURIER UNIVERSITY INFORMED CONSENT STATEMENT

### The Alignment Gap in Strategic Planning Execution for Police Organizations

Principal Investigator: Dr. Tarah Hodgkinson, Department of Criminology, Wilfrid Laurier University

Co-Investigator: Dr. Tullio Caputo, Department of Sociology and Anthropology, Carleton University

Research partner: Canadian Association of Police Governance

*You are invited to participate in a research study. The purpose of this study is to identify and address the alignment gap in policing.*

*A key role of any police board and commission is to set the strategy for its police service. One of the criticisms that is frequently directed at police services boards and commissions is the gap that exists between the strategic plans they develop for their respective police services and the way that these strategic plans are implemented in practice (Rogers et al. 2020). Further criticisms have been leveled at the gap that often exists between the routine practices of front-line police officers and the aspirations for service delivery articulated on strategy and planning documents. As policing is overwhelmingly about the front-line, translating the goals and objectives reflected in strategic plans into actual differences in the way that police services are delivered is a serious and important issue for both police leaders and those providing oversight of police organizations.*

*Currently, various underlying social and cultural pressures are further challenging police services and oversight bodies regarding both strategic plans and their implementation. Demands to defund the police represent a prime example of this pressure (Vitale, 2017). The proposed project focuses specifically on these issues by directing attention to the nature and extent of any existing gaps between strategic plans and their execution.*

The principal investigator, Dr. Tarah Hodgkinson is an assistant professor in the Department of Criminology at Laurier University. The co-investigator is Dr. Tullio Caputo, is an adjunct research professor in the Department of Sociology and Anthropology at Carleton University.

### INFORMATION

You will be asked to participate in a semi-structured interview on zoom. The study will take about 30-60 minutes to complete. Data from approximately 20 research participants from police service boards, as well as senior police officers from CAPG member organizations, will be involved in this study.

### RISKS

There are no known risks associated with this study. However, in discussing your organization, there is a potential risk that you may disclose sensitive information about non-participating organization members. To



mitigate this risk, the research team will not record any identifying information. You are free to discontinue the study at any time and to choose not to respond to any question.

## BENEFITS

Participants may benefit from the participation in this research project by being able to share their experiences and understandings. The research will contribute to the body of literature/knowledge on strategic planning and the gap between strategic goals and front-line police behaviour.

## CONFIDENTIALITY

The confidentiality of your data will be ensured by detailing and documenting all interviews by hand. These notes will then be transcribed into word document files. These files will not contain identifying information and will be kept in password protected files with Dr. Tarah Hodgkinson. The data will be stored on secure, and Laurier approved, OneDrive cloud storage.

- Once all participants have joined the zoom meeting, the meeting will be locked to ensure privacy and security.
- The de-identified data will be kept for 15 years and will then be destroyed by the principal investigator.
- Identifying information will be stored separately from the data and will be kept for 15 years and will then be destroyed by the principal investigator.
- Quotations from this interview may be included in future publications/presentations. Selected quotations will reflect general themes and concepts that emerge in the data and be de-identified.

## COMPENSATION

There is no compensation associated with this study.

## CONTACT

If you have questions at any time about the study or the procedures or you experience adverse effects as a result of participating in this study you may contact the researcher, *Dr. Tarah Hodgkinson*, at [thodgkinson@wlu.ca](mailto:thodgkinson@wlu.ca).

This project has been reviewed and approved by the University Research Ethics Board (REB #7131), which receives funding from the [Research Support Fund](#). If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Jayne Kalmar, PhD, Chair, University Research Ethics Board, Wilfrid Laurier University, (519) 884-1970, extension 3131 or [REBChair@wlu.ca](mailto:REBChair@wlu.ca).



PARTICIPATION

Your participation in this study is voluntary; you may decline to participate without penalty. If you decide to participate, you may withdraw from the study at any time without penalty. You have the right to refuse to answer any question or participate in any activity you choose.

If you withdraw from the study, you can request to have your data removed/destroyed by March 1, 2022 until December 31, 2022.

FEEDBACK AND PUBLICATION

The results of this research might be published/presented in a thesis, course project report, book, journal article, conference presentation, class presentation. If you choose to provide your e-mail address for this purpose at the end of the study, the executive summary will be e-mailed to you by March 31, 2023.

CONFLICT OF INTEREST

This research is supported by a research grant provided by the Canadian Association of Police Governance (CAPG). As part of this research, CAPG will receive a report on the findings and future directions. All data will be de-identified and only aggregate findings will be included.

CONSENT

I have read and understand the above information. I have received a copy of this form. I agree to participate in this study.

Please check box that corresponds with your answer.

- Yes
 No

I consent to the use of my de-identified quotations in future publications and presentations.

Please check box that corresponds with your answer.

- Yes
 No

Participant's signature [Handwritten Signature] Date May 30, 2022

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_

Please sign, scan and return consent form by email to Dr. Tarah Hodgkinson at thodgkinson@wlu.ca

## DELTA POLICE DEPARTMENT BOARD REPORT



<b>DATE</b> 2022-06-10	
<b>SUBMITTED BY</b> Hilary Madore Finance Manager	
	
<b>SUBJECT</b> ICBC Donation – Volunteer Recognition	
<b>ACTION</b> <input checked="" type="checkbox"/> For information <input type="checkbox"/> For approval	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private
<b>RECOMMENDATION</b> A. THAT the Board receive this report for information. B. THAT a letter of appreciation be sent to ICBC.	

### PURPOSE

To advise the Board of a donation from ICBC for volunteer recognition.

### DISCUSSION

ICBC has historically hosted an annual volunteer appreciation luncheon for volunteers but in recent years has instead provided a donation to Delta Police Department in order to host a similar event, provide meals when assisting at the various community events or purchase marked clothing items for the volunteers.

ICBC has provided a donation of \$750, which is intended to recognize volunteers in our DCPOs and the work done by these volunteers in relation to ICBC sponsored programs. It is proposed to utilize these funds during 2022 to purchase marked clothing items for DCPO volunteers, and/or provide meals for annual volunteer appreciation events or when assisting at the various community events.

### IMPLICATIONS

#### Financial

The donation from ICBC will be utilized by each DCPO for volunteer recognition expenses.

### RELATED POLICY

Delta Police Department Policy AD12 states that donations and gifts of over \$500 will be reported to the Police Board.

### CONCLUSION

The donation from ICBC will be used to provide volunteer recognition at each of the DCPOs.

## DELTA POLICE DEPARTMENT BOARD MEMORANDUM



<b>DATE</b> 2022-06-15	
<b>SUBMITTED BY</b> Neil Dubord, OOM, AdeC Chief Constable	
<b>SUBJECT</b> <b>Efficiencies in Local Police Support for Criminal Record Checks Initiated by the Province's Security Programs Division (SPD)</b>	
<b>ACTION</b> <input checked="" type="checkbox"/> For information <input type="checkbox"/> For action	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

On June 14, 2022, Assistant Deputy Minister (ADM) and Director of Police Services, Wayne Rideout, wrote to all BC police agencies, requesting their assistance in creating efficiencies for their criminal record check (CRC) processes (Attachment A). The Province's Security Programs Division (SPD), with the support of the CFSEU's Criminal Records Review Unit (CRRU), processes CRCs for employees and volunteers of provincially funded, licensed or contracted organizations and non-profit volunteer organizations.<sup>1</sup>

In some instances, the SPD/CRRU may require the support of local police agencies to process a CRC for two reasons:

1. To fingerprint individuals for vulnerable sector (VS) screening
2. To obtain the disclosure of local police records for further investigation and adjudication that is needed to process a CRC

The correspondence identifies four areas of process improvements relating to the support provided by local police agencies. The Delta Police Department (DPD) has reviewed the operational processes, and the results are summarized below.

1. Applicants are denied fingerprinting services for VS screening because the police agency assesses that the individual doesn't qualify for a VS check/fingerprinting. The ADM notes that the SPD conducts due diligence to ensure that the individual requires a VS check/fingerprinting.

*The DPD has not denied fingerprinting services to individuals completing a CRC with SPD/CRRU. Individuals requesting such fingerprinting services are provided the service given that they can provide the necessary documentation highlighting the request from the SPD/CRRU.*

<sup>1</sup> Criminal Record Check BC, <https://www2.gov.bc.ca/gov/content/safety/crime-prevention/criminal-record-check>

2. CRRU and SPD may request the disclosure of local police records in instances where further investigation and adjudication are needed to process a CRC. Some records-related disclosure requests are taking several weeks and months to be processed.

*The DPD processes requests for record(s) disclosure from the CRRU/SPD within 1-2 business days upon receipt.*

3. Upon receiving a request for disclosure of local police records, police agencies are requesting to see applicant consent from CRRU/SPD. They should have the assurance that consent is received before initiating the CRC.

*DPD Staff do not request to see applicant consent from the CRRU/SPD upon receiving a disclosure of record(s) request.*

4. Some police agencies have not re-initiated fingerprinting services post-COVID and are referring individuals requiring VS fingerprinting to private agencies, creating concerns of cost and access; there are also cost variations for fingerprinting services and Police Information Checks (PICs).

*The DPD suspended fingerprinting services at the onset of the pandemic in March 2020. Fingerprinting services were re-instated in the summer of 2020, following the implementation of safety precautions for both staff and the individuals receiving fingerprinting services. Fingerprinting services are currently being provided at the DPD.*

*The DPD charges \$75 for employment-based fingerprinting services required for the CRRU/SPD, which is consistent with the cost of a Police Information Check (PIC). There is no fee for CRRU/SPD fingerprinting services if the individual has applied in a volunteer capacity.*

## **ATTACHMENT**

- A – Correspondence from ADM Wayne Rideout



June 14, 2022  
Ref: 631866

Chairs of Municipal Police Boards  
Chair, SCBCTA Police Services Board  
Chair, Stl'atl'imx Tribal Police Services Board  
Chief Constables of Municipal Police Departments  
Chief Officer, SCBCTA Police Service  
Chief Officer, Stl'atl'imx Tribal Police Service  
Deputy Commissioner, Commanding Officer, RCMP "E" Division

Dear Chairs, Chief Constables, Chief Officers, and Deputy Commissioner:

**Re: Criminal Record/ Police Information Checks**

I am writing to leadership in the policing community seeking your support in creating efficiencies in the criminal record check (CRC) processes at Security Programs Division (SPD).

SPD programs complete CRCs with the support of CFSEU-BC's Criminal Records Review Unit (CRRU) who conduct searches of law enforcement databases on behalf of SPD. These CRCs include name-based CRCs, Certified CRCs, and Vulnerable Sector (VS) checks. CRRU applies the Police Information Check (PIC) Guidelines in its searches of law enforcement databases and disclosures to SPD.

During the past year, opportunities have been identified to improve the efficiency of these services, some of which involve support and involvement by police agencies. Specifically, I am seeking to advance action on the following:

1. **Qualification for a Vulnerable Sector (VS) check:** There are instances where individuals who require VS fingerprinting to complete their *Criminal Records Review Act* (CRRA) check have attended their local police agency and were refused the service because the police agency's assessment is that the individual does not qualify for a VS check. For context, SPD reviews organization eligibility for our programs at the enrollment phase. An individual must meet the definition of employee under CRRA to process their VS check. When applicants attend a police agency for VS fingerprinting for a CRRA check, SPD has already conducted due diligence to ensure the individual requires VS fingerprinting. The police agency is providing a fingerprinting service only and not conducting a VS check.

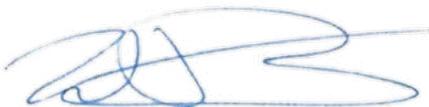
.../2

Page 2

2. **Speed of disclosure of records when requested by CRRU/ SPD:** The CRRU and SPD request police records in instances where further investigation and adjudication is needed in response to a licensing or CRC request. We appreciate the time police agencies provide in completing these disclosures. In some instances, we are finding that several weeks and months pass before disclosure is completed. Given that the police information is vital to the adjudication process, disclosure completed expediently is valuable in ensuring that decisions relevant to applicants' livelihood can be completed as quickly as possible.
3. **Applicant consent when SPD seeks records:** SPD receives applicant consent in all circumstances. The CRRU has identified that some police agencies request to see the consent; however, agencies can have assurance that consent was received prior to initiating the CRC.
4. **Fingerprinting for VS checks and cost of Police Information Checks:** We have heard frequent concern from citizens regarding the cost of fingerprinting services and the cost and variability of costs associated with Police Information Checks. We are also hearing that some police agencies have not re-initiated fingerprinting services post-COVID and are instead referring citizens to private agencies which creates further concerns of cost and accessibility. Any action that can be taken to reduce and create consistency in these costs and access would be valuable, particularly where the services are for volunteers who are not being remunerated for the service they are providing.

I want to thank you for your review of the above and discussion of these items with your respective leadership teams. If you have any questions or see opportunity to advance this discussion further, I welcome the opportunity to raise this discussion with subject matter experts from SPD present.

Regards,



Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

## DELTA POLICE BOARD BOARD MEMORANDUM



<b>DATE</b> 2022-06-16	
<b>SUBMITTED BY</b> Neil Dubord, OOM, AdeC Chief Constable	
<b>SUBJECT</b> Delta Police Foundation – New Member	
<b>ACTION</b> <input checked="" type="checkbox"/> For information <input type="checkbox"/> For action	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

The Delta Police Foundation (DPF) works with the Delta Police Department (DPD) to promote and support relationships between the DPD and the community through community policing programs and initiatives. The DPF's strategic direction is to support initiatives to make connections and strengthen relationships between DPD officers and the community, focusing on youth. This direction is realized through various interactive events such as the 3-on-3 Basketball Tournament, Youth Leadership Conference, and the Student Police Academy. The DPF is preparing to hold their first Summer Solstice Run, Walk and Roll on June 22, 2022.

As of early June 2022, the DPF's board membership count stood at six (6) with the following members:

- Leslie Abramson
- Steve Krawchuk
- Lisa Eastwood
- Ralph Archibald
- Rod Binder
- Hari Aroon

On June 15, 2022, the DPF welcomed Michelle Laviolette to supplement their ongoing work with committed volunteers willing to contribute to our community and the DPD brand.

Michelle is a longtime Delta resident and serves as the Senior Branch Manager with Vancity. She is actively involved in the community, has extensive volunteer experience, and serves on the Boards for Delta Farmland and Wildlife Trust, the Tsawwassen Business Improvement Association, and the Harmony Initiative Society (THIS). During her downtime, Michelle enjoys watching her teens participate in many sports, like kayaking and boating in Ladner.

# June 2022



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30 Women's Leadership Institute Conferenc	31 Women's Leadership Institute Conferenc	1	2 Women's Leadership Institute Conferenc	3 Women's Leadership Institute Conferenc	4
5	6	7	8	9	10 Special Olympics Law Enforcement Torch Run	11 Delta Fire Dept Open House Hall 1
12 Ladner Village Market	13	14 CAPG Weginar-Predictive Policing & Charter Issues	15	16	17	18
19 North Delta Family Day	20	21	22 Police Board Meeting ND Arts Centre	23	24	25
26 Ladner Village Market	27	28 HR Committee MTG Gov Committee Mta	29 Finance & Risk Management Committee Meeting	30 DPD Family BBQ Harris Barn noon	1	2
3	4	Notes				

# July 2022



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	1 Canada Day STAT	2
3	4	5	6	7	8	9
10 Ladner Village Market	11	12	13	14 Student Police Academy Graduation	15	16 Boundary Bay Air Show
17	18	19	20	21 CAPG Webinar Update on body worn cameras	22	23
24 Ladner Village Market	25	26	27	28	29	30
31	1	Notes				

# August 2022



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1 BC Day Stat	2	3	4	5	6
7	8	9	10	11	12	13
14 Ladner Village Market	15	16 CAPG Webinar - Lessons learned from a Pandemic	17	18	19	20
21	22	23	24 Finance & Risk Management Committee Meeting	25	26	27
28 Ladner Village Market	29	30	31	1	2	3
4	5	Notes				

# September 2022



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	31	1	2	3
4	5 LABOUR DAY	6	7 CAPG CONFERENCE SASKATOON	8 CAPG CONFERENCE SASKATOON	9 CAPG CONFERENCE SASKATOON	10 CAPG CONFERENCE SASKATOON
11 CAPG CONFERENCE SASKATOON	12	13	14	15	16	17
18	19	20	21 Police Board Meeting - ND Arts Centre 9am-1pm	22 CAPG Webinar - Artificial Intelligence & Police Policy	23	24
25	26	27 HR Committee MTG Gov Committee Mta	28	29	30 Truth and Reconciliation Day	1
2	3	Notes				

**Note:** this consent resolution was distributed to the Board via e-mail given proxy form submission deadline.

5 Board members submitted their votes; 4 voted for the recommendation to submit a "for" vote for all 4 items, and 1 supported the recommendation to submit a "for" vote for items 1 & 2 and "against" items 3 & 4.

Based on majority of votes, the final proxy submitted to E-Comm included a "for" vote for all four items.



# DELTA POLICE BOARD BOARD MEMORANDUM

<b>DATE</b> 2022-05-31	
<b>SUBMITTED BY</b> Jassie Ram Corporate Services Manager/Board Liaison	
	
<b>SUBJECT</b> E-Comm AGM and Voting Designate	
<b>ACTION</b> <input type="checkbox"/> For information <input checked="" type="checkbox"/> For action <u><b>Recommendation</b></u> THAT the Delta Police Board authorize the Board Liaison to complete the proxy form in Attachment B, with "for" votes on all four matters and submit the same to E-Comm.	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

*\* This matter is being brought forward to the Board as an electronic consent resolution as per the Board's Governance Manual in advance of the June 22 Board meeting as it requires the Board's attention and action before June 22.\**

On May 31, 2022, E-Comm advised that its Annual General Meeting (AGM) will be held on Thursday, **June 23, 2022, at 9:00 a.m. at 4201 Lougheed Highway, Burnaby** (Attachment A). The meeting is open to Delta Police Board members for attendance.

E-Comm has requested that the Delta Police Board identify a voting designate to carry its votes (Melanie Kerr or a Board member who will need to attend in-person) or complete a proxy form (Attachment B) to have its shares represented. All matters being voted on are regular items such as approval of minutes, the appointment of auditors, setting the maximum number of directors and election of directors (see below).

It is recommended that the Board authorize me to complete the proxy with a "for" vote on all four matters (as noted below) and submit the same to E-Comm to fulfill the responsibility of voting as a shareholder. Completing the proxy enables the Board to be aware of its voting decisions in advance of the meeting.

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

	<b>For</b>	Against
<b>1. Approval of Meeting Minutes</b> Approve the minutes of the E-Comm Annual General Meeting held September 23, 2021.	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Appointment of Auditors</b> Appoint KPMG as the Auditors of the Company for the ensuing year and authorize the Directors to fix their remuneration.	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Number of Directors</b> Set the number of Directors for the 2022-2023 year at 22.	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. Election of Directors</b> Appoint the slate of Directors proposed by those Members entitled to nominate directors, as presented to the Meeting.	<input type="checkbox"/>	<input type="checkbox"/>

**ATTACHMENTS**

- A – AGM Invitation Letter
- B – E-Comm Proxy
- C – Notice of AGM Package

VIA EMAIL – [jpadda@deltapolice.ca](mailto:jpadda@deltapolice.ca)

May 31, 2022

Delta Police Board  
4500 Clarence Taylor Crescent  
Delta, BC V4K 3E2

Dear Chair Mayor Harvie and Board Members,

It is my pleasure to invite you to the Annual General Meeting of the Shareholders of E-Comm to be held on Thursday, June 23, 2022 at 9:00 am. The meeting will take place at the Executive Inn at 4201 Lougheed Highway in Burnaby, B.C. As Shareholder representatives are required to sign-in, we respectfully request that your representative arrive 15-20 minutes early to sign-in and collect voting cards.

The enclosed package contains your copy of the Notice of Meeting, the minutes of the 2021 Annual General Meeting, the Audited Financial Statements for the year ended December 31, 2021, and a Form of Proxy.

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

If you are unable to send a representative, we urge you to take all necessary steps to have your shares represented. To vote your shares, please appoint a Proxy by completing the enclosed Form of Proxy. **Your signed Form of Proxy must arrive at E-Comm by 9:00 am on June 21, 2022 to be valid (contact details are contained in the notice of meeting attached).**

E-Comm's 2021 Annual Report will be distributed to shareholders and guests at the meeting. We look forward to reporting on our past and future endeavors.

Should you have any questions, please contact Krystal Boros, Acting Corporate Secretary, by email at [krystal.boros@ecomm911.ca](mailto:krystal.boros@ecomm911.ca).

Sincerely,



Doug Campbell  
Chair, E-Comm Board of Directors

Enclosures

- *Notice of Meeting*
- *Minutes of September 23, 2021 Annual General Meeting*
- *Audited Financial Statements Year-ended December 31, 2021*
- *Form of Proxy*



**Notes to proxy**

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

**Appointment of Proxyholder**

Please choose one of the two options below:

- The undersigned hereby appoints Doug Campbell, Board Chair

**OR**

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

as the undersigned's Proxy to attend, act, and vote for all of the undersigned's for the undersigned and on the undersigned's behalf at the Annual General Meeting of the Members to be held on the 23<sup>rd</sup> day of June, 2022 or at any adjournment or postponement thereof.

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

	For	Against
<b>1. Approval of Meeting Minutes</b> Approve the minutes of the E-Comm Annual General Meeting held September 23, 2021.	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Appointment of Auditors</b> Appoint KPMG as the Auditors of the Company for the ensuing year and authorize the Directors to fix their remuneration.	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Number of Directors</b> Set the number of Directors for the 2022-2023 year at 22.	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. Election of Directors</b> Appoint the slate of Directors proposed by those Members entitled to nominate directors, as presented to the Meeting.	<input type="checkbox"/>	<input type="checkbox"/>

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2022

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

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

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

**Instructions**

Submitted proxies must be signed and delivered by 9:00 a.m. on June 21, 2022 to [krystal.boros@ecomm911.ca](mailto:krystal.boros@ecomm911.ca).

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

## E-Comm Emergency Communications for British Columbia Incorporated

**NOTICE IS HEREBY GIVEN** that the Annual General Meeting of the Members of *E-Comm Emergency Communications for British Columbia Incorporated* (the "Company") will be held on Thursday, June 23, 2022 at the hour of 9:00 a.m. at 4201 Lougheed Highway in Burnaby, British Columbia.

1. To receive, consider and approve the minutes from the Annual General Meeting held September 23, 2021.
2. To receive the Financial Statements for the Company for the period ended December 31, 2021 and the report of the auditors thereon.
3. To appoint the auditors of the Company for the ensuing year, and to authorize the Directors to fix the remuneration to be paid to the auditors.
5. To set the number of Directors for the ensuing year.
6. To elect Directors to hold office until the close of the next Annual General Meeting.
7. To transact such other business as may properly come before the meeting or any adjournments or postponements thereof.

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

DATED at Vancouver, British Columbia this 31st day of May, 2022.

BY ORDER OF THE BOARD



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Krystal Boros  
Acting Corporate Secretary

*Enclosures:*

1. Minutes of September 23, 2021 Annual General Meeting.
2. Audited Financial Statements for the period ended December 31, 2021 and the report of the Auditors thereon.
3. Form of Proxy.

**Minutes of the Annual General Meeting of  
E-Comm Emergency Communications for British Columbia Incorporated** (the “Company”),  
held virtually on September 23, 2021, at the hour of 10:00 a.m.

**Shareholders of the Company present or represented**

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

**Partner Agencies Present**

Capital Regional District and South Vancouver Island Police Agencies

**Meeting Chair**

Doug Campbell, Chair, E-Comm Board of Directors

**Management Present**

Oliver Grüter-Andrew, President and CEO

Sandra MacKay, Vice-President, Governance and Legal and Corporate Secretary

**Recording Secretary**

Krystal Boros

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**1. Introduction**

E-Comm Board Chair Doug Campbell welcomed shareholders and guests to the 2021 Annual General Meeting.

**2. Formalities and Call to Order**

**Call to Order**

The Annual General Meeting was formally called to order at 10:00 a.m. Mr. Campbell, upon hearing no objection, appointed Sandra MacKay, Corporate Secretary, to act as Secretary of the Meeting.

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

**3. Registration of Proxies**

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

It was confirmed that there were 23 Class A Shareholders in attendance, holding 32 Class A shares, in person or by proxy.

#### 4. Notice of Meeting and Quorum

The Notice calling the meeting was sent to all Members of record as of September 3, 2021. The Shareholders waived formal reading of the Notice of Meeting.

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

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

#### 5. Minutes of the 2020 Annual General Meeting of Members

The minutes from the 2020 Annual General Meeting of Members held on September 17, 2020 were previously circulated.

Following dissemination of the minutes, it was noted that the names of one Member and its nominee were inadvertently omitted from the list of nominees in the 2020 Annual General Meeting minutes, although the nomination proceeded appropriately. The minutes will be revised to correct that omission.

##### MOVED AND SECONDED

- 5.1 **THAT** the minutes of the September 17, 2020 Annual General Meeting, be and are hereby approved and adopted with the amendment described.

**CARRIED UNANIMOUSLY**

#### 6. Minutes of the 2021 Special General Meeting of Members

The minutes from the 2021 Special General Meeting of Members held on June 24, 2021 were previously circulated.

##### MOVED AND SECONDED

- 6.1 **THAT** the minutes of the June 24, 2021 Annual General Meeting, be and are hereby approved and adopted, in the form previously circulated to Members.

**CARRIED UNANIMOUSLY**

#### 7. Presentation of Financial Statements for the Company

The Financial Statements for the fiscal year ended December 31, 2020 and the Auditors Report thereon were mailed to all shareholders with the Notice of Meeting. The Chair asked if anyone had any questions regarding the

financial statements. There being none, the financial statements of the Company for the fiscal period ended December 31, 2020 were received by the Shareholders as presented.

## 8. Appointment of Auditors

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

### MOVED AND SECONDED

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

**CARRIED UNANIMOUSLY**

## 9. Determination of the Number, and Election of Directors

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

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

Governance Committee Chair Denise Nawata reported that E-Comm had received the names of 17 nominees proposed by the Members and Ministry of Public Safety and Solicitor General, in accordance with the Members' Agreement, and the names of four independent director nominees proposed by the Board of Directors, for a total of 21 directors.

Ms. Nawata further reported that BC Emergency Health Services (BCEHS) had not yet named their nominee, and accordingly, there would be one vacancy on the Board of Directors. Once BCEHS submits the name of their nominee, that person would be appointed as a director for the remainder of the term.

### MOVED AND SECONDED

- 9.1 THAT** the number of Directors for the ensuing year be fixed at 22 and that the 17 persons nominated as Directors as presented to the Meeting by Director Denise Nawata be elected as Directors of the Company to hold office until the next annual meeting of the Company or until their successors are elected or appointed and that it be acknowledged that there is one vacancy on the Board for the BCEHS nominee, such vacancy to be subsequently filled by the Directors as permitted under the Members' Agreement.

Name of Nominee(s)	Name of Member or Designated Group
Aniz Alani	City of Abbotsford
Lois Karr	RCMP

Name of Nominee(s) Cont'd	Name of Member or Designated Group Cont'd
Joe Keithley Nancy McCurrach	Village of Belcarra City of Burnaby City of Coquitlam City of New Westminster City of Port Coquitlam City of Port Moody
Melanie Kerr	City of Delta Delta Police Board
Warren Lemcke	Vancouver Police Board
Nicole MacDonald	RCMP
Jennifer McCutcheon	Metro Vancouver TransLink
Bill McNulty	City of Richmond
Paul Mochrie	City of Vancouver
Tara Richards Mark Sieben	Provincial Government
Richard Walton	City of North Vancouver District of North Vancouver Village of Lions Bay District of West Vancouver
Terry Waterhouse Ed Wolfe	City of Langley Township of Langley City of Surrey City of White Rock
Colin Watson	Capital Regional District South Vancouver Island Police Agencies
Mike Welte	Independent Police Boards: City of Abbotsford City of New Westminster City of Port Moody Transit Police District of West Vancouver

**CARRIED UNANIMOUSLY****10. Other Business**

No additional items were tabled for consideration.

**11. Termination of Meeting**

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

certified approved,

---

Doug Campbell, Chair

---

Oliver Grüter-Andrew, President & CEO

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Financial Statements of

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

And Independent Auditors' Report thereon

Year ended December 31, 2021

KPMG LLP  
PO Box 10426 777 Dunsmuir Street  
Vancouver BC V7Y 1K3  
Canada  
Telephone (604) 691-3000  
Fax (604) 691-3031

## INDEPENDENT AUDITORS' REPORT

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

### ***Opinion***

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

- the statement of financial position as at December 31, 2021;
- the statement of operations and net assets (deficit) for the year then ended;
- the statement of cash flows for the year then ended; and
- notes to the financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

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

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

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

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

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

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

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

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

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

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

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

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

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

We also:

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

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

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

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



Chartered Professional Accountants

Vancouver, Canada  
April 29, 2022

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 19,575,838	\$ 13,954,167
Accounts receivable (note 4)	2,378,849	5,280,525
Prepaid expenses	2,364,053	2,225,529
Investment in direct finance leases receivable (note 6)	5,332,839	5,443,415
	<u>29,651,579</u>	<u>26,903,636</u>
Investment in PRIMECorp (note 2(a))	1	1
Debt reserve fund (note 3)	2,520,061	2,477,914
Long-term prepaid land lease	1,893,939	1,919,192
Long-term portion of prepaid expenses	1,282,380	1,718,903
Long-term receivable for decommissioned assets (note 5)	34,272	58,514
Long-term portion of investment in direct finance leases receivable (note 6)	15,418,942	21,008,065
Tangible capital assets (note 7)	44,428,997	48,834,616
	<u>\$ 95,230,171</u>	<u>\$ 102,920,841</u>
<b>Liabilities and Net Deficiency</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 8)	\$ 33,837,467	\$ 28,165,618
Deferred revenue	108,406	11,457
Accrued interest payable (note 9)	1,052,031	1,066,497
Current portion of long-term debt (note 9)	12,865,497	12,833,223
Other liabilities (note 10)	13,791,964	12,333,771
	<u>61,655,365</u>	<u>54,410,566</u>
Long-term debt (note 9)	34,396,865	47,104,885
Asset retirement obligation (note 11)	1,857,470	1,825,449
Total liabilities	<u>97,909,700</u>	<u>103,340,900</u>
Net deficiency:		
Share capital (note 12)	550	550
Unrestricted net deficit	(2,680,079)	(420,609)
	<u>(2,679,528)</u>	<u>(420,059)</u>
Contingency (note 3)		
Commitments (note 14)		
Economic dependence (note 16)		
	<u>\$ 95,230,171</u>	<u>\$ 102,920,841</u>

See accompanying notes to financial statements.

Approved on behalf of the Board:




## E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Operations and Net Assets (Deficit)

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
<b>Revenue:</b>		
Radio system	\$ 16,322,967	\$ 15,481,905
Consolidated dispatch and 9-1-1 call taking system	49,966,738	47,859,618
Contract service fees and miscellaneous revenue	7,830,424	7,575,459
CAD system	1,642,397	1,591,580
Records management system	977,344	1,010,324
Financing revenue from direct finance leases	617,059	650,979
Tenant recoveries rental	557,590	522,780
Interest income	5,582,827	5,101,022
	83,497,346	79,793,667
<b>Direct operating expenses:</b>		
Salaries and benefits	60,831,963	57,316,965
Maintenance and technology	5,668,172	5,243,892
Premises	4,474,936	4,178,990
Professional fees	1,657,910	982,913
Employee related	1,144,720	1,040,841
Office supplies and communication	884,410	854,228
Other	489,071	316,119
	75,151,182	69,933,948
<b>Other (income) expenses:</b>		
Amortization of tangible capital assets and prepaid land lease	6,066,957	6,217,168
Amortization of deferred financing costs	157,477	154,873
Interest on long-term debt	4,298,621	4,421,759
Accretion of asset retirement obligation (note 11)	44,567	42,564
Loss (gain) on disposal of equipment	38,012	(16,671)
Gain on decommissioning of site lease (note 11)	-	(17,108)
	10,605,634	10,802,585
	85,756,816	80,736,533
Deficiency of revenue over expenses	(2,259,470)	(942,866)
Unrestricted net assets (deficit), beginning of year	(420,609)	522,257
Unrestricted net deficit, end of year	\$ (2,680,079)	\$ (420,609)

See accompanying notes to financial statements.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

## Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating:		
Deficiency of revenue over expenses	\$ (2,259,470)	\$ (942,866)
Items not involving cash:		
Amortization of tangible capital assets	6,041,704	6,191,915
Amortization of prepaid land lease	25,253	25,253
Accretion of asset retirement obligation ("ARO")	44,567	42,564
Gain on decommissioning of site lease	-	(17,108)
Adjustment due to revaluation of ARO	(12,546)	(16,125)
Additions to ARO for new site lease	-	22,145
Amortization of deferred financing costs	157,477	154,873
Interest earned on debt reserve fund	(42,147)	(49,961)
Interest earned on investment in direct finance leases receivable	(617,059)	(650,979)
Loss (gain) on disposal of equipment	38,012	(16,671)
Expenditures on asset retirement obligation	-	(8,791)
Changes in non-cash operating items:		
Accounts receivable and long-term receivables	2,925,918	2,747,703
Prepaid expenses	297,999	(874,190)
Accounts payable, accrued liabilities and interest payable	5,657,383	3,333,744
Deferred revenue	96,949	(83,978)
Other liabilities	1,458,193	(552,927)
	13,812,233	9,304,601
Financing:		
Proceeds from issuance of share capital	-	10
Repayment of long-term debt	(12,833,223)	(14,023,940)
	(12,833,223)	(14,023,930)
Investing:		
Acquisition and construction of tangible capital assets	(1,674,097)	(1,184,553)
Payments received on direct finance leases receivable	5,295,159	7,256,189
Net acquisition of assets for direct finance leases	1,021,599	(3,652,266)
	4,642,661	2,419,370
Increase (decrease) in cash and cash equivalents	5,621,671	(2,299,959)
Cash and cash equivalents, beginning of year	13,954,167	16,254,126
Cash and cash equivalents, end of year	\$ 19,575,838	\$ 13,954,167

See accompanying notes to financial statements.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements

Year ended December 31, 2021

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## 1. Operations:

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

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

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

## 2. Significant accounting policies:

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

### (a) Basis of presentation:

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

### (b) Revenue recognition:

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

### (c) Cash and cash equivalents:

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

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

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

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 2. Significant accounting policies (continued):

### (e) Prepaid land lease:

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

### (f) Tangible capital assets:

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

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

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

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

### (g) Asset retirement obligations:

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

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

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## 2. Significant accounting policies (continued):

### (h) Financial instruments:

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

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

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

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

### (i) Related party transactions:

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

### (j) Employee future benefits:

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

### (k) Measurement uncertainty:

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

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

### 3. Debt reserve fund and contingency:

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

Demand notes in the aggregate amount of \$11,484,274 (2020 - \$11,484,274) are also provided by the Corporation to the MFA as a requirement of the borrowings. The debt agreement with the MFA provides that if at any time the scheduled payments provided for in the agreement are not sufficient to meet the MFA's obligations in respect to such borrowing, the deficiency becomes the joint and several liability of the Corporation and all other participants to the agreement through the MFA. The Corporation is similarly liable on a contingent basis for the debt of other entities secured through the MFA. These contingent demand loans are not recorded in the Corporation's financial statements as they are not likely to be paid.

If at any time the Corporation does not have sufficient funds to meet payments due on its obligations, the payments shall be made from the debt reserve fund. The amounts due to the Corporation from the debt reserve fund are repaid to the Corporation when the respective loan agreements mature. There were no additions to the debt reserve fund during the year (2020 - nil). Interest earned on the debt reserve fund at 1.7% per annum (2020 - 2.06%) amounts to \$42,147 (2020 - \$49,961).

### 4. Accounts receivable:

	2021	2020
Dispatch and 9-1-1 call taking levies	\$ 227,063	\$ 2,739,461
Radio levies	473,517	1,042,223
Technology support services fees	1,274,598	1,293,238
Other receivables	403,671	205,603
	<b>\$ 2,378,849</b>	<b>\$ 5,280,525</b>

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

	2021	2020
Microwave Network	\$ 58,530	\$ 83,922
Less current portion	24,258	25,408
	<b>\$ 34,272</b>	<b>\$ 58,514</b>

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

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 5. Long-term receivable for decommissioned assets (continued):

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

## 6. Investment in direct finance leases receivable:

	2021	2020
User equipment lease receivable (a)	\$ 19,469,190	\$ 25,117,409
Computer aided dispatch lease receivable (b)	28,361	48,537
Remote dispatch equipment lease receivable (c)	1,254,230	1,285,534
	20,751,781	26,451,480
Less current portion	5,332,839	5,443,415
	\$ 15,418,942	\$ 21,008,065

- (a) Specific user agencies lease user equipment from the Corporation under 7.5-year direct finance leases. The leases bear imputed interest of \$2,196,162 in aggregate (2020 - \$2,853,420) at rates of 2.24% to 4.65% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies are as follows:

2022	\$ 5,127,159
2023	5,068,990
2024	5,030,910
2025	2,948,190
2026	764,400
Thereafter	529,541
	\$ 19,469,190

- (b) Specific user agencies lease computer aided dispatch user equipment from the Corporation under 5-year direct finance leases. The leases bear imputed interest of \$1,744 in aggregate (2020 - \$2,858) at rates of 0.95% to 2.20% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies over the remaining term are as follows:

2022	\$ 14,180
2023	14,181
	\$ 28,361

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

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

- (c) Specific user agencies lease remote dispatch equipment from the Corporation under 10-year direct finance leases. The leases bear imputed interest of \$174,310 in aggregate (2020 - \$182,300) at rates of 2.24% to 2.85% over the lease term. The future minimum payments, excluding financing costs, due from the remote dispatch agencies are as follows:

2022	\$	191,500
2023		189,830
2024		186,000
2025		183,410
2026		183,410
Thereafter		320,080
	\$	1,254,230

## 7. Tangible capital assets:

			2021	2020
	Cost	Accumulated depreciation	Net book value	Net book value
Building	\$ 9,149,286	\$ 5,322,916	\$ 3,826,370	\$ 4,114,698
Furniture, fixtures and building equipment	14,463,538	11,705,735	2,757,803	2,787,027
Radio	69,163,897	33,096,868	36,067,029	39,797,040
Dispatch consoles and voice systems	5,266,367	3,952,296	1,314,071	1,477,800
Records management system - Fire	2,314,276	2,304,027	10,249	15,587
Computer aided dispatch - Fire	3,060,474	2,858,173	202,301	272,958
User equipment	139,353	77,208	62,145	74,855
Leasehold improvements	872,503	683,474	189,029	294,651
	\$ 104,429,694	\$ 60,000,697	\$ 44,428,997	\$ 48,834,616

## 8. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities as at December 31, 2021 are government remittances payable of \$997,921 (2020 - \$1,524,309) relating to payroll related taxes.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 9. Long-term debt:

		2021	2020
0.65% unsecured note payable, maturing June 1, 2022	(a)	\$ 791,572	\$ 1,990,069
2.85% unsecured note payable, maturing October 3, 2023	(b)	1,066,779	1,605,901
2.65% unsecured note payable, maturing March 24, 2024	(c)	9,107,870	12,887,602
2.85% unsecured note payable, maturing October 24, 2024	(d)	15,694,978	20,704,110
2.24% unsecured note payable, maturing October 9, 2029	(e)	20,953,708	23,260,448
		47,614,907	60,448,130
Less deferred financing costs		352,545	510,022
		47,262,362	59,938,108
Less current portion		12,865,497	12,833,223
		\$ 34,396,865	\$ 47,104,885

On March 24, 1998, the Corporation entered into an agreement with the MFA to borrow up to a maximum of \$170,000,000. Of the \$170,000,000, \$47,614,907 (2020 - \$60,448,130), inclusive of sinking fund payments, has been drawn to date. Long-term debt is currently comprised of the following:

- (a) On April 9, 2002, the Corporation obtained \$16,000,000 of financing. This loan has a final payment due on June 1, 2022, bore interest at a rate of 1.75%, with interest calculated and paid semi-annually in each year of the loan. Interest rate changed to 0.65% on June 2, 2021 for the remaining term of the debt.
- (b) On September 23, 2002, the Corporation obtained \$7,684,000 of financing. This loan has a final payment due on October 3, 2023, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan.
- (c) On March 24, 2008, the Corporation refinanced an existing loan, leaving a balance of \$87,000,000 repayable over 16-years. This loan has a final payment on March 24, 2024 bears interest at a rate of 2.65%, with interest calculated and paid semi-annually in each year of the loan.
- (d) On October 4, 2017, the Corporation obtained \$34,873,000 in long term borrowing from the MFA for user agency radio purchases for the P25 network. This loan has an initial term of 7 years with a final payment date of October 24, 2024, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan.
- (e) On October 9, 2019, the Corporation obtained \$25,500,000 in long term borrowing from the MFA for user agency P25 mobile subscriber equipment, radio infrastructure and subscriber equipment for Translink's transition onto the Corporation's radio system. The loan has a term of 10 years with a final payment date of October 9, 2029, and bears interest at a rate of 2.24%, with interest calculated and paid semi-annually in each year of the loan.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

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

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

The repayment requirements for the existing borrowing agreements for long-term debt are reported net of the sinking fund asset balances of \$123,442,093 (2020 - \$110,608,870). The sinking fund balance represents the principal payments made on outstanding debt to date. As such, the repayment schedule during the next 5-years and thereafter is as follows:

2022	\$	12,865,497
2023		12,437,245
2024		8,702,253
2025		2,596,255
2026		2,674,143
Thereafter		8,339,514
	\$	47,614,907

There is \$1,052,031 (2020 - \$1,066,497) of interest accrued on outstanding amounts at year-end.

## 10. Other liabilities:

		2021	2020
User equipment	(a)	\$ 3,167,886	\$ 3,297,574
Radio	(b)	7,707,764	6,718,889
HealthLink BC	(c)	230,222	205,304
Fire RMS & CAD	(d)	2,416,458	1,866,210
Province of British Columbia	(e)	269,634	245,794
		\$ 13,791,964	\$ 12,333,771

Other liabilities consist of the following:

- (a) The Corporation has received annual payments through user equipment billings from radio member agencies starting in 2007 for future user equipment purchases for specific user agencies. The funds collected are recorded as other liabilities until they are spent on behalf the user agencies. In 2021, nil (2020 - \$50,000) was repaid to user agencies, and \$129,688 (2020 - \$385,239) was drawn down for user equipment purchases on behalf of member agencies. Interest is not earned on this balance.
- (b) Starting in 2006, the Corporation has collected funds through radio billings from radio member agencies to be set aside for future radio related expenditures. The funds collected are recorded as other liabilities until they are spent. In 2021, a further \$1,856,377 (2020 - \$750,000) was collected through billings, \$878,850 (2020 - \$928,282) was authorized to be expended from the funds and was spent, and \$11,348 (2020 - \$16,863) of interest was earned by and allocated to the liability, calculated based on the average bank interest rate during the year.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 10. Other liabilities (continued):

- (c) The Corporation has received funds from HealthLink BC for future expenditures. These amounts are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.
- (d) The Corporation has collected annual payments starting in 2011 through Fire RMS and Fire CAD billings from Fire RMS and Fire CAD member agencies for future capital use. The funds collected are recorded as other liabilities until they are spent. In 2021, \$601,179 (2020 - \$379,000) was collected through billings and \$50,931 (2020 - \$56,144) was drawn down for equipment purchases. Interest is not earned on this balance.
- (e) The Corporation received funding from the Province of British Columbia for participating in Public Safety Broadband Network trials and to create a strategic roadmap for implementing NG911 service in British Columbia. The funds received are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.

## 11. Asset retirement obligation:

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

	2021	2020
Balance, beginning of year	\$ 1,825,449	\$ 1,802,764
Accretion expense	44,567	42,564
Gain on decommissioning of site lease	-	(17,108)
Adjustment due to revaluation of ARO	(12,546)	(16,125)
Additions to ARO for new site lease	-	22,145
Expenditures incurred	-	(8,791)
<b>Balance, end of year</b>	<b>\$ 1,857,470</b>	<b>\$ 1,825,449</b>

The undiscounted estimated cash flows required to settle the obligations range from \$5,600 to \$170,000 during the years 2021 to 2066. The cash flows are discounted using credit adjusted risk-free rates of 1.80% to 2.68% (2020 - 0.91% to 2.56%).

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

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

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 12. Share capital:

### (a) Authorized:

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

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

### (b) Issued:

	2021		2020
36 Class A common voting shares (2020 - 35)	\$ 360	\$	350
19 Class B common restricted voting shares (2020 - 20)	190		200
	\$ 550	\$	550

### (c) RCMP Special User Agreement:

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

## 13. Related party transactions:

PRIMECorp is related by virtue of executive and technology support services agreements under which certain of the Corporation's management act in executive positions for PRIMECorp and the Corporation provides technology support services to PRIMECorp. The following table summarizes transactions between PRIMECorp and the Corporation during the year:

	2021		2020
Technical services and support	\$ 3,359,056	\$	3,268,419
Employee secondments and employee related expenses	2,384,671		2,342,200
Executive services	737,600		684,300
Shared facilities services	304,212		299,755

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 13. Related party transactions (continued):

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

Included in accounts receivable is an amount of \$684,242 (2020 - \$656,482) due from PRIMECorp.

## 14. Commitments:

### (a) Operating leases:

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

2022	\$	1,348,432
2023		1,306,463
2024		1,313,355
2025		1,293,019
2026		1,274,860
Thereafter		15,242,839
	\$	21,778,968

- (ii) The Corporation is committed under vehicle and office equipment operating leases having varying expiry dates to the year 2023. The future minimum payments under the terms of such leases are as follows:

2022	\$	90,527
2023		46,282
	\$	136,809

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

2022	\$	2,081,573
2023		2,096,440
2024		788,846
2025		719,563
	\$	5,686,422

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

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## 14. Commitments (continued):

### (b) Municipal Pension Plan:

The Corporation and its employees contribute to the Municipal Pension Plan (the "Pension Plan"), a jointly trustee pension plan. The Board of Trustees, representing Plan members and employers, is responsible for overseeing the management of the Pension Plan, including investment of the assets and administration of benefits. The Pension Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2020, the Pension Plan has about 220,000 active members and approximately 112,000 retired members.

The most recent valuation, as at December 31, 2018, indicated a surplus of \$2,866,000,000 for basic pension benefits. The next valuation will be as at December 31, 2021, with results available in 2022.

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

During the year ended December 31, 2021, the Corporation paid \$4,397,635 (2020 - \$4,260,710) for employer contributions to the Pension Plan.

## 15. Financial risks:

### (a) Interest rate risk:

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

### (b) Liquidity risk:

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

## 16. Economic dependence:

The Corporation is economically dependent on the class A shareholder members (note 12) and the RCMP, who are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). The Corporation's approved 2022 budget indicates deficiency of revenues over expenses for the year ending December 31, 2022 in the amount of \$2.77M. The total accumulated deficit in future years is expected recovered based on a multi-year forecast to be presented and approved by the Board of Directors in third quarter 2022.

For the year ended December 31, 2021, the Corporation received approximately 60% (2020 – 60%) of its revenues through Dispatch/911 services agreements. Approximately 30% (2020 – 30%) of the dispatch revenues is from to one (2020 – one) municipality for the provision of police and fire dispatch services.

**Notes to proxy**

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

**Appointment of Proxyholder**

Please choose one of the two options below:

- The undersigned hereby appoints Doug Campbell, Board Chair

**OR**

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

as the undersigned's Proxy to attend, act, and vote for all of the undersigned's for the undersigned and on the undersigned's behalf at the Annual General Meeting of the Members to be held on the 23<sup>rd</sup> day of June, 2022 or at any adjournment or postponement thereof.

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

	For	Against
<b>1. Approval of Meeting Minutes</b> Approve the minutes of the E-Comm Annual General Meeting held September 23, 2021.	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Appointment of Auditors</b> Appoint KPMG as the Auditors of the Company for the ensuing year and authorize the Directors to fix their remuneration.	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Number of Directors</b> Set the number of Directors for the 2022-2023 year at 22.	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. Election of Directors</b> Appoint the slate of Directors proposed by those Members entitled to nominate directors, as presented to the Meeting.	<input type="checkbox"/>	<input type="checkbox"/>

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2022

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

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

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

**Instructions**

Submitted proxies must be signed and delivered by 9:00 a.m. on June 21, 2022 to [krystal.boros@ecomm911.ca](mailto:krystal.boros@ecomm911.ca).

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



# DELTA POLICE BOARD REGULAR ACTION DOCUMENT

Blue	On hold – (action may or may not have been taken)
Gray	Complete (will be removed after one circulation)
Green	In progress

ACTION ITEM	Meeting Date	Assigned to	Status
No items currently outstanding.			

# DELTA POLICE DEPARTMENT BOARD MEMORANDUM



<b>DATE</b> 2022-06-04	
<b>SUBMITTED BY</b> Neil Dubord, OOM, AdeC Chief Constable	
<b>SUBJECT</b> <b>Chief Constable Monthly Activity Highlights</b> Period: <b>May 2022</b>	
<b>ACTION</b> For information	<b>MEETING</b> Open

Date	Activity
May 2, 2022	Swore in Class 168
May 2, 2022	Met with retired members to start a newsletter
May 3, 2022	Met with Emergency Health Services Ladner paramedics
May 5, 2022	Family Night Recruit Class 167-168
May 6, 2022	Reading Day Cougar Canyon School
May 10, 2022	Chamber of Commerce Presentation - Breakfast
May 10, 2022	Served at McHappy Days
May 11, 2022	Delta Police Foundation Meeting
May 12, 2022	Chainalysis Blockchain Webinar
May 12, 2022	Police Day opening remarks
May 16, 2022	ICBC Meeting – Vehicle Decal Elimination
May 19, 2022	TFN Restorative Justice program meeting
May 19, 2022	Police Board & School Trustee Workshop
May 24, 2022	Site Tour Gateway Casino
May 25, 2022	Met US Consulate General Staff
May 25, 2022	Met with Doug LePard regarding the Prolific Offender Project Attorney General
May 27, 2022	Attended the BC Association of Police Board Conference
May 29, 2022	Attended Ladner May Days Parade
May 30, 2022	Attended City of Delta Executive Meeting of City Council

# DELTA POLICE DEPARTMENT BOARD MEMORANDUM



<b>DATE</b> 2022-06-09	
<b>SUBMITTED BY</b> Neil Dubord, OOM, AdeC Chief Constable	
<b>SUBJECT</b> Decriminalization of Certain Illicit Drugs	
<b>ACTION</b> <input checked="" type="checkbox"/> For information <input type="checkbox"/> For action	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

On May 31<sup>st</sup>, the Ministry of Mental Health and Addictions announced that BC has received an exemption to decriminalize possession of certain illegal drugs for personal use. BC is the first province to have requested and be granted this exemption under the CDSA. The exemption comes in effect on January 31, 2023 and lasts until January 31, 2026.

Under the exemption, adults who have a cumulative 2.5 grams or less of opioids, cocaine, methamphetamine and MDMA for personal use will no longer be arrested, charged or have their drugs seized. Instead, police will be required to offer information on available health and social supports and will assist with referrals as requested.

Dr. Bonnie Henry states that “[t]his exemption is a vital step to keeping people alive and help connect them with the health and social support they need.”

The provincial government applied for decriminalization in November 2021, proposing to establish a cumulative binding threshold quantity at 4.5 grams for personal use, with no seizures, arrests or charges for simple possession at or below this amount.

The BC Association of Chiefs of Police (BCACP) was engaged with the Province’s Core Planning Table around this application; BCACP expressed that it does not support the recommendation to decriminalize 4.5 grams of illicit drugs for personal use. The proposed threshold was too high. Public safety concerns including drug traffickers exploiting the threshold, increase in public consumption, expanded online illicit sales, motor vehicle related offences, impact to youth and the absence of adequate treatment and health support options were some of the reasons behind the BCACP not supporting the recommendation to decriminalize 4.5 grams of illicit drugs for personal use.

The DPD recognizes that there will be concerns about the operational impacts, related to public consumption, impaired driving and youth prevention, that all require some regulatory aspects to provide tools to our frontline officers who will be the ones dealing with the calls for service. While the Province has placed a responsibility on the police to offer information on health and social supports and

to assist with referrals, the reality remains that there is gap in adequate health and social support options available and a lack of coordination between the systems.

DPD's Senior Management Team and Training Section will be working with our partnering agencies to develop the appropriate training plan to prepare for the enactment of this exemption. The DPD, through the BCACP, also continues to be engaged with the Province.

## DELTA POLICE DEPARTMENT BOARD MEMORANDUM



<b>DATE</b> 2022-05-31	
<b>SUBMITTED BY</b> Neil Dubord, OOM, AdeC Chief Constable	
<b>SUBJECT</b> Joint Dialogue and Workshop Session between Delta Police Department and Delta School District	
<b>ACTION</b> <input checked="" type="checkbox"/> For information <input type="checkbox"/> For action	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

On May 19, 2022, the Delta Police Department (DPD) held a joint dialogue/workshop session at the Public Safety Building with the following attendees:

- Delta Police Board
- Delta School District Executive
- Delta Board of Education (Trustees)

The session was an opportunity for the DPD School Liaison Officers (SLOs) and the Youth Liaison Team (YLT) to present about their work with the students in the Delta School District. The SLOs and YLT highlighted their overall approach and the various initiatives/programs they participate in to build strong relationships between police, and the local students, build awareness of safety issues and help them grow up to become responsible community members. A significant focus of the SLOs and YLT work revolves around education and prevention and being involved in risk mitigation for at-risk and high-risk youth.

The session created the space for the Delta Police Board and the Delta Board of Education's Trustees to have a conversation with the DPD and Delta School District Executive and the SLOs and YLT directly about the program's status and opportunities for continuous improvement.

Overall, the session concluded that there is strong support for the DPD SLO program from all stakeholders. However, there is room for overall improvement in the social and public health systems due to the gaps in services and resources for high-risk and at-risk youth. Representatives from DPD, the Delta School District and the City of Delta are engaged with the appropriate stakeholders and continue to advocate and request these resources.

The DPD is proud to have a strong working relationship with the Delta School District.

## DELTA POLICE BOARD BOARD MEMORANDUM



<b>DATE</b> 2022-05-31	
<b>SUBMITTED BY</b> Neil Dubord, OOM, AdeC Chief Constable	
<b>SUBJECT</b> Times of Canada "Person in Feature" for DPD Team	
<b>ACTION</b> <input type="checkbox"/> For information <input checked="" type="checkbox"/> For action - Advise Jassie of interest in being featured in the TOC Newsletter as a Delta Police Board member.	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

The Times of Canada (TOC) is a South Asian community journal that aims to create a better understanding of the South Asian culture and heritage and spread awareness about the achievements and exceptional contributions of all community members to our local communities.

Times of Canada CEO, Vinay Sharma, is a long-time resident of Delta. Mr. Sharma recently advised the Chief's Office that the TOC will be launching a bi-weekly newsletter with a reach of 40,000, including 10,000 Delta citizens.

Mr. Sharma would like to feature DPD staff in the newsletter's "Person in Focus" feature over the next year, highlighting the great talent that the community of Delta has in its local police department. The feature will include a biography and a photo of the DPD staff. There is no cost to the DPD.

Recognizing that there has been dialogue at the Board level regarding strategic communications to create community awareness about the Board and its members, I would like to extend this opportunity to Delta Police Board members.

Board members interested in being featured are requested to connect with Jassie Ram; she will provide you with a template to complete. Board member features will be scheduled over the coming months, and running into 2023.

## DELTA POLICE DEPARTMENT BOARD MEMORANDUM



<b>DATE</b> 2022-06-07	
<b>SUBMITTED BY</b> Neil Dubord, OOM, AdeC Chief Constable	
<b>SUBJECT</b> Police Community Advocate (PCA) Program Brief and Updates	
<b>ACTION</b> <input checked="" type="checkbox"/> For information <input type="checkbox"/> For action	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

### Background

Social crime is a significant concern for police departments throughout the nation. Social crime involves “social disorder” or “street crime” offences such as public intoxication, minor drug dealing, low-level street robberies, and possession of break and enter tools, amongst others. Those committing social crime often display behavioural health and social problems such as mental health, addictions, poverty and homelessness. Research strongly suggests that zero-tolerance approaches do not work when a crime is committed due to behavioural health or social reasons (e.g., supporting an addiction or poverty). Instead, in such instances, the traditional police responses can be detrimental to those committing crimes to fulfill their social or behavioural health needs.

Thus, there is a need to find a way to divert individuals committing social crimes into community care and treatment. However, there are challenges for those with behavioural health and socio-economic concerns in navigating the health and social services systems. Additionally, the support systems are often confusing and difficult to navigate, and there isn’t efficiency or coordination in the systems despite support and funding being available.

The role of “Service Navigators” employed by police is a well-documented and can be a successful solution for social crime. The premise behind using “Service Navigators” in police departments is simple. First, the Service Navigator develops a good sense of the needs of individuals and/or their families and the particular barriers they experience in accessing services. Then, the Service Navigator identifies the range and combination of existing supports/resources required, shares appropriate information, provides consistent, personalized support, and assists the individual in accessing services, acting as an advocate throughout the process. Additionally, the Service Navigator can also assist in identifying gaps and the need to improve and develop resources through advocacy and work with local stakeholders. Thus, Service Navigators are a pillar in healthy communities and work to interrupt the social crime cycle.

In alignment with the Community Safety and Well-Being Plan and calls for police modernization, the Delta Police Department (DPD) is responding to the challenge of social crime by creating the Police Community Advocate (PCA) program.

The goal of the PCA program will be to divert individuals out of the criminal justice system by connecting them with the proper treatment, resources and services in a timely manner by leveraging community resources that the individual may not be able to access themselves. The PCA will essentially serve as a “Service Navigator” for the vulnerable residents of Delta coming into contact with the DPD. It should be noted that the PCA program is not a solution for the overarching social and health problems that our communities face.

Rather, it is a first step as we continue to evaluate alternative approaches to addressing social issues as being called for in police reform and modernization reviews, including the findings of the Special Committee on Reforming the Police Act. The PCA will be a resource for all police officers working with the DPD.

### **Updates on the Implementation of the PCA Program**

Significant work has been completed to plan for implementing the PCA program. In January 2022, the DPD’s Community Support Section (CSS) began work to develop the PCA position and determine the best way to advance the program. The DPD team engaged with and consulted community partners to understand other emerging navigator roles, reviewed literature, and looked at services within the community and elsewhere to understand the barriers to accessing timely assistance. The engagement and consultation made it clear that developing a PCA position within the DPD would require a person with extensive knowledge and skill. Additionally, a two-phased approach is necessary to operationalize the role. In the first phase, a consultant would build and pilot the program and then assist in hiring the appropriate candidate to fill the PCA role for the second phase.

Accordingly, to advance the first phase of the project, the “Police Community Services Consultant” position was posted externally on May 6, 2022, on various sites, including employment post boards at BC Universities and the BC Association & College of Social Workers websites.

The posting closed on May 27, 2022, and **21 persons applied (4 have been shortlisted to interview)**. The posting (Attachment A) detailed an overview of the program, project scope, time frames, and contract deliverables. In short, the successful candidate will be required to complete recent and relevant literature reviews, review current operational demands, and develop questionnaires and surveys to identify officer needs and gaps in service for vulnerable populations. The candidate will develop a framework for the PCA within the Community Support Services Section, including a referral for the service process, risk assessment best practices, and policy guidelines for implementing the position. Additionally, system piloting and building out roles/responsibilities to assist with the hiring process and recommendations would be required.

The individual selected for the Police Community Service Consultant position would also need to create a draft report, including the analysis of:

- Evaluation of identified needs of officers, including those within specialty units
- Evaluation of current community services, including assets and areas in need of growth & development
- Suggested PCA framework and process for referral, including developing standard operating procedures
- Suggested risk mitigation strategies and policies to ensure the safety and security of the PCA when operating in the field.
- Identified key performance indicators and processes for program evaluation

- Suggestions on optimum deployment model for PCA
- Suggestions on the development of an MOU for information sharing between relevant stakeholders
- Suggestions for implementing best practices in utilizing the PCA
- Suggestions on final job requirements and preferred level of knowledge, skill & ability of successor

The following timeline outlines the anticipated schedule for implementing the first phase of the PCA program.

Event	Anticipated Timeline	Status
Application Closing	May 27, 2022	CLOSED
Application Evaluation	May 30-June 3, 2022	COMPLETED
Interview(s)	June 6-10, 2022	IN PROGRESS
Background Security Process	June 13-20, 2022	
Contract Execution	June 21-24, 2022	
Start of Service Delivery **negotiated based on the availability of service provider	TBD	September 6, 2022
Draft version of Final Report/Deliverables	TBD – Fall 2022	
Completion of Services & Deliverables	TBD – Fall 2022	

The first phase will be completed upon the successful delivery of the report by the Police Community Services. The DPD team will then aim to hire the most qualified candidate for the Police Community Advocate position to support the DPD in diverting vulnerable individuals experiencing behavioural health and social issues and connecting them with the right services, treatment and resources to foster the safety and well-being of our community. It is anticipated that the Police Community Advocate will begin its duties no later than February 2023.

## DELTA POLICE BOARD BOARD MEMORANDUM



<b>DATE</b> 2022-06-02	
<b>SUBMITTED BY</b> Neil Dubord, OOM, AdeC Chief Constable	
<b>SUBJECT</b> 2022 Boundary Bay Airshow	
<b>ACTION</b> <input checked="" type="checkbox"/> For information <input type="checkbox"/> For action	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

The Delta Police Department (DPD) will again be assisting with the 2022 Boundary Bay (BB) Airshow. This year's event will take place on Saturday, July 16, 2022, with a full rehearsal taking place on Friday, July 15, 2022.

The DPD's role in this event is to provide assistance with event planning and execution. The DPD provides an incident commander who oversees the event from a public safety and traffic management perspective. The incident commander also functions as part of a unified command structure with Delta Fire Department, BC Ambulance, City of Delta Engineering & Parks and Recreation, and Alpha Aviation (Airport Operator).

DPD will be staffing this event with a combination of Command Staff, on-duty members, regular members on overtime, Community Safety Officers (CSOs), Reserve Constables and District Community Police Office (DCPO) volunteers. In previous years, public attendance at the BB Airshow has ranged from 10 to 30,000 people.

This year's show will not have the Canadian Forces Snowbirds or the F-18 Demonstration Team, typically drawing larger crowds. However, attendance is still expected to be significant given the lifting of Covid-19 restrictions and what we have seen at other community events. We plan to staff this event to ensure our ability to manage a large crowd.

# DELTA POLICE DEPARTMENT BOARD MEMORANDUM



<b>DATE</b> 2022-06-07	
<b>SUBMITTED BY</b> Neil Dubord, OOM, AdeC Chief Constable	
<b>SUBJECT</b> Bill C-21: An Act to amend certain Acts and to make certain consequential amendments (firearms)	
<b>ACTION</b> <input checked="" type="checkbox"/> For information <input type="checkbox"/> For action	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

On May 30, 2022, the federal government proposed Bill C-21 to combat gun violence throughout the nation.

The proposed legislation<sup>1</sup> includes the following measures:

- Implementation of a national freeze on sales, purchases, transfers and importation of handguns to stop the growth of personally-owned handguns, with some exemptions. Regulatory amendments for the national freeze have been tabled in both the House of Commons and the Senate, and the legislation is expected to come into force in the fall of 2022.
- Combat firearms smuggling and trafficking through increased criminal penalties, providing law enforcement with more tools to investigate firearms crimes and strengthening border security measures
- Creation of a new "red flag" law to address intimate partner violence, gender-based violence and self-harm. The "red flag" law will allow courts to require individuals considered a danger to themselves or others to surrender their firearms to law enforcement.
- Expanded license revocation powers, including revocations of firearms licenses of those involved in domestic violence or criminal harassment acts.
- Prohibition of mid-velocity replica air guns that closely resemble real firearms and discharge a projectile at a velocity between approximately 366 to 500 feet per second

The proposed freeze on handguns has recently resulted in British Columbians scrambling to obtain a handgun while still possible, with firearms store owners noting that they have seen a surge in their sales and some stores selling out of their stocks.<sup>2</sup>

<sup>1</sup> [A comprehensive strategy to address gun violence and strengthen gun laws in Canada: BILL C-21, An Act to amend certain Acts and to make certain consequential amendments \(firearms\)](#)

<sup>2</sup> <https://www.cbc.ca/news/canada/british-columbia/handgun-sales-surge-1.6475635>

The Canadian Association of Police Chiefs (CACP)<sup>3</sup> notes:

"that a handgun freeze is one method to reduce access to these types of firearms while allowing existing law-abiding handgun owners to practice their sport. However, we continue to maintain that restricting lawful handgun ownership will not meaningfully address the real issue: illegal handguns obtained from the United States that have led to the disturbing current trend in gun violence that is largely related to gangs, street gangs, and more sophisticated organized crime groups."

And thus, the proposed implementation of the various measures—including new firearms-related offences, intensified border controls and strengthened penalties for firearms trafficking and smuggling—to reduce the risk that the illegal firearms bring to Canadian communities are supported and welcomed.

Apart from the measures proposed in Bill C-21, there continues to be a need for ongoing investment in Canadian communities to prevent gun and gang violence by all levels of government. Such investments need to be coordinated, with stakeholders and the various systems working hand-in-hand, rather than in silos, exploring the various researched and documented root causes of gun and gang violence, especially related to at-risk youth and the associated introduction of meaningful and impactful prevention initiatives.

The DPD team remains committed to providing excellence in policing services and to our community's safety and well-being. We welcome and support the federal government's efforts to improve safety measures for the public and frontline officers through the proposed legislation.

Moreover, the DPD team remains committed to working with our stakeholders and law enforcement partners to implement the measures as they come into effect. Like other police departments throughout the nation, the DPD will wait for further clarification on the police's role in enforcing the proposed new regulations and provide training on the same to our team.

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<sup>3</sup> [CACP Statement: Bill C-21 - Firearms](#)

## DELTA POLICE BOARD BOARD MEMORANDUM



<b>DATE</b> 2022-06-01	
<b>SUBMITTED BY</b> Dr. Karen Hossack Chair, Governance Committee	
	
<b>SUBJECT</b> Delta Police Board Revised Governance Manual	
<b>ACTION</b> <input checked="" type="checkbox"/> For information <input type="checkbox"/> For action	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

In September 2021, the Delta Police Board's (the Board) Governance Committee began reviewing and considering revisions to the Board Governance Manual (the Manual).

Following a thorough review of the Manual, the Governance Committee presented a revised Manual to the Board at the May 2022 Board meeting. The revised Manual was subsequently adopted.

The revised Manual retains certain content of the previous version (2018) while also highlighting the Board's governance regime to future Board members and the public in a modernized, more focused, and comprehensive format.

The revised Manual can be viewed at the following link:

<https://deltapolice.ca/about/ourteam/policeboard/dpdboardagendas>

## DELTA POLICE BOARD BOARD MEMORANDUM



<b>DATE</b> 2022-05-31	
<b>SUBMITTED BY</b> Jassie Ram (Padda) Corporate Services Manager/Board Liaison	
<b>SUBJECT</b> Opportunity for Ride-alongs and DPD Facility Tours	
<b>ACTION</b> <input type="checkbox"/> For information <input checked="" type="checkbox"/> For action - Expression of interest for ride-alongs and facility/site tours to Jassie & Sharon	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

Ongoing Board member orientation, and providing Board members with the opportunity to get out “in the field” is vital to ensuring that Board members are equipped to fulfill their fiduciary responsibilities and can gain an understanding of the operating culture of an organization.

Two initiatives recommended by the Delta Police Department (DPD) in alignment with getting Delta Police Board members out “in the field” are facility/site tours and ride-alongs. Board members are provided with the opportunity to go on a ride-along with a DPD member at the beginning of their tenure and furthermore, as requested. Ride-alongs serve both as an orientation and engagement tool for Board members. Unfortunately, ride-alongs were suspended due to the pandemic over the past two years. As we head out of the pandemic, the DPD Management invites Board members for ride-alongs.

Additionally, Board members have expressed interest in additional facility/site tours. DPD Staff will be arranging for the tours (for Headquarters, Public Safety Building, Administration Building, District Community Police Offices and Regional Municipal Training Center) over the coming months.

Members interested in attending a facility tour or going on a ride-along are requested to express their interest to Sharon Sparrow and myself, using the expression of interest (EOI) form which will be circulated via e-mail. Once we have gathered everyone’s interest, individual ride-alongs and group facility tours will be arranged. Facility tours are being planned for late August and September, allowing two (2) new Board members to participate in them as the current and upcoming vacancy on the Board is expected to be filled by then.

# DELTA POLICE DEPARTMENT BOARD MEMORANDUM



<b>DATE</b> 2022-06-14	
<b>SUBMITTED BY</b> Michelle Davey Deputy Chief Constable 	
<b>SUBJECT</b> JIBC levy costs	
<b>ACTION</b> <input checked="" type="checkbox"/> For information <input type="checkbox"/> For action	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

Prior to April, 2022, the Province indicated that they would be increasing tuition fees for police recruits attending the JIBC for recruit training in 2024. A deficit was identified in the JIBC model, the issue was raised at the Police Academy Chief's Council (PACC), and discussions began on how to address this deficit. These discussions included the likelihood of tuition increases in 2024 of approximately \$19,500 per recruit. Lower Mainland agencies and the Province identified the Surrey Police Service (SPS) transition as a significant and unfair contributor to increased costs related to recruit training, as there were disproportionate vacancies left by experienced officers leaving for SPS. Thus, the delay to 2024 was to allow Lower Mainland police agencies to fill these vacancies related to the Surrey transition.

In May, 2022, the Province unexpectedly announced that this increase in tuition would be starting sooner than anticipated and on June 13, 2022 a follow up letter was received from the JIBC confirming the increase will actually be **\$22,110** and is effective **September 2022**. Also of note is that another increase is anticipated for the next fiscal period of April 1, 2023-March 31, 2024. Police agencies (and thus municipalities) will be responsible for paying this amount. This amount is unfunded and unbudgeted for 2022. In the Delta Police Department, the following table outlines the unfunded and unbudgeted costs for 2022 (and 2023) recruit training:

<b>JIBC LEVY</b>			
Levy amount \$22,110 per Recruit ( <i>anticipated to increase in April 2023</i> )			
JIBC Class	Number of Recruits	Total for Class	Total
September 2022	5	\$110,550	
			<b>\$110,550 (2022)</b>
January 2023	*5	\$110,550	
May 2023	*5	\$110,550	
September 2023	*5	\$110,550	
			<b>\$331,650 (2023)</b>
<i>*Number of Recruits in 2023 is dependent on how many we lose to Surrey Police Service</i>			

This memo is to draw attention to the Board that the Province has executed a financial change that will have a significant impact on the DPD operating budget, **starting in 2022, in a budget that has already been approved.**

For discussion.

#### **ATTACHMENTS**

- [May 19, 2022 Correspondence from Province re: Levy](#)
- [June 13, 2022 Correspondence from JIBC re: Levy](#)



May 19, 2022  
Ref: 630309

Chief Constables of Municipal Police Departments  
Chief Officer Dave Jones, SCBCTA Police Service  
Chairs of Police Boards

Dear Sirs and Madams:

**Re: JIBC Police Academy Transition Funding**

I am writing to provide an update on the new recruit funding model for municipal police recruit training in British Columbia, as we continue to work together to ensure the current delivery model at the JIBC Police Academy (JIBC PA) is sustainable.

As a result of emerging issues, Policing and Security Branch (PSB) will be working with the JIBC to implement the transition to the new funding model sooner than anticipated. Municipalities may be expected to pay on a per recruit basis beginning this fiscal year 2022, and this timeline will be dependent on the results of the financial planning to be completed by the JIBC. Of note, the City of Surrey will be contributing to the costs of recruit training as soon as the Surrey Police Service sends new recruits to the JIBC PA in May 2022.

PSB has encouraged the JIBC to consider cost mitigation strategies and to ensure that any decisions that may have a significant fiscal impact are made in consultation with police boards and chief constables, particularly through the Police Academy Chiefs Committee (PACC). I have also asked the JIBC to consider advancing efforts immediately to finalize the cost per recruit amount and to communicate these results in the near future, so that municipalities can plan to build these costs into their budgets.

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I trust that we can continue to work together to ensure that the JIBC PA is able to meet recruit training demands and I have recommended that the JIBC PA prepare a budget that will help answer any questions regarding ongoing expenses and existing sources of revenue, as the transition to the new funding model unfolds. If you have any questions regarding the new funding model or would like to meet to discuss the information in this letter, please contact Wendy Sutherland, Senior Program Manager ([Wendy.Sutherland@gov.bc.ca](mailto:Wendy.Sutherland@gov.bc.ca)) or David Pilling, A/ Executive Director, Municipal Policing, Governance and Oversight Division ([David.Pilling@gov.bc.ca](mailto:David.Pilling@gov.bc.ca)).

Regards,



Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

Pc Chief Officer Deborah Doss-Cody, Stl'atl'imx Tribal Police Service  
Michel Tarko, President, Justice Institute of BC



June 13, 2022

Chief Constables of Municipal Police Departments  
Chief Officer, SCBCTA Police Service  
Police Academy Chiefs Committee  
Chairs, Police Boards

**Re: Police Academy Cost Recovery**

Dear Police Leadership,

On May 19, 2022, the Justice Institute of British Columbia (JIBC), together with B.C. police leadership, was advised by the Ministry of Solicitor General and Public Safety's Policing and Security Branch (PSB) that the implementation of a new police recruit funding model (cost-sharing between municipalities and recruits) is being accelerated (see attached).

The new funding model, originally anticipated to be implemented in April 2024, is designed to address the ongoing structural operating deficit in the JIBC Police Academy (PA) to ensure the current delivery model is sustainable. The accelerated timeframe now requires municipalities to pay a portion of the cost of recruit training commencing in the current fiscal year (April 1, 2022 - March 31, 2023).

By way of background, an analysis of PA costs in 2016-2020 determined the cost per recruit was \$30,670. Since then, however, the recruit training program has increased by 10% (ten days), and multiple recommended curriculum enhancements are being implemented or require implementation with no corresponding operating funding. Compounded by three years of inflation, these additional costs result in a current actual cost per recruit of \$36,000 (covers Blocks I, II and III).

Further, the current cost per recruit of \$36,000 does not reflect the full utilization of seconded officer instructors, staffing supports, and inflation continues to impact costs. Therefore, we anticipate that total costs will likely increase again for the next fiscal period (April 1, 2023 – March 31, 2024). We will provide that estimate as soon as the analysis is complete.

To respond to the recent PSB direction, JIBC considered various cost mitigation options, including class cancellations and cost recoveries for various blocks. Recognizing class cancellations will not support recruit demand, JIBC's Board of Governors passed a motion (June 8, 2022) to proceed with the following per recruit cost recovery plan:

1. Commencing with all new recruits in September 2022, municipal cost recovery will be \$22,110 per recruit, covering Blocks I, II, and III. The remaining per recruit cost will be recovered through tuition (\$13,890).
2. The PA will also be required to recover a pro-rated amount of \$8,850 for any recruits returning for Block III as of January 2023.
3. These rates will be in effect until March 31, 2023, and the PA will provide advanced notice of any changes for the subsequent fiscal year (2023-2024).

**CANADA'S LEADING PUBLIC SAFETY EDUCATOR**

715 McBride Boulevard, New Westminster, BC V3L 5T4, Canada | TEL 604.525.5422 | [jibc.ca](http://jibc.ca)

4. Agencies will be required to confirm their recruit requirements one month before each intake.

The above recruit confirmations (#4) represent a financial commitment for the total recruit training costs of \$36,000 for agencies. The JIBC PA will endeavour to fill the seat(s) from another police agency should an agency's actual recruit numbers fall below their commitment. If after the PA's best efforts to fill the vacancy in the month leading up to the start of training with a recruit supplied from another agency, the total recruit costs remain the agency's responsibility at the start date of training.

We have made every effort to implement a plan to meet the timeline direction and recruit demand. We thank you in advance for your understanding.

If you have any questions or concerns, do not hesitate to get in touch with me by phone at: 604 528-5510 or e-mail at: [mproud@jibc.ca](mailto:mproud@jibc.ca).

Respectfully submitted,



Mike Proud  
Vice-President, Finance and Operations

cc Wayne Rideout  
Assistant Deputy Minister and Director of Police Services  
Policing and Security Branch

Charla Huber  
President, BC Association of Police Boards

Colin Watson  
Chair, BCAMCP

Jason Butler  
ADM AEST

Nicola Lemmer  
ADM AEST

Dr. Stephen Gamble  
Chair, JIBC Board of Governors

Dr. Michel Tarko  
President and CEO, JIBC

Colleen Vaughan  
VP Academic, JIBC

Encl: Correspondence, May 19, 2022



May 19, 2022  
Ref: 630309

Chief Constables of Municipal Police Departments  
Chief Officer Dave Jones, SCBCTA Police Service  
Chairs of Police Boards

Dear Sirs and Madams:

**Re: JIBC Police Academy Transition Funding**

I am writing to provide an update on the new recruit funding model for municipal police recruit training in British Columbia, as we continue to work together to ensure the current delivery model at the JIBC Police Academy (JIBC PA) is sustainable.

As a result of emerging issues, Policing and Security Branch (PSB) will be working with the JIBC to implement the transition to the new funding model sooner than anticipated. Municipalities may be expected to pay on a per recruit basis beginning this fiscal year 2022, and this timeline will be dependent on the results of the financial planning to be completed by the JIBC. Of note, the City of Surrey will be contributing to the costs of recruit training as soon as the Surrey Police Service sends new recruits to the JIBC PA in May 2022.

PSB has encouraged the JIBC to consider cost mitigation strategies and to ensure that any decisions that may have a significant fiscal impact are made in consultation with police boards and chief constables, particularly through the Police Academy Chiefs Committee (PACC). I have also asked the JIBC to consider advancing efforts immediately to finalize the cost per recruit amount and to communicate these results in the near future, so that municipalities can plan to build these costs into their budgets.

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I trust that we can continue to work together to ensure that the JIBC PA is able to meet recruit training demands and I have recommended that the JIBC PA prepare a budget that will help answer any questions regarding ongoing expenses and existing sources of revenue, as the transition to the new funding model unfolds. If you have any questions regarding the new funding model or would like to meet to discuss the information in this letter, please contact Wendy Sutherland, Senior Program Manager ([Wendy.Sutherland@gov.bc.ca](mailto:Wendy.Sutherland@gov.bc.ca)) or David Pilling, A/ Executive Director, Municipal Policing, Governance and Oversight Division ([David.Pilling@gov.bc.ca](mailto:David.Pilling@gov.bc.ca)).

Regards,



Wayne Rideout  
Assistant Deputy Minister  
And Director of Police Services  
Policing and Security Branch

Pc Chief Officer Deborah Doss-Cody, Stl'at'imx Tribal Police Service  
Michel Tarko, President, Justice Institute of BC

# DELTA POLICE BOARD BOARD MEMORANDUM



<b>DATE</b> 2022-06-09	
<b>SUBMITTED BY</b> Jassie Ram Corporate Services Manager/Board Liaison	
<b>SUBJECT</b> CAPG Sponsorship Opportunity	
<b>ACTION</b> <input type="checkbox"/> For information <input checked="" type="checkbox"/> For action - Board discussion and decision on 2022 CAPG Conference sponsorship pledge.	<b>MEETING</b> <input checked="" type="checkbox"/> Open <input type="checkbox"/> Private <input type="checkbox"/> Committee

The Canadian Association of Police Governance (CAPG) will be holding its Annual Conference (the Conference) from September 7-11, 2022, in Saskatoon.

In May 2022, CAPG distributed its Sponsorship Prospectus to the Delta Police Board (through the Board Liaison), advising of sponsorship opportunities and requesting a contribution from the Board. A variety of sponsorship opportunities providing recognition and visibility for the sponsoring organizations are summarized below, and further details are available in Attachment B.

The CAPG has provided the following note with the sponsorship opportunity/request:

*The funds raised in support of our annual Conference are used to help minimize the cost for members to attend, offset the substantial expenses associated with delivering a hybrid event, and support marketing and outreach activities to communicate with our community. In return, we offer our sponsors recognition on our website and other marketing materials as well as during the event, both at the venue and on our virtual platform.*

### Sponsorship Opportunities

Champion Sponsor	\$10,000
Advocate Sponsor	\$5,000
Cultivator Sponsor	\$2,500
Friend Sponsor	\$1,000
Peer Sponsor	\$250-500

In 2021, the Delta Police Board pledged \$1,500 for the 2021 CAPG Conference. This set amount was previously for the Cultivator Sponsor category, which has been raised to \$2,500 for 2022.

The Board has a conference budget of \$15,000, with an estimated \$10,435 remaining. The budget includes all Conference related costs such as accommodation, flights/travel, per diems, registration fees and sponsorship.

Conference related costs for 2022 (current as of June 6, 2022) are noted below)

BCAPB Conference Registration Fees (x3 members)	\$615.00
BCAPB Conference Lunch Sponsorship	\$700.00
CAPG Virtual Registration (up to 5 members)	\$600.00
CAPG In-Person Registration/Attendance & Associated Costs <sup>1</sup>	\$2,650.00
<b>Total</b>	<b><u>\$4,565.00</u></b>

### **Attachments**

- A – Correspondence from CAPG Re: Sponsorship Opportunity
- B – CAPG Sponsorship Prospectus

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<sup>1</sup> Final costs for in-person attendance at CAPG Conference have not yet been received, but estimated to be around \$2,650 per attendee

**Jassie Ram**

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**From:** Canadian Association of Police Governance (CAPG) <communications@capg.ca>  
**Sent:** May 24, 2022 8:59 AM  
**To:** Jassie Ram  
**Subject:** 💡 A unique sponsorship opportunity for our members

External Sender: Use caution with links/attachments.

The following message is an exclusive CAPG Membership communication sent solely to the contacts provided during your registration and/or renewal of your CAPG Membership. Please distribute this email to all relevant members of your organization.



## **SPONSORSHIP OPPORTUNITY**

### **CAPG Conference 2022 in Saskatoon!**

**Build awareness and be recognized as a leader in the world of Police Governance at CAPG 2022 - our first in-person event since 2019!**

Dear Jassie,

As you know, we are committed to keeping our event registration fees as low as possible to ensure that all of our members, no matter the size of their budgets, have access to the information and insights they need to be effective in their governance role. We are able to do this in part because of sponsorship contributions from our members.

**"COMMUNITY PARTNERSHIPS & ENGAGEMENT"** is the theme of our conference. This

year, delegates will be given the opportunity to explore the various ways other police boards and services have collaborated creatively and meaningfully to cultivate safer communities. Our thoughtfully curated program aims to leverage the insights you have given us into police governance, along with that of policing leaders and emerging figures in the field, to give delegates a firm foundation on which to make informed policy decisions that enhance public safety.

Our members have shown a great deal of generosity and commitment throughout the years by contributing varying amounts of funds. There are several exceptional sponsorship opportunities available that have been tailored to a combined virtual and in-person experience that provide a high level of visibility for your organization. You can review our 2022 Prospectus below to find a package that fits your organization's budget and preferences.

The funds raised in support of our annual conference are used to help minimize the cost for members to attend, offset the substantial expenses associated with delivering a hybrid event, and support marketing and outreach activities to communicate with our community. In return, we offer our sponsors recognition on our website and other marketing materials as well as during the event, both at the venue and on our virtual platform.

**We are sincerely grateful for any contributions you can make. We commit to making the conference experience unique and rewarding.**

[Download Sponsorship Prospectus](#)





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You are receiving this email because you are a Member of CAPG.

**Our mailing address is:**

Canadian Association of Police Governance  
78 George Street  
Suite 204  
Ottawa, ON K1N 5W1  
Canada

[Add us to your address book](#)

Want to change how you receive these emails?

You can [update your preferences](#) or [unsubscribe from this list](#).





**SPONSORSHIP**



**CAPG  
Conference  
SASKATOON 2022**

Hosted by

**SASKATOON BOARD OF  
POLICE COMMISSIONERS**

# CAPG's 33<sup>rd</sup> Annual Conference

September 7-11, 2022

Delta Bessborough, Saskatoon, SK

The CAPG/FNPGC Conference is the leading event in the police governance sector. The Annual CAPG Conference is held over a three-day period during which delegates are encouraged to network, discuss, engage, and discover the rich community we continue to foster. With a primary focus on building capacity, the FNPGC has developed a one-day national conference in addition to the CAPG conference for self-administered First Nations Police Governance Authorities, Commissions and Community Consultative Committees.

In 2020, the pandemic forced us to move from a physical experience to a virtual one. Engaging our delegates in meaningful ways required adjusting our programs and seeking help from experts. We were thrilled to have registered over 400 delegates for our 2020 virtual conference which proved to be a huge success. In 2021, we held a second, even more popular virtual conference.

**This year, we will return to our highly regarded in-person conference format. However, to maintain the affordability, ease, and interactive nature of our virtual events, we will simultaneously offer in-person and virtual options to our delegates.**

## Sponsorship Benefits



### BRAND VISIBILITY

#### Get Cross-Canada Exposure

Elevate your company's brand through CAPG Events. Your company name and logo will be promoted on publications, such as CAPG's public website and social media sites, as well as at the event itself.

# About CAPG

## WHO WE ARE:

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

## OUR MISSION:

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

## OUR REACH:

As a national association, the CAPG has a wide reach with a diverse audience. We connect with decision makers, police board executives, Chiefs of Police, business leaders, academics, and government officials throughout the country. The Canadian Association of Police Governance has over 80 active member organizations.



### CREDIBILITY

#### Consumer Influence and Perception

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



### BUILD CONNECTIONS

#### Connect with a National Audience:

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

# Why Choose Us?



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

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



# Communications Strategy

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

## WEBSITE

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

## DIRECT MARKETING

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

## MARKETING COLLATERAL

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

## MEDIA COVERAGE

Our events are covered by various media publications.

## SOCIAL MEDIA

This will be used to create excitement around the event and speakers. LinkedIn, Twitter, and Facebook will all play a major role in the campaign. Event hashtags will be utilized to encourage delegate interaction and create an additional layer of engagement.



# CAPG 2022 Sponsor Streams

## CHAMPION SPONSOR \$10,000

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

1. Five (5) minute speaking opportunity to introduce one keynote speaker.
2. Two (2) complimentary conference registrations including evening activities.
3. One (1) insert in delegate welcome bags.
4. Company logo featured on main page of website and virtual attendee hub.
5. Logo on banner in plenary room.
6. Logo on poster at registration desk.
7. Logo and recognition at one (1) evening activity.
8. Prioritized Recognition on social media.
9. Option of exhibitors' table

*We strive to make all of our events a valuable experience for our sponsors. We offer five unique levels of sponsorship to meet a variety of budgets and objectives. Additionally, we recognize that your sponsorship needs may be unique, and we look forward to working directly with you to create a customized package.*

## ADVOCATE SPONSOR \$5,000

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

1. Listing on website and virtual attendee hub.
2. One (1) complimentary conference registration, including evening activities.
3. Logo on banner in plenary room.
4. Recognition on CAPG's social media profiles.

## CULTIVATOR SPONSOR \$2,500

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

1. Logo on banner in plenary room.
2. Recognition on CAPG's social media profiles.

## FRIEND SPONSOR \$1,000

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

## PEER SPONSOR \$250-500

1. Listing on the CAPG website.
2. Listing in conference program.
3. Listing in post-conference report.



# Stay Connected & Informed:

## EXHIBITOR PACKAGE \$500

Exhibitors are given an exclusive opportunity to build a dedicated space to express themselves and personally connect with delegates.

## SHOWCASE YOUR BRAND



### PERSONAL CONTACT

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



### EDUCATION

Learn what's happening in Police Governance and how you can be part of it.



### GENERATE LEADS

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



### SALES

Promote new services or demonstrate new products and equipment.



### PRESENCE

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



### BUZZ

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

# Sponsor the 8th Annual First Nations Police Governance Conference

**September 8, 2022**

The First Nations Police Governance Council (FNPGC) was established in 2014 by directors and members of the Canadian Association of Police Governance (CAPG). With a primary focus on building capacity, the FNPGC has developed an annual national conference for self-administered First Nations Police Governance Authorities, Commissions and Community Consultative Committees. *Over 300 delegates registered to attend the 2021 Virtual FNPGC One-Day Conference*

## **FNPGC ALLY SPONSOR PACKAGE - \$1,000**

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

1. One (1) complimentary conference registration
2. Logo on banner in plenary room.
3. Recognition on CAPG's social media profiles.





# Additional Sponsorship and Cross-Promotion opportunities

Promote your event/business on our platform and vice versa. Contact us for specific pricing and sizes or our contra packages.

## **BECOME A MEDIA SPONSOR**

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

## **MONTHLY WEBINARS SERIES**

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



## **QUORUM - Weekly Governance Newsletter**

CAPG's popular in-depth weekly news clipping service offered to our growing extended community of over 1400 subscribers. Through Quorum, you have the chance to build awareness and recognition of your brand among hundreds of police governance professionals. Quorum offers an open rate 3 percent higher than that of the industry average.

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

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

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



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

**For more information on the current benefits, duties and financial obligations involved in hosting a future conference, please view our [2023 Request for Proposals](#) or contact us.**

# Contact the CAPG

## MORE ADVERTISING = MORE DISCOUNTS

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



### JENNIFER MALLOY, Executive Director

Email: [jmalloy@capg.ca](mailto:jmalloy@capg.ca) | Twitter: @jenncapg

### REBECCA BOSS, Communications Manager

Email: [communications@capg.ca](mailto:communications@capg.ca)

### Canadian Association of Police Governance

78 George Street, Suite 204

Ottawa, Ontario

K1N 5W1

Phone: 613.344.2384 | Fax: 613.344.2385

[CAPG.CA](http://CAPG.CA) | [CAPGCONFERENCE.CA](http://CAPGCONFERENCE.CA)



Contact us to build your  
custom sponsorship experience  
or

[Claim Your Sponsorship  
Package Now!](#)



## Why Sponsor Us?

CAPG sponsorship provides organizations the ability to increase exposure, build relationships and enhance their image with the community. We offer competitive opportunities for your brand to get recognized. Join our community!

