



Central Saanich Police Service

1903 Mount Newton Cross Road, Saanichton, B.C. V8M 2A9

Tel: 250.652.4441 | Fax: 250.652.0354

CENTRAL SAANICH POLICE BOARD AGENDA

Thursday, September 10, 2026 at 4:30pm
Council Chambers

1. STANDING ITEMS

- a. Territorial Acknowledgement
- b. Declaration of Conflicts of Interest
- c. Adoption of the Regular Meeting Agenda of September 10, 2026
- d. Adoption of the Regular Meeting Minutes of July 9, 2026
- e. General Service Update – Chief Report
- f. Operations Update – Deputy Chief Report
- g. Policy Review
- h. Committee Reporting
 1. HR Committee Update
 2. Governance Committee Update
 3. Finance Committee Update
 4. Victoria Family Court and Youth Justice Committee Update
- i. Forward Calendar Review
- j. Risk Register Review
- k. Board Training Day Discussion
- l. Business Repository Update (SharePoint)

2. NEW BUSINESS

3. CORRESPONDENCE

- a. Letter from CS Council re: Budget Direction

4. CLOSED MEETING

1. *That the Board convene a closed meeting that excludes the public pursuant to the following sub sections of Section 69 of the Police Act, Section 69 (2)(c) - A personnel matter and Section 69 (2)(d) - a matter concerning information that a person has requested he or she be allowed to give in private to the board or committee.*

2. *That the Board continue the In Camera Meeting in closed session.*

Recess to a Closed Meeting.

ADJOURNMENT



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CENTRAL SAANICH POLICE BOARD REGULAR MEETING MINUTES

Thursday, July 9, 2026 at 4:30pm
Central Saanich Council Chambers

PRESENT:

Board Chair: Blair Fisher

Board Members: Sarah Riddell
Mike McKay
Diane Hollinshead
Jordan Marin
Mark Kaercher

Chief Constable: Ian Lawson

Deputy Chief: Paul Douglas

Board Administrator: Emmalee Gray

REGRETS:

Paul Murray

Board Member Paul Murray was sworn in ahead of the meeting.

1. STANDING ITEMS

a. Territorial Land Acknowledgment

We gratefully acknowledge that the ancestral land on which we work are within the traditional territories of the W̱SÁNEĆ peoples: W̱JOŁEŁP (Tsartlip), BOŖĖĆEN (Pauquachin), S̱ÁUTW (Tsawout), W̱SIŖEM (Tseycum) and MÁLEXEŁ (Malahat) Nations.

b. Declaration of Conflicts of Interest

No conflicts declared.

c. Approval: Regular Meeting Agenda of July 9, 2026

72.26 **MOVED AND SECONDED**
That the agenda be approved as presented.
CARRIED UNANIMOUSLY

d. Approval: Regular Meeting Minutes of June 11, 2026

73.26 **MOVED AND SECONDED**
That the minutes of the Police Board Meeting held June 11, 2026 be approved as presented.
CARRIED UNANIMOUSLY



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e. General Service Update – Chief Report

- See report as attached.
- The Area Chiefs will be reviewing their funding formula for integrated units to determine better accuracy, a model similar to the mainland is being explored. The timing of this may present challenges for 2027 Budget preparation timelines.
- Discussion related to participation of regional partners within local integrated units.

f. Operations Update – Deputy Chief Report

- See report as attached.
- Discussion on metrics provided within the Deputy's report and what the Board is looking to receive.
- Discussion related to some Bylaws issues within the community and the resolution process undertaken by the Deputy Chief as well as some potential solutions for future mitigation of similar issues.

g. Policy Review

- Discussion related to process of Service policy approval and policies to be prioritized for development and updating.

74.26

MOVED AND SECONDED

That a list of any new policies or policies that are in line to be amended be brought to the Governance Committee for their review to determine Board involvement.

CARRIED UNANIMOUSLY

h. Committee Reporting

1. Governance Committee

- No updates at this time.

2. Finance Committee

- No updates at this time.

3. HR Committee

- LMC meeting occurred prior to this meeting. No bargaining items were discussed.
- No further updates.

4. Victoria Youth and Family Justice Committee

- Discussion related to concern around loss of funding for the MYST Counsellor. A motion was made at the Committee for the CRD to review the funding for the position in the future.

i. Forward Calendar Review

- No updates at this time.

j. Risk Register Review

- Update will be provided in September.



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k. Board Training Day Discussion

75.26 MOVED AND SECONDED

That the Board training be rescheduled for early October via Doodle poll after new members have been identified.

CARRIED UNANIMOUSLY

l. Business Repository Update (SharePoint)

- The SharePoint system is now live. A one-hour training video will be made available for all Board members.

2. NEW BUSINESS

a. Wounded Warriors Canada

- The Service has announced a partnership with Wounded Warriors Canada. A launch event will occur July 14th for Board Members to attend.

3. CORRESPONDENCE

4. CLOSED MEETING

Meeting closed 5:25pm

76.26 CLOSED POLICE BOARD MEETING

1. *That the Board convene a closed meeting that excludes the public pursuant to the following sub sections of Section 69 of the Police Act, Section 69 (2)(c) - A matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter.*
2. *That the Board continue the In- Camera Meeting in closed session.*

Recess 6:05pm

ADJOURNMENT

77.26 MOVED AND SECONDED

That the Meeting be recessed.

CARRIED UNANIMOUSLY

CERTIFIED A TRUE AND CORRECT COPY OF THE MINUTES OF REGULAR POLICE BOARD MEETING, HELD ON THURSDAY JULY 9, 2026.

BLAIR FISHER
CHAIR OF THE POLICE BOARD

EMMALEE GRAY
BOARD ADMINISTRATOR



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CHIEF REPORT

TO: Police Board

DATE: September 10, 2026

REFERENCE: Chief's Report

FROM: Chief Constable Ian Lawson

General Service Update:

- Chief Lawson attended Constable Matt DeFrias's graduation from the JIBC Police Academy and presented his badge upon the successful completion of recruit training. This achievement marks an important milestone in Constable DeFrias's career and reflects the Service's ongoing commitment to recruiting and developing professional police officers.
- Following the completion of the final interview process, CSPS successfully hired a new recruit who is scheduled to begin training at the JIBC Police Academy in the second week of September. The appointment supports the Service's ongoing staffing and succession planning efforts.
- Chief Lawson represented CSPS as a guest of honour in welcoming the RCMP Musical Ride to the Saanich Fairgrounds, where three performances attracted capacity crowds. Police Board Member Mark Kaercher also attended the Sunday afternoon performance, which provided an excellent opportunity to strengthen community relationships and celebrate a longstanding Canadian tradition.
- CSPS, together with Board Chair Blair Fisher, officially announced a partnership with Wounded Warriors Canada and welcomed National Clinical Director Dr. Tim Black to introduce the organization and its services to members of the Service. This partnership will provide access to specialized mental health supports and resources for trauma-exposed employees and their families, further supporting the Service's commitment to member wellness.
- Chief Lawson and Board Chair Blair Fisher participated in a Council meeting to support discussions related to the development of the 2027 budget. The meeting provided an opportunity to discuss organizational priorities, anticipated financial pressures, and future funding requirements.
- Chief Lawson continued participating in the Civic Redevelopment Project as a member of both the Steering Committee and the CSPS working group. This work remains focused on ensuring thoughtful stakeholder input, comprehensive assessment of operational and space requirements, and a well-managed planning process.



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- The Service continues to work collaboratively with the Finance Committee and District staff on the development of the 2027 budget for Board review. Efforts are focused on refining budget assumptions, identifying operational requirements, and preparing a comprehensive budget package for consideration by the Board.



Central Saanich Police Service

Deputy Chief / Police Board Update

DATE: September 4, 2026

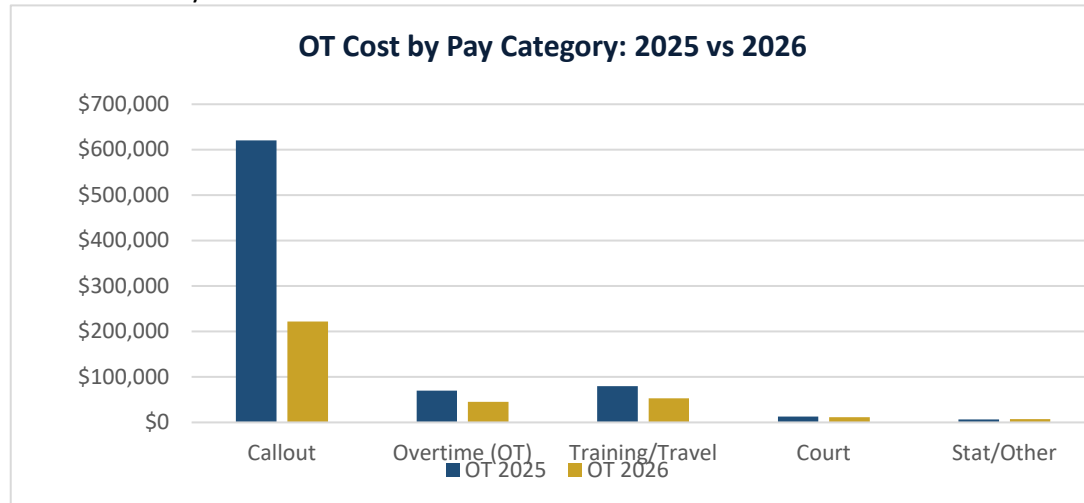
TO: Police Board

FROM: Deputy Chief Paul Douglas

Patrol Updates	
•	Patrol operations remained stable throughout August despite continued seasonal increases in call volume associated with summer tourism, community events, and increased traffic activity. Members maintained a visible presence throughout the community while responding to a broad range of calls for service and public safety concerns. Traffic enforcement initiatives continued to focus on high-risk locations identified through collision data, public complaints, and officer observations. Particular attention has been directed toward community concerns regarding speeding and unsafe driving behaviours in several neighbourhoods and along key commuter corridors. Traffic education and enforcement activity increased substantially through July and August 2026. Patrol members conducted 32 proactive traffic enforcement activities, including: • Speed enforcement. • Roadblocks. • Traffic safety initiatives. • Community complaint-driven enforcement projects. Additionally, when concerns were raised about speeding on Central Saanich Road: • CSPA requested IRSU assistance. • IRSU agreed to conduct targeted enforcement. • Enforcement locations and time periods were coordinated based on local intelligence and community complaints. This is a strong example of leveraging a regional partner to increase traffic enforcement capacity without requiring additional CSPA staffing.

The Service also responded to several significant incidents requiring coordination with regional partners, fire services, BC Emergency Health Services, and municipal staff. Front-line members continue to demonstrate professionalism and adaptability while balancing proactive enforcement, community engagement, and investigative responsibilities. Staffing pressures remain manageable; however, management continues to monitor overtime utilization, leave usage, and anticipated retirements to ensure operational readiness and service continuity.

Operations: We have seen a significant decrease in OT in part because of the LOA placing staff on standby rather than a full call out.



OT 2025 (Jan-July) \$462,334

OT 2026 (Jan-July) \$339,246 representing a 26.6% decrease

Training

- August saw continued progress in organizational training modernization initiatives. Development of internally produced online training content through the Articulate learning management platform continued, with priority modules focusing on:
 - Privacy and information management;
 - Respectful workplace expectations;
 - Professional standards and ethics;
 - Supervisory responsibilities;
 - Policy awareness and compliance.
- The platform continues to position CSPS to create consistent training for all employees while reducing external training costs and improving organizational accountability.

	Planning also continued regarding annual mandatory recertifications, and specialized operational training required through the fall and winter training cycles. We have negotiated with CPKN who have agreed to host our internal training module that will house the CSPA specific training if approved in the 2027 budget. With access to training we can provide expanded coverage for all of our staff for less than sending one officer away for a one week course.
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Recruiting	
•	Recruitment efforts for future Justice Institute intakes remain active. Following the strong response to the most recent competition, shortlisting and candidate assessments have been completed, with interviews conducted utilizing a structured and competency-based process. We have identified a new recruit for the September class at the JIBC and will be sworn in on September 8, 2026, with 4 days of onboarding before attending the JIBC on September 14, 2026, with an expected graduation date in June 2027. Management continues to proactively evaluate future staffing requirements associated with anticipated retirements and organizational growth. Recruitment planning remains focused on maintaining service levels while identifying candidates who align with the Service's values and community-policing philosophy. Onboarding improvements continue to be developed, including a comprehensive recruit orientation checklist that will ensure all employees receive consistent operational, administrative, wellness, and policy orientation before deployment. We will be posting the following positions in the next week to fill current vacancies: 2 recruit constables, two exempt constables, three reserve constables, 3 special municipal constables (contract) Jailers (on call) and casual media position funded in 2025 for 2026. Currently used to offset an accommodation.

HR Initiatives	
•	Employee wellness, succession planning, and workplace safety remain key organizational priorities. The recently announced partnership with Wounded Warriors Canada is now operational and provides staff and their families with expanded access to mental health, resiliency, and wellness resources. Initial feedback regarding the program has been extremely positive. The Workplace Injury Management (WIM) program implementation will improve injury reporting processes and support both employees and supervisors when workplace injuries occur. The standardized reporting process will reduce delays and improve

	consistency in documentation. This initiative will be slowed until a replacement is identified for the OHS/Return to Work Manager position for the municipality. Management continues evaluating workforce planning strategies and succession plans to address anticipated retirements and ensure continuity of leadership. Individual career development discussions with staff continue to identify future training, mentorship, and promotional opportunities. The Service recently established a pilot project to evaluate the conversion of the Traffic Constable position into an Operational Support Sergeant role. The pilot is very well received and has demonstrated an improvement across the board with an enhanced social media presence, increase in traffic enforcement and public visibility and operational oversight from the road sergeants. We are reestablishing the JOHSC committee which will oversee our compliance with WorkSafe BC regulations, including annual hearing evaluations, respirators, fit testing and exposure prevention protocols. A comprehensive review of our recruiting process has been undertaken, and changes designed to enhance privacy, create consistency and create more efficient use of our resources are the underpinnings of our decisions moving forward. We are very appreciative of the board's timely consideration and response to have the two LOA's signed removing them ultimately from future negotiations. LOA 16 Promotional process removal from the CA is a very positive step helping us address an issue that has been contentious over previous negotiations. LOA 17 making the Staff Sergeant position. A permanent Staff Sergeant position strengthens a merit-based promotional system by recognizing and rewarding demonstrated leadership, performance, and capability rather than relying on a rotational approach. The position is filled by the member best suited to the role, ensuring consistent leadership and accountability.
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Other Initiatives

•	1) The organizational workload forms have been submitted and are being reviewed to identify themes and future actions that will be required. 2) The newly developed SharePoint environment for the CSPS is anticipated to be ready by the end of September with the migration of information from the N drive to be in an organized Indexed and searchable format. 3) Management has also begun exploring opportunities to modernize service delivery through the potential introduction of a Community Safety Officer / Bylaw
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Officer model. Preliminary analysis suggests this approach could improve response efficiency for lower-risk community concerns while allowing sworn officers to focus on proactive enforcement and higher-priority public safety matters. Discussions have been undertaken with the municipality to explore this approach. This initiative will be deferred until 2027 due to other organizational priorities.

- 4) Police Analytics Dashboard Initiative: In response to a Board request for enhanced reporting, CSPS now has a working model for the board's review and input. While the work is continuing, we are discussing ways to ensure a consistent lens is being applied to the search parameters to ensure a high-level analytics dashboard to provide meaningful insight into community demand, public safety trends, operational workload, and organizational performance. (chart attached for reference and input) While there are still some issues we have moved significantly in a short period of time to achieve our goal.

The areas that are currently being captured are:

- 1) Calls for service;
- 2) Crime trends;
- 3) Traffic enforcement activity;
- 4) Community safety indicators;
- 5) Operational workload;
- 6) Investigative outcomes.

Input from the board would be appreciated to also discuss analytics that should align with the CSPS strategic plan and the measurable outcomes.

- 5) CSPS had leveraged our relationship with ECOMM who developed a dashboard that provides greater insights into call loads, types of calls and a variety of other data to better inform deployments and increase board awareness. The dashboard is live however, after gaining access it is of limited value because it does not differentiate CSPS from other lower island users at this time. EComm has reduced their staff significantly in the past 30 days by eliminating 5 staff from the tech side as well as 5 other managers to mitigate future levy increases.

- 6) Significant work has continued regarding privacy management and organizational risk reduction.

Following recent privacy-related reviews, management has continued implementing enhanced privacy safeguards, including:

- Developing mandatory privacy awareness training;
- Improved access controls and user notifications;
- Enhanced policy review processes;
- Development of a comprehensive Privacy Management Program;
- Review of records management and information governance practices.
- Establishing periodic compliance audits.

Efforts continue to ensure organizational compliance with evolving privacy expectations while maintaining transparency and public trust.

7) Guns and Gangs Violence Action Fund (GGVAF)

The Central Saanich Police Service has received approval for its 2026/27 Guns and Gangs Violence Action Fund (GGVAF) project, along with authorization to carry forward \$61,300 in unspent funding from the previous grant cycle, providing approximately \$390,000 in total funding to support organized crime and gang suppression initiatives within the community. The funding will be used to acquire and implement a range of intelligence-led policing tools and capabilities, including two mobile surveillance trailers, solar-powered automatic licence plate recognition (ALPR) and remote camera systems, covert surveillance equipment, covert communications technology, hydraulic vehicle immobilization equipment, ballistic shields for Patrol members, crime analysis support, and marine safety enhancements.

The funding will significantly strengthen the Service's ability to address gang violence, organized crime, prolific offenders, and emerging public safety concerns through targeted enforcement, offender disruption, intelligence gathering, and evidence-based investigations. A key component of the project will be the expansion of crime analysis and surveillance capabilities, allowing the Service to better identify crime trends, support investigations, and deploy resources proactively. The initiative will also provide new training opportunities for staff to ensure that all technology and equipment are used effectively, lawfully, and in accordance with investigative best practices.

Significant preparatory work has already been undertaken to maximize the value of these investments. In particular, Information Technology Coordinator Kyle McCollough has been leading efforts with Axon and its Fusus Core platform to explore how camera systems, digital evidence, and other technology assets can be integrated into a centralized real-time intelligence environment. This work will allow approved camera systems and community safety technologies funded through the GGVAF program to operate as part of a broader intelligence and investigative framework rather than as standalone assets, enhancing situational awareness and operational effectiveness.

The Service is also committed to ensuring appropriate privacy and governance safeguards are in place prior to deployment. Privacy Impact Assessments will be completed for surveillance trailers, mobile camera systems, ALPR technology, and related platforms to ensure compliance with all applicable privacy legislation and public accountability requirements. In addition, all acquisitions will be completed in accordance with municipal procurement policies and procedures, with support from Municipal Hall to ensure transparency, compliance, and value for money. This funding represents a significant investment in public safety and positions CSPA to enhance both its technological capabilities and its long-term intelligence-led policing capacity.

	Additional money is being sought in the CSPA 2027 budget request to assist with enforcement portion of the grant. For clarity the use of surveillance trailers and cameras was used here to for common language understanding of the functionality of the cameras. These are not “flock cameras” and we propose that the project be known as a Community Safety Camera program. The reason for the differentiation is simply they are not permanent and only deployed for problem oriented issues and areas and search parameters can be restricted to specific issues. E.g. Amber alerts, known organized crime vehicles and as a deterrent in the community where we see increases in property crime, commercial thefts. 8) Financial accountability enhancement A new form has been created and implemented to better track expense requests and increase oversight into spending. Further enhancements are being explored through the intime software to provide better analytics and cost drivers around OT callouts. We will be incorporating work orders for files and projects that are outside of daily operations to better track the attributable cost drivers. These costs are currently included in our OT budget and do not reflect the true costs of daily policing. This will provide better insight for our leadership team and police board.
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Detective files

•	The office continues to be short staffed by one detective investigator (18 months), and we are reviewing our staffing levels to determine when we will be able to post the vacancy. We are also realigning the divisional responsibilities to redirect more complex files from patrol to be overseen by the detective office for oversight while mentoring patrol officers in major crime considerations. (This change will only occur after we have filled the current vacancy) Investigative Services continues to manage a variety of ongoing criminal investigations while supporting front-line operations. Detectives continue to work closely with regional and municipal partners on complex investigations requiring specialized expertise and external collaboration. Investigations arising from significant incidents occurring earlier in the year remain active where required, with investigators continuing evidence review, witness management, and Crown consultation processes. In August we assisted outside agencies including CSIS, FSOC and the Vancouver Police department.
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	The section continues to provide valuable support to patrol operations through investigative follow-up, search warrant preparation, disclosure management, and case coordination.
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Community Engagement and Public Trust Initiatives

- Community engagement remains a significant organizational focus. CSPS continues to expand its public communication efforts through social media, media releases, community meetings, and educational messaging designed to improve transparency and public understanding of policing services. A back-to-school safety campaign is underway along with other educational materials.

We are expanding our web site to house our longer detailed messaging and reference materials for our residents.

The Service has continued utilizing social media to highlight operational successes, community partnerships, public safety initiatives, recruitment efforts, and crime prevention messaging. Ongoing analytics demonstrate enhanced public engagement and increasing community reach.

The leadership team remains committed to ensuring the community receives timely, accurate, and meaningful information regarding public safety matters while reinforcing confidence in the organization through transparency and accountability. This initiative is intended to improve community understanding of policing services while reinforcing public confidence in the organization.

We have had members involved in junior police camp that is always a great positive community presence. D/C Douglas delivered the key note graduation speech and handed out the graduation certificates with Sgt Houghton and recruit Constable Faith Adamo.

Central Saanich Police Service
2025 Quarter Stats / 2024 Year Comparison

VIOLENT CRIME		<u>Q1 2026</u>	<u>Q2 2026</u>	<u>Q3 2026</u>	<u>Q4 2026</u>	<u>JAN-MAR 2026</u>	<u>JAN-MAR 2025</u>	CHANGE 2026 VS 2025
♦	Domestic Violence	9				9	4	125%
♦	Assault	4				4	8	-50%
♦	Sex Assault	2				2	4	-50%
♦	Robbery	1				1	1	0%
♦	Utter Threats	3				3	7	-57%
PROPERTY & FINANCIAL CRIME		<u>Q1 2026</u>	<u>Q2 2026</u>	<u>Q3 2026</u>	<u>Q4 2026</u>			
♦	B&E Res/Oth	4				4	0	N/C
♦	B&E Bus	0				0	1	-100%
♦	Theft From Vehicle	5				5	3	67%
♦	Theft (incl. Shoplifting)	21				21	26	-19%
♦	Fraud	17				17	19	-11%
♦	Mischief	11				11	21	-48%
TRAFFIC INCIDENTS		<u>Q1 2026</u>	<u>Q2 2026</u>	<u>Q3 2026</u>	<u>Q4 2026</u>			
♦	Driving Complaints	75				75	44	70%
♦	Suspensions	16				16	9	78%
♦	Impaired Driving	10				10	2	400%
♦	MVI Fatal	0				0	0	N/C
♦	MVI Injury	3				3	3	0%
♦	MVI Over 10,000	9				9	7	29%
NON-CRIMINAL EVENTS		<u>Q1 2026</u>	<u>Q2 2026</u>	<u>Q3 2026</u>	<u>Q4 2026</u>			
♦	Assist Public	109				109	116	-6%
♦	False Alarms	29				29	28	4%
♦	Mental Health Act	17				17	18	-6%
♦	Mental Health Related	32				32	18	78%
♦	Missing Person	11				11	10	10%
♦	Suspicious Person	61				61	33	85%
♦	Check Well-Being	70				70	61	15%
♦	Bylaws	38				38	25	52%
♦	Sudden Death	2				2	3	-33%

Central Saanich Police Service
2025 Quarter Stats / 2024 Year Comparison

OTHER CRIMINAL CODE		<u>Q1 2026</u>	<u>Q2 2026</u>	<u>Q3 2026</u>	<u>Q4 2026</u>	<u>JAN-MAR 2026</u>	<u>JAN-MAR 2025</u>	
♦	Drugs	8				8	5	60%
CALLS FOR SERVICE		989				989	855	16%
	YTD numbers included unfounded calls for service. All other stat numbers are actual only							
	Sparklines Based on each Quarter							

Police Board Forward Calendar (Draft)

Fall (September – November)

Focus: Year-end review, policy updates, and governance preparation

- Quarterly Financial Statement review
- Budget Review & Approval
- Board Presentation to Council – TBD annually
- Governance Committee: Review Chair & Vice-Chair Evaluation
- Review Respectful Workplace Policy annually
- HR Committee: Chief Evaluation
- Housekeeping Items: Confirm meeting schedule for upcoming year, Review and confirm committee membership
- Strategic Plan Update – Fall review (unless issues arise)
- Crime Statistics Update – Fall report (semi-annual)

Winter (December – February)

Focus: Planning, provincial resolutions, and policy maintenance

- Preparation and Submission of BCAPB Resolutions – January–February
- Governance Committee: Policy Review (as scheduled or as issues arise)
- Strategic Plan Update – Winter review (if required)
- Housekeeping: Confirm committee mandates and annual work plans

Spring (March – May)

Focus: Year-end reporting, strategic planning, and community engagement

- Finance Committee: Review Final Financial Statements (Mar-May)
- Finance Committee: Begin Preliminary Budget Discussions for next fiscal year
- Governance Committee: Review Board Manual for updates
- Board Discussion: National Police Week Recognition (April meeting, for May observance)
- Strategic Plan Update – Spring review (unless issues arise)

Summer (June – August)

Focus: Reflection, mid-year review, and strategic direction

- Finance Committee: Continue Preliminary Budget Development
- Governance Committee: Follow-up on any outstanding policy updates

Recurring / Ongoing Items

<i>Item</i>	<i>Frequency</i>	<i>Responsible Party</i>
Quarterly Financial Statements	Quarterly (April, July, October, January)	Finance Committee
Budget Review / Approval	Fall	Finance Committee
Policy Review	As scheduled or as issues arise	Governance Committee
BCAPB Resolution Preparation	Winter (Jan–Feb)	Governance Committee
Crime Statistics Update	Twice annually	Chief / Staff
Strategic Plan Update	Twice annually	Chief/Staff/Board
Presentation to Council	Annually	Board Appointee
Chief Evaluation	Annually	Board
Chair/Vice Chair Evaluation	Annually	Board
LMC Meetings	Bi-monthly	Chief/Staff/HR Committee
BCAPB Meetings	Bi-monthly	Chair/Vice Chair
Victoria Family Court and Youth Justice Committee	Bi-monthly	Appointee from Board (Sarah Ridell)

Central Saanich Police Board Risk Register													
Risk ID	Risk Category	Risk Description	Potential Impact	Likelihood	Impact	Risk Score	Risk Level	Existing Controls	Additional Mitigation Actions	Risk Owner	Review Frequency	Trend	Status
BE-01	Board Effectiveness	Board-member conflict, code of conduct concerns, confidentiality breach, or governance dysfunction.	Reduced effectiveness, reputational harm, impaired decision-making.	2	4	8	Moderate	Code of conduct; confidentiality obligations; meeting procedures.	Complete annual Board self-assessment and refresher on confidentiality/code requirements.	Board Chair	Annual	Stable	Open
CA-01	Capital Assets	Aging police facilities, fleet, equipment, technology, and specialized assets are not replaced, upgraded, or maintained in a timely manner.	Service disruption, higher maintenance costs, officer and employee safety concerns, reduced operational effectiveness, and emergency replacement costs.	4	4	16	Extreme	Annual budget process; asset tracking; maintenance programs; fleet/equipment replacement planning where available.	Develop or update a multi-year capital asset management plan with lifecycle replacement schedules, risk-based priorities, and funding requirements for Board review.	Chief Constable / Finance Committee	Quarterly	Increasing	Open
CA-02	Capital Assets	Capital reserve funding is insufficient to support future replacement, modernization, or major repair of police assets.	Deferred replacement projects, major budget pressure, unexpected funding requests, and reduced ability to plan sustainably.	4	4	16	Extreme	Annual budget review; reserve monitoring; municipal financial planning processes; Board review of capital requests.	Complete a capital reserve adequacy review and align reserve contributions with long-term asset replacement forecasts and major capital priorities.	Chief Constable / Board Finance Committee	Quarterly	Increasing	Open
CA-03	Capital Assets	Major capital projects, including detachment upgrades, facility improvements, fleet replacement, or technology modernization, experience delays, scope changes, or cost overruns.	Budget overruns, service impacts, reputational concerns, and pressure on other policing priorities.	3	4	12	High	Project planning; procurement processes; contract oversight; management reporting on material projects.	Require major capital project charters, milestones, cost tracking, risk logs, reporting cadence, and escalation thresholds for Board awareness or approval.	Chief Constable / Project Sponsor	Quarterly	Stable	Open
CE-01	Community Engagement	Failure to effectively engage the community regarding policing priorities, public safety concerns, service expectations, and emerging issues.	Reduced public trust, missed community concerns, misalignment between policing priorities and community needs, and reputational impacts.	3	4	12	High	Strategic planning consultation; public reporting; community policing activities; Board and police service communications.	Develop a structured community engagement plan linked to strategic planning, annual reporting, community priorities, and Board oversight of public-trust indicators.	Board Chair / Chief Constable	Quarterly	Stable	Open
CE-02	Community Engagement	Public perception that the Police Board lacks visibility, transparency, accessibility, or accountability in its governance role.	Reduced confidence in police governance, increased scrutiny, and weakened community understanding of the Board role.	3	4	12	High	Public Board meetings where applicable; published agendas and minutes; annual reporting; Board communication practices.	Enhance public-facing communication about the Board mandate, strategic priorities, decisions, public reporting, and opportunities for community input.	Board Chair	Semi-Annual	Stable	Open
CE-03	Community Engagement	Failure to respond effectively to emerging public concerns, social issues, or community expectations related to policing.	Increased public criticism, strained community relationships, reduced trust, and reactive decision-making.	3	4	12	High	Community relationships; issue monitoring; operational updates to the Board; established communication protocols.	Create an emerging-issues reporting item and define when community concerns require Board-level discussion, public communication, or strategic response.	Board Chair / Chief Constable	Quarterly	Stable	Open
CYB-01	Cybersecurity	Cyberattack, ransomware, phishing incident, or unauthorized access impacting police systems.	Service interruption, financial loss, privacy breach, loss of public trust.	4	5	20	Extreme	Security monitoring; backups; user permissions; cyber awareness training.	Complete annual cyber risk assessment, incident response test, and MFA review.	Chief Constable	Quarterly	Increasing	Open
DSS-01	District Shared Services	Reliance on District shared service arrangements, including IT, finance, human resources, facilities, fleet, procurement, or communications support, creates risk where municipal priorities, capacity, or service standards do not align with police operational requirements.	Delayed service delivery, reduced operational effectiveness, increased costs, unresolved support issues, and strained municipal relationships.	3	4	12	High	Municipal shared-service relationships; operational liaison with District departments; escalation through Chief Constable or senior management as required.	Develop documented service expectations for core shared services, including priority response times, escalation pathways, business continuity expectations, and periodic reporting to the Board on material service issues.	Chief Constable / District CAO Liaison	Quarterly	Stable	Open
DSS-02	District Shared Services	Shared service roles, responsibilities, service levels, and accountability measures are not clearly defined or reported to the Board.	Unclear accountability, inconsistent service delivery, unresolved operational impacts, and governance uncertainty.	3	3	9	Moderate	Existing District service structures; routine communication between police leadership and municipal service leads; budget and service planning discussions.	Prepare service-level expectations or memoranda of understanding for key shared-service functions and establish a process to report unresolved or recurring service risks to the Board.	Chief Constable / Board Chair	Semi-Annual	Stable	Open
F-01	Financial	Significant municipal budget reductions or funding constraints affecting policing resources.	Reduced service levels, inability to meet strategic objectives, labour stress, public concern.	4	5	20	Extreme	Annual budgeting process; financial reporting; Board budget review.	Develop multi-year financial forecast and identify service-level implications of funding scenarios.	Chief Constable / Board Finance Committee	Quarterly	Increasing	Open
F-02	Financial	Unanticipated legal, investigative, settlement, or specialized service costs.	Budget overruns, reserve depletion, pressure on operational funding.	3	4	12	High	Contingency planning; reserve review; insurance where applicable.	Review reserve adequacy and develop escalation protocol for material unplanned costs.	Chief Constable	Quarterly	Stable	Open
F-03	Financial	Inflation, wage settlements, benefit costs, and contracted-service costs exceed approved budget assumptions.	Budget shortfalls, difficult prioritization decisions, service impacts.	4	4	16	Extreme	Budget monitoring; payroll and benefit cost tracking.	Provide quarterly forecasting and variance analysis to Board.	Chief Constable	Quarterly	Increasing	Open
GOV-01	Governance	Board members lack sufficient training or understanding of governance responsibilities under applicable policing legislation and governance standards.	Poor decision-making, legal exposure, governance failures, reduced public confidence.	3	4	12	High	Orientation program; board member onboarding; access to association/governance training.	Develop annual governance training plan and maintain training record.	Board Chair	Quarterly	Stable	Open
GOV-03	Governance	Ineffective Board succession planning resulting in loss of corporate knowledge or inconsistent governance practices.	Reduced governance effectiveness, slower onboarding, inconsistent oversight.	3	3	9	Moderate	Appointment process; informal knowledge transfer.	Create formal onboarding package, mentorship process, and annual Board self-assessment.	Board Chair	Annual	Stable	Open

GOV-02	Governance / Compliance	Failure to comply with legislative requirements such as policing legislation, FOIPPA/privacy obligations, employment standards, or other applicable regulations.	Legal consequences, regulatory scrutiny, investigations, reputational damage.	2	5	10	Moderate	Policy framework; legal review when required; management reporting to Board.	Conduct annual compliance review and report material gaps to Board.	Board Chair / Chief Constable	Annual	Stable	Open
HS-01	Health & Safety	Serious workplace injury, occupational disease, or health and safety incident.	Legal liability, operational disruption, WCB impacts, staff morale harm.	2	5	10	Moderate	Safety program; WorkSafeBC compliance; training; incident reporting.	Complete annual safety audit and review trends with Board.	Chief Constable	Annual	Stable	Open
HR-01	Human Resources	Inability to recruit or retain qualified police officers and civilian staff.	Reduced operational capacity, overtime pressures, service delays, increased burnout.	4	5	20	Extreme	Recruitment initiatives; collective agreement provisions; HR monitoring.	Develop workforce plan, recruitment strategy, retention analysis, and succession planning.	Chief Constable	Quarterly	Increasing	Open
HR-02	Human Resources	Leadership succession gaps within sworn or civilian leadership positions.	Loss of organizational continuity, reduced resilience, delayed decision-making.	3	4	12	High	Internal development opportunities; acting assignments.	Implement formal succession plan and leadership development framework.	Chief Constable	Semi-Annual	Stable	Open
HR-04	Human Resources	The South Island Training Academy is not established, resourced, or sustained as planned, or does not provide sufficient recruit training capacity for participating Vancouver Island police agencies.	Recruit training delays, higher travel and accommodation costs, slower deployment of new officers, continued staffing pressures, inconsistent training outcomes, and reduced public confidence.	3	4	12	High	Provincial approval for an initial two-year satellite model; participating-agency funding; JIBC oversight, curriculum, tuition, instructor model, and training outcomes; provincial steering committee oversight.	Confirm Central Saanich participation, seat requirements, cost-sharing, facility and instructor readiness, performance measures, reporting obligations, and a contingency plan for JIBC New Westminster placements if the satellite is delayed or authorization is withdrawn.	Chief Constable / Board Finance Committee	Quarterly	Stable	Open
HR-03	Human Resources / Wellness	Employee wellness, psychological health, and occupational stress challenges.	Absenteeism, WorkSafeBC claims, turnover, lower morale, operational impact.	4	4	16	Extreme	Employee assistance supports; wellness initiatives; critical incident supports.	Enhance wellness strategy and monitor key wellness indicators.	Chief Constable	Quarterly	Increasing	Open
OPS-01	Operational Oversight	Critical staffing shortages affecting emergency response capacity or minimum deployment levels.	Community safety concerns, overtime escalation, staff fatigue, reputational impacts.	4	5	20	Extreme	Staffing plans; overtime management; call-out procedures.	Integrate staffing risk into long-term resource planning and Board reporting.	Chief Constable	Quarterly	Increasing	Open
OPS-03	Operational Oversight	Major emergency, disaster, or regional event exceeds organizational capacity.	Reduced ability to provide policing services, staff fatigue, public safety risk.	3	5	15	High	Emergency management plans; mutual aid; regional relationships.	Conduct tabletop exercises and review mutual-aid arrangements.	Chief Constable	Annual	Stable	Open
OPS-02	Operational Oversight / Technology	Failure or prolonged outage of critical technology systems, including records management, dispatch, communications, or digital evidence systems.	Service disruption, operational delays, data integrity concerns, public safety impacts.	3	5	15	High	Vendor support; backups; disaster recovery planning; IT support arrangements.	Conduct continuity testing and report results to Board.	Chief Constable	Semi-Annual	Stable	Open
PIM-01	Privacy / Information Management	Privacy breach involving sensitive police, employee, complainant, victim, or offender information.	Regulatory reporting, legal exposure, reputational harm, operational disruption.	3	5	15	High	Privacy policies; access controls; staff training; records management procedures.	Conduct periodic privacy audits and targeted awareness training.	Chief Constable	Quarterly	Stable	Open
PS-01	Professional Standards	Serious misconduct allegations involving police officers or civilian employees may arise and require investigation, discipline, or external oversight.	Reputational damage, legal exposure, public trust concerns, workforce impacts, and increased scrutiny.	3	5	15	High	Professional standards processes; policies; complaint handling; supervisory oversight; external oversight processes as applicable.	Provide regular confidential Board reporting on complaint trends, significant matters, policy themes, and completed recommendations while respecting legal and privacy obligations.	Chief Constable	Quarterly	Stable	Open
PS-02	Professional Standards	Pattern of ethical misconduct, workplace harassment, discrimination, conflict of interest, or repeated policy violations develops or is not identified early.	Organizational culture concerns, employee harm, legal exposure, reputational damage, and reduced public trust.	3	5	15	High	Code of conduct; HR policies; supervisory oversight; complaint processes; ethics and respectful workplace training.	Conduct trend analysis and report systemic risks, training needs, policy gaps, and workplace culture indicators to the Board through appropriate confidential reporting channels.	Chief Constable / HR Lead	Quarterly	Stable	Open
REP-02	Reputation / Accountability	Adverse findings from investigations, complaints, audits, or external reviews.	Reduced public confidence, increased oversight, policy changes, financial costs.	3	4	12	High	Internal review processes; complaint oversight; audit responses.	Track recommendations to completion and report status to Board.	Chief Constable	Quarterly	Stable	Open
REP-01	Reputation / Public Trust	High-profile critical incident or public controversy resulting in loss of public confidence.	Media scrutiny, reduced trust, stakeholder concern, governance pressure.	3	5	15	High	Communications protocols; Board-Chair/Chief coordination; complaint processes.	Maintain crisis communications plan and Board notification protocol.	Board Chair / Chief Constable	Quarterly	Stable	Open
STR-01	Strategic	Failure to achieve Police Board strategic plan priorities or community policing objectives.	Reduced community confidence, unclear priorities, inefficient resource allocation.	3	4	12	High	Strategic plan; annual reporting; performance updates.	Implement quarterly strategic-plan progress dashboard.	Board Chair / Chief Constable	Quarterly	Stable	Open
STR-02	Strategic / Legislative	Changes in legislation, policing standards, provincial direction, or municipal expectations create new obligations.	Increased costs, compliance gaps, operational changes, policy workload.	3	4	12	High	Environmental scanning; association updates; legal advice as needed.	Create legislative and policy update standing item for Board or committee review.	Board Chair / Chief Constable	Semi-Annual	Stable	Open
SI-01	Strategic Infrastructure	Critical policing infrastructure, including detachment facilities, communications systems, records systems, network infrastructure, evidence systems, or security infrastructure, becomes outdated or no longer supports operational requirements.	Reduced service delivery, increased downtime, higher costs, operational inefficiencies, and service continuity risks.	4	4	16	Extreme	Existing maintenance processes; vendor relationships; technology support; capital planning; business continuity planning.	Develop a strategic infrastructure roadmap aligned with operational requirements, cybersecurity, business continuity, facility needs, and long-term capital planning.	Chief Constable / Board Finance Committee	Quarterly	Increasing	Open
SI-02	Strategic Infrastructure	Failure to adequately plan for long-term infrastructure replacement, modernization, and capacity requirements.	Significant capital pressures, emergency expenditures, delayed modernization, service disruption, and governance concerns.	4	4	16	Extreme	Annual budget process; operational planning; municipal capital discussions; Board review of major capital needs.	Create a 10-year infrastructure replacement and modernization plan with cost estimates, sequencing, risk ranking, funding assumptions, and reserve implications.	Chief Constable / Board Finance Committee	Quarterly	Increasing	Open

SI-03	Strategic Infrastructure	Dependence on third-party technology and service providers, including regional dispatch, PRIME-BC, cloud platforms, telecommunications, or network providers, creates service vulnerabilities.	System outages, reduced operational capability, delayed response, data access issues, and public safety impacts.	3	5	15	High	Vendor support; service relationships; incident escalation procedures; continuity planning; participation in regional service discussions.	Review third-party service dependencies, continuity arrangements, incident notification protocols, service-level expectations, and Board escalation thresholds.	Chief Constable / IT Manager	Quarterly	Stable	Open
SI-04	Strategic Infrastructure	Insufficient capital funding to maintain, upgrade, secure, or modernize strategic infrastructure assets.	Deferred maintenance, increased future costs, cybersecurity exposure, service limitations, and unexpected funding requests.	4	4	16	Extreme	Budget monitoring; capital planning; reserve discussions; annual review of infrastructure needs.	Align strategic infrastructure needs with capital reserve forecasting, annual budget submissions, grant opportunities, and longer-term municipal financial planning.	Chief Constable / Board Finance Committee	Quarterly	Increasing	Open
SI-05	Strategic Infrastructure	Failure of regional emergency communications, dispatch, or information-sharing systems disrupts police response or situational awareness.	Delayed emergency response, public safety concerns, officer safety risk, operational disruption, and reputational impacts.	3	5	15	High	Regional service relationships; emergency procedures; backup communication processes where available; operational escalation protocols.	Conduct periodic review of contingency plans, regional service updates, dispatch/communications risk reporting, and lessons learned from outages or exercises.	Chief Constable	Semi-Annual	Stable	Open
SI-06	Strategic Infrastructure	Business continuity and disaster recovery capability for critical police systems, facilities, and infrastructure is inadequate or untested.	Prolonged operational disruption following cyberattack, natural disaster, facility loss, or major system failure.	3	5	15	High	Business continuity planning; backups; emergency management coordination; disaster recovery procedures.	Conduct regular tabletop exercises, disaster recovery testing, alternate-site planning, and post-exercise reporting to the Board on gaps and corrective actions.	Chief Constable / Emergency Management Coordinator	Annual	Stable	Open
SI-07	Strategic Infrastructure	Regional policing partnerships, integrated units, or shared infrastructure arrangements become unsustainable, ineffective, or misaligned with local policing needs.	Increased costs, reduced service effectiveness, governance ambiguity, and pressure to develop alternative service models.	3	4	12	High	Participation in regional relationships; management liaison; Board awareness of major agreements and integrated service arrangements.	Review material partnership agreements, service outcomes, cost implications, governance reporting requirements, renewal timelines, and escalation pathways.	Chief Constable / Board Chair	Semi-Annual	Stable	Open
SI-08	Strategic Infrastructure	Facility capacity no longer meets future staffing, operational, evidence storage, accessibility, security, training, wellness, or public service requirements.	Reduced efficiency, health and safety concerns, evidence management challenges, poor public service experience, and significant capital requirements.	4	4	16	Extreme	Facility maintenance; operational workarounds; capital discussions; safety and security procedures.	Complete a facility needs assessment addressing staffing growth, evidence storage, accessibility, security, training, wellness, public service, and long-term capital requirements.	Chief Constable / Board Finance Committee	Quarterly	Increasing	Open
SUP-01	Supervision	Inadequate frontline or civilian supervision results in inconsistent operational decisions, weak performance management, policy non-compliance, or insufficient employee support.	Increased liability, complaints, operational risk, employee dissatisfaction, and inconsistent service delivery.	3	4	12	High	Supervisory structure; policies; acting supervisor assignments; management review and operational oversight.	Strengthen supervisory expectations, span-of-control review, audit or quality-assurance checks, and periodic reporting on supervision-related risks.	Chief Constable	Quarterly	Stable	Open
SUP-02	Supervision	Insufficient supervisor development, mentorship, succession planning, or leadership training limits supervisory effectiveness.	Reduced oversight effectiveness, inconsistent decision-making, succession challenges, and employee relations concerns.	3	4	12	High	Internal development opportunities; acting assignments; informal mentoring; available leadership training.	Implement a supervisor development program covering policy compliance, labour relations, wellness, performance management, risk-based decision-making, and documentation expectations.	Chief Constable / HR Lead	Semi-Annual	Stable	Open
SUP-03	Supervision	Supervisor workload exceeds capacity due to staffing shortages, administrative burden, organizational growth, or complexity of calls for service.	Reduced oversight, increased burnout, delayed performance management, wellness impacts, and operational inefficiencies.	4	4	16	Extreme	Existing supervisory assignments; workload monitoring; overtime and call-out practices; management review.	Conduct a supervisor workload and span-of-control review and identify staffing, workflow, technology, or administrative-support improvements.	Chief Constable	Quarterly	Increasing	Open

Rating Scale	
Likelihood	
1	Rare
2	Unlikely
3	Possible
4	Likely
5	Almost Certain

Impact	
1	Insignificant
2	Minor
3	Moderate
4	Major
5	Severe

Risk Score	
1-5	Low
6-10	Moderate
11-15	High
16-25	Extreme



Central Saanich

August 14, 2026

Central Saanich Police Board
1903 Mount Newton Cross Road
Saanichton, BC, V8M 2A9

Via email: Emmalee.gray@csaanich.ca

Dear Members of the Police Board,

Re: Budget Direction for the Central Saanich Police Board

At the August 10, 2026 Regular Council meeting, the District of Central Saanich Council passed the following resolution:

1. *Request the Police Board to:*
 - a. *Provide a current financial status update and ongoing quarterly reporting showing budget, actuals, forecast year-end position, material variances, mitigation actions, and key drivers, with reference to 2024 and 2025 trends; and*
 - b. *maintain the 2027 provisional Police Service budget submission below 5% unless a higher increase is justified by unavoidable structural cost pressures and supported by mitigation, revenue, and variance-management information.*
2. *Confirm this direction is focused on affordability, transparency, and variance management within Council's statutory budget role, while respecting the Police Board's responsibility for policing operations and law enforcement priorities.*

Should you have any questions with respect to the above, please do not hesitate to contact the undersigned by phone at 250-544-4201 or by email at Christine.Culham@csaanich.ca.

Sincerely,

Christine Culham
Chief Administrative Officer