



AGENDA

Police Board Meeting

Tuesday, January 28, 2025 4:00 PM

Oak Bay Municipal Hall – Council Chambers

2167 Oak Bay Ave, Victoria, BC V8R 1G2

We acknowledge that the land on which we gather is the traditional territory of the Coast and Straits Salish Peoples, specifically we recognize the Lekwungen-speaking Peoples, known today as the Songhees and Esquimalt First Nations, and that their historic connections to these lands continue to this day.

[Virtual Meeting Link](#)

1. CALL TO ORDER

2. ELECTION OF CHAIR AND VICE CHAIR (as per legislation)

3. APPROVAL OF AGENDA

4. ADOPTION OF MINUTES

- Regular Meeting of November 26, 2024

5. STANDING ITEMS

- 5.1. Report From the Chair
- 5.2. BC Association of Police Boards (BCAPB) Update (Chair Murdoch)
- 5.3. Board Learning/Board Policy Review

6. DEPARTMENT REPORTS:

- 6.1. Chief Constable's Update (CC Chanin)
- 6.2. Deputy Chief Constable's Update (DC Rice)
- 6.3. Accountability Report (DC Rice)
- 6.4. Quarterly Financial Report (CC Chanin)

- January Q4 (previous year - Oct, Nov, Dec)

7. ONGOING BUSINESS (follow up on items from previous meeting)

7.1. Risk Matrix Policy Committee (sample documents attached)

7.2. School District 61 Safety Plan Update

8. NEW BUSINESS

8.1. BCAPB 2025 Conference/AGM – Sponsorship Request

9. CORRESPONDENCE FOR INFORMATION

9.1. E-Comm Updates – December & January

10. ADJOURNMENT

Motion to adjourn the regular meeting of the Oak Bay Police Board and go In-Camera (closed meeting) where the Board will consider confidential matters that deal with personal or private information as outlined in the Police Act, Section 69(2) (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.

*** IN-CAMERA MEETING TO IMMEDIATELY FOLLOW ***



MINUTES

Police Board Meeting

Tuesday, November 26, 2024 4:00 PM

Oak Bay Municipal Hall, Council Chamber

2167 Oak Bay Avenue, Victoria BC

PRESENT:	Mayor Kevin Murdoch, Chair	Heather Cochran
	Christine Hall	Lawrence Lewis
	Bob Plecas	Robert Richards
	Ian Robertson	

STAFF:	Julie Chanin, Chief Constable (<i>Virtual</i>)	Kris Rice, Deputy Chief Constable
	Paula Kully, Board Secretary	

1. CALL TO ORDER

Chair Murdoch called the meeting to order at 4:00 pm followed by a Territorial acknowledgement.

Commendations and Presentations:

Deputy Chief Constable Kris Rice made the following presentations:

- **Cst Natalie Mishrigi** was presented with the Chief Constable’s Certificate of Recognition for her work on awareness and prevention of gang activities for which she recently received the Division Commanders Commendation from Saanich Police.
- **Cst Dan Martin** was presented with the Chief Constable’s Commendation for Meritorious Service for his life saving efforts on July 3, 2024.

2. APPROVAL OF AGENDA

MOVED AND SECONDED; that the Agenda for the November 26, 2024, Police Board meeting be approved as presented.

CARRIED

3. ADOPTION OF MINUTES

MOVED AND SECONDED; That the Minutes from the October 22, 2024, Police Board Meeting be received as presented.

CARRIED

4. STANDING ITEMS

4.1. Report from the Chair/BC Association of Police Boards (BCAPB) Update

- The BCAPB Strategic Plan was adopted at the recent Annual Conference and AGM.
- A budget was approved for a 4% increase in dues.

- The 2025 conference will be held in Victoria. As well as Canadian Association of Police Governance Conference will also be held in Victoria. The Chair encouraged members to take advantage of the location and attend both.
- Overall, the province is working better to share plans with police boards.

4.2. Approval of the Annual Meeting Schedule

MOVED AND SECONDED; that the Annual Meeting Schedule for 2025 be approved as presented.

CARRIED

4.3. Board Learning/Policy Review

- The board has reviewed two documents; the Police Board Orientation Manual and the Police Board Procedures and Policies Manual, which is part of the first. The board will continue to periodically review the manual and make recommendations for updates .

ACTION: Paula will look into setting up a “board members only” section on the website to add these and other Board documents.

5. DEPARTMENT REPORTS:

5.1. Chief Constable's Monthly Update

In addition to the written report, the Chief provided the following updates:

- The first draft of the recruitment video is ready for the Board’s viewing.
- The Board noted that Sgt Jewkes who is leaving for another post, will be greatly missed.
- The recruitment process has started for the position of Records Specialist with the retirement of Rebecca Cobb in February. The posting is internal and there is an interested candidate.
- Remembrance Day was a great success, and recognition was expressed for those organizing the day’s events. The department’s own Sgt Manny Montero was instrumental in making it happen.

MOVED AND SECONDED; That the Chief Constable’s monthly update be received.

CARRIED

5.2. Deputy Chief Constable’s Monthly Update

- DC Rice noted that “mischief” was reported up on his written report due to one individual and multiple incidents.

MOVED AND SECONDED; That the Deputy Chief Constable’s monthly update be received.

- CARRIED

5.3. Accountability Report

MOVED AND SECONDED; *That the Accountability Report for October 2024 be received.*

CARRIED

5.4. Overtime Reports - Deputy Chief Constable Chanin

- There was discussion around the value to the Board of overtime reporting. It was understood that overtime reporting is a useful tool for police leadership to monitor the health and well-being of the members but may not necessarily be of value to the Board or the community.
- It was agreed that unless there was a notable change or cause for concern, overtime reporting to the board will change in frequency to quarterly.
- There was discussion around risk management regarding overtime. It was decided that a committee be struck to develop a risk matrix policy.

ACTION: *Paula to send out email to identify if there was interest from the Board in striking a Risk Matrix Policy Subcommittee.*

MOVED AND SECONDED; *That the overtime report for October 2024 be received.*

CARRIED

6. ONGOING BUSINESS

6.1. School District 61

- It appears that the deadline of the Ministerial Order for SD61 to submit a Safety Plan to the province was missed.
- The Area Chiefs have written to SD61 regarding their concerns with the proposed safety plan.
- DC Rice provided an overview of the history of the SD61 decision to remove SLOs from schools up to the present date where the ministerial order was issued to the School Board to work collaboratively with police to develop a safety plan. Police have reached out with a recommended draft plan which SD61 chose not to use. Currently, police and SD61 are at an impasse.
- There was discussion regarding further action on the Police Board's part. Suggestions included writing a letter indicating that the Board is not happy with the outcome and requesting a follow-up meeting with the Minister of Education.

MOVED AND SECONDED; *That the Board directs the Chair to write a letter to the Minister of Education acknowledging the Board's concerns regarding the impasse with SD61. The letter should include the Board's willingness to work with collaboratively with SD61.*

CARRIED

7. RISE AND REPORT

7.1. AF130 – Information Technology Policy

The new IT Access Policy, which was approved at the September 24, 2024 In-Camera meeting was presented and adopted.

8. NEW BUSINESS:

8.1. For information

- The E-Comm November Update was received.
- The Board Secretary confirmed that E-Comm will be making a presentation at the February Police Board meeting.

9. ADJOURNMENT

MOVED AND SECONDED; the regular meeting of the Oak Bay Police Board be adjourned at 5:10 pm and that the meeting goes to In-Camera (closed meeting) where the Board will consider confidential matters that deal with personal or private information as outlined in the Police Act, Section 69(2)(b) a matter concerning a person's financial or personal affairs and (c) a matter concerning labour contract discussions, labour management relations, layoffs, or another personnel matter.

CARRIED

Mayor Kevin Murdoch, Chair

Paula Kully, Police Board Secretary

Date



Oak Bay Police Department

CHIEF'S REPORT

DATE: January 17, 2025

MEETING: Open In-Camera

Human Resources

Sergeant Jason JEWKES's final day at OBPD was January 16, 2025. Jason will be sworn in with Nelson Police Department on January 26, 2025.

As a result of our recruiting campaign 3 new Reserve Constables have been selected and have started their training with the Victoria Police Department.

The Records Specialist position was posted internally, and a suitable candidate has been identified to proceed to the interview stage. The applicant will be interviewed on January 22, 2025.

Integrated Canine Unit

Oak Bay Police Department's partnership with ICS commenced January 1, 2025. Members of the unit have been proactively supporting our officers and providing support to our team. This partnership has been very well received and supported by the members of our department. Members of ICS patrol 24/7 365 days a year except for the hour of 0500-0600hrs when a member is available for call out. Members of the Unit will be attending Muster Briefings to refamiliarize our members on best practices and support of the ICS team when they are attending our calls for service.

Recruitment

Recruiting Video and recruitment media campaign is well underway. The Communications Team from the District of Oak Bay continues to support us with the recruitment plan. We have had success recruiting for Reserve Constable positions and interest for our positions continue to increase.

Facilities Update/EV Charging/Vehicles

Vehicle 72 (Supervisor Ford Lightning) has been sent to the lower mainland for outfitting. It is expected to be on the road fully operational by the end of February. Cst. Steve TWARDY has been instrumental in ensuring the appropriate equipment for our vehicles has been identified and the installation will run as smoothly as possible.

Gym

Feedback has been incredibly positive regarding the gym equipment that was delivered and installed December 12, 2024. The Team is very appreciative of this investment in their health and wellness. The delivery of the gym equipment was timely as it arrived just prior to the scheduling of the team holiday lunches.

Team Holiday Lunches

DCC RICE and CHIEF CHANIN hosted each Team to a lunch of their choosing and sat down together to celebrate the holiday season together.

Public Safety Building Update

The feasibility study for the new public safety building is nearing completion. Some additional updates were submitted, and we are awaiting a current copy of all revisions before final submission.

Community Engagement

Coffee with a Cop – has continued through November, December and into January.

Youth Drop In Center Oak Bay Recreation -over one hundred youth gathered at the Teen Center on the final drop-in day to enjoy pizza served by Cst. Mishrigi, Sgt. Jewkes and Chief Chanin. On the final Thursday before Christmas Break Cst Mishrigi and Sergeant Jewkes supported a Christmas Cookie decorating party at the youth center.

Police Camp – Cst. Mishrigi has been conducting police camp interviews and reports 15 Oak Bay High School students have applied for the program (50 seats available).

OBPD officers were present and supporting the Christmas Light Up (Nov 24) and Truck Parade (Dec 7) with the primary focus of road safety and engagement.

Project SEA Watch Cst. David BRATZER and C Platoon have started a grass roots initiative focused on increased safety and connection with our marine community.

Training

Civilian Employee Venessa Kreczmer (Front Counter) attended CISM training-Critical Incident Support Member December 10-12, 2024.

Cst Jeremy GOFTON attended Drug Recognition Expert (DRE) Training from November 17 to December 7, 2024, and successfully completed the training.

Cst. Adam Goard attended Police Methods of Instruction – Use of Force Raptor Protection and Safety. Training that will support our use of force officers when delivering in house training to our members.

All Oak Bay Police Department Officers who are Carbine (Rifle) Operators completed recertification in November and December.

Annual Firearms Qualifications have been completed by all our members.

Performance and Commendations

Sgt. Jason Jewkes (3.5 years) and long time serving civilian employee **Ms. Rebecca COBB** (17 years) were each awarded the Chief Constable's Certificate of Recognition for their service and contributions to the Oak Bay Police Department. The certificates were presented at Rebecca and Jason's "See ya Later" gathering on January 13, 2025. The event was attended by Oak Bay Police Department past and present staff.

Cst. Dan MARTIN received honorable mention in Blue Line Policing Magazine for "Rookie of the Year" for 2024.

Julie Chanin

Chief Constable OBPD



Oak Bay Police Department DEPUTY CHIEF'S REPORT

DATE: **Tuesday, January 28, 2025**

MEETING: Open In-Camera

Operational Update

Community Support Team:

CST was busy over November and December building Operational Plans for Remembrance Day, Oak Bay Ave “Light Up”, and the Truck Light Parade. The team attended meetings with the Diversity Advisory Committee and 3 separate Coffee with a Cop events. Other community engagement came from participating in the Christmas toy drive in partnership with Salvation Army and the Old Farm Market.

Patrol

1. Consistent operational data for November and December.
2. A 13% increase in general occurrences for the month of December, however no notable anomalies in reporting data.
3. 2024 saw an approximate 6% decrease in call volume over 2023 (3681 vs 3908)

Calls of Note:

24-3261 – OBPD assisted SPD with traffic control for large structure fire at Quadra St/Palmer Rd.

24-3244 – Mischief to Public Works vehicles parked overnight at Carnarvon Park (fuel lines and wiring harnesses cut).

24-3594 – Elderly male was suffering from an apparent mental health condition and throwing items off his balcony. On-duty GVERT members assisted B Watch members in apprehended the male.

24-3388: collision investigation resulted in a Fail Immediate Roadside Prohibition on Beach Dr in the middle of the night. The female driver was issued a 90-day driving prohibition and the vehicle she was driving was impounded for 30 days.

24-3335 – two male victims were assaulted, including being punched and kicked to the head. Officers responded and arrested a 66-year-old male suspect who was known to both victims.

24-3432 – OBPD and GVERT responded to a report of a person in possession of a firearm in the 2000 blk Cadboro Bay Rd. The area was evacuated for safety, including a “hold and secure” of the Oak Bay High School situated nearby. The suspect was arrested for Possession of a Weapon for a Dangerous Purpose. The handgun was determined to be a pellet gun.

24-3518 – OBPD was able to intervene to stop a fraud in progress whereby the victim sent \$2000 via courier to the “CRA”. The cash was returned.



Oak Bay Police Department

1703 Monterey Ave, Victoria, B.C., V8R5V6 Ph (250) 592-2424 Fax (250) 592-9988

ITEM #6.3

ACCOUNTABILITY REPORT – OPEN

Reporting Period: **November-December 2024**

	# New	# Ongoing	YTD	Not accepted*	Unsub.	Substantiated	File numbers
OPCC Complaints	0	1	3	2	0	0	OPCC 24-26765 (ongoing) OPCC 24-25768* OPCC 24-25717*
IIO Notifications	0	0	0				
Use of Force Reports	3	0	11				OBPD File 2024-3616 (Physical Control) OBPD File 2024-3594 (GVERT Physical Control) OBPD File 2024-3432 (GVERT Display Firearm/ARWEN) OBPD File 2024-2473 (Display Firearm) OBPD File 2024-2364 (OC Spray) OBPD File 2024-2295 (Display CEW) OBPD File 2024-2115 (Display Firearm/Rifle/BBSG) OBPD File 2024-1578 (Physical Control) OBPD File 2024-1072 (Display Firearm) OBPD File 2024-999 (Display Firearm/Rifle) OBPD File 2024-594 (Display CEW) <i>Previous year-end totals:</i> 2021 – 7 Files 2022 – 8 Files 2023 – 6 Files

*Not accepted by OPCC and/or IIO

Kris Rice
Deputy Chief Constable

Financial Report prepared for the Oak Bay Police Board 1/22/2025
 October 1 to December 31, 2024
 Quarter 4 - 100%

Account	% Used	YTD (EST.)		Budget
POLICE BOARD	61.5%	\$	7,381	\$ 12,000
ADMINISTRATION	96.2%	\$	756,925	\$ 787,200
* PROTECTIVE SERVICES <i>(includes Saanch Services Contract, E-Comm, VIIMCU, Dog Services)</i>	99.4%	\$	4,910,813	\$ 4,938,275
TRAINING	92.5%	\$	47,934	\$ 51,825
COMMUNITY PROGRAM	104.6%	\$	17,883	\$ 17,100
INTEGRATED UNITS	100.0%	\$	186,700	\$ 186,700
BUILDING EXPENSES	68.5%	\$	51,325	\$ 74,900
VEHICLE MAINTENANCE	96.1%	\$	66,727	\$ 69,400
RESERVE TRANSFERS	100.0%	\$	192,900	\$ 192,900
TOTAL OPERATING EXPENSES	<u>98.6%</u>	\$	<u>6,238,588</u>	\$ <u>6,330,300</u>
CAPITAL PROJECTS	% Used	YTD		Budget
BUILDING ALTERATIONS	66.0%	\$	6,601	\$ 10,000
AUTO EQUIPMENT	79.8%	\$	166,793	\$ 209,000
POLICE EQUIPMENT - COMPUTER	180.1%	\$	30,619	\$ 17,000
TOTAL CAPITAL EXPENSES	<u>86.4%</u>	\$	<u>204,013</u>	\$ <u>236,000</u>

NOTES

ITEM # 7.1.

Divided into 5 key areas of risk, as recommended by the Charity Commission and endorsed by NCVO

	Charity Commission examples
Governance risks	Inappropriate organisational structure Trustee body lacks relevant skills or commitment Conflicts of interest
Operational risks	Lack of beneficiary welfare or safety Poor contract pricing Poor staff recruitment and training Doubt about security of assets
Financial risks	Inaccurate and /or insufficient financial information Inadequate reserves and cash flow Dependency on limited income resources Inadequate investment management policies Insufficient insurance cover
External risks	Poor public perception and reputation Demographic changes such as an increase in the size of beneficiary group Turbulent economic or political environment Changing government policy
Compliance with law and regulation	Acting in breach of trust Poor knowledge of the legal responsibilities of an employer Poor knowledge of regulatory requirements of particular activities (eg fundraising, running of care facilities, operating vehicles)

Organisational Risk Register

All major risks are overseen by the Board, with the additional oversight of specific Committees where noted. In addition, a responsible senior staff member(s) is identified for ensuring risks are operationally managed as outlined.

This Register is updated and reviewed at least quarterly by the Executive Director/CEO.

MAJOR RISK IDENTIFIED					RISK MANAGEMENT				ACTIONS AND RESPONSIBILITIES		
AREA OF RISK / RISK EVENT OR CAUSE	LIKELY CONSEQUENCES	Probability	Impact	Gross Risk	Risk Management Strategy	Control over Risk	Net risk	Change since last review	Current mitigations/actions	Responsible	Review Date
GOVERNANCE RISKS											
Loss of Governance Leadership (i.e Chair or Executive Committee)	Negative impact on capacity/resources of governors and management in managing the situation and recruiting new leadership. Would have a knock-on impact on other work; and could disrupt accountability processes leading to risk increase in other areas. Possible reputational damage depending on nature of the loss of leadership.	Low	Medium	Medium	Executive Committee maintained with Vice Chair role to mitigate lack of leadership. Succession planning in place for all roles in Executive Committee (Chair, Vice Chair, Treasurer, Secretary)	Significant	Low				
governors lack relevant skills, experience, and/or commitment	Strain on governors and management to make decisions without diversity of thought and experience around the table Limited engagement from governors without commitment to attend meetings and contribute; lack of quorum adds risk to decision making	Low	Medium	Medium	Maintain a register of the skills and experience of all governors, and ensure that recruitment accounts for outgoing skills Annual orientation session for all current and new governors to ensure clarity of expectations, access to resources and on-boarding completion. Assess training needs annually to ensure that governors are supported and upskilled (if needed) to lead change within the charity; this is in addition to any strategy sessions	Significant	Low				
Unclear communication between Governance and Management	Limits governors ability to make sound decisions based on accurate, timely and relevant information Unclear expectations or boundaries leading to staff difficulties in delivering effective work.	Medium	High	High	Maintain clear terms of reference and ensure adherence to bylaws. Board reports and papers sent in advance of meetings, based on agendas set in advance by Chair/Chair of Committee. Regular liaison between with Chair and committee Chairs with Management and relevant staff. Additional meetings or calls arranged as needed.	Significant	Low		Governance Committee currently reviewing Board reporting to improve communication.		
FINANCIAL RISKS											
Failure to secure income targets	Unable to greenlight all projects we have in planning; need to reduce core budgets to keep the books balanced. Capacity within the team for other work diminished with increased need to generate additional income. Unbalanced pressure on some staff to generate income where there has been shortfall. Negative impact on staff morale.	High	High	High	Free reserves are low, and therefore not accessible to mitigate against unexpected shortfalls; the target of aiming to hold at least 3 months equivalent operating costs needs prioritising. Staff engage in quarterly reforecasting, and monthly income tracking to ensure up to date projections can inform financial management. Conservative projections that take risk into account produced for budgeting.	Significant	High				
Required to return funding as projects are unable to be completed as agreed	Greater financial impact than loss of direct project funds as projects also contribute to core costs through full cost recovery Negative reputational impact Negative impact on staff morale who raised the funds	Medium	Medium	Medium	Robust tracking of all restricted funding against expenditure with weekly reconciliation in place for budget holders to prevent any mismanagement of funds. Communication with funders if any changes are needed due to external influences; agreements in writing to any changes.	Significant	Low				

MAJOR RISK IDENTIFIED					RISK MANAGEMENT				ACTIONS AND RESPONSIBILITIES		
AREA OF RISK / RISK EVENT OR CAUSE	LIKELY CONSEQUENCES	Probability	Impact	Gross Risk	Risk Management Strategy	Control over Risk	Net risk	Change since last review	Current mitigations/actions	Responsible	Review Date
FINANCIAL RISKS											
Strain on cashflow	Unable to honour debts; unable to pay staff Jeopardise existing funding and financing arrangements Unable to deliver projects Unable to sustain business model Damage to reputation leading to loss of funding and partnerships	High	High	High	Rigorous financial management systems in place including cashflow monitoring on a quarterly basis to Finance Committee. Overdraft secured to June 2024; £100k secured against the building. Free reserves level = £82k 24/25	Significant	Medium				
Diminishing reserves and failure to meet reserves target	Lack of resilience to withstand high impact shocks with income or expenditure Unable to take risks to achieve strategic aims Possible reputational damage to charity	High	Medium	High	Cashflow projections produced on a monthly basis Set annual reserves plan with quarterly review	Moderate	High				
Failure to manage or effectively control finances	Poor to non-compliant financial reporting Unable to make timely, well informed decisions, leading to underresourced projects and ultimately insolvency Unable to identify fraud or other misappropriation of funds Damage to reputation leading to loss of funding and partnerships	Low	High	High	Noted in auditors report that financial controls are strong and that management information is clear. Maintain robust Finance team with timely and regular reporting to Leadership and the Board	Moderate	Low	nil			
OPERATIONAL RISKS: EDUCATION & ARTISTIC DELIVERY											
Current delivery partner fold/fails to deliver - affecting Members programme, projects or productions	Unable to deliver planned projects Damaged reputation with audience members, beneficiaries, other partners, funders	Low	High	High	Regular open communication with partners and their circumstances as we exit pandemic restrictions; maintain agility in plans that allow us to adapt if not all partners can proceed. Scenario planning on all projects	Minimal	Low	nil			
Activity cancelled as lead actor / artist / practitioner ill	Unable to deliver planned projects Damaged reputation with audience members, beneficiaries, other partners, funders	Medium	High	High	Maintain covid-safe protocols to limit illness through testing and hygiene measures. Staff able to substitute in emergency for some delivery.	Modest	Low				
Failure to secure high quality deals with hosts and partner organisations (i.e. venues) for our future work	Unable to deliver against ambitions Unable to generate sufficient income from partner deals	High	High	High	Agree co-production parameters further in advance to enable negotiation and planning; Executive Director to lead on agreements and budget.	Modest	Medium				

MAJOR RISK IDENTIFIED					RISK MANAGEMENT				ACTIONS AND RESPONSIBILITIES		
AREA OF RISK / RISK EVENT OR CAUSE	LIKELY CONSEQUENCES	Probability	Impact	Gross Risk	Risk Management Strategy	Control over Risk	Net risk	Change since last review	Current mitigations/actions	Responsible	Review Date
Illness (e.g. food poisoning)	Shutting down the kitchen to investigate and deep clean will interrupt our key provision of food for Members, cause issues with morale for staff and volunteers involved in food delivery, and incur financial costs to undertake the deep clean and recertification. Illness for staff, volunteers, Members, other visitors leading to absences, loss of trust and negative reputational impacts Council shuts down kitchen or entire building - could be short or long term	Low	Medium	Medium	Kitchen deep cleaned and certified Limited access to kitchen to maintain food safe protocols; all staff or volunteers who do have access are required to undertake food safety training.	Significant	Low				
Building burns down/ is not accessible, burglary and damage to the building, or failure of gas / electrics	Injuries to those in the building Significant impact on ability to operate, finances, reputation	Low	High	Medium	Fire risk assessment undertaken in summer 2020; remedial works undertaken including a fire door assessment and replacements as needed. Operations Manager in post to support building maintenance in 2021. Business Interruption Insurance in place from Oct 2022.	Significant	Low				
Insufficient insurance cover	Significant financial risk to reserves and operation in the event of an incident	Medium	High	High	Annual review of insurance cover with the support of a broker (Wrightsure)	Significant	Low				
COMPLIANCE WITH LAW AND REGULATION											
Legal / public challenge	Negative impact on staff health & wellbeing and organisational culture Damaged reputation Financial risk	Low	High	Medium	Maintain policies that ensure a fair and inclusive workplace. Staff consulted regularly; staff have clear channels to raise issues internally to prevent escalation. Students have clear channels for reporting issues; there is a governor-led dispute resolution committee in place.	Modest	Medium				
Personal injury onsite or offsite as a result of activities	Injury Insurance / legal claims against CB Unable to continue with activities / operate premises if in breach of H&S regulations	Low	Medium	Medium	Public liability insurance, risk assessment of all activities, critical incident policy and procedure. Quarterly H&S meetings and review of risks and/or accidents.	Significant	Low				
Failure to comply with legal requirements	Legal claims against CB Financial risk - fines, fees, compensation Loss of reputation Unable to continue with activities	Medium	Medium	Medium	Staff to attend training for specific areas of legal responsibility relevant to their job descriptions. Head of Finance & Operation maintains overview of all legal requirements. Staff keep abreast of legal changes by engaging with industry networks and sharing information. Robust procedures in place to ensure evidence of right to work is seen and copied prior to anyone starting to work or volunteer. Regular audits of HR files.	Significant	Low				
Failure to comply with Data/Privacy or HR regulations	Damaged reputation Fines for non-compliance Negative impact on health & wellbeing of those affected	Medium	Medium	Medium	Registered with the ICO and senior staff are knowledgeable in this area. Training with staff undertaken in 2022.	Significant	Low				

MAJOR RISK IDENTIFIED					RISK MANAGEMENT				ACTIONS AND RESPONSIBILITIES		
AREA OF RISK / RISK EVENT OR CAUSE	LIKELY CONSEQUENCES	Probability	Impact	Gross Risk	Risk Management Strategy	Control over Risk	Net risk	Change since last review	Current mitigations/actions	Responsible	Review Date
EXTERNAL RISKS											
Lockdowns or restrictions in response to emergency situations	Closure of the building meaning that activity ceases or moves online and staff need to work from home. Possible cancellation of performance or live work.	Medium	High	High	All activities have a digital pivot that they can shift to, cancellation clauses are robust in contracts, and we would reschedule before cancelling when ever possible to safeguard our investment in the work and the expectations of audience/participants	Minimal	Low				
Major change in government policy affecting arts funding, education, training, skills, social attitude	Unable to deliver our planned projects and partnerships Unable to raise sufficient funds to deliver them	Medium	High	High	In the current climate, change is expected and therefore we are connecting with our networks and peers to understand where change is coming whenever possible.	Minimal	Medium				

RISK RATING MATRIX (LIKELIHOOD AND CONSEQUENCE)

Likelihood and Consequence Descriptors for Risk Assessments

Likelihood	Rating	Criteria	Probability
Almost certain	5	It is expected to happen. Will certainly happen this fiscal year or during the three year period of the Service Plan.	80% to 100% or once a year or more frequently
Likely	4	We expect it to happen. It would be surprising if this did not happen.	61% to 79% or once every 3 yrs
Possible	3	Just as likely to happen as not. We don't expect it to happen, but there is a chance.	40% to 60% or once every 5 yrs
Unlikely	2	Not anticipated. We won't worry about it happening.	11% to 39% or once every 15 years
Almost certain not to happen	1	It would be surprising if this happened. There would have to be a combination of unlikely events for it to happen.	0 to 10% or once every 25 yrs

Consequence	Rating	Criteria / Examples
Catastrophic	5	<ul style="list-style-type: none"> - Major problem from which there is no recovery. - Significant damage to organization credibility or integrity. - Complete loss of ability to deliver a critical program.
Major	4	<ul style="list-style-type: none"> - Event that requires a major realignment of how service is delivered. - Significant event which has a long recovery period. - Failure to deliver a major political commitment.
Moderate	3	<ul style="list-style-type: none"> - Recovery from the event requires cooperation across departments. - May generate media attention.
Minor	2	<ul style="list-style-type: none"> - Can be dealt with at a department level but requires Executive notification. - Delay in funding or change in funding criteria. - Stakeholder or client would take note.

Insignificant	1	<ul style="list-style-type: none"> - Can be dealt with internally at the business unit level. - No escalation of the issue required. - No media attention. - No or manageable stakeholder or client interest.
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Risk Rating Matrix

LIKELIHOOD

5	LOW	MED	HIGH	EXT	EXT
4	LOW	MED	HIGH	HIGH	EXT
3	LOW	MED	MED	HIGH	HIGH
2	LOW	LOW	MED	MED	MED
1	LOW	LOW	LOW	LOW	LOW
	1	2	3	4	5

CONSEQUENCE

LIKELIHOOD X CONSEQUENCE			
SCORE	0 – 5	=	LOW
SCORE	6 – 10	=	MEDIUM
SCORE	12 – 16	=	HIGH
SCORE	20 – 25	=	EXTREME

(ORGANIZATION NAME)

This risk assessment is connected to/aligns with: <name of organization or enterprise/branch-wide strategic or operational risk register>
Objective: <What is the subject of the risk assessment e.g., Mandate letter, policy, project name, initiative>
Date of the risk assessment: <date>
Risk should be reassessed periodically throughout the life of the program or project.
Future date(s) to reassess the risks within the register: <date>

[Check out the B.C. Enterprise Risk Categories Tool to explore other risks that may affect objectives.](#)

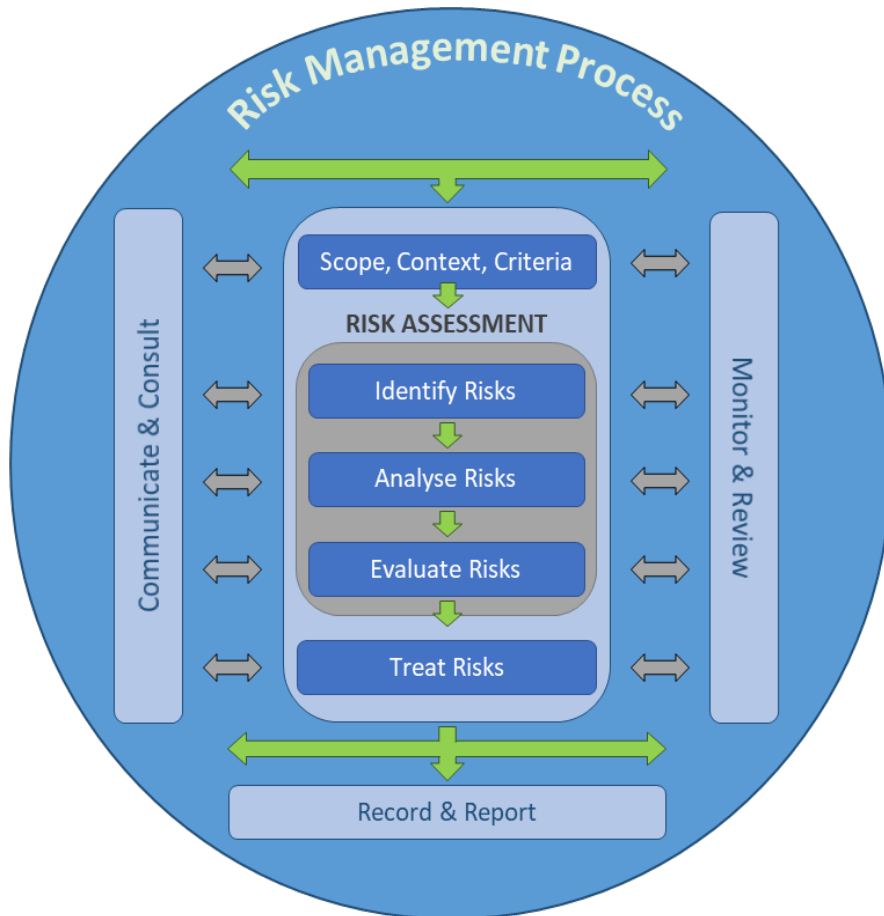
RISK MANAGEMENT PROCESS <i>(For Guidance, See Tab 2)</i>		CONTEXT <i>(For Guidance, See Tab 3)</i>	RISK IDENTIFICATION			ANALYSIS Residual risk rating with treatments in place <i>(For Guidance, See Tab 4)</i>				
RISK #	CATEGORY	BUSINESS OBJECTIVE/PRIORITY	RISK EVENT	RISK CAUSE	IMPACT	CURRENT TREATMENTS	L (1-5)	C (1-5)	RISK RATING	HEAT MAP
<i>Add identifiers to better organize and track risks.</i>	<i>Which category does this Risk Event fall under?</i>	<i>What business objective/priority does this Risk Event affect (e.g., Mandate letter, strategic directive, etc.)?</i>	<i>What events could impact the achievement of objectives (can be positive or negative)?</i>	<i>What Risk Cause (trigger, circumstance, uncertainty) could increase the Likelihood of the Risk Event occurring? There are usually multiple Risk Causes leading to a Risk Event.</i>	<i>How would the Risk Event impact the achievement of the objective/priority?</i>	<i>What Treatments are currently in place to manage the Risk Event? Focus on Treatments that either reduce the Likelihood (column H) of the Risk Event or can reduce the Consequence (column I) if the Risk Event occurs.</i>	<i>How likely?</i>	<i>How severe?</i>	<i>(LxC)</i>	<i>Rating with current treatments in place</i>
									0	UNRATED
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EVALUATION <i>(For Guidance, See Tab 5)</i>			TREATMENT MANAGEMENT					
ADEQUACY OF CURRENT TREATMENTS	ACTION	TREND	ADDITIONAL PLANNED TREATMENT	DELIVERABLES	TASK OWNER	DUE DATE	DEPENDENCIES/ INTER-RELATIONSHIPS	STATUS
<i>Non-existent Inadequate Adequate Robust</i>	<i>Will you do more to manage the risk (treat) or choose to accept and monitor?</i>	<i>If applicable, has this risk rating changed over time? Has column J increased (upward trend), decreased (downward trend) or not changed (static)</i>	<i>What Treatments are needed to further manage the Risk Event? Focus on Treatments that either reduce the Likelihood (column H) of the Risk Event or can reduce the Consequence (column I) if the Risk Event occurs.</i>	<i>Future Treatments will come in what form (e.g., a project plan, a briefing note, report, funding request, other)?</i>	<i>Who will take the lead on this mitigation?</i>	<i>When should the deliverable be ready? (Optional)</i>	<i>Do the Risk Event or Treatments depend on another team or organization? Do they impact another group?</i>	<i>On Track Slowed Stalled</i>



RISK REPORTING (Optional - Hide/Delete if not in use)															
TRACKING				RESIDUAL RISK RATING <i>(Risk rating expected / predicted once all treatments, including additional treatments, are in place.)</i>				CURRENT RISK RATING <i>(Current level of risk in light of treatments implemented at this report period.)</i>				RISK TOLERANCE RATING <i>(Risk tolerance executive is willing to accept. This should be provided by executive after having been briefed on the risk, existing and planned treatments, and associated costs.)</i>			
PROGRESS %	COMMENTS/ ISSUES	FURTHER ACTION	COMPLETION DATE	L (1-5)	C (1-5)	RISK RATING	HEAT MAP	L (1-5)	C (1-5)	RISK RATING	HEAT MAP	L (1-5)	C (1-5)	RISK RATING	HEAT MAP
				<i>How likely?</i>	<i>How severe?</i>	<i>(LxC)</i>	<i>Rating with current treatments in place</i>	<i>How likely?</i>	<i>How severe?</i>	<i>(LxC)</i>	<i>Rating with current treatments in place</i>	<i>How likely?</i>	<i>How severe?</i>	<i>(LxC)</i>	<i>Rating with current treatments in place</i>
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RISK MANAGEMENT PROCESS: OVERVIEW



1. The SCOPE, CONTEXT, and CRITERIA identifies the subject of the risk assessment. **For Guidance, See Tab 3.**

2. IDENTIFY risks by asking, "What could occur that would have an impact on our objectives?" Risks have three key elements: **Event, causes, impacts.**

3. Risks ANALYSIS involves ranking the likelihood and consequence using a 1-5 scale. **For Guidance, See Tab 4.**

4. In order to EVALUATE risks the group reviews the effectiveness and appropriateness of current controls and determines what action to take, if any. **For Guidance, See Tab 5.**

5. Risk TREATMENT is the activity (s) you are going to implement to better manage your exposures. Your mitigations will reduce the likelihood and/or consequence of the risk event occurring.

for more information, please see the **Risk Management Guideline for the B.C. Public Sector.**

CONTEXT TEMPLATE

ESTABLISH CONTEXT:

The first step in any risk assessment is to set the context. Use this optional template to establish scope, criteria, and deliverable for your organization. Refer to your organizations's Mandate Letter, Service Plan, and other strategic initiatives.

1. State the Business Objectives/Priorities of your organization .

Text text text.

2. State the mission, vision, operating principles and any other value criteria.

Text text text.

3. Identify stakeholders ; determine their influence on the organizations's objectives, methods of consultation and communication, as appropriate.

Text text text.

4. Set out assumptions and constraints (deadlines, time-frames, environmental factors, or executive directives).

Text text text.

RISK RATING MATRIX (LIKELIHOOD AND CONSEQUENCE)

Likelihood and Consequence Descriptors for Risk Assessments

Likelihood	Rating	Criteria	Probability
Almost certain	5	It is expected to happen. Will certainly happen this fiscal year or during the three year period of the Service Plan.	80% to 100% or once a year or more frequently
Likely	4	We expect it to happen. It would be surprising if this did not happen.	61% to 79% or once every 3 yrs
Possible	3	Just as likely to happen as not. We don't expect it to happen, but there is a chance.	40% to 60% or once every 5 yrs
Unlikely	2	Not anticipated. We won't worry about it happening.	11% to 39% or once every 15 years
Almost certain not to happen	1	It would be surprising if this happened. There would have to be a combination of unlikely events for it to happen.	0 to 10% or once every 25 yrs

Consequence	Rating	Criteria / Examples
Catastrophic	5	<ul style="list-style-type: none"> - Major problem from which there is no recovery. - Significant damage to organization credibility or integrity. - Complete loss of ability to deliver a critical program.
Major	4	<ul style="list-style-type: none"> - Event that requires a major realignment of how service is delivered. - Significant event which has a long recovery period. - Failure to deliver a major political commitment.
Moderate	3	<ul style="list-style-type: none"> - Recovery from the event requires cooperation across departments. - May generate media attention.
Minor	2	<ul style="list-style-type: none"> - Can be dealt with at a department level but requires Executive notification. - Delay in funding or change in funding criteria. - Stakeholder or client would take note.
Insignificant	1	<ul style="list-style-type: none"> - Can be dealt with internally at the business unit level. - No escalation of the issue required. - No media attention. - No or manageable stakeholder or client interest.

Risk Rating Matrix

LIKELIHOOD

5	LOW	MED	HIGH	EXT	EXT
4	LOW	MED	HIGH	HIGH	EXT
3	LOW	MED	MED	HIGH	HIGH
2	LOW	LOW	MED	MED	MED
1	LOW	LOW	LOW	LOW	LOW
	1	2	3	4	5

CONSEQUENCE

LIKELIHOOD X CONSEQUENCE					
SCORE	0 – 5	=	LOW		
SCORE	6 – 10	=	MEDIUM		
SCORE	12 – 16	=	HIGH		
SCORE	20 – 25	=	EXTREME		

RISK EVALUATION

In order to **EVALUATE** risks, the **ADEQUACY OF CURRENT TREATMENTS** (Column L) and **ACTION** (Column M) are determined

ADEQUACY OF CURRENT TREATMENTS: Use the drop-down in Column L to identify the risk tolerance of the organization considering the current treatments. Choices include:

- **Non-existent:** there are no current treatments identified in Column G (are not doing anything)
- **Inadequate:** the current treatments (Column G) do not meet the organization's risk tolerance and need attention (are not doing enough)
- **Adequate:** the current treatments (Column G) meet the organization's risk tolerance and no further action is required (are doing enough)
- **Robust:** the current treatments (Column G) exceed the organization's risk tolerance (are doing too much)

ACTION: Use the drop-down in Column M to identify the action the organization will take to respond to the risk, if any

Choices include:

- **Accept:** no further action is required
- **Monitor:** Accept and keep an eye on future trends that may impact the currently accepted risk tolerance
- **Treat:** implement **ADDITIONAL TREATMENTS** to either reduce the likelihood (Column H) or reduce the impact if the risk event occurs (Column I)
- **Transfer:** allocate the risk responsibility to another party through legal contract (e.g. hire another party and transfer the risk to them)

--SAMPLE -- XYZ Organization

This risk assessment is connected to/aligns with: Enterprise wide operational risk register

Objective: Directive by VP of IT Department

Date of the risk assessment: <date>

Risk should be reassessed periodically throughout the life of the program or project.

Future date(s) to reassess the risks within the register: <date>

Check out the B.C. Enterprise Risk Categories Tool to explore other risks that may affect objectives.

RISK MANAGEMENT PROCESS <i>(For Guidance, See Tab 2)</i>		CONTEXT <i>(For Guidance, See Tab 3)</i>	RISK IDENTIFICATION				ANALYSIS Residual risk rating with treatments in place <i>(For Guidance, See Tab 4)</i>			
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OFP 1	Operational - Financial Processes	Timely service delivery to clients.	Invoice delivery to clients is slow and inaccurate.	- Legacy system is incompatible with data input requirements. - Data entry practices inconsistent - Manual data checks	- Unmet client service quality performance - Increased A/R - Increased risk of loss - Increased cost of recovery	- Manual data checks - Training manual	3	4	12	HIGH
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EVALUATION <i>(For Guidance, See Tab 5)</i>			TREATMENT MANAGEMENT					
ADEQUACY OF CURRENT TREATMENTS	ACTION	TREND	ADDITIONAL PLANNED TREATMENT	DELIVERABLES	TASK OWNER	DUE DATE	DEPENDENCIES/ INTER-RELATIONSHIPS	STATUS
<i>Non-existent Inadequate Adequate Robust</i>	<i>Will you do more to manage the risk (treat) or choose to accept and monitor?</i>	<i>If applicable, has this risk rating changed over time? Has column J increased (upward trend), decreased (downward trend) or not changed (static)</i>	<i>What Treatments are needed to further manage the Risk Event? Focus on Treatments that either reduce the Likelihood (column H) of the Risk Event or can reduce the Consequence (column I) if the Risk Event occurs.</i>	<i>Future Treatments will come in what form (e.g., a project plan, a briefing note, report, funding request, other)?</i>	<i>Who will take the lead on this mitigation?</i>	<i>When should the deliverable be ready? (Optional)</i>	<i>Do the Risk Event or Treatments depend on another team or organization? Do they impact another group?</i>	<i>On Track Slowed Stalled</i>
<i>Inadequate</i>	<i>Treat</i>	<i>Downward</i>	<i>Long term:</i> - System replacement <i>Short term:</i> - Update training manual - Commit more staff time.	- System replacement strategy - Revised training manual and web counterpart - Staffing solution for short term	- Systems replacement: Tom - Training manual: Sarah - Staff review: Tom	- System replacement strategy: End of fiscal - Training manual: February 14th - Staffing review and recommendation: February 7th	System shared with IT Department.	



RISK REPORTING (Optional - Hide/Delete if not in use)															
TRACKING				RESIDUAL RISK RATING <i>(Risk rating expected / predicted once all mitigations. Additional Mitigations are in place.)</i>				CURRENT RISK RATING <i>(Current level of risk in light of mitigations implemented at this report period.)</i>				RISK TOLERANCE RATING <i>(Maximum level of risk executive is willing to accept. This should be provided by executive after having been briefed on the risk, existing and planned mitigations, and associated costs)</i>			
PROGRESS %	COMMENTS/ ISSUES	FURTHER ACTION	COMPLETION DATE	L (1-5)	C (1-5)	RISK RATING	HEAT MAP	L (1-5)	C (1-5)	RISK RATING	HEAT MAP	L (1-5)	C (1-5)	RISK RATING	HEAT MAP
				<i>How likely?</i>	<i>How severe?</i>	<i>(LxC)</i>	<i>Rating with current treatments in place</i>	<i>How likely?</i>	<i>How severe?</i>	<i>(LxC)</i>	<i>Rating with current treatments in place</i>	<i>How likely?</i>	<i>How severe?</i>	<i>(LxC)</i>	<i>Rating with current treatments in place</i>
25% - Initial planning complete. Implementation expected once additional staff sourced.	Further progress is dependant upon staffing approval			2	4	8	MEDIUM	3	4	12	HIGH	2	4	8	MEDIUM
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ITEM #8.1

From: [BCA Police Boards](#)
To: [Paula Kully](#); [Kevin Murdoch](#)
Subject: BCAPB 2025 Conference/AGM - Sponsorship Request
Date: Wednesday, January 15, 2025 10:55:46 AM

Notice: This email came from an external source. Use caution if this message is unexpected or the sender is not known to you.

Sending on Behalf of Lara Victoria

Mayor Kevin Murdoch
Chair, Oak Bay Police Board

Dear Mayor Murdoch:

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

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

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

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

If your board is able to assist in this manner, cheques should be made payable to the BC Association of Police Boards and forwarded to Veronica Bandet, BCAPB, PO Box 33012, Victoria RPO Colwood Corners, BC, V9B 6K3.

Thank you for your consideration. We look forward to hearing from you at your convenience and if we can provide further information, please contact me at 604-762-5250 or Veronica Bandet, Administrative Assistant at 250-216-1205.

Lara Victoria
President
BC Association of Police Boards



E-COMM DECEMBER UPDATE FOR POLICE AND LOCAL GOVERNMENT PARTNERS

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

All service levels met or exceeded year-to-November 30

- ***Strong service levels for 9-1-1, police emergency call taking*** – From January to November 30th, E-Comm exceeded service levels for police emergency call-taking in the Lower Mainland at 91% and 90% on Vancouver Island (service level target of 88% of calls answered in 10 seconds), 9-1-1 call-taking service levels were at 98% for January to November (target: 95% calls in 5 seconds).
- ***Significant decrease in abandoned call rate for non-emergency*** – In the Lower Mainland, the YTD abandoned call rate for non-emergency was 15%, which represents a decrease of over half from 2023 levels, and is the lowest level recorded for this period in 4 years. Our average speed to answer non-emergency calls in the Lower Mainland is now 2 minutes YTD, a drop of 50% from 2023. Service levels for non-emergency call-taking remain on target.

Provincial announcement

- ***Minister announces independent review*** – On December 5, B.C.'s Minister of Public Safety and Solicitor General announced the Province is initiating an independent review of E-Comm's governance, financial and operational models. E-Comm has long supported calls by UBCM, 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. We welcome this step as an opportunity for the Province to gain a deeper understanding of E-Comm and identify options to further strengthen emergency communications in B.C. E-Comm will continue all services and strategic priorities underway during the review period, and will keep our agency partners updated as the review progresses.

Operations Transformation

- ***Strengthening our workforce*** – Last month we welcomed new non-emergency and emergency call takers to fill vacancies largely as a result of internal promotions. Most new hires in Q3 have been Operations positions (84%), and Technology (11%) in support of our service level commitments and building technology resiliency.
- ***Planning for digital advancement*** – Work is continuing to develop a digital strategy roadmap for our Operations department, which will determine how to best leverage technology and data advancements to support staff in serving callers and first responders.
- ***Non-emergency call-taking for WVPD*** – E-Comm will resume non-emergency call-taking for West Vancouver Police on January 14, 2025. This change follows a request from West Vancouver to return to E-Comm for non-emergency after transitioning service to Transit Police in 2022. The transition is expected to be a smooth integration, as WVPD's call volumes are relatively low and E-Comm already provides their emergency call-taking and dispatch services.
- ***FIFA 2026 planning underway*** – We officially launched our FIFA 2026 project focused on internal planning and preparations as a member of the Vancouver Host City Integrated Safety & Security Unit (ISSU). We are working on assessing operational and staffing needs alongside our public safety partners, with the shared goal of ensuring a safe and successful event.

DECEMBER 2024 UPDATE

TRANSFORMATION AND OPERATIONS UPDATES



Service levels exceeded for 9-1-1 and emergency call taking



+1.8 million 9-1-1 calls year to Nov 30



NER abandoned call rate decreased by over half from 2023 levels



Developing a digital strategy roadmap for our Operations department



Resuming non-emergency call-taking for West Vancouver Police Department



Welcomed new non-emergency and emergency call takers



FIFA 2026 PLANNING UNDERWAY

Launched our FIFA 2026 project focused on internal planning & preparation. Assessing operational and staffing needs alongside our public safety partners, with the shared goal of ensuring a safe and successful event.

LOWER MAINLAND YEAR-TO-NOV 30

	Target	2021	2022	2023	2024
9-1-1	95%/5s	92%	98%	98%	98%
Police Emergency	88%/10s	83%	84%	89%	91%
Police Non-Emergency	80%/180s	56%	44%	62%	80%
Fire Emergency	90%/15s	90%	88%	93%	94%

VANCOUVER ISLAND YEAR-TO-NOV 30

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

E-COMM JANUARY UPDATE FOR POLICE AND LOCAL GOVERNMENT PARTNERS

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

All service levels met or exceeded in 2024

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

Operations Updates

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

JANUARY 2025 UPDATE

LOWER MAINLAND 2024

	Target	2021	2022	2023	2024
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%

TRANSFORMATION AND OPERATIONS UPDATES



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



+2 million 9-1-1 calls in 2024



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



Operations staff support first responders as large crowds attend Vancouver concerts



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



Continued progress in hiring and training for key positions like dispatch

ANNUAL 9-1-WHAT CAMPAIGN



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