



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Agenda

July 20, 2021 at 5:00pm

Boardroom & Zoom - Livestream YouTube

1. ADOPTION OF THE AGENDA

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

2. STANDING ITEMS

- Pg. 1 a. Adoption of the Minutes of the Public meeting of June 22, 2021
- Pg. 5 b. Chief Constable Monthly Activity Report & Update
- Pg. 5 c. Equity, Diversity, Inclusion & Engagement Update
- Pg. 6 d. Committee Reports
- e. Board Co-Chairs Update
- f. BC Association of Police Boards Director's Update
- g. Board Member Engagement Update
- Pg. 26 h. 2021-2022 Board Strategic Priorities
- i. Framework Agreement



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Minutes

June 22, 2021 at 5:00pm

Zoom & Livestream: VicPD YouTube

PRESENT

Mayor Helps, Chair
Mayor Desjardins
D. Crowder
S. Dhillon
M. Hayes
C. Huber

P. Schachter
Chief Cst. Manak
DC Watson
DC Laidman
Insp. C. Brown
Insp. M. Brown

Insp. Hamilton
Insp. King
S. Hurcombe
D. Perry

Recording Secretary: Collette Thomson

1. ADOPTION OF THE AGENDA

a. Adoption of the Public Agenda of June 22, 2021

21-56

MOTION: *To approve the Public agenda of June 22, 2021 as presented and include the 2020 VicPD Annual Report. MOVED/SECONDED/CARRIED*

2. PRESENTATION

a. CREST

Capital Region Emergency Service Telecommunications Inc. was formed in 2001 and became operational in 2003. They provide and maintain emergency communications equipment and infrastructure for more than 50 first responder and public service agencies throughout the Capital Region. This includes fire departments, police departments and ambulance services. Over 7.5 million calls per year go through the system (one call every four seconds). In 2020, CREST completed a \$24.5 million technology upgrade to a P25 North American standard of public safety excellence.

Gord Horth, General Manager, provided the following update:

- Key features of the P25 system include increased coverage, improved audio clarity and security, noise-cancelling technology to reduce background sounds, and an expanded range of accessories including the ability to add new features in the future through software upgrades.
- While CREST and E-Comm can back one another up in the event of emergencies, they were created to be standalone entities.
- CREST continues to encourage municipalities to require new dense developments to install in building amplification solutions

3. STANDING ITEMS

a. **Adoption of the Minutes of the Public meeting of May 18, 2021**

21-57 **MOTION:** *To approve the Public Minutes of the May 18, 2021 meeting as presented.*
MOVED/SECONDED/CARRIED

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

Refer to the report provided – for information.

- Operational updates were provided on significant calls and files of note
- VicPD is assisting with the transition of individuals from parks to temporary housing
- Relaxing of the PHO restrictions has resulted in an increase in calls for service as the downtown core opens up for business again
- Preliminary discussions have occurred with the Esquimalt CAO and City Manager regarding the 2022 police budget
- VicPD COVID restart plan is underway to allow staff and operations to begin to return to normal
- Indigenous VicPD officers are creating an internal engagement group to act as an advisory and outreach body

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

Refer to the report provided – for information.

d. **Committee Reports**

Refer to the report provided – for information.

21-58 **MOTION:** *That the Board approve the amended 2022 Police Board submission to the operating budget with a reduction in Travel by \$5,000 and an increase to Professional Services by \$5,000.* **MOVED/SECONDED/CARRIED**

e. **Board Co-Chair Updates**

- In reference to #6 of the 2021-2022 Board Strategic Priorities, an Organizational Culture subcommittee has been struck to bring recommendations to the Board to enact these items
- The Integrated Police Units Regional Governance (IPURG) discussions continue to move forward and the Mayors recently received the draft terms of reference

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

BCAPB conference & AGM planning is beginning for 2022 in Nelson.

g. **Board Member Engagement Update**

- Board member Schachter shared his latest Board remuneration with four community agencies
- Board member Dhillon recently attended the virtual Welcoming City Community Forum

h. **2021-2022 Board Strategic Priorities**

Refer to the document provided – for information. A quarterly update will be provided by committee chairs in September.

i. **Framework Agreement**

Chief Manak met with the City Manager and Esquimalt CAO to review the Community Safety Report Card metrics; no changes were required.

4. NEW BUSINESS

a. **210301 Letter to COV Council from Congress of Aboriginals People**

Refer to the letter provided. Chief Manak referred to the suggested motion and cautioned that the COV cannot direct VicPD to take certain action. Suggested wording revisions were recommended.

b. **VicPD Transformation Report - Call Management**

Refer to the report provided – for information. In 2019, VicPD authored the *Transformation Report* in response to ongoing issues and budget concerns. This report identified 14 specific challenges facing the department as well as corresponding possible response strategies. The issue of call management was addressed in Challenge #3: *VicPD is experiencing an increased call load due to the fact that organizations responsible for specific calls (i.e. bylaw-related calls, animal conservation, etc.) do not have sufficient staff.*

The response strategy for this challenge included reviewing and reducing the number of calls requiring police attendance. By identifying a number of Calls for Service (CFS) types that VicPD would discontinue responding to or developing an enhanced response to, the impact on police resources would be minimized. Other organizations are primarily responsible for the noted CFS types, but these calls have been downloaded to VicPD because of lack of staff or insufficient service hours.

After extensive consultation with the VicPD Senior Management Team, a decision was made as to what calls VicPD would continue and discontinue responding to as per the accompanying chart. VicPD will always attend any call where the public is at risk.

ACTION:

- VicPD to provide a biannual call management review report to determine the effect this response strategy has had.
- c. **2020 Police Stop Audit Report**
- Refer to the report provided which is a result of the Provincial Policing Standards introduced in January 2020, and in-line with VicPD policy. Highlights include:
- VicPD does not and has not conducted random street checks (“carding”)
 - VicPD introduced an Operational Directive to comply with the new standards on January 21, 2020. This was replaced by board-approved department policy on February 25, 2020.
 - VicPD exceeds standards in that every Police Stop entry that is entered into the Street Check module within the PRIME system is reviewed and any corrective action with documentation is corrected as needed.
 - There has been some difficulty with the transition to the new standards. The issues were identified through a mid-year review, and additional training and review processes were put into place. While improvements resulted, we are still working with officers on an individual basis where issues are identified in the documentation process.

- At year-end 2020, only 15 correct Police Stop entries were within the PRIME system. The overall numbers do not permit any statistically significant inferences, but do not suggest any obvious disproportionality at this time.
- VicPD is continuously assessing how to improve the process and reduce errors.
- The issue of Police Stops will be reviewed again in the 2021 training cycle.

21-59 **MOTION:** *To refer the matter of the 2020 Police Stop Audit Report to the Governance Committee for further review.* **MOVED/SECONDED/CARRIED**

d. Human Resources Report

Refer to the document provided – for information.

5. CORRESPONDENCE *(for information only)*

a. VicPD Commendations

Meeting adjourned at 6:35pm.

Mayor Helps
Lead Co-Chair

Date

Collette Thomson
Recording Secretary

Date



VICTORIA & ESQUIMALT POLICE BOARD REPORT

Public

DATE:	July 20, 2021
ACTION:	For information
SUBJECT:	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.*

- June 24: Attended private retirement ceremony for VicPD officer
- June 29: Attended Bullen Park in Esquimalt for a ribbon-cutting ceremony for the sand castle sculpture
- July 6: Attended swearing-in ceremony for exempt VicPD officer
- July 9: Participated in the Indigenous Chief's Declaration Signing ceremony
- July 12: Participated in the 2022 budget consultation session with Esquimalt Council
- July 15: Attended the swearing-in ceremony for Auxiliary Jailers
- July 15: Attended the CFB Esquimalt Base Commander Change of Command Ceremony

Equity, Diversity, Inclusion & Engagement

ENGAGEMENTS

- June 28: Participated in the City of Victoria's Welcoming City Task Force meeting as the VicPD rep
- June 30: Attended the virtual Anti-Racism Group One meeting hosted by the Victoria Multifaith Society and the Centre for Civic Religious Literacy
- July 8: Participated in a presentation by Dr. Moussa Magassa re: police/community relations and engagement
- July 14: Presented virtually to the Board of Directors of the Masjid Al-Iman Mosque



VICTORIA & ESQUIMALT POLICE BOARD

Committee Reports to Board

Public

Meeting of July 6, 2021

HUMAN RESOURCES

ITEMS DISCUSSED

- a. **Organizational Culture Subcommittee**
Refer to page #7 - for information.

GOVERNANCE

ITEMS DISCUSSED

- a. **Course Reviews**
Board members recently attended the following courses and provided a summary of their learnings:
 - Fair & Impartial & Bias Free (S. Dhillon & P. Schachter)
 - Privacy Issues & Technology in Policing (S. Dhillon & P. Schachter)
 - CACOLE Conference (M. Hayes & P. Schachter)
 - Preventing & Eliminating Sexual Harassment in Policing (P. Schachter)
- b. **Biennial Review of Board Members Remuneration Guidelines**
These guidelines were reviewed and no changes were made. They will be reviewed again in June 2022. Board member Dhillon will request that the Crown Agencies & Board Resourcing Office (CABRO) consider including information regarding remuneration on all future postings for board member positions.

FINANCE

ITEMS DISCUSSED

- a. **Budget Consultation with Councils**
Budget consultations are taking place over the next two weeks with Victoria and Esquimalt councils. The purpose of the meeting is for the Board to obtain input on councils' priorities in relation to public safety.
- b. **Preliminary 2022 Budget Submissions**
The preliminary 2022 budget submissions were reviewed and the main cost drivers were highlighted.
- c. **Monthly Financial Report**
Refer to page #14 - for information.



VICTORIA & ESQUIMALT POLICE BOARD REPORT

Public

DATE:	July 20, 2021
TO:	Board
FROM:	Mayor Helps
SUBJECT:	Organizational Culture Subcommittee Update
ACTION:	For Information

BACKGROUND

At the May 4, 2021 Human Resources Committee meeting, the Committee struck an Organizational Culture Subcommittee to proactively address diversity and inclusion at VicPD. The Committee is chaired by Co-Chair Helps and membership includes Board members Charla Huber, Sean Dhillon, and Paul Schachter. The Organizational Culture Subcommittee has recommended to the Board that the Board undertake a survey to understand more about workplace culture as it relates to racism and gender-based discrimination and to also undertake Communities of Practice (see attached document). The Subcommittee will provide regular reports to the Board through the HR Committee.

RACISM & GENDER-BASED DISCRIMINATION

Racism and gender-based discrimination exist in our society. As more and more people speak out about their experienced injustices, we see that racism and sexism are prevalent in many workplaces – in governments, the military, small business and big corporations, academic institutions, hospitals and not-for-profit organizations. Thanks to the courage of those speaking out, important conversations are shedding light on the systemic nature of these issues, and actions are being taken to foster greater understanding and to create an inclusive and equitable workplace culture.

Based on the Board's understanding of the prevalence of these issues in society and considering input from within our organization, the Board similarly wants to act to fully understand our workplace culture and be active in making improvements.

We all see the world through different lenses, and not all cases of racism or gender-based discrimination occur in ways that are obvious to everyone. Oftentimes they are displayed in slight nuances that can greatly affect some people, while others are unaware. We want to work to address the voices of VicPD team members and to educate everyone on how to identify and address these occurrences. The Board, VicPD management, and the Victoria City Police Union agree that acting to ensure an inclusive and healthy work environment is critical. This is not about assigning blame; it's about learning together.

To guide our work together over the next months and years, we have developed this goal: *“To ensure that VicPD is a place where everyone – including people of all genders and sexualities, Indigenous people, Black people, and people of colour – feels safe, valued and proud to work.”*

NEXT STEPS: SURVEY & COMMUNITIES OF PRACTICE

Management is developing an action plan to address systemic issues. In addition to this, the Board will be working with a consultant to create a confidential online survey. The purpose of the survey is to better understand the full extent of our workplace culture with respect to racism and gender-based discrimination and to shed light on how, working together, we can improve the workplace culture so that it is supportive and welcoming to everyone.

The Board will also be hosting Communities of Practice which provide a place for all interested VicPD employees to discuss their views, experiences, and perspectives around the topic of diversity and inclusion. It is open to all staff regardless of their cultural background.

Phase One: September 2021

The Board will undertake a survey of VicPD to better understand race-based and gender-based discrimination in the workplace and to help determine what actions could be taken to improve the workplace for all. The Board will also create Communities of Practice to invite individuals to share their perspectives and feelings.

Phase Two: to follow Phase One – with some items underway concurrently*

Action plans to strengthen:

1. Diversity and Inclusion
2. Education
3. Hiring and Training for Leadership
4. Accountability
5. Review Departmental Policies and Procedures

*Actions underway:

1. Review/update the composition of the Diversity, Inclusion & Respectful Workplace committee
2. Review anti-bias and cultural awareness training opportunities and create a library of resources for staff
3. Consider the creation of an Indigenous Liaison or Cultural Liaison officer position for the 2022 budget
4. Ensure recruiting strategy includes a comprehensive outreach plan for all diverse communities
5. Identify a prerequisite course in “leading a diverse workplace” for all promotional candidates
6. Update the competency framework for hiring & promotion to include competencies related to diversity & inclusion
7. Review and revise promotional processes to include gender and ethnic diversity on promotional panels
8. Review supervisor training and ensure it includes supervisory responsibilities re: respectful workplace
9. Review all departmental policies related to respectful workplace and update as required
10. Review officer’s Service Records of Discipline by ethnicity and identify/analyze trends

Developing a Community of Practice: Employee Perspectives on Inclusivity and Diversity

INTRODUCTION

The Victoria & Esquimalt Police Board (Board), working with Victoria Police Department (VicPD) and the Victoria City Police Union (VCPU), is creating a short-term Community of Practice (COP) within the organization to develop a well-rounded understanding on Inclusivity and Diversity within VicPD.

In short, a COP is a knowledge-based social structure created by a group of people who come together because they share an interest or concern in a specific area. The impactful part of belonging to a COP is the shared practice and experience learning from one another in the group and this structure has been proven to bond people together and enables significant knowledge outcomes (Wenger, McDermott, & Snyder, 2002). There is no right or wrong when operating in a COP and the outcomes tend to evolve organically rather than being predicted.

COPs have been around forever and are created formally and informally. Many people have been members of COPs without even being aware. A successful COP operates as a unit and makes decisions as a unit, meaning there is no leader of the group. It is crucial that COPs operate under a self-selection model, so every member is a willing participant, and the organization provides the time and tools for that membership to be successful and supported (Wenger, McDermott, & Snyder, 2002).

The Board will do the leg work to initially start the group, and once formed the Human Resources Committee Chair would be an equal member, and the COP would operate collectively until it disbands. The purpose of using a COP would be to diversify the knowledge and share perspectives that develop well-rounded outcomes for the organization.

The COP model would work well for VicPD because with employees working in a variety of positions, the organization flourishes on its diversity and depends on it.

CONCEPT

For the Board Inclusivity and Diversity COP, the format would be formal and some of the structure would be pre-determined to assist in attracting employees to participate. The Board will offer the opportunity to all staff members to participate on a completely volunteer basis. The COP tasks will take place during work hours and the employees would be paid their regular wage when doing so. Each employee would require no more than one hour a week for full participation. Participants are not required to attend all meetings, if they are unable.

The COP would have between six and eight employees, if more people are interested then a second COP will be created to ensure for smaller groups. The goal is to attract employees from across the department with diverse roles in the organization. The goal of the COP will highlight the expertise and capabilities of the members to generate and implement ideas into the organization.

The short-term Board's COP would operate by each member bringing their perspectives, thoughts or experiences that are relevant to the topic of Inclusivity and Diversity. These perspectives, thoughts and/or experiences do not need to be connected to VicPD. The COP is a tool to gain better understand of other people's perspectives.

The perspectives, thoughts or experiences can be negative or positive. There is no right or wrong answer and members of the COP cannot have their selection choices questioned or criticized by the group. The COP is an opportunity to be heard and hopefully gain a better understanding of the experiences of others.

This COP at VicPD will be a short-term project with intended long-term results. The learning goals and structure can be changed and tweaked during the four-week process. COPs are fluid to ensure the maximum learning is achieved.

At the end of the four weeks, the COP has the option to submit a report to the Board, VicPD, VCPU, or any other body it deems necessary, highlighting the learning achieved that may include recommendations on Inclusivity and Diversity within the department and/or the community, and the effectiveness of using COPs.

STRUCTURE

The COP structure is a formula created based on Domain, Community and Practice and when all three are utilized and respected by each member it is a perfect formula for a successful knowledge structure.

Domain	Creates a common ground for the members and it solidifies the group by reinforcing the purpose of the group.
Community	Weaves the social fabric of the learning and sharing experiences. It emphasizes the interaction between members and respect, vulnerability and trust that is built. With a strong community component, members are more willing to share ideas and perspectives including opposing views and experiences.
Practice	Builds the framework of how the information is selected and how it is shared and how the learning process will take place. It is through the practice where ideas, tools and timelines are implicated.

Domain

The domain for this COP would rely on all members being VicPD employees and Board members who are interested in discussing Inclusivity and Diversity and leveraging the organization's values to increase the efficiency and effectiveness of employee engagement. The domain paves the way for kinship among its members easing them to contribute and participate in the process of learning and sharing.

Community

Some of the members may already know each other or work directly or indirectly together and others will leverage this COP experience to get to know their colleagues from across the department. The COP will be formed with an understanding that all members are equals and there are no right or wrong questions or answers. The platform will provide a unique experience for VicPD employees from a variety of positions with varying levels of responsibility to sit at a table as equals as share their knowledge, experiences, and perspectives in a positive and supportive environment.

Practice

The COP will operate on a four-week timeline. Members will share their perspectives, thoughts or experiences on inclusivity and diversity. These will be shared at weekly meetings that may be conducted in-person or via MS Teams, depending on the Provincial Health Orders and the wishes of the COP members.

Members may choose to share written material such as news articles, essays, or videos with the group via email or during the meetings. Everything in the meetings will remain confidential to the COP and only information that COP collectively decided to be shared will be shared.

The purpose of the meetings is to provide space for people to share their thoughts and to better understand the thoughts of others on Diversity and Inclusion within VicPD. No one's contributions will be judged or challenged. The meetings will be held in a respectful space, where it is OK for people to disagree and the purpose is to try and get people to agree, but to better understand how people see things and experience things differently.

EVALUATION

The COP process will be evaluated at the conclusion of the four-week process and the COP as a unit will discuss the experience, its impact, and its effectiveness. The COP will recommend whether to continue utilizing the learning structure in the future and what changes should be made to the approach.

OBJECTIVES

As Wenger, McDermott and Snyder (2002) explain COPs can be used as a management tool that provide a social structure that brings opportunities for learning, development, and managing knowledge among teams.

Objective #1

To create an opportunity for employees to be more comfortable to openly and honestly share ideas, experiences and knowledge to better the organization and its approach to employee engagement which will ultimately enhance inclusivity and diversity within the department.

Objective #2

Ensure cultural elements, understanding, and respect are acknowledged in all employee engagement.

Objective #3

Establish a new way of engaging with employees and including their voices and experiences into the decision-making process.

VALUE TO THE ORGANIZATION

Short-term value	Long-term value
Creating a space for problem solving.	Achieve goals of strategic planning.
Gather information effectively and efficiently.	Increased recruitment and retention.
Gain knowledge from untapped resources.	Building capacity in organizational knowledge.
Developing synergy across the organization.	Forming Knowledge-based alliances.
Creating a platform for employee input.	Improved Indigenous inclusion in engagement.

RATIONALE

In order to effectively understand employee engagement, employees need to be a part of the conversation and to feel heard and validated.

By participating in the COP employees are given the opportunity to steer the conversation to topics they would like to discuss. The topic presented will not be questioned or criticized, but respected and given the attention the participant is asking for.

This COP model will attract interested employees and provide a supportive environment to share ideas, perspectives and have an open conversation. If successful, this model could be utilized more.

LEVERAGING COMMUNICATION PRINCIPLES

Seven Principles for Cultivating Communities of Practice

	Principal	VicPD's COP's Leverage of Principals
1	Design for Evolution	This COP model is a fluid framework that can be adapted and grow depending on how the members choose to utilize it.
2	Dialogue Between Inside & Outside Perspectives	This COP will be formed with employees of VicPD with inside perspectives but will bring information from outside sources and may choose to bring in outside experts into COP meetings.
3	Different Levels of Participation	This COP will be formed with employees of VicPD who all share the domain, but come from different departments, positions, offices, and regions.
4	Create Public & Private Community Spaces	The COP creates a new private space for employees to share knowledge and perspectives and develop relationships.
5	Focus on Value	The COP ensures the members are driving the process as a whole and this will increase the value of the information shared because the members are driving the process, the learning, and the outcomes.
6	Balance Familiarity & Excitement	The COP is a Board initiative with VicPD employees and that will be the baseline for familiarity. The excitement will be driven by the topics brought forward by the COP members and the freedom to select topics and supporting materials without judgement.
7	Create a Community Rhythm	The structure of weekly video calls, and the potential of group emails, will develop a rhythm to keep members engaged and develop consistency within the group. The short-term concept of the group will allow members to participate without making a significant commitment.

TIMELINE

The COP will meet over a four-week period. The short timeline will aid in achieving high-quality participation and education outcomes and minimize the commitment by employees who are new to this process.

Week	Conference Call
Week 1	Welcome Conference call to discuss COP and the members can determine the format of weekly meetings and potential goals of the COP.
Week 2	COP members build on ideas from first meeting and members can bring forward new ideas and perspectives to share.
Week 3	COP members discuss the ideas that have been brought up and determine what they would like to share, if at all, with the Board and/or VicPD. Create a plan to address this.
Week 4	COP to discuss what recommendations should be included in the final report, (a final report is not required if COP does not want to offer one). COP discusses the effectiveness of using a COP structure. Group may choose to identify a member to record the outcomes and write a summary for the Board and/or VicPD.
Week 5	If a final report is written – the draft is to be emailed to each COP member for approval and edits. Each member can choose to approve the report prior to its submission.

AUDIENCE

The audience for the COP would be VicPD employees seeking an opportunity to learn for peers and share ideas on employee engagement regarding inclusivity and diversity.

The learning that occurs in this group, and the reported outcomes and used to enhance the experience of all current and future VicPD employees.

The leadership of the organization will have a better understanding of employee perspectives that can guide next steps and future initiatives.



VICTORIA & ESQUIMALT POLICE BOARD REPORT

Public

DATE:	July 6, 2021
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	Monthly Financial Report
ACTION:	None required – For Information

BACKGROUND:

This report contains the financial results for the period ending **June 29th, 2021**, representing approximately 46% of the payroll year. The overall net budget is slightly over budget at approximately 46.3%, with operating expenditures at approximately 45.7% and revenues at 23% of the budget.

This includes retirement expenditures of \$960,133. Retirement expenditures were excluded from the operating budget and are planned to be funded through a drawdown from the Employee Benefit Obligation Reserve if required. The amounts expended year to date are equivalent to 1.6% of the budget.

Excluding retirement expenditures, the net financial position would have been approximately 44.7% of the total budget.

SUMMARY:

Salaries and benefits are below budget due to the significant number of retirements and time lag in being able to recruit, process and train replacements. This is in part due to limited availability of spaces at the Justice Institute as well as a backlog as a result of Covid-19 restrictions. Retirement expenditures are not included in the 2021 operating budget and are budgeted instead to be funded through a drawdown from the Employee Benefit Obligation Reserve. This is a temporary measure to reduce the financial burden on municipalities during the Covid-19 pandemic.

There will likely continue to be a period of time where actual strength is below authorized and salary expenditures are therefore below budget, although the impact this will have on overtime could offset these cost reductions.

Overtime expenditures are below budget at this time. This is in part due to an amount received from the Legislative Assembly of BC for specific 2020 policing expenditures, in part to the impact of Covid-19 on special events as well as ongoing difficulties filling patrol backfill positions to maintain shift minimums. As the Province begins to lift Covid-19 restrictions and the downtown becomes busier we will likely see an increase in overtime expenditures through the last two quarters of the year.

Capital expenditures to date represent 46.0% of the total budget, primarily due to scheduled vehicle orders, as well as planned office renovations.

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. As Covid-19 restrictions are lifted we may scale back on some of the additional janitorial.

Most other expenditures categories are on track with the budget. Travel and training, as well as communications expenditures are below budget at this time. This is in part due to the continued impact of Covid-19 restrictions on training and in part due to cost reductions for radios and mobility charges. We would expect to see an increase in training and travel activity in the 2nd quarter of the year as these restrictions are lifted.

Overall, we are therefore slightly below budget at this time once retirement expenditures are taken into consideration.



2021 MONTHLY FINANCIAL REPORT JUNE 29TH, 2021

Statement 1

Victoria Police Department
Revenues and Expenditures By Section (Unaudited)
For the Period Ending June 29, 2021

	Annual Budget	46.0%	Actual	(Over) Under	% of Total Budget
Revenue					
Special Events	723,640	332,874	278,417	445,223	38.5%
Records	185,100	85,146	21,813	163,287	11.8%
Grants	-	-	12,373	(12,373)	N/A
Other	522,010	240,125	200	521,810	0.0%
Jail Operations	28,500	13,110	22,648	5,852	79.5%
Total Revenue	1,459,250	671,255	335,452	1,123,798	23.0%
Operating Expenditures By Section					
Executive	4,018,750	1,848,625.00	1,647,908	2,370,842	41.0%
Integrated Units	2,905,540	1,336,548.40	1,157,612	1,747,928	39.8%
Crime Prevention Services	1,482,200	681,812.00	497,337	984,863	33.6%
Crime Reduction Division	3,220,350	1,481,361.00	1,058,273	2,162,077	32.9%
Patrol - Primary Response Division	19,215,470	8,839,116.20	8,871,111	10,344,359	46.2%
K9	767,360	352,985.60	301,422	465,938	39.3%
Community Services Division	2,355,990	1,083,755.40	1,680,158	675,833	71.3%
Investigative Services	6,536,190	3,006,647.40	3,114,783	3,421,407	47.7%
Traffic Enforcement and Crash Investigation:	1,319,640	607,034.40	659,922	659,718	50.0%
Communications Centre - 911	3,280,410	1,508,988.60	1,716,281	1,564,129	52.3%
Centralized Corporate Costs	1,673,020	769,589.20	1,421,351	251,669	85.0%
Support Services	12,004,270	5,521,964.20	4,729,259	7,275,011	39.4%
Jail Operations	984,440	452,842.40	430,610	553,830	43.7%
Total Operating Expenditures	59,763,630	27,491,270	27,286,026	32,477,604	45.7%
Transfers to Capital	1,020,000	469,200	459,000	561,000	45.0%
Transfer from Financial Stability Reserve	100,000	46,000	-	100,000	0.0%
Net Budget	59,224,380	27,243,215	27,409,574	31,814,806	46.3%

Statement 2

Victoria Police Department
Revenue and Expenditures by Object (Unaudited)
For the Period Ending June 29, 2021

				(Over)/Under	
	Actual	2021 Budget	% Used	\$	%
Revenue					
Special Events & Special Duties	278,417	723,640	38.5%	445,223	61.5%
Records	21,813	185,100	11.8%	163,287	88.2%
Grants	12,373	-	N/A	(12,373)	N/A
Other	200	522,010	0.0%	521,810	100.0%
Jail Operations	22,648	28,500	79.5%	5,852	20.5%
Total Revenue	335,452	1,459,250	23.0%	1,123,798	77.0%
Operating Expenditures					
Salaries and Benefits	20,510,533	45,109,537	45.5%	24,599,004	54.5%
Retirements	960,133	-	N/A	(960,133)	N/A
Overtime	985,761	2,962,097	33.3%	1,976,336	66.7%
Professional Services	2,187,179	4,808,596	45.5%	2,621,417	54.5%
Equipment Maintenance - Fleet & Computers	667,405	1,286,638	51.9%	619,233	48.1%
Telephone Line Charges/CREST	358,643	1,134,100	31.6%	775,457	68.4%
Travel and Training	281,426	944,000	29.8%	662,574	70.2%
Building Maintenance	392,538	820,120	47.9%	427,582	52.1%
General and Office Supplies	218,353	498,451	43.8%	280,098	56.2%
Other Operating Expenditures	162,765	893,911	18.2%	731,146	81.8%
Uniforms & Protective Clothing	159,500	263,400	60.6%	103,900	39.4%
Lease/Rental/PRIME	161,117	433,200	37.2%	272,083	62.8%
Fuel and Motor Oil	109,118	342,000	31.9%	232,882	68.1%
Insurance	124,939	242,080	51.6%	117,141	48.4%
Postage and Freight	6,615	25,500	25.9%	18,885	74.1%
Total Operating Expenditures	27,286,026	59,763,630	45.7%	32,477,604	54.3%
Transfers to Capital	459,000	1,020,000	45.0%	561,000	55.0%
Transfer from Financial	-	100,000	0.0%	100,000	N/A
Net Budget	27,409,574	59,224,380	46.3%	31,814,806	53.7%

Statement 3

Victoria Police Department
Operating Expenditures by Section and Business Unit (Unaudited)
For the Period Ending June 29, 2021

	Annual Budget	Actual	(Over) Under	% of Total Budget
Executive Services				
Office of The Chief Constable	1,030,440	412,069	618,371	40.0%
Executive Services, Policy and Professional Standards	1,613,290	630,458	982,832	39.1%
Esquimalt Administration	571,160	270,576	300,584	47.4%
Police Board	109,700	23,545	86,155	21.5%
Public Affairs	694,160	311,260	382,900	44.8%
Total Executive Services	4,018,750	1,647,908	2,370,842	41.0%
Integrated Units				
Vancouver Island Integrated Major Crime Unit	965,600	347,082	618,518	35.9%
Diversity Unit	2,710	1,220	1,490	45.0%
Integrated Mobile Crisis Response Team	136,610	67,864	68,746	49.7%
Regional Domestic Violence Unit	193,380	81,269	112,111	42.0%
Crowd Management Unit Training	39,900	-	39,900	0.0%
Assertive Community Treatment	430,990	179,664	251,326	41.7%
Explosive Disposal Unit	16,090	3,692	12,399	22.9%
Crime stoppers	62,150	27,968	34,182	45.0%
Mobile Youth Service Team	63,940	28,773	35,167	45.0%
Emergency Response Team Training	927,360	417,312	510,048	45.0%
Crisis Negotiator Team	66,810	2,768	64,042	4.1%
Total Integrated Units	2,905,540	1,157,612	1,747,928	39.8%
Crime Prevention Services				
Community Resource Officers	686,980	373,184	313,796	54.3%
School Resource Officers	384,730	-	384,730	0.0%
Community Programs	105,090	39,699	65,391	37.8%
Volunteer Program	132,660	51,248	81,412	38.6%
Reserve Program	172,740	33,206	139,534	19.2%
Total Crime Prevention Services	1,482,200	497,337	984,863	33.6%
Crime Reduction Division				
Strike Force	1,512,730	625,411	887,319	41.3%
Crime Reduction Unit	-	-	-	N/A
Analysis and Intel	681,540	317,945	363,595	46.7%
Operational Planning	267,640	90,864	176,777	33.9%
Special Duties	758,440	24,053	734,387	3.2%
Total Crime Reduction Division	3,220,350	1,058,273	2,162,077	32.9%

	Annual Budget	Year To Date	(Over) Under	% of Total Budget
Patrol - Primary Response Division	19,215,470	8,871,111	10,344,359	46.2%
K9	767,360	301,422	465,938	39.3%
Community Services Division	2,355,990	1,680,158	675,833	71.3%
Investigative Services Division				
Detective Division - Support	1,114,060	606,637	507,423	54.5%
Special Operations	100,000	-	100,000	0.0%
Historical Case Review	253,590	154,520	99,070	60.9%
Financial Crimes	459,380	213,302	246,078	46.4%
Computer Forensics Unit	545,390	267,207	278,183	49.0%
Special Victims Unit	1,059,900	458,592	601,308	43.3%
Major Crimes	1,278,610	601,509	677,101	47.0%
Behavioural Assessment & Management Unit	712,300	296,295	416,005	41.6%
Forensic Identification	1,012,960	516,722	496,238	51.0%
Total Investigative Services Division	6,536,190	3,114,782	3,421,408	47.7%
Traffic Enforcement and Crash Investigations				
Traffic Enforcement and Crash Investigation	1,309,640	659,922	649,718	50.4%
Motorcycle Escort Team	10,000	-	10,000	0.0%
Total Traffic Enforcement and Crash Investigations	1,319,640	659,922	659,718	50.0%
Communications Centre - 911	3,280,410	1,716,281	1,564,129	52.3%
Centralized Corporate Costs	1,673,020	1,421,351	251,669	85.0%
Support Services				
Automotive	874,160	390,944	483,216	44.7%
Critical Incident Stress Management	16,000	7,241	8,759	45.3%
Legal Services and Freedom of Information	386,000	175,261	210,739	45.4%
Finance, Exhibit Control and Purchasing	4,829,180	1,414,689	3,414,491	29.3%
Human Resources, firearms and use of force training	2,293,590	1,151,014	1,142,576	50.2%
Records Management	2,280,330	1,037,614	1,242,716	45.5%
Information Systems	1,325,010	552,496	772,514	41.7%
Total Support Services	12,004,270	4,729,259	7,275,011	39.4%
Jail Operations	984,440	430,610	553,830	43.7%
Total Operating Expenditures	59,763,630	27,286,025	32,477,605	45.7%

Statement 4

**Victoria Police Department
Capital Expenditures (Unaudited)
For the Period Ending June 29,2021**

	Transfers to Capital Fund	Budgeted Expenditures	Actual Expenditures	(Over) Under	%
Vehicles	500,000	531,000	478,527	52,473	90.1%
Computer Equipment	415,000	1,030,500	238,461	792,039	23.1%
Furniture	40,000	50,000	15,145	34,855	30.3%
K9	15,000	15,000	-	15,000	0.0%
Police Building Upgrades	50,000	50,000	38,274	11,726	76.5%
Total Capital	1,020,000	1,676,500	770,407	906,093	46.0%

Notes:

Includes commitments for capital expenditures that have been ordered but not yet received

1. **REVENUE**

Revenues are below budget. Special events are still largely cancelled, as are the ferries to the United States. Records revenue is also down due to the closure of the front desk to the public and a shift to online alternatives. The front desk is scheduled to re-open to the public on July 5th. Revenues include an amount recovered from the BC Legislature in relation to specific 2020 police expenditures, not recorded at the time due to uncertainty around the amount receivable.

Budgeted other revenue is comprised of recoveries from partner police agencies for integrated units. The full costs and cost recoveries for these units are not recognized until the 3rd quarter of the year due to the process in place to reconcile and bill out amounts owed between the agencies.

2. **SALARIES AND BENEFITS:**

The Human Resources section recruits police officers based on a projection of retirements and authorized strength, as training spaces permit. 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 some time due to a higher number of retirements and the impact of Covid-19 on recruitment and training for replacements.

3. **RETIREMENTS:**

Retirement costs are \$960,133. 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 below budget at this time due to reduced numbers of special events as well as ongoing shortages for patrol minimums. Emergency Response Team activations remain high and we expect these expenditures to exceed 2020 levels. We

expect overtime costs to increase going into the second half of the year as Covid-19 restrictions are lifted and activity increases in the downtown.

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/CREST:

Telecommunication costs continue to be managed and are below budget at this time. Changes in the funding formula allocation for radios through CREST have also resulted in cost savings for the Department.

8. TRAVEL AND TRAINING:

Travel and training expenditures are below budget. The amount of training opportunities remains limited, although as Covid-19 restrictions are lifted we should see an increase in these expenditure line items. Mandatory and essential police training will proceed with additional safety protocols in place. The costs for specific courses and accommodations have also 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 represent cost recoveries by the municipalities for the two Police facilities in Esquimalt and Victoria.

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

Other expenditures are in line with expectations at this time. This includes expenditures for additional janitorial, personal protective equipment, sanitation supplies and services to maintain hygiene during the Covid-19 pandemic. Uniform and protective clothing expenditures are above budget at this time, but as this budget is managed closely it is expected to remain within budget by the end of the year.

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. Fuel prices have increased recently 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 expected increases in premiums. Recent adjustments to expand coverage for Cyber Liability will result in insurance costs being above budget in the next quarter.

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 remain low as a significant number of special events have been cancelled or deferred due to Covid-19. Additionally special duties in relation to the ferries to the USA are still suspended at this time.

Reserve Program

The Reserve Constable was previously redeployed to the front line due to staff shortages and remains so at this time. The program continues in a more limited capacity with the assistance of Patrol.

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.

Crowd Management Unit

The Crowd Management Unit (recently renamed Public Safety Unit) includes funds received from the Legislative Assembly as well as the reversal of 2020 estimates for training wages for other police agencies. Due to Covid-19 restrictions spring training was largely deferred.

Assertive Community Treatment

Two police officers were temporarily assigned to this unit from the Beat and Bike Section pending the results of a Section 27 of the *Police Act* appeal to the Province. Funding for these positions was not approved and consequently these officers have now been reassigned.

Operational Planning

A civilian position was temporarily vacant in this unit, which has now been filled.

K9

This section has now been transitioned into an Integrated Canine Unit with the Saanich Police Department. Expenditures under this budget represent the costs of our members in that unit year to date that are to be billed back to Saanich periodically. A final reconciliation of expenditures will be made at the end of the year for this unit.

Community Services Division

A realignment was made to move members from Patrol, belonging to the Emergency Response Team, into the Community Services Division for operational purposes.

FINANCIAL IMPACT:

None at this time

RECOMMENDATION:

None



Victoria & Esquimalt Police Board

2021-2022 Strategic Priorities

Updated: May 2021

Progress will be monitored on a quarterly basis via committee Chairs providing a written report to their committee which will be forwarded to a public board agenda.

#1.	Tend to the mental health & wellness of members & staff
Lead:	Human Resources
Actions:	<ol style="list-style-type: none"> 1. Meet with VicPD HR Department, Chief Constable, and Union for input on how the Board can support the mental health and wellness of members and staff. Create an implementation timeline. 2. Seek opportunities (at least quarterly) to acknowledge members and staff. 3. Seek avenues to share positive stories that highlight the commitment of members and staff to the community. 4. Invite professionals in our community to educate the Board on this topic. 5. Seek opportunities to hear from members and staff with lived experience. 6. Advocate for better mental health and wellness initiatives for members and staff.
#2.	Increase financial stability
Lead:	Finance
Actions:	<ol style="list-style-type: none"> 1. Review implementation of Special Municipal Constables. 2. Leverage work with integrated policing units across regions and encourage other regionalization initiatives. 3. Evaluate cost saving measure that do not impact public safety.
#3.	Strengthen relationship with the community
Lead:	Governance
Actions:	<ol style="list-style-type: none"> 1. Provide information to the community 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. Provide opportunities for public participation in board meetings by including agenda time for question period/addressing the board. 5. Promote public access by conducting all suitable business in public sessions and following best practices to ensure use of in-camera and closed in-camera meetings only for appropriate matters. 6. Explore the possibility of convening committees of mutually respected citizens and elders to provide context for actions/conflicts within their communities.

#4.	Strengthen relationship with the Provincial Government
Lead:	Governance
Actions:	<ol style="list-style-type: none"> 1. Work on secure funding for Justice Institute of BC. 2. Work on Board succession planning and recruitment. 3. Work closely with the Director of Police Services and Ministry staff on reforms related to modernization, sustainability, and the role of the police with respect to complex societal issues. 4. Proactively work with the Ministry of Mental Health and Addictions and others to provide input on police policies to address federal exemption on decriminalization of drug possession.
#5.	Educate ourselves and advocate for better health supports for people with mental health and substance use issues
Lead:	Human Resources
Actions:	<ol style="list-style-type: none"> 1. Invite professionals in our community to educate the Board on this topic. 2. Seek opportunities to hear from people with lived experience in mental health and substance use and make recommendations based on learnings. 3. Advocate for better supports for people with mental health and substance use issues. 4. Support restorative justice programs. 5. Seek opportunities to publicly demonstrate our learning and understanding.
#6.	Increase awareness and efforts to combat racism and focus on equity, diversity, and inclusion
Lead:	Governance
Actions:	<ol style="list-style-type: none"> 1. Invite professionals in our community to educate our Board on this topic. 2. Work with the Province and the JIBC to increase the number of Indigenous, Black, Asian, and other recruits with diverse ethno-racial backgrounds. 3. Solicit public and member input on perceptions of racism and discriminatory practices in the service to assist in increasing cultural awareness and eliminating biased or abusive practices. 4. Complete Board training that focusses on equity, diversity, and inclusion. 5. Study and report on policies that facilitate disclosure of systemic racism, racist attitudes and racist action. 6. Review and refine departmental measures to protect vulnerable populations, including those with special needs based on social, economic, health and disability as well as those who experience discriminatory conditions due to origin, racialization, colour, gender or gender identity. 7. Review street checks and other policies that have been identified as contributing to systemic racism and to disproportionate harm to communities that feel unsupported by the police. 8. Review policies to ensure they are compliant with the purpose and spirit of UN Declaration of the Rights of Indigenous People (UNDRIP). 9. Work on supports to combat racism and offer recommendations that focus on equity, diversity, and inclusion. 10. Seek opportunities to publicly demonstrate our learning and understanding. 11. Complete a report after connecting with partners to identify areas of improvement with recommendations.
#7.	Future proof the Framework Agreement
Lead:	Governance
Actions:	<ol style="list-style-type: none"> 1. Draft a mid-term and long-term plan to address contingencies that could jeopardize the effectiveness of the Framework Agreement.