



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Agenda

March 11, 2025 at 5:00pm

Boardroom & Zoom

1. ACKNOWLEDGEMENT

- a. Territorial Acknowledgement

2. SPECIAL PRESENTATION

- a. Greater Victoria Police Diversity Advisory Committee (GVPDAC) – S/Sgt J. Ames

3. STANDING ITEMS

- a. Declarations of Conflict of Interest
- b. Adoption of the Public Agenda of March 11, 2025
- Pg. 1 c. Adoption of the Public Minutes of Feb 18, 2025
- d. Board Chair Update
- Pg. 5 e. Committees Update
- f. Board Member Engagement Update
- g. BC Association of Police Boards (BCAPB) and Canadian Association of Police Governance (CAPG) Update- Chair Hayes
- Pg. 15 h. Chief Constable Update
- i. Equity, Diversity, Inclusion & Engagement Update
- Pg. 16 j. VicPD Divisional Action Plan Update

4. NEW BUSINESS

- Pg. 29 a. 250304 Letter from Township of Esquimalt re: Withdraw of Board Support for Development of Specialized Services

5. CORRESPONDENCE *(Information Only)*

- Pg. 31 a. 250227 E-Comm 911 Transformation Update 2024

6. COMMENDATION *(Information Only)*

7. RISE & REPORT *(when applicable)*



VICTORIA & ESQUIMALT POLICE BOARD
Public Meeting Minutes
Feb 18, 2025 at 5:00pm
Boardroom & Zoom

PRESENT

M. Hayes, Chair	DC J. Laidman	S/Sgt. J. Musicco
M. Alto	DC J. McRae	K. Kosich
H. Courtright	Insp. C. Brown	C. Major
B. Desjardins	Insp. M. Brown	Da. Phillips
S. Dhillon	Insp. C. King	Do. Phillips
P. Faoro	S/Sgt. J. Ames	R. Shojaei
D. Yakimchuk	S/Sgt. M. Darling	
Chief Cst. Manak	S/Sgt. J. Malinosky	

Recorder: Tanya Lamoureux

Meeting will be chaired by Vice-Chair Elizabeth Cull

1. SPECIAL PRESENTATION

Presentation on Volunteers and Reserves

Refer to 250218 Presentation – for information.

- Combined, each program contributes over 12,000 hours to the Department
- Many Reserves continue on to become Special Municipal Constables and/or fulltime members of VicPD.

2. STANDING ITEMS

- Territorial Land Acknowledgement**
- Declaration of Conflicts of Interest**
- Approval: Public Agenda of Feb 18, 2025**

25-13 **MOTION:** *To approve the Public Agenda of Feb 18, 2025 as presented.*
MOVED/SECONDED/CARRIED

- Approval: Public Minutes of Jan 21, 2025**

25-14 **MOTION:** *To approve the Public Minutes of Jan 21, 2025 as presented.*
MOVED/SECONDED/CARRIED

e. **Board Chair Update**

No update at this time.

f. **BCAPB and CAPG**

- BCAPB
 - Reminder to members to send Chair Hayes resolution suggestions for the upcoming BCACP conference. Deadline is March 15, 2025 to submit resolutions.
- CAPG
 - No update at this time

g. **Committees Update**

Refer to the report provided. Committee matters arising included:

Governance

- No update at this time

Human Resources

- No update at this time

Finance

- No monthly financial report provided during this meeting
- Refer to item 250129 for the decision that has been received from Public Safety and Solicitor General (PSSG) ADM Glen Lewis regarding the section 27(3) 2023 Budget Appeal.

25-15 **MOTION:** *That the Finance Committee recommends to the Board to approve four members (M. Hayes, E. Cull, H. Courtright, S. Dhillon) to attend BC Association of Police Boards (BCAPB) happening in May 2025 in Delta, for a cost of up to \$6500.00. **MOVED/SECONDED/CARRIED***

25-16 **MOTION:** *That the Finance Committee recommends to the Board to approve paying invoice #3820, in the amount of \$722.40, owed to Overholt Law LLP for Chief Manak's contract extension. **MOVED/SECONDED/CARRIED***

h. **Board Member Engagement Update**

- Chair Hayes attended the Polar Plunge on Feb 16, 2025 where 44 VicPD members participated and raised money to support Special Olympics.

i. **Chief Constable Update**

Refer to the report provided – for information. Operational calls and files of note were highlighted.

- New VicPD Reserve class welcomed in January 2025
- Girls only Basketball tournament at Oak Bay High
- Meeting with Minister Begg and decisions around Police Academy

- Polar Plunge and the Special Olympics
- Pop-Up overdose prevention sites – Police will take a measured approach when it comes to the sites while respecting the laws and mandates that surround the sites.
- Body worn cameras – this was item that was in the 2023 budget request as a pilot project but in the decision received from PSSG regarding the Section 27 request around the 2023 budget, and that portion of the request was declined.

OPS

Two files of note.

- Significant seizure of drugs, money, and loaded firearm. Cooperative work with Strike force, other police departments, and RCMP. Excellent work achieved on file.
- Suicidal person call. Patrol did great job to contain the area, excellent response and the Emergency Response Team worked together for a positive outcome. Person was safely removed from the area and turned over to the mental health team.

ADMIN

No updated reported

j. Equity, Diversity, Inclusion, Accessibility & Engagement Update

Refer to the report provided – for information.

3. NEW BUSINESS

a. 250115 BC Association of Police Boards (BCAPB) 2025 Conference Sponsorship Request

Refer to the letter provided – for information.

25-17

MOTION: *That the Board sponsor a coffee break for the BCACP conference occurring in May 2025, in the amount of \$575.00. MOVED/SECONDED/CARRIED*

4. CORRESPONDENCE *(for information only)*

a. 250124 Letter SD61 Policy 5145

Refer to the letter provided – for information.

b. 250127 Letter to Victoria Council re Budget from the Victoria City Police Union (VCPU)

Refer to the letter provided – for information.

c. 250130 Letter from Minister Beare to SD61 School Board

Refer to the letter provided – for information.

d. 250131 Letter for Media Release re School Police Liaison (SPLO) Program from the Victoria City Police Union

Refer to the letter provided – for information.

5. COMMENDATION *(for information only)*

- a. **250204 Police Thank You Holiday Letter**
Refer to the letter provided - for information.
- b. **250127 Cst. Bobbitt, Cst. Jones, and Cst. Lastiwka**
Refer to the letter provided - for information.
- c. **250213 Cst. Lafontaine and Cst. Klein**
Refer to the letter provided - for information.

6. RISE & REPORT *(when applicable)*

Nothing to report

Meeting adjourned at 6:15pm.



VICTORIA & ESQUIMALT POLICE BOARD

COMMITTEES UPDATE Public

GOVERNANCE

- a. **MOTION:** *That the Governance Committee recommends the Board that a more fulsome onboarding process be developed for the onboarding of new board members and update the board manual to reflect the new process.*

HUMAN RESOURCES

No discussion arising

FINANCE

- b. **Monthly Financial Report**
See report provided – for information.
- c. **MOTION:** *That the Finance Committee recommends to the Board to approve any members who have expressed interest in attending the CAPG Conference and the Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) Conference 2025 to be able to attend.*



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	February 24, 2025
TO:	Victoria & Esquimalt Police Board
FROM:	Donna Phillips, Director of Financial Services
SUBJECT:	December 2024 Financial Report
ACTION:	For Information

SUMMARY:

This financial report is for the year ended December 31, 2024 (unaudited). The final percentage spent of the operating budget is 100% after final reserve transfers, as follows:

	Budget	Actual	Variance
Operating Expenditures	72,137,211	74,369,497	(2,232,286)
Retirements - Transfer to EBO ¹	-	(1,363,491)	1,363,491
	72,137,211	73,006,006	(868,795)
Deficit - Transfer from FSR ²	-	(868,795)	868,795
Final Total	\$ 72,137,211	\$ 72,137,211	\$ -

Variance by Type – High-Level

The retirement costs were funded from the Employee Benefit Obligation Reserve (EBO). The remaining budget shortfall is explained as follows:

Budget item	Variance	Explanation
Appeal-related costs	\$220,600	Required contractual and investigative professional service costs and building maintenance costs incurred related to budget reductions from 2023 that were appealed.
Legal costs	179,400	Legal expenditures over budget by \$58,000 in part due to compliance with Section 490 of the <i>Criminal Code</i> related to property seizures; adjustment for legal liability made by the City of Victoria over budget by \$121,400, dependent on timing and extent of ongoing cases.
Benefit costs	575,700	Benefits costs have exceeded budget for the year; this has been partially offset by a net salary savings due to vacancies.

¹ Employee Benefit Obligation Reserve Fund

² Financial Stability Reserve Fund

Budget item	Variance	Explanation
Cost overruns	389,981	Including \$106,000 for software licenses; \$142,000 for uniforms and protective clothing, \$70,000 for general supplies (data storage costs, disposals, office repairs and outfitting, and computer peripherals); \$25,000 for BC Municipal Undercover Program cost increase; and \$30,000 for range rental fee increases (training). Software license overruns further explained by a \$40,000 cost increase for PRIME police database, foreign exchange increases and other unforeseen license cost increases.
Cost savings	(513,886)	Equipment and fleet, E-Comm, telecom, insurance; telecom savings achieved by switching vendors; equipment savings partially due to finalization of a major equipment transition and taser rollout plan completed; fleet savings primarily in fuel costs.
Grants higher than budgeted	(120,000)	\$68,000 BC ICE ³ funding, \$15,000 Naloxone grant, plus other provincial grants including \$25,400 in the Investigative Services Division.
Integrated Units cost overrun	137,000	\$131,000 overrun in VIIMCU ⁴ due to staffing budget not reflecting number of officers contributed to the unit, \$39,000 overage in K9, net of savings of \$33,000 in Diversity Advisory Committee due to delay in acquiring Diversity Coordinator.
Total Budget Shortfall	\$868,795	

Divisional Variances

As mentioned in previous financial reports, some divisional variances occurred in 2024 due to the budgets not fully reflecting the staffing reorganization in 2023. This is apparent in the Community Services Division (CSD). The budget overage in CSD is offset by salary underspending in the Patrol Division. Any savings in Patrol is further offset by overages in overtime and standby pay as well as cost overruns in employee benefits.

The Corporate division includes centralized departmental and administrative costs. A number of these costs will be reallocated to other divisions in the 2025 budget where administratively feasible, in order to streamline budget management, while others will remain in Corporate, such as WorkSafe recoveries. In 2024, a variance amount of \$1.2-million under budget was primarily as a result of higher than expected WorkSafe recoveries and a transfer in from the Financial Stability Reserve Fund to cover a deficit of \$868,795.

Capital Expenditures

The capital budget of \$1,500,000 was underspent in 2024 by \$356,436 primarily due to a cap placed on spending for furniture and building renovations due to a reduction in annual reserve funding in 2023 of \$300,000. This reduction in reserve funding was subsequently appealed and disallowed by the province in January 2025. To preserve funding in the reserve, capital budgets will likely continue to be capped below the budgeted amount in future fiscal years if there are no budget increases approved.

2025 Financial Reporting

Due to unforeseen delays in the 2024 yearend finalization at the City of Victoria, the first monthly financial report for 2025 will be replaced with a Q1 financial report in April 2025. A report on reserve fund balances as at January 1, 2025 will also be provided at that time.

³ Internet Child Exploitation

⁴ Vancouver Island Integrated Major Crime Unit



MONTHLY FINANCIAL REPORT AS AT DECEMBER 31ST, 2024

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Statement 1

Victoria Police Department
Summary by Division
For the Period Ending December 31, 2024

	Annual Budget	Actual	Variance	% Spent
Victoria and Esquimalt Police Board	\$ 150,500	\$ 157,255	(6,755)	104.5%
Office of the Senior Executive	1,291,050	1,230,900	60,150	95.3%
Patrol Division	22,184,042	22,191,744	(7,702)	100.0%
Community Services Division	7,598,528	8,599,986	(1,001,458)	113.2%
Esquimalt Division	4,706,466	4,649,264	57,202	98.8%
Investigative Services Division	9,107,174	9,422,525	(315,351)	103.5%
Community Engagement Division	1,158,842	1,182,684	(23,842)	102.1%
Executive Services Division	2,596,283	2,775,699	(179,416)	106.9%
Information Risk Management Division	9,850,357	9,629,989	220,368	97.8%
Human Resources Division	4,704,447	4,777,318	(72,871)	101.5%
Financial Services Division	3,537,476	3,324,811	212,665	94.0%
Corporate	1,017,665	(176,798)	1,194,463	-17.4%
Integrated Units	3,034,381	3,171,833	(137,452)	104.5%
Net Operating Before Additions	70,937,211	70,937,211	-	100.0%
Capital Fund Contribution	1,200,000	1,200,000	-	100.0%
Total	\$ 72,137,211	\$ 72,137,211	-	100.0%

Statement 2

Victoria Police Department
Summary by Section
For the Period Ending December 31, 2024

	Annual Budget	Actual	Variance	% Spent
Victoria and Esquimalt Police Board	150,500	157,255	(6,755)	104.5%
Office of the Senior Executive	1,291,050	1,230,900	60,150	95.3%
Patrol Division	22,184,042	22,191,744	(7,702)	100.0%
Community Services Division				
General Investigation Section (GIS)	4,482,421	5,412,684	(930,263)	120.8%
Community Outreach	1,059,332	1,503,911	(444,579)	142.0%
Court and SMCs	1,894,607	1,623,044	271,563	85.7%
Reserve Constable Program	162,168	60,348	101,820	37.2%
Total	7,598,528	8,599,986	(1,001,458)	113.2%
Esquimalt Division				
Headquarters	683,005	722,246	(39,241)	105.7%
Special Events and Duties	37,956	84,603	(46,647)	222.9%
Operational Planning	345,500	384,184	(38,684)	111.2%
Traffic Enforcement/Crash Investigation	1,285,145	1,478,741	(193,596)	115.1%
Motorcycle Escort Team	17,590	19,478	(1,888)	110.7%
GVERT - Esquimalt Based Team	2,337,270	1,960,012	377,258	83.9%
Total	4,706,466	4,649,264	57,202	98.8%
Investigative Services Division				
Detectives and Administration	1,723,409	1,621,186	102,223	94.1%
Analysis and Intel Section (AIS)	1,003,742	996,008	7,734	99.2%
Strike Force	1,428,276	1,514,707	(86,431)	106.1%
Special Operations	-	-	-	0.0%
Special Victims Unit (SVU)	1,216,397	952,647	263,750	78.3%
Major Crime Unit	1,472,957	1,883,153	(410,196)	127.8%
Historical Case Review Unit (HCU)	356,900	406,124	(49,224)	113.8%
Cybercrime Unit	-	453,951	(453,951)	N/A
Computer Analysis Section	611,615	8,760	602,855	1.4%
Forensic Identification	1,293,878	1,585,987	(292,109)	122.6%
Total	9,107,174	9,422,525	(315,351)	103.5%
Community Engagement Division				
Public Affairs	718,325	711,987	6,338	99.1%
Community Programs	278,529	320,091	(41,562)	114.9%
Volunteer Programs	161,988	150,606	11,382	93.0%
Total	1,158,842	1,182,684	(23,842)	102.1%

Statement 2

Victoria Police Department
Summary by Section
For the Period Ending December 31, 2024

	Annual Budget	Actual	Variance	% Spent
Executive Services Division				
Policy and Professional Services	2,034,535	2,182,715	(148,180)	107.3%
Privacy and Legal Services	561,748	592,984	(31,236)	105.6%
Total	2,596,283	2,775,699	(179,416)	106.9%
Information Risk Management Division				
Information Technology Solutions	2,100,642	2,296,753	(196,111)	109.3%
Information Support Services	2,679,285	2,427,670	251,615	90.6%
Information Management	5,070,430	4,905,566	164,864	96.7%
Total	9,850,357	9,629,989	220,368	97.8%
Human Resources Division				
Administration	4,454,197	4,750,282	(296,085)	106.6%
Wellness	250,250	27,036	223,214	10.8%
Total	4,704,447	4,777,318	(72,871)	101.5%
Financial Services Division				
Finance	2,585,976	2,582,574	3,402	99.9%
Automotive	951,500	742,237	209,263	78.0%
Total	3,537,476	3,324,811	212,665	94.0%
Corporate	1,017,665	(176,798)	1,194,463	-17.4%
Integrated Units				
Mobile Crisis Response Team (IMCRT)	128,677	128,680	(3)	100.0%
Integrated Canine Service (ICS)	810,952	849,803	(38,851)	104.8%
Diversity Advisory Committee (GVPDAC)	37,104	4,000	33,104	10.8%
VI. Integrated Major Crime Unit (VIIMCU)	961,004	1,092,202	(131,198)	113.7%
Mobile Youth Services Team (MYST)	64,694	64,690	4	100.0%
Regional Domestic Violence Unit (RDVU)	209,509	210,003	(494)	100.2%
Crime Stoppers	63,135	63,135	-	100.0%
Public Safety Unit (PSU)	144,555	144,560	(5)	100.0%
Emergency Response Team (GVERT)	577,350	577,350	-	100.0%
Explosives Disposal Unit (EDU)	16,897	16,900	(3)	100.0%
Crisis Negotiating Team (CNT)	20,504	20,510	(6)	100.0%
Total	3,034,381	3,171,833	(137,452)	104.5%
Net Operating Before Capital	70,937,211	70,937,211	-	100.0%
Capital Fund Contribution	1,200,000	1,200,000	-	100.0%
Total	\$ 72,137,211	\$ 72,137,211	-	100.0%

Statement 3

Victoria Police Department
Summary by Type
For the Period Ending December 31, 2024

	Annual Budget	Actual	Variance	% Used
Description				
Salaries - Police	36,996,728	35,738,085	1,258,643	96.6%
Salaries - Civilian Unionized	4,930,846	4,650,659	280,187	94.3%
Salaries - Civilian Exempt	1,182,641	1,494,218	(311,577)	126.3%
Auxiliaries	164,000	393,760	(229,760)	240.1%
Aux Special Municipal Constables	268,500	244,874	23,626	91.2%
Retirements	-	-	-	N/A
Worksafe Recovery	(676,800)	(1,390,080)	713,280	205.4%
Recoveries from Third Parties	(217,552)	(1,319,058)	1,101,506	606.3%
Recoveries from Third Parties - Integrated Units	(1,507,676)	(1,688,228)	180,552	112.0%
Benefits - Police	10,009,387	10,824,024	(814,637)	108.1%
Benefits - Civilian	1,832,597	2,377,141	(544,544)	129.7%
Total Salaries and Benefits	52,982,671	51,325,395	1,657,276	96.9%
Overtime				
Police and Special Municipal Constables	3,948,140	5,886,868	(1,938,728)	149.1%
Civilians	151,000	170,812	(19,812)	113.1%
Recoveries from Third Parties	(740,380)	(2,106,640)	1,366,260	284.5%
	3,358,760	3,951,040	(592,280)	117.6%
Other Operating Costs				
E-Comm 9-1-1	5,070,430	4,897,819	172,611	96.6%
Professional and Third Party Services	2,891,139	4,012,005	(1,120,866)	138.8%
Training and Travel	1,833,390	2,012,562	(179,172)	109.8%
Software Licenses and Subscriptions	1,535,000	1,640,959	(105,959)	106.9%
Equipment and Fleet	1,523,146	1,444,653	78,493	94.8%
Telecommunications	872,600	777,912	94,688	89.1%
General Supplies and Office	592,610	665,838	(73,228)	112.4%
Building Maintenance	563,455	666,442	(102,987)	118.3%
Uniforms and Protective Clothing	415,000	598,680	(183,680)	144.3%
Insurance	337,510	298,221	39,289	88.4%
Other Operating Costs	221,500	192,032	29,468	86.7%
Lease and Rentals	94,200	124,776	(30,576)	132.5%
	15,949,980	17,331,803	(1,381,919)	108.7%
Total Operating Costs	72,291,411	72,608,238	(316,827)	100.4%
Revenue				
Special Duties	(750,000)	(486,145)	(263,855)	64.8%
Records	(85,000)	(82,872)	(2,128)	97.5%
Grants	(24,500)	(144,667)	120,167	590.5%
Jail	(40,000)	(37,794)	(2,206)	94.5%
Total Revenue	(899,500)	(751,478)	(148,022)	83.5%
Transfer to Capital Reserve	1,200,000	1,200,000	-	100.0%
Transfer to Evergreen Reserve	45,300	(5,383)	50,683	-11.9%
Transfer from Financial Stability Reserve	(500,000)	(45,370)	(454,630)	9.1%
Transfer from Financial Stability Reserve	-	(868,795)	868,795	N/A
Reserve Transfers	745,300	280,451	464,849	37.6%
Total Net Expenditures	\$ 72,137,211	\$ 72,137,211	-	100.0%

Statement 4

Victoria Police Department
 Capital Expenditures (Unaudited)
 For the Period Ending December 31, 2024

	<u>Transfers to Capital Fund</u>	<u>Budgeted Expenditures</u>	<u>Actual Expenditures</u>	<u>(Over) Under</u>	<u>%</u>
Vehicles	-	600,000	492,618	107,382	82.1%
Computer Equipment	-	500,000	512,245	(12,245)	102.4%
Furniture and Building	-	400,000	138,701	261,299	34.7%
Total Capital	\$ 1,200,000	\$ 1,500,000	\$ 1,143,564	\$ 356,436	76.2%



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	March 11, 2025
TO:	Victoria & Esquimalt Police Board
FROM:	Chief Cst. Manak
SUBJECT:	Chief Constable Monthly Engagement Highlights
ACTION:	For Information

Internal & External Engagements

February 19:	Co-presented at the 2025 Police Camp Orientation session
February 20:	Presented the Q4 Community Safety Report Card to Victoria Council
February 26:	Met with Minister Begg re: public safety priorities
February 27:	Attended the VicPD Retirement Ceremony
February 27:	Met with SD61 Special Trustee and School Superintendent re: school safety plan
March 2:	Attended the Wounded Warriors Run Finale
March 10:	Provided the Chief's Spring Briefing to the Community Services Division

Equity, Diversity, and Inclusion Engagement

February 22:	Attended the Coldest Night of the Year Walk
March 4:	Attended the Aboriginal Coalition to End Homelessness/VicPD Movie Matinee



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	March 11, 2025
TO:	Police Board
FROM:	Chief Cst. Manak
SUBJECT:	VicPD Divisional Action Plan Update
ACTION:	For Information

BACKGROUND

Using the goals established in the VicPD 2020-2024 Strategic Plan below, each VicPD division has created a Divisional Action Plan (DAP) which is used to monitor and track the progress of their projects as well as highlight successes and identify challenges throughout the year. The report below provides a summary of a key project or general update about what each division is working on under each of the goals.

VICPD STRATEGIC PLAN 2020

VISION: A Safer Community Together

MISSION: Deliver excellence in public safety for two diverse communities through engagement, prevention, innovative policing and the Framework Agreement

GOALS

SUPPORT COMMUNITY SAFETY

- Fight crime
- Prevent crime
- Contribute to community vibrancy

ENHANCE PUBLIC TRUST

- Engage the public
- Collaborate with our diverse communities
- Maximize transparency

ACHIEVE ORGANIZATIONAL EXCELLENCE

- Support our people
- Maximize efficiency and effectiveness
- Use technology to support our work

V

Integrity

A

Accountability

L**U**

Collaboration

E**S**

Innovation

COMMUNITY ENGAGEMENT DIVISION (Cheryl Major, Director)

Includes: Public Affairs, Volunteer Services, Community Programs, Brand and Production Services

GOAL #1: SUPPORT COMMUNITY SAFETY

With the vision of educating, empowering and providing opportunities for citizens to engage in creating a safer community together, Community Engagement Division (CED) is a primary connection point for residents and business owners to interact with their police department.

Working with Community Services Division, CED coordinated safety presentations for small businesses and employees, as well as for senior citizens and other interest groups, culminating in a program that is now offered through community recreation guides. This was enhanced by a retail theft resource card, to help businesses report crime more effectively, and a witness statement guideline brochure.

A Block Watch audit identified inactive blocks resulting in a significant decrease in program participation, and a subsequent study and survey has laid the foundation for a reinvigorated program in 2025.

Public Affairs initiated 50 public safety campaigns and supported an additional 46. Fraud was a major focus in 2024, with several tools and campaigns to raise awareness and help prevent various types of fraud, including cybercrime.

GOAL #2: ENHANCE PUBLIC TRUST

In addition to a robust presence at festivals and events, with a particular emphasis on cultural events, CED reinvigorated Coffee with a Cop, offering opportunities for several neighbourhoods to engage directly with police officers in a relaxed setting. Our Annual Survey was conducted for the fifth straight year, providing the largest single opportunity for public engagement into Departmental priorities and performance.

Initiatives to enhance public trust this year included leveraging the power of our social media platforms to collaborate with partners across the globe, creating content that captured the attention and engagement of younger audiences with important safety and crime prevention messages.

CED supported the Pulling Together Journey, creating an informative video to highlight the Department's ongoing commitment to better understanding and relationships with our Indigenous partners.

GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

CED contributed to organizational excellence with a robust recruiting campaign targeted at increasing the number of female applicants. In addition to increasing awareness of the opportunities and successes of the Women of VicPD, this campaign served to strengthen relationships among female officers and with the Department.

The Public Affairs section was restructured to address the increasing demand for information and VicPD-led campaigns, which will see additional results in deeper storytelling in 2025.

Volunteer Services grew to 85+ volunteers and contributed 6,428 hours of service to the Department.

COMMUNITY SERVICES DIVISION (A/Insp. Jan Malinosky)

Includes: General Investigative Services, Court/Jail, Outreach, Special Municipal Constables, Reserves

GOAL #1: SUPPORT COMMUNITY SAFETY

The Community Services Division (CSD) has been utilizing Special Investigation and Targeted Enforcement (SITE) funding for large-scale retail theft projects targeting violent repeat offenders. SITE funding supports this initiative as assaults have increased against loss prevention officers and retailers are suffering thousands of dollars of loss due to rampant retail theft.

The Outreach Team is committed to training two Community Resource Officers in Crime Prevention through Environmental Design (CPTED). This will enable Community Resource Officers to do proactive scans of our community to enhance public safety.

GOAL #2: ENHANCE PUBLIC TRUST

A Report to Justice refers to a legal document, specifically Form 5.2 under the Canadian Criminal Code, which a peace officer must file whenever they seize property during an investigation, detailing what was seized and how it is being handled; essentially, it's a mandatory report to the court to ensure proper oversight of seized items.

Goal: Strengthen public trust by ensuring transparency and accountability in the handling of seized property through full compliance with Reports to Justice. This will be achieved by providing comprehensive training for all divisions, implementing a user-friendly web-based application to support officers in the process, and reinforcing due process in the seizure, forfeiture, and return of property during criminal investigations.

GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

The Victoria Reserve Program is vital to our organizational success. Reserves give an average of 5,500 hours each year of volunteer service back to our communities.

Goal: Enhance the Victoria Reserve Program to strengthen organizational excellence by increasing the number of reserve volunteers through targeted recruitment, comprehensive training, and mentorship. By investing in the development of these dedicated individuals, the Victoria Police Department will improve community service, support department operations, and cultivate future law enforcement professionals who serve with confidence and pride.

ESQUIMALT DIVISION (Insp. Michael Brown)

Includes: Esquimalt Operations, Traffic, Operational Planning, Integrated Canine Services (ICS) Unit, Greater Victoria Emergency Response Team

GOAL #1: SUPPORT COMMUNITY SAFETY

Members of the Esquimalt Division made deliberate efforts to focus on the safety of seniors in the Township. This enhanced engagement took place through two key initiatives. First, VicPD hosted several 'Coffee with a Cop' events at local restaurants in the Township. While these events are casual in nature, they afford members of the community (particularly our seniors) an opportunity to establish trust and friendship with police officers in the Division, including supervisors, community resource officers, and traffic members. The second effort came in the form of a 'Community Safety Town Hall' event which was hosted by VicPD in partnership with the Esquimalt Fire Department and the newly formed Esquimalt Seniors' Community Center. Experts from VicPD and Esquimalt Fire provided information and guidance on several important topics including personal safety, elder abuse, fraud, property crime, and fire prevention.

GOAL #2: ENHANCE PUBLIC TRUST

VicPD has been engaged in ongoing discussions surrounding the role of police in School District 61. This process has been both challenging and, at times, controversial. In order to best position the organization in this scenario, VicPD created a draft Memorandum of Understanding (MOU) between the organization and the SD61 Board of Education. The MOU posited a renewed and reimagined partnership between VicPD and SD61 by modernizing the framework and underpinnings of the relationship. This MOU was consistent with the most current Provincial 'Safer Schools' themes and incorporated solutions to concerns raised during the SPLO Committee about the previous iteration of the 'program.' While this issue remains unresolved, this MOU puts VicPD in a strong position to implement a future relationship with students, staff, and parents in SD61.

GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

For the past several years, the Operational Planning Section has run at a frenetic pace. Having been traditionally staffed by a single police sergeant and a civilian coordinator, the workload became untenable. In order to alleviate some of this pressure, VicPD collaborated with the Legislative Assembly to fund an additional staff member (police constable) in the section. This member has assumed several key duties including assistance with operational plans, special event / permit applications, public order provincial liaison, and the technology portfolio, thereby enhancing the efficiency and effectiveness of the section.

EXECUTIVE SERVICES DIVISION (Insp. Colin Brown)

Includes: Professional Standards Section, Privacy & Legal Services, Policy

GOAL #1: SUPPORT COMMUNITY SAFETY

We continue to support community safety through timely, thorough, and transparent responses to *Police Act* complaints, ensuring that our officers are held to the highest standards in serving Victoria and Esquimalt. Our primary responsibilities are *Police Act* Investigations, freedom of information requests, and managing civil claims and human rights complaints. We strive to provide informative, timely, and transparent responses to these requests from the public.

GOAL #2: ENHANCE PUBLIC TRUST

Under the oversight of the Office of the Police Complaint Commissioner (OPCC) and the Office of the Information & Privacy Commissioner (OIPC), Executive Services investigates *Police Act* complaints and processes freedom of information requests. Our Professional Standards and Privacy & Legal sections are client focused, building public trust and transparency by working with the public to process their complaints and requests for information in a transparent way. We attempt to create trust by explaining why officers make the decisions they do. We work hard to make the public feel supported, heard, and understood when they make a complaint against an officer. When appropriate, we strongly advocate for complaint resolutions wherein we bring the public and the officers together to collaboratively resolve the complaint.

GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

Although we are primarily client focused, we also recognize the impact that complaints have on our police members. We strive to support our members through the complaint process. We also deliver legal updates and shift briefings to our members to advise them of current trends in the law in order to allow them to provide the best service to the public. We also work closely with our IT section to ensure that our IT systems are current, that we can manage our workload and can efficiently provide reports to share with our department and Police Board.

FINANCIAL SERVICES DIVISION (Donna Phillips, Director)

Includes Sections: Finance (includes payroll), Logistics

GOAL #1: SUPPORT COMMUNITY SAFETY

The Financial Services Division supports community safety through its Logistics Section by providing support services involving the fleet, facilities, equipment, uniforms and protective clothing, and supplies. Logistical support continues to be challenging due to budget cuts in 2023 for building maintenance and capital expenditures, cost pressures on specialized equipment, and inherent restrictions on fleet replacement cycles due to funding availability. There are also issues related to aging facilities (headquarters) and building capacity. This requires an ongoing reassessment of priorities through deferral of projects and expenditures, or innovative solutions to space management. The current priority, given limited financial resources, is to maintain the integrity of supplies, equipment, and the fleet so that our officers are equipped to respond to calls for service.

GOAL #2: ENHANCE PUBLIC TRUST

The Financial Services Division supports the Police Board's priority for increased engagement and collaboration with councils and community stakeholders during the budget process.

The 2025 budget includes plans to relocate two Exhibit Officers to the Financial Services Division, Logistics section. Exhibit control provides security, integrity and continuity of seized and found property while providing access to property for evidentiary purposes and eventual disposition. This additional responsibility within the Division supports public trust by maintaining the integrity of the judicial process.

The efficacy of financial reporting and management is continually assessed and improvements made in both the processes for development of budgets and the reporting of financial results. The Division's primary objective is to continually build and enhance the Department's financial foundations framework, involving five pillars: 1) establishment of long-term vision, 2) building trust and open communication, 3) using collective decision-making, 4) creating clear rules, and 5) treating everyone fairly.

GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

Defining organizational excellence as *ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to delivering products and services that fulfill the Department's mandates for public safety*, the Division is experiencing some challenges, has made some progress and has plans to support organizational excellence, as follows:

- In 2024, the Division engaged in an audit of staffing workflows in conjunction with performance appraisals, resulting in a better understanding of resourcing gaps, skill levels and employee satisfaction. The goal will be to ensure efficient alignment of skills with assigned duties, that staff have sufficient tools, training and knowledge of processes to confidently carry out their duties, and to support staff through the Division's inherent challenges due to under-staffing. A Financial Analyst position was requested in the 2023 budget and is under appeal and a Logistics Coordinator position was requested in the 2025 budget.
- Planning has started for replacement of the time and scheduling system used by the Department, as the current system, InTime, is end of life and not meeting organizational needs. This will be a joint project between Financial Services, Information Risk Management and Human Resources divisions.

HUMAN RESOURCES (Kris Kosich, Director)

Includes: Recruiting, Training, Reintegration

GOAL #1: SUPPORT COMMUNITY SAFETY

VicPD continues to attract high quality recruits, Special Municipal Constables, and professional civilian staff. Experienced officers are welcome additions to the department, but the cost of living is one of the factors that deters some from making the move to Victoria. VicPD recently welcomed six recruit Constables in January and is currently identifying candidates for the May and September classes at the JIBC Police Academy. As always, the lens of equity, diversity, inclusion, and accessibility is applied to our recruiting process. Succession planning also remains a priority within the HR division. Not only is it important to ensure that we have enough deployable officers, but it is also essential that future leaders are being well prepared and mentored for advancement to maintain organizational stability.

GOAL #2: ENHANCE PUBLIC TRUST

As of January 2025, recruit Constables are participating in the pilot program “Before the Badge”. This program focuses on wellness and interpersonal relationships prior to attending the JIBC Police Academy for their formal training in law enforcement tactics. Aspects of the Before the Badge program also include professional development, department-based learning, and community based experiential learning. The new BC Policing Standards require all officers to receive a comprehensive briefing about the community and citizens they serve, and to enhance service delivery to vulnerable communities; the latter component of this pre-recruit program is designed to address this requirement.

GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

Prioritizing the mental health and wellness of staff is an ongoing initiative. Most recently, the emphasis has been on being proactive and focusing on prevention and early intervention. In 2024, several previous initiatives were continued, and new ones were undertaken to support this. They included the addition of two in-house psychologists, annual wellness checks for all staff, as well as the enhancement of the Peer Support Team and the tools they use. In 2025, a pilot project will focus on sleep optimization, and a mental health survey will be administered by our in-house psychologists of which the results will better inform them on areas for prioritization.

INFORMATION & RISK MANAGEMENT DIVISION (Dan Phillips, Director)

Includes: Information Support Services, Information Technology Solutions, Exhibits

GOAL #1: SUPPORT COMMUNITY SAFETY**GOAL #2: ENHANCE PUBLIC TRUST****GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE**

Support our people – Implemented a new mobile app and process for Peer Support and Critical Incident Support Management (CISM) to enable staff to request support immediately and for supervisors to request support on behalf of staff to follow-up after critical incidents or particularly stressful calls. The app included anonymized reporting for ongoing program evaluation.

Maximize efficiency and effectiveness – Implemented new processes to manage paper-records and offsite storage, including digitization of microfilm collection. These changes streamlined the processes, improved data management and retention and resulted in cost savings.

Use technology to support our work – Implemented several new applications to improve processes and leverage technology, such as a new case management tool for FOI and a new PDF tool with integrated digital signatures.

INVESTIGATIVE SERVICES DIVISION (Insp. Conor King)

Includes: Major Crimes, Forensic Identification Unit, Strike Force, Analysis & Intelligence, Historical Case Review

GOAL #1: SUPPORT COMMUNITY SAFETY

The Investigative Services Division (ISD) continues to fight and prevent crime with innovative and coordinated investigative work. Recognizing the growth of sophisticated online fraud, which targets vulnerable people, in 2024, the Cyber Crime Unit met with community groups to provide education and resources to prevent the victimization of vulnerable people, including seniors and new Canadians. The Cyber Crime Unit created a webpage which provides the public with tips on detecting online fraud and strategies to protect people from identity theft and ransomware attacks. Prevention is key! In 2025, The Cyber Crime Unit will be introducing new techniques to tackle online crime.

GOAL #2: ENHANCE PUBLIC TRUST

The Special Victims Unit, which investigates crimes against children and other vulnerable people, teamed up with the Analysis and Intelligence Section to take on investigations of historical sexual abuse. These investigations are challenging, with a risk of re-traumatizing a victim long after an offence. However, VicPD officers now have extensive training in trauma-informed practice, which puts the victim's needs in the foreground. In 2025, VicPD will be teaming with partner agencies to combat online child exploitation.

GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

While managing a heavy caseload, ISD remains committed to investing in training opportunities to build upon the expertise of our staff. The Analysis and Intelligence Section hosted an Organized Crime Symposium that brought together experts in drug production and trafficking, money laundering and weapons smuggling. Strike Force officers attended training in California focused on cross-border fentanyl trafficking. Forensic Identification officers attended advanced training on crime scene analysis at the Canadian Police College. In 2025, Major Crimes detectives will learn about trauma-informed interviewing, major crime investigative techniques, and hate crime investigations.

PATROL DIVISION (Insp. Jeff Lawson)

Includes: Patrol Watches A, B, C, D

GOAL #1: SUPPORT COMMUNITY SAFETY

In Quarter 4 (2024), the Patrol Division prioritized community safety through proactive policing initiatives designed to support local businesses during the busy holiday season. Increased foot patrols, mountain bike units, and targeted retail theft projects provided a strong and visible police presence in commercial areas, deterring crime while fostering positive interactions between officers, business owners, and the public. Walking the beat and bike patrols enhanced accessibility, allowing officers to respond quickly to emerging concerns while strengthening community relationships. Focused retail theft projects helped address organized retail crime and deter repeat offenders, reducing financial losses for businesses. These initiatives not only improved public safety but also created a more secure and welcoming shopping environment, ultimately supporting economic activity and community confidence.

GOAL #2: ENHANCE PUBLIC TRUST

The Patrol Division focused on enhancing public trust by maintaining a highly visible presence and actively engaging with shoppers and businesses throughout the holiday season. Officers increased foot patrols and mountain bike deployments in commercial areas, ensuring they were approachable and readily available to address concerns. These proactive efforts not only deterred crime but also fostered meaningful connections with the community, reinforcing a sense of safety and partnership. By engaging in casual conversations, assisting business owners, and being a reassuring presence in busy shopping districts, officers helped build positive relationships and strengthen public confidence in law enforcement. This commitment to visibility and community engagement played a key role in fostering trust and creating a welcoming atmosphere during a crucial time of year for both businesses and residents.

Planning began for a robust year-long Divisional initiative in 2025.

GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

In an effort to improve response times and enhance public safety, the Patrol Division partnered with ECOMM on a trial initiative to dispatch calls for service more rapidly at the discretion of the dispatcher. The initiative was primarily focused on non-emergent calls. This approach allowed for quicker deployment of officers to non-urgent incidents, reducing wait times and ensuring timely assistance to those in need. By streamlining the dispatch process and empowering dispatchers to prioritize calls based on real-time assessment, the initiative aimed to enhance service efficiency while maintaining officer safety. Early results indicated improved response times, increased public satisfaction, and better resource allocation, reinforcing the Patrol Division's commitment to continuous improvement in non-emergency and emergency response.

OFFICE OF THE DEPUTY CHIEF CONSTABLES (DCC Jason Laidman and DCC Jamie McRae)

GOAL #1: SUPPORT COMMUNITY SAFETY

The 2023 Restructure Implementation was successful, boosting morale, reducing overtime, improving call response times, increasing officer visibility and proactivity, and balancing workloads. In 2024, the Union and Management agreed to maintain these changes after the pilot period.

Unbiased Policing Standards: New British Columbia Provincial Policing Standards (BCPPS) under section 6.0, effective July 30, 2023, include both existing and new standards to be compliant with by July 2024. VicPD policies and procedures were amended and trained as necessary to comply with the new standards. A report outlining the changes has been drafted by our policy section to record the changes made.

VicPD Police Academy: VicPD produced a concept paper that outlined a solution for the lack of seat available at the JIBC. The solution was to run a temporary 'surge capacity' academy at VicPD. The Island Police Academy concept was well received by the Director of Police Services (DPS) and was socialized with the Justice Institute. However, funding issues have delayed the project until fall.

5-year Staffing Plan: Developed by the former and current Directors of Finance with the Senior Leadership Team (SLT), this evergreen plan aids in setting resource needs early and is included in provisional budgets presented to the Board and Councils.

GOAL #2: ENHANCE PUBLIC TRUST

Supervisor Training – Phase I and the start of Phase II of the updated supervisor training was implemented in 2024 under the leadership of the HR Director. The modules include training on tactics, workplace respect and culture, leadership, investigative skills, and performance reviews.

EDIA Strategy - The EDIA committee established a team charter, terms of reference, and strategy in 2024. The committee has begun training in areas of EDIA where experience is needed, such as policy review, promotion processes, and a better understanding of EDIA practices within the organization. A partnership has been formed with the City of Victoria EDI and Accessibility office. Funding is limited due to the 2023 Budget appeal.

490 / 5.2 - DCC Admin leads the 490 / 5.2 working group. The mandate of this group is to enhance compliance with the requirements of section 490 of the Criminal Code, which involves the seizure, processing, surrendering, and return of property. Section 490 requirements are complex, and VicPD is at the forefront of training and compliance in this area.

Pulling Together – Under the leadership of the Director of CED, VicPD launched our canoe and participated in the Pulling Together Journey in Squamish Nation territory. This event included cultural learning and acceptance. VicPD hosted Indigenous youth on the journey, creating lasting memories.

GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

Wellness Strategy - In 2024, our in-house psychologist program transitioned to a two-person model. Although the timing of the transition was not ideal, it has proven to be highly effective. Both psychologists have commenced implementing the Wellness Strategy, which includes debriefs, training material, open office hours, and wellness surveys for 2025 to assess the organization's health.

Director of Finance and HR Transition – DCC Admin managed the transition of both the Director of Finance and the Director of HR. These are substantial portfolios that are often under-resourced. Both Directors have been performing their roles effectively and will continue to guide the department with initiatives planned for 2025.

Performance Appraisal Refresh – The new performance appraisal process was successfully launched and integrated into our HRIS system in 2024. This appraisal process is straightforward for both supervisors and employees to complete. The system also enables the capture of analytics on engagement levels, value, retention, and work expectations.

OFFICE OF THE CHIEF CONSTABLE (Chief Cst. Del Manak)

GOAL #1: SUPPORT COMMUNITY SAFETY

The Chief's Office contributes to community safety by ensuring the Senior Leadership Team is responsive to the community and business needs of the City and Township. Chief Manak's focus remains on:

- ensuring plans are in place to respond with partner agencies in maintaining social order
- continuing to target repeat violent offenders and prolific property offenders
- ensuring specific projects such as project lifter which focused on retail theft affecting the business community are undertaken when necessary
- ensuring proactive engagement with our communities on crime prevention

GOAL #2: ENHANCE PUBLIC TRUST

Chief Manak continues to prioritize engagement with diverse communities including but not limited to the Jewish, Muslim, South Asian and Indigenous communities, ensuring ongoing dialogue on public safety matters. Working in partnership with diverse communities, the Chief's Office hosted a bowling event with the Indigenous Street family, a movie matinee with the Aboriginal Coalition to End Homelessness and VicPD members participated in the 2024 Pulling Together Journey - the inaugural journey of the VicPD canoe and canoe program. Chief Manak regularly visits Majid Al-Iman and the Muslim community to discuss public safety issues. In November Chief Manak attended the Commemoration of Kristallnacht (Night of Broken Glass) and in February, participated in the annual Coldest Night of the Year Walk.

Chief Manak continues to prioritize engagement with the community through his leadership and participation at conferences and on various committees.

GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

VicPD Senior Leadership continues to advance the Roadmap for a Healthy and Inclusive Workplace. In-house Psychologists provided training to all staff on recognizing mental health crises, the mental health continuum and the *Mental Health Primer*. Annual wellness checks for all VicPD staff were implemented. Working with Dr. Tim Black, Wounded Warriors National Clinical Director, Peer Support and CISM team members received advanced Trauma Resiliency Training. The teams continue to be well utilized and play a vital part in member and staff wellness.

Supervisor training was restructured into module-based training sessions to provide all supervisors with effective leadership training.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

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Website: www.esquimalt.ca Email: info@esquimalt.ca

Telephone (250) 414-7100
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File No. 7400

Sent via email

Tanya.Lamoureux@vicpd.ca

March 4, 2025

Victoria and Esquimalt Police Board
Victoria Police Department
850 Caledonia Ave
Victoria BC, V8T 5J8
Attention: Micayla Hayes, Chair

Dear Members of the Victoria and Esquimalt Police Board,

Withdrawal of request for Police Board support

Thank you for the opportunity to present and answer the Board's questions at the February 18, 2025 Victoria and Esquimalt Police Board Meeting. The aim of Esquimalt's request was to seek Board support for VicPD to explore the opportunity to provide specialized services to a potential future Esquimalt Police Department. We appreciated the opportunity to highlight what Council considers to be key mutual benefits, and most importantly, to potentially make further steps towards a regional policing solution.

After considering the issue in closed session on March 3, 2025, Esquimalt Council is withdrawing its request for board support at this time. The reasons for this withdrawal are as follows:

- Police Board Member Holly Courtright, Esquimalt's representative on the Police Board, has stepped away from the Board on a leave of absence until at least April 2025.
- With Chief Constable Del Manak's departure and the impending selection of a new Chief beginning this year, Esquimalt Council feels it is best to delay consideration of this issue when the department is not focussed on the selection and onboarding of a new Chief Constable.

The Township's main point of contact is Chief Administrative Officer, Dan Horan, who can be reached at dan.horan@esquimalt.ca or by phone 250-414-7133.

Sincerely,

A handwritten signature in black ink, reading "Barbara Desjardins". The signature is written in a cursive, flowing style.

Mayor Barbara Desjardins

attachment: Letter to Victoria and Esquimalt Police Board, November 5, 2024
Invitation to Participate – Development of Specialized Services



E-Comm 9-1-1

2024 Transformation Progress Update
February 2025

INTRODUCTION

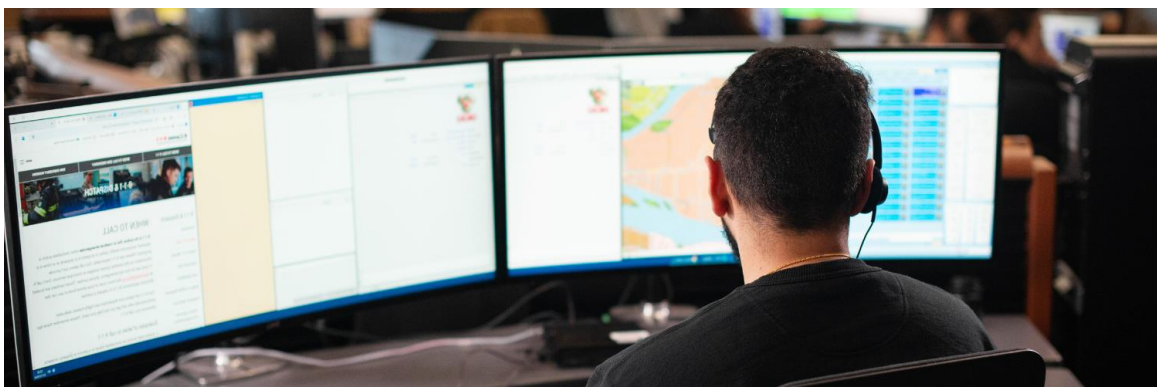
In November 2022, the E-Comm 9-1-1 Board of Directors approved a comprehensive transformation plan and budget, to modernize and put our operations on a solid foundation for the future. The five-year plan is intended to address long-standing challenges in our operations, and in every part of our organization, by providing – for the first time – dedicated funding, staff and capacity to implement improvements E-Comm needs to deliver consistent, high-quality emergency communications and related services.

This update is intended to inform our local government and agency partners, and the public we all serve, of our progress in 2024, and to outline some of the work to come in 2025, including the implementation of Next Generation 9-1-1.

2024 IN BRIEF – STRENGTHENING OUR OPERATIONS

In 2024, we saw positive results from the past two years of significant transformation investments across our organization. We achieved our best service levels in 8 years for 9-1-1, police/fire emergency and non-emergency call-taking. Some of the improvements introduced in 2024 included new contact centre technology, which offers more options for non-emergency callers in the Lower Mainland, and revamped training for operations staff. The investment in staffing and supports for our people led to greater retention among key work groups such as police call takers and dispatchers.

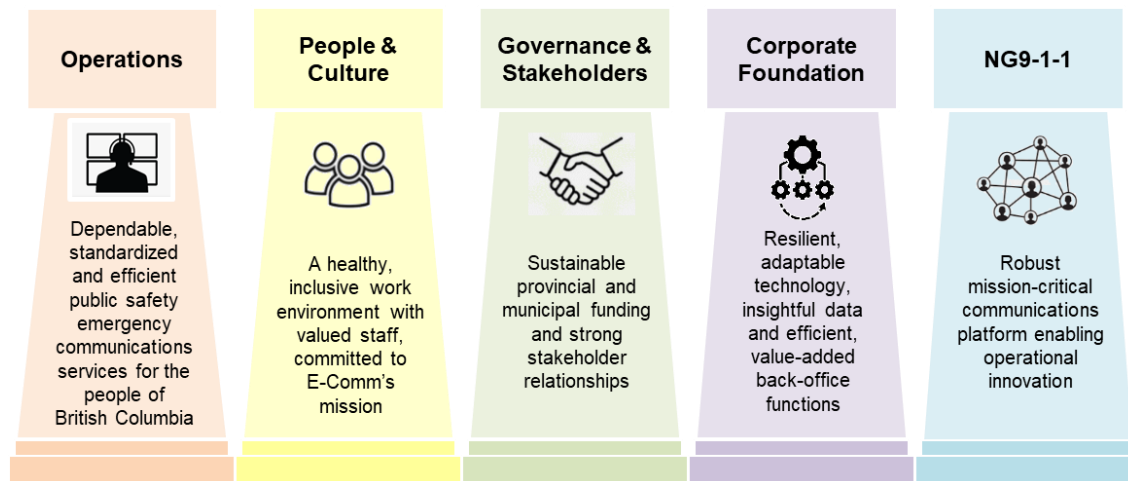
We have made significant strides in enhancing our business continuity and fortifying our cybersecurity in response to rising global cyber threats. We have also begun extensive foundational work to develop a new governance structure and financial model, to better serve our partners and the public. However, there is still more to accomplish in 2025 to effect those changes. There is also more to be done to modernize and streamline our operations and corporate services, particularly by capitalizing on the benefits of technology to drive efficiencies, automate processes and build a more technologically resilient organization. All of these serve our key objectives of demonstrating to our clients that we are controlling costs while maintaining high standards of service and security.



OVERALL OBJECTIVES OF TRANSFORMATION PLAN

1. achieve service level targets and improve public experience;
2. build a sustainable organization; and
3. stabilize financials and have predictable, consistent cost-to-serve.

The plan addresses five strategic pillars: Operations; People and Culture; Governance and Stakeholders; Corporate Foundation; and Next Generation 9-1-1. Objectives of each are summarized in the infographic. More information at: www.ecomm911.ca/transformation-plan.



BUILDING STRONG SERVICE LEVELS

- **Best performance across service levels in 8 years** – We achieved our best service levels in 8 years for 9-1-1, police/fire emergency call-taking, and non-emergency call-taking in 2024. These results are a testament to the impacts of our ongoing transformation investments, including improved staff retention and recruitment, as well as an overall reduction in call volumes compared to previous years.
- **Exceeding performance targets for 9-1-1 and police/fire emergency calls** – Our 9-1-1 service levels for 2024 held at 98% of calls answered in 5 seconds or less. The annual 9-1-1 call volume reached 2,049,856 – a 12% decrease from the previous year, when an Android operating system issue led to a spike in accidental calls. Service levels for police emergency call-taking surpassed our target of 88% of calls answered in 10 seconds in both the Lower Mainland (90%) and on Vancouver Island (91%) in 2024. Service levels for fire emergency call-taking reached 94%, exceeding our target of 90% of calls answered within 15 seconds. This is the highest service level result for fire in 4 years.

- **Significant improvements for non-emergency service levels** - Lower Mainland non-emergency (NER) service levels experienced double-digit improvements for 2024 as compared to the past two years: climbing 17% higher than in 2023 and 36% higher than 2022 and ending the year on target with 80% of calls answered within three minutes. In the Lower Mainland, non-emergency call volumes were down 10.9% from 2023, and were also lower than in the two previous years. Much of this reduction is the result of some agencies transitioning to handle at least a proportion of their own NER calls.

LOWER MAINLAND 2024

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

VANCOUVER ISLAND 2024

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

ONGOING OPERATIONS IMPROVEMENTS

2024 marked the first full year of some key changes to help strengthen our operations workforce. With our focus on retention and recruitment, we have seen improved staffing and service levels. Attrition rates for our dispatchers and police call takers in 2024 were lower than in 2023. Transformation investments also put E-Comm in an improved position to assume North Vancouver RCMP's non-emergency call taking service in 2024. We have since welcomed West Vancouver Police back as a non-emergency partner as well.

- ***Fewer abandoned calls & faster answer times for non-emergency*** – Transformation improvements such as our dedicated non-emergency team and the launch of Genesys contact centre technology in May 2024 led to faster average answering times of 2 minutes, down from 4 minutes in 2023. Genesys provides non-emergency callers in the Lower Mainland with additional options including call back requests and wait time estimates, leading to an improved public experience. These improvements have had a positive impact on the number of abandoned calls to non-emergency, which dropped in the Lower Mainland to 15% in 2024, a 50% reduction from 2023.
- ***Strengthening our dispatch workforce*** – We have made progress on shoring up new supports and offering improved training to help facilitate more positions in dispatch – a critical and high-demand staffing area which requires a unique skillset. In 2024, new training was introduced which combines e-learning with in-class instruction, complemented by peer supported on-the-job coaching. We have also created police agency-specific training for new dispatchers, to ensure they are as well-prepared as possible for the individual needs and policies of our partners. Employee retention in this highly specialized role improved in 2024, with only a 3% attrition rate compared to 7% the previous year.
- ***New training for police call takers*** – New police call takers also benefitted from redesigned training in 2024. We developed interactive e-learning modules intended to create a more modern, research-based learning experience that better reflects the real-world experience of the job. In November, our staff presented on our revamped approach to training for call takers and dispatchers at the national Association of Public-Safety Communications Officials (APCO) conference in Toronto, Ontario.
- ***Data-driven solution to track staffing needs*** – Digital dashboards created by our Data & Analytics team can now monitor service levels and call volumes in near real time. This allows us to quickly react to staffing pressure points and redistribute resources accordingly between our two emergency communications centres in the Lower Mainland and on Vancouver Island. The Data & Analytics team is also helping to track workforce dynamics, with the goal of improving operational efficiency.

ADVANCEMENTS IN PEOPLE & CULTURE

- ***Creating a strong support network*** – E-Comm's Critical Incident Peer Support team grew significantly in 2024, with over sixty additional employees taking part in training with a psychologist specializing in first responder mental health and trauma. These Peer Support members volunteer to provide on-site support for colleagues experiencing distress following a critical incident, or who require additional wellness resources.
- ***Specialized training to promote resilience*** - E-Comm employees also took part in Resilient Minds training led by peer instructors throughout 2024. The program was created by a veteran Vancouver firefighter in partnership with the Canadian Mental Health Association and was adapted specifically for our organization to better understand the effects of stress, employ trauma-informed approaches, and communicate effectively and compassionately with coworkers and the public.
- ***Commitment to Truth & Reconciliation*** - E-Comm is working to incorporate the principles of Truth and Reconciliation into our organization's culture and services through a multi-faceted approach. In 2024, we launched a new recruitment partnership with ACCESS Futures, a community-led Indigenous organization providing training and employment services. E-Comm also adopted a customized territorial acknowledgement and had the honour of being presented with a work of art by Ojibwe artist Animikii Ikwe (Thunderbird Woman) Jamie-Lynn Robert, which is featured on the cover of our Collective Agreement. The art project involved significant collaboration with CUPE Local 8911 and symbolizes our shared commitment to help protect the public and first responders. Our ongoing Truth and Reconciliation journey is a key part of our commitment to create a more inclusive, equitable, and accessible work environment.
- ***Listening to our team*** – Our 2024 Employee Engagement Survey received an overall response rate of 82%, which was five percent higher than the previous year. We are still analyzing the full results; however, the feedback will help inform changes across our organization to continue to improve our employee experience.



GOVERNANCE & STAKEHOLDERS

A review of E-Comm's governance, commissioned by our Board of Directors and conducted by Deloitte, was [publicly released](#) in June 2024. Deloitte's report provided 10 recommendations to improve our governance and financial model, based on input from 80 representatives of our shareholder and service-user organizations.

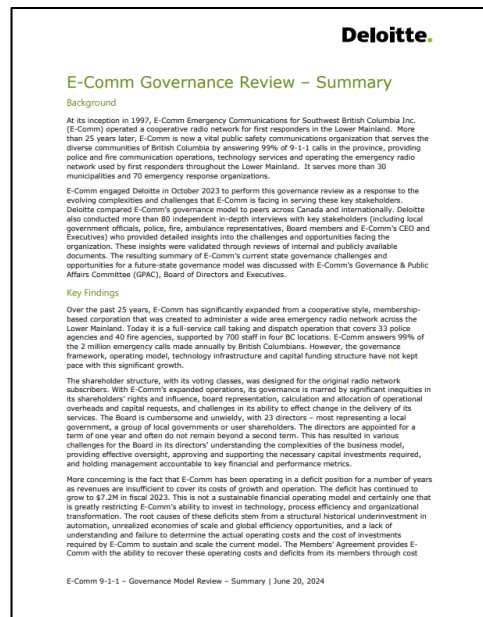
Since then, we have worked to fine-tune the future state governance model, with input from shareholders, as well as to develop an improved financial model with the goal of creating a more equitable and transparent pricing and cost-allocation model for our agency partners. Our efforts over the past year have kickstarted the foundational work needed to build a new fee structure to ensure a predictable cost-to-serve going forward.

As of January 2025, this work has been paused while we await the outcome of an independent provincial review, detailed in the following section. We remain ready to resume this important work as appropriate once the review is complete.

PROVINCIAL REVIEW

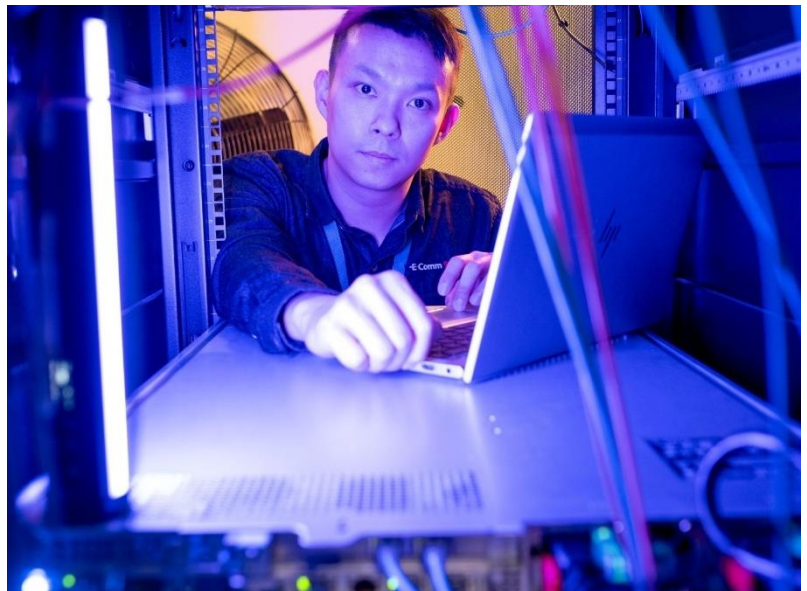
On December 5, 2024, the Province announced its own independent review of E-Comm's governance, operations and finances, and the broader structure of 9-1-1 and emergency communication services in B.C. to be completed in 2025. E-Comm has long supported calls by the Union of BC Municipalities, local governments, police chiefs and others for the province to take a larger role in the governance and funding of 9-1-1 services in B.C., and we welcome this review. We will participate fully in the process and hope the findings will enable broader improvements to 9-1-1 standards, funding and governance moving forward.

In light of the provincial review, we are pausing further external shareholder engagement activities related to our Governance project and financial model redesign for now. However, our Finance team will continue to work internally on developing a new model to guide E-Comm's multi-year financial plan – this is important work that our shareholders and partners have asked for and we view as essential to continue regardless of the outcome of the provincial review.



CORPORATE FOUNDATION

- ***Greater insight & transparency through analytics*** – In November 2024, we launched our first fully cloud-based data and analytics platform, with the support of our partner agencies. This new platform has led to the creation of self-serve dashboards for our police partners, which allows them to track and view our performance and service level specifics for their agency, including both emergency and non-emergency calls. In addition to presenting our performance on their behalf, the dashboards allow police agencies to analyse their own public demand trends for their services using our call statistics data. Similar dashboards are also being developed for our fire agency partners.
- ***Corporate optimization for improved efficiency*** – A major project launched in March 2024 to identify opportunities to revitalize and streamline outdated work processes throughout our organization for greater efficiency and cost savings. The project team has created a comprehensive project outline with a long-term vision for improvements. Some of those updates are already underway, including moving from manual to automated systems for tasks such as expense management, and data integration to better support the needs of our Finance and People & Culture teams.
- ***Technology projects to enhance resiliency*** – Our Technology team is working on multiple strategies centered around building up our cyber defenses and resiliency. In 2024, the team completed a robust back-up system to better insulate our core services from disruption. They have also been putting our network through rigorous testing to proactively address vulnerabilities and have implemented new tools to better detect potential threats. As part of another new initiative in 2024, employees from across the organization took part in a new mandatory annual cybersecurity course, to provide the tools and awareness necessary to help E-Comm maintain a secure work environment.



NEXT GENERATION 9-1-1

E-Comm has made significant progress towards the federally-mandated implementation of Next Generation 9-1-1 (NG9-1-1) – a digital network which will allow for enhanced information sharing through 9-1-1 in the future, including text and video.

Our project team has completed several essential steps, such as the core infrastructure build, and has been conducting thorough testing of system environments. In March 2023, the Province provided funding of \$90 million to help offset initial implementation and start-up costs, which resulted in a significant cost savings for local governments.

Within this one-time funding envelope, we are preparing to begin transitioning partner sites to the NG9-1-1 network by the end of 2025.

E-Comm's work towards implementing NG9-1-1 is truly province-wide in scope. Not only will E-Comm transition its 25 regional district partners, but we will also be delivering call handling solutions for BC Emergency Health Services, the BC RCMP, and the Saanich Fire Department (connected to our Vancouver Island-based communications centre operations). It is probable that this combination means E-Comm's transition is likely not only the most complex in Canada, but across North America.

LOOKING AHEAD – 2025 AND BEYOND

E-Comm has made significant progress in 2024 and thanks to the investment into the transformation plan, and through the hard work and dedication of our staff, we have strengthened our operations with quantifiable service level results. With some significant events on the horizon for E-Comm, including the impending shift to NG9-1-1, we recognize that there is still much work ahead.

Several challenges remain, including implementing solutions for outdated governance and financial models, lack of provincewide standards governing 9-1-1 and emergency communications, the need for reasonable and predictable costs for local governments and taxpayers, aging infrastructure and technology, and an increasingly threatening cyber security landscape.

While our 2024 service level achievements are welcomed by the agencies we serve, we recognize they remain concerned about cost increases, which have been driven by historic underfunding. We acknowledge that recent increases are not sustainable and will be engaging in projects to mitigate cost growth for our partners through improved efficiencies, while also offering greater transparency into our fee structure with the development of a new model.

In 2025 we will focus on maintaining our strengthened operations and service levels, leveraging technology, building resiliency, and ensuring more sustainable and predictable costs for our partners.

Some examples of projects we will be advancing in 2025 include:

- Implementation and “go-live” of Next Generation 9-1-1.
- A new digital strategy for operations, which will provide a roadmap on how to best leverage technology to support our workforce as they serve the public and first responders.
- Preparing for FIFA 2026 in Vancouver alongside our public safety partners, as part of the Vancouver Host City Integrated Safety & Security Unit.
- Building more resiliency into our information management systems to protect critical infrastructure and the services we provide to the public and our partners, including considering a wider cloud-based technology strategy and establishing comprehensive business continuity and disaster recovery processes.
- Updating internal processes to improve efficiencies and workload in our Finance & People & Culture departments, including moving from manual to automated systems for data extraction related to workforce dynamics.
- A new leadership program for our organization, which will present opportunities for employees interested in leadership roles, while also promoting skill development for existing leaders.
- Progress on the development of a new, more transparent financial model and further sustainability improvements (pending the outcome of the provincial review).
- Planning and budgeting regarding a much-needed third emergency communications centre site for E-Comm, which will be critical for both physical capacity and redundancy needs to accommodate the growth of our team and services (our current back-up location will not be available beyond 2028, due to lease terms).

Finally, E-Comm is eager to participate in the provincial independent review in 2025. Our mission is to deliver excellence in emergency communications, and any step to strengthen our ability to do so and ensure a sustainable and effective model is most welcome.

We are grateful to our exceptional staff, and our local government and agency partners, for helping to enable our progress to date. And we look forward to keeping you updated on our progress in 2025.

For more information on any of these initiatives, please contact the E-Comm Communications & Public Affairs team at: communications@ecomm911.ca.