



## VICTORIA & ESQUIMALT POLICE BOARD

### Public Meeting Agenda

April 20, 2021 at 5:00pm  
VicPD YouTube: Livestream

#### 1. ADOPTION OF THE AGENDA

- a. Adoption of the Public Agenda of April 20, 2021

#### 2. STANDING ITEMS

- Pg. 1 a. Adoption of the Minutes of the Public meeting of March 16, 2021
- Pg. 3 b. Chief Constable Monthly Activity Report & Update
- Pg. 3 c. Equity, Diversity, Inclusion & Engagement Update
- Pg. 4 d. Committee Reports
- e. Board Co-Chairs Update
- f. BC Association of Police Boards Director's Update
- g. Board Member Engagement Update
- Pg. 20 h. 2021 – 2022 Board Strategic Priorities: Update Activities
- i. Framework Agreement

#### 3. NEW BUSINESS

- a. Timing Adjustment of Board In-Camera Sessions (L. Helps)
- b. ACT Officers (CC Manak)
- Pg. 21 c. Approval: Attendees - Virtual CACOLE Conference (May 10-11) (S. Dhillon)
- Pg. 23 d. Approval: Attendees - Virtual VPB Fair & Impartial Course (June 3) (S. Dhillon)
- Pg. 25 e. ICD Course Review (S. Dhillon)

#### 4. CORRESPONDENCE *(For information only)*

- Pg. 26 a. 210330 Letter from BCAPB re: 2021-2022 Executive
- Pg. 27 b. VicPD Commendations



## VICTORIA & ESQUIMALT POLICE BOARD

### Public Meeting Minutes

March 16, 2021 at 5:00pm

Boardroom & Livestream: VicPD YouTube

#### PRESENT

S. Dhillon, Chair  
Mayor Helps  
D. Crowder

M. Hayes  
C. Huber  
P. Schachter

P. Stockton  
Chief Cst. Manak  
DC Laidman

Recording Secretary: Collette Thomson

#### 1. ADOPTION OF THE AGENDA

##### a. Adoption of the Public Agenda of March 16 2021

**21-32**            **MOTION:** *To approve the Public agenda of March 16, 2021 as presented.*  
**MOVED/SECONDED/CARRIED**

Chair Dhillon welcomed new Board members Micayla Hayes and Paul Schachter. They were appointed by an Order in Council on March 5, 2021.

#### 2. STANDING ITEMS

##### a. Adoption of the Minutes of the Public meeting of February 16, 2021

**21-33**            **MOTION:** *To approve the Public Minutes of the February 16, 2021 meeting as presented.* **MOVED/SECONDED/CARRIED**

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

Refer to the report provided – for information. Additional updates include:

- VicPD was the recipient of the Canadian Armed Forces certificate in appreciation of the work that VicPD does as an employer with the Reservists
- VicPD participated in the virtual Special Olympics BC Polar Plunge fundraising event and raised \$13,000

##### c. Equity, Diversity, Inclusion & Engagement Update

Refer to the report provided – for information.

##### d. Committee Reports

Refer to the report provided – for information.

**e. Board Co-Chair Updates**

The CRD Mayors and government continue to meet to discuss the governance aspect of integrated units to ensure efficiencies are realized. Examples of these integrated units include the Regional Domestic Violence Unit (RDVU), Integrated Mobile Crisis Response Team (IMCRT), and Mobile Youth Services Team (MYST).

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

- Effective March 6, 2021, Board member Huber is now the BCAPB president for a 2-year term.
- Resolutions put forward by the VEPB at the BACPB AGM were passed

**g. Board Member Engagement Update**

Board member Dhillon thanked Mr. Charles Bodi for the work he does in assisting those who are experiencing homelessness. He recently helped Mr. Bodi by paying for his bike repairs so Mr. Bodi could continue his work.

**h. 2020 Board Strategic Priorities**

The 2021 strategic priorities will be determined at the upcoming Board Planning Session.

**i. Framework Agreement**

No discussion arising.

### 3. NEW BUSINESS

**a. Bill C-75**

On March 29, 2018, the Government introduced Bill C-75, *An Act to amend the Criminal Code, the Youth Criminal Justice Act and other Acts and to make consequential amendments to other Acts*. The Act received Royal Assent on June 21, 2019. This bill is intended to make the criminal justice system more modern and efficient and to reduce delays in criminal proceedings. It speaks to the high threshold for holding offenders in custody and gives police very little leeway to hold even though the likelihood to re-offend soon after release is very high.

[https://lop.parl.ca/sites/PublicWebsite/default/en\\_CA/ResearchPublications/LegislativeSummaries/421C75E#a1](https://lop.parl.ca/sites/PublicWebsite/default/en_CA/ResearchPublications/LegislativeSummaries/421C75E#a1)

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**Sean Dhillon**  
Acting 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>	April 20, 2021
<b>ACTION:</b>	For information
<b>SUBJECT:</b>	Chief Constable Monthly Activity Report

## Community Events & 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.*

- March 23: Panelist at the virtual Law Enforcement & Public Health conference re: the Canadian Police Knowledge Network – The Power of Technology, Standards, & Collaboration
- March 28: Participated in the Michael Dunahee “Keep the Hope Alive” run
- April 6: Attended VicPD Reserve Constable graduation ceremony
- April 7: Presented virtually to the Special Committee on Reforming the *Police Act* on behalf of the BC Association of Municipal Chiefs of Police
- April 9: Attended the virtual Victoria Community Wellness Alliance meeting
- April 13: Attended swearing-in ceremony for a VicPD Special Municipal Constable
- April 14: Attended the virtual Greater Victoria Chamber of Commerce CEO breakfast meeting

## Equity, Diversity, Inclusion & Engagement

### ENGAGEMENTS

- March 22: Participated in the City of Victoria’s Welcoming City Task Force meeting as the VicPD rep
- March 24: Victoria Multifaith Society virtual workshop re: Discussing Racism: Leading Change from Multifaith Spaces
- March 29: Attended virtual Employment Equity Partnership roundtable re: Focus on Policy & Public Leadership – Dismantling Systems of Racism
- April 8: Attended the virtual Yom HaShoah memorial ceremony
- April 12: Participated in the City of Victoria’s Welcoming City Task Force meeting as the VicPD rep



## VICTORIA & ESQUIMALT POLICE BOARD

### Committee Reports to Board

(Public)

Meeting of April 6, 2021

## HUMAN RESOURCES

### ITEMS DISCUSSED

**a. Mental Health & Workplace Culture Survey**

The Union has entered into an agreement with Simon Fraser University and Kwantlen Polytechnic University to conduct a Mental Health and Workplace Cultural Survey within the department. The Union will collaborate with the Board and Senior Management Team to ensure the survey is relevant, valuable, and can be used to advance joint interests. Results are expected by early summer.

**b. Police Services re: BCPPS Recruit & Advanced Training**

Police Services recently approved changes to the BC Provincial Policing Standards (BCPPS) 2.1. 1 Recruit and Advanced Training and the related policy directive which sets out the process for requesting an exemption from the police recruit training program. This is an administrative update and has no impact on the department.

<https://www2.gov.bc.ca/assets/gov/law-crime-and-justice/criminal-justice/police/standards/2-1-1-recruit-and-advanced-training.pdf>

**c. Provincial Health Order**

Due to the enhanced COVID-19 restrictions in place until at least April 19<sup>th</sup>, all meetings will only be held virtually for the foreseeable future.

## GOVERNANCE

### ITEMS DISCUSSED

**a. VicPD Strategic Planning Update**

An update was provided regarding the 2020-2024 Strategic Plan, the progress of the VicPD website: *Open VicPD*, the new business planning process which includes tools for managers to see their team's contribution to organizational goals, and the reports the board will receive quarterly.

**b. VicPD Service Charter**

A draft concept of the VicPD Service Charter was reviewed for input. It will set out the service standards that can be expected from VicPD while delivering high-quality policing in the communities.

c. **Provincial Policing Priorities Survey**

Police Services requested the Board complete a survey to assist the Province in further understanding the various planning cycles of the BC municipal police boards. Responses will help build a tool to evaluate and support compliance with requirements related to the Minister's Provincial Policing Priorities under ss. 26(4), (4.1) and (4.2) of the *Police Act*.

d. **CAPG AGM Call for Resolutions**

Further discussion will take place at the May Committees meeting as to whether or not the Board will put forward any resolutions.

## FINANCE

### ITEMS DISCUSSED

a. **Budget Allocation Formula Timeline re: LePard Reports**

Confirmation has been received by Police Services that half the budget increase for the COV and corresponding decrease for the Township would be implemented in 2021 with full implementation in the 2022 police budget.

b. **Use of the Financial Stability Reserve Fund (FSRF)**

As per section 9.3 of the Framework Agreement, once the FSRF has been depleted, and where adjustments of expenditures under the approved budget are insufficient to meet VicPD's obligations, the Municipalities shall cover any shortfall in accordance with the Budget Allocation Formula in effect for the year in which the deficit was incurred. Criteria has now been determined under which the FSRF will and will not be accessed.

c. **210408 Letter to COV re: E-Comm's Request for Additional Funding**

Refer to page #6 – for information.

d. **Monthly Financial Report**

Refer to page #8– for information.



# VICTORIA & ESQUIMALT POLICE BOARD

MAYOR LISA HELPS, LEAD CO-CHAIR

MAYOR BARBARA DESJARDINS, DEPUTY CO-CHAIR

April 8, 2021

Mayor Helps & Council  
City of Victoria

*Via Email*

Dear Mayor and Council:

## **RE: E-Comm's Request for Additional Funding**

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On behalf of the Victoria and Esquimalt Police Board, we are in receipt of your letter of March 1, 2021 wherein you advised that the City Council has approved the one-time \$215,000 funding increase for E-Comm for 2021 via an even split between two funding sources. The first \$107,500 will be funded through a property tax increase. City Council has requested that the Police Board amend the Provisional 2021 Police Budget to fund the remaining \$107,500 through a drawdown of the police Financial Stability Reserve Fund (FSRF). At the Police Board meeting of March 16, 2021, the Board approved the requested amendment to the Budget, pending approval by the Township of Esquimalt Council.

It should be noted that although this is a one-time additional funding request for E-Comm for 2021, E-Comm is currently undergoing an operational review. Should that review recommend a permanent increase in staffing, the additional costs would then become part of the core police budget in 2022.

On a final note for the 2021 Budget, in light of the financial impact of COVID-19 on our municipal partners, the Board has planned to draw down from certain reserves. This was intended as a one-time initiative. The proper use of these funds is critical for long-term planning, maintaining sound financial practices, and should only be accessed for their intended use when absolutely necessary. Long-term negative consequences may be realized when decisions are made to drawdown on these funds contrary to the above noted criteria.

Of particular concern at this point is the FSRF. This fund is required under the Framework Agreement to be maintained to deal with any unanticipated event(s) not contemplated at the time the budget was prepared. The reserve has a cap of 2.5% of the net police budget and is only replenished in years of surplus. It has predominantly been used to cover the significant costs of major and unexpected investigations. Such an investigation is currently in progress and will likely require a significant draw down from the FSRF in 2021. In that case, the remaining balance would not be sufficient to fund another similar sized investigation.

As per section 9.3 of the Framework Agreement, once the FSRF has been depleted, and where adjustments of expenditures under the approved budget are insufficient to meet VicPD's obligations, the Municipalities shall cover any shortfall in accordance with the Budget Allocation Formula in effect for the year in which the deficit was incurred. Therefore, going forward, the Police Board has determined that the FSRF will only be accessed for the following expenditures and circumstances:

- Significant criminal investigations authorized by the Chief Constable that are outside of the operating costs for the department under normal circumstances
- Expenditures related to significant events such as large or complex protests, terrorist attacks, pandemics, earthquakes, or other declared states of emergency
- Shortfalls in the budget for significant expenditures that could not be reasonably anticipated at the time the budget was prepared
- Significant one-time initiatives recommended by the Chief Constable with the goal of improving the efficiency and/or effectiveness of the department

It is further recommended that the Board shall not permit the use of the FSRF for the following types of expenditures and circumstances:

- Operating expenditures not contemplated at the time the budget was prepared, but that were subsequently identified prior to approval of the police budget by either municipality
- Expenditures that are not one-time in nature but represent ongoing expenditures considered necessary by the Board to provide adequate policing
- Expenditures for which a reserve other than the Financial Stability Reserve has already been established

Yours truly,



Doug Crowder  
Chair, Finance Committee





## VICTORIA-ESQUIMALT POLICE BOARD REPORT

DATE:	April 6, 2021
ACTION:	For Information
SUBJECT:	Monthly Financial Report - March 22, 2021
RECOMMENDED BY:	Steve Hurcombe, Controller

### BACKGROUND:

This report contains the financial results for the period ending **March 22<sup>nd</sup>, 2021**, representing approximately 18.5% of the payroll year. The overall net budget is slightly over budget at approximately 19.1%, with operating expenditures at approximately 19%.

These amounts include retirement expenditures of \$666,685 that are budgeted to be funded through a drawdown from the Employee Benefit Obligation Reserve. Once adjusted for this amount the net financial position is approximately 18%, slightly below budget at this time.

### SUMMARY:

Salaries and benefits are below budget due to the timing of retirements, a significant number of which take place in the first quarter, and the availability and timing of spaces at the Justice Institute. Retirement expenditures totaling \$666,685 are not included in the operating budget and are expected to be funded through a drawdown from the Employee Benefit Obligation Reserve.

Due to the time lag between retirements, the availability of seats at the Justice Institute and significant competition for fully qualified officers at other police agencies this is likely to result in a period of time where actual strength is below authorized. We are therefore likely to see salaries and benefits below budget for a period of time although conversely this will also potentially also result in an increase in overtime costs.

Overtime expenditures are below budget at this time. Traditionally leave usage is low at the beginning of the year and we expect overtime expenditures to increase as we move in the spring. Similarly, as the weather improves and Covid-19 restrictions are lifted we may see a resumption of protest activity within the downtown.

Capital expenditures to date represent 33.5% of the total budget, primarily due to scheduled vehicle orders, as well as office renovation projects that are near completion.

Janitorial expenditures are approximately \$13,000 per month in excess of normal due to the need for increased coverage to maintain employee safety during the Covid-19 pandemic. No funding is currently available to offset these expenditures.

An amount of \$186,942 was received from the Legislative Assembly of BC in reimbursement of policing expenditures for protests that occurred in early 2020. This was not recorded as revenue at the time due to uncertainty surrounding the amounts receivable. These funds will assist in offsetting some of our 2021 expenditures.

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# 2021 MONTHLY FINANCIAL REPORT MARCH 22, 2021

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## Statement 1

**Victoria Police Department**  
**Revenues and Expenditures By Section (Unaudited)**  
**For the Period Ending March 22nd, 2021**

	<b>Annual Budget</b>	<b>18.5%</b>	<b>Actual</b>	<b>(Over) Under</b>	<b>% of Total Budget</b>
<b>Revenue</b>					
Special Events	723,640	133,873	4,378	719,262	0.6%
Records	185,100	34,244	7,832	177,268	4.2%
Grants	-	-	8,100	(8,100)	N/A
Other	522,010	96,572		522,010	N/A
Jail Operations	28,500	5,273	8,757	19,743	30.7%
<b>Total Revenue</b>	<b>1,459,250</b>	<b>269,961</b>	<b>29,067</b>	<b>1,430,183</b>	<b>2.0%</b>
<b>Operating Expenditures By Section</b>					
Executive	4,018,750	743,468.75	669,150	3,349,600	16.7%
Integrated Units	2,905,540	537,524.90	397,665	2,507,875	13.7%
Crime Prevention Services	1,482,200	274,207.00	214,593	1,267,607	14.5%
Crime Reduction Division	3,220,350	595,764.75	200,132	3,020,218	6.2%
Patrol - Primary Response Division	19,215,470	3,554,861.95	3,634,522	15,580,948	18.9%
K9	767,360	141,961.60	119,682	647,678	15.6%
Community Services Division	2,355,990	435,858.15	702,722	1,653,268	29.8%
Investigative Services	6,536,190	1,209,195.15	1,385,049	5,151,141	21.2%
Traffic Enforcement and Crash Investigations	1,319,640	244,133.40	281,243	1,038,397	21.3%
Communications Centre - 911	3,280,410	606,875.85	843,959	2,436,451	25.7%
Centralized Corporate Costs	1,673,020	309,508.70	699,836	973,184	41.8%
Support Services	12,004,270	2,220,789.95	2,021,717	9,982,553	16.8%
Jail Operations	984,440	182,121.40	174,176	810,264	17.7%
<b>Total Operating Expenditures</b>	<b>59,763,630</b>	<b>11,056,272</b>	<b>11,344,446</b>	<b>48,419,184</b>	<b>19.0%</b>
<b>Transfers to Capital</b>	<b>1,020,000</b>	<b>188,700</b>		<b>1,020,000</b>	<b>0.0%</b>
<b>Transfer from Financial Stability Reserve</b>	<b>100,000</b>	<b>18,500</b>	<b>-</b>	<b>100,000</b>	<b>0.0%</b>
<b>Net Budget</b>	<b>59,224,380</b>	<b>10,956,510</b>	<b>11,315,379</b>	<b>47,909,001</b>	<b>19.1%</b>

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## Statement 2

**Victoria Police Department**  
**Revenue and Expenditures by Object (Unaudited)**  
**For the Period Ending March 22nd, 2021**

				<b>(Over)/Under</b>	
		<b>2021</b>			
	<b>Actual</b>	<b>Budget</b>	<b>% Used</b>	<b>\$</b>	<b>%</b>
<b>Revenue</b>					
Special Events	4,378	723,640	0.6%	719,262	99.4%
Records	7,832	185,100	4.2%	177,268	95.8%
Grants	8,100	-	N/A	(8,100)	N/A
Other	-	522,010	0.0%	522,010	100.0%
Jail Operations	8,757	28,500	30.7%	19,743	69.3%
<b>Total Revenue</b>	<b>29,067</b>	<b>1,459,250</b>	<b>2.0%</b>	<b>1,430,183</b>	<b>98.0%</b>
<b>Operating Expenditures</b>					
Salaries and Benefits	8,221,332	45,109,537	18.2%	36,888,205	81.8%
Retirements	666,685	-	N/A	(666,685)	N/A
Overtime	441,553	2,962,097	14.9%	2,520,544	85.1%
Professional Services	810,931	4,808,596	16.9%	3,997,665	83.1%
Equipment Maintenance - Fleet & Computers	362,343	1,286,638	28.2%	924,295	71.8%
Telephone Line Charges/CREST	162,331	1,134,100	14.3%	971,769	85.7%
Travel and Training	126,165	944,000	13.4%	817,835	86.6%
Building Maintenance	2,118	820,120	0.3%	818,002	99.7%
General and Office Supplies	213,930	498,451	42.9%	284,521	57.1%
Other Operating Expenditures	108,868	893,911	12.2%	785,043	87.8%
Uniforms & Protective Clothing	57,282	263,400	21.7%	206,118	78.3%
Lease/Rental/PRIME	78,848	433,200	18.2%	354,352	81.8%
Fuel and Motor Oil	41,490	342,000	12.1%	300,510	87.9%
Insurance	45,258	242,080	18.7%	196,822	81.3%
Postage and Freight	5,312	25,500	20.8%	20,188	79.2%
<b>Total Operating Expenditures</b>	<b>11,344,446</b>	<b>59,763,630</b>	<b>19.0%</b>	<b>48,419,184</b>	<b>81.0%</b>
<b>Transfers to Capital</b>	<b>0</b>	<b>1,020,000</b>	<b>0.0%</b>	<b>1,020,000</b>	<b>100.0%</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>11,315,379</b>	<b>59,224,380</b>	<b>19.1%</b>	<b>47,909,001</b>	<b>80.9%</b>

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## Statement 3

**Victoria Police Department**  
**Operating Expenditures by Section and Business Unit (Unaudited)**  
**For the Period Ending March 22nd, 2021**

	<u>Annual Budget</u>	<u>Actual</u>	<u>(Over) Under</u>	<u>% of Total Budget</u>
<b>Executive Services</b>				
Office of The Chief Constable	1,030,440	141,579	888,861	13.7%
Executive Services, Policy and Professional Standards	1,613,290	266,308	1,346,982	16.5%
Esquimalt Administration	571,160	130,817	440,343	22.9%
Police Board	109,700	5,328	104,372	4.9%
Public Affairs	694,160	125,118	569,042	18.0%
<b>Total Executive Services</b>	<b>4,018,750</b>	<b>669,150</b>	<b>3,349,600</b>	<b>16.7%</b>
<b>Integrated Units</b>				
Vancouver Island Integrated Major Crime Unit	965,600	135,420	830,180	14.0%
Diversity Unit	2,710	-	2,710	0.0%
Integrated Mobile Crisis Response Team	136,610	33,211	103,399	24.3%
Regional Domestic Violence Unit	193,380	37,945	155,435	19.6%
Crowd Management Unit Training	39,900	2,931	36,969	7.3%
Assertive Community Treatment	430,990	99,048	331,942	23.0%
Explosive Disposal Unit	16,090	-	16,090	0.0%
Crime stoppers	62,150	-	62,150	0.0%
Mobile Youth Service Team	63,940	10,656	53,284	16.7%
Emergency Response Team Training	927,360	77,771	849,589	8.4%
Crisis Negotiator Team	66,810	683	66,127	1.0%
<b>Total Integrated Units</b>	<b>2,905,540</b>	<b>397,665</b>	<b>2,507,875</b>	<b>13.7%</b>
<b>Crime Prevention Services</b>				
Community Resource Officers	686,980	168,091	518,889	24.5%
School Resource Officers	384,730	-	384,730	0.0%
Community Programs	105,090	15,757	89,333	15.0%
Volunteer Program	132,660	17,945	114,715	13.5%
Reserve Program	172,740	12,800	159,940	7.4%
<b>Total Crime Prevention Services</b>	<b>1,482,200</b>	<b>214,593</b>	<b>1,267,607</b>	<b>14.5%</b>
<b>Crime Reduction Division</b>				
Strike Force	1,512,730	236,452	1,276,278	15.6%
Analysis and Intel	681,540	131,970	549,570	19.4%
Operational Planning	267,640	36,107	231,533	13.5%
Special Duties	758,440	(204,397)	962,837	-26.9%
<b>Total Crime Reduction Division</b>	<b>3,220,350</b>	<b>200,132</b>	<b>3,020,218</b>	<b>6.2%</b>

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	<u>Annual Budget</u>	<u>Year To Date</u>	<u>(Over) Under</u>	<u>% of Total Budget</u>
<b>Patrol - Primary Response Division</b>	<b><u>19,215,470</u></b>	<b><u>3,634,522</u></b>	<b><u>15,580,948</u></b>	<b><u>18.9%</u></b>
<b>K9</b>	<b><u>767,360</u></b>	<b><u>119,682</u></b>	<b><u>647,678</u></b>	<b><u>15.6%</u></b>
<b>Community Services Division</b>	<b><u>2,355,990</u></b>	<b><u>702,722</u></b>	<b><u>1,653,268</u></b>	<b><u>29.8%</u></b>
<b>Investigative Services Division</b>				
Detective Division - Support	1,114,060	265,193	848,867	23.8%
Special Operations	100,000	-	100,000	0.0%
Historical Case Review	253,590	68,705	184,885	27.1%
Financial Crimes	459,380	102,600	356,780	22.3%
Computer Forensics Unit	545,390	151,092	394,298	27.7%
Special Victims Unit	1,059,900	187,129	872,771	17.7%
Major Crimes	1,278,610	266,981	1,011,629	20.9%
Behavioural Assessment & Management Unit	712,300	127,080	585,220	17.8%
Forensic Identification	1,012,960	216,269	796,691	21.4%
<b>Total Investigative Services Division</b>	<b><u>6,536,190</u></b>	<b><u>1,385,049</u></b>	<b><u>5,151,141</u></b>	<b><u>21.2%</u></b>
<b>Traffic Enforcement and Crash Investigations</b>				
Traffic Enforcement and Crash Investigation	1,309,640	281,243	1,028,397	21.5%
Motorcycle Escort Team	10,000	-	10,000	0.0%
<b>Total Traffic Enforcement and Crash Investigations</b>	<b><u>1,319,640</u></b>	<b><u>281,243</u></b>	<b><u>1,038,397</u></b>	<b><u>21.3%</u></b>
<b>Communications Centre - 911</b>	<b><u>3,280,410</u></b>	<b><u>843,959</u></b>	<b><u>2,436,451</u></b>	<b><u>25.7%</u></b>
<b>Centralized Corporate Costs</b>	<b><u>1,673,020</u></b>	<b><u>699,836</u></b>	<b><u>973,184</u></b>	<b><u>41.8%</u></b>
<b>Support Services</b>				
Automotive	874,160	157,754	716,406	18.0%
Critical Incident Stress Management	16,000	1,490	14,510	9.3%
Legal Services and Freedom of Information	386,000	69,766	316,234	18.1%
Finance, Exhibit Control and Purchasing	4,829,180	639,163	4,190,017	13.2%
Human Resources, firearms and use of force training	2,293,590	484,636	1,808,954	21.1%
Records Management	2,280,330	413,181	1,867,149	18.1%
Information Systems	1,325,010	255,727	1,069,283	19.3%
<b>Total Support Services</b>	<b><u>12,004,270</u></b>	<b><u>2,021,717</u></b>	<b><u>9,982,553</u></b>	<b><u>16.8%</u></b>
<b>Jail Operations</b>	<b><u>984,440</u></b>	<b><u>174,176</u></b>	<b><u>810,264</u></b>	<b><u>17.7%</u></b>
<b>Total Operating Expenditures</b>	<b><u>59,763,630</u></b>	<b><u>11,344,446</u></b>	<b><u>48,419,184</u></b>	<b><u>19.0%</u></b>

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

## Statement 4

**Victoria Police Department  
Capital Expenditures (Unaudited)  
For the Period Ending March 22nd, 2021**

	<b><u>Transfers to Capital Fund</u></b>	<b><u>Budgeted Expenditures</u></b>	<b><u>Actual Expenditures</u></b>	<b><u>(Over) Under</u></b>	<b><u>%</u></b>
Vehicles	500,000	531,000	393,819	137,181	74.2%
Computer Equipment	415,000	1,030,500	144,348	886,152	14.0%
Furniture	40,000	50,000	-	50,000	0.0%
K9	15,000	15,000	-	15,000	0.0%
Police Building Upgrades	50,000	50,000	24,040	25,960	48.1%
<b>Total Capital</b>	<b><u>1,020,000</u></b>	<b><u>1,676,500</u></b>	<b><u>562,207</u></b>	<b><u>1,114,293</u></b>	<b><u>33.5%</u></b>

\*\* CONFIDENTIAL \*\*



## 1. **REVENUE**

Revenues are below budget. Special events are still largely cancelled and records revenue is down due to the closure of the front desk to the public. The funds received from the Legislative Assembly of BC have been netted against overtime expenditures and will be used to offset special duties expenditures.

## 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 for the first quarter due to the difference in the timing and high number of retirements and our ability to replace positions.

## 3. **RETIREMENTS:**

Retirement costs are \$666,685. There is no operating budget for retirements in 2021 and expenditures are expected to be offset by a drawdown from the Employee Benefit Obligation Reserve. Total costs for the year are likely to be in the vicinity of \$1 million.

## 4. **OVERTIME:**

Net overtime costs are slightly below budget at this time, partly due to revenues received from the Province in relation to 2020 expenditures. Emergency Response Team activations remain high and we expect these expenditures to exceed 2020 levels. Backfill for Patrol is below budget due to the seasonality of coverage and we expect backfill overtime costs to increase as we move into the spring and members begin to take annual leave. We also expect as the weather improves and Covid-19 restrictions are lifted a resumption of protests within the capital region.

## 5. **PROFESSIONAL SERVICES:**

Professional fees to date consist primarily of the E-Comm contract for the provision of 9-1-1 and dispatch services.

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

Expenditures are above budget at this time due to expected software licensing costs as well as maintenance on the fleet. Some vehicles that would otherwise have been retired have been held back in the fleet to allow for greater social distancing, which will likely increase our fleet maintenance costs this year.

**7. TELEPHONE LINE CHARGES:**

Telecommunication costs continue to be managed and are within budget at this time.

**8. TRAVEL AND TRAINING:**

Travel and training expenditures are below budget. The amount of training opportunities remains limited. Mandatory and essential police training will, however, proceed with additional safety protocols in place. The costs for specific courses and accommodations have increased significantly and although some training will not be possible this year it will only defer, not eliminate, the need.

**9. BUILDING MAINTENANCE:**

Building Maintenance costs for the first quarter have not yet been billed.

**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 additional janitorial, personal protective equipment, sanitation supplies and services to maintain hygiene during the Covid-19 pandemic.

**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 the timing of billings from the City and

only includes fuel costs for the month of January. Fuel prices are once again increasing so significant cost savings are not expected this year.

## **12. INSURANCE**

Insurance expenditures continue to outstrip the rate of inflation. The 2021 budget for insurance was increased to offset foreseeable increases in premiums.

## **13. EMPLOYEE BENEFIT OBLIGATION**

The Employee Benefit Obligation is assessed annually through an actuarial valuation, and assesses the future liability for sick leave, retirement allowances, vacation time payable, deferred vacation, long service leave, personal leave plans and benefit continuation in the year of retirement. At the end of 2020 the estimated vested benefits obligation was assessed to be \$8,600,977, with \$1,006,665 in unvested obligations. Total funds held in reserve were \$8,413,962. The unfunded employee obligation was therefore \$1,193,680 the unfunded vested portion was a lesser amount of \$187,015.

## **14. 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. 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.

### **School Resource Officers**

The School Resource Officers were previously redeployed to the front line due to staffing shortages and remain so at this time.

### **Special Duties**

Special duties includes recoveries for expenditures incurred in 2020 for policing costs in relation protests at the BC Legislature. These revenues were not previously recorded due to uncertainty over collectability. An amount of \$186,942 has been subsequently received.

**Reserve Program**

The Reserve Constable was previously redeployed to the front line due to staff shortages and remains so at this time.

***Centralized Corporate Costs***

Centralized Corporate Costs includes retirement expenditures for retirements. There is no operating budget for retirements in 2021, which will require a drawdown from the Employee Benefit Obligation Reserve.

**FINANCIAL IMPACT:**

None at this time

**RECOMMENDATION:**

None



Victoria & Esquimalt Police Board  
2021-2022 Strategic Priorities  
*Updated: April 2021*

Progress will be monitored on a quarterly basis via committee Chairs providing a written report to their committee.

#1.	Tend to the mental health & wellness of members & staff
Lead:	Human Resources
Actions:	To be determined
#2.	Increase financial stability
Lead:	Finance
Actions:	1. Review implementation of Special Municipal Constables
#3.	Strengthen relationship with the community
Lead:	Governance
Actions:	1. Creative community engagement and education re: role of police boards, understanding policing, how policing works, role of police 2. Proactively participate in board member recruitment 3. Increase board member attendance at community events 4. Explore opportunities for public participation in board meetings via question period/address the board
#4.	Strengthen relationship with the Provincial Government
Lead:	Governance
Actions:	1. Justice Institute of BC 2. Board succession planning and recruitment 3. 4.
#5.	Educate ourselves and advocate for better health supports for people with mental health and substance use issues
Lead:	Human Resources
Actions:	To be determined
#6.	Increase awareness and efforts to combat racism and focus on equity, diversity, and inclusion
Lead:	Human Resources
Actions:	To be determined
#7.	“Succession proof” the Framework Agreement
Lead:	Governance
Actions:	To be determined



**REGISTRATION FEE: \$273/PERSON (taxes incl)**

## **2021 Conference Program**

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### **DAY 1 - Monday May 10, 2021**

#### **Session 1 EDUCATION**

Following a serious incident involving police, there is often public outcry that "nothing has happened or changed". This sentiment serves neither the police officers implicated nor the independent agencies charged with investigating and reporting on their findings.

This session will examine the roles of the various agencies charged with examining the same incident and discuss the challenges each faces in educating their stakeholders, the individuals impacted and the public at large. It will include a discussion of the legislative and practical challenges agencies must navigate to work collaboratively to improve police conduct and maintain the public's confidence in police.

#### **Session 2 TRANSPARENCY**

Oversight agencies and police services face a number of challenges related to public disclosure of their findings and recommendations including the duty to protect the privacy of individuals. In addition, while some police services disclose disciplinary decisions others are legally prohibited from releasing any information.

This session will examine the challenges media outlets and the public face when trying to learn about police conduct and propose solutions that meet the public demand for enhanced transparency of police oversight in Canada.

#### **Session 3 ACCOUNTABILITY**

Policing and police oversight in Canada is under intense scrutiny and the public pressure for reform is at an all-time high. The social movements of 2020 have highlighted the demand for greater accountability from both the police and their watchdogs as there remains real and perceived barriers that prevent individuals from engaging with the oversight regime in Canada.

This session will examine how police oversight is experienced by individuals from Indigenous and racialized communities and will include a discussion on what real steps can be taken to encourage participation by more Canadians.

## **DAY 2 - Tuesday May 11, 2021**

### **Session 1**

#### **ACCOUNTABILITY continued**

All of the individuals involved in a negative police-public encounter, including serious incidents, are impacted differently by the interaction. Police officers, the affected person as well as witnesses each have a unique experience of the resulting oversight mechanisms that are engaged.

This session includes first hand accounts and offers personal perspectives on what oversight brings, what it doesn't and what improvements need to be made.

### **Session 2**

#### **EFFECTIVENESS**

The social movements of 2020 have also heightened the need for police oversight agencies to examine long-standing investigative techniques and incorporate more effective strategies and tools into their approach. It is imperative that organizations assess their current practices to ensure that they are not inadvertently causing additional trauma – to impacted individuals, witnesses, and subject officers.

This session will inform the audience about the nature and impacts of trauma on all involved in an oversight investigative process. It will include discussions on the benefits of implementing Trauma Informed investigative techniques to help alleviate some of these issues.

### **Session 3**

#### **MOVING FORWARD**

At a time when a number of provincial & territorial governments are actively engaged in modernizing the legislation that governs the delivery of police services in their provinces and territories, independent investigations agencies and review agencies have the opportunity to both share their experience and propose legislative changes that would bolster the existing oversight regime.

This session will provide a national comparison of oversight regimes, the proposed legislative changes currently before federal, provincial and territorial government committees charged with reviewing police acts and outline tactics that the oversight community could employ to work collaboratively to further the shared goal of providing all Canadians with robust civilian oversight of law enforcement.



## FAIR AND IMPARTIAL POLICING (FIP): A SCIENCE BASED PERSPECTIVE COMMUNITY TRAINING SESSION: BIAS-FREE TRAINING

### HOSTED BY THE VANCOUVER POLICE BOARD

This training session is designed specifically for community members, to experience a customized version of bias-free training from the same company used by the Province to develop training for sworn personnel. This training reflects a science-based approach to understanding human biases and prejudices; it is about how our minds work and how to most effectively make unbiased decisions. FIP will further be tailoring this course specific to BC Board members.

Board members will:

- Learn about the modern science of bias and prejudice, including implicit bias;
- Discuss how bias can manifest in law enforcement professionals and in community members;
- Acquire skills for reducing and managing bias; and,
- What you can do to promote fair and impartial policing within your department.

Fundamental concepts of the FIP training include:

- All people, even well-intentioned people have biases;
- Having biases is normal to human functioning; and,
- Biases are often unconscious, or 'implicit' thus influencing choices and actions without conscious thinking or decision-making.

**DATE AND TIME:** June 3, 2021 1-5pm (Virtual Meeting/via Zoom)

**COST:** \$150 PER PERSON\*

4:30-4:50pm	Welcome Remarks
4:50-5:30pm	Module 1: Intro to the Fair and Impartial Policing Perspective
5:30-7:10pm	Module 2: The Science of Human Bias
7:10-8:20pm	Module 3: Skills for Addressing Our Implicit Bias
8:20-8:30pm	Closing Comments, Evaluation, Adjourn

There is currently space available for 1-2 members per Board (up to 18 seats in total)

**Please RSVP by April 30, 2021** to: [stephanie.johanssen@vancouverpoliceboard.ca](mailto:stephanie.johanssen@vancouverpoliceboard.ca)

*Payment by e-transfer or Cheques made payable to the Vancouver Police Department and sent to:*

*Stephanie Johanssen, 7<sup>th</sup> Floor 2120 Cambie Street, Vancouver, BC, V5Z 4N6*

*Please advise if you require an invoice – for this we would need the Board and Board member name, address, and contact information.*

\*This includes professionally bound training materials that will be couriered from the Vancouver Board office to your home address





### **Additional Information:**

FIP (Fair and Impartial Policing, LLC) initially collaborated with the Province to provide implicit bias training to police officers as a response to the training-related recommendations from the Missing Women Commission of Inquiry report released in December 2012. Recommendations from this report specifically state that the Provincial Government require police officers to undergo additional mandatory training concerning vulnerable community members.

Although Fair and Impartial Policing is based in the United States, it should be noted that it has been customized to BC context. The training that was developed for police officers was done so in consultation with a BC based equity and diversity consultant, an Indigenous resiliency consultant, and front-line police officers and supervisors from the Victoria Police department.

This course is a shortened community version which is available to Police Board members.

FIP LLC has provided training to agencies across Canada (Toronto, Winnipeg, Halifax, Ottawa, Peel and Vancouver).

\*This includes professionally bound training materials that will be couriered from the Vancouver Board office to your home address



## VICTORIA & ESQUIMALT POLICE BOARD REPORT

Public

<b>DATE:</b>	April 20, 2021
<b>TO:</b>	Board
<b>FROM:</b>	Sean Dhillon
<b>SUBJECT:</b>	Review of Institute of Corporate Directors course: Board Oversight of Strategy
<b>ACTION:</b>	For Information

I recently participated in the above noted virtual course which speaks to the framework in which Board Directors use to determine a new strategy. Using real world case study examples provided by the Harvard Business School and Ivey Publishing, we analyzed the steps and missteps taken to implement a new strategy. We undertook peer breakout sessions to discuss what we would have done differently and what questions would we have asked if we were in undertaking this role. I added a diversity and inclusion lens to the conversation as well.

We also referenced the CPA Overseeing Strategy framework guide. This will be shared with the Board Directors. Some of the learning outcomes from this course were:

- Recognizing why boards must engage early and throughout the strategy development and implementation process
- Analyzing typical and appropriate director oversight roles, activities, and key steps at all stages of the strategy oversight process and understand how to engage and when
- Identifying questions, red flags, and issues important to each stage of the strategy oversight process
- Simulating participation in director oversight activities and asking the right questions in different situations reflecting various business environments (e.g., growth, new competition, and an emerging problem)
- Demonstrating how to engage constructively, without undermining management's ownership of the strategic plan
- Observing how different strategy situations call for different planning processes



March 30, 2021

Dear Colleagues,

Thank you to all the Police Board Members and friends of BCAPB who attended our Joint Session with BC Association of Municipal Chiefs of Police and our annual AGM on March 5 and 6, 2021. I hope you enjoyed it and found it worthwhile.

Following the AGM, the Executive Board met and elected the Executive for the coming two years. I am pleased to announce that I have assumed the role of President and Patricia Barnes of the Vancouver Police Board who has agreed to serve as Vice President, Angela Kaiser of the Delta Police Board has agreed to serve as Secretary and Am Naqvi of the Nelson Police Board will stay on as Treasurer.

For those who may not know, I have served on the Victoria Esquimalt Police Board for one and a half years and am the Chair of Human Resources Committee and have sat the Executive Board of BCAPB for the past nine months. I am the Director of Communications and Indigenous Relations for M'akola Housing Society, the largest Indigenous affordable housing provider in the province and I write a weekly column in the Victoria Times Colonist newspaper.

In addition to her role on the Vancouver Police Board for the last three years, for the last 20 years Patricia Barnes has enjoyed working as the Executive Director for Hastings North Business Improvement Association – an association that promotes the retail and commercial neighborhood of Hastings North within the City of Vancouver.

Angela Kaiser has sat on the Delta Police Board for 5 years and is currently the Vice-Chair and Chair of Finance and Risk. Apart from having served on multiple boards over the past 20 years primarily in the financial and non-for-profit sectors, she works as a Chartered Professional Accountant in public practice serving individuals and corporate clients.

We have had a busy time as our Association is increasingly involved in a wide range of issues affecting policing and police governance in BC. I appreciate the interest and support we have received from our members as well as the many stakeholders and government officials whom we have had the pleasure to work with.

Kind regards,

Charla Huber  
President, BC Association of Police Boards



## VICPD COMMENDATIONS

February 17, 2021

Hello,

This morning I was out with a friend with whom I have been socially distanced walking since Covid hit last year. We were walking along Craigflower Rd., crossing at Alderman Rd., at approximately 10:15 am. My friend slipped on some black ice and fell hard on her right arm. As our extreme luck would have it, a Victoria Police Officer was driving by and he pulled over to give us assistance. I am blown away by how thankful I was, to see his vehicle pull over, and see this wonderful police officer coming to help. I regret very much that I didn't get his name at the time, as I would love to be able to thank him in writing for his help and let you know how appreciative we both are for his assistance as well. I know that my friend, once she is home and healing, will be giving me grief for not getting his name.

So - I did thank the officer at the time and now I would like to say thank you again. The officer was kind, calming, took control, recognized what was needed and called the ambulance, helped get my friend onto the bench in the bus shelter and help us both to relax, knowing that thanks to him, everything was going to be alright.

With warm regards, and so much appreciate,

██████████  
*Officer involved: A/Sgt. T. Mason*

---

February 17, 2021

Thank you so much for everything you have done, and continue to do, for residents and the tenters who follow the rules and  
██

I can't thank you enough for bending over backwards to keep us safe!!! Thank you 🙏

Sincerely,  
██████████

---

February 24, 2021

Hi Dan,

I missed getting your partner's name so please share this with him as well. I wanted to say thank you for your kind response to the incident at [REDACTED] this morning. I can't imagine how frustrating it must be these days for you and your colleagues and to have you both show up and show empathy and compassion for what was a somewhat minor incident was remarkable.

I have lived and worked in Victoria my whole life. We have an extensive portfolio [REDACTED] in Victoria and at its core that investment reflects a belief in and a passion for the City we call home. It has been disheartening to see the City deteriorate over the last year and I am so grateful that there are people like you still out there doing your best to take care of it.

Thank you for all you do to keep us safe. I hope the rest of your day is less eventful.

[REDACTED]  
*Officers involved: Cst. D. Galano and Cst. T. Mason*

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February 26, 2021

Hello,

I just wanted to express my appreciation to the Victoria PD, specifically Constable Wayne Cox. During a recent investigation, Constable Cox was professional, reassuring, and competent. As someone who rarely interacts with law enforcement, this level of professionalism was much appreciated and is certainly worth commemorating. Please share this email with Constable Cox's supervisor if possible.

Best wishes,

[REDACTED]  
  
March 3, 2021

On February 17 at approximately 10am while walking along Craigflower Road I slipped on black ice ...and the ice won. I ended up injuring my arm and needing to be transported to the hospital. The whole experience could have been much worse if it was not for the fact that one of your finest happened to be driving by and stopped to help me. I only remember that his first name was Todd.

Todd got me to safety and called the ambulance. On top of all that he called to check on my well-being that evening. I would simply like to pass along my appreciation to Todd, if he can be identified from my scant information, and all the other hard-working police officers out there.

Best wishes and thank you.

[REDACTED]  
*Officer involved: A/Sgt. T. Mason*

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March 4, 2021

Hello, Keila.

Thanks for this. I was very impressed with your prompt, informative and well written response. Please share this note with your supervisor.

Have a great day!

[REDACTED]

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March 9, 2021

Good day

COMPLIMENTS DUE for moving the gatherings (of a few people) along on Quadra Street. Particularly I would like to compliment the police for enforcing the by law and moving people from gathering along Quadra /Pandora corner.

I did see one officer one evening go up to a group on 1515 Quadra where a large group gathers on the stairs every evening under the lights and asked them (or required of them) to move away-which they subsequently did.

I would hope this can be done more often. Last Thursday at 20:30 pm I was getting into my car opposite them, and again they were shouting and causing quite a disturbance (about 6 individuals) on the stairs under the lights at 1515 Quadra. One of your patrol cars was seen to be approaching so the two noisy ones ducked behind the corner whilst the other 4 remained there. I had hoped the officer would have stopped and got them to move, as they returned and do seem to make this a nightly occurrence (also sometimes on the parallel Mason Street also needs an occasional visit!).

Thanks again, and you have the full support of the neighbourhood.

Regards

[REDACTED]

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March 15, 2021

Although my wife and I live in Saanich we still want to let the Victoria Police Department know that we think they are doing a fantastic job. It must be frustrating in the extreme dealing with the incredible level of crime downtown, and a [REDACTED]

[REDACTED]

My [REDACTED] and constantly praises the police, who appear to spend a lot of time there.

Keep up the good work.

[REDACTED]

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March 16, 2021

I cannot imagine how difficult it must have been for the officer Monday morning here at the [REDACTED] to have taken those actions. On behalf of the [REDACTED], I would like to thank that officer and Victoria PD for protecting [REDACTED], Monday morning. As we jointly serve our community with the highest of standards, we will continue to foster the strong relationship we have with the Victoria Police Dept.

[REDACTED]

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March 16, 2021

Dear SS Matt Waterman,

Thank you so much for your article in Sunday's paper. It prompted me to write my own letter to all politicians for their help with the horrible problems we are now facing. And please be assured that we are all very grateful for the tremendous job you all do. And again, many thanks...



March 23, 2021

Hello Chief Manak,

I wanted to take a moment to share with you my experience of interacting with a Cst. Greg Shaw and Cst. Kevin Lastiwka this afternoon.

I am a long time resident and on the [REDACTED]. It has recently come to the attention of some of the residents of Vic West that BC Housing has purchased multiple buildings in our neighborhood in order to move those currently sheltering in parks indoors. 865 Catherine street has now been made public [REDACTED]

After hearing the daily horror stories from friends who live in the Burnside Gorge area, I was quite frightened.

I stopped by the Esquimalt Division for some advice on how to be proactive about the safety [REDACTED] and Kevin and Greg wasted no time. They looked up our property on google maps and immediately had tips on improving sight lines by removing shrubs and places to hide. After speaking to me for a bit of time and listening to my concerns, they wasted no time and went to check out the property in person to provide insight and input.

I was blown away by how well they listened and took my concerns seriously. I appreciate your hard work and the hard work of the VicPD. I thought you should know that today, because of Kevin and Greg, I felt heard, supported, safer, and a little less frightened.

Sincerely,

[REDACTED]

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April 7, 2021

Hello,

I would just like to compliment your officers on their patience and courtesy. We had several call to our building over the last few days ( [REDACTED] ). We are normally a nice, quiet building, but we had to call you multiple times to deal with a disruptive resident who has mental issues. Your officers were very patient and professional with this person, even while being subjected to profanity, insults, and racial slurs. I believe they had someone from a mental health team with them also to help calm the situation.

Thank you very much, and kudos to your team of officers and mental health support.

[REDACTED]



March 28, 2021



Dear Chief Constable Manak,

All four photographs on this page depict crucial protection and care.

Looking at the Our Place Society flyer in Friday's Times Colonist, I saw the photograph of Victoria police and the news that the police had come out to walk and support Our Place during this year's Coldest Night of the Year.

I write to express my gratitude for the many ways the police and you personally continue to play such an important role for Our Place and our city. In recent days this has included the video in which you speak of Our Place, assistance you provided to our Board Development Committee and your ongoing positive rapport with our CEO Julian Daly.

In all this, our entire community including those most vulnerable is so well served by your commitment to a wonderful blend of both protection and care for the common good.

Sincerely, 

Rev Dr Allan Saunders  
Board Chair, Our Place Society

March 16, 20

Chief and Officers of Victoria Police Dept.

Thank you very much for your commitment to the very difficult jobs you face daily. I can only imagine the stress levels you endure! Please know you are respected by most of the community.

I have written to the Mayor and Council of Victoria in support of your need for more officers to deal with the increased calls for your help.

In my mind:

ALL POLICE OFFICERS are BRAVE !!

Sincerely

