



## 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, February 12, 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 March 12, 2026
- d. Adoption of the Regular Meeting Minutes of February 12, 2026
- e. General Service Update – Chief's Report
- f. Finance Update
- g. Policy Review
- h. Committee Reporting
  1. Governance Committee – Public Engagement
  2. Finance Committee – Presentation to Council March 30<sup>th</sup>
- i. Forward Calendar Review
- j. BCAPB Resolution
- k. Discussion – Committee Specific Risks
- l. Review of Updated Governance Manual and Board Training
- m. Board Chair Evaluation and Process

## 2. NEW BUSINESS

- a. Review of Outstanding Board Motions
- b. Conflicts of Interest Discussion

## 3. CORRESPONDENCE

- a. Email from Council re: Upcoming Corporate Projects

## 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



## Central Saanich Police Service

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Tel: 250.652.4441 | Fax: 250.652.0354

# CENTRAL SAANICH POLICE BOARD REGULAR MEETING MINUTES

Thursday, February 12<sup>th</sup>, 2026 at 4:30pm  
Central Saanich Council Chambers

### PRESENT:

**A/Board Chair:**

Blair Fisher

**Board Members:**

Sarah Riddell  
Mike McKay  
Jim Rondeau  
Diane Hollinshead  
Jordan Marin  
Mark Kaercher

**Chief Constable:**

Ian Lawson

**Board Administrator:**

Emmalee Gray

**Guest:**

S/Sgt. Nigel Smallwood

### REGRETS:

Renee Johansson

## 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: W̱JÓŁEŁP (Tsartlip), BOKÉĆEN (Pauquachin), S̱ÁUTW (Tsawout), W̱SIKEM (Tseycum) and MÁLEXEŁ (Malahat) Nations.

### b. Declaration of Conflicts of Interest

No conflicts declared.

### c. Approval: Regular Meeting Agenda of February 12, 2026

08.26

**MOVED AND SECONDED**

*That the agenda be approved as presented.*

**CARRIED UNANIMOUSLY**

### d. Approval: Regular Meeting Minutes of January 8, 2026

09.26

**MOVED AND SECONDED**

*That the minutes of the Police Board Meeting held January 8, 2026 be approved as presented*

**CARRIED UNANIMOUSLY**



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### e. General Service Update – Chief’s Report

- See attached.
- Advised the Board of the vigil tonight at a local park for the victims of the Tumbler Ridge shooting.
- Advised that news agent CBC has reached out regarding a report in a recent Agenda that contains some operational information.
- The Chief advised that the majority of the people who engaged with him at a recent Open House mainly enquired about traffic, parking and bylaw issues.

### f. Finance Update

- No updates for the 2026 budget until later in the Spring.
- The 2026 preliminary budget will be referred back to Council in March.

10.26            **MOVED AND SECONDED**  
*That the Police Board approves the revised 2026 budget as presented.*  
**CARRIED UNANIMOUSLY**

11.26            **MOVED AND SECONDED**  
*That the Finance Committee work with the Chief to finalized the 2026 Budget Narrative report as presented.*  
**CARRIED UNANIMOUSLY**

### g. Policy Review

- Board Member Marin updated the Board on his work with the Province on updates to the Service and Policy Complaint policy. A draft will be presented to the Board at the March meeting.

### h. Committee Reporting

- HR Committee Chair McKay updated the Board on the timeline for the annual Chief Evaluation.
- Board Member Riddell advised that the Victoria Youth and Family Justice Committee has grant money available for organizations involving children and youth.

### i. Forward Calendar Review

- Changes and updates will be made to the Forward Calendar as required.
- Board Member Riddell forwarded updates to committee meeting dates to be added.

### j. Committee Appointment – Board Member Kaercher

- The Chief advised of a perceived conflict of interest within the structure of the Finance Committee as two of three Committee members have a conflict of interest where they cannot present the budget to Council.

12.26            **MOVED AND SECONDED**  
*That the Governance Committee review the Chief’s recommendation related to conflicts of interest in the Finance Committee and work with the Police Governance Unit, then return at the March meeting with an edit to the Governance Manual as it relates to the Chief’s concerns.*  
**CARRIED UNANIMOUSLY**



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- Board Member Kaercher will be temporarily appointed to the Governance Unit.

## 2. NEW BUSINESS

### a. Presentation – GVICE

- Sgt. Paul Brailey presented to the Board the working details of the newly created Greater Victoria Integrated Child Exploitation Unit (GVICE).

### b. BCAPB Resolution

- See attached.

#### 13.26                    **MOVED AND SECONDED**

*That the Board forward the draft resolution to the BCAPB for discussion at the May meeting.*

**CARRIED UNANIMOUSLY**

### c. Discussion – Committee Specific Risks

- Discussion around next steps for the Risk Register document.

#### 14.26                    **MOVED AND SECONDED**

*That the Board Administrator will input the Risk Register spreadsheet with information from the Committees minus the analysis for their review at the March meeting.*

**CARRIED UNANIMOUSLY**

### d. Review of Updated Governance Manual and Board Training

- The Governance Committee Chair presented changes and updates to the Board Manual.
- The Governance Committee Chair proposed a 1-day training session for all board members.

#### 15.26                    **MOVED AND SECONDED**

*That the Board conduct a compulsory in-person 1-day training session for all Board members upon swearing in of new Board Members.*

**CARRIED UNANIMOUSLY**

### e. Board Chair Evaluation and Process

- Board Member Marin presented a process document for a Board Chair evaluation.

#### 16.26                    **MOVED AND SECONDED**

*That the Board adopt the process for a Board Chair Evaluation as presented.*

**CARRIED UNANIMOUSLY**

## 3. CORRESPONDENCE

### a. Motion from Council re: CRD Animal Control Contract

- Kristina DeMedeiros from the District of Central Saanich introduced correspondence from Council related to the CRD Animal Control Contract.



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17.26

### MOVED AND SECONDED

*That the Board has no concerns related to the adoption of the CRD Animal Control Contract and supports the document as presented.*

**CARRIED UNANIMOUSLY**

#### b. BCAPB Sponsorship Request

18.26

### MOVED AND SECONDED

*That the Board sponsor a coffee break for the 2026 BCAPB Conference*

**CARRIED**

## 4. CLOSED MEETING

Meeting closed 18:14

19.26

### 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 18:36

## ADJOURNMENT

20.26

### 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 FEBRUARY 12, 2026.

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BLAIR FISHER  
A/CHAIR OF THE POLICE BOARD

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EMMALEE GRAY  
BOARD ADMINISTRATOR



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# CHIEF'S REPORT

TO: Police Board  
DATE: March 12, 2026  
REFERENCE: Chief's Report  
FROM: Chief Constable Ian Lawson

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### General Service Update:

- **BC Government Announcement – JIBC Satellite Police Training Centre**  
I attended the provincial media announcement led by Minister Nina Krieger regarding the establishment of a new Justice Institute of British Columbia (JIBC) satellite police recruit training centre in Victoria. Chief Constable Fiona Wilson spoke on behalf of the municipal policing community, with the Chiefs of Saanich, Oak Bay, and Central Saanich present in support.
- **FIFA World Cup Preparations**  
In anticipation of the upcoming FIFA World Cup, I have been working with regional police chiefs to formally monitor and plan for any potential impacts on the Capital Region. This includes early risk assessments, coordination considerations, and the development of information-sharing frameworks to ensure a unified and coordinated regional response should events or gatherings arise.
- **Winter BC Chiefs Conference**  
I attended the Winter BC Chiefs Conference held last week in Victoria. The event opened with the BC Municipal Chiefs participating in the BCAMCP meeting in the morning, followed by a joint afternoon session with the RCMP. Discussions focused on provincial policing initiatives, operational challenges, and collaborative priorities for the coming year.
- **Tour de Rock Steering Committee**  
The Steering Committee briefed the Area Chiefs on planning for the 2026 Tour de Rock ride, scheduled for October. This year, 9 of the 24 riders will be police officers, a significant increase from the 2 officers who participated last year. The team has set an ambitious fundraising goal of one million dollars in support of cancer research.
- **Island Health LOU**  
The Area Chiefs received an update from Howard Tran (formerly VPD), who has been contracted by VicPD. Work is underway to pursue a Letter of Understanding with Island Health to develop an information-sharing protocol that complies with Privacy Act requirements. The goal is to enhance coordination and reduce hospital wait times for individuals in police care.
- **Polar Plunge – Special Olympics**  
I participated in this year's Polar Plunge at Gyro Park in Saanich. CSPS fielded a team, the CSPS Plungers who braved strong winds and cold temperatures to raise funds in support of Special Olympics. I was joined by S/Sgt. Nigel Smallwood and Cst. Marc Gosselin. We hope to build on this success with even greater participation next year.

## **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**

<b><i>Item</i></b>	<b><i>Frequency</i></b>	<b><i>Responsible Party</i></b>
Quarterly Financial Statements	Quarterly (Mar, Jun, Sep, Dec)	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)

## **PROVINCIAL STANDARDS, FUNDING, AND REGIONAL SOLUTIONS FOR POLICE DETENTION SERVICES**

*Central Saanich Police Board*

**WHEREAS** municipal police services are increasingly being required to detain individuals for extended periods due to limited court transport availability, expanded use of virtual bail, and restricted intake at correctional facilities, resulting in the downloading of court- and correction-related custodial responsibilities onto municipal police services, causing operational strain, staffing pressures, costs, and legal risk; and

**WHEREAS** municipal police detention facilities are typically not designed, resourced, or governed to meet correctional standards, and there is currently no provincially legislated framework for police detention facilities or jail guard functions, despite growing Charter, safety, and liability risks and the Province's increasing reliance on police detention as part of the justice system continuum;

**THEREFORE BE IT RESOLVED** that the BC Association of Police Boards request the Province of British Columbia to:

1. Support timely transfer of detained individuals to the BC Sheriff Service or BC Corrections, consistent with their statutory mandates;
2. Establish clear provincial standards for police detention facilities and jail guard functions, including infrastructure, staffing, training, health, safety, and oversight requirements;
3. Provide sustainable provincial funding to municipalities and police boards for any downloaded and/or formally expanded detention and court-related responsibilities; and
4. In collaboration with local governments, police boards, and police services, explore and evaluate the feasibility of a regional or centralized police detention facility model for southern Vancouver Island to improve detainee safety, operational efficiency, staffing stability, legal compliance, and system resilience.

RISK MANAGEMENT PROCESS <i>(For Guidance, See Tab 2)</i>		CONTEXT <i>(For Guidance, See Tab 3)</i>	RISK IDENTIFICATION				ANALYSIS Residual risk rating with treatments in place <i>(For Guidance, See Tab 4)</i>				EVALUATION <i>(For Guidance, See Tab 5)</i>		
RISK #	CATEGORY	BUSINESS OBJECTIVE/PRIORITY	RISK EVENT	RISK CAUSE	IMPACT	CURRENT TREATMENTS	L (1-5)	C (1-5)	RISK RATING	HEAT MAP	ADEQUACY OF CURRENT TREATMENTS	ACTION	TREND
<i>Add identifiers to better organize and track risks.</i>	<i>Which category does this Risk Event fall under?</i>	<i>What business objective/priority does this Risk Event affect (e.g., Mandate letter, strategic directive, etc.)?</i>	<i>What events could impact the achievement of objectives (can be positive or negative)?</i>	<i>What Risk Cause (trigger, circumstance, uncertainty) could increase the Likelihood of the Risk Event occurring? There are usually multiple Risk Causes leading to a Risk Event.</i>	<i>How would the Risk Event impact the achievement of the objective/priority?</i>	<i>What Treatments are currently in place to manage the Risk Event? Focus on Treatments that either reduce the Likelihood (column H) of the Risk Event or can reduce the Consequence (column I) if the Risk Event occurs.</i>	<i>How likely?</i>	<i>How severe?</i>	<i>(LxC)</i>	<i>Rating with current treatments in place</i>	<i>Non-existent Inadequate Adequate Robust</i>	<i>Will you do more to manage the risk (treat) or choose to accept and monitor?</i>	<i>If applicable, has this risk rating changed over time? Has column J increased (upward trend), decreased (downward trend) or not changed (static)</i>
	Financial/Legal	Legal obligation to provide safe & adequate policing	Insufficient or unstable funding to sustain service levels/meet community policing needs	Council does not approve full budget Poor data/Board approved budget is insufficient Unexpected costs Reliance on grants and one-time funding Reduced distract staff support for certain functions Loss of public or Council confidence due to complaints, lawsuits, perceived lack of control or accountability, etc.	Service reductions, morale issues, deferred investments, cost overruns	Multi-year budget forecasts Staffing minimums per Collective Agreement			0	UNRATED		Conduct community engagement Refresh strategic plan Develop a workforce plan	
	Financial	Capital Asset Lifecycle Management	Aging or insufficient capital assets compromise safe and adequate policing	No/inadequate long-term capital planning No/inadequate inventory or lifecycle tracking Deferred approvals Rapid technology obsolescence, Inflation in vehicle and equipment costs Lack of reserves	Equipment failure Safety incidents Emergency expenditures Service disruptions	Asset inventory and lifecycle schedule? Capital plan? Capital reserve fund? New building planned (detailed design phase)			0	UNRATED		Create one-page capital risk summary	
	Financial	Fiduciary duty	Expenditures exceed Council-approved budget	Staffing shortages Full budget not approved by Council Unexpected expenditures, e.g. legal Lack of controls	Unfunded deficit Potential impact on future budget approvals Reputational risk	Quarterly budget to actuals			0	UNRATED		Develop quarterly budget to actuals reporting template  Implement clear financial policies aligned with good practice  Escalate to Council for approval of additional funds	
	Financial/Legal	Civil claims, legal settlements, or judgments result in unplanned financial liabilities.	Legal cost escalation Insurance deductibles Damage to reserve balances	High-risk operational activities Public complaints or use-of-force incidents	Legal cost escalation Insurance deductibles Damage to reserve balances	Insurance coverage with defined deductibles Legal counsel engagement and claims management processes Professional standards and complaint investigation processes Training and policy frameworks for high-risk activities Monitoring of claims and legal costs			0	UNRATED			
	Financial / Operational	Alignment with approved budgets and service plans	Overtime and backfill costs exceed budget due to operational demands	Minimum staffing requirements; unplanned incidents; court scheduling beyond police control	Operating budget pressures; reduced funding for training or initiatives	Supervisory approval of overtime; monthly variance reporting			0	UNRATED		Improved overtime analytics by unit and cause Long-term workload and staffing analysis Temporary staffing strategies for peak demand	
	Governance / Financial	Effective governance and fiduciary oversight	Unclear or inconsistent delegation of financial authority results in unauthorized or inappropriate expenditures	Outdated or undocumented Delegation of Authority; reliance on verbal approvals; staff turnover	Budget overruns; audit findings; weakened accountability	Police Act delegation, delegation of invoice payment and processing,			0	UNRATED		Update and formally approve a Delegation of Authority aligned to the Police Act Clearly document financial and contract approval thresholds Eliminate reliance on verbal approvals; require written authorization Communicate and train delegated authorities across the organization Conduct periodic compliance reviews and report exceptions to the Board	

RISK #	CATEGORY	BUSINESS OBJECTIVE/ PRIORITY	RISK EVENT	RISK CAUSE	IMPACT	CURRENT TREATMENTS	L (1-5)	C (1-5)	RISK RATING	HEAT MAP	ADEQUACY OF CURRENT TREATMENTS	ACTION	TREND
	Overpayment for goods and services; audit and compliance findings; legal and reputational risk	Stewardship of public funds and establishment of financial controls under the Police Act	Absence of a Board-approved procurement policy leads to inconsistent and non-competitive purchasing	Lack of formal procurement policy; reliance on informal practices; operational urgency; unclear authority thresholds	Overpayment for goods and services Increased likelihood of disputes or contract challenges Audit findings and governance concerns Reputational risk for the Police Board and municipality Purchases that are not the right fit, Purchases that require more resourcing	Informal management oversight; budget limits; finance review of expenditures			0	UNRATED		Board-approved Delegation of Authority policy Spending limits by position (e.g., Chief Constable, Deputy, Director, Manager) Contract approval thresholds, Annual review of DOA by Police Board Mandatory training for officers and civilian managers Explicit prohibition on "contract splitting" Integration of DOA limits into financial systems	
	Financial / Strategic	Financial sustainability and Police Board stewardship of public funds under the Police Act	Collective agreement settlements result in compensation costs exceeding approved budgets and long-term financial capacity	External arbitration outcomes beyond employer control Inflationary and cost-of-living pressures during bargaining Comparability pressures from peer police service settlements Retroactive pay obligations from delayed settlements High proportion of budget committed to salaries and benefits Limited municipal funding growth capacity Volatility in benefits and post-employment costs	Operating deficits Increased reliance on municipal funding or reserves Service level reduction	budget contingencies; monitoring of arbitration trends; regular reporting to Police Board			0	UNRATED		Police Board-Approved Procurement Policy Alignment with Delegation of Authority Documentation Controls Board Reporting and Oversight 5. Training and Awareness	
	Financial	Financial Systems and Reporting Risk	Failure or limitations of financial systems result in inaccurate reporting, delayed decision-making, or audit issues	Legacy systems Manual processes Staffing capacity constraints	Misstated financial results Compliance findings Reduced confidence of Board and municipalities	Monthly reconciliations External audit Segregation of duties			0	UNRATED		Develop a financial systems improvement roadmap Strengthen reconciliation and management review controls Document key manual financial processes Implement compensating controls for system limitations Cross-train finance staff and establish backup coverage	
	Financial / Compliance	Integrity of financial management and controls	Inadequate segregation of duties increases risk of error or misuse of funds	Limited staffing capacity; manual processes	Financial misstatement; audit findings; potential financial loss	Management review; external audit; compensating controls			0	UNRATED		Implement documented compensating controls where segregation is limited Strengthen independent management review and approval processes Reduce manual processing through standardization and controls Cross-train staff to improve separation of key functions	
	HR Committee		sustainable funding to support operational effectiveness - current and going forward						0	UNRATED			
	HR Committee		officer and staff recruitment and retention						0	UNRATED			
	HR Committee		effective governance practices						0	UNRATED			
	HR Committee		public and Council confidence and support						0	UNRATED			
	HR Committee		maintaining adequate staffing levels						0	UNRATED			

Date	Motion	Responsibility	Due Date	Status	Notes
2025-02-13	That the Chief prepare a briefing note of the purpose of future policy reviews including background.			?	The Chair of the Governance Committee wrote a policy
2025-03-27	That the SPOT team attend the Board to present on their mandate and initiatives.			?	
2025-06-19	That the Board write a follow up letter to Island Health, with a CC to SPOT, describing hospital wait time impacts.			?	
2025-06-19	That the Chief develop a plan, timeline and cost estimate for a secure Board digital repository/portal.			?	
2025-06-19	That the agenda package for the regular meeting be posted to the website in its entirety.			?	
2025-06-19	That the Chief bring a formal plan to hire a communications contractor to the Governance Committee.			complete	
2025-09-11	That a letter be drafted to the Director of Police Services regarding E-Comm levies, with CC to E-Comm leadership.			?	
2025-09-11	That the Board seek a quote and scope of work for a SharePoint system.			?	
2025-10-22	That each committee and the Chief identify potential risks for the March 2026 meeting.				Risks were provided, further work required to collate and prioritize them
2025-10-22	That the Board Administrator provide a list of motions after each meeting.			ongoing	
2025-10-22	That the Issue Workflow matrix be included in the Board Governance Manual.			?	
2025-11-13	That the Board approve the Finance Committee's 2026 Budget recommendation.				
	That the Board endorse the Service's 2026 budget (attached), with the following conditions and shared commitments. These are intended to strengthen collaboration between the Board and the Service, support transparency, and ensure alignment with strategic priorities as we move forward together.				
	1. Quarterly Reporting of Contract Expenditures				
	To support transparency and sound financial stewardship, the Police Chief will provide quarterly updates to the Finance Committee and the Board on professional and legal contract expenditures.			Not started	
	2. Marine Pilot Project				
	To ensure clarity and alignment around this pilot, the Police Chief will:				
	• Present a service plan for the boat pilot project and report on expenses relative to the approved \$20,000 operating budget; and				
	• Bring forward an updated Marine Services Policy for the Board's review and approval.			?	
	3. Communications Contract				
	Prior to awarding the communications contract, and to support informed oversight, the Police Chief will:				
	a. Present an overview of the proposed contract—including deliverables, rates of pay, supervision plan, measures of success, and a procurement plan—for the Board's consideration and approval;				
	b. Ensure the procurement plan aligns with the District's Sustainable Purchasing Policy; and				
	c. Report back to the Board with an evaluation of the contract's effectiveness and impact.				Early approval not received
	New Administrative Position				
	The new administrative position will be approved as a one-year temporary term. If the Service is unable to recruit for this term, the Police Chief may return to the Board to seek approval for a permanent appointment.			NA - subsequent motion to propose permanent position passed	Early approval not received
	5. Strategic and Workforce Planning				
	Following the refresh of the Service's Strategic Plan, the Police Chief will collaborate with the HR Committee to complete a workload and efficiency review and develop a workforce strategy, in alignment with the Policy Manual and the Service's strategic priorities.				
	6. Axon Contract				
	Prior to signing any new or revised contract with Axon, the Police Chief will bring the proposed agreement to the Board for review and approval.				
2025-11-13	That the Chief prepare a report on Jail Guards mandate changes and solutions for December.			complete	
1/8/2026	That the Board invite members of Council to attend a joint Council/Board meeting in the to discuss process and mutual interests.			?	No letter received by Council yet
1/8/2026	That the Board purchase a gift card in the value of \$250.00 to a local restaurant as a retirement gift for Deputy Chief Hackett.				
	That Board Member Riddell will work with SSgt Smallwood to draft a resolution advocating for provincial action to address the downloading of court and correction-				
1/8/2026	related custodial responsibilities onto local police services.			complete	
2/12/2026	That the Finance Committee work with the Chief to finalized the 2026 Budget Narrative report as presented.				
	That the Governance Committee review the Chief's recommendation related to conflicts of interest in the Finance Committee and work with the Police Governance				
2/12/2026	Unit, then return at the March meeting with an edit to the Governance Manual as it relates to the Chief's concerns.				
2/12/2026	That the Board forward the draft resolution to the BCAPB for discussion at the May meeting.				
2/12/2026	That the Board Administrator will input the Risk Register spreadsheet with information from the Committees minus the analysis for their review at the March meeting.				
2/12/2026	That the Board conduct a compulsory in-person 1-day training session for all Board members upon swearing in of new Board Members.				
2/12/2026	That the Board sponsor a coffee break for the 2026 BCAPB Conference				

Denotes draft motion from minutes, but not approved by board.



The Corporation of the  
District of Central Saanich

February 20, 2026

0400/2026

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

Via email:

Dear Members of the Police Board,

**Re: Upcoming Corporate Projects and Opportunities for Sharing**

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I am writing on behalf of Council to advise the Board of two significant corporate initiatives planned for 2026: the Employee Engagement Survey and the Service Review.

Council has directed staff to inform the Police Board of these initiatives and to share the resources associated with these projects, should the Board find value. Both initiatives support evidence-based decision making, enhance workplace culture, and strengthen service delivery, and are part of Council's ongoing commitment to organizational improvement, service effectiveness, and long-term strategic planning.

The District can make available the materials that have been developed.

Please feel free to contact Ms. Culham, Chief Administrative Officer, should the Board wish to explore this opportunity further. We look forward to continued partnership and dialogue.

Sincerely,

Mayor Ryan Windsor



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## Briefing Note

**To:** The Central Saanich Police Board  
**From:** Chief Constable Ian Lawson  
**Date:** March 5, 2026  
**Re:** District Service Review and Employee Engagement Survey Initiatives

### Issue

On February 20, 2026, Mayor Windsor sent a letter to the Central Saanich Police Board advising of two District-led corporate initiatives involving an Employee Engagement Survey and a Service Review affecting the Central Saanich Police Service (CSPS).

### Background

On September 5, 2025, the District CAO released a draft Comprehensive Review of District Support Services Provided to the Central Saanich Police Service. The Review outlines reported hours of support provided to CSPS by District departments and proposes a phased work plan including the development of Service Level Agreements (SLAs).

The CSPS Chief Constable reviewed the draft and met with the CAO on several occasions to provide feedback. Although some consultation occurred, much of the analysis and conclusions appear to have been informed primarily by District staff and leadership. CSPS advised that a more collaborative approach involving District managers and CSPS staff would improve accuracy and outcomes.

To support further dialogue, the CAO engaged a facilitator to lead a joint session between District and CSPS leadership on December 17, 2025. The session aimed to discuss and validate baseline service-level information previously collected by District departments. Services provided by the police to the District not previously acknowledged in the Review were identified during this session.

The facilitator delivered her report on January 5, 2026 with an updated version provided on February 6, 2026.

### Current Status

CSPS leadership has reviewed both the District's Review and the facilitator's reports. While some progress has been achieved, additional work is required to fully understand and verify the District's concerns.

### Strategic Considerations

Municipal police agencies in the Capital Region report that they do not currently use SLAs with their municipalities.



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Discussions with the Director of the Police Governance Unit confirmed that section 15 of the Police Act outlines municipal responsibilities but does not reference SLAs. The Director is not aware of any SLA arrangements between police services and municipalities in British Columbia and indicated that further dialogue on the topic may be appropriate. Given the potential governance and financial implications, early involvement of the Police Board may be warranted.

The CSPS Board Manual outlines the Board's expectations regarding human resources services shared with the Municipality. It states that:

*Chief Constable develops working protocols with the Municipality for HR services and consults with the Board's Human Resources Committee as necessary. It also notes that the Board oversees shared service arrangements to ensure alignment with CSPS human resources and culture strategies.*

The 2022 CSPS budget included a half-time IT position intended to support police operations. At the District's request, the position was reassigned to the District's IT unit as part of a shared-services model. This approach reflects CSPS's commitment to integrated service delivery: resources are shared, not owned by any one department, with the aim of improving service consistency, reducing costs, and avoiding siloed service structures.

### Recommendations

1. That CSPS leadership continue to work collaboratively with the District on the Service Review.
2. That the Chief Constable encourage the CAO to have District managers work directly with CSPS staff to improve communication, ensure accuracy of information, and support the development of shared solutions for shared services.