



## VICTORIA & ESQUIMALT POLICE BOARD

### Public Meeting Agenda

December 15, 2020 at 5:00pm

1-833-353-8610 (9019965)

#### 1. ADOPTION OF THE AGENDA

- a. Adoption of the Public Agenda of December 15, 2020

#### 2. PRESENTATIONS

- Pg. 1 a. Restorative Justice Victoria (G. Lindquist)

#### 3. STANDING ITEMS

- Pg. 24 a. Adoption of the Minutes of the Public meeting of November 17, 2020
- Pg. 27 b. Chief Constable Monthly Activity Report
- c. Chief Constable Update
- Pg. 28 d. Committee Reports
- e. Board Co-Chairs Update
- f. BC Association of Police Boards Director's Update
- g. Board Member Engagement Update
- Pg. 41 h. 2020 Board Strategic Priorities
- i. Framework Agreement



December 9, 2020

Dear Chief Constable Del Manak and the Victoria Police Board,

I am writing this report to provide you with a description of our work with the Victoria Police Department (VicPD) in 2019 and to highlight the members of the department who have been especially instrumental in our partnership and success.

As you will note in the tables below, in 2019 VicPD members referred 46 criminal events, which made up 58% of the referrals our organization received last year. We're extremely grateful that members continue to send us a variety of offences and are keeping victims' needs in mind when considering whether restorative justice is an appropriate response to a crime.

### **Education and Relationship Building with VicPD in 2019**

Throughout 2019, we continued to attend the department on Monday and Friday mornings. During this time, my co-worker and I sat at the front desk rear counter and made ourselves available to any members who wanted to discuss restorative justice generally or specific cases. We also presented, along with Sgt. Sean Millard, to all new recruits during their department orientation. And, as you may recall, I presented to the VicPD Board on July 16, 2019.

### **Referral Rates**

Throughout the past two years (2019 and 2020), we've noticed a decrease in the number of referrals we are receiving from VicPD members. In an effort to promote referrals and continue to educate members about the option of restorative justice, I presented to the watches on October 17, Oct 22, and Oct 28, 2019. Also, because ISU was identified as a likely place for restorative justice referrals to originate, I met with ISU members on November 25<sup>th</sup> and 29<sup>th</sup>, 2019.

By the end of 2019 it was apparent that the decrease in referrals was not a brief "blip on the radar" so I requested a meeting with Deputy Chief Jason Laidman, Sgt. Sean Millard, Insp. Conor King, and Insp. Grant Hamilton, which took place on October 31, 2019. At that meeting we discussed what we were observing and the strategies we had employed thus far. I asked Deputy Laidman if I might be given access to PRIME to review files that fall within categories that are typically referred to restorative justice (those being lower level offences). I was very pleased that Deputy Laidman approved this measure, which has

significantly enhanced my ability to advocate for referrals and engage directly with members about the use of restorative justice.

### **VicPD Members in Partnership with RJV**

There were numerous VicPD members who were immensely helpful to our work throughout 2019. I would like to take this opportunity to highlight them.

Sgt. Sean Millard remained our police liaison officer throughout 2019, even though he was promoted. I cannot say enough about Sgt. Millard and the ongoing support and commitment he shows to restorative justice. We are very grateful to have a liaison officer who believes in restorative justice and understands the manner in which it enhances policing within the community. I am in constant communication with Sgt. Millard. We strategize and discuss challenges, he assists with files when there are complications or issue that a member needs support with, and he attends meetings with administrative personnel at VicPD to advocate for changes that may increase the use of restorative justice. Also, in 2019 Sgt. Millard, along with another member, attended our annual fundraiser and were “shoe judges” for our shoe contest (see below picture of them alongside a provincial court judge).



Another person who I would like to acknowledge is Inspector Conor King. Sgt. Millard introduced me to Insp. King in early 2019, as he believed Insp. King might be of assistance in improving the quality and quantity of referrals we were receiving. From that day forward, Insp. King and I met almost weekly. We discussed restorative justice, how it works, research and outcomes, and the history for restorative justice at VicPD. Insp. King was able to see how beneficial restorative justice services could be to the department,

VicPD members, and the community. He identified ISU as a place where restorative justice referrals may originate and scheduled information sessions between myself and the ISU members. Insp. King also engaged in numerous informal discussions with members to understand perceptions around restorative justice and barriers to its use. Overall, he was incredibly supportive and did his utmost during his tenure to increase the use of restorative justice within VicPD.

I also want to acknowledge Deputy Chief Jason Laidman. In early 2019, Deputy Laidman introduced me to Gord Irvine from the Boys and Girls Club with the goal of improving access to restorative justice for youth within our region. From there, Gord and I met numerous times, along with other youth justice personnel. Since that time we've applied for numerous grants to financially support this work, and although we have yet to receive funding, we are confident we will access a funder, hopefully in 2021.

As noted above, Deputy Laidman also approved my access to PRIME to conduct file review. Additionally, Deputy Laidman wrote us a letter of support for our continued Community Accountability Program designation and funding from the BC Government and he attends our AGM annually. Overall, Deputy Laidman has been very open to discussing restorative justice, challenges, and is also incredibly receptive to creative solutions regarding how to improve its use. We are grateful for his support and willingness to work alongside us to bring restorative justice services to the community.

Lastly, I would like to thank the following officers for referring files to our organization in 2019:

- Brent Burger (22)
- Michael Jarosz (2)
- Alex Raiche (2)
- Brenda Kelly (2)
- Cameron MacIntyre (2)
- Kevin Nystedt (2)
- Allison Johnson (1)
- Braden Foster (1)
- Cameron Stephen (1)
- Clarke Dumont (1)
- Corey Moore (1)
- Dave Dobbryn (1)
- Jasmine Bader (1)
- Gillian Shields (1)
- Kathi Brown (1)
- Laura Fluit (1)
- Leo Sun (1)

- Ryan Logan (1)
- Sean Cowperthwaite (1)
- Todd Mason (1)
- Mike Johnston (1)
- Mike Niederlinski (1)
- Sean Millard (1)
- Stephen Pannekoek (1)

If you are interested in learning more about our work in 2019, you can view our annual report [here](#). Also, for more information on our organization's finances in 2019-2020, please access our financial report [here](#).

Thank you for your ongoing support. It is a pleasure and honour to work with VicPD.



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**Gillian Lindquist**  
Executive Director  
Restorative Justice Victoria  
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Office: (250) 383-5801  
Cell: (250) 884-7904

## Restorative Justice Victoria Case Statistics

Where referrals came from in 2019:

Referral Source	# of Offenders Referred	%
<b>Victoria Police</b>	<b>46</b>	<b>58%</b>
Victoria Crown Counsel	16	20%
Wester Communities Crown Counsel	3	4%
Other restorative justice program	3	4%
Westshore Probation	3	4%
Victoria Probation	2	2%
School	2	2%
Agency	2	2%
Saanich Probation	1	1%
Oak Bay Police	1	1%
Saanich Police	1	1%
Community member (self-referral)	1	1%
<b>TOTAL:</b>	<b>81</b>	<b>100%</b>

*Please see Appendix A for a yearly chart of all VicPD referrals since 2006.*

Offences referred by VicPD in 2019:

Type of Offence	# of Offences Committed	%
Theft \$5,000 or under	30	65%
Assault	5	11%
Mischief \$5000 or Under	5	11%
Causing a Disturbance	1	2%
Domestic Violence (historical)	1	2%
Assault with a Weapon or Causing Bodily Harm	1	2%
Break & Enter	1	2%
Theft Over \$500	1	2%
Uttering Threats Against a Person	1	2%
<b>TOTAL:</b>	<b>46</b>	<b>100%</b>

## Evaluation of Community Impact

Our thorough three-point evaluation system ensures that we get rich feedback from clients at multiple points throughout their participation in our program, as well as two months after their file is closed. We regularly review the feedback and adjust our processes based on the findings. In 2019, as in other years, we had extremely positive feedback, with almost all clients reporting being “satisfied” or “extremely satisfied” with the services that they received. We are currently participating in a cross-BC evaluation project in the effort to continuously improve our evaluation process and ensure that we are receiving evaluation data that will allow us to align our practices with our goals.

Below are some comments that clients made in their evaluations from 2019.

### From victims:

- *“[Restorative justice contributed] to the possibility of moving through and past trauma. [It] contributes to actual change - knowing that from something "bad" something positive can result even though you can't go back and fix it.”*
- *“I really appreciated the empathetic and kind people I talked to that made me feel comfortable opening up to. They made me feel safe in the process and helped me feel like I had the right to the boundaries I wanted to set.”*
- *“The process is very well laid out and it's nice being able to participate as much or little as you choose.”*
- *“This is a great process, I am very happy that we decided to go this route verses going through the court system which likely would have not benefited either party.”*

### From offenders:

- *“The whole process has help me in so many ways. So many amazing ways. My life is happier because of this process 😊”*
- *“It was freeing to let out your fears and your feelings. To realize why it is you hurt this person in this way. And what was also hurting you.”*
- *“Past trauma led me down a path of drugs and alcohol. Restorative justice helped me see there was another way. I wasn't just a number in the system. I was human too.”*

- *“I felt like a Canadian citizen who was viewed as a person with thoughts and feelings that actually mattered throughout the RJ process and was treated with dignity and compassion. This is in contrast to the feeling of being just another number on a court docket who was merely a nuisance getting in the way of the courts day.”*
- *“Thank you to the staff at Restorative Justice for all the work that you do. Thank you to the affected party for choosing to proceed with this method of justice. Thank you to the VicPD officers for your work and my apologies for anything I said, did, or how I behaved.”*



## Appendix A: VicPD Referrals to RJV, from First Referral to End of 2019

<b>Month</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Jan</b>	Not available	Not available	Not available	Not available	Not available	0	9	8	10	11	2	2	24	2
<b>Feb</b>	Not available	Not available	Not available	Not available	Not available	1	2	0	7	7	2	2	2	5
<b>Mar</b>	Not available	Not available	Not available	Not available	Not available	0	2	9	14	1	1	0	8	7
<b>Apr</b>	Not available	Not available	Not available	Not available	Not available	0	10	2	13	5	5	1	10	3
<b>May</b>	Not available	Not available	Not available	Not available	Not available	0	3	5	11	6	2	2	4	8
<b>Jun</b>	Not available	Not available	Not available	Not available	Not available	6	7	1	16	3	3	5	15	3
<b>Jul</b>	Not available	Not available	Not available	Not available	Not available	1	2	9	4	2	6	2	12	3
<b>Aug</b>	Not available	Not available	Not available	Not available	Not available	1	4	3	7	1	3	3	11	4
<b>Sep</b>	Not available	Not available	Not available	Not available	Not available	13	3	1	6	5	6	15	6	4
<b>Oct</b>	Not available	Not available	Not available	Not available	Not available	4	7	2	7	2	6	13	4	1
<b>Nov</b>	Not available	Not available	Not available	Not available	Not available	3	1	1	0	3	3	12	12	4
<b>Dec</b>	Not available	Not available	Not available	Not available	Not available	11	3	8	1	2	7	33	5	2
<b>TOTAL ANNUAL REFERRALS</b>	<b>28 offenders</b>	<b>22 offenders</b>	<b>50 offenders</b>	<b>37 offenders</b>	<b>51 offenders</b>	<b>40 offenders</b>	<b>53 offenders</b>	<b>49 offenders</b>	<b>96 offenders</b>	<b>48 offenders</b>	<b>46 offenders</b>	<b>89 offenders*</b>	<b>112 offenders Related to 121 offences**</b>	<b>46 offenders</b>

Notes:

\*2017: 32 files (one offender each) were VicPD referrals for distracted driving. All 32 offenders attended a three-hour educational session

\*\* 2018: We did not count the 39 distracted driving participants as referrals

**Gillian Lindquist**  
Executive Director

## **Our Work Together in 2019**



# Snapshot of Restorative Justice Victoria (RJV)

- Est. 2002; not-for-profit society & charity
- Started receiving referrals from VicPD in 2004
- Four staff, 70 volunteers (25 caseworkers)
- Youth and adult offenders
- Minor and serious crimes
- Approximately 75 – 150 referrals per year
- Receives referrals from VicPD, Oak Bay PD, Crown, probation, judiciary, local schools, victims, offenders, and the general community
- Our services are free to the public



Referral Source	# of Offenders Referred	%
<b>Victoria Police</b>	<b>46</b>	<b>58%</b>
Victoria Crown Counsel	16	20%
Wester Communities Crown Counsel	3	4%
Other restorative justice program	3	4%
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Community member (self-referral)	1	1%
<b>TOTAL:</b>	<b>81</b>	<b>100%</b>

## 2019 Referral Sources

# Types of Offences Referred by VicPD in 2019

Type of Offence	# of Offences Committed	%
Theft – Shoplifting \$5000 or Under	30	65%
Assault	5	11%
Mischief \$5000 or Under	5	11%
Causing a Disturbance	1	2%
Domestic Violence (historical)	1	2%
Assault with a Weapon or Causing Bodily Harm	1	2%
Break & Enter	1	2%
Theft Over \$500	1	2%
Uttering Threats Against a Person	1	2%
<b>TOTAL:</b>	<b>46</b>	<b>100%</b>

# Case Outcomes

- Over 60% of referrals proceeded to a restorative justice process
- All of those have been successfully completed



# Agreement Stories 2019



# CLIENT FEEDBACK: VICTIMS

100% would recommend restorative justice to someone else

100% said they felt safe during the dialogue with their offender

88% agreed that the responsible party was held accountable for their actions

*How satisfied were you with your RJV experience?*

Completely unsatisfied

Completely satisfied





# Victim Feedback 2019

- *“[Restorative justice contributed] to the possibility of moving through and past trauma. [It] contributes to actual change - knowing that from something "bad" something positive can result even though you can't go back and fix it.”*
- *“I really appreciated the empathetic and kind people I talked to that made me feel comfortable opening up to. They made me feel safe in the process and helped me feel like I had the right to the boundaries I wanted to set.”*
- *“The process is very well laid out and it's nice being able to participate as much or little as you choose.”*
- *“This is a great process. I am very happy that we decided to go this route verses going through the court system which likely would have not benefited either party.”*

# CLIENT FEEDBACK: OFFENDERS

100% would recommend restorative justice to someone else

100% felt that restorative justice helped address the factors that contributed to the offence

100% agreed that they were treated fairly in restorative justice

*How satisfied were you with your RJV experience?*

Completely unsatisfied

Completely satisfied



# Offender Feedback 2019

- *“The whole process has helped me in so many ways. So many amazing ways. My life is happier because of this process 😊”*
- *“It was freeing to let out your fears and your feelings. To realize why it is you hurt this person in this way. And what was also hurting you.”*
- *“Past trauma led me down a path of drugs and alcohol. Restorative justice helped me see there was another way. I wasn’t just a number in the system. I was human too.*
- *“I felt like a Canadian citizen who was viewed as a person with thoughts and feelings that actually mattered throughout the RJ process and was treated with dignity and compassion. This is in contrast to the feeling of being just another number on a court docket who was merely a nuisance getting in the way of the courts day.”*
- *“Thank you to the staff at Restorative Justice for all the work that you do. Thank you to the affected party for choosing to proceed with this method of justice. Thank you to the VicPD officers for your work and my apologies for anything I said, did, or how I behaved.”*



# RJV and Covid-19 Update

# A Sneak Peek at 2021

- We've received 32 referrals from VicPD members thus far
- We are developing a referral guide for members to assist with the referral process
- We are planning a referral campaign in early 2021, with the support of the NCOs
- We are discussing a pilot with one of the watches to encourage more discussions with the public about restorative justice
- We are adding a page about restorative justice on the VicPD website
- And more!!!





Questions?





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Contact Us





## VICTORIA & ESQUIMALT POLICE BOARD

### Public Meeting Minutes

November 17, 2020 at 5:00pm

Teleconference

#### PRESENT

Mayor Desjardins, Chair	C. Huber	DC Laidman	A/Insp. King
Mayor Helps	B. Smith	Insp. C. Brown	S. Hurcombe
D. Crowder	Chief Cst. Manak	Insp. M. Brown	M. MacIntyre
S. Dhillon	DC Watson	Insp. McRae	D. Perry

Recording Secretary: Collette Thomson

#### 1. ADOPTION OF THE AGENDA

##### a. Adoption of the Public Agenda of November 17, 2020

20-90                      **MOTION:** *To approve the Public agenda of November 17, 2020 as presented.*  
**MOVED/SECONDED/CARRIED**

#### 2. PRESENTATION

##### a. Greater Victoria Police Diversity Advisory Committee

Refer to the 2019 GVPDAC Annual Report provided. Police co-chair, Cst. Michelle Joyce of the Central Saanich Police Service, and Community co-chair, Dr. Moussa Magassa of the Francophone Society of Victoria, presented on the GVPDAC history and highlighted the activities and accomplishments of the past year. A comprehensive summary was provided regarding the ongoing work being done with VicPD and the progress being made regarding engagements with the BIPOC communities. The GVPDAC will provide regular updates to the Board.

#### 3. STANDING ITEMS

##### a. Adoption of the Minutes of the Public meeting of September 15, 2020

20-91                      **MOTION:** *To approve the Public Minutes of the September 15, 2020 meeting as presented.* **MOVED/SECONDED/CARRIED**

##### b. Chief Constable Monthly Activity Report

Refer to the report provided – for information.

##### c. Chief Constable Update

- Operational updates were provided on significant files and calls of note

d. **Board Committee Reports**

Refer to the report provided – for information.

e. **Board Co-Chairs Update**

The Board Co-Chairs will be attending their semi-annual meeting with ADM Butterworth-Carr in December. ADM Butterworth-Carr has also requested a meeting with all Board Chairs to discuss several issues related to policing, governance, and insight.

f. **BC Association of Police Boards Director's Update**

Two motions were submitted by the Board to the BCAPB for review at their AGM in March and both motions were passed. WSBC has subsequently requested a meeting with VicPD to discuss them.

20-92

**MOTION:** *That Chief Manak appoint a VicPD representative to meet with WSBC to discuss the following motions which were passed at the March 2020 BCAPB AGM:*

*#1: That WorkSafeBC develop a more proactive approach to treating occupational stress injuries, update their professional fee structure compensation, ensure WorkSafeBC approved professional services are available in all areas of the province, and update employee reintegration processes and on-going treatment coverage policies during an appeal process.*

*#2: That WorkSafeBC update their maximum insurable earnings to current police officer salaries taking into account that compensable injuries occur to officers of all ranks and positions.* **MOVED/SECONDED/CARRIED**

g. **Board Member Engagement Update**

No discussion arising.

h. **2020 Board Strategic Priorities**

Refer to the document provided.

i. **Framework Agreement**

Refer to the document provided.

#### 4. NEW BUSINESS

a. **Approval: 2021 Police Board Meeting Schedule**

Refer to the document provided.

20-93

**MOTION:** *To approve the 2021 Police Board meeting schedule as presented.*  
**MOVED/SECONDED/CARRIED**

b. **VicPD Q3 Divisional Action Plan Report**

Refer to the document provided – for information.

- c.      **Human Resources Report**  
Refer to the document provided – for information.
- d.      **Crime Statistics**  
Refer to the document provided – for information.

**5. CORRESPONDENCE** *(For information only)*

- a.      **VicPD Commendations**

*Meeting adjourned at 5:58pm.*

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**Mayor Barbara Desjardins**  
Lead Co-Chair

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Date

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**Collette Thomson**  
Recording Secretary

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Date



# VICTORIA & ESQUIMALT POLICE BOARD REPORT

Public

<b>DATE:</b>	December 15, 2020
<b>ACTION:</b>	For information
<b>SUBJECT:</b>	Chief Constable Monthly Activity Report

## Community Events and Presentations

**NOTE:** *Effective March 13, 2020, all community events and presentations were cancelled for the foreseeable future due to COVID-19 pandemic social distancing restrictions; only virtual options were made available for certain events where possible.*

November 18	Presented at the virtual Team Alexa Awards Ceremony
November 23	Presented the preliminary 2021 police budget to City Council
November 25	Attended the virtual Community Police Oversight Joint Forum re: Role of Oversight in Enabling Positive Change
November 27	Attended the virtual Resiliency Project webinar series re: Understanding Hate and Extremism
November 30	Participated in the BC Association of Chiefs of Police Traffic Safety Awards ceremony
December 1	Attended the virtual Greater Victoria Chamber of Commerce CEO breakfast
December 1	Attended the VicPD Reserve Constable swearing-in ceremony
December 4	Attended the virtual Resiliency Project webinar series re: Risk Factors and Resources to Prevent Hate-Motivated Violence
December 10	Attended the virtual Canadian Association of Police Governance webinar re: Body Worn Cameras in Canada
December 11	Attended the virtual Resiliency Project webinar series: Understanding and Reporting Hate Crimes and Incidents
December 11	Attended the virtual Victoria Community Wellness Alliance meeting



## VICTORIA & ESQUIMALT POLICE BOARD

### Committee Reports to Board

(Public)

Meeting of December 1, 2020

## GOVERNANCE

### ITEMS DISCUSSED

a. Quarterly Reporting Format

**MOTION:** *That the Board adopt the Open VicPD webpage data and format which will replace the tri-annual Crime Stats Report and the Quarterly Reporting format currently being used.*

b. 2021 Board Planning Session

This session typically takes place in January or February of each year; date options are being determined.

c. Board Scenarios

Each month, Board member Dhillon will bring forward a “what if” scenario for contemplation and discussion by the committees and obtain Chief Manak’s input at the conclusion of the discussion.

## FINANCE

### ITEMS DISCUSSED

a. Monthly Financial Report

Refer to page #29 – for information.



## VICTORIA & ESQUIMALT POLICE BOARD REPORT

DATE:	December 1, 2020
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	Monthly Financial Report
ACTION:	For Information

### BACKGROUND:

This report contains the financial results for the period ending **November 24<sup>th</sup>, 2020**, representing approximately 89%% of the payroll year. The overall net budget is at approximately 89.1%, with operating expenditures slightly below budget and revenues significantly below budget due to the cancellation of public events.

The financial report includes estimates for an upcoming retirement at the end of November. It does not include two significant items, the exact amounts of which are yet to be determined. Recoveries through Emergency Management BC have been approved but not yet recovered for janitorial and personal protective equipment in relation to Covid-19. In addition, significant investigative services currently being provided by an external policing agency are also yet to be determined. We are also attempting to recover costs from the Province for policing costs related to certain protests at the beginning of 2020. We expect these unrecorded expenditures and revenues to be similar offsetting amounts and therefore have a minor net effect on the financial position of the Department at year end. An update will be brought to the Board once more definitive numbers are available.

Capital expenditures are approximately 90.4% of total budget including commitments for purchases already ordered and funds carried forward from 2019 for unfinished projects. We expect capital expenditures to remain below budget for the remainder of the year.

Once adjusted for the above items net operating expenditures are in line with expectations and we expect to be very close to budget. We will, however, continue to monitor financial performance closely.

**SUMMARY:**

2020 operating expenditures represented 89.1% of the total operating budget. Revenues are below budget due to reduced special duties as ferries to the US have been suspended as well as most public events. Grants revenue includes \$133,200 of provincial funding for E-Ticketing implementation, which is underway. Additional funding has also been received for a civilian position for Strikeforce through the Province of BC.

Salaries are slightly below budget at this time. Retirement expenditures are above budget and include an estimate for an upcoming retirement that was recently confirmed. Should there be insufficient funds at year end to cover these overages, funds may be withdrawn from the Employee Benefit Obligation fund representing the amount in excess of the approved budget. The fund balance current sits at approximately \$8.08 million.

Overtime expenditures are below budget at this time. Accounting for the impact of Covid-19 on special events activities, overtime is slightly over budget. Significant overtime expenditures were incurred in the first quarter in relation to protests, and we are working with the Province to attempt recovery of these expenditures. Other overtime overages are related to maintaining front line minimums as we continue to experience significant levels of work-related injuries. Expenditure claims have also been submitted for costs associated with the decampment at Topaz Park and expected recoveries have not yet been included in this report.

Some funding was approved for Personal Protective Equipment and cleaning costs associated with Covid-19 through Emergency Management BC. Funding has been extended for janitorial costs up to November with the addition of one more janitorial shift. These revenues are not reflected in the financial report as the recoverable amount is yet to be determined. Expenditures specifically related to Covid-19 have been broken out separately in the monthly financial report.

Building projects to provide better safety for our staff during the Covid-19 pandemic as well as tackle some of our space issues are now substantially completed.

The amounts for 9-1-1 includes one-time additional staffing costs for E-Comm that were approved by the Board for 2020. These expenditures were not within the Communications Centre budget but are partially offset by reductions in travel and training costs as a result of Covid-19. It is important to note that although travel and training costs are below budget much of the planned training has only been deferred and will likely result in higher future training costs to catch up. Approval of these additional funds for E-Comm by the Board was also under the provision that any budget overages would be drawn down from the financial stability reserve.

Expenditures also include an amount of \$87,650 for supplies that were ordered in 2019 that were not received by the end of that year and were therefore expensed in 2020.

**\*\* CONFIDENTIAL \*\***



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# 2020 MONTHLY FINANCIAL REPORT NOVEMBER 24<sup>TH</sup>, 2020

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**\*\* CONFIDENTIAL \*\***



## Statement 1

**Victoria Police Department**  
**Revenues and Expenditures By Section (Unaudited)**  
**For the Period Ending November 24, 2020**

	<b>Annual Budget</b>	<b>89.0%</b>	<b>Actual</b>	<b>(Over) Under</b>	<b>% of Total Budget</b>
<b>Revenue</b>					
Special Events	745,140	663,175	69,730	675,410	9.4%
Records	170,000	151,300	75,456	94,544	44.4%
Grants	-	-	180,208	(180,208)	N/A
Other	-	-	38,235	(38,235)	N/A
Jail Operations	28,800	25,632	33,535	(4,735)	116.4%
<b>Total Revenue</b>	<b>943,940</b>	<b>840,107</b>	<b>397,164</b>	<b>546,776</b>	<b>42.1%</b>
<b>Operating Expenditures By Section</b>					
Executive	3,879,775	3,453,000	3,237,874	641,901	83.5%
Integrated Units	2,570,737	2,287,956	2,156,014	414,723	83.9%
Crime Prevention Services	1,505,428	1,339,831	852,738	652,690	56.6%
Crime Reduction Division	3,221,299	2,866,956	2,519,002	702,297	78.2%
Patrol - Primary Response Division	18,411,729	16,386,439	17,694,434	717,295	96.1%
K9	898,359	799,540	644,963	253,396	71.8%
Community Services Division	2,350,376	2,091,835	2,183,707	166,669	92.9%
Investigative Services	6,024,936	5,362,193	5,482,007	542,929	91.0%
Traffic Enforcement and Crash Investigation:	1,445,780	1,286,744	1,174,811	270,969	81.3%
Communications Centre - 911	3,130,000	2,785,700	3,102,671	27,329	99.1%
Centralized Corporate Costs	2,061,920	1,835,109	1,909,094	152,826	92.6%
Support Services	11,684,395	10,399,112	9,685,497	1,998,898	82.9%
Jail Operations	980,296	872,463	829,308	150,988	84.6%
<b>Total Operating Expenditures</b>	<b>58,165,030</b>	<b>51,766,877</b>	<b>51,472,119</b>	<b>6,692,911</b>	<b>88.5%</b>
<b>Transfers to Capital</b>	<b>1,120,000</b>	<b>996,800</b>	<b>840,000</b>	<b>280,000</b>	<b>75.0%</b>
<b>Transfer from Financial Stability Reserve</b>	<b>100,000</b>	<b>89,000</b>	<b>-</b>	<b>100,000</b>	<b>0.0%</b>
<b>Net Budget</b>	<b>58,241,090</b>	<b>51,834,570</b>	<b>51,914,955</b>	<b>6,326,135</b>	<b>89.1%</b>

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## Statement 2

**Victoria Police Department**  
**Revenue and Expenditures by Object (Unaudited)**  
**For the Period Ending November 24, 2020**

				(Over)/Under	
		2020			
	Actual	Budget	% Used	\$	%
<b>Revenue</b>					
Special Events	69,730	745,140	9.4%	675,410	90.6%
Records	75,456	170,000	44.4%	94,544	55.6%
Grants	180,208	-	N/A	(180,208)	N/A
Other	38,235	-	N/A	(38,235)	N/A
Jail Operations	33,535	28,800	116.4%	(4,735)	-16.4%
<b>Total Revenue</b>	<b>397,164</b>	<b>943,940</b>	<b>42.1%</b>	<b>546,776</b>	<b>57.9%</b>
<b>Operating Expenditures</b>					
Salaries and Benefits	38,568,140	43,618,673	88.4%	5,050,533	11.6%
Retirements	815,517	500,000	163.1%	(315,517)	-63.1%
Overtime	2,406,174	2,807,674	85.7%	401,500	14.3%
Professional Services	4,115,662	4,633,665	88.8%	518,003	11.2%
Equipment Maintenance - Fleet & Computers	1,203,163	1,214,485	99.1%	11,322	0.9%
Telephone Line Charges/CREST	879,882	1,100,900	79.9%	221,018	20.1%
Travel and Training	554,292	1,091,130	50.8%	536,838	49.2%
Building Maintenance	594,951	800,115	74.4%	205,164	25.6%
General and Office Supplies	580,100	595,230	97.5%	15,130	2.5%
Other Operating Expenditures	359,163	461,958	77.7%	102,795	22.3%
Uniforms & Protective Clothing	284,669	394,500	72.2%	109,831	27.8%
Lease/Rental/PRIME	295,259	368,200	80.2%	72,941	19.8%
Fuel and Motor Oil	217,705	342,000	63.7%	124,295	36.3%
Insurance	203,594	207,000	98.4%	3,406	1.6%
Postage and Freight	19,808	29,500	67.1%	9,692	32.9%
Covid Response	374,042	-	N/A	(374,042)	N/A
<b>Total Operating Expenditures</b>	<b>51,472,119</b>	<b>58,165,030</b>	<b>88.5%</b>	<b>6,692,911</b>	<b>11.5%</b>
<b>Transfers to Capital</b>	<b>840,000</b>	<b>1,120,000</b>	<b>75.0%</b>	<b>280,000</b>	<b>25.0%</b>
<b>Transfer from Financial Stability Reserve</b>	<b>-</b>	<b>100,000</b>	<b>0.0%</b>	<b>100,000</b>	<b>N/A</b>
<b>Net Budget</b>	<b>51,914,955</b>	<b>58,241,090</b>	<b>89.1%</b>	<b>6,326,135</b>	<b>10.9%</b>

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## Statement 3

**Victoria Police Department**  
**Operating Expenditures by Section and Business Unit (Unaudited)**  
**For the Period Ending November 24, 2020**

	<b>Annual Budget</b>	<b>Actual</b>	<b>(Over) Under</b>	<b>% of Total Budget</b>
<b>Executive Services</b>				
Office of The Chief Constable	1,019,740	864,339	155,401	84.8%
Executive Services, Policy and Professional Standards	1,578,774	1,157,891	420,883	73.3%
Esquimalt Administration	572,359	554,763	17,596	96.9%
Police Board	114,200	78,381	35,819	68.6%
Public Affairs	594,702	582,501	12,201	97.9%
<b>Total Executive Services</b>	<b>3,879,775</b>	<b>3,237,874</b>	<b>641,901</b>	<b>83.5%</b>
<b>Integrated Units</b>				
Vancouver Island Integrated Major Crime Unit	1,066,249	789,219	277,030	74.0%
Diversity Unit	2,646	2,355	291	89.0%
Integrated Mobile Crisis Response Team	133,273	135,715	(2,442)	101.8%
Regional Domestic Violence Unit	189,006	189,006	(0)	100.0%
Crowd Management Unit Training	39,478	34,633	4,845	87.7%
Assertive Community Treatment	422,929	374,577	48,352	88.6%
Explosive Disposal Unit	15,963	14,207	1,756	89.0%
Crime stoppers	60,630	60,630	0	100.0%
Mobile Youth Service Team	62,383	55,521	6,862	89.0%
Emergency Response Team Training	447,975	398,698	49,277	89.0%
Municipal Undercover Program	69,580	61,926	7,654	89.0%
Crisis Negotiator Team	17,025	15,152	1,874	89.0%
Youth Camp	16,284	64	16,220	0.4%
Canadian Intelligence Services British Columbia	27,316	24,311	3,005	89.0%
<b>Total Integrated Units</b>	<b>2,570,737</b>	<b>2,156,014</b>	<b>414,723</b>	<b>83.9%</b>
<b>Crime Prevention Services</b>				
Community Resource Officers	686,221	628,142	58,079	91.5%
School Resource Officers	383,220	-	383,220	0.0%
Community Programs	111,242	75,999	35,243	68.3%
Volunteer Program	152,505	93,756	58,749	61.5%
Reserve Program	172,240	54,842	117,398	31.8%
<b>Total Crime Prevention Services</b>	<b>1,505,428</b>	<b>852,738</b>	<b>652,690</b>	<b>56.6%</b>
<b>Crime Reduction Division</b>				
Strike Force	1,511,542	1,437,248	74,294	95.1%
Analysis and Intel	690,976	604,446	86,530	87.5%
Operational Planning	260,341	224,687	35,654	86.3%
Special Duties	758,440	252,621	505,819	33.3%
<b>Total Crime Reduction Division</b>	<b>3,221,299</b>	<b>2,519,002</b>	<b>702,297</b>	<b>78.2%</b>

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	Annual Budget	Year To Date	(Over) Under	% of Total Budget
<b>Patrol - Primary Response Division</b>	<b>18,411,729</b>	<b>17,694,434</b>	<b>717,295</b>	<b>96.1%</b>
<b>K9</b>	<b>898,359</b>	<b>644,963</b>	<b>253,396</b>	<b>71.8%</b>
<b>Community Services Division</b>	<b>2,350,376</b>	<b>2,183,707</b>	<b>166,669</b>	<b>92.9%</b>
<b>Investigative Services Division</b>				
Detective Division - Support	1,171,073	967,982	203,091	82.7%
Special Operations	100,000	13,053	86,947	13.1%
Historical Case Review	172,564	149,021	23,543	86.4%
Financial Crimes	307,329	427,318	(119,989)	139.0%
Integrated Tech Crime Unit	381,689	338,532	43,157	88.7%
Special Victims Unit	1,058,533	947,823	110,710	89.5%
Major Crimes	1,255,600	1,210,597	45,003	96.4%
Behavioural Assessment & Management Unit	582,299	530,457	51,842	91.1%
Forensic Identification	995,849	897,225	98,624	90.1%
<b>Total Investigative Services Division</b>	<b>6,024,936</b>	<b>5,482,007</b>	<b>542,929</b>	<b>91.0%</b>
<b>Traffic Enforcement and Crash Investigations</b>				
Traffic Enforcement and Crash Investigation	1,435,780	1,174,811	260,969	81.8%
Motorcycle Escort Team	10,000	-	10,000	0.0%
<b>Total Traffic Enforcement and Crash Investigations</b>	<b>1,445,780</b>	<b>1,174,811</b>	<b>270,969</b>	<b>81.3%</b>
<b>Communications Centre - 911</b>	<b>3,130,000</b>	<b>3,102,671</b>	<b>27,329</b>	<b>99.1%</b>
<b>Centralized Corporate Costs</b>	<b>2,061,920</b>	<b>1,909,094</b>	<b>152,826</b>	<b>92.6%</b>
<b>Support Services</b>				
Automotive	870,000	734,903	135,097	84.5%
Critical Incident Stress Management	16,000	5,252	10,748	32.8%
Legal Services and Freedom of Information	382,989	333,022	49,967	87.0%
Finance, Exhibit Control and Purchasing	4,253,256	3,512,053	741,203	82.6%
Human Resources, firearms and use of force training	2,677,114	1,864,940	812,174	69.7%
Records Management	2,278,623	2,000,876	277,747	87.8%
Information Systems	1,206,413	1,234,449	(28,036)	102.3%
<b>Total Support Services</b>	<b>11,684,395</b>	<b>9,685,497</b>	<b>1,998,898</b>	<b>82.9%</b>
<b>Jail Operations</b>	<b>980,296</b>	<b>829,308</b>	<b>150,988</b>	<b>84.6%</b>
<b>Total Operating Expenditures</b>	<b>58,165,030</b>	<b>51,472,119</b>	<b>6,692,911</b>	<b>88.5%</b>

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## Statement 4

**Victoria Police Department  
Capital Expenditures (Unaudited)  
For the Period Ending November 24, 2020**

	<b>Transfers to Capital Fund</b>	<b>Budgeted Expenditures</b>	<b>Actual Expenditures</b>	<b>(Over) Under</b>	<b>%</b>
Vehicles	500,000	531,000	747,156	(216,156)	140.7%
ERT Vehicles		53,000	82,171	(29,171)	155.0%
Computer Equipment	515,000	1,030,500	629,628	400,872	61.1%
Furniture	40,000	50,000	13,255	36,745	26.5%
K9	15,000	15,000	17,218	(2,218)	N/A
Police Building Upgrades	50,000	50,000	74,050	(24,050)	148.1%
<b>Total Capital</b>	<b>1,120,000</b>	<b>1,729,500</b>	<b>1,563,478</b>	<b>166,022</b>	<b>90.4%</b>

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## 1. **REVENUE**

Revenues are below budget. Ferries from the US remain suspended and most community events have been cancelled through to the end of the year. Due to Covid-19 we expect revenues and offsetting overtime expenditures to be significantly reduced.

Grant revenue includes \$133,200 received from the Province for the implementation of E-Ticketing.

## 2. **SALARIES AND BENEFITS:**

The Human Resources section recruits police officers based on a projection of retirements and authorized strength. As it takes at least 18 months for a recruit to be fully operational, VicPD tries to hire recruits ahead of anticipated retirements.

Salaries and benefits expenditures are slightly below budget at this time and are expected to remain so. These amounts also include an estimate for the impact of 2019 and 2020 rate increases. We will continue to monitor salaries and benefits expenditures.

## 3. **RETIREMENTS:**

Retirement costs are \$815,517, representing 163.1% of the budgeted amount and include an estimate for an imminent retirement. Should there be insufficient funds in the operating budget the amount over budget, currently estimated at \$315,517, may be accessed from the Employee Benefit Obligation Reserve.

## 4. **OVERTIME:**

Net overtime costs are slightly over budget at this time. Backfill costs for Patrol remain high due to officer injuries. This is partially offset partially by below budget amounts of overtime in other departments. Overtime also includes the costs of protests early in 2020 for which some recovery of costs may be possible. Those recoveries are yet to be determined and are therefore not yet recorded in the financial report.

## 5. **PROFESSIONAL SERVICES:**

Professional fees include the costs for Integrated Units, as well the costs to meet any unexpected legal costs. Expenditures, including estimates for unbilled Integrated Unit costs as well as services provided by E-Comm and the City of Victoria.

**6. EQUIPMENT MAINTENANCE – FLEET & COMPUTERS:**

Expenditures are above budget at this time due to unexpected software related expenditures. These expenditures are necessary to maintain current operations and future budgets reflect the increased need for a higher operating IT budget with long term capital costs expected to decline overtime as we move towards more cloud-based solutions.

**7. TELEPHONE LINE CHARGES:**

Telecommunication costs continue to be managed and a recent extension of the mobility contract has allowed us to realize additional savings on our telecommunication costs. Expenditures remain below budget.

**8. TRAVEL AND TRAINING:**

Travel and training expenditures are below budget. We expect expenditures to remain below budget due to the significant number of cancellations of training and conferences due to Covid-19. It should be noted that much of the training has been delayed or deferred and costs savings in 2020 may be offset by higher costs in subsequent years.

**9. BUILDING MAINTENANCE:**

Building Maintenance costs includes pro-rated year to date estimates.

**10. GENERAL & OFFICE /OTHER OPERATING/UNIFORM & PROTECTIVE CLOTHING:**

Other expenditures are in line with expectations at this time with the exception of expenditures in relation to Covid-19. This includes expenditures for personal protective equipment, sanitation supplies and services to maintain hygiene during the Covid-19 pandemic. A portion of these expenditures will be recoverable through Emergency Management BC, including funding for two additional janitorial shifts to assist with decontamination of the fleet and additional cleaning throughout the building. Specialized equipment has also been purchased to sanitize the building. General and Office supplies expenditures includes expenditures incurred in implementing E-Ticketing, for which grant money was received.

## **11. FUEL AND MOTOR OIL**

The majority of Fuel and Motor Oil expenditures are billed periodically through the City of Victoria. Expenditures are below budget due to reduced capacity at the City for non-essential maintenance, as well as lower fuel costs in the spring due to Covid-19. Although fuel prices remain below average prices have increased from those lows.

## **12. COVID RESPONSE**

Covid-19 response costs consist primarily of additional janitorial services, personal protective equipment and building costs related to complying with Worksafe BC requirements under Covid-19 to maintain service levels. A significant amount of these expenditures related to janitorial services, for which funding was approved from Emergency Management BC. The exact amounts recoverable are yet to be determined and therefore are not yet included in the financial report.

## **13. DIVISIONAL BUDGET VARIANCES:**

Budgets for police officer salaries are allocated based on deployment at the time the budget is prepared. Resources are re-deployed to other areas as required throughout the year. Variances can therefore occur where police officers have been moved in or out of units in the intervening period. The overall budget and actual deployment are both based on the number of authorized strengths in the approved budget.

Variances in overall financial performance reflect the redeployment of deployable resources to the front-line, represented by higher than budgeted expenditures for both Patrol and Community Services Division, below budget expenditures for Crime Prevention and Crime Reduction. This is in line with the Transformation Report presented to the Board to manage limited resources and increases in frequency and duration of injuries to police officers.

### **Vancouver Island Integrated Major Crimes Unit**

Expenditures are below budget at this time due to a shortage of deployable police officers

### **Community Engagement**

Expenditures for the Community, Volunteer and Reserve programs are below budget at this time due to Covid-19 restrictions that were in place for part of the year and continue to limit the activities of those programs for safety reasons.

### ***Youth Camp***

Due to social distancing requirements the Youth Camp has been deferred to 2021. The deposit for 2020 has been carried forward to 2021 accordingly.



***Crime Prevention Services: School Resource Officers***

The budget reflects the intent to reinstate the School Resource Officer positions. Due to shortages in deployable resources these positions have not been reinstated at this time.

***Centralized Corporate Costs***

Centralized Corporate Costs includes retirement expenditures for retirements as well as the costs to maintain public safety during protests in the first quarter.

***Investigative Services: Crime Reduction Unit (CRU)***

In June 2019 of this year the officers within the Crime Reduction Unit were reallocated to reinforce Patrol and Strike Force, as detailed in the Transformation Report. This unit remains temporarily suspended.

***Special Duties***

Ferries to the US have been temporarily cancelled, as have many community events for which policing is required.

***Patrol***

Previously additional police officers were reallocated from the School Resource Officers. These positions are still within the Patrol division at this time. Patrol also includes members assigned to the Investigations Support Unit performing light duties.

***Traffic Enforcement***

Expenditures include grant funded expenditures to implement the Provincial E-Ticketing initiative to stream line traffic enforcement

***Communications Centre – 911***

911 and Dispatch service costs through E-Comm are approximately \$280,000 more than budgeted due to a one-time approval by the Police Board of funds in 2020 for additional staffing. Approval was for 2020 only and future funding requests are conditional on certain deliverables from E-Comm. Approval was also given on the basis that any overages as a result, if any, would be recoverable from the financial stability reserve.



## Victoria & Esquimalt Police Board

### 2020 Strategic Priorities

Updated May 2020

<b>#1.</b>	<b>Good Governance and Increased Transparency</b>	
<b>Lead:</b>	All committees	
<b>Actions:</b>	<ul style="list-style-type: none"> <li>• Host a Police Board town hall/meet and greet</li> <li>• Investigate live-streaming of public Board meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Hold bi-annual joint Board/Councils meetings (general and budget)</li> <li>• Review agenda setting process for public Board meetings</li> </ul>
<b>#2.</b>	<b>Community Engagement</b>	
<b>Lead:</b>	Governance & Human Resources	
<b>Actions:</b>	<ul style="list-style-type: none"> <li>• Support ongoing social media efforts for the Board</li> <li>• Increase Board member attendance at community and department events</li> </ul>	<ul style="list-style-type: none"> <li>• Add public input on any item on the agenda to public Board meetings</li> <li>• Add “public discussion requests” to public Board meetings with notice</li> </ul>
<b>#3.</b>	<b>Financial Accountability</b>	
<b>Lead:</b>	Finance	
<b>Actions:</b>	<ul style="list-style-type: none"> <li>• Continue to analyze costs of policing with an eye to efficiencies</li> <li>• Continue working with senior staff to mitigate externally driven costs</li> </ul>	<ul style="list-style-type: none"> <li>• Review effectiveness of the prior year’s budget</li> <li>• Review and analyze the implementation of special municipal constables</li> <li>• Continue the finance committee’s work with senior staff in VicPD and Councils</li> </ul>
<b>#4.</b>	<b>Framework Agreement</b>	
<b>Lead:</b>	Governance	
	<ul style="list-style-type: none"> <li>• Continue the Board’s focus on fair and equitable service delivery</li> <li>• Review the Framework Agreement to ensure it is updated with changes</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with Board level support for the working group of VicPD senior staff and senior staff from Victoria and Esquimalt</li> <li>• Encourage COV and Township to review the cost allocation formula</li> </ul>
<b>#5.</b>	<b>Strategic Plan</b>	
<b>Lead:</b>	Governance & Human Resources	
	<ul style="list-style-type: none"> <li>• Monitor the strategic plan as reports come in on a quarterly basis</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure alignment between the VicPD budget and the strategic plan</li> </ul>