



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Agenda

February 22, 2022 at 5:00pm

Zoom

1. PRESENTATIONS

- a. Islamophobia Awareness (Muslim Youth of Victoria)

2. STANDING ITEMS

- a. Adoption of the Public Agenda of February 22, 2022
- Pg. 1 b. Adoption of the Public Minutes of January 25, 2022
- Pg. 3 c. Chief Constable Update
- Pg. 3 d. Equity, Diversity, Inclusion & Engagement Update
- Pg. 4-41 e. Committees Update
- f. Board Co-Chairs Update
- g. BC Association of Police Boards Director's Update
- h. Board Member Engagement Update
- Pg. 42-43 i. 2021-2022 Board Strategic Priorities
- j. Framework Agreement

3. NEW BUSINESS

- Pg. 44-48 a. 220210 Letter from Police Services re: BCPPS Recruit & Advanced Training (CC Manak)



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Minutes

January 25, 2022 at 5:00pm

Zoom

PRESENT

Mayor Desjardins, Chair	J. Spencer	Insp. Hamilton
D. Crowder	Chief Cst. Manak	Insp. McRae
S. Dhillon	DC Watson	S. Hurcombe
M. Hayes	DC Laidman	M. MacIntyre
C. Huber	Insp. M. Brown	D. Perry
I. Lee	Insp. King	
P. Schachter	Insp. Jones	

Recording Secretary: Collette Thomson

1. ADOPTION OF THE AGENDA

a. Adoption of the Public Agenda of January 25, 2022

22-05 **MOTION:** *To approve the Public agenda of January 25, 2022 as presented.*
MOVED/SECONDED/CARRIED

2. PRESENTATIONS

a. Aboriginal Coalition to End Homelessness Society

Fran Hunt-Jinnouchi, Director of Housing Development & Research, and Julia O'Quinn, Equity Programming and Research Manager provided an update on their recent gender-based violence program which began in October 2021 and will continue for the next three years. The purpose is to increase the safety of Indigenous women, girls, Two-Spirit, and gender-diverse people in Victoria and across Vancouver Island. Ms. O'Quinn highlighted how relationship building events with the police are essential and how new opportunities can be created to increase the safety of these individuals. Refer to their website for additional information about the work the ACEHS does: <https://acehsociety.com/>.

3. STANDING ITEMS

a. Adoption of the Minutes of the Public meeting of December 14, 2021

22- 06 **MOTION:** *To approve the Public Minutes of December 14, 2021 meeting as presented.*
MOVED/SECONDED/CARRIED

b. Chief Constable Monthly Update & Activity Report

Refer to the report provided – for information. Chief Manak provided an update on:

- operational calls and files of note
- VicPD Volunteer program has been temporarily suspended and Front Desk has been temporarily closed since December 30, 2021 due to COVID; both will be reinstated/open once deemed safe to do so

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

Refer to the report provided – for information.

d. **Committees Update**

Refer to the report provided – for information.

e. **Board Co-Chair Updates**

The Co-Chairs recently met with ADM Rideout and the following topics were discussed:

- the report from the Special Committee on Reforming the *Police Act* will be issued in April
- the proposed transference of Military Police sexual offence investigations to the police of concurrent jurisdiction

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

- BCAPB community awards program will be launching soon
- An updated date and location for the annual BCAPB conference and AGM will be announced soon

g. **Board Member Engagement Update**

Board member Schachter advised that February is Black History awareness month; refer to the Black History Awareness Society website for information regarding upcoming activities:

<https://bcblackhistory.ca/>

h. **2021-2022 Board Strategic Priorities: Approve Updated Version**

Refer to the updated document provided – for information.

i. **Framework Agreement**

No discussion arising.

4. NEW BUSINESS

a. **VicPD Human Resources Report**

Refer to the report provided for information regarding recent hires, retirements, and promotions.

5. CORRESPONDENCE *(For information only)*

a. **VicPD Commendations**

Meeting adjourned at 6:00pm.

Mayor Desjardins

Acting Lead Co-Chair

Collette Thomson

Recording Secretary

Date

Date



VICTORIA & ESQUIMALT POLICE BOARD

Public

DATE:	February 22, 2022
TO:	Victoria & Esquimalt Police Board
FROM:	Chief Cst. Manak
SUBJECT:	Chief Constable Monthly Activity Highlights
ACTION:	For Information

February 1	Attended the VicPD Civic Service Awards Ceremony
February 8	Presented to Camosun College Criminology class
February 9	Attended Patrol Division – B Watch briefing
February 12	Presented awards at the Victoria City Police Athletic Association Junior Basketball City championships
February 15	Provided opening remarks for the Canadian Credible Leadership Program
February 15	Attended Community Services Division briefing
February 16	Attended Patrol Division – A Watch Briefing
February 17	Attended the VicPD Civic Service Awards Ceremony
February 22	Attended Patrol Division – D Watch briefing
February 22	Provided welcoming remarks to new VicPD Reserve Constable class

Equity, Diversity, Inclusion & Engagement

January 31	Met with community reps re: VicPD canoe project with indigenous communities
February 10	Attended virtual meeting with new Executive Director of Victoria Pride Society
February 5	Attended webinar re: History of Anti-Black Racism in Canadian Schools & Universities
February 14	Attended virtual Victoria Multi-Faith Society Anti-Racism project meeting
February 15	Met with the youth team at the Chabad centre
February 18	Attended virtual meeting “Being Muslim in Victoria”



VICTORIA & ESQUIMALT POLICE BOARD

Committees Update

Public

Meeting of February 8, 2022

GOVERNANCE

a. **Governance Committee Report re: Board Strategic Priorities**

Refer to page #5 - for information.

MOTION: *That the Board amend the language of 7.1 of the 2021-2022 Board Strategic Priorities to the new language: Amend the Framework Agreement to include the Co-Chair policy as part of the Agreement.*

b. **Attendance: CACOLE Conference**

The Canadian Association for Civilian Oversight of Law Enforcement will be holding their annual conference in Victoria from May 15-18. Attendees to be determined at a later date.

HUMAN RESOURCES

a. **HR Committee Report re: Board Strategic Priorities**

Refer to page #8 - for information.

b. **Deputy Chief Roles**

DC Watson and DC Laidman will swap the majority of their portfolios on March 1st. DC Watson will take over Operations and DC Laidman will take over Administration. A review of the Inspector's portfolios will take place in 2023 to ensure their professional growth is maintained and to create a succession plan.

FINANCE

a. **Finance Committee Report re: Board Strategic Priorities**

Refer to page #10 - for information.

b. **2021 Year End Overtime Report**

Refer to page #11 - for information.

c. **Monthly Overtime Report**

Refer to page #17 - for information.

d. **2021 Preliminary Year End Financial Report**

Refer to page #21 - for information.

e. **Monthly Financial Report**

Refer to page #32 - for information.



VICTORIA & ESQUIMALT POLICE BOARD
2021-2022 Board Strategic Priorities – Governance Committee
 February 8, 2022

#3	Strengthen relationship with the community
Action:	1. Provide information to the community re: role of police boards, understanding policing, how policing works, role of police.
	<ul style="list-style-type: none"> On-going, delayed due to COVID.
Action:	2. Proactively participate in Board member recruitment.
COMPLETE	<ul style="list-style-type: none"> On-going, Board members are asked to assist with Interviews and advertise postings within their own networks.
Action:	3. Increase Board member attendance at community events.
	<ul style="list-style-type: none"> N/A due to COVID/PHO limiting events to virtual for now.
Action:	4. Provide opportunities for public participation in Board meetings by including agenda time for question period/addressing the Board.
COMPLETE	<ul style="list-style-type: none"> Request form available on VicPD website.
Action:	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.
	<ul style="list-style-type: none"> Agendas are reviewed by Governance Committee with final review by lead co-chair.
Action:	6. Explore the possibility of convening committees of mutually respected citizens and elders to provide context for actions/conflicts within their communities.
	<ul style="list-style-type: none"> Delayed due to COVID.

#4	Strengthen relationship with the Provincial Government
Action:	1. Work on secure funding for Justice Institute of BC.
	<ul style="list-style-type: none"> On-going, working with DC's in communication to support JIBC.
Action:	2. Work on Board succession planning and recruitment.
	<ul style="list-style-type: none"> Governance Chair is in communication with CABRO to speed up recruitment and enhance posting information, on-going.
Action:	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.
	<ul style="list-style-type: none"> On-going conversations.
Action:	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.
	<ul style="list-style-type: none"> On-going, work is already being done by other communities relaying the same intent, PM publicly agreed with exemption, we under Police Chiefs of Canada are having similar high-level discussion, most recently Vancouver/Vancouver PD's support.
Action:	5. Work with municipal councils and provincial government to move non-policing function to the appropriate area of government.
	<ul style="list-style-type: none"> Ongoing

#6	Increase awareness and efforts to combat racism and focus on equity, diversity, and inclusion
Action:	1. Invite professionals in our community to educate our Board on this topic.
	<ul style="list-style-type: none"> On-going, Board received Islamophobia training in Q3.
Action:	2. Work with the Province and the JIBC to increase the number of Indigenous, Black, Asian, and other recruits with diverse ethno-racial backgrounds.
	<ul style="list-style-type: none"> On-going conversations with the Province, PSSG is working on this as a top priority.
Action:	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.
	<ul style="list-style-type: none"> Workplace Survey report completed, evaluated and policy updates will occur in Q4.
Action:	4. Complete Board training that focusses on equity, diversity, and inclusion.
	<ul style="list-style-type: none"> On-going, Board received Islamophobia training in Q3.
Action:	5. Study and report on policies that facilitate disclosure of systemic racism, racist attitudes and racist action.
	<ul style="list-style-type: none"> On-going, a workplace survey completed. Policy updates in Q4.

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.
	<ul style="list-style-type: none"> On-going, will be a focus by Governance in Q4.
Action:	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.
	<ul style="list-style-type: none"> On-going analysis by Governance Committee and Senior Management.
Action:	8. Review policies to ensure they are compliant with the purpose and spirit of UN Declaration of the Rights of Indigenous People (UNDRIP).
	<ul style="list-style-type: none"> On-going work with the Department heads when reviewing policies.
Action:	9. Work on supports to combat racism and offer recommendations that focus on equity, diversity, and inclusion.
	<ul style="list-style-type: none"> On-going work, Workplace Survey completed. Policy review in Q4.
Action:	10. Seek opportunities to publicly demonstrate our learning and understanding.
	<ul style="list-style-type: none"> Public is notified via agenda and a report of associated Board learnings is published/shared with Board/Department/Public.
Action:	11. Complete a report after connecting with partners to identify areas of improvement with recommendations.
	<ul style="list-style-type: none"> TBA, Workplace Survey is completed with Policy under review.
Action:	12. Understand implications and requirements for the Board in advance of the implementation of the Equitable and Unbiased Policing Standards which come into effect July 2023.
	<ul style="list-style-type: none"> Ongoing

#7	Future-proof the Framework Agreement
Action:	1. Amend the Framework Agreement to include the Co-Chair policy as part of the Agreement.
	<ul style="list-style-type: none"> Ongoing



VICTORIA & ESQUIMALT POLICE BOARD
2021-2022 Board Strategic Priorities – Human Resources Committee
 February 8, 2022

#1	Tend to the mental health & wellness of members & staff
Action:	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.
	<ul style="list-style-type: none"> This has been an ongoing topic between the Board and Department and the plan moving forward will be developed by the Board based on the outcome of the Organizational Sub-Committee. Provided information and resources for the additional information and services (First Responder Mental Health Portal).
Action:	2. Seek opportunities (at least quarterly) to acknowledge members and staff.
	<ul style="list-style-type: none"> Acknowledging members and staff as issues arise. Bringing snacks and gifts to officers and staff on Christmas and other occasions.
Action:	3. Seek avenues to share positive stories that highlight the commitment of members and staff to the community.
	<ul style="list-style-type: none"> Assisting with BCAPB to develop community and Board driven awards for officers and staff. Making space on agendas for positive stories. Sharing positive stories and accolades on social media.
Action:	4. Invite professionals in our community to educate the Board on this topic.
	<ul style="list-style-type: none"> This will be a priority for the next quarter.
Action:	5. Seek opportunities to hear from members and staff with lived experience.
	<ul style="list-style-type: none"> We had an in-camera presentation from an officer with lived experience.
Action:	6. Advocate for better mental health and wellness initiatives for members and staff.
	<ul style="list-style-type: none"> Attending labour management meetings to better understand the situation and advocate to the Board. Working with senior management to understand.

#5	Educate ourselves and advocate for better health supports for people with mental health and substance use issues
Action:	1. Invite professionals in our community to educate the Board on this topic.
	<ul style="list-style-type: none"> This will be a priority for the next quarter.
Action:	2. Seek opportunities to hear from people with lived experience in mental health and substance use and make recommendations based on learnings.
	<ul style="list-style-type: none"> This will be a priority for the next quarter.
Action:	3. Advocate for better supports for people with mental health and substance use issues.
	<ul style="list-style-type: none"> This will be a priority for the next quarter.
Action:	4. Support restorative justice programs.
	<ul style="list-style-type: none"> Victoria Restorative Justice Presented to the Board in the last quarter.
Action:	5. Seek opportunities to publicly demonstrate our learning and understanding.
	<ul style="list-style-type: none"> This will be a priority for the next quarter.



VICTORIA & ESQUIMALT POLICE BOARD
2021-2022 Board Strategic Priorities – Finance Committee
 February 8, 2022

#2	Increase financial stability
Action:	1. Review implementation of Special Municipal Constables.
COMPLETE	<ul style="list-style-type: none"> Made some adjustments in agreements with the VCPU and extended the pilot for a year to assess impact
Action:	2. Leverage work with integrated policing units across regions and encourage other regionalization initiatives after receiving the provincial report from the Special Committee on Reforming the <i>Police Act</i> .
	<ul style="list-style-type: none"> GVERT – increased to 2 Sergeants to relieve pressure on planning and training (cost shared with other police departments) Changes to Computer Forensics to contract out some of the work
Action:	3. Oversee the development of a multi-year staffing plan.
	<ul style="list-style-type: none"> Meeting with Steve Hurcombe (Controller) and Deputy Colin Watson to determine parameters of the long-term planning Will review with Finance Committee in February or March



VICTORIA & ESQUIMALT POLICE BOARD

Public

DATE:	February 8, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	2021 Year End Overtime Report
ACTION:	For Information

BACKGROUND:

Overtime expenditures are a significant and semi-controllable expenditure for the organization. The report below details 2021 overtime expenditures, a comparison to budget, previous years and the 10-year average for each business unit with current overtime expenditures.

This is an updated report to include overtime accrual entries made as part of the year end process. It also excludes overtime for seconded members, the costs of which are recovered by the department.

SUMMARY:

Below is a summary, broken down into Administration, Operations and Integrated Units. Further contextual information is also provided to provide additional information behind some of the variables.

Overtime expenditures were approximately 15% over budget at year end. Special event expenditures were significantly below budget as a result of cancellations of significant special events and interruptions to ferry services to the United States due to the pandemic.

Front line expenditures on the other hand were significantly above budget, consisting Patrol and Beat & Bike, in order to address staffing shortages and stable but high incidents of officers not deployable to front line duties due to work-related injuries. Combined these units were slightly more than \$485,000 over budget.

Similar to the front line, overtime for responses of the Greater Victoria Emergency Response Team and Public Safety Unit are over budget. These overages, approximately \$268,000 over budget, are also part of an increasing requirements for specialized responses to complex situations.

These significant cost drivers have been partially addressed in the 2022 provisional budget, although the long-term trend will likely require future increases.

Administration

Administration overtime, although small in relative value to the rest of the organization were significantly over budget. This was driven by a combination of factors. It is not unusual for the Records Section to be over budget as this is typically driven by the need to maintain shift minimums to support Patrol.

Other areas where we are experiencing overruns are Community Engagement, Critical Incident Stress Management and Freedom of Information. These overruns, although small in total dollar value represent some of the stresses on the organization. Community Engagement overtime is driven by the need to respond to the community in a timely manner and often requires responses outside of normal operating hours. FOI requests must be responded to in a timely manner, sometimes requiring overtime in order to meet legislative deadlines. We receive far more FOI requests than similar sized police agencies in BC. Critical Incident Stress Management overtime is related directly to the recent increases in violence on our officers and increasing needs for supports.

Operations

Overall operations are above budget driven by front-line resourcing requirements.

Patrol, Beat and Bike & Bike, and Community Resource Officer overtime remains over budget. Despite committing more resources to Patrol, continued injuries to officers often results in Patrol watches going below minimums. As a result, overtime costs are higher than budgeted and are likely to be slightly above the long-term average for the near future. It should be noted that a significant number of patrol shifts are still not being filled to minimum levels. The Community Services Division continues to provide support to Patrol and is experiencing a similarly high increase in callouts and staffing shortages. The Community Resource Officers are engaged more and more as a result of the significant increases in supportive housing in our jurisdiction, often providing their expertise to de-escalate volatile situations.

Traffic overtime remains elevated as a result of reduced support available from Patrol at crash scenes, requiring more callouts of traffic officers. This has been reflected in the budget ask for 2022.

Drivers for jail overtime are similar to those of the Records Section in that, although overtime and auxiliary expenditures are high these are largely offset by lower than budgeted salary and benefit expenditures. As expected from the impact of Covid-19 special events overtime is below budget and average. On the whole, investigative overtime expenditures are below budget as well as long term averages. Some grant funding was also received in 2021 for investigative services to offset overtime in relation to specific projects.

Overtime for ACT (Assertive Community Treatment) is also overbudget as a result of the reduction of the ACT team down from three members to one. Detectives overtime is offset by grants received from the Provincial Government.

Integrated Units

The most significant overtime overage is under Centralized costs. These expenditures consist mostly activations of the Greater Victoria Emergency Response Team, Protests and Special Services which are normally cost recovered. The 2022 budget reflects the need to significantly increase funding in the areas of GVERT activations and public safety at protests and unlicensed events. That budget also provides for an additional seconded Sergeant position, which will significantly improve planning for the unit. This is unlikely to translate into reduced overtime, however, as these costs are primarily driven by risk-based assessments to reduce the risks to the public and our officers.

Similarly, the resources required to provide public safety during protests and demonstrations have increased over time, both in terms of planning, preparedness and resources deployed.

The Integrated Canine Unit is managed through the Saanich Police Department and although our overtime expenditures are over budget total expenditures for the year were within budget. We currently have a higher number of proportional officers in the Integrated Canine Unit than Saanich, the amounts for which will need to be billed back to Saanich at the end of the year. Similarly, expenditures for our officer in the Regional Domestic Violence unit are billed back at the end of the year and we will only need to pay our portion of these programs.

We expect the costs for the Public Safety Unit and Greater Victoria Emergency Response Team training are expected to be on budget. The actual training performed during the year for both units was less than hoped for due to Covid-19 restrictions and operational requirements. Any surplus funds, however, will be transferred to Evergreen funds for those units and will help offset future equipment and operating costs.

Overtime Expenditures as of December 31st, 2021
Police and Civilian Combined (Excluding Secondments)

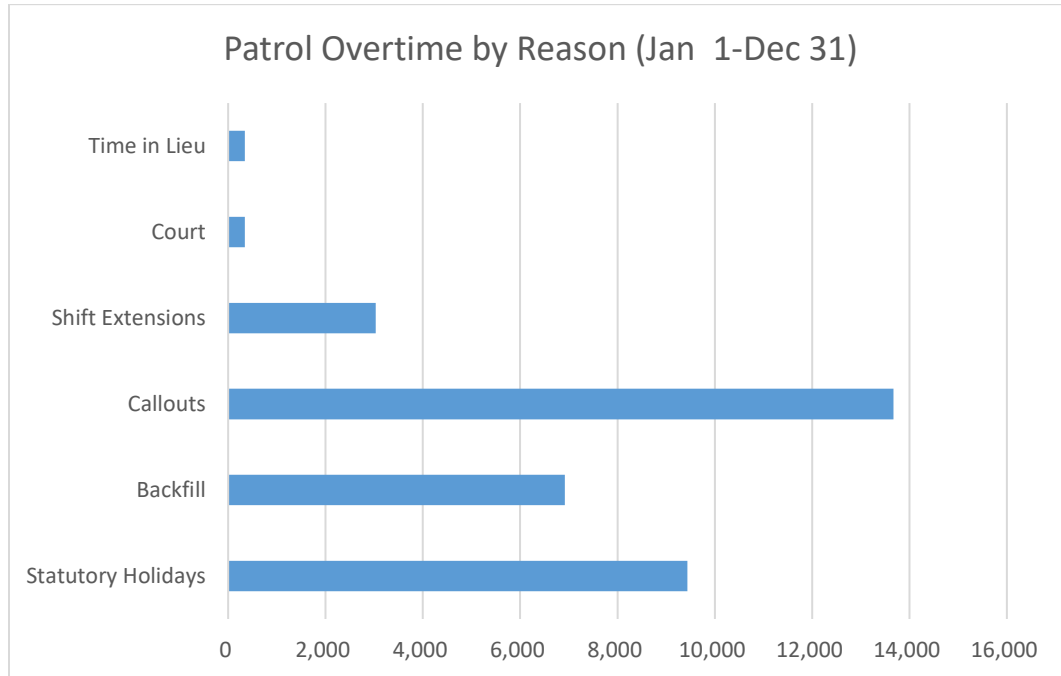
		2020	2021	2021			
BU	Description	Actual	Budget	Year To Date	% Spent	Remaining (Overspent)	10 Year Average
Administration							
2500	Financial Services Division	1,197	3,500	1,194	34.1%	2,306	4,000
2510	Human Resources	18,948	22,000	26,169	119.0%	-4,169	19,000
2524	Community Engagement	23,182	18,000	25,260	140.3%	-7,260	13,700
2527	Critical Incident Stress Management	9,288	7,000	15,515	221.6%	-8,515	5,600
2529	Executive Services	30,615	15,000	16,262	108.4%	-1,262	7,870
2530	Information, Privacy and Legal	2,154	400	2,812	703.0%	-2,412	2,200
2546	Volunteers	2,347	0	1,074	N/A	-1,074	2,900
2547	Community Programs	0	1,500	0	0.0%	1,500	740
2550	Information Technology	14,314	10,000	9,872	98.7%	128	15,200
2630	Records	78,383	65,500	78,182	119.4%	-12,682	49,200
Total Administration		180,428	142,900	176,340	123.4%	-33,440	120,410
Operations							
2526	Special Events (cost recovered)	337,885	758,440	420,302	55.4%	338,138	685,000
2545	Reserve Program	13,981	7,000	10,878	155.4%	-3,878	5,900
2549	Analysis & Intel	7,331	15,599	12,126	77.7%	3,473	8,200
2560	Patrol	1,312,690	905,000	1,245,467	137.6%	-340,467	926,000
2570	Esquimalt Administration	234	4,000	1,769	44.2%	2,231	1,900
2572	Operational Planning	7,829	7,000	9,664	138.1%	-2,664	4,600
2580	Beat & Bike	83,483	55,000	200,000	363.6%	-145,000	70,000
2581	Assertive Community Treatment (ACT)	9,842	2,500	11,055	442.2%	-8,555	27,000
2582	Community Resource Officers (CRO)	10,232	3,000	41,798	1393.3%	-38,798	6,700
2590	Strike Force	182,542	122,599	126,174	102.9%	-3,575	98,000
2600	Detectives	11,674	12,000	37,005	308.4%	-25,005	10,000
2604	Financial Crimes	14,530	20,000	15,863	79.3%	4,137	15,900
2605	Computer Analysis	8,003	4,000	4,745	118.6%	-745	4,100
2606	Special Victims	28,375	37,000	31,213	84.4%	5,787	28,900
2608	Major Crimes	102,901	120,000	57,893	48.2%	62,107	99,200
2609	Historical Cases	0	0	447	N/A	-447	2,500
2610	Traffic	28,833	36,000	66,720	185.3%	-30,720	36,600
2613	Behavioural Assessment & Management	1,584	5,000	3,931	78.6%	1,069	3,400
2650	Forensic Identification	56,810	60,000	58,675	97.8%	1,325	58,100
2680	Jail	53,510	55,000	101,509	184.6%	-46,509	56,400
Total Operations		2,272,269	2,229,138	2,457,234	110.2%	-228,096	2,148,400
Integrated Units							
2523	Integrated Mobile Crisis Response (IMCRT)	6,261	36,520	6,683	18.3%	29,837	5,200
2520	Centralized (GVERT, Protests etc. VicPD jurisdiction)	662,151	147,000	415,229	282.5%	-268,229	458,000
2565	Integrated Canine Unit	19,054	17,000	47,466	279.2%	-30,466	21,300
2601	Vancouver Island Integrated Major Crimes (VIIMCU)	83,299	164,200	83,229	50.7%	80,971	107,000
2607	Regional Domestic Violence	8,514	8,180	11,742	143.5%	-3,562	5,100
2620	Public Safety Unit Training	24,663	57,120	48,213	84.4%	8,907	33,400
2690	GVERT Training (Patrol Backfill)	13,688	149,850	149,850	100.0%	0	12,200
2695	Crisis Negotiation	0	10,380	12,209	117.6%	-1,829	2,700
Total Integrated Units		817,630	590,250	774,621	131.2%	-184,371	644,900
Total		3,270,327	2,962,288	3,408,195	115.1%	-445,907	2,913,710

Notes:

Does not include cost recoveries or revenues. Amounts may therefore differ slightly from the Monthly Financial Report due to presentation differences

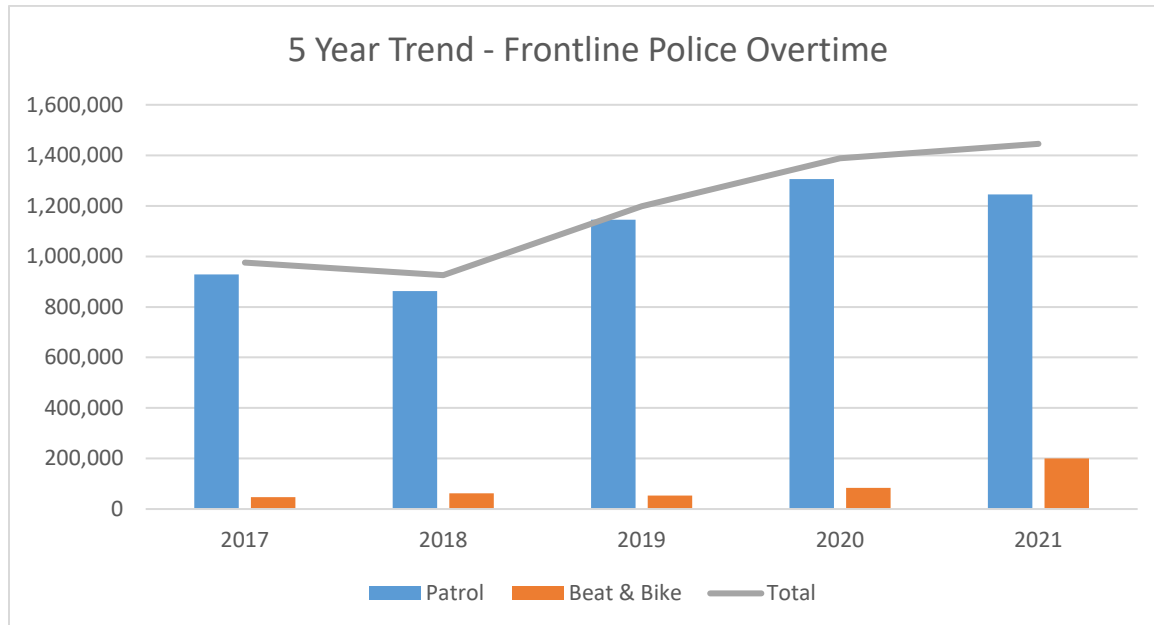
Patrol Overtime Hours

Below is a breakdown of patrol overtime hours as reported in the scheduling system. Of note is the amount of statutory holidays as a portion of total overtime has increased to as a result of the addition of a new statutory holiday. The vast majority of additional overtime costs of backfill to maintain shift minimums where possible and callouts to manage ongoing investigations.



Long Term Trends for Front Line Overtime

Five-year trends indicate a significant increase over the last five years. This is not unexpected given recent increases in time loss from work-related injuries. In 2021 vs 2020 we have seen a levelling off in the increase in front-line overtime. Of note Patrol overtime has declined from previous levels as we struggle to fill some shifts to maintain minimums, whereas Beat & Bike overtime has increased as resources are used to support Patrol and manage similar issues as Patrol with the availability of resources.





VICTORIA & ESQUIMALT POLICE BOARD

Public

DATE:	February 8, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	January 2022 Overtime Report
ACTION:	For Information

BACKGROUND

Overtime expenditures are a significant and semi-controllable expenditure for the organization. The report below details overtime expenditures for January, a comparison to budget, previous years and the 10-year average for each business unit with current overtime expenditures.

Caution should be taken in interpreting these amounts as it is early in the year and there are often delays before overtime expenditures are recorded due to the timing of payroll. For this reason, the overtime expenditures are likely understated. Front line overtime hours are, however, more accurate as this information is pulled from the scheduling system rather than the financial accounting system.

SUMMARY

Below is a summary, broken down into Administration, Operations and Integrated Units. Further contextual information is also provided to provide additional information behind some of the variables. Currently 5.6% of the total overtime budget has been expensed, however, as mentioned above this amount is likely understated due to timing differences between the scheduling system and payment through the payroll system, at which time expenditures are recognized.

More detail will be included in subsequent reports when timing differences have less impact on the financial expenditures. It should be noted that Patrol and Beat & Bike overtime expenditures for January are high compared to the same period in subsequent years, indicating that front line over time will remain high.

Overtime Expenditures as of January 31st, 2022
Police and Civilian Combined (Excluding Secondments)

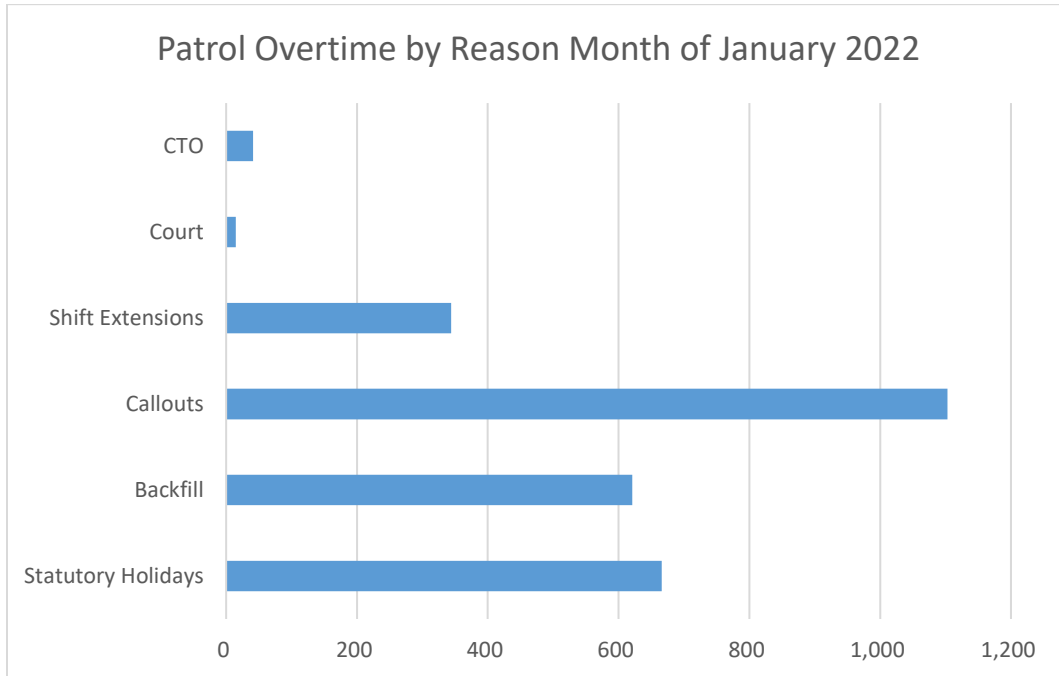
		2021	2022	2022			
BU	Description	Actual	Budget	Year To Date	% Spent	Remaining (Overspent)	10 Year Average
Administration							
2500	Financial Services Division	1,194	2,000	-	0.0%	2,000	4,000
2510	Human Resources	26,169	22,000	-	0.0%	22,000	19,000
2524	Community Engagement	25,260	21,000	375	1.8%	20,625	13,700
2527	Critical Incident Stress Management	15,515	7,000	-	0.0%	7,000	5,600
2529	Executive Services	16,262	15,000	-	0.0%	15,000	7,870
2530	Information, Privacy and Legal	2,812	2,500	-	0.0%	2,500	2,200
2546	Volunteers	1,074	0	-	N/A	0	2,900
2550	Information Technology	9,872	14,000	-	0.0%	14,000	15,200
2630	Records	78,182	120,000	6,425	5.4%	113,575	49,200
Total Administration		176,340	203,500	6,800	3.3%	196,700	120,410
Operations							
2526	Special Events (cost recovered)	420,302	645,000	20,090	3.1%	624,910	685,000
2545	Reserve Program	10,878	10,000	-	0.0%	10,000	5,900
2549	Analysis & Intel	12,126	11,500	441	3.8%	11,059	8,200
2560	Patrol	1,245,467	1,207,000	96,016	8.0%	1,110,984	926,000
2570	Esquimalt Administration	1,769	1,500	-	0.0%	1,500	1,900
2572	Operational Planning	9,664	8,500	-	0.0%	8,500	4,600
2580	Beat & Bike	200,000	75,000	6,525	8.7%	68,475	70,000
2581	Assertive Community Treatment (ACT)	11,055	2,500	-	0.0%	2,500	27,000
2582	Community Resource Officers (CRO)	41,798	20,000	-	0.0%	20,000	6,700
2590	Strike Force	126,174	122,500	6,636	5.4%	115,864	98,000
2600	Detectives	37,005	12,000	7,989	66.6%	4,011	10,000
2604	Financial Crimes	15,863	20,000	1,255	6.3%	18,745	15,900
2605	Computer Analysis	4,745	6,000	-	0.0%	6,000	4,100
2606	Special Victims	31,213	37,000	3,510	9.5%	33,490	28,900
2608	Major Crimes	57,893	120,000	8,217	6.8%	111,783	99,200
2609	Historical Cases	447	0	-	N/A	0	2,500
2610	Traffic	66,720	41,000	-	0.0%	41,000	36,600
2613	Behavioural Assessment & Management	3,931	5,000	-	0.0%	5,000	3,400
2650	Forensic Identification	58,675	62,000	8,734	14.1%	53,266	58,100
2680	Jail	101,509	56,000	1,917	3.4%	54,083	56,400
Total Operations		2,457,234	2,462,500	161,330	6.6%	2,301,170	2,148,400
Integrated Units							
2523	Integrated Mobile Crisis Response (IMCRT)	6,683	34,130	-	0.0%	34,130	5,200
2520	Centralized (GVERT, Protests etc. VicPD jurisdiction)	415,229	458,550	21,826	4.8%	436,724	458,000
2565	Integrated Canine Unit	47,466	11,000	-	0.0%	11,000	21,300
2601	Vancouver Island Integrated Major Crimes (VIIMCU)	83,229	164,200	3,670	2.2%	160,530	107,000
2607	Regional Domestic Violence	11,742	10,230	-	0.0%	10,230	5,100
2620	Public Safety Unit Training	48,213	0	-	N/A	0	33,400
2690	GVERT Training (Patrol Backfill)	149,850	153,600	-	0.0%	153,600	12,200
2695	Crisis Negotiation	12,209	10,640	1,490	14.0%	9,150	2,700
Total Integrated Units		774,621	842,350	26,986	3.2%	815,364	644,900
Total		3,408,195	3,508,350	195,116	5.6%	3,313,234	2,913,710

Notes:

Does not include cost recoveries or revenues. Amounts may therefore differ slightly from the Monthly Financial Report due to presentation differences

Patrol Overtime Hours

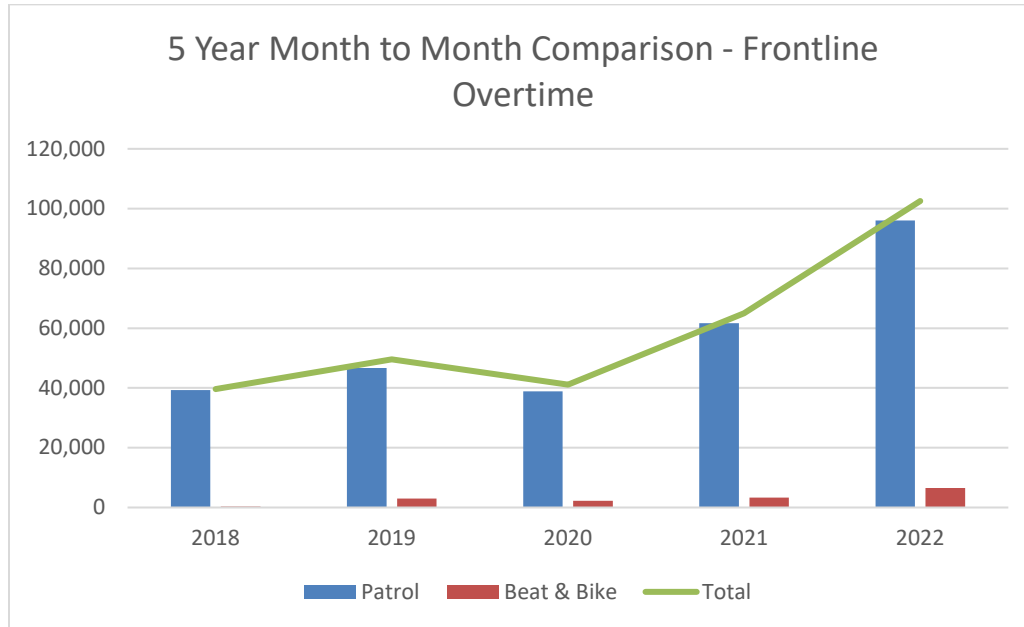
Below is a breakdown of patrol overtime hours as reported in the scheduling system. As such these numbers are fairly current and better indicators in the first month of the year of actual trends.



Long Term Trends for Front Line Overtime

Five-year trends indicate a continued increase in front line overtime. This is not unexpected given recent increases in time loss from work-related injuries, staffing levels below strength and increased reallocation of resources to the front line.

We will need to continue to monitor overtime vs. salary expenditures as we strive to increase our staffing levels.





VICTORIA & ESQUIMALT POLICE BOARD

Public

DATE:	February 8, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	Preliminary 2021 Year End Financial Report
ACTION:	None required – For Information

BACKGROUND:

This report contains the preliminary financial results for the year ending **December 31st, 2021**. The City of Victoria is still finalizing year end numbers and some adjustments may yet be posted that could alter the final numbers. Additionally, once those adjustments have been done any distribution of surplus will be made in accordance with the terms of the Framework Agreement.

Once the City has completed year end a final report will be produced. Working papers are shared with the City's auditors who will provide the Board with a Report on Supplementary Matters Arising from an Audit Engagement (ROSMAARE) confirming that our numbers agree with the audited financial statements for the City.

SUMMARY:

We have a preliminary surplus of slightly more than \$800,000 although caution should be exercised due to outstanding adjustments that may yet be made as part of the City's year-end financial procedures.

Several factors contributed to the surplus. Continued staffing shortages resulted in a significant surplus in salaries and benefits, only partially offset by increased overtime to backfill shift minimums. This more than offset retirement expenditures which were budgeted to be funded through a drawdown from the employee benefit liability.

Communications expenditures were significantly below budget, due in large part to a change in the funding formula for the radio system as well as cost savings on mobility charges. Travel and training expenditures were below budget due to the ongoing impact of Covid-19 on training opportunities. Further information is provided in the report on significant variances.



PRELIMINARY 2021 YEAR END FINANCIAL REPORT

Statement 1

Victoria Police Department
Revenues and Expenditures By Section (Unaudited)
For the Period Ending December 31, 2021

	Annual Budget	Actual	(Over) Under	% of Total Budget
Revenue				
Special Events	723,640	137,090	586,550	18.9%
Records	185,100	68,154	116,946	36.8%
Grants	-	7,961	(7,961)	N/A
Other	522,010	1,200,742	(678,732)	N/A
Jail Operations	28,500	53,647	(25,147)	188.2%
Total Revenue	1,459,250	1,467,593	(8,343)	100.6%
Operating Expenditures By Section				
Executive	4,018,750	3,713,269	305,481	92.4%
Integrated Units	2,905,540	2,541,183	364,357	87.5%
Crime Prevention Services	1,482,200	1,072,391	409,809	72.4%
Crime Reduction Division	3,220,350	2,915,955	304,395	90.5%
Patrol - Primary Response Division	19,215,470	19,874,106	(658,636)	103.4%
K9	767,360	700,270	67,090	91.3%
Community Services Division	2,355,990	3,752,919	(1,396,929)	159.3%
Investigative Services	6,536,190	6,463,519	72,671	98.9%
Traffic Enforcement and Crash Investigation:	1,319,640	1,318,821	819	99.9%
Communications Centre - 911	3,280,410	3,402,858	(122,448)	103.7%
Centralized Corporate Costs	1,673,020	2,111,461	(438,441)	126.2%
Support Services	12,004,270	9,840,560	2,163,710	82.0%
Jail Operations	984,440	1,099,679	(115,239)	111.7%
Total Operating Expenditures	59,763,630	58,806,991	956,639	98.4%
Transfers to Capital	1,020,000	1,045,753	(25,753)	102.5%
Transfer from Financial Stability Reserve	100,000	-	100,000	0.0%
Net Budget	59,224,380	58,385,150	839,230	98.6%

Statement 2

Victoria Police Department
Revenue and Expenditures by Object (Unaudited)
For the Period Ending December 31, 2021

				(Over)/Under	
	Actual	2021 Budget	% Used	\$	%
Revenue					
Special Events	137,090	723,640	18.9%	586,550	81.1%
Records	68,154	185,100	36.8%	116,946	63.2%
Grants	7,961	-	N/A	(7,961)	N/A
Other	1,200,742	522,010	230.0%	(678,732)	-130.0%
Jail Operations	53,647	28,500	188.2%	(25,147)	-88.2%
Total Revenue	1,467,593	1,459,250	100.6%	(8,343)	-0.6%
Operating Expenditures					
Salaries and Benefits	43,296,185	45,109,537	96.0%	1,813,352	4.0%
Retirements	1,159,509	-	N/A	(1,159,509)	N/A
Overtime (net of recoveries)	3,408,195	2,962,097	115.1%	(446,098)	-15.1%
Professional Services	4,634,923	4,808,596	96.4%	173,673	3.6%
Equipment Maintenance - Fleet & Computers	1,443,055	1,286,638	112.2%	(156,417)	-12.2%
Telephone Line Charges/CREST	721,040	1,134,100	63.6%	413,060	36.4%
Travel and Training	770,417	944,000	81.6%	173,583	18.4%
Building Maintenance	820,836	820,120	100.1%	(716)	-0.1%
General and Office Supplies	550,649	498,451	110.5%	(52,198)	-10.5%
Other Operating Expenditures	665,052	893,911	74.4%	228,859	25.6%
Uniforms & Protective Clothing	396,994	263,400	150.7%	(133,594)	-50.7%
Lease/Rental/PRIME	369,167	433,200	85.2%	64,033	14.8%
Fuel and Motor Oil	277,905	342,000	81.3%	64,095	18.7%
Insurance	278,057	242,080	114.9%	(35,977)	-14.9%
Postage and Freight	15,007	25,500	58.9%	10,493	41.1%
Total Operating Expenditures	58,806,991	59,763,630	98.4%	956,639	1.6%
Transfers to Capital	1,045,753	1,020,000	102.5%	(25,753)	-2.5%
Transfer from Financial Stability	-	100,000	0.0%	100,000	N/A
Net Budget	58,385,150	59,224,380	98.6%	839,230	1.4%

Statement 3

Victoria Police Department
Operating Expenditures by Section and Business Unit (Unaudited)
For the Period Ending December 31, 2021

	Annual Budget	Actual	(Over) Under	% of Total Budget
Executive Services				
Office of The Chief Constable	1,030,440	970,249	60,191	94.2%
Executive Services, Policy and Professional Standards	1,613,290	1,389,346	223,944	86.1%
Esquimalt Administration	571,160	596,275	(25,115)	104.4%
Police Board	109,700	66,061	43,639	60.2%
Public Affairs	694,160	691,339	2,821	99.6%
Total Executive Services	4,018,750	3,713,269	305,481	92.4%
Integrated Units				
Vancouver Island Integrated Major Crime Unit	965,600	760,112	205,488	78.7%
Diversity Unit	2,710	5,608	(2,898)	207.0%
Integrated Mobile Crisis Response Team	136,610	134,475	2,135	98.4%
Regional Domestic Violence Unit	193,380	191,958	1,422	99.3%
Crowd Management Unit Training	39,900	39,561	339	99.1%
Assertive Community Treatment	430,990	277,884	153,106	64.5%
Explosive Disposal Unit	16,090	16,335	(245)	101.5%
Crime stoppers	62,150	61,515	635	99.0%
Mobile Youth Service Team	63,940	62,660	1,280	98.0%
Emergency Response Team Training	927,360	929,968	(2,608)	100.3%
Secondments	-	44,216	(44,216)	N/A
Crisis Negotiator Team	66,810	16,892	49,918	25.3%
Total Integrated Units	2,905,540	2,541,183	364,357	87.5%
Crime Prevention Services				
Community Resource Officers	686,980	815,532	(128,552)	118.7%
School Resource Officers	384,730	-	384,730	0.0%
Community Programs	105,090	90,376	14,714	86.0%
Volunteer Program	132,660	112,778	19,882	85.0%
Reserve Program	172,740	53,705	119,035	31.1%
Total Crime Prevention Services	1,482,200	1,072,391	409,809	72.4%
Crime Reduction Division				
Strike Force	1,512,730	1,485,128	27,602	98.2%
Analysis and Intel	681,540	699,605	(18,065)	102.7%
Operational Planning	267,640	256,036	11,604	95.7%
Special Duties	758,440	475,185	283,255	62.7%
Total Crime Reduction Division	3,220,350	2,915,955	304,395	90.5%

	Annual Budget	Year To Date	(Over) Under	% of Total Budget
Patrol - Primary Response Division	19,215,470	19,874,106	(658,636)	103.4%
K9	767,360	700,270	67,090	91.3%
Community Services Division	2,355,990	3,752,919	(1,396,929)	159.3%
Investigative Services Division				
Detective Division - Support	1,114,060	1,198,434	(84,374)	107.6%
Special Operations	100,000	(579)	100,579	-0.6%
Historical Case Review	253,590	299,725	(46,135)	118.2%
Financial Crimes	459,380	405,964	53,416	88.4%
Computer Forensics Unit	545,390	435,665	109,725	79.9%
Special Victims Unit	1,059,900	1,030,605	29,295	97.2%
Major Crimes	1,278,610	1,323,468	(44,858)	103.5%
Behavioural Assessment & Management Unit	712,300	627,646	84,654	88.1%
Forensic Identification	1,012,960	1,142,591	(129,631)	112.8%
Total Investigative Services Division	6,536,190	6,463,519	72,671	98.9%
Traffic Enforcement and Crash Investigations				
Traffic Enforcement and Crash Investigation	1,309,640	1,315,694	(6,054)	100.5%
Motorcycle Escort Team	10,000	3,127	6,873	31.3%
Total Traffic Enforcement and Crash Investigations	1,319,640	1,318,821	819	99.9%
Communications Centre - 911	3,280,410	3,402,858	(122,448)	103.7%
Centralized Corporate Costs	1,673,020	2,111,461	(438,441)	126.2%
Support Services				
Automotive	874,160	858,862	15,298	98.2%
Critical Incident Stress Management	16,000	22,443	(6,443)	140.3%
Legal Services and Freedom of Information	386,000	377,256	8,744	97.7%
Finance, Exhibit Control and Purchasing	4,829,180	2,234,025	2,595,155	46.3%
Human Resources, firearms and use of force training	2,293,590	2,731,124	(437,534)	119.1%
Records Management	2,280,330	2,269,535	10,795	99.5%
Information Systems	1,325,010	1,347,316	(22,306)	101.7%
Total Support Services	12,004,270	9,840,560	2,163,710	82.0%
Jail Operations	984,440	1,099,679	(115,239)	111.7%
Total Operating Expenditures	59,763,630	58,806,991	956,639	98.4%

Statement 4

**Victoria Police Department
Capital Expenditures (Unaudited)
For the Period Ending December 31, 2021**

	Transfers to Capital Fund	Budgeted Expenditures	Actual Expenditures	(Over) Under	%
Vehicles	500,000	531,000	412,986	118,014	77.8%
Computer Equipment	415,000	900,000	706,282	193,718	78.5%
Integrated Units	-	-	48,948	(48,948)	N/A
Furniture	40,000	65,000	17,049	47,951	26.2%
K9	15,000	15,000	-	15,000	0.0%
Police Building Upgrades	50,000	50,000	64,734	(14,734)	129.5%
Total Capital	1,020,000	1,561,000	1,249,998	311,002	80.1%

1. REVENUE

Revenues were in line with the budget, including the adjustments for recoveries of Integrated Unit costs from partner agencies, which was recorded as Other Revenue. Special events revenue was below budget as many events were still on hold and cross-border ferry services were interrupted for part of the year. 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. It does not include amounts we may be able to recover from the BC Legislature which, at this time remains uncertain.

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 were below budget due to ongoing staffing shortages in a challenging labour market.

3. RETIREMENTS:

There is no operating budget for retirements in 2021 and expenditures were budgeted to be offset by a drawdown from the Employee Benefit Liability. Due to surplus funds in salaries and benefits this will likely not be necessary.

4. OVERTIME:

Net overtime costs are above budget for several reasons. Although we continue to be below minimums for patrol shifts on a regular basis, patrol overtime costs remained high due to a shortage of officers deployable to the front line, a significant increase in the frequency and complexity of protests in the downtown and a significant increase in high risk situations requiring the assistance of the Greater Victoria Emergency Response Team.

5. PROFESSIONAL SERVICES:

Professional fees include the E-Comm contract for the provision of 9-1-1 and dispatch services as well as legal fees and cost sharing of integrated units with other police agencies.

6. EQUIPMENT MAINTENANCE – FLEET & COMPUTERS:

Expenditures are above budget due to 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, increasing our fleet maintenance costs slightly.

7. TELEPHONE LINE CHARGES/CREST:

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

8. TRAVEL AND TRAINING:

Travel and training expenditures are below budget. The amount of training opportunities remained limited this year. Mandatory and essential police training proceeded with additional safety protocols in place whilst other training was postponed. The costs for specific courses and accommodations have also increased significantly and although some training was not 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:

General, Other and Uniform Expenditures combined are in line with the budget. This includes additional 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. Although fuel prices have increased, expenditures remained below budget.

12. INSURANCE

Insurance expenditures continue to outstrip the rate of inflation. Recent adjustments included expanding coverage for Cyber Liability. We expect these premium increases will continue to exceed the general inflation rates.

13. CAPITAL

Capital expenditures were below budget due to shipping delays resulting in vehicles and IT equipment being received after the end of the year. These expenditures will be recognized in the 2022 fiscal year to match the year in which they were received.

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.

Executive Services, Policy and Professional Standards

This year the cost of managing legal claims against the department declined, resulting in a surplus in the professional services budget.

Vancouver Island Major Crimes Unit

This unit was below budget due to an unfilled position due to ongoing resourcing issues

Assertive Community Treatment (ACT)

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 to their original positions in the Community Services Division.

Community Resource Officers

Overtime expenditures for this unit are higher than budgeted. This is directly related to the increased number of shelters in our jurisdiction and an increased need for the expertise and relationship building these officers provide.

School Resource Officers

School resource officers were re-deployed to assist the front-line.

Special Duties

Special duties remain low as a significant number of special events were cancelled, reduced or deferred due to Covid-19. Expenditures for protests and social unrest are charged to Centralized Corporate Costs.

Patrol

Patrol expenditures are higher than budgeted due to a reallocation of resources to the front line from other sections, such as school resource officers and the crime reduction 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.

Centralized Corporate Costs

Centralized Corporate Costs includes retirement expenditures for retirements for which there is no operating budget in 2021. This business unit also includes the direct costs for the direct costs for deployment of resources for protests and emergency response within our jurisdiction.

FINANCIAL IMPACT:

None at this time

RECOMMENDATION:

None



VICTORIA & ESQUIMALT POLICE BOARD

Public

DATE:	February 8, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	January 2022 Monthly Financial Report
ACTION:	None required – For Information

BACKGROUND:

This report contains the monthly financial report for January 2022, representing approximately 7% of the fiscal year for payroll.

This early in the year there are be some variances due to the reversal of previous year accruals and the timing of billing, and as a result caution should be used in reviewing financial reports for the first two months of the year. This report includes less detail than usual for the monthly financial report as a result.

The financial report at the end of the first quarter will be more representative of the actual financial position and further detail will be provided with that report.

SUMMARY:

At the end of January, roughly 7% through the payroll year the net financial operating position is approximately 6.1%, slightly below budget. We are still below minimums for staffing and therefore still below budget for wages and benefits. Some expenditures, such as professional services and PRIME may appear to be over budget but this is due to the timing of quarterly invoicing from E-Comm and PRIMEBC and not representative of any trends. Other expenditures may appear to be below budget due to the timing of expenditures posted for services provided by the municipalities.

Capital commitments represent approximately 47% of the annual budget. This is due to orders for IT equipment and vehicles that were made in 2021 but not received by the end of the year. Unspent capital funds from 2021 will be carried forward and are included in the 2022 capital budget.



MONTHLY FINANCIAL REPORT AS AT JANUARY 31, 2022

Statement 1

Victoria Police Department
Revenues and Expenditures By Section (Unaudited)
For the Month Ending January 31st, 2022

	Annual Budget	7.0%	Actual	(Over) Under	% of Total Budget
Revenue					
Special Events	610,200	42,714	-	610,200	0.0%
Records	133,600	9,352	1,702	131,898	1.3%
Grants	21,500	1,505	42,095	(20,595)	N/A
Other	578,710	40,510	-	578,710	N/A
Jail Operations	36,500	2,555	-	36,500	0.0%
Total Revenue	1,380,510	96,636	43,797	1,336,713	3.2%
Operating Expenditures By Section					
Executive	4,171,760	292,023	180,416	3,991,344	4.3%
Integrated Units	3,512,500	245,875	108,103	3,404,397	3.1%
Crime Prevention Services	1,431,970	100,238	61,975	1,369,995	4.3%
Crime Reduction Division	3,094,770	216,634	150,957	2,943,813	4.9%
Patrol - Primary Response Division	20,244,230	1,417,096	1,262,094	18,982,136	6.2%
Community Services Division	3,431,490	240,204	204,861	3,226,629	6.0%
Investigative Services	6,610,100	462,707	409,030	6,201,070	6.2%
Traffic Enforcement and Crash Investigations	1,512,630	105,884	45,951	1,466,679	3.0%
Communications Centre - 911	3,611,040	252,773	897,104	2,713,936	24.8%
Centralized Corporate Costs	1,970,020	137,901	32,158	1,937,862	1.6%
Support Services	12,244,233	857,096	511,082	11,733,151	4.2%
Jail Operations	1,016,940	71,186	45,961	970,979	4.5%
Total Operating Expenditures	62,851,683	4,399,618	3,909,691	58,941,992	6.2%
Transfers to Capital	1,340,000	1,340,000	-	1,340,000	0.0%
Transfer from Financial Stability Reserve	500,000	500,000	-	500,000	0.0%
Additional Resources	1,088,525	76,197	-	1,088,525	0.0%
Net Budget	63,399,698	4,437,979	3,865,894	59,533,804	6.1%

Statement 2

Victoria Police Department
Revenue and Expenditures by Object (Unaudited)
For the Month Ending January 31st, 2022

				(Over)/Under	
	Actual	2021 Budget	% Used	\$	%
Revenue					
Special Events	-	610,200	0.0%	610,200	100.0%
Records	1,702	133,600	1.3%	131,898	98.7%
Grants	42,095	21,500	N/A	(20,595)	N/A
Other	-	578,710	0.0%	578,710	100.0%
Jail Operations	-	36,500	0.0%	36,500	100.0%
Total Revenue	43,797	1,380,510	3.2%	1,336,713	96.8%
Operating Expenditures					
Salaries and Benefits	2,583,049	47,163,209	5.5%	44,580,160	94.5%
Retirements	-	100,000	N/A	100,000	N/A
Overtime	104,295	3,508,350	3.0%	3,404,055	97.0%
Professional Services	907,287	5,424,140	16.7%	4,516,853	83.3%
Equipment Maintenance - Fleet & Computers	119,749	1,569,660	7.6%	1,449,911	92.4%
Telephone Line Charges/CREST	10,991	976,400	1.1%	965,409	98.9%
Travel and Training	70,538	987,100	7.1%	916,562	92.9%
Building Maintenance	-	839,450	0.0%	839,450	100.0%
General and Office Supplies	11,837	433,846	2.7%	422,009	97.3%
Other Operating Expenditures	10,658	840,693	1.3%	830,035	98.7%
Uniforms & Protective Clothing	9,318	916,750	1.0%	907,432	99.0%
Lease/Rental/PRIME	81,970	565,700	14.5%	483,730	85.5%
Fuel and Motor Oil	-	319,500	0.0%	319,500	100.0%
Insurance	-	295,410	0.0%	295,410	100.0%
Total Operating Expenditures	3,909,691	63,940,208	6.1%	60,030,517	93.9%
Transfers to Capital	-	1,340,000	0.0%	1,340,000	100.0%
Transfer from Financial Stability	-	500,000	0.0%	500,000	N/A
Net Budget	3,865,894	63,399,698	6.1%	59,533,804	93.9%

Statement 3

Victoria Police Department
Operating Expenditures by Section and Business Unit (Unaudited)
For the Month Ending January 31st, 2022

	Annual Budget	Actual	(Over) Under	% of Total Budget
Executive Services				
Office of The Chief Constable	1,075,700	56,626	1,019,074	5.3%
Executive Services, Policy and Professional Standards	1,666,410	45,272	1,621,138	2.7%
Esquimalt Administration	592,730	33,289	559,441	5.6%
Police Board	109,700	1,547	108,153	1.4%
Public Affairs	727,220	43,682	683,538	6.0%
Total Executive Services	4,171,760	180,416	3,991,344	4.3%
Integrated Units				
Vancouver Island Integrated Major Crime Unit	982,030	44,690	937,340	4.6%
Diversity Unit	2,480	-	2,480	0.0%
Integrated Mobile Crisis Response Team	129,650	5,816	123,834	4.5%
Regional Domestic Violence Unit	204,580	9,236	195,344	4.5%
Integrated Canine Unit	715,590	36,330	679,260	5.1%
Crowd Management Unit Training	40,260	(50,822)	91,082	-126.2%
Assertive Community Treatment	157,630	19,588	138,042	12.4%
Explosive Disposal Unit	15,500	-	15,500	0.0%
Crime stoppers	61,890	-	61,890	0.0%
Mobile Youth Service Team	62,550	8,437	54,113	13.5%
Emergency Response Team Training	1,105,270	33,424	1,071,846	3.0%
Crisis Negotiator Team	35,070	1,404	33,666	4.0%
Total Integrated Units	3,512,500	108,103	3,404,397	3.1%
Crime Prevention Services				
Community Resource Officers	744,750	48,329	696,421	6.5%
School Resource Officers	403,760	-	403,760	0.0%
Community Programs	105,080	6,764	98,316	6.4%
Volunteer Program	134,880	7,079	127,801	5.2%
Reserve Program	43,500	(197)	43,697	-0.5%
Total Crime Prevention Services	1,431,970	61,975	1,369,995	4.3%
Crime Reduction Division				
Strike Force	1,446,970	73,814	1,373,156	5.1%
Analysis and Intel	718,890	44,926	673,964	6.2%
Operational Planning	283,910	18,796	265,114	6.6%
Special Duties	645,000	13,421	631,579	2.1%
Total Crime Reduction Division	3,094,770	150,957	2,943,813	4.9%

	Annual Budget	Year To Date	(Over) Under	% of Total Budget
Patrol - Primary Response Division	20,244,230	1,262,094	18,982,136	6.2%
Beat & Bike	3,431,490	204,861	3,226,629	6.0%
Investigative Services Division				
Detective Division - Support	1,214,730	66,187	1,148,543	5.4%
Special Operations	500,000	-	500,000	0.0%
Historical Case Review	232,100	6,663	225,437	2.9%
Financial Crimes	487,400	18,562	468,838	3.8%
Computer Forensics Unit	402,230	61,559	340,671	15.3%
Special Victims Unit	794,160	67,465	726,695	8.5%
Major Crimes	1,316,350	95,314	1,221,036	7.2%
Behavioural Assessment & Management Unit	609,130	19,415	589,715	3.2%
Forensic Identification	1,054,000	73,865	980,135	7.0%
Total Investigative Services Division	6,610,100	409,030	6,201,070	6.2%
Traffic Enforcement and Crash Investigations				
Traffic Enforcement and Crash Investigation	1,502,630	45,951	1,456,679	3.1%
Motorcycle Escort Team	10,000	-	10,000	0.0%
Total Traffic Enforcement and Crash Investigations	1,512,630	45,951	1,466,679	3.0%
Communications Centre - 911	3,611,040	897,104	2,713,936	24.8%
Centralized Corporate Costs	1,970,020	32,158	1,937,862	1.6%
Support Services				
Automotive	912,200	13,512	898,688	1.5%
Critical Incident Stress Management	16,000	2,278	13,722	14.2%
Legal Services and Freedom of Information	398,930	25,803	373,127	6.5%
Finance, Exhibit Control and Purchasing	4,519,833	43,535	4,476,298	1.0%
Human Resources, firearms and use of force training	2,621,340	156,113	2,465,227	6.0%
Records Management	2,304,020	170,300	2,133,720	7.4%
Information Systems	1,471,910	99,542	1,372,368	6.8%
Total Support Services	12,244,233	511,082	11,733,151	4.2%
Jail Operations	1,016,940	45,961	970,979	4.5%
Total Operating Expenditures	62,851,683	3,909,691	58,941,992	6.2%

Statement 4

**Victoria Police Department
Capital Expenditures (Unaudited)
For the Month Ending January 31, 2022**

	<u>Transfers to Capital Fund</u>	<u>Budgeted Expenditures</u>	<u>Actual Expenditures</u>	<u>(Over) Under</u>	<u>%</u>
Vehicles	600,000	716,000	253,125	462,875	35.4%
Computer Equipment	600,000	790,190	477,370	312,820	60.4%
Furniture	100,000	100,000	36,983	63,017	37.0%
Police Building Upgrades	40,000	40,000	2,018	37,982	5.0%
Total Capital	<u>1,340,000</u>	<u>1,646,190</u>	<u>769,496</u>	<u>876,694</u>	<u>46.7%</u>

1. REVENUE

Revenues are below budget at this time, in part due to the timing of chargebacks to other police agencies for integrated unit costs and partly due to continued Covid-19 restrictions. We hope to return to more normal levels of special events in the community as the year progresses and as public health measures allow.

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.

3. RETIREMENTS:

There were a number of retirements at the end of January. These expenditures will be reflected in the February financial report due to the actual timing of those payments.

4. OVERTIME:

Net overtime costs are below budget at this time, however this is not likely indicative of actual use. There is typically a delay between the time overtime is worked and the payout of that overtime through the payroll system. As a result, some caution should be applied at looking at overtime expenditures for the first month of the year.

5. PROFESSIONAL SERVICES:

Professional fees include the E-Comm contract for the provision of 9-1-1 and dispatch services as well as legal fees and cost sharing of integrated units with other police agencies. These amounts include the 1st quarter costs for 9-1-1 and dispatch services.

6. EQUIPMENT MAINTENANCE – FLEET & COMPUTERS:

Expenditures are above budget due to increased software licensing costs and we expect to see some significant increases due to changes in the market for the 2023 budget process.

7. TELEPHONE LINE CHARGES/CREST:

Telecommunication costs are below budget partly due to the timing of invoicing from CREST.

8. TRAVEL AND TRAINING:

Travel and training expenditures are in line with the budget. Should public health restrictions allow, we expect training expenditures to approach more normal levels this year as we catch up with training postponed due to Covid-19

9. BUILDING MAINTENANCE:

Building Maintenance represent cost recoveries by the municipalities for the two Police facilities in Esquimalt and Victoria have yet to be expensed and are normally done so on a quarterly basis.

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

General, Other and Uniform Expenditures are dependent on supply lines, which currently are slow due to international shipping and delivery issues.

11. FUEL AND MOTOR OIL

The majority of Fuel and Motor Oil expenditures are billed periodically through the City of Victoria. No amounts have yet been expensed for the month of January.

12. INSURANCE

Similar to fleet, expenditures are charged to the Department through the City of Victoria. These expenditures have yet to be posted for the month of January.

13. CAPITAL

Capital expenditures include commitments for information technology equipment and vehicles that were ordered in 2021 but not delivered by the end of the year. Unused capital funds from 2021 will be carried forward for these purchases.

FINANCIAL IMPACT:

None at this time

RECOMMENDATION:

None



Victoria & Esquimalt Police Board

2021-2022 Strategic Priorities

Updated: January 20, 2022

Committee Chairs will report on the progress of their priorities at the Committee meetings and public session of the Board meetings in February, June, and October.

#1. Tend to the mental health & wellness of members & staff	
Lead: Human Resources	
	<div><div></div><div><div>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.</div><div>2. Seek opportunities (at least quarterly) to acknowledge members and staff.</div><div>3. Seek avenues to share positive stories that highlight the commitment of members and staff to the community.</div><div>4. Invite professionals in our community to educate the Board on this topic.</div><div>5. Seek opportunities to hear from members and staff with lived experience.</div><div>6. Advocate for better mental health and wellness initiatives for members and staff.</div></div></div>
#2. Increase financial stability	
Lead: Finance	
COMPLETE	<div><div></div><div><div>1. Review implementation of Special Municipal Constables.</div><div>2. Leverage work with integrated policing units across regions and encourage other regionalization initiatives after receiving the provincial report from the Special Committee on Reforming the Police Act.</div><div>3. Oversee the development of a multi-year staffing plan.</div></div></div>
#3. Strengthen relationship with the community	
Lead: Governance	
COMPLETE COMPLETE	<div><div></div><div><div>1. Provide information to the community re: role of police boards, understanding policing, how policing works, role of police.</div><div>2. Proactively participate in board member recruitment.</div><div>3. Increase board member attendance at community events.</div><div>4. Provide opportunities for public participation in board meetings by including agenda time for question period/addressing the board.</div><div>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.</div><div>6. Explore the possibility of convening committees of mutually respected citizens and elders to provide context for actions/conflicts within their communities.</div></div></div>

#4. Strengthen relationship with the Provincial Government	
Lead: Governance	
	<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. Work with municipal councils and provincial government to move non-policing function to the appropriate area of government.
#5. Educate ourselves and advocate for better health supports for people with mental health and substance use issues	
Lead: Human Resources	
	<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	
	<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.12. Understand implications and requirements for the Board in advance of the implementation of the Equitable and Unbiased Policing Standards which come into effect July 2023.
#7. Future proof the Framework Agreement	
Lead: Governance	
	<ol style="list-style-type: none">1. Amend the Framework Agreement to include the Co-Chair policy as part of the Agreement.



February 10, 2022

Ref: 627803

Chairs of Municipal Police Boards
Chair, SCBCTA Police Services Board
Chair, Stl'atl'imx Tribal Police Services Board
Chief Constables of Municipal Police Departments
Chief Officer, SCBCTA Police Service
Chief Officer, Stl'atl'imx Tribal Police Service

Dear Sirs/Madams:

I am writing to remind you of the recent changes to *BC Provincial Policing Standards (BCPPS) 2.1.1 Recruit and Advanced Training* and the associated annual reporting requirement. BCPPS 2.1.1 is enclosed with this correspondence for your reference.

As you may recall, BCPPS 2.1.1 was revised in March 2021 to allow Experienced Applicants to be appointed without completing the Police Recruit Training Program or requesting an exemption. The changes also introduced a new annual reporting requirement. Standard (6) requires the police board to ensure that a report is submitted to the Director of Police Services, within 30 days of the end of the calendar year, which indicates the number of Experienced Applicants appointed in the calendar year and lists the police recruit training programs where these applicants completed their training.

Recognizing this is the first reporting cycle since these changes were implemented, I am hoping to receive the 2021 report from your organization by March 1, 2022. Please address the completed documents or any questions about the reporting requirement to Shannon Oberholtzer, Senior Program Analyst, via email at Shannon.oberholtzer@gov.bc.ca.

Thank you in advance for your attention to this matter.

Regards,

A handwritten signature in blue ink, appearing to read "Wayne Rideout".

Wayne Rideout
Assistant Deputy Minister
And Director of Police Services
Policing and Security Branch

Enclosure: BCPPS 2.1.1 Recruit and Advanced Training



PROVINCIAL POLICING STANDARDS

Section 2.0 – Training for Police Officers	Page 1 of 5
Sub Section 2.1 – Recruit and Advanced Training	Effective: January 30, 2012
Subject 2.1.1 – Recruit and Advanced Training	Revised effective: March 12, 2021

Definitions

“Accepted Equivalent” – police recruit training, including any and all field training required as part of that training, provided by any of the following:

- RCMP Training Academy (Depot)
- Ontario Police College
- Chief Crowfoot Learning Centre (Calgary Police Service)
- Edmonton Police Service, Basic Recruit Training
- Lethbridge College
- Winnipeg Police Service, Police Recruit Training Academy
- Royal Newfoundland Constabulary
- Saskatchewan Police College
- École Nationale de Police du Québec
- Atlantic Police Academy
- Canadian Forces Military Police Academy

“Certified Constable” - an Officer appointed under section 4.1, 18.1 or 26 of the *Police Act* who is certified by the Director of the Police Academy to have:

- (i) Successfully completed the Police Recruit Training Program (blocks 1-4), or
- (ii) Been exempted from blocks 1-3 of the Police Recruit Training Program and successfully completed block 4 of the Police Recruit Training Program.

“Director of Police Services” – the Director of Police Services referred to in section 39 (1) of the *Police Act*.

“Director of the Police Academy” - the person employed to administer the Police Academy and to ensure that the training of recruits, Qualified and Certified Constables complies with the standards set by the Director of Police Services under section 40 (1) (a.1) of the *Police Act*, as amended from time to time.

“Experienced Applicant” – a person whose previous police training and experience satisfies the conditions set out in the BC Provincial Policing Standards for appointment as an Officer under section 4.1, 18.1 or 26 of the *Police Act* without completion of the Police Recruit Training Program or a request for an exemption.

"Field Trainer" - a Certified Constable who is appointed by his/her Chief Constable or Chief Officer to supervise students of the Police Recruit Training Program during their practicum periods.

"Officer" – a constable appointed under the *Police Act* or an Enforcement Officer appointed under s. 18.1 of the *Police Act*.

"Police Academy" - the entity authorized by the Director of Police Services to administer provincially-approved recruit and advanced training for Municipal Constables, Designated Constables and Enforcement Officers.

"Police Recruit Training Program" - periods of training at or under the auspices of the Police Academy during which recruits will acquire the knowledge, skills, experience and understanding to function as police officers. The Police Recruit Training Program is divided into 4 distinct blocks of training:

- (a) The first and third are comprised of curriculum developed by the Police Academy in consultation with the Police Training Advisory Committee and in compliance with standards set by the Director of Police Services;
- (b) The second block is a practicum monitored by the Director of the Police Academy or designate, during which the recruit works under the direct supervision of a Field Trainer; and
- (c) The fourth block is a minimum 1 year field practicum requiring a satisfactory competency-based assessment of performance by the recruit's supervisor and approved by the recruit's Chief Constable or Chief Officer and Training Officer and certified by the Director of the Police Academy.

"Police Training Advisory Committee" – a committee chaired by a member of the Police Academy Chiefs Committee and comprised of police representatives, to advise on the training programs conducted by the Police Academy.

"Training Officer" – an Officer who has been appointed by their Chief Constable or Chief Officer to administer the training obligations of the police force and attend meetings of the Police Training Advisory Committee.

"Qualified Constable" – an Officer appointed under section 4.1, 18.1 or 26 of the *Police Act* who is certified by the Director of the Police Academy to have:

- (i) Successfully completed blocks 1, 2, and 3 of the Police Recruit Training Program, or
- (ii) Been exempted from blocks 1, 2, and/or 3 of the Police Recruit Training Program.

Standards

Training requirements following appointment

- (1) The Board must ensure that any Officer it has appointed under section 4.1, 18.1 or 26 of the *Police Act*, either:
 - (a) Completes blocks 1-4 of the Police Recruit Training Program; or

- (b) Satisfies the conditions and requirements for hiring an Experienced Applicant set out in Standard (3); or
- (c) Receives an exemption from blocks 1-3 of the Police Recruit Training Program following the process set out in BCPPS 2.2.1P and completes block 4.

Training - Certified Constable

- (2) Further to Standard (1)(a), the Board must ensure that Officers required to complete the Police Recruit Training Program:
 - (a) Complete blocks 1-3 and attain the status of Qualified Constable within 18 months of their appointment; and
 - (b) Complete block 4 and attain the status of Certified Constable within 36 months of their appointment; or
 - (c) Receive an extension to either or both of the above time limits from the Director of the Police Academy, upon application by the Chief Constable or Chief Officer.

Experienced Applicants

- (3) The Board may appoint an Experienced Applicant as an Officer under s. 4.1, 18.1 or 26 of the *Police Act* without requiring completion of the Police Recruit Training Program provided that the Chief Constable or Chief Officer, or in the case of the appointment of a Chief Constable or Chief Officer, the Board, is satisfied that:
 - (a) The applicant successfully completed the Police Recruit Training Program or an Accepted Equivalent prior to their appointment;
 - (b) the applicant has been employed as a police officer with a Canadian police service within the previous three years;
 - (c) a background investigation concerning the applicant has been successfully completed which included, at minimum:
 - (i) verifying the training and experience claimed; and
 - (ii) unless the Officer is being appointed to the role of Chief Constable or Deputy Chief Constable, verifying, through a professional assessment or through testing using a recognized protocol, that the applicant is physically fit to perform the duties of a police officer; and
 - (d) the applicant is required to complete a probationary period.
- (4) The Chief Constable or Chief Officer must ensure that any Experienced Applicant appointed by the Board as permitted by Standard (3) successfully completes the following courses within 12 months of their appointment:
 - (a) Advanced Operational Policing Skills (AOPS) VII- Immediate Rapid Deployment;
 - (b) AOPS I- Subject Behavior Officer Response Training (SBORT) Building Containment and Searching; High Risk Encounters;
 - (c) Provincially-mandated domestic violence training; and

- (d) Core Operational Policing Skills (COPS) Crisis Intervention de-escalation (CID).
- (5) Further to Standard (4), the Chief Constable or Chief Officer must also ensure compliance with any training requirements set out in other BC Provincial Policing Standards that are relevant to the Officer's function and equipment or weapons they will be authorized to carry or use.
- (6) The Board must ensure that a report is provided to the Director of Police Services within 30 days of the end of each calendar year, summarizing the appointments made as permitted by Standard (3). The report must include the following information:
 - (a) the number of Experienced Applicants appointed; and
 - (b) a list of the police recruit training programs where the experienced applicants completed their recruit training.

Exemptions

- (7) A Chief Constable or Chief Officer must successfully apply to the Director of Police Services to exempt a person whose previous policing experience does not meet the conditions for appointment as an Experienced Applicant under Standard (3) from attending the Police Recruit Training Program, prior to that person's appointment by the Board under s. 4.1, 18.1 or 26 of the *Police Act*.

NOTE: the exemption process is outlined in BCPPS Policy Directive 2.2.1P – Exemption Process.

Training function

- (8) The Chief Constable or Chief Officer must ensure that a training function is established for the police force. At minimum, the responsibilities of the training function must include:
 - (a) Maintaining training records;
 - (b) Ensuring that all required training, requalification and recertifications are completed; and
 - (c) Ensuring that training is provided through a provincially-approved training course where required. This includes recruit, core advanced and fee-for-service training.

Training records

- (9) The Chief Constable or Chief Officer must ensure that records are maintained of each training class, including:
 - (a) Course content;
 - (b) Names of attendees; and
 - (c) Performance of individual attendees, as measured by tests, if administered.

Municipal constable registry

- (10) The Board must ensure that Officers of the police force it governs are registered with the

Police Academy by submitting, within 30 days of the commencement of their employment, and keeping current the following information:

- (a) Full name and date of birth;
- (b) Date of appointment;
- (c) The location(s) and dates of any previous policing experience;
- (d) Successfully completed training or educational courses which are prerequisite to an appointment, status or rank, including but not limited to police recruit training; and
- (e) Termination of employment.

Termination of training

(11) Where the Director of the Police Academy has determined, in consultation with the Training Officer of the police force of which the student is a member, that a student's participation in a course or program is unsatisfactory and the Director of the Police Academy so terminates the student's participation in the course or program, the Chief Constable must:

- (a) Inform the Board; and
- (b) Accept the decision; or
- (c) Appeal the decision to the Director of Police Services.

NOTE: the appeal process is outlined in BCPPS Police Directive 2.3.1P – Process for Appealing Decisions of the Director of the Police Academy.