



NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, April 15, 2025 at 1800

Join in-Person:

555 Columbia Street, New Westminster

Join via Zoom: <https://us02web.zoom.us/j/88158165813>

Webinar ID: 881 5816 5813

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✓ Indicates Attachment

We recognize and respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.

1	ADOPTION & PRESENTATIONS	
	1.1 Land Acknowledgement	<i>Police Board</i>
✓	1.2 Adoption of Open Agenda: April 15, 2025	<i>Police Board</i>
	1.3 Presentation: Brandi Rogocky	
2	CONSENT AGENDA	
✓	2.1 Approval of Open Minutes: February 18, 2025	<i>Police Board</i>
	2.2 Police Board Member Reports	<i>Police Board</i>
✓	2.3 Operations Bureau Report: February & March 2025	<i>Inspector Kumar</i>
✓	2.4 Operations Support Bureau Report: February & March 2025	<i>Inspector Scott</i>
✓	2.5 Statistics: February 2025	<i>Inspector Kumar</i>
✓	2.6 Monthly Report on NWPD Overtime	<i>Jacqueline Dairon</i>
✓	2.7 Correspondence:	<i>Police Board</i>
	(a) E-Comm Transformation Update	
	(b) E-Comm April Police and Local Gov't Partner Update	
3	ONGOING BUSINESS	
	3.1 Discussion of Police Board Meeting Times	<i>Police Board</i>
	3.2 Chief Constable Updates (Verbal)	<i>CC Hyland</i>
4	NEW BUSINESS	
✓	4.1 E-Comm Board of Directors Nomination 2025-2026 Term	<i>Inspector Scott</i>
✓	4.2 GOVERNANCE: Report on Communications	<i>Hailey Finnigan</i>
✓	4.3 GOVERNANCE: Annual Fiscal Report 2024	<i>Jacqueline Dairon</i>
	NEXT MEETING	
	Date: May 20, 2025 – Time to be Confirmed	
	Location: Blue Room, 555 Columbia Street	
	ADJOURNMENT OF OPEN MEETING	



NEW WESTMINSTER MUNICIPAL POLICE BOARD

February 18, 2025 at 1800hrs

In-Person and via ZOOM

New Westminster Police Department, 555 Columbia Street, New Westminster

MINUTES of Regular Meeting

PRESENT:	Ms. Tasha Henderson	Chair
	Ms. Heather Boersma	Vice Chair
	Mr. Drew Hart	
	Mr. Patrick Lalonde	
	Ms. Mary Trentadue	
	Mr. Alejandro Diaz	
	Ms. Kelsi Wall	
STAFF:	Chief Constable Paul Hyland	
	A/Deputy Chief Constable Eamonn Ward	
	A/Deputy Chief Constable Andrew Perry	
	Inspector Jeff Scott	
	Inspector Sanjay Kumar	
	Inspector Martha Miskurka	
	Ms. Daisy Dyer	Police Board Secretary
	Ms. Hailey Finnigan	Communications

The meeting was called to order at 1800hrs.

1. ADOPTION

1.1 Land Acknowledgement

We recognize and respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.

1.2 Adoption of Regular Agenda: February 18, 2025

MOVED AND SECONDED

THAT The New Westminster Police Board approve the February 18, 2025, Regular Agenda.

CARRIED

2. CONSENT AGENDA

- 2.1 Approval of Open Minutes: January 21, 2025**
- 2.2 Police Board Member Reports**
- 2.3 Operation Report: January 2025**
- 2.4 Operations Support Report: January 2025**
- 2.5 Statistics: January 2025**
- 2.6 E-Comm Non-Emergency Service Level Agency Dashboard**
- 2.7 BC Police Resources 2023**
- 2.8 Correspondence:**
 - (a) Thank you Letter from BCAPB re Sponsorship**
 - (b) E-Comm January Police and Local Gov't Partner Update**
 - (c) CAPG Strategic Plan Update**
 - (d) Notice of New Westminster Police Board Positions**
 - (e) PSU 2024 Year End Statistics**

MOVED AND SECONDED

THAT item 2.5 and 2.7 be removed from the Consent Agenda; and

THAT the New Westminster Police Board approve the remaining Consent Agenda items.

CARRIED

ITEMS REMOVED FROM THE CONSENT AGENDA

2.5 Statistics: January 2025

Ms. Boersma asked if this report could be compared month-over-month as opposed to year-over-year, as a year-to-year comparison at this time of year does not provide much insight. Chief Constable Hyland explained that trends will not emerge until month four or six of each year. Acting Deputy Chief Ward also confirmed that the fifteen sex assaults reported in January were compared month-to-month. This is not the result of random attacks in the community, but as a result of an increase of cases reported, noting that sex assaults are typically vastly under-reported.

A discussion took place regarding the frequency of the statistics report. It was determined that this report would continue to be provided to the Board at each meeting.

Received for information.

2.7 BC Police Resources 2023

Discussion took place regarding the authorized strength of the department versus the caseload. Additional discussion included the crime severity index (CSI), increased complexity of files, and member wellness.

Chief Constable Hyland reported that this data is published annually by Police Services, where direct comparisons are made between other departments and their caseloads.

Received for information.

3. ONGOING BUSINESS

3.1 GOVERNANCE: Annual Fiscal Report (Verbal)

Chief Constable Hyland reported that the budget is on target, and a thorough report will be presented to the Board at the upcoming meeting in April.

Received for information.

4. NEW BUSINESS

4.1 BCAPB Call for Resolutions

Mr. Hart noted that consistent themes at BCAPB meetings have included funding for the JIBC, and the discussion of E-Comm matters.

The Board determined that they would discuss and finalize the matter of resolutions via e-mail, since the Board do not meet again before the deadline for resolutions.

Received for information.

4.2 OPCC 2023-24 Annual Report

This report was brought back for discussion from the previous board meeting. Chair Henderson reviewed the recommendations enclosed in the report, noting that best practices are embedded within many of the recommendations. Additionally, it was suggested that any policy gaps be identified when adopting these best practices.

Chief Constable Hyland explained that the department policies are reviewed every one to three years, dependent on the policy being a low or high risk area. Of note, there is no audit or risk manager who is dedicated to policy within the department.

Discussion ensued. It was determined that a Use of Force report would be presented to the Board at the upcoming board meeting.

Further discussion took place on service and policy complaints and the Board's responsibility in this area. Ms. Trentadue recommended that a more fulsome discussion take place regarding this process.

Received for information.

4.3 Chief Constable Activity Report

Discussion took place amongst the Board in regards to the value of the Chief Constable Activity Report. Various members stated that they would prefer to hear of themes or trends reoccurring in the community.

Chief Constable Hyland introduced the newly promoted inspectors to the Board; Inspector Jeff Scott, Inspector Sanjay Kumar, and Inspector Martha Mizskurka.

As part of the Activity Report, Chief Constable Hyland provided the following updates:

- January was a very busy month with numerous serious offences, including two resource intensive bomb threats.
- There were 5 fatalities on the McBride corridor. Chief Constable Hyland acknowledged the impact that this had on members responding to these files.
- Enhanced foot patrols and anti-shoplifting initiatives are taking place in the Downtown core, made possible through provincial Special Investigation and Targeted Enforcement Program.
- Chief Constable Adam Palmer of the Vancouver Police Department announced his retirement.

Received for information.

ADJOURNMENT of Regular Meeting

Chair Henderson adjourned the meeting at 1920 hrs.

Next meeting

The next meeting will take place on Tuesday, April 15, 2025, at 1800 at 555 Columbia Street, New Westminster.

TASHA HENDERSON
CHAIR

DAISY DYER
RECORDING SECRETARY



New Westminster Police Department Police Board Report

DATE: April 15, 2025	
SUBMITTED BY: Deputy Chief Constable Eamonn Ward (WSE)	
REVIEWED AND APPROVED BY: Chief Constable Paul Hyland	
SUBJECT: Operations Bureau Report	
ACTION: <input checked="" type="checkbox"/> For Information <input type="checkbox"/> For Action <input type="checkbox"/> For Approval	MEETING: <input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed
RECOMMENDATION: <i>That the New Westminster Police Board accept the report for Information only</i>	

PURPOSE

The purpose of this report is to provide Board members a monthly overview of the work completed by the various units within the Operations Bureau

DISCUSSION

In February and March the four Patrol watches attended 2439 calls for service. There were 48 in-custody files where the accused was arrested and held for a bail hearing. There were 127 Reports to Crown Counsel submitted for charge approval.

FILES OF NOTE

File 2025-2415 – Assault with a Weapon Investigation

Members responded to a report of a male victim who reported his girlfriend had threatened him with a knife and assaulted him with a stun gun. The subject stepped out of her suite as members were arriving and was taken into custody without incident. The suite where the incident took place was identified and secured while members obtained a search warrant. A victim and witness statement were obtained. The Warrant was approved, and upon searching the suite, a stun gun was located. The accused was being held for evening bail, and this file is now before the judicial system.

File 2025-2488 – Assault Investigation

Police responded to a report from a local school after staff reported that a student from another school district had followed students to the school and was found roaming the halls. Witnesses stated that the subject had confronted them earlier, where he became aggressive and challenged them to a fight. One witness suffered a nosebleed, which led to the subject brandishing bear mace. Members located and arrested the subject for possession of a weapon for a dangerous purpose. A search incident to arrest revealed bear mace. The subject was transported to cells where he was later released on a Form 10 with conditions.

File 2025-2624 – Mental Health Act Investigation

Members responded to a report of a suicidal female who had been pulled from the Fraser River near The Boathouse Restaurant. Witnesses on a water taxi heard the victim yelling and saw her clinging to the dock. The victim stated she had attempted to end her life. Police arrived and apprehended the subject under Section 28 of the Mental Health Act. She was transported to Royal Columbian Hospital by EHS, where she was certified by a physician.

File 2025-2739/2751/2754 - Break and Enter and Mischief Investigation

Members responded to two separate reports of break and enters. It was believed the suspect male broke a window into the amenities room to gain entry into the building and then broke into several vehicles in the shared underground parkade. CCTV was seized by investigators. FIU was called and attended to both files and shortly after, members of SCU reviewed the CCTV footage and immediately identified the suspect as a prolific property crime offender. Later that day, SCU located the subject and coordinated his arrest

with patrol members. Another complainant called to report an attempted break-in in the same area. Entry was attempted through the exterior front door of the building and the window. CCTV was reviewed, and SCU members identified the same suspect that they had just arrested. The suspect male was held in custody and several property crimes and breach offences were recommended to Crown Counsel.

File 2025-2817 – Mental Health Act Investigation

Members responded to a report of a youth who was experiencing a mental health crisis. The youth had fled his residence and was found running on a local area bridge, weaving between lanes. As members attempted to engage with the youth, he climbed the railing and placed one leg over the edge. Members quickly established dialogue and successfully de-escalated the situation, convincing the youth to return to safety. He was taken into custody without incident and transported to Royal Columbian Hospital, where he was seen by a physician.

File 2024-2986 – Medical Aid investigation

A member observed a female lying unresponsive on the sidewalk in the 600 block of Columbia Street. The female was non-responsive and had a faint pulse. Two members administered three doses of naloxone via nasal spray. After a few moments, the female regained consciousness and sat up. EHS arrived on the scene and took over medical care, and transported the female to Royal Columbian Hospital for further treatment.

File 2025-3894 – Commercial Break and Enter Investigation

NWPD were called to a business in the downtown core regarding a break and enter. The day prior, staff noticed a broken window and located an unknown male inside. Security asked the male to leave, which he did without incident. Police were not called, and staff covered up the broken windows with plywood. Staff arrived at the business the following day and noticed that the plywood covering the window was removed and advised police that there was a male inside. Police arrived on the scene, contained the area inside the business and with the assistance of a police K-9, located the subject under a trampoline. The subject was arrested without incident and transported to cells.

File 2025-4860 – Mental Health Act Investigation

Members were dispatched after the complainant called to report that her son was indicating self-harm, noting also that a knife was missing from the residence. Numerous members attended the area to conduct patrols, and while attempting to landmark the area, a member observed the subject lying in some bushes at the rear of the residence. The subject was holding a knife and was not responsive. Several members attended and engaged in verbal contact. The subject was initially non-compliant and gestured towards members with the knife; however, after several minutes of de-escalation techniques, he put the knife down. The knife was secured, and members apprehended the subject. EHS attended and transported the subject to RCH. The subject was treated medically and certified by doctors.

File 2025-4107 –Break and Enter Investigation

Members responded to reports from the complainant who came home to find an unknown male in his bed in the early morning hours. The suspect fled on foot and was observed attempting to get into other

nearby residences. Members flooded the area and set up containment. After an extended period of time, members began patrolling the area and upon doing so, observed the suspect attempting to flee the containment area. The suspect was arrested without incident and was held for court.

File 2025-4580 – Mental Health Investigation

Police were called to a restaurant for a report of a fight. Upon arrival the parties were separated and it was learned that a 19-year-old male had attacked his father. The subject had since locked himself in a vehicle. Police began to engage with the subject, but he kept screaming that he would hurt his father and the police, if they touched him. Members engaged with the subject from a distance and managed to gain enough trust for the subject to open the rear door. Additional crisis intervention and de-escalation techniques were utilized and after 10-15 minutes and the male left the vehicle on his own accord and allowed police to apprehend him under the Mental Health Act. He was transported to RCH where he was certified by a physician.

File 2025 – 3622 – Suspicious Package Investigation

While on patrol, a member was flagged down by the complainant after discovering a yellow rope hanging out of a Canada Post mailbox. The newspaper was marked with the current date and additional writing stating indicating a potential improvised explosive device. Members cordoned off the surrounding area while the RCMP Explosive Disposal Unit investigated for viable devices. No device was located and only one piece of normal mail was inside. The area remained closed for several hours while this incident was managed.

File 2025-5222 – Weapons and Breach Investigation

Members received a call from the complainant who stated that he saw a male cocking a pistol in the area of 7th Street and 6th Avenue. Multiple members responded to the area where a male matching the description was observed. Members took him into custody without incident. A search of the male revealed a 6mm pistol in his right pant pocket. The subject was breaching six conditions to not possess a firearm. The subject was arrested for possession of a weapon for dangerous purpose and failure to comply with probation order. This file is now before the judicial system

File 2025-3754 - Mental Health Act Investigation

Members responded to a local area school for a report of a student holding a knife and saying that she 'wants to kill people'. Multiple members responded and located the student exiting an exterior door. Despite attempts at crisis intervention and de-escalation, the subject was non-compliant moved towards members. One Arwen round was deployed, which made contact to the right leg of the subject who then dropped the knife and became compliant. The subject was transported to RCH and certified by a physician

Traffic Safety Unit

The Traffic Unit continued to target high risk driving and issued speeding, distracted driving and intersection violation tickets in February and March. Traffic members investigated multiple collisions and driving complaints over the two months. CVE and Traffic members focused on Trucks off Truck route; however, now that Front Street has reopened, the focus has shifted toward the east of town. Members

of the traffic section also focused their attention on speeding in school zones at multiple locations within the City, and participated in an ICBC-sponsored distracted driving event.

In February and March, the Traffic Unit generated 158 files, responded to 39 motor vehicle incidents and 14 driving complaints. They issued 158 Provincial Violation tickets and 12 Municipal Bylaw Violation Tickets for truck off truck route. There was also a total of 76 commercial vehicle inspections resulting in 119 violations.

Crime Reduction Unit

In February and March CRU members continued with vehicle and overt foot patrols in the downtown core. CRU members responded and assisted patrol for calls for service in the downtown core. CRU members continue to attend Hyack Square in response to open drug and alcohol use in the area. CRU members continued to conduct proactive patrols around the Skytrain stations, 800 Carnarvon, Alexander Street and Columbia Square. With the cold weather, CRU members were out conducting wellness checks of unsheltered individuals, and encouraging them to attend one of the shelters to stay warm.

CRU members made 36 arrests which included 14 warrant arrests, nine arrests under the Controlled Drug and substances Act, three under the Provincial Motor Vehicle Act and ten Criminal Code arrests which included five new charges being submitted.

CRU assisted various units within the department which included assisting in locating a high-risk missing person.

Gang Suppression Unit

In the months of February and March, the Gang Suppression Unit generated 14 files and made one arrest specific to their mandate. The unit conducted 105 vehicle stops and interacted with 243 individuals.

GSU members liaised with CFSEU End Gang Life regarding the referral of an at-risk youth to their program continue to connect with Youth Outreach workers regarding at-risk youth.

GSU continues to attend the youth drop-in Centre at təməsewtx^w Aquatic and Community Centre to play basketball and volleyball with the youths on Friday nights.

GSU attended the Armory and spoke to a group of 40 cadets between the ages of 10 and 16 about policing.

Major Crime Unit

In February and March 2025, the Major Crime Unit ("MCU") assumed conduct of eleven (11) new investigations, including four (4) BC-ICE investigations forwarded to the NWPD.

The MCU team remained extremely busy by progressing many new/active and historical files by conducting the associated arrests, executing search warrants, and drafting Judicial Authorizations, as well as assisting other units within the organization in particular supporting patrol with three (3) investigations. A number of MCU files are currently in different phases of disclosure with the courts.

Street Crime Unit

In February and March 2025, the Street Crime Unit (SCU) assisted the Major Crime Unit (MCU) with investigating a forcible confinement and extortion. As a result of those efforts the suspects were arrested by SCU. SCU members focused their efforts on coordinating and obtain charge approval on a Break and Enter series that has led to ongoing disclosure. SCU worked on the documentation required for associated SITE funding which will be submitted in the near future. In addition, SCU members provided affiant support to the Patrol Division.

Criminal Intelligence Unit

In February and March 2025, the Criminal Intelligence Unit (CIU) in addition to on-going administrative duties, assisted multiple units with 14 operational files. CIU also created 27 intelligence bulletins for dissemination. CIU met with three registered sex offenders residing in New Westminster and completed their yearly registration as required. There are currently 11 ReVOII clients being actively monitored by CIU.

Forensic Identification Unit

In February and March, FIU sworn members handled 64 calls for service, and were consulted on other files. The routine calls for service attended or worked on included 15 break and enters, seven recovered stolen vehicles, and four theft from vehicle/mischief files. FIU was successful in making six criminal identifications: The new FIU member successfully completed her training in Ottawa and has returned to NWPD.

In February and March, the FIU Video Technician completed the following highlighted tasks:

- 11 External video extractions
- 39 Video conversions
- 12 Audio Conversions/Extractions/Merging
- 49 Still image captures from Surveillance video completed
- 42 Video/Stills and photos disclosure provided to Crown

OPTIONS

Option 1 – That the New Westminster Police Board accept the report for information only.

Option 2 – That the New Westminster Police Board provide staff with further direction.

Staff are recommending Option 1

ATTACHMENTS

1. None



New Westminster Police Department Police Board Report

DATE: April 15, 2024	
SUBMITTED BY: Deputy Chief Andrew Perry (WSE) REVIEWED AND APPROVED BY: Chief Constable Paul Hyland	
SUBJECT: Month End Report - Operations Support Bureau – February & March 2025	
ACTION: <input checked="" type="checkbox"/> For Information <input type="checkbox"/> For Action <input type="checkbox"/> For Approval	MEETING: <input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed
RECOMMENDATION: <i>That the New Westminster Police Board accept this report for information.</i>	

PURPOSE

The purpose of this report is to provide the Police Board with a monthly overview of the activities from the Operational Support Bureau, which is comprised of the Administration and Community and Specialized Resource Division's.

ADMINISTRATION DIVISION

NON-EMERGENCY COMMUNICATIONS CENTRE

- Non-Emergency call taking services will be 100% assumed by E-Comm on April 15, 2025.
- E-Comm is planning on having the Interactive Voice Response system completed by the end of May 2025.

The NWPD Non-Emergency Communications Team created the following non-emergency reports:

Month	0800 – 1600hrs Monday to Friday
January	362
February	279
March	271
April 15	Return to E-Comm
2025 Year Total	912

FEBRUARY

- Of the **362** non-emergency reports created, **66** reports (**18.23%**) were completed by speaking to a complainant in the NWPD lobby at the front counter or via the lobby phone.
- The remaining **81.77%** of the non-emergency reports were created by speaking to a complainant on the phone or were created behind the scenes (e.g., based off an email NWPD received, per the request of the Watch Commander, bulk file, etc.).
- E-Comm created **259** non-emergency reports during afterhours (1600-0800hrs Monday – Friday).
- Weekends are not included as ComOps staff only work Monday – Friday.
- Of the **621** total non-emergency reports created between Mondays – Fridays (24hr Period) in January 2025, approximately **58.3%** of the non-emergency reports were created by ComOps.
- ComOps answered a total of **1133** phone calls during the month of January 2025.
- Roughly **32%** of calls that came in were non-emergency reports, the remaining **68%** were reception, switchboard, or referrals to other outside services.

MARCH

- ComOps created **271** non-emergency reports between 0800-1600hrs Monday – Friday.
- Of the **271** non-emergency reports created, **50** reports (**18.45%**) were completed by speaking to a complainant in the NWPD lobby at the front counter or via the lobby phone.

- The remaining **81.55%** of the non-emergency reports were created by speaking to a complainant on the phone or were created behind the scenes (e.g., based off an email NWPD received, per the request of the Watch Commander, bulk file, etc.).
- E-Comm created **234** non-emergency reports afterhours (1600-0800hrs Monday – Friday).
- Weekends are not included as ComOps staff only work Monday – Friday.
- Of the **505** total non-emergency reports created between Mondays – Fridays (24hr Period) in March 2025, approximately **53.66%** of the non-emergency reports were created by ComOps.
- ComOps answered a total of **870** phone calls during the month of March 2025.
- Roughly **31.15%** of calls that came in were non-emergency reports, the remaining **68.85%** were reception, switchboard, or referrals to other outside services.

ONLINE REPORTING

The following chart represents the amount of online reports received per month:

January	February	March	April	May	June	July	August	Sept	Oct	Nov	Dec
42	37	50									

COMMUNITY & SPECIAL RESOURCE DIVISION

COMMUNITY ENGAGEMENT UNIT (CEU)

EVENTS & INITIATIVES:

Student Police Academy - The Community Engagement hosted 20 high school students for an immersive full-week experience into policing. Students will be exposed to and take lessons in legal, patrol, investigation, forensics, firearms, use of force, and drill. CEU, SIU and MHU members were extremely busy and collaborated with units outside the Division such as the Training Unit, Major Crime Unit and Forensic Identification Unit.

Soccer School - Members are actively preparing for Soccer School 2025. This week-long camp is focused on soccer skills while also introducing leadership and life skills. CEU members form part of an NWPD committee focused on making this year another great success. Extensive planning and coordination are needed to ensure that the week runs smoothly. Soccer School tickets sold out.

CEFA Early Learning Centre Visit - The Community Engagement Unit welcomed a group of children from the CEFA Early Learning Centre. CEU members had previously attended this facility in New Westminster to give an introduction to the police aimed at children between the ages of 3 and 5. ON this occasion, the school wished to come to the police station and present police with a picture they made to thank police for their help during a recent call for service. The picture is proudly displayed in the CEU area of the police station.

SFU Community Policing - Sergeant Leaver and Constable Brougham attended a fourth-year SFU class to talk about community policing. Members provided an overview of NWPD programs and initiatives, as well as taking questions from students.

Student Police Academy Info Session - The Community Engagement Unit hosted an evening for applicants interested in the Student Police Academy to learn more about the program. 35 students attended and asked many questions. The program attracted many applications.

Polar Plunge - The Community Engagement Unit led an NWPD team at the Polar Plunge. The staff team ran into the water at Rocky Point in Port Moody alongside other first responders in support of Special Olympics BC. The CEU setup an information tent at the event with staff and volunteers providing safety information, as well as supporting the event itself.

New West en Español - The CEU partnered with a local Instagram creator to produce Spanish-language messaging for local residents. This month's topics included fraud prevention and distracted driving. This channel has grown in popularity and this partnership remains a popular and effective way to diversify our messaging, as well as reaching new segments of our community with police-related information.

Girl Guides Presentation - The Community Engagement Unit welcomed a group of children from the Girl Guides and conducted a presentation on ONLINE SAFETY and awareness.

VOLUNTEER STATISTICS:

FEBRUARY

Lock Out Auto Crime/Stolen Auto Recovery

- 4 Deployments
- 49 Hours of Volunteer Time
- 176 Crime Prevention Notices Issued
- 1,710 Plates Checked

Citizens Crime Watch Patrol

- 5 Deployments
- 79 Hours of Volunteer Time
- 830 Plates Checked

Speed Watch

- 3 Deployments
- 32 Hours of Volunteer Time
- 510 Vehicles Checked (Missing 2/3 shift stats)

Other Volunteer Hours

- Polar Plunge – 25.5 Hours Volunteer Time
- Administrative work – 3 Hours Volunteer Time

MARCH

Lock Out Auto Crime/Stolen Auto Recovery

- 5 Deployments
- 42 Hours of Volunteer Time
- 211 Crime Prevention Notices Issued
- 2,353 Plates Checked

CCWP

- 5 Deployments
- 83 Hours of Volunteer Time
- 909 Plates Checked

Speed Watch

- 1 Deployments
- 16 Hours of Volunteer Time
- 400 Vehicles Checked (Missing 2/3 shift stats)

Other Volunteer Hours

- Security Audits – 14 Hours Volunteer Time

	January 2025	FEBRUARY 2025	March 2025
TOTAL VOLUNTEER HOURS	218	188	163

SPECIAL INVESTIGATIONS UNIT (SIU)

Missing Persons Files

	JANUARY 2025	FEBRUARY 2025	MARCH 2025
NWPD - MISSING PERSON REPORTS	25	17	17
SIU - MISSING PERSON FILES	6	4	8

MENTAL HEALTH UNIT

	JANUARY 2025	FEBRUARY 2025	MARCH 2025
TOTAL MHA APPREHENSIONS	52	33	28
INTERNAL MH FOLLOW UP	0	0	0
EXTERNAL MH FOLLOW UP	0	0	0
SHORTEST HOSPITAL WAIT TIME (MINS)	8	21	23
LONGEST HOSPITAL WAIT TIME (MINS)	366	443	571

AVERAGE HOSPITAL WAIT TIME (MINS)	170	210	193
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VICTIM ASSISTANCE UNIT (VAU)

FEBRUARY

NEW FILES & MEMBER REFERRALS:

	JANUARY 2025	FEBRUARY 2025	MARCH 2025
DAYTIME CRISIS CALLS	4	6	5
AFTER-HOURS CRISIS CALLS	4	1	3
CLIENT REFERRALS	58	51	48
NEW CLIENT FILES	89	87	70
CURRENT CASELOAD (POLICE FILES)	442	442	437 (YTD)

OPTIONS

- 1) That the Board receive this report for information purposes.
- 2) That the Board provide further direction.



February 2025 - Statistics

Crime Type Category ¹	2025 January	2025 February	February 3YR Avg	YTD 2023	YTD 2024	YTD 2025	YTD 3YR Avg	% Change 2025-2024
Persons Offences								
HOMICIDE	0	0	0	0	0	0	0	N/A ²
ATTEMPTED HOMICIDE	0	0	0	0	0	0	0	N/A
SEXUAL ASSAULTS	14	7	6	16	3	7	9	133%
ASSAULT-COMMON	42	35	28	51	70	77	66	10%
ASSAULT-W/WEAPON OR CBH	13	9	12	36	26	22	28	-15%
ASSAULT-AGGRAVATED	0	0	0	2	0	0	1	N/A
ROBBERY	2	1	3	17	4	3	8	-25%
Total Monitored Persons Offences	71	52	49	122	103	109	111	6%
Domestic Violence								
DOMESTIC VIOLENCE	45	36	44	122	77	81	93	5%
FAMILY VIOLENCE	16	11	16	50	37	27	38	-27%
Property Offences								
BREAK & ENTER-BUSINESS	18	8	8	20	28	26	25	-7%
BREAK & ENTER-RESIDENCE	4	5	5	15	10	9	11	-10%
BREAK & ENTER-OTHER	3	9	5	8	6	12	9	100%
THEFT OF VEHICLE	13	7	8	20	20	20	20	0%
THEFT FROM VEHICLE	21	24	32	128	37	45	70	22%
THEFT-OTHER OVER \$5000	2	1	1	6	1	3	3	200%
THEFT-OTHER UNDER \$5000	49	34	33	68	61	83	71	36%
MISCHIEF OVER \$5000	0	1	1	2	0	1	1	N/A
MISCHIEF \$5000 OR UNDER	49	28	27	61	74	77	71	4%
Total Monitored Property Offences	159	117	120	328	237	276	280	16%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	1	1	1	0	1	1	N/A
COLLISION-NON-FATAL INJURY	6	9	11	23	40	15	26	-63%
COLLISION-ALL OTHERS	58	31	35	83	92	89	88	-3%
Total Collision Offences	64	41	47	107	132	105	115	-20%
215 Impaired								
215 ALCOH-24HR & DRUG	5	1	2	4	2	6	4	200%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	5	9	9	35	7	14	19	100%
215 ALCOH IRP WARN	2	1	4	9	7	3	6	-57%
IMPAIRD OP MV (DRUGS & ALCOH)	9	13	11	33	15	22	23	47%
Weapons Offences								
WEAPONS	12	4	6	15	18	16	16	-11%
Other Non-Criminal Code Offences								
BYLAW	24	18	23	65	44	42	50	-5%
FALSE ALARMS	51	62	62	132	117	113	121	-3%
MISSING PERSONS	25	16	15	34	33	41	36	24%
MENTAL HEALTH RELATED	61	54	62	62	84	54	67	-36%
DISTURBED PERSON/ATT SUICIDE	54	49	49	106	100	103	103	3%
SUDDEN DEATH	12	10	10	23	20	22	22	10%
DOMESTIC DISPUTE-NO ASSAULT	22	17	24	78	44	39	54	-11%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <=>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2025-04-02. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

² Undefined. Percent Change = ((new value – initial value / initial value) x 100). Division by zero is division where the divisor (denominator) is zero, where the expression has no meaning; therefore, division by zero is undefined.



March 2025 - Statistics

Crime Type Category ¹	2025 February	2025 March	March 3YR Avg	YTD 2023	YTD 2024	YTD 2025	YTD 3YR Avg	% Change 2025-2024
Persons Offences								
HOMICIDE	0	0	0	0	0	0	0	N/A ²
ATTEMPTED HOMICIDE	0	0	0	0	0	0	0	N/A
SEXUAL ASSAULTS	7	7	6	21	9	28	19	211%
ASSAULT-COMMON	35	47	39	83	109	124	105	14%
ASSAULT-W/WEAPON OR CBH	9	8	12	49	42	30	40	-29%
ASSAULT-AGGRAVATED	0	0	0	3	0	0	1	N/A
ROBBERY	1	5	5	21	9	8	13	-11%
Total Monitored Persons Offences	52	67	63	177	169	190	179	12%
Domestic Violence								
DOMESTIC VIOLENCE	36	57	52	179	120	138	146	15%
FAMILY VIOLENCE	11	16	22	78	60	43	60	-28%
Property Offences								
BREAK & ENTER-BUSINESS	8	13	12	31	40	39	37	-3%
BREAK & ENTER-RESIDENCE	5	7	8	27	14	16	19	14%
BREAK & ENTER-OTHER	9	6	6	15	12	18	15	50%
THEFT OF VEHICLE	7	16	12	33	26	36	32	38%
THEFT FROM VEHICLE	24	26	35	164	79	71	105	-10%
THEFT-OTHER OVER \$5000	1	1	2	8	3	4	5	33%
THEFT-OTHER UNDER \$5000	34	54	39	96	96	137	110	43%
MISCHIEF OVER \$5000	1	1	1	3	0	2	2	N/A
MISCHIEF \$5000 OR UNDER	28	37	42	111	113	114	113	1%
Total Monitored Property Offences	117	161	156	488	383	437	436	14%
Traffic Offences								
Collisions								
COLLISION-FATAL	1	0	0	2	0	1	1	N/A
COLLISION-NON-FATAL INJURY	9	7	7	28	48	22	33	-54%
COLLISION-ALL OTHERS	31	50	44	124	132	139	132	5%
Total Collision Offences	41	57	51	154	180	162	165	-10%
215 Impaired								
215 ALCOH-24HR & DRUG	1	1	5	6	13	7	9	-46%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	9	8	10	49	15	22	29	47%
215 ALCOH IRP WARN	1	2	6	19	12	5	12	-58%
IMPAIRD OP MV (DRUGS & ALCOH)	13	7	11	45	30	29	35	-3%
Weapons Offences								
WEAPONS	4	9	7	19	25	25	23	0%
Other Non-Criminal Code Offences								
BYLAW	18	17	20	87	66	59	71	-11%
FALSE ALARMS	62	42	55	193	180	155	176	-14%
MISSING PERSONS	16	20	20	58	50	61	56	22%
MENTAL HEALTH RELATED	54	46	67	179	275	161	205	-41%
DISTURBED PERSON/ATT SUICIDE	49	41	55	169	160	144	158	-10%
SUDDEN DEATH	10	14	14	40	31	36	36	16%
DOMESTIC DISPUTE-NO ASSAULT	17	33	35	121	72	72	88	0%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2025-04-02. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

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February 2025 – Downtown Statistics

<i>Crime Type Category</i> ¹	2024 February	2025 February	February 3YR Avg	YTD 2023	YTD 2024	YTD 2025	YTD 3YR Avg	% Change 2025-2024 (YTD)
ASSAULT-COMMON	8	11	10	21	23	20	10	-13%
ASSAULT-W/WEAPON or CBH	4	2	5	16	19	11	5	-42%
ASSAULT-AGGRAVATED	0	0	0	2	15	9	0	-40%
ROBBERY	2	1	2	11	2	3	2	50%
BNE-BUSINESS	3	2	3	6	10	8	3	-20%
BNE-RESIDENCE	0	1	1	2	2	2	1	0%
THEFT FROM AUTO - OVER AND UNDER \$5000	10	6	9	18	15	14	9	-7%
THEFT-OTHER - OVER AND UNDER \$5000	11	12	13	27	19	41	13	116%
MISCHIEF - OVER AND UNDER \$5000	11	12	9	10	20	28	9	40%
MENTAL HEALTH RELATED	24	13	18	43	53	28	18	-47%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A. The data was mapped in ArcMap 10.8.2, and the Downtown statistics were extracted using the *Select By Location* function – “are completely within the source layer feature”. Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2025-04-02. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.



March 2025 – Downtown Statistics

<i>Crime Type Category¹</i>	2024 March	2025 March	March 3YR Avg	YTD 2023	YTD 2024	YTD 2025	YTD 3YR Avg	% Change 2025-2024 (YTD)
ASSAULT-COMMON	11	15	13	35	34	35	13	3%
ASSAULT-W/WEAPON or CBH	9	6	8	25	28	17	8	-39%
ASSAULT-AGGRAVATED	0	0	0	2	15	9	0	-40%
ROBBERY	1	1	1	12	3	4	1	33%
BNE-BUSINESS	5	6	5	11	15	14	5	-7%
BNE-RESIDENCE	1	0	1	4	3	2	1	-33%
THEFT FROM AUTO - OVER AND UNDER \$5000	7	12	9	27	22	26	9	18%
THEFT-OTHER - OVER AND UNDER \$5000	11	26	16	37	30	67	16	123%
MISCHIEF - OVER AND UNDER \$5000	12	14	15	30	32	42	15	31%
MENTAL HEALTH RELATED	37	16	24	63	90	44	24	-51%

¹ The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A. The data was mapped in ArcMap 10.8.2, and the Downtown statistics were extracted using the *Select By Location* function – “are completely within the source layer feature”. Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2025-04-02. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

Overtime Report to March 28, 2025								
	2025 Annual Budget	YTD Budget	YTD Actual(Prior Report)	2025 Actual	YTD Variance	Budget Remaining	Last 4 Weeks	2024 Prior YTD Actual
Management	2,000	475	-	-	475	2,000	-	-
Admin Services	51,000	12,123	5,652	10,188	1,935	40,812	4,536	10,600
Community & Spec Res	32,000	7,607	-	6,481	1,125	25,519	6,481	1,630
	83,000	19,730	5,652	16,669	3,061	66,331	11,017	12,230
Patrol Admin	68,000	16,164	2,763	3,016	13,148	64,984	253	4,661
Patrol A Platoon	66,000	15,689	2,037	6,481	9,207	59,519	4,445	10,031
Patrol B Platoon	66,000	15,689	17,536	26,194	(10,505)	39,806	8,658	25,007
Patrol C Platoon	66,000	15,689	7,229	11,420	4,268	54,580	4,191	9,613
Patrol D Platoon	66,000	15,689	11,285	15,371	318	50,629	4,086	12,174
	332,000	78,918	40,850	62,482	16,436	269,518	21,632	61,485
Major Crime	261,000	62,041	51,271	77,102	(15,061)	183,898	25,831	38,077
Forensic Ident	95,000	22,582	11,631	14,983	7,599	80,017	3,352	14,831
Street Crime	68,000	16,164	23,140	28,728	(12,564)	39,272	5,588	3,748
	424,000	100,787	86,041	120,813	(20,026)	303,187	34,771	56,656
Total Sworn Overtime	841,000	199,910	132,543	199,964	(54)	641,036	67,420	130,371

Civilian Overtime								
	2025 Annual Budget	YTD Budget	YTD Actual(Prior Report)	2025 Actual	YTD Variance	Budget Remaining	Last 4 Weeks	2024 Prior YTD Actual
Management	500	119	-	-	119	500	-	-
Admin/Finance	5,000	1,189	54	524	664	4,476	470	-
Admin Services	21,500	5,111	3,322	5,416	(305)	16,084	2,094	4,432
Records Services	69,500	16,520	30,409	39,655	(23,135)	29,845	9,246	12,371
Community & SR	5,000	1,189	-	-	1,189	5,000	-	-
Victim Services	10,500	2,496	3,041	3,909	(1,413)	6,591	868	4,313
	106,500	25,316	36,772	48,980	(23,665)	57,520	12,208	21,116
Major Crime	1,500	357	774	774	(418)	726	-	-
Forensic Ident	5,500	1,307	336	601	706	4,899	264	714
	7,000	1,664	1,111	1,375	289	5,625	264	714
Total Civilian Overtime	119,000	28,287	37,937	50,880	(22,593)	68,120	12,943	21,831
Total NWPD OT - Excluding Secondments								
	960,000	228,197	170,480	250,844	(22,647)	709,156	80,363	152,202



E-Comm 9-1-1

2024 Transformation Progress Update
February 2025

INTRODUCTION

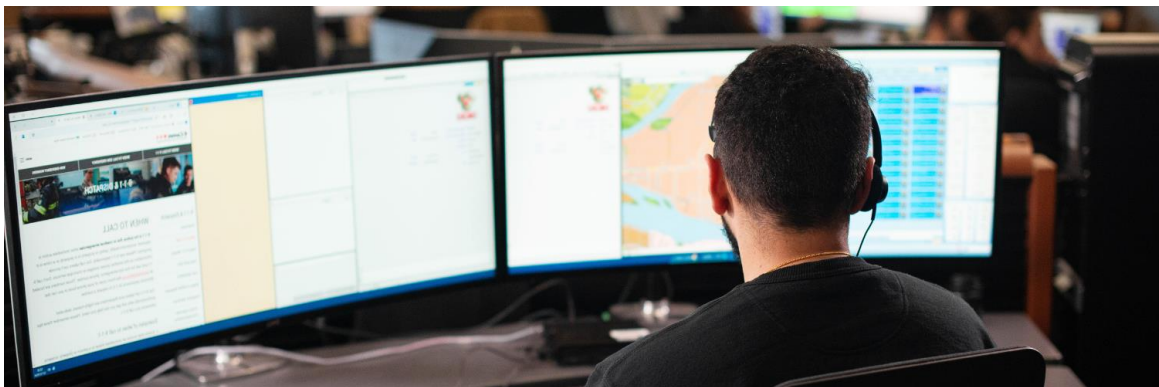
In November 2022, the E-Comm 9-1-1 Board of Directors approved a comprehensive transformation plan and budget, to modernize and put our operations on a solid foundation for the future. The five-year plan is intended to address long-standing challenges in our operations, and in every part of our organization, 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.

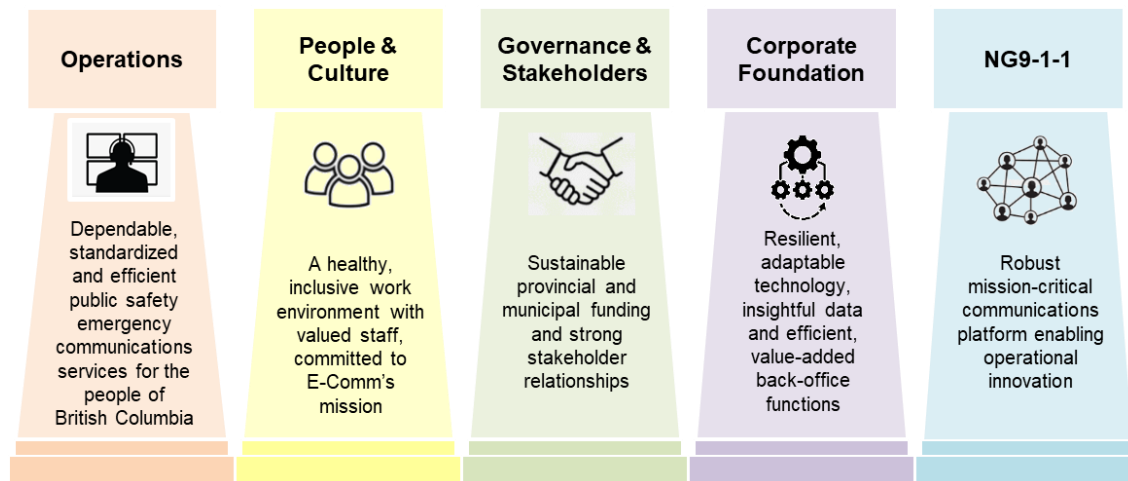
We have made significant strides in enhancing our business continuity and fortifying our cybersecurity in response to rising global cyber threats. We have also begun extensive foundational work to develop a new governance structure and financial model, to better serve our partners and the public. However, 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.

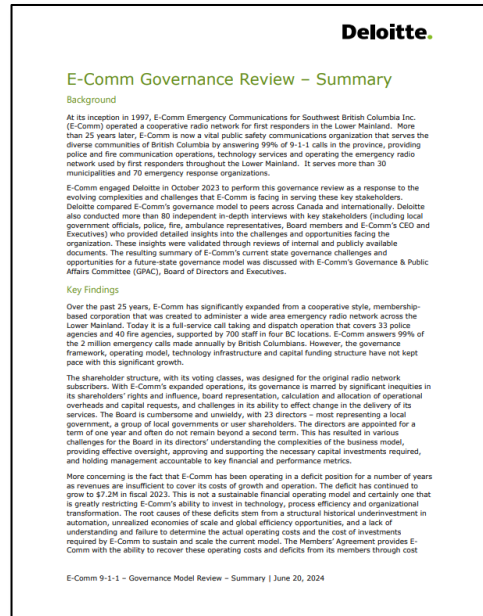
Since then, we have worked to fine-tune the future state governance model, with input from shareholders, as well as to develop an improved financial model with the goal of creating a more equitable and transparent pricing and cost-allocation model for our agency partners. Our efforts over the past year 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

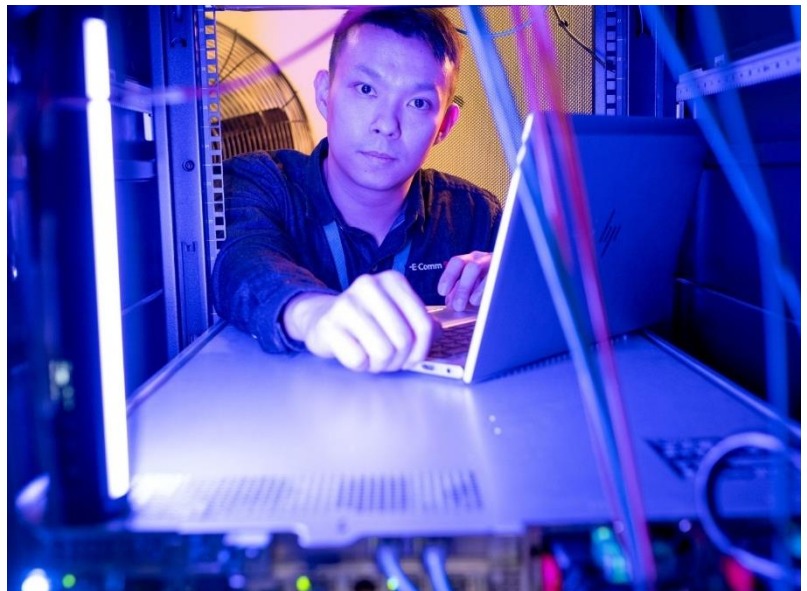
On December 5, 2024, the Province announced its own independent review of E-Comm's governance, operations and finances, and the broader structure of 9-1-1 and emergency communication services in B.C. to be completed in 2025. E-Comm has long supported calls by the Union of BC Municipalities, local governments, 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.

E-COMM APRIL UPDATE FOR POLICE AND LOCAL GOVERNMENT PARTNERS

We are writing to share 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.

Q1 2025 Service levels (January 1 – March 31)

- ***Strong performance results for emergency call taking, 9-1-1*** – Our service results for the first quarter of 2025 (Q1) were among the strongest for this period in five years. Police emergency call taking saw 93% of calls answered in 10 seconds in the Lower Mainland (target: 88%), and 92% on Vancouver Island. For 9-1-1, 98% of calls were answered in 5 seconds or less (target: 95%).
- ***Five-year high for non-emergency service level in Lower Mainland*** – Police non-emergency (NER) service performance in the Lower Mainland achieved a five-year high for Q1 at 89% (target: 80% of calls answered in three minutes or less). Vancouver Island also exceeded the performance target at 87%. Call volumes for police non-emergency in the Lower Mainland increased slightly over Q1 2024 (up 5% to 83,692 calls).
- ***A cautionary note on service levels*** – Service levels fluctuate through the year, based on call volumes and staffing levels. Traditionally, we see increased pressures on these key variables as we get closer to the busy summer period, whereas the winter months tend to be more stable.

Transformation Updates

- ***New Westminster Police non-emergency service*** – On April 15th, E-Comm will reassume full non-emergency call taking service for the New Westminster Police. E-Comm already provides dispatch and emergency call taking service for New Westminster, as well as after-hours non-emergency call taking. We expect a smooth transition with no service impacts.
- ***Developing New Call Taker Training*** – E-Comm is continuing to develop police agency-specific training to help streamline learning for in-demand dispatch roles. We also completed a training pilot project for 9-1-1 operators and are planning courses for Vancouver Island call taking.

Provincial Review

- ***Update on independent provincial review*** – The Province has selected professional services and accounting firm EY (Ernst & Young) to oversee their [independent review](#) of E-Comm. Representatives from EY have met with our Leadership team to discuss the timeline, approach, and how they will be connecting with stakeholders as part of the process.

Public Education & Outreach

- ***Honouring our First, First Responders*** – On Emergency Service Dispatchers and 9-1-1 Awareness Week (April 13 to 19) we'll be recognizing the work of our staff through internal activities, social media content, and a new public education video with Richmond RCMP.
- ***Connecting with Lower Mainland Media Relations Officers*** – On March 13, we hosted a meeting of Lower Mainland Media Relations officers attended by more than 20 agencies, and discussed multiple topics of shared interest, including Next Generation 9-1-1.

APRIL 2025 UPDATE

QUARTERLY SERVICE PERFORMANCE UPDATE, Q1 2025



448,007
9-1-1 calls in Q1



98%
of 9-1-1 calls answered
in 5 seconds or less

LOWER MAINLAND YEAR-TO-MAR 31

	Target	2021	2022	2023	2024	2025
9-1-1	95%/5s	99%	96%	99%	98%	98%
Police Emergency	88%/10s	90%	82%	92%	95%	93%
Police Non-Emergency	80%/180s	67%	50%	69%	86%	89%
Fire Emergency	90%/15s	92%	89%	95%	93%	97%

VANCOUVER ISLAND YEAR-TO-MAR 31

	Target	2021	2022	2023	2024	2025
9-1-1	95%/5s	99%	96%	99%	98%	98%
Police Emergency	88%/10s	92%	91%	89%	92%	92%
Police Non-Emergency	80%/180s	88%	88%	81%	81%	87%

TRANSFORMATION AND OPERATIONS UPDATES



All service level targets achieved for Q1 – among the highest results for this period in 5 years



E-Comm to reassume full non-emergency service provision for New Westminster Police



More police agency specific training for dispatch in development to streamline learning



HONOURING OUR TEAM ON 9-1-1 WEEK

On Emergency Service Dispatchers and 9-1-1 Awareness Week (April 13 to 19) we'll be recognizing the work of our staff through internal activities, social media content, and a new public education video with Richmond RCMP showcasing how our call takers support officers and the public.

VIA EMAIL – c/o nwpb@nwpolice.org

March 26, 2025

Chair Patrick Johnstone and Board Members
New Westminster Police Board
555 Columbia Street
New Westminster, BC V3L 1B2

Dear Chair Johnstone and Board Members,

RE: E-Comm Board of Directors Designate — 2025-2026 Term

The Annual General Meeting (the “Meeting”) of the shareholders (the “Members”) of E-Comm *Emergency Communications for British Columbia Inc.* (“E-Comm”) will be held on Wednesday, June 25, 2025, and, at that time, the Board of Directors (the “Board”) will be elected by the Members for the 2025-2026 term.

Selection of Nominee for 2025-2026 Term

The Members’ Agreement sets out how the Board of Directors will be elected. For your reference, we attach a copy of section 4.2 of the Members’ Agreement, headed “Designation and Election of Directors” as Schedule “A” to this letter.

Under Section 4.2.1.4 of the E-Comm Members’ Agreement, Police Boards or municipalities holding Class A or Class B shares for Police services, other than Vancouver and Delta, are entitled to designate one mutually agreed upon individual for election to the Board of Directors of E-Comm. At present, your grouping is comprised of these police boards:

	Class A	Class B
Abbotsford Police Board	1	-
New Westminster Police Board	1	-
Port Moody Police Board	1	-
Transit Police Board	1	-
West Vancouver Police Board	1	-

Nominee Request

Mary Trentadue is your organization’s appointee on the E-Comm Board of Directors.

In the past, the E-Comm Board of Directors has seen significant turnover in the non-independent Directors, which affects the Board’s ability to govern the organization effectively. Given the significant transformation underway at E-Comm, the Provincial Independent Review, and the considerable learning curve that new Directors experience before being able to fully engage and contribute, the re-nomination of Mary Trentadue would provide E-Comm consistency as we continue to move the organization forward.

Because your Designated Grouping must mutually agree upon your nominee, **we respectfully request that the New Westminster Police Board confer with the other members of your grouping to confirm the nominee for the coming term.**



Alternate Nominees

If your Designated Grouping does not re-nominate the current Director, we ask that your nominee possess the experience, skills, and attributes to effectively serve the best interests of all Members and our other stakeholders. The nominee does not need to be an elected official and could be city staffer or another individual connected to your organization. E-Comm is specifically looking to fill the gaps identified in the most recent Board of Directors Skills Matrix, which highlights the need for Directors with the following expertise:

- Financial Literacy and Audit
- Information Technology
- Risk and Compliance
- Stakeholder Relations

Next steps

We kindly ask that you reply to us with written confirmation by Thursday, May 1, 2025, of the name and contact information for your nominee to the E-Comm Board for the 2025-2026 term.

FAQ

We have included an FAQ document which provides additional information regarding the nomination of Directors to the E-Comm Board as Schedule "B".

AGM Voting Representative

Please note that nominating a director is a separate process from designating a representative to vote your share(s) at the Annual General Meeting (the "AGM") in June. As such, we will contact you again in mid-May with the Notice of AGM and request that you designate one individual to attend the Annual General Meeting of the Shareholders to vote the New Westminster Police Board's share(s). If you prefer, you can designate your nominee to vote your share(s), which is a common practice amongst Shareholders.

If you have any questions, do not hesitate to get in touch with me using the contact information below.

Sincerely,



Li-Jeen Broshko, KC
Corporate Secretary

c | 604-375-0333
e | LBroshko@ecomm911.ca

cc Mary Trentadue, E-Comm Board Director

Agency established for the purposes of holding a Class A Share in place of that Special User becomes a Member.

4. BOARD OF DIRECTORS

4.1 BOARD OF DIRECTORS

The Company shall have a Board comprised of not less than three nor more than twenty-five directors, with the actual number of directors as determined by the Class A Members as provided below.

4.2 DESIGNATION AND ELECTION OF DIRECTORS

4.2.1 The Members shall be entitled to designate directors as hereinafter provided:

4.2.1.1 one individual designated by the BCEHS;

4.2.1.2 one individual designated by Vancouver;

4.2.1.3 one individual designated by the Vancouver Police Board;

4.2.1.4 one individual designated by the following group:

(a) each Police Board which directly holds a Class A Share or Class B Share, other than Vancouver Police Board and Delta Police Board; and

(b) each Police Board which has a Class A Share or Class B Share in respect of Police Services held by its respective municipality, other than Vancouver Police Board and Delta Police Board;

4.2.1.5 such number of individuals as are set forth below, to be designated by the following designated group of Class A Members or Class B Members (each group being called a "Designated Group of Members"), if one or more of the Municipalities within a Designated Group of Members is a Class A Member or a Class B Member, as hereinafter set forth:

No. of Individuals
which may be
Designated

Designated Group of Members

1

West Vancouver, North Vancouver City,
North Vancouver District and Lions Bay

1 or 2

2 individuals if Burnaby, together with any
one or more of New Westminster,
Coquitlam, Port Moody, Port Coquitlam,
Anmore and Belcarra are a Member;
provided however that if Burnaby is not a

Member, any one or more of New Westminster, Coquitlam, Port Moody, Port Coquitlam, Anmore and Belcarra which is a Member can designate 1 individual to be a director

- 1 Richmond
- 2 Surrey, White Rock, Langley City and Langley District
- 1 Delta and the Delta Police Board
- 1 Maple Ridge, Pitt Meadows and Mission
- 1 Abbotsford, Chilliwack and Fraser Valley Regional District
- 1 Squamish, Lillooet and Sechelt;

and

- 4.2.1.6 One individual designated by all other Members holding Class A Shares and Metro Vancouver, other than as set forth in Sections 4.2.1.1 to 4.2.1.5, inclusive.
- 4.2.2 The RCMP, and in replacement therefor upon the Government Agency referred to in Section 3.7.1 becoming a Class A Member, that Government Agency, shall be entitled to designate one individual to act as director.
- 4.2.3 If provided in a Special User Agreement entered into pursuant to Section 3.7.2 or if otherwise authorized by the Board under Section 4.11.3, each Special User, and in replacement therefor upon the Government Agency for that Special User referred to in Section 3.7.2 becoming a Class A Member, that Government Agency, shall be entitled to designate one individual to act as director.
- 4.2.4 The group comprised of: the Capital Regional District and those Vancouver Island police agencies, including any RCMP detachment, to which the Company provides police dispatching services shall be entitled to designate one individual to act as director.
- 4.2.5 The Provincial government, acting through the Ministry of Public Safety and Solicitor General, whether it holds a Class A Share or not, shall be entitled to designate two individuals to act as directors.
- 4.2.6 Subject as hereinafter provided, the directors designated pursuant to Sections 4.2.1, 4.2.2, 4.2.3 and 4.2.4 shall designate five additional persons, independent from the Members, to be directors the Company (the "Independent Directors"), who have an interest or expertise in the Purpose or the Company Services to be provided by the Company.

- 4.2.7 The Members agree to vote their Class A Shares for the election as directors of the persons designated pursuant to Sections 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5 and 4.2.6.
- 4.2.8 For the purposes of Section 4.2.1.5, upon anyone or more Municipalities within a Designated Group of Members becoming a Class A Member or a Class B Member, such Municipality or Municipalities will be entitled to designate the individual to be a director for the purposes of Section 4.2.1.5. As additional Municipalities within that Designated Group of Members become Class A Members or Class B Members, as the case may be, such additional Municipalities shall be deemed to have agreed to the individual as designated and elected a director for that Designated Group of Members and no changes will be required to be made with respect to any such individual, unless such individual shall cease to be a director in any other manner such as resignation, until the next following annual general meeting or annual consent resolution. Prior to any annual general meeting or annual consent resolution of the Class A Members, a Designated Group of Members shall agree on the individual to be designated by them for the purpose of Section 4.2.1.5 within a time period sufficient for that individual's name to be placed before the Class A Members, as determined by the Board.

4.3 VACANCIES ON BOARD

Any vacancies on the Board created by an individual designated under Section 4.2.1, 4.2.2, 4.2.3, 4.2.4 or 4.2.5 shall be filled by an individual designated by the Member or Members who designated the individual who is no longer a director, the Special User who designated the individual who is no longer a director, or the Provincial government, as the case may be, and any vacancies in any Independent Directors shall be filled by the remaining directors in accordance with Section 4.2.6.

4.4 NO RESTRICTIONS ON AFFILIATION TO MEMBERS

Directors designated pursuant to Section 4.2.1 may be appointed or elected officials from a Member or may be persons from the general public with no affiliation to a Member.

4.5 REMUNERATION FOR DIRECTORS

Directors shall be entitled to fees for acting as a director of the Company, as determined in an Authorized Operating Budget. All directors may be paid reasonable expenses incurred when acting as directors.

4.6 QUORUM AT DIRECTORS MEETINGS

The quorum for all meetings of the Board shall consist of a majority of the directors. Meetings of the Board shall be held in accordance with the Articles of the Company and this Agreement.

4.7 EXECUTIVE MEMBER OF THE BOARD

Board of Directors: Common Questions & Background

Q. How should the nominating resolution of our council/board read?

- A. Exact wording is at the discretion of your organization; however, council/board motions should include the name of the nominee, specification of the E-Comm of Directors (the “Board”) term (e.g. 2025-2026) and reference to election at the Annual General Meeting of E-Comm shareholders (the “Members”).

For example, “THAT (enter municipality/board/organization) nominate (name) to serve as the nominee of (municipality/board/organization) to the Board for the 2025-2026 term, such Board to be elected by the Members at the June 25, 2025 Annual General Meeting.”

Q. What is the role of the Board?

- A. The Board is responsible for stewardship of the entire E-Comm organization – it provides strategic oversight of the business and affairs of the company. The Directors are also the most senior representatives of the organization to the public and our stakeholders. To conduct its work efficiently, the Board has three standing committees and one task force: Finance, Governance and Public Affairs, People and Culture Committees, and Transformation Oversight Task Force (the “Committees”).

Q. Who elects the Board?

- A. The Members elect the Board at the Annual General Meeting (the “AGM”) of the Company. A members’ agreement among the Members (the “Members’ Agreement”) sets out who may select nominees to the Board. Nominating entities are expected to select their nominee and advise the Corporate Secretary of the name of their nominee by May 1, 2025 – the candidate is then put forward for election by the Members-at-large at the AGM in June 2025.

Q. What time commitment is required of Directors?

- A: The Board typically holds four to five regular meetings each year, during business days, typically for four hours. The meeting schedule is published well in advance. The Committees also meet four to five times each year, during the business day, for approximately one and a half hours each meeting.

Two additional sessions occur annually: a Board orientation session for new Directors (typically one full-day) and a strategic planning session (typically one full-day).

As a best governance practice, the Board expects Directors to attend all meetings.

Q. Why is the Directors term only one year? Can we nominate someone for more than one term?

- A. E-Comm’s Articles specify a term of one year. Nominating entities may advise the Corporate Secretary in writing if they wish their nominee’s name to stand for election for a specific number of terms (e.g. four). However, the Corporate Secretary must confirm in writing each year that the standing nomination remains in place, however there would be no further action required of the nominating entity unless they wish to change their previous direction.

E-Comm Board of Directors: Common Questions & Background

In the case of nominating entities that are part of a group, the Corporate Secretary must receive written confirmation from each nominating entity of the standing nomination, including specification of the number of terms. The direction must be consistent amongst all members of the group; otherwise all members of the group must be contacted each year asking for confirmation of the nomination.

Q. If my organization/municipality is part of a group, do we have to agree on the nominee?

A. The Members' Agreement specifies that each designated group of members shall agree on their individual nominee. Consultation on a mutually agreeable nominee should be undertaken prior to advising the Corporate Secretary of the name of the nominee.

Q. What is the difference between nominating a Board Director and sending someone to the AGM?

A. The individual board nominees, once elected at the AGM, will serve on the Board throughout the coming year, attending various board and committee meetings, and participating in the supervision of the organization's affairs. Your organization's representative at the AGM is simply the person who attends the AGM that day on behalf of your organization and votes your share(s) on any resolutions or votes which occur at the AGM that day. That person's role and duties cease after the AGM has adjourned.

Q. Why do you contact us in March when the Board is not appointed by Members until June?

A. We provide sufficient notice of the process to allow you to confer with other Members of a Member group, council and to allow for or other motions that may be required.

Q. What do Directors receive for remuneration?

A. Meeting rates, for Directors who are not full-time employees of a Member, the Provincial Government or special user, are \$397 per meeting up to four hours, twice that amount for meetings longer than four hours in duration, with a maximum daily amount of \$794. Board meetings are generally four hours.

Q. Who do I contact with questions?

A. Li-Jeen Broshko, KC, Corporate Secretary, lbroshko@ecomm911.ca or the E-Comm Governance Office boardandcommittees@ecomm911.ca

E-Comm Board of Directors: Common Questions & Background

About the annual general meeting

Q. What is an AGM?

A. A general meeting of all the Members is required to occur at least once annually under the *Business Corporations Act* (BC), which regulates E-Comm's corporate governance.

Q. What happens at an AGM?

A. The compulsory items on the agenda are the election of directors, the appointment (or reappointment) of the auditors, and the presentation of previous year's financial statements. Usually, a number of additional items are also placed on the agenda, such as a general report from the directors, or presentations on new initiatives. Special business items could also be dealt with (such as changing the Corporate Articles), but Members would receive notice of any special business with the notice of meeting.

Q. Who should attend AGM?

A. A representative of the Member should attend the AGM to vote on the matters listed above including electing the Board.

Q. What are Members entitled to vote on?

A. Holders of Class A shares have one vote per share on all matters requiring a vote at the AGM, including any items of special business. Class B shares are generally non-voting, except for matters which involve certain fundamental changes – these are listed and specified in the Articles.

Q. What is the voting process at the AGM?

A. Votes are conducted by a simple show of hands (voting cards) unless a Member asks at the meeting that a formal ballot or "poll" vote occur on a particular resolution.

Q. What if no one can attend, can we proxy our vote?

A. Yes. A Member can appoint a proxyholder (in writing) to attend and vote on the Member's behalf at the AGM. The proxyholder need not be a Member themselves. Proxies must be in writing, must specify the name of the Member, the identity of the proxyholder, and reference the AGM in question. They must be signed by an authorized signatory of the Member. Proxies must be pre-registered with E-Comm at least 3 business days prior to the AGM.

Q. How will my shares be voted if I return a proxy?

A. Proxies usually grant the proxyholder the ability to vote on all matters at the meeting, in their discretion. If a Member wishes, it can restrict that discretionary power by stating in the proxy form that its share(s) must be voted in a certain manner on specified resolutions or votes which it anticipates will be before the meeting. Such language, if included, needs to be clear and unambiguous.

E-Comm Board of Directors: Common Questions & Background

Q. Can a proxy be revoked?

A. Once granted, proxies can also be revoked, but written revocation signed by the Member must be given to E-Comm at least one business day prior to the AGM.

Q. Who chairs the AGM?

A. E-Comm's Articles specify that the chair of the Board will also chair the AGM.

Q. How important is it that we send someone?

A. As a Member we strongly urge in-person attendance to ensure shares are represented.

Q. What if I have a question about the AGM?

A. Contact Li-Jeen Broshko, KC, Corporate Secretary, lbroshko@ecomm911.ca or the E-Comm Governance Office boardandcommittees@ecomm911.ca



New Westminster Police Department Police Board Report

DATE: April 15, 2025	
SUBMITTED BY: Hailey Finnigan	
REVIEWED AND APPROVED BY: 	
SUBJECT: New Westminster Police Department Communications Update	
ACTION: <input checked="" type="checkbox"/> For Information <input type="checkbox"/> For Action <input type="checkbox"/> For Approval	MEETING: <input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed
RECOMMENDATION: <i>That the New Westminster Police Board accepts this report for information.</i>	

PURPOSE

The purpose of this report is to provide the New Westminster Police Board with relevant information about the current work of the Strategic Communications Officer.

BACKGROUND

The New Westminster Police Department values two way, transparent communication with residents as a cornerstone of public safety. One of the tools we use in sharing public safety information is the media release, which is posted to our website, social media channels, and distributed to a list of journalists and community stakeholders. In order for an event or police incident to be considered for a media release it must fulfill one of the below criteria which is decided on by the Communications Team.

- The media release will help further a police investigation (missing persons files, appeal for additional witnesses).
- The media release will help prevent crime (scams, crime prevention information shared based on trends)
- The media release will serve as the source for factual information on the event (school lock downs, investigations into fires, major collisions)
- The media release will serve to connect people to victim services (an incident happens and we believe victims may have fled before police arrived on scene)
- The media release will highlight internal work the police department is doing that we believe is of interest to the public or others working in the field of public safety (awards to officers, hybrid patrol vehicles, creation of new units)

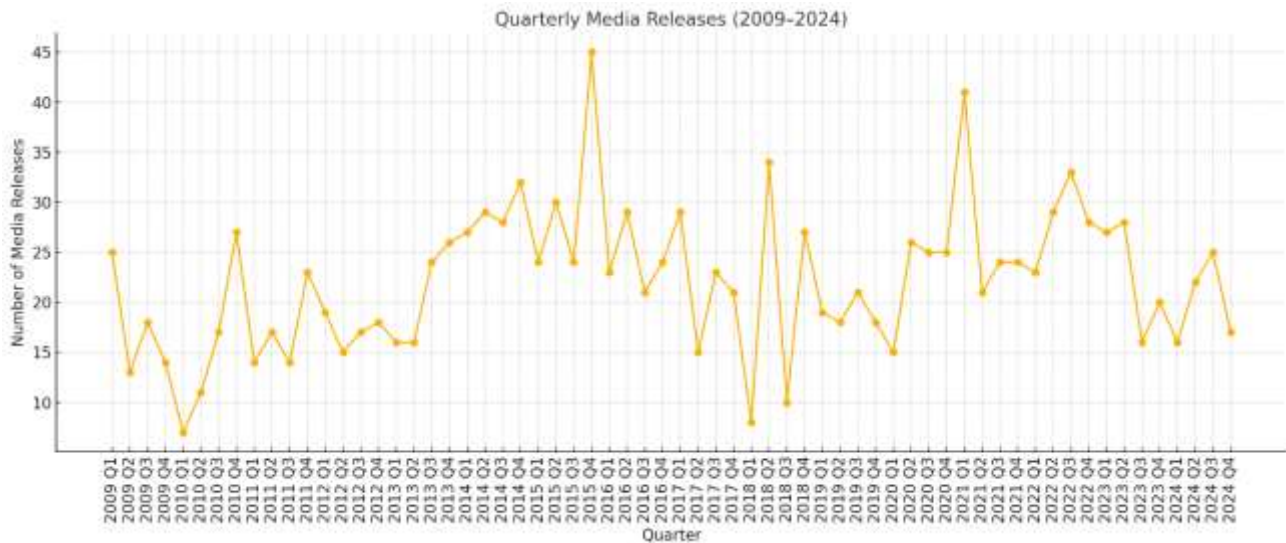
Meeting the Expectations of the Public

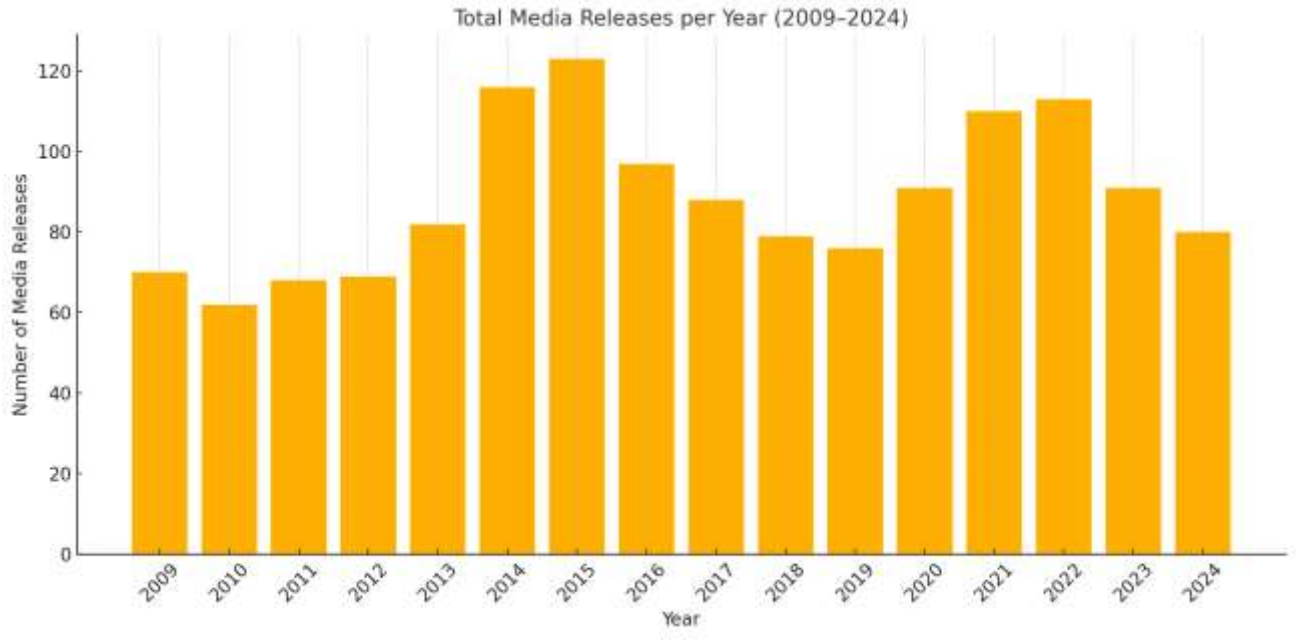
With the adoption of mobile devices, many residents communicate about crime as they see it unfolding in New Westminster. In following with best practices of police communications NWPD meets these residents where they're having these conversations with factual information about what has taken place in their city, and provide them with resources, reassurance, and crime prevention information. Directing residents to our website where our media releases are posted are often the ideal tool for this purpose.

The New Westminster Police Department is aware of increasing calls for police transparency. Past public engagement survey results have stated that residents want to see increased frequency of communications from their local police. Media releases are one tool to make the work of the department as accessible and transparent as possible.

Media Release Frequency

The New Westminster Police Department has been posting media releases to our website since 2009. Monthly frequency can vary dramatically depending on the needs at the time. Quarterly distribution of media releases can vary from as low as 7 to as many as many as 45. In the first quarter of 2025 the New Westminster Police Department distributed 37 media releases.





Media releases by Year

The annual number of media releases typically remains between 60 and 80 per year, with a notable increase in 2014, 2015, and 2022.

Media Inquiries

In 2024 the New Westminster Police Department responded to 268 media inquiries. On average the Communications Officer is researching and providing a response to a journalist's inquiry each working day.

Reaching More Residents in New Westminster

The New Westminster Police Department has a communication function that not only takes a strategic approach, but takes full advantage of the range of tactics, and ensures consistency of purpose and message, identifying and tailoring information to specific audiences. As outlined in our Community Communications and Public Engagement Plan communications does not end with a media release and it is used as a basis for numerous social media messages, videos, digital signs, and publications to reach the audiences the department is needing to communicate with.

The New Westminster Police Department has adopted best practices to make communications more accessible. Some of the efforts to improve accessibility include: the use of captions in videos, sharing translations of safety information, adding alt text to images, and working towards an internationally accepted standard for web accessibility developed by the World Wide Web Consortium (W3C), an international team of experts.

Social Media

Social media allows NWPD to listen to and inform New Westminster communities. The New Westminster Police Department uses Instagram, Facebook, X, Youtube, Reddit, LinkedIn and Nextdoor and is managed by the Communications Officer. Reaching people through their preferred method is a key part of our strategy and social media continues to be a powerful engagement tool to promote dialogue. We routinely use social media to host crime prevention Q+As, answer questions from residents about unfolding events, and take residents on virtual ride alongs. Social media plays a key role in our recruitment strategy as it allows us to show the work, people, and culture of the New Westminster Police Department.

Last month the Communications Officer oversaw 133 social media posts and 287 comments. We've worked hard to achieve an exceptional level of engagement due to the choices in the kinds of content we share. In the last month our content generated approximately 500K views.

Social media has many opportunities to engage but it also presents challenges in monitoring, issues management, and curbing inappropriate behaviours. This must be carefully managed to protect members of our community and the New Westminster Police Department.

Evaluation and Measurement

Measuring results of a strategic communications has been a long-standing challenge for even the most seasoned communication professionals. Communications activities are impacted by and interact with all sorts of factors. Despite best efforts, it can be difficult to pinpoint why something did or did not occur, what outside influences might have played a role in the success or failure of an initiative, or how much credit should be given to a communications campaign as opposed to an operational change. The New Westminster Police Department monitors basic social media analytics and community knowledge of police messages at checkpoints during a communications

campaign. These mini-evaluations enable the department to make adjustments to the communications campaign as conditions warrant.



New Westminster Police Department Police Board Report

DATE: April 15, 2025	
SUBMITTED BY: Jacqueline Dairon – Manager, Police Financial Services	
REVIEWED AND APPROVED BY: Chief Constable Paul Hyland	
SUBJECT: 2024 Financial Report	
ACTION: <input checked="" type="checkbox"/> For Information <input type="checkbox"/> For Action <input type="checkbox"/> For Approval	MEETING: <input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed
RECOMMENDATION: <i>That the New Westminster Police Board receive the 2024 Financial Report for information.</i>	

PURPOSE

The purpose of this report is to provide information to the Police Board (the Board) on the financial position of the police department for the year ending December 31, 2024.

BACKGROUND

This report is prepared to ensure transparency and accountability to both the public and the Police Board regarding the financial operations of the New Westminster Police Department (the Department).

DISCUSSION

The department concluded the 2024 fiscal year with a budget surplus of \$15K. However, in April 2024, the Board ratified the Collective Agreement for sworn members, resulting in a potential \$245K shortfall due to the gap between the budgeted salary increase and the increase approved through the bargaining processes. The \$15K surplus is calculated prior to this adjustment, so the actual positive budget variance for 2024 is approximately \$260K. This report outlines the key factors driving the variances, highlights financial trends, and examines potential future budgetary impacts.

Salary and Benefits

The salaries and benefits accounts closed the year with a \$640K positive variance. Seconded member deployment was lower than expected in 2024, leading to \$615K in salary savings. However, this was fully offset by a corresponding decrease in Secondment recoveries, resulting in a net zero impact. Seconded member deployment is expected to continue at this lower level, establishing a new baseline that will be reflected in the 2026 budget cycle.

Most other units were on target or under budget, primarily due to vacancies. The exception was leaves and light duties, which exceeded the budget by \$1million, driven by a higher-than-average number of staff on leave or light duties, including those on leave prior to retirement. The backfill strategy was in its second year of a three-year funding plan, which has yet to fully address these cost pressures. Salary savings from staffing gaps helped offset the overages, with Records, Community Engagement, Street Crime, and Major Crime all operating below full staffing levels.

Police overtime was 14% over budget, primarily due to special project files, though these costs were fully recovered via grants. Civilian overtime exceeded the budget by 64%, with the overage concentrated in the Records Unit, which remained short-staffed for much of the year. However, salary savings within the unit fully offset these overtime costs, minimizing the overall budget impact.

Contracted Services

Contracted services experienced a \$378K negative variance in 2024, partially offset(\$55K) in recoveries through grant funding.

A significant portion of this variance (\$180K) resulted from adjustment to the integrated team budgets, including IHIT, which were received after the 2024 budget was finalized. These adjustments resulted in

higher than anticipated costs. To address this, budget allocations for integrated teams were increased as part of the 2025 budget process to better reflect updated cost projections.

Additionally, E-Comm costs exceeded the budget by \$86K, as the 2023 budget did not fully incorporate the requested increase, with the shortfall allocated to offset internal non-emergency line costs. These costs were accrued but were not directly paid to E-Comm in 2024.

Education and Training

As part of the 2024 budget planning, the department aimed to secure additional recruit intake spots at the Justice Institute of British Columbia (JIBC). To support this initiative, temporary one-time funding of \$116K was requested to accommodate five additional recruits, beyond the department's standard intake of nine recruits per fiscal year.

However, due to capacity constraints at JIBC, the department was only able to hire 12 recruits instead of the planned 14. As a result, the education and training budget ended the year \$53K under budget.

The remainder of the education and training accounts were on target, with the exception of recruitment, which exceeded the budget by \$30K. The high cost of background checks and the volume of hiring required continue to present financial challenges. These costs will need to be closely monitored in future budget cycles.

General Office and Administration

The general office and administration accounts closed the 2024 fiscal year \$234K over budget. However, \$130K of this overage was recovered through grant funding, reducing the net impact.

A significant cost pressure continues to be legal fees, which exceeded the budget by \$166K. Given ongoing challenges in this area, the department will conduct a further analysis during the 2026 budget cycle to assess the long-term financial impact and determine whether a budget increase is necessary to align with current and projected legal cost realities.

Operational Equipment and Other Costs

The department's Operating Equipment was \$116K over budget; however, \$70K of this overage was offset through grant funding. The primary cost driver of this overage was firearms, which have faced increasing budget pressures due to inflation and the department's evolving operational needs. Given these rising costs, the department will conduct a detailed analysis during the 2026 budget cycle to assess firearms requirements and update the budget accordingly.

Other costs came in under budget by \$88K, with the most significant savings in clothing issue expenses. As outlined in the Education and Training section, the department originally forecasted 14 new recruits and received temporary funding for their equipment. Since these recruitments did not materialize, the associated funds remained unspent, contributing to the budget surplus in this category.

Sales of Service

The department's Sales of Service revenue for 2024 experienced a shortfall of \$620K, as forecasted in previous reports. The primary driver of this reduction is a decline in third-party recoveries, due to fewer staff members on secondments. This shift resulted from retirements, resignations, and the return of members to regular duties after the 2024 budget was finalized. As discussed in the Salaries and Benefits section, the decrease in recoveries is fully offset by a corresponding reduction in salary expenses, resulting in a net zero impact on the overall budget.

Additionally, revenue from front counter services and police information checks fell slightly below target for 2024. While this variance did not significantly influence the department's financial position, and we expect future years to be in line with budget estimates.

Grants from other Governments

The Traffic Fine Grant received in 2024 was \$1.039M, \$47K under budget. As in previous years, the province does not disclose the actual grant until payment date, and recent trends indicate a gradual decline in funding.

The Gang Suppression Unit (GSU) Grant was budgeted at \$663K for 2024; however, the actual funding received was \$596K, resulting in a \$70K shortfall. The province has confirmed that GSU funding will continue to decrease annually over the next five fiscal years. The department's sustainability plan was accepted, securing \$596K for the 2024/2025 fiscal year.

In addition to budgeted grants, staff worked proactively to secure additional funding, resulting in \$617K from Special Investigation and Targeted Enforcement (SITE), \$62K from Provincial Tactical Enforcement Program (PTEP), and \$64K from Civil Forfeiture and other grant sources. These one-time, unbudgeted grants provided valuable support for targeted operations, specialized equipment, and the implementation of a high-tech command room to enhance the department's ability to manage high-risk files and critical incidents without affecting core budget allocations.

STRATEGIC CONSIDERATIONS

While this report does not highlight new strategic initiatives, it reinforces the department's ongoing efforts to align financial management with operational priorities and long-term sustainability. The budget outcomes highlighted in this report reflect ongoing efforts to balance financial constraints with service delivery priorities.

LEGAL CONSIDERATIONS

There are currently no legal considerations associated with this report.

POLICY CONSIDERATIONS

There are currently no policy considerations associated with this report.

FINANCIAL IMPLICATIONS

As this report is dedicated to detailing the financial aspects of the New Westminster Police Department, all sections within this document address the relevant financial implications.

OPTIONS

Option 1 – That the New Westminster Police Board receive this report for information.

Option 2 – That the New Westminster Police Board provide staff with further direction.

Staff are recommending Option 1

ATTACHMENTS

1. December 31, 2024 Financial Report
2. December 31, 2024 Police Board Financial Report



NEW WESTMINSTER POLICE DEPARTMENT 2024 BUDGET TO ACTUAL

	2024 Annual Budget	2024 Actual	Budget to Actual Variance
Salaries and Benefits			
Salaries Police	20,325,000	19,680,344	644,656
Salaries Clerical	2,994,000	2,657,717	336,283
Auxiliary Salaries	364,000	391,904	(27,904)
Overtime Police	1,719,000	1,965,783	(246,783)
Overtime Clerical	110,000	179,866	(69,866)
Overtime ICBC	22,000	27,662	(5,662)
Overtime Movies	121,000	107,220	13,780
Benefits Police	5,557,000	5,604,678	(47,678)
Benefits Clerical	931,000	932,771	(1,771)
Employer Health Tax	532,421	486,698	45,723
Estimate for Cost Increases			-
Total Salaries and Benefits	32,675,421	32,034,643	640,778
Contracts Services			
Services from Other Departments	37,000	69,001	(32,001)
Transcription Costs	46,000	57,677	(11,677)
Op Services - 3rd Party	3,909,000	4,240,091	(331,091)
Prisoner Custodial Services	346,000	349,781	(3,781)
Total Contracts Services	4,338,000	4,716,549	(378,549)
Education and Training			
Education and Training	168,000	163,514	4,486
Recruit Training	323,520	274,862	48,658
Conferences and Seminars	75,000	75,690	(690)
Dues and Membership Fees	11,500	9,617	1,883
Subscription and Reference	11,500	7,664	3,836
Employee Services	25,000	27,008	(2,008)
Recruitment	175,000	207,744	(32,744)
Service Excellence	5,000	8,074	(3,074)
Total Education and Training	794,520	774,172	20,348
General Office			
Office Supplies	53,000	28,743	24,257
Printing and Forms	15,000	11,632	3,368
Business Lines	20,000	21,115	(1,115)
Cellular	120,000	138,066	(18,066)
Equipment and Furniture	35,000	162,628	(127,628)
Computer Equipment	130,000	54,007	75,993
System Usage Fee	615,000	721,487	(106,487)



NEW WESTMINSTER POLICE DEPARTMENT 2024 BUDGET TO ACTUAL

	2024 Annual Budget	2024 Actual	Budget to Actual Variance
Office Operating Costs	21,000	13,781	7,219
Records Management	11,000	16,806	(5,806)
Courier and Delivery	8,000	6,431	1,569
Postage	6,000	3,544	2,456
Advertising and Promotion	16,000	14,138	1,862
Total General Office	1,050,000	1,192,377	(142,377)
General Administration			
Unscheduled Maintenance	40,000	21,321	18,679
Security Systems	20,000	17,214	2,786
Consultants and Studies	122,000	68,336	53,664
Legal	100,000	266,527	(166,527)
Volunteer and Community Engagement	20,000	21,191	(1,191)
Bank Charges	1,500	1,123	377
Total General Administration	303,500	395,712	(92,212)
Operational Equipment			
Equipment Operating Costs	28,000	22,085	5,915
Radio Communications	310,000	319,831	(9,831)
Photographic	10,500	10,318	182
Firearms	75,000	126,667	(51,667)
Operational Costs - Other	90,000	150,860	(60,860)
Total Operational Equipment	513,500	629,760	(116,260)
Other Costs			
Appreciation and Hospitality	14,000	7,561	6,439
Other Grants and Donations	30,000	14,982	15,018
Special Investigations	25,000	23,761	1,239
Clothing Allowance	60,000	58,409	1,591
Clothing Issue	215,000	165,898	49,102
Laundry	55,000	40,042	14,958
Total Other Costs	399,000	310,653	88,347
Total Operating Expenditures	40,073,941	40,053,866	20,075
Revenues			
Sale of Services			
Custodial Services	(35,000)	(40,624)	5,624
Other Sales of Services	(340,000)	(313,337)	(26,663)



NEW WESTMINSTER POLICE DEPARTMENT 2024 BUDGET TO ACTUAL

	2024 Annual Budget	2024 Actual	Budget to Actual Variance
3rd Party Cost Recovery Charge	(6,074,000)	(5,436,925)	(637,075)
City Special Event Recovery	(105,000)	(137,271)	32,271
Sale of Services	(6,554,000)	(5,928,157)	(625,843)
Grants from Other Governments			
Grants - Revenue Sharing	(1,752,000)	(2,369,783)	617,783
Grants from Other Governments	(1,752,000)	(2,369,783)	617,783
Other Revenue			
False Alarm Fines	(13,000)	(15,900)	2,900
Auction Proceeds	(10,000)	(10,941)	941
Other Revenue	(23,000)	(26,841)	3,841
Total Revenues	(8,329,000)	(8,324,781)	(4,219)
Net Operating Expenditures	31,744,941	31,729,086	15,855



NEW WESTMINSTER POLICE DEPARTMENT BUDGET TO ACTUAL AS AT DECEMBER 31, 2024 POLICE BOARD

	2024 Annual Budget	2024 Actual	Budget to Actual Variance
Conferences and Seminars	20,000	7,271	12,729
Dues and Membership Fees	2,000	3,695	(1,695)
Consultants and Honorarium	20,700	33,802	(13,102)
Total Police Board	42,700	44,767	(2,067)