



**PRINCE ALBERT BOARD OF POLICE COMMISSIONERS**  
**PUBLIC AGENDA**

**TUESDAY, JUNE 17, 2025**

**8:00 A.M.**

**MAIN BOARDROOM, 2<sup>ND</sup> FLOOR CITY HALL**

**1. LAND ACKNOWLEDGMENT:**

*"As we gather here today, we acknowledge we are on Treaty 6 Territory and Homeland of the Dakota and the Métis. We pay our respect to the First Nations and Métis ancestors of this place and reaffirm our relationship with one another."*

**2. APPROVAL OF AGENDA:**

That the June 17, 2025 Board of Police Commissioners Public Meeting Agenda be approved as presented.

**3. ADOPTION OF MINUTES:**

- 3.1 Minutes of the Board of Police Commissioners Meeting held May 13, 2025.

**Page 1**

***Recommendation:***

***That the Minutes of the Board of Police Commissioners Public Meeting held on May 13, 2025, be taken as read and adopted; and, that the Board Chairperson and the Board Secretary be authorized to execute the minutes on behalf of the Board of Police Commissioners.***

**4. PRESENTATIONS:**





**PRINCE ALBERT BOARD OF POLICE COMMISSIONERS**  
**PUBLIC AGENDA**

**TUESDAY, JUNE 17, 2025**

**8:00 A.M.**

**MAIN BOARDROOM, 2<sup>ND</sup> FLOOR CITY HALL**

**5. REPORTS:**

**5.1 2024 Prince Albert Police Service Yearend Financial Report**

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***Recommendation:***

***In light of the surplus realized for the 2024 fiscal year, it is recommended that the surplus funds first be allocated to the***

***Police Service Operating Reserve to maintain financial stability. Any remaining surplus after meeting reserve requirements should then be utilized to support the 2025 budget cycle. This recommendation is in alignment with prudent financial practices as outlined by the Board of Police Commissioners and the City of Prince Albert in 2016, which permits the establishment and utilization of a reserve fund for this purpose.***

**5.2 January to May 2025 Financials**

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***Recommendation:***

***That this report be received as information and filed.***





**PRINCE ALBERT BOARD OF POLICE COMMISSIONERS**  
**PUBLIC AGENDA**

**TUESDAY, JUNE 17, 2025**

**8:00 A.M.**

**MAIN BOARDROOM, 2<sup>ND</sup> FLOOR CITY HALL**

- 5.3 2025 Canadian Association of Police Governance Annual Conference

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***Recommendation:***

***That the Board receive this report.***

**6. CORRESPONDENCE:**

- 6.1 Correspondence received from Nick Auger with Malatest regarding impact and evaluation research to supporting policing.

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***Recommendation:***

***That the Board receive and file.***

**7. DISCUSSION ITEMS:**

- 7.1 Discussion on the ban of bear spray in public urban spaces brought forward by Councillor Tony Head.

**8. NEXT MEETING:**

Tuesday, September 16th, 2025  
8:00 a.m.  
Main Boardroom, City Hall

**9. ADJOURNMENT - A.M.:**

That this Board do now adjourn the Public meeting.





**PRINCE ALBERT BOARD OF POLICE COMMISSIONERS**  
**PUBLIC MINUTES OF MEETING**

TUESDAY, MAY 13, 2025

8:00 A.M.

MAIN BOARDROOM, 2<sup>ND</sup> FLOOR, CITY HALL

**PRESENT:**

Linda Greyeyes-Highway, Vice Chairperson  
Mayor B. Powalinsky  
Councillor B. Edwards  
Councillor T. Head  
Marlo Pritchard  
Cherise Arnesen

P. Nogier, Chief of Police  
F. Prince, Deputy Chief of Police  
A. Dumont, Human Resources Manager  
K. Toews, Finance Manager  
E. Hamm, Public Relations and Media Lead

K. Stumpf, Board Secretary

**MEDIA PRESENT:** PA Now representative

**ABSENT:**

Janet Carriere, Chairperson

Meeting convened at 8.03 a.m.

**2. APPROVAL OF AGENDA:**

066. Moved by M. Pritchard, AND RESOLVED:

That the May 13, 2025 Board of Police Commissioners Public Meeting  
Agenda be approved as presented.



**3. ADOPTION OF MINUTES:**

3.1 Minutes of the Board of Police Commissioners Meeting held April 22, 2025

067. Moved by B. Powalinsky, AND RESOLVED:

That the Minutes of the Board of Police Commissioners Public Meeting held on April 22, 2025, be taken as read and adopted; and, that the Board Chairperson and Board Secretary be authorized to execute the minutes on behalf of the Board of Police Commissioners.

**4. PRESENTATIONS:**

**5. REPORTS:**

5.1 Evade Police Report – Year End (2024)

068. Moved by M. Pritchard, AND RESOLVED:

The Board of Police Commissioners receive this report as information and file.

5.2 Firearms Report – Year End 2024

069. Moved by M. Pritchard, AND RESOLVED:

The Board of Police Commissioners receive this report as information and file.

070. Moved by B. Edwards:

The Board of Police Commissioners forward the Firearms Report – Year End 2024 to the Saskatchewan Minister of Justice, the Minister of Justice and Attorney General of Canada, and Public Safety Canada. Additionally, request a meeting for follow up discussions.



5.3 2024 Prince Albert Police Service Yearend Financial Report

071. TABLED by B. Edwards, to be brought forward at the next Board of Police Commissioners Public meeting scheduled for June 17, 2025:

In light of the surplus realized for the 2024 fiscal year, it is recommended that the surplus funds first be allocated to the Police Service Operating Reserve to maintain financial stability. Any remaining surplus after meeting reserve requirements should then be utilized to support the 2025 budget cycle. This recommendation is in alignment with prudent financial practices as outlined by the Board of Police Commissioners and the City of Prince Albert in 2016, which permits the establishment and utilization of a reserve fund for this purpose.

6. **CORRESPONDENCE:**

- 6.1 Councillor Blake Edwards has provided the Board of Police Commissioners with a news article titled "Sask Government cracks down on public drug use with trespass amendments" published in the Swift Current Online.

072. Moved by T. Head, AND RESOLVED:

That the Board of Police Commissioners receive and file.

7. **DISCUSSION ITEMS:**

8. **NEXT MEETING:**

Tuesday, June 17, 2025  
8:00 a.m.  
Main Boardroom, City Hall

9. **ADJOURNMENT – 9:23 A.M.:**

073. Moved by T. Head, AND RESOLVED:

That this Board do now adjourn.



**CHAIRPERSON**

**BOARD SECRETARY**

UNOFFICIAL





# PRINCE ALBERT POLICE SERVICE

## Board Report

**TITLE: 2024 Prince Albert Police Service Yearend Financial Report**

**DATE: May 5, 2025**

**TO: Chief of Police** ☐

**Board of Police Commissioners** ☒

**PUBLIC:** ☒

**IN CAMERA:** ☐

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### RECOMMENDATION:

In light of the surplus realized for the 2024 fiscal year, it is recommended that the surplus funds first be allocated to the Police Service Operating Reserve to maintain financial stability. Any remaining surplus after meeting reserve requirements should then be utilized to support the 2025 budget cycle. This recommendation is in alignment with prudent financial practices as outlined by the Board of Police Commissioners and the City of Prince Albert in 2016, which permits the establishment and utilization of a reserve fund for this purpose.

### STRATEGIC PLAN:

2024 Operational Plan – Goal 9 – Accountable Financial Practices

### TOPIC & PURPOSE:

This report presents the financial outcomes of the Prince Albert Police Service for the fiscal year 2024, comparing the actual financial performance to the approved budget. It provides a detailed analysis of revenue generation, expenditure management, and surplus utilization, highlighting the factors that contributed to the positive variance. The purpose of this report is to inform the Board of Police Commissioners of the financial stewardship demonstrated throughout the year and to recommend a strategic allocation of the surplus to support the 2025 budget cycle.



**BACKGROUND:**

On December 11, 2023, City Council formally approved the 2024 Prince Albert Police Service budget, totaling \$19,095,960, which included an allocation of \$295,800 for capital expenditures.

**PROPOSED APPROACH & RATIONALE:**

The financial surplus realized for the 2024 fiscal year reflects a combination of prudent financial management and the inherent unpredictability of certain revenue and expenditure variables. While some revenue sources, such as operating grants, are relatively fixed due to contractual obligations, others are significantly impacted by fluctuating factors, including criminal record checks, fine revenues, and external funding from special initiatives.

Similarly, expense management faced challenges related to projected wage increases that did not materialize due to ongoing contract negotiations. This situation directly impacted salary expenditures, leading to a variance from budgeted amounts.

It is essential to recognize that the surplus is not indicative of mismanagement or neglect of operational needs but rather demonstrates the organization's ability to adapt to evolving circumstances. The proactive approach to budgeting, combined with a disciplined management strategy, allowed the Prince Albert Police Service to effectively navigate unforeseen fiscal dynamics.

To ensure continued financial stability and readiness for future challenges, it is recommended that the surplus be allocated to the Police Service Operating Reserve first. Once reserve requirements are met, any remaining surplus will support the 2025 budget cycle, addressing operational needs and service improvements.

**SUMMARY OF 2024 POLICE SERVICE YEAR-END**

Throughout the fiscal year, The Prince Albert Police Service maintained a disciplined and strategic approach to budgeting ensuring that expenditures aligned closely with our planned allocations. Our budget remained on target reflecting strong financial governance and effective resource management. However, due to a combination of unforeseen external factors we concluded the year with a surplus. Total Revenues were \$626,540 (12.47%) more than budgeted while total expenditures were \$480,970 (1.96%) under budget. This positive variance underscores the organization's resilience and adaptability, positioning us well for the 2025 fiscal year.



	2024 Budget	2024 Actuals	(favourable) Unfavourable Change	% Variance
<b>REVENUES</b>				
User Charges and Fees	(1,080,900)	(1,691,279)	(610,379)	56.47%
Operating Grants and Donations	(3,941,835)	(3,957,996)	(16,161)	0.41%
<b>Total Revenues</b>	<b>(5,022,735)</b>	<b>(5,649,275)</b>	<b>(626,540)</b>	<b>12.47%</b>
<b>EXPENSES</b>				
Salaries Wages and Benefits	20,056,594	19,748,924	(307,670)	-1.53%
Contracted and General Services	2,108,895	1,980,897	(127,998)	-6.07%
Financial Charges	750	1,228	478	63.73%
Utilities	129,873	125,735	(4,137)	-3.19%
Fleet Expenses	851,064	865,755	14,691	1.73%
Maintenance Materials and Supplies	1,347,214	1,290,132	(57,082)	-4.24%
Insurance	20,130	20,878	748	3.72%
<b>Total Expenses</b>	<b>24,514,521</b>	<b>24,033,549</b>	<b>(480,970)</b>	<b>-1.96%</b>
<b>Operating (Surplus) Deficit</b>	<b>19,491,786</b>	<b>18,384,274</b>	<b>(1,107,510)</b>	<b>-5.68%</b>
Approved Capital Reserve	295,800	295,800	-	0.0%
Transfer from Proactive Policing Reserve	(691,625)	(608,489)	83,136	-12.02%
Board Approved Transfer to Capital Reserve – Ballistic Vests		(29,156)	29,156	Not budgeted
<b>Total Transfer from the City</b>	<b>\$ 19,095,961</b>	<b>\$ 18,042,429</b>	<b>(\$995,218)</b>	

## 2024 POLICE SERVICE REVENUES

### User Charges and Fees

User Charges and Fees	2024 Budgeted Revenue	2024 Actual Revenue	(Surplus)/ Shortfall
Total User Charges and Fees	\$1,080,900	\$1,691,279	(\$610,379)

2024 User Charges and Fees revenues were \$610,379 (56.47%) more than budgeted. The increased revenue can primarily be attributed to the unanticipated revenues from workers compensation board claims throughout 2024 and Provincial Magistrate Fine Revenue.

Offences that occur in Prince Albert result in a payment to the municipality of approximately 75% less applicable fees and holdbacks through the Provincial Magistrate Fine Program. The fine revenue was \$189,390 over budget.



The Prince Albert Police Service receives revenues for special projects throughout the year which are offset by the associated expenses. In 2024 PA Police Service assisted other policing agencies, and participated in special training courses that were funded through the Provincial Government DID Program.

Additional revenues were generated from increased criminal record checks, remand revenue and other small items.

### **Operating Grants and Donations**

<b>Operating Grants and Donations</b>	<b>2024 Budgeted Revenue</b>	<b>2024 Actual Revenue</b>	<b>(Surplus)/ Shortfall</b>
Total Operating Grants and Donations	\$3,941,835	\$3,957,996	(\$16,161)

Operating grants and donations revenue were \$16,161 (0.41%) more than budgeted.

Operating grants and donations revenue includes the funding received through the Municipal Policing Grant. The Prince Albert Police Service has 26 funded positions including three (3) SGI CTSS positions and funding agreements with the Ministry of Justice and Attorney General for the Victim Services Unit at Prince Albert Police Service.

### **POLICE SERVICE EXPENDITURES**

<b>Expenditures</b>	<b>2024 Budgeted Expenses</b>	<b>2024 Actual Expenses</b>	<b>(Surplus)/ Shortfall</b>
Contracted and General Services	\$2,108,895	\$1,980,897	(\$127,998)
Financial Services	\$750	\$1,228	\$478
Fleet Expenses	\$851,064	\$865,755	\$14,691
Insurance	\$20,130	\$20,878	\$748
Maintenance Materials and Supplies	\$1,347,214	\$1,290,132	(\$57,082)
Salaries, Wages, and Benefits	\$20,056,594	\$19,748,924	(\$307,670)
Utilities	\$129,873	\$125,735	\$(4,137)
<b>Total Expenditures</b>	<b>\$24,514,521</b>	<b>\$24,033,549</b>	<b>(\$480,970)</b>



Total Operating Expenditures were \$24,033,549 (1.96%) under budget, including salaries wages and benefits which were under budget by 1.53%, contracted and general services were under budget by 6.07%, maintenance materials and supplies were under budget by 4.24%, and expenditures other than the aforementioned were over budget by 1.18%.

The 2024 budget for salaries, wages and benefits was prepared with anticipated adjustments based on forecasted increases for a new collective bargaining agreement to begin on July 1, 2024. However, the six (6) month period between July 1 and December 31, 2024, did not result in a finalized agreement, thereby allowing for a surplus from planned projections.

Overtime costs declined by 80% compared to 2023, largely due to reduced sick leave usage and revised minimum staffing requirements for frontline duty.

In the 2024 budget, Contracted and General Services allocated funds for the indemnification of members. While the cases were completed, the indemnification decisions were still under review at the end of the fiscal year.

Development of a customized Wellness Strategy began and will continue to evolve, reinforcing our commitment to prioritizing members wellness.

Maintenance Material and Supplies funding was allocated to update member kits and purchase service equipment. As a result, large orders were placed, but suppliers were unable to fulfill them by fiscal year end. Additionally, items featuring the Prince Albert Police Service Crest required modifications. The suppliers' design teams successfully updated the crest as required; however, the time needed for this process delayed order fulfillment beyond the fiscal year end.

#### Proactive Policing Unit

The total expenditures for the Proactive Policing Unit for 2024 is as follows:

#### 2024 Costs:

Salaries and Benefits	\$549,938
Fleet Expenses	\$54,974
Operating Supplies	\$3,576
<b>Total Costs</b>	<b>\$608,488</b>

The total transfer from the Proactive Policing Reserve for 2024 will be \$608,489. That amount is included in the 2024 Police Service Yearend.



Transfer to Capital Reserve

Operating dollars allocated for the replacement of ballistic vests was transferred to the Capital Reserve account in the amount of \$29,156 as approved by the Board of Police Commissioners at the meeting held February 11, 2025.

**CONCLUSION:**

The surplus realized at the end of this fiscal year reflects prudent financial management and the ability to adapt effectively to external circumstances. In alignment with our future budget projections, we recommend allocating the surplus to the Police Service Operating Reserve. This will strengthen our financial ability to remain on budget in 2025.

The Projected Reserve balance ending in 2024 is as follows:

**Police Service Operating Reserve**

Balance -Year 2022	\$ (447,839)
Approved Transfer to the City -significant challenges	\$ 200,000
Gun Range Maintenance and infrastructure to Capital Reserve	\$ 10,000
Ballistic Vests to Capital Reserve	\$ 9,040
Balance -Year 2023	\$ (228,799)
Police Service Year End Shortfall	\$ 243,875
Transfer from Proactive Police Service	\$ (15,076)
Reserve Balance Ending Year 2023	\$ 0.00

Prince Albert Police Service	2024 Approved Budget	2024 Actual Spending	(Surplus)/ Shortfall
Prince Albert Police Service 2024	\$19,095,961	\$18,071,585	(\$1,024,376)
Ballistic Vests to Capital Reserve		\$29,156	(\$995,218)
Prince Albert Police Service Operating Reserve Transfer	-		\$0
Prince Albert Police Service Reserve 2024 - Total			(\$995,218)

The above is conditional upon the final audited yearend numbers by the City's Auditor.



**PRESENTATION:**      **VERBAL** ☒      **AUDIO/VISUAL** ☐      **NONE** ☐

**Written by:**      Kerby Toews Finance Manager

**Signature:** 

**Approved by:**      Patrick Nogier, Chief of Police

**Signature:** 





# PRINCE ALBERT POLICE SERVICE

## Board Report

**TITLE:** January to May 2025 Financials

**DATE:** June 11, 2025

**TO:** Board of Police Commissioners

**PUBLIC** ☒ **IN-CAMERA** ☐

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### RECOMMENDATION

That this report be received as information and filed.

### STRATEGIC PLAN

2024 Operational Plan – Goal 9 – Accountable Financial Practices

### TOPIC & PURPOSE

To update the Board on the financial position of the Prince Albert Police Service as of May 31, 2025.

### BACKGROUND

The Board approved the 2025 budget on September 13, 2024. The Board further approved an amendment to the budget for Salaries, Wages and Benefits on December 30, 2024. The 2025 budget was approved as per the council motion of February 3, 2025:

That the 2025 Prince Albert Police Service be funded in the amount of \$21,406,245, which includes \$281,921 in Capital Expenditures and \$708,610 from the Proactive Policing Reserve. In addition, the Police Fleet was approved at a cost of \$446,000 funded from the Police Fleet Reserve.

### DISCUSSION

This financial information was completed June 11, 2025. The following is a summary of the Service's financial accounts for the period of January 1, 2025 to May 31, 2025. The YTD (year-to-date) budget amounts reflect an estimate that was made at the time the budget was completed for each month in the year. The timing of actual spending may differ from the initial estimate.



**PA POLICE SERVICE  
JANUARY 1, 2025 - May 31, 2025  
FINANCIALS**

	YTD Actuals	YTD Budget	YTD (Surplus) Shortfall Variance
<b>REVENUES</b>			
User Charges and Fees	-632,769	-501,886	(130,884)
Operating Grants and Donations	-1,718,302	-1,667,081	(51,220)
Deferred Revenue	-257,077	0	(257,077)
Total Revenues	-2,608,148	-2,168,967	(439,181)
<b>EXPENSES</b>			
Salaries Wages and Benefits	8,455,610	9,582,680	(1,127,070)
Contracted and General Services	1,075,410	1,271,077	(195,667)
Financial Charges	467	300	167
Utilities	32,530	55,593	(23,063)
Fleet Expenses	306,800	383,499	(76,700)
Maintenance Materials and Supplies	616,749	677,182	(60,433)
Insurance	6,892	10,609	(3,717)
Total Expenses	10,494,457	11,980,940	(1,486,483)
Operating (Surplus) Deficit	\$7,886,309	\$9,811,973	(\$1,925,664)

**NOTES ON REVENUE**

**User Charges and Fees**

Notes

- \$16,739 shortfall for alarm charges.
- (\$64,511) increased revenue generated from Workers Compensation Board (WCB Claims).
- (\$75,915) increased revenue for Provincial Magistrate Fines.
- (\$4,199) increased revenue generated from Criminal Record Checks.
- \$625 shortfall for travel reimbursement.
- (\$1,123) miscellaneous revenue.
- \$6,400 rent revenue to be invoiced in December.
- (\$3,284) increased revenue from Remands.
- (\$5,616) unbudgeted revenue from Sask Police College.



## **Operating Grants and Donations**

### **Notes**

- (\$22,047) unbudgeted revenue for SGI Vehicle Collision Equipment
- \$15 variance to Criminal Investigations Division funding from the Municipal Policing Agreement
- (\$29,188) SGI 2025-2026 fiscal year High Visibility funds received in full.

## **Deferred Revenue**

### **Notes**

- (\$257,077) unbudgeted revenue. Victim Services deferred revenue from 2024 \$58,864; Missing Persons Liaison deferred revenue from 2024 \$18,919; CRT deferred revenue from 2024 \$77,238; Civil Forfeiture deferred revenue from 2024 \$87,921; SGI High Visibility deferred revenue from 2024 \$14,135.

## **NOTES ON EXPENSES**

### **Salaries and Benefits**

#### **Savings**

- Administration (\$30,992)  
Explanation: Variance between budgeted and realized salaries to date.
- Criminal Investigation Division (\$363,204)  
Explanation: Two vacancies in Major Crimes, one vacancy in ICE, one vacancy in FIS, Missing Persons Liaison vacancy, variance between budgeted and realized salaries to date.
- Patrol (\$180,104)  
Explanation: Variance between budgeted and realized salaries to date.
- Support Services (\$552,878)  
Explanation: One vacancy in CRT, two tactical analyst vacancies, variance between budgeted and realized salaries to date.

**CBA Contract Negotiations are ongoing.**

#### **Unbudgeted Expenses**

- Board of Police Commission \$107

### **Contracted and General Services**

#### **Savings**

- Administration (\$118,338)  
Explanation: Variance in monthly projections for legal services; variance in strategy for wellness program, variance in IT licenses.
- Patrol (\$45,347)  
Explanation: Variance in cost due to timing of invoicing from Commissionaries.



- Support Services (\$31,982)  
Explanation: Dispatch contract not yet finalized, SGI Vehicle Collision Equipment expense paid by SGI and has been recorded as revenue.

### **Financial Charges**

#### **Unbudgeted Expenses**

- There was a small increased cost for Finance Charges.

### **Utilities**

#### **Savings**

- Utilities (\$23,063)  
Explanation: Invoices paid January-April 2025.

### **Fleet**

#### **Savings**

- (\$76,700)  
Explanation: Fleet expenses recorded for January-April 2025.

### **Maintenance Materials and Supplies**

#### **Savings**

- Administration (\$57,547)  
Explanation: Timing of invoicing.
- Board of Police Commssion (\$4,046)  
Explanation: Convention is later in the year. All membership fees have not been paid – timing of invoicing.
- Criminal Investigation (\$24,774)  
Explanation: Timing of invoicing and special projects is lower than expected.

#### **Unbudgeted Expenses**

- Patrol \$12,914  
Explanation: Clothing and equipment purchases are well underway for 2025
- Support Services \$13,021  
Explanation: Use of Force Equipment purchases.

### **Insurance**

#### **Savings**

- Insurance savings of (\$3,717)



## CONCLUSION

While the mid-year financial report indicates substantial savings and a positive variance. The positive variance should be viewed with caution. The Prince Albert Police Service and Prince Albert Police Association's Collective Bargaining Agreement expired June 30, 2024 and a new agreement has not yet been finalized. Moving forward, ongoing monitoring and careful financial management will be critical to maintaining fiscal stability and meeting budgetary objectives.

Early projections indicate that the Prince Albert Police Service remains on track to meet its year-end budget.

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**PRESENTATION: VERBAL** ☒ **AUDIO/VISUAL** ☐ **NONE** ☐

**Written by:** Kerby Toews

**Signature:** 

**Approved by:** Patrick Nogier  
Chief of Police

**Signature:** 





## PRINCE ALBERT POLICE SERVICE

**TITLE:** 2025 Canadian Association of Police Governance Annual Conference

**DATE:** June 5, 2025

**TO:** Chief of Police ☐

Board of Police Commissioners ☒

**PUBLIC:** ☒

**INCAMERA:** ☐

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### RECOMMENDATION:

That the Board receive this report.

### TOPIC & PURPOSE:

The purpose of this report is to approve the attendance of up to two (2) Board members at the Annual CAPG Conference in Victoria, British Columbia.

### BACKGROUND:

As members of the Canadian Association of Police Governance, the Prince Albert Board of Police Commissioners are invited to their annual conference which brings police boards together from across the nation for presentations and sessions relating to policing in Canada. The Conference provides an excellent opportunity to network and learn best practices from other police boards while also gaining valuable information on trends, common challenges and strategies shared through the presentations and breakout sessions. The Board has had representation at the CAPG Conference for several years and support the training and information sharing opportunity provided at the three-day conference.



**REPORT:**

The Canadian Association of Police Governance holds an annual conference for its members each year. This year the conference is being held in Victoria, British Columbia from August 14 – 16, 2025. To ensure arrangements such as early bird registrations, hotel reservations and flights are booked for Board members approved to attend; members are asked to confirm their interest to the Board Secretary by **June 30, 2025**. This will assist with ensuring hotel accommodations are secure.

In recent years, the CAPG has also offered a virtual option that allows registrants to participate in select sessions and presentations online throughout the three-day conference. This is a valuable alternative for other Board members, and if interested in participating virtually please advise the Board Secretary by June 30, 2025.

The theme of this year's conference is *"Navigating Challenging Times: Governance and Policing in an Era of Global Unrest"*

**FINANCIAL IMPLICATIONS:**

See approximate breakdown of costs for one (1) member from August 13 - 17:

<b>CAPG Conference Costs</b>	
Hotel (August 13 - 17)	\$1,897.76
Flights – Round Trip (August 13 - 17)	\$760.37
Convention Registration	\$960.75
Meals	\$218.00
Taxi (to/from airport) *	\$200.00
Per Diem	\$1,000.00
<b>Approx. Total Cost</b>	<b>\$5,036.88</b>

See the approximate breakdown of costs for two (2) members from August 13 - 17:

<b>CAPG Conference Costs</b>	
Hotel (August 13 - 17)	\$3,795.52
Flights – Round Trip (August 13 - 17)	\$1,520.74
Convention Registration	\$1,921.50
Meals	\$436.00
Taxi (to/from airport) *	\$400.00
Per Diem	\$2,000.00
<b>Approx. Total Cost</b>	<b>\$10,073.76</b>



See approximate breakdown of costs for one (1) member from August 14 - 17:

<b>CAPG Conference Costs</b>	
Hotel (August 14 - 17)	\$1,423.32
Flights – Round Trip (August 14 - 17)	\$992.42
Convention Registration	\$960.75
Meals	\$134.00
Taxi (to/from airport) *	\$200.00
Per Diem	\$800.00
<b>Approx. Total Cost</b>	<b>\$4,510.49</b>

See the approximate breakdown of costs for two (2) members from August 14 - 17:

<b>CAPG Conference Costs</b>	
Hotel (August 14 - 17)	\$2,846.64
Flights – Round Trip (August 14 - 17)	\$1,984.84
Convention Registration	\$1,921.50
Meals	\$268.00
Taxi (to/from airport) *	\$400.00
Per Diem	\$1,600.00
<b>Approx. Total Cost</b>	<b>\$9,020.98</b>

This is an estimate and could change slightly based on the cost of the flights available at the time of booking, and other related conference options for attendees yet to be finalized.

**PRESENTATION:**    **VERBAL** ☒

**ATTACHMENT:** 13 pages

**Written By:** Kristin Stumpf, Board Secretary





# CAPG Conference 2025

August 14 – 16, 2025 • Victoria Conference Centre



CAPG 36TH ANNUAL CONFERENCE  
**Canadian Police Governance**  
Navigating Challenging Times  
AUGUST 14-16, 2025 • VICTORIA BC

## Navigating Challenging Times: Governance and Policing in an Era of Global Unrest

### Thursday, August 14, 2025

9:00 A.M. – 1:00 P.M.	Registration Opens Coffee Service Main Hall in the Victoria Conference Centre 2nd Floor	
1:00 P.M. – 2:00 P.M.	<b>Session 1 A: Main Hall – Salon B &amp; C</b> New Board Directors/Commissioners Orientation – What to Expect for the Conference and Roles/Responsibilities <i>Moderators: Andrew Minor/Micki Ruth</i>	<b>Session 1 B: Main Hall – Salon B &amp; C</b> Board/Commission Chairs Meeting <i>Moderator: Jeff Knoll, Micayla Hayes</i>
2:00 P.M. – 3:00 P.M.	<b>Session 2 A: Main Hall – Salon B &amp; C</b> Experienced Board Directors/ Commissioners Refresher Module <i>Moderators: Andrew Minor/Micki Ruth</i>	<b>Session 2 B: Main Hall – Salon B &amp; C</b> Board/Commissioner Executive Directors/Staff Meeting <i>Moderator: Stephen Reid</i>
3:00 P.M. – 3:30 P.M.	Coffee Break	
3:30 P.M. – 5:00 P.M.	<b>CAPG AGM: Main Hall – Salon B &amp; C</b>	
5:00 P.M. – 7:00 P.M.	Conference Evening Welcome Reception – Bard & Banker SR/MH	

### Friday August 15, 2025

7:30 A.M. – 8:30 A.M.	Breakfast: <b>Meal Hall – Victoria Conference Centre – Salon A</b> <b>Registration Open</b>
<b>MORNING</b> 8:30 A.M. – 10:00 A.M.	<b>Plenary Session: Main Hall – Salon B &amp; C</b> emcee – Stephen Reid • Pipe-in • Opening Remarks by Dignitaries and CAPG President Amtul Siddiqui
10:00 A.M. – 11:00 A.M.	<b>Main Hall – Salon B &amp; C</b> <b>Keynote Speaker Paul Brandt – Human Trafficking – Not in My City</b> Introduction by CAPG President Amtul Siddiqui
11:00 A.M. – 11:30 A.M.	Coffee Break/Networking/Booths
11:30 A.M. – 12:30 P.M.	<b>Session 1: Main Hall – Salon B &amp; C</b> <b>Building and Maintaining Effective Relationships Between a Police Service Board/Commission and Chief:</b> Chief McSween (York Regional Police Service) & Chief Del Manak (Victoria Police Service), Executive Director Lisa Darling (Ontario Association of Police Services Boards), Vice Chair Linda Jackson (York Regional Police Service Board), Chair Micayla Hayes, (Victoria Police Service Board) <i>Moderator: Jeff Knoll</i>
12:30 P.M. – 1:30 P.M.	Lunch: <b>Meal Hall – Victoria Conference Centre – Salon A</b>



## AFTERNOON

1:30 P.M. – 2:30 P.M.

### Session 2: Main Hall – Salon B & C

#### **Defunding & Decriminalization – Lessons Learned – Seattle/Portland/**

**Vancouver:** Deputy Chief Fiona Wilson, plus Portland Police Bureau Assistant Chief Craig Dobson, Portland Data Researcher Christian Peterson, and Seattle Police Department, Senior Director – Performance Analytics & Research, Loren Atherley. .

*Moderator: Board Director – Kevin Darling*

2:30 P.M. – 3:00 P.M.

Coffee Break

3:00 P.M. – 4:15 P.M.

### Session 3: Main Hall – Salon B & C

#### **Win-Win: Building a collaborative, respectful relationship between the Ottawa Police Service Board, Chief of Police, and Ottawa Police Association:**

Chair Salim Farikani, Ottawa Police Service Board Chair, Matt Cox, Ottawa Police Association, Chief Eric Stubbs, Ottawa Police Service.

*Moderator: Stephen Reid*

6:00 P.M. – 10:00 P.M.

### **CAPG EVENING – AWARDS, DINNER AND ENTERTAINMENT BANQUET (Royal BC Museum)**

## Saturday August 16, 2025

7:30 A.M. – 8:30 A.M.

Breakfast: **Meal Hall – Victoria Conference Centre – Salon A**

8:30 A.M. – 9:30 A.M.

### Session 1: Main Hall – Main Hall – Salon B & C

**First Nations Police Governance:** History, Challenges, Future – Teddy/Public Safety Canada rep, FNPGC Board Chairs. *Moderator: Teddy Manywounds*

9:30 A.M. – 10:30 A.M.

**Tariffs and Geopolitical Uncertainty: Impacts on Police Board Governance (Budgets, Strategic Planning).** *Moderator: Andrew Minor*

10:30 A.M. – 11:00 A.M.

Coffee Break/Networking/Booths

11:00 A.M. – 12:00 P.M.

### Session 2: Main Hall – Salon B & C

#### **Public Order and Community Engagement: New Approaches Towards**

**Increasing Positive Images of Policing:** Deputy Chief Howard Chow – Vancouver Police Department, Deputy Chief Scot Halley – Winnipeg Police Service.

*Moderator: Amtul Siddiqui*

12:00 P.M. – 1:00 P.M.

Lunch: **Meal Hall – Victoria Conference Centre – Salon A**

1:00 P.M. – 2:00 P.M.

### Session 3: Main Hall – Salon B & C

**Metro Vancouver Transit Police – Policing the Moving City:** Chief Officer Suzanne Muir and Board Chair Marnie Larson. *Moderator: Arif Khan*

2:00 P.M. – 2:30 P.M.

Coffee Break

2:30 P.M. – 3:30 P.M.

### Session 4: Main Hall – Salon B & C

**Meeting the Needs and Demands of a Changing Community by Improving Service Delivery Through the Development of a Culturally Responsive**

**Approach:** Chief & Board Chair – Peel. *Moderator: Shazia Amiri*

3:30 P.M. – 4:30 P.M.

### Session 5: Main Hall – Salon B & C

**Governance & Mental Health Social Disorder:** Dr. Robert Tanguay.

*Moderator: Markus Chambers*

4:30 P.M. – 4:45 P.M.

### **Concluding Remarks and Announcement of Next Conference**

Designate from Next Host City

6:00 P.M. – 9:00 P.M.

### **Orca City Boat Tour – to see Orcas**

\*Schedule subject to change.



1 – Board Member

**Departure • Wed 13 Aug, 2025**

Economy Flex

**Saskatoon YXE**

11:55

Saskatoon J. G. Diefenbaker International Airport

**Vancouver YVR**

13:05

Vancouver International Airport Terminal M

AC 7747 • Operated by Air Canada Express - Jazz

Aircraft type: Mitsubishi CRJ900 ✈️ Wi-Fi

Duration: 2hr 10m

Cabin: Economy (G)

Meal: Air Canada Bistro (\$)

**Vancouver YVR**

16:40

Vancouver International Airport Terminal M

**Victoria YYJ**

17:10

Victoria International Airport

AC 8161 • Operated by Air Canada Express - Jazz

Aircraft type: De Havilland Dash 8-400

Duration: 0hr 30m

Cabin: Economy (G)

**Return • Sun 17 Aug, 2025**

Economy Flex

**Victoria YYJ**

08:25

Victoria International Airport

**Vancouver YVR**

08:58

Vancouver International Airport Terminal M

AC 8148 • Operated by Air Canada Express - Jazz

Aircraft type: De Havilland Dash 8-400

Duration: 0hr 33m

Cabin: Economy (G)



**Vancouver YVR**


**Saskatoon YXE**

**14:10**

**17:13**

Vancouver International Airport Terminal M

Saskatoon J. G. Diefenbaker International Airport

AC 642 • Operated by Air Canada  
Aircraft type: Boeing 737 MAX 8  Wi-Fi  
Duration: 2hr 3m  
Cabin: Economy (G)  
Meal: Air Canada Bistro (\$)

**Fare Summary**

**1 Adult**

Air transportation charges (including surcharges)

\$534.00

Taxes, fees and charges

\$126.37

**Grand total**

**CAD \$660.37**



Reminder that this fare is not being held, view flight results for current price and availability

**Check the complete flight results**

**Saskatoon - Victoria Aug 13 - Aug 17, 2025**

[View flight results](#)



## 2 – Board Members

### Departure • Wed 13 Aug, 2025

Economy Flex

#### Saskatoon YXE

11:55

Saskatoon J. G. Diefenbaker International Airport

#### Vancouver YVR

13:05

Vancouver International Airport Terminal M

AC 7747 • Operated by Air Canada Express - Jazz

Aircraft type: Mitsubishi CRJ900 ✈️ Wi-Fi

Duration: 2hr 10m

Cabin: Economy (G)

Meal: Air Canada Bistro (\$)

#### Vancouver YVR

16:40

Vancouver International Airport Terminal M

#### Victoria YYJ

17:10

Victoria International Airport

AC 8161 • Operated by Air Canada Express - Jazz

Aircraft type: De Havilland Dash 8-400

Duration: 0hr 30m

Cabin: Economy (G)

### Return • Sun 17 Aug, 2025

Economy Flex

#### Victoria YYJ

08:25

Victoria International Airport

#### Vancouver YVR

08:58

Vancouver International Airport Terminal M

AC 8148 • Operated by Air Canada Express - Jazz

Aircraft type: De Havilland Dash 8-400

Duration: 0hr 33m

Cabin: Economy (G)



**Vancouver YVR**

**14:10**

Vancouver International Airport Terminal M

**Saskatoon YXE**

**17:13**

Saskatoon J. G. Diefenbaker International Airport

AC 642 • Operated by Air Canada

Aircraft type: Boeing 737 MAX 8 📶 Wi-Fi

Duration: 2hr 3m

Cabin: Economy (G)

Meal: Air Canada Bistro (\$)

**Fare Summary**

**2 Adults**

Air transportation charges (including surcharges)

\$1,068.00

Taxes, fees and charges

\$252.74

**Grand total**

**CAD \$1,320.74**

Adult 1

\$660.37

Adult 2

\$660.37



Reminder that this fare is not being held, view flight results for current price and availability

**Check the complete flight results**

**Saskatoon - Victoria Aug 13 - Aug 17, 2025**

**[View flight results](#)**



1 – Board Member

**Departure • Thu 14 Aug, 2025**

Economy Flex

**Saskatoon YXE**

11:55

Saskatoon J. G. Diefenbaker International Airport

**Vancouver YVR**

13:05

Vancouver International Airport Terminal M

AC 7747 • Operated by Air Canada Express - Jazz

Aircraft type: Mitsubishi CRJ900 ✈️ Wi-Fi

Duration: 2hr 10m

Cabin: Economy (T)

Meal: Air Canada Bistro (\$)

**Vancouver YVR**

13:45

Vancouver International Airport Terminal M

**Victoria YYJ**

14:19

Victoria International Airport

AC 8155 • Operated by Air Canada Express - Jazz

Aircraft type: De Havilland Dash 8-400

Duration: 0hr 34m

Cabin: Economy (T)

**Return • Sun 17 Aug, 2025**

Economy Flex

**Victoria YYJ**

08:25

Victoria International Airport

**Vancouver YVR**

08:58

Vancouver International Airport Terminal M

AC 8148 • Operated by Air Canada Express - Jazz

Aircraft type: De Havilland Dash 8-400

Duration: 0hr 33m

Cabin: Economy (G)



**Vancouver YVR**


**14:10**

Vancouver International Airport Terminal M

**Saskatoon YXE**

**17:13**

Saskatoon J. G. Diefenbaker International Airport

AC 642 • Operated by Air Canada  
Aircraft type: Boeing 737 MAX 8  Wi-Fi  
Duration: 2hr 3m  
Cabin: Economy (G)  
Meal: Air Canada Bistro (\$)

**Fare Summary**

**1 Adult**

Air transportation charges (including surcharges)

\$755.00

Taxes, fees and charges

\$137.42

**Grand total**

**CAD \$892.42**



Reminder that this fare is not being held, view flight results for current price and availability

**Check the complete flight results**

**Saskatoon - Victoria Aug 14 - Aug 17, 2025**

[View flight results](#)



**Air Canada Reservations**

1 (888) 247-2262

[Other numbers](#)



## 2 – Board Members

### Departure • Thu 14 Aug, 2025

Economy Flex

#### Saskatoon YXE

11:55

Saskatoon J. G. Diefenbaker International Airport

#### Vancouver YVR

13:05

Vancouver International Airport Terminal M

AC 7747 • Operated by Air Canada Express - Jazz

Aircraft type: Mitsubishi CRJ900 ✈️ Wi-Fi

Duration: 2hr 10m

Cabin: Economy (T)

Meal: Air Canada Bistro (\$)

#### Vancouver YVR

13:45

Vancouver International Airport Terminal M

#### Victoria YYJ

14:19

Victoria International Airport

AC 8155 • Operated by Air Canada Express - Jazz

Aircraft type: De Havilland Dash 8-400

Duration: 0hr 34m

Cabin: Economy (T)

### Return • Sun 17 Aug, 2025

Economy Flex

#### Victoria YYJ

08:25

Victoria International Airport

#### Vancouver YVR

08:58

Vancouver International Airport Terminal M

AC 8148 • Operated by Air Canada Express - Jazz

Aircraft type: De Havilland Dash 8-400

Duration: 0hr 33m

Cabin: Economy (G)



**Vancouver YVR**

**14:10**

Vancouver International Airport Terminal M

**Saskatoon YXE**

**17:13**

Saskatoon J. G. Diefenbaker International Airport

AC 642 • Operated by Air Canada  
Aircraft type: Boeing 737 MAX 8 📶 Wi-Fi  
Duration: 2hr 3m  
Cabin: Economy (G)  
Meal: Air Canada Bistro (\$)

**Fare Summary**

**2 Adults**

Air transportation charges (including surcharges)

\$1,510.00

Taxes, fees and charges

\$274.84

**Grand total**

**CAD \$1,784.84**

Adult 1

\$892.42

Adult 2

\$892.42



Reminder that this fare is not being held, view flight results for current price and availability

**Check the complete flight results**

**Saskatoon - Victoria Aug 14 - Aug 17, 2025**

[View flight results](#)



## Upgrade Your Room



### Coast King

2025-08-14 - 2025-08-17, 1 Guests



### Coast King View

Max Guests: 2

Sophisticated and inviting, our Coast View rooms provide breathtaking views of Victoria's harbour. Each room is equipped with a 55" HD television with Comcast technology, a writing desk, a comfortable seating area, fridge, microwave, bathrobes, and balcony.

**+CAD 30.00**

per night  
+Taxes & Fees ⓘ

Select

[View policies](#)

### Premier King View

Max Guests: 2

Experience refined elegance in our Premier rooms, each featuring a private terrace with unrivaled panoramas of the harbour. These accommodations offer 55" HD televisions with Comcast technology, a writing desk, comfortable seating area, a fridge, and a microwave, all designed to enhance your stay. [Show more](#)

**+CAD 50.00**

per night  
+Taxes & Fees ⓘ

Select

[View policies](#)

## Reservation Summary

Check-in	Thu, 14-Aug-2025
Checkout	Sun, 17-Aug-2025
Rooms	1
Guests per room	1

COAST VICTORIA HOTEL AND MARINA BY APA

COAST KING	CAD 1,227.00
1 adult, 3 nights	
Change rooms	

**Subtotal** CAD 1,227.00

TAXES & FEES	
Room Tax (8.0% per night)	CAD 98.16
Municipal (2.0% per night)	CAD 24.54
GST (5.0% per night)	CAD 61.35
DMF (1.0% per night)	CAD 12.27

**Grand Total** CAD 1,423.32

[Edit reservation](#)

Next



## Upgrade Your Room



### Coast King

2025-08-13 - 2025-08-17 , 1 Guests



### Coast King View

Max Guests: 2

Sophisticated and inviting, our Coast View rooms provide breathtaking views of Victoria's harbour. Each room is equipped with a 55" HD television with Comcast technology, a writing desk, a comfortable seating area, fridge, microwave, bathrobes, and balcony.

**+CAD 30.00**

per night  
+Taxes & Fees ⓘ

Select

[View policies](#)

### Premier King View

Max Guests: 2

Experience refined elegance in our Premier rooms, each featuring a private terrace with unrivaled panoramas of the harbour. These accommodations offer 55" HD televisions with Comcast technology, a writing desk, comfortable seating area, a fridge, and a microwave, all designed to enhance your stay. [Show more](#)

**+CAD 50.00**

per night  
+Taxes & Fees ⓘ

Select

[View policies](#)

## Reservation Summary

Check-in	Wed, 13-Aug-2025
Checkout	Sun, 17-Aug-2025
Rooms	1
Guests per room	1

COAST VICTORIA HOTEL AND MARINA BY APA

COAST KING	CAD 1,636.00
1 adult, 4 nights	
Change rooms	

**Subtotal** CAD 1,636.00

TAXES & FEES	
Room Tax (8.0% per night)	CAD 130.88
Municipal (2.0% per night)	CAD 32.72
GST (5.0% per night)	CAD 81.80
DMF (1.0% per night)	CAD 16.36

**Grand Total** CAD 1,897.76

[Edit reservation](#) [Next](#)



Complete the top portion of the claim and then insert an account number and get proper authorization. Please note that **Only those amounts noted in yellow should be completed. All other amounts are set to calculate automatically.**



## CITY OF PRINCE ALBERT

### TRAVEL & EXPENSE CLAIM FORM - Appendix # 1

(Only for Police Services' Employees)

Date of Claim:

Name:

Location:

Date:

Meeting, Convention or Occasion:

					COST	G.S.T.	TOTAL
1. Travel	<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;">0</span>	KM	\$0.5707		\$0.00	\$0.00	<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;"></span>
2. Meals	In-Prov.	No.	Out-Prov.	No.	\$0.00	\$0.00	\$0.00
	Breakfast \$	16.00	\$	20.00			
	Dinner \$	23.00	\$	25.00			
	Supper \$	31.00	\$	35.00			
No. of Individuals claimed for:		<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;">1</span>		<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;">1</span>			
3. Hotels	<span style="background-color: yellow; border: 1px solid black; padding: 2px 40px;"></span>				\$0.00	<span style="color: blue;">\$0.00</span>	<span style="color: blue;">\$0.00</span>
4. Air tickets/flights	<span style="background-color: yellow; border: 1px solid black; padding: 2px 40px;"></span>				\$0.00	<span style="color: blue;">\$0.00</span>	<span style="color: blue;">\$0.00</span>
5. Baggage Fee	<span style="background-color: yellow; border: 1px solid black; padding: 2px 40px;"></span>				\$0.00	\$0.00	<span style="color: blue;">\$0.00</span>
6. Telephone	<span style="background-color: yellow; border: 1px solid black; padding: 2px 40px;"></span>				\$0.00	\$0.00	<span style="color: blue;">\$0.00</span>
7. Registration	<span style="background-color: yellow; border: 1px solid black; padding: 2px 40px;"></span>				\$0.00	\$0.00	<span style="color: blue;">\$0.00</span>
8. Taxi	<span style="background-color: yellow; border: 1px solid black; padding: 2px 40px;"></span>				\$0.00	\$0.00	<span style="color: blue;">\$0.00</span>
9. Parking	<span style="background-color: yellow; border: 1px solid black; padding: 2px 40px;"></span>				\$0.00	\$0.00	<span style="color: blue;">\$0.00</span>
10. Other Incidentals	<span style="background-color: yellow; border: 1px solid black; padding: 2px 40px;"></span>				\$0.00	\$0.00	<span style="color: blue;">\$0.00</span>
11. Overnight Stay Incidentals	<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;"></span>	<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;"># of Days</span>	<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;">In-Prov</span>	<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;"># of Days</span>	<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;">Out-Prov</span>	\$0.00	\$0.00
			<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;">\$7.50</span>		<span style="background-color: yellow; border: 1px solid black; padding: 2px 10px;">\$10.00</span>	\$0.00	\$0.00

TOTALS:

Other Expenses with PST & GST		\$0.00	\$0.00	\$0.00
Other Expenses with PST & GST		\$0.00	\$0.00	<span style="color: blue;">\$0.00</span>
Other Expenses with GST Only	e.g. Gas receipts etc.	\$0.00	\$0.00	<span style="color: blue;">\$0.00</span>
Other Expenses with GST Only	e.g. Gas receipts etc.	\$0.00	\$0.00	<span style="color: blue;">\$0.00</span>
		<b>LESS: ADVANCES:</b>		<span style="color: blue;">\$0.00</span>

TOTAL PAYABLE:

\$0.00

	GL Account Number	Object Code
GST	<span style="background-color: yellow; border: 1px solid black; padding: 2px 20px;">10-00-000-000-00000</span>	<span style="background-color: yellow; border: 1px solid black; padding: 2px 20px;">-1333</span>

\$0.00

Cost:

\$0.00

GL Account Number	Object Code
<span style="background-color: yellow; border: 1px solid black; padding: 2px 40px;"></span>	<span style="background-color: yellow; border: 1px solid black; padding: 2px 40px;"></span>

CLAIMANT SIGNATURE

SUPERVISOR

CHIEF OR DESIGNATE

FINANCE APPROVAL

**N.B. - Receipts are required for All Claims except for Mileage, Meals and Per Diem.**

(If G.S.T. is included rather than shown separately, the G.S.T. amount can be calculated by multiplying the amount by 5/105)

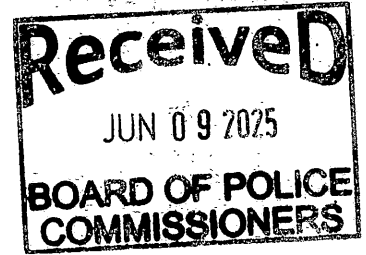
Last Modified: May 20, 2025



## Board of Police Commissioners

**From:** Nick Auger <n.auger@malatest.com>  
**Sent:** June 3, 2025 7:53 AM  
**To:** Board of Police Commissioners  
**Subject:** Impact & Evaluation Research to Support Policing

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged



**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Janet,

I hope this email finds you well. I'm writing on behalf of Malatest, a Canadian research and program evaluation firm with 40 years of experience. I am reaching out to discuss how we could support your police service in demonstrating your impacts and evaluating your programs.

We know that police costs represent a major expenditure for almost all communities. Our research helps police forces demonstrate the value of their services using a socio-economic impact model which details how additional police resources can contribute to major savings for residents and businesses. Our "value of policing" model is groundbreaking and would allow you to demonstrate the return for each dollar invested in your force and/or certain programs and initiatives. The model is customizable both in application and scale (cost), and we would be happy to work with you to find a solution that best meets your needs.

We recently completed a similar study for the **RCMP K Division** in Alberta. This study was the first of its kind in Canada; we examined the net economic impact associated with additional police resources and determined a positive return to the province for every dollar invested in the force. This approach can be adjusted to not only examine the overall impact of policing services but can also be used to demonstrate impacts at the program or initiative level.

Our firm also has decades of experience in other key research areas which aim support police forces; this includes citizen perception of policing surveys, time use studies (used to measure how an officer allocates their work hours), crime reduction studies, performance measurement, and program evaluation services. We would welcome the opportunity to meet with you to discuss what we've learned and how we can help you. If you would like to learn more about these offerings, please access our information pamphlet here:

<https://www.malatest.com/police-sroi/>

Thanks in advance, and I look forward to hearing from you.



**Nick Auger**  
Business Development Specialist

Phone: (613) 688-1847 x 113  
Email: [n.auger@malatest.com](mailto:n.auger@malatest.com)  
[www.malatest.com](http://www.malatest.com)



We respectfully acknowledge that our offices are located on the land of a number of nations, including the traditional lands of the Lekwungen (now known as the Songhees and Esquimalt Nations); Treaty 6 territory; the territory of the Huron-Wendat and Petun First Nations, the Seneca, and the Mississaugas of the Credit River; and the traditional, unceded territories of the Algonquin nation.