



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Agenda

March 15, 2022 at 5:00pm

1. PRESENTATION

- Pg. 1-11 a. Integrated Police Units Regional Governance Council (K. Murdoch, D. Screech)

2. STANDING ITEMS

- Pg. 12-13 a. Adoption of the Public Agenda of March 15, 2022
- Pg. 12-13 b. Adoption of the Public Minutes of February 15, 2022
- Pg. 14 c. Chief Constable Update
- Pg. 3 d. Equity, Diversity, Inclusion & Engagement Update
- Pg. 15-30 e. Committees Update
- Pg. 31-57 f. Board Co-Chairs Update
- 220312 Memo re: Amending Framework Agreement
- g. BC Association of Police Boards Director's Update
- h. Board Member Engagement Update
- Pg. 58 i. 2021-2022 Board Strategic Priorities
- j. Framework Agreement

3. NEW BUSINESS

- Pg. 60-62 a. Role of Board in Improving VicPD Health, Wellness & EDI (L. Helps)

INTEGRATED POLICE UNITS REGIONAL GOVERNANCE COUNCIL



An Overview for Victoria-Esquimalt Police Board



Integrated Police Unit
Regional Governance Council

History

- A topic of discussion among mayors since 2010
- Province funded consultant to look at options for “governance” of integrated police units
- Province (Police Services) developed recommended model following input from Province, Chiefs, and Mayors
- Recommended model refined and agreed to in principle, then Terms of Reference were developed and refined
- Initial meeting ratifying ToR and public announcement February 2022



Integrated Police Unit
Regional Governance Council

High Level: What Is IPU-RGC?

- A “soft” governance model that allows visibility and input into integrated units
- A collaborative model that allows the needs of the community to inform the direction and priorities of integrated units
- A civilian council that can help identify and prioritize new, revised, or superfluous services
- Review and provide input on IPU budgets (approx. \$2,400,000)
- Provide conduit for information back to Boards (municipal police) or Councils (RCMP members)



Integrated Police Unit Regional Governance Council

Structure

- Terms of Reference define scope of IPU-RGC
- RGC voting group made up of Mayors
 - Councillors can represent Mayors in RCMP communities
- Elected Co-Chairs (RCMP and Municipal)
- Admin support provided by police staff of co-chair agencies
- Ex-Officio Chiefs and other police leadership as appropriate
- Also Ex-Officio:
 - RCMP Island District Commander or Designate
 - Designate from Policing & Security Branch, Min. of Public Safety & Solicitor General
- First year will be learning curve for all



Integrated Police Unit
Regional Governance Council

Members

Mayors from the following municipalities...	
Victoria	Esquimalt
Sidney	Sooke
View Royal	Oak Bay
Saanich	Metchosin
Central Saanich	Colwood
North Saanich	Highlands
Langford	



Integrated Police Unit Regional Governance Council

Mandate

- Police Act & Police Unit Agreements provide authority
- Acts as collaborative consultative forum
- Provides expertise and guidance to inform policy decisions
- Review opportunities, management, reporting & oversight of IPU; may include:
 - Response to emerging policing and public safety requirements,
 - Review policing policies and strategies impacting the IPU,
 - Agreement on reporting metrics and methodologies,
 - Monitor and review of existing and new integrated services options,
 - Monitor the financial impacts or emerging costs,
 - Make recommendations and advise as appropriate,
 - Determine authorities for opting in and out of IPU, and
 - Determine authorities to approve IPU cost share models.



Integrated Police Unit
Regional Governance Council

Guiding Principles

- Support and complement the existing formal governance structures,
- Enhance abilities to monitor existing and new IPU's,
- Better understand costs related to policing in the region,
- Enhance transparency and communications,
- Focus on opportunities and efficiencies for services in the region,
- Respect police operational independence and not interfere with operational decisions of police,
- Be a conduit to existing governance structures and authorities, and
- Participate in collaborative decision making.



Integrated Police Unit
Regional Governance Council

Integrated Units – In Scope

RCMP Involved Units	Non-RCMP Involved Units
IMCRT: Integrated Mobile Crisis Response Team	GVERT: Greater Victoria Emergency Response Team
MYST: Mobile Youth Services Team	GVPSU: Greater Victoria Public Safety Unit
RDVU: Regional Domestic Violence Unit	



Integrated Police Unit
Regional Governance Council

Out of IPU-RGC Scope

RCMP Involved Units	RCMP Not-Involved Units
GVPDAC – Greater Victoria Police Diversity Advisory Committee	TCU – Integrated Tech Crimes Unit (Saanich & VicPD)
VIIMCU – Vancouver Island Integrated Major Crimes Unit (Vancouver Island Wide Unit)	SSA - Saanich – Oak Bay Police Shared Services Agreement
CFSEU – Combined Forces Special Enforcement Unit (70% Provincial 30% Federal)	
IRSU – Integrated Road Safety Unit (70% Provincial 30% Federal)	
Greater Victoria Crime Stoppers (Not an Area-Wide Unit)	
E-INSET – Integrated National Security Enforcement Team (100%Federal)	
E-Comm – Consolidated Dispatch (Partnership Contract)	



Integrated Police Unit
Regional Governance Council

What's Next?

- IPU-RGC will be working...
 - With IPU team leads to better understand opportunities and challenges
 - Reviewing budgets
 - Reviewing fee structures and cost sharing
 - Undertaking advocacy for regional police issues
 - Identifying key issues as they arise



Integrated Police Unit
Regional Governance Council

Thank You

QUESTIONS?





VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Minutes

February 22, 2022 at 5:00pm

Zoom

PRESENT

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

Recording Secretary: Collette Thomson

1. PRESENTATIONS

a. Islamophobia Awareness

Refer to the PowerPoint presentation provided. Zainab bint Yunus, Community Outreach Coordinator from Muslim Youth of Victoria, presented “Explaining Islamophobia in Canada”. She reviewed what Islamophobia is, Islamophobia in Canada, gendered Islamophobia, Canadian political Islamophobia, systemic Islamophobia, and Islamophobia in Victoria. Action items the Board can take include cultural sensitivity training, recording Islamophobic incidents as hate crimes in police reports, and ensuring there is knowledge and proactive engagement with all Muslim organizations and communities in the region. For further information, contact her directly at bintyounus@muslimyv.ca.

2. STANDING ITEMS

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

22-18 **MOTION:** *To approve the Public agenda of February 22, 2021 as presented.*
MOVED/SECONDED/CARRIED

b. Adoption of the Public Minutes of January 25, 2022

22-19 **MOTION:** *To approve the Public Minutes of January 25, 2021 meeting as presented.*
MOVED/SECONDED/CARRIED

c. Chief Constable Update

Refer to the report provided – for information. Chief Manak provided an update on operational calls and files of note, including the Truck Convoy protest.

d. Equity, Diversity, Inclusion & Engagement Update

Refer to the report provided – for information.

e. **Committee Reports**

Refer to the report provided – for information.

22-20 **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. MOVED/SECONDED/CARRIED*

Refer to the memo provided regarding speaker remuneration. It was suggested that the option of providing a gift card be excluded as a form of payment option.

22-21 **MOTION:** *That the Board adopt the Speakers Remuneration protocol as amended (remove gift card option) in the 220222 memo to the Board. MOVED/SECONDED/FAILED*

22-22 **MOTION:** *That the Board adopt the Speakers Remuneration protocol as presented in the 220222 memo to the Board. MOVED/SECONDED/CARRIED*

f. **Board Co-Chair Updates**

Regional Mayors from across the CRD, in partnership with the provincial government and regional chiefs of police, have formally established the Integrated Police Units Regional Governance Council (IPU-RGC). View Royal Mayor, David Screech, (representing communities served by RCMP detachments) and Oak Bay Mayor, Kevin Murdoch, (representing communities served by municipal police departments) have been elected as Co-Chairs of IPU-RGC. This is a new model that aligns with the provincial efforts to modernize policing by enabling more direct civilian input to select integrated police units, all of which fall outside the standard civilian oversight model in the *Police Act*.

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

The planning continues for the upcoming annual BCAPB conference and AGM.

h. **Board Member Engagement Update**

No discussion arising.

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

Refer to the document provided – for information.

j. **Framework Agreement**

No discussion arising.

4. NEW BUSINESS

a. **220210 Letter from Police Services re: BCPPS Recruit & Advanced Training**

Refer to the letter provided. HR will complete the required report on the Board's behalf.

Meeting adjourned at 6:18pm.

Mayor Helps, Lead Co-Chair

Date

Collette Thomson, Recording Secretary

Date



VICTORIA & ESQUIMALT POLICE BOARD

Public

DATE:	March 15, 2022
TO:	Victoria & Esquimalt Police Board
FROM:	Chief Cst. Manak
SUBJECT:	Chief Constable Monthly Activity Highlights
ACTION:	For Information

February 22	Attended briefing for Investigative Services Division
February 24	Recognized staff in a private ceremony for providing extraordinary assistance on a high-profile project
February 26	Participated in the Coldest Night of the Year Walk
February 28	Attended briefing for C Watch – Patrol Division
March 1	Participated in swearing-in ceremony for new VicPD exempt Constable
March 6	Participated in the finale of the run and closing ceremony of the Wounded Warrior Run
March 8	Attended briefing for Records Division (1 of 2)
March 9	Attended briefing for Records Division (2 of 2)
March 10	Presented the VicPD 2021 Quarter IV Community Safety Report Card to City Council
March 10	Attended briefing for Administrative staff and Esquimalt Division
March 11	Attended JIBC recruit Constables graduation ceremony
March 14	Presented the VicPD 2021 Quarter IV Community Safety Report Card to Esquimalt Council

Equity, Diversity, Inclusion & Engagement

February 24	Attended virtual Community Partnership Network webinar re: Racism in Greater Victoria: Results and Lessons for our Community
March 9	Participated in the Special Olympics BC Polar Plunge event



VICTORIA & ESQUIMALT POLICE BOARD

Public

COMMITTEES UPDATE

HUMAN RESOURCES

- a. **VicPD SMT Succession Plan**
Three Directors will be retiring over the next three years. Their portfolios will be reviewed to ensure proper alignment of duties and succession plans will be established.
- b. **VicPD Hiring Priorities & Strategies**
Steps are being taken to ensure that the HR Division is adequately staffed to undertake the task of hiring several new staff this year.
- c. **BCAPB Update**
The annual conference will be hosted by the Surrey Police Board from May 26-27 and the theme will be "Reconnection".

ACTION: Board to confirm conference attendees.

MOTION: *That the Board provide a generic sponsorship contribution of \$900 towards the 2022 BCAPB conference.*

FINANCE

- a. **Monthly Overtime Report**
Refer to page #5 - for information.
- b. **Monthly Financial Report**
Refer to page #10 - for information.
- c. **Donation to Charities**
Board members are welcome to donate to charities in a personal capacity but not in their capacity as a Board member or on behalf of the Board.



VICTORIA & ESQUIMALT POLICE BOARD

Public

DATE:	March 1, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	February 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 up to and including the February 26th pay cycle, a comparison to budget, previous year for the same period of time and the 10-year average for each business unit with current overtime expenditures.

The report is further broken down into non-recoverable overtime (paid out of the VicPD budget) and overtime recoverable from other agencies. At the end of February total non-recoverable overtime expenditures represent slightly more than 13%, indicating that at this time we are slightly over budget for overtime expenditures.

Further detail is provided below on the factors driving these expenditures.

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.

Administrative overtime expenditures were approximately at 6% of total budget for the year and are currently running below budget for most business units, with the exception of Executive Services. Police overtime is slightly above budget at this time due to ongoing workload requirements.

Operational overtime expenditures on the other hand are above budget. As expected, this is driven mostly by overtime in Patrol and the Community Services Division to maintain front-line shift minimums whilst we continue to experience staffing challenges. Efforts are underway to increasing staffing, although this is challenging in the current environment where we continue to

experience significant numbers of compensable injuries, requests for medical accommodations and employee turnover. The 2022 overtime budget for Patrol was increased by \$100,000, although costs continue to exceed budget due to ongoing staffing shortages.

Similar to the front-line overtime, overtime for responses of the Greater Victoria Emergency Response Team and Public Safety Unit continue to be high. Recent and continued protests in our jurisdiction will likely continue to add to these costs. The 2022 budget was increased in anticipation of increased expenditures. We will continue to work with the Provincial Government to recover, where possible, public safety costs with relation to the Legislative Assembly.

Administration

Administration overtime remains within budget except as mentioned above for Executive Services.

Operations

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

Patrol, Beat and Bike & Bike remain over budget to continue to support patrol minimums amongst ongoing resource shortages. As a result, overtime costs are higher than budgeted and are likely to continue to be slightly above the long-term average until our staffing levels catch up to higher long-term trends in compensable injuries, medical accommodations and employee turnover. Of note, overtime for both Patrol and Beat & Bike are higher than the same time last year, suggesting expenditures are likely to increase this year as a result of these pressures. We continue to experience staffing shortages, which will reduce the overall financial impact on the Department.

Overages in the reserves program are due to the timing of Reserve classes and are offset by grants receiving from the Provincial Government.

Some specific investigative units, such as Major Crimes are slightly higher than the previous year due to investigative requirements, although they remain within total budget for the year.

Integrated Units

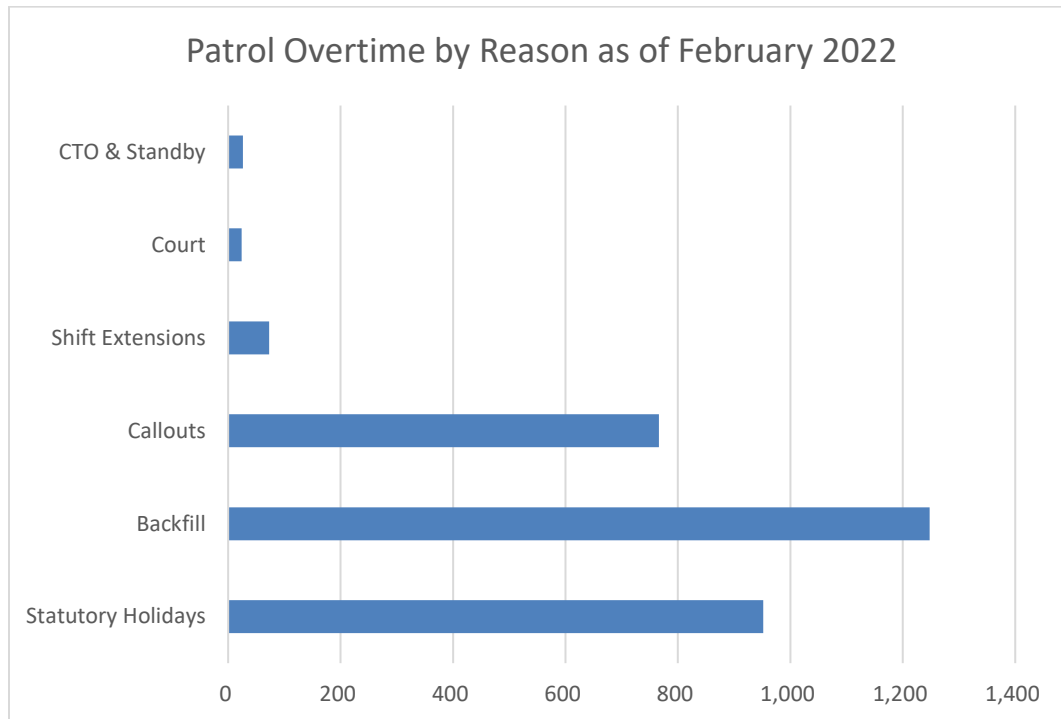
The most significant overtime overage is in relation to Emergency Response Team and Public Safety Unit activations. Although these budgets were increased in 2022 we continue to experience increased need for these specialized units. In particular, we are beginning to see a significant increase in protests that will likely add to these costs in the short term. We shall continue to work with the Province to recover, where possible, public safety expenditures in relation to the Legislative Assembly.

Overtime Expenditures as of February 24th, 2022 (including Feb 26th pay)
Police and Civilian Combined

		2021	2022	2022		
BU	Description	First 2 Months	Budget	Year To Date	% Spent	Remaining
Non-Recoverable Overtime						
Administration						
2500	Financial Services Division	314	2,000	-	0.0%	2,000
2510	Human Resources	-	22,000	-	0.0%	22,000
2524	Community Engagement	4,537	21,000	913	4.3%	20,087
2527	Critical Incident Stress Management	-	7,000	-	0.0%	7,000
2529	Executive Services	2,296	15,000	2,864	19.1%	12,136
2530	Information, Privacy and Legal	176	2,500	-	0.0%	2,500
2546	Volunteers	-	-	-	N/A	-
2550	Information Technology	1,163	14,000	-	0.0%	14,000
2630	Records	14,114	120,000	8,284	6.9%	111,716
Total Administration		22,600	203,500	12,061	5.9%	191,439
Operations						
2549	Analysis & Intel	-	11,500	2,023	17.6%	9,477
2560	Patrol	114,967	1,207,000	233,389	19.3%	973,611
2570	Esquimalt Administration	904	1,500	-	0.0%	1,500
2572	Operational Planning	-	8,500	20	0.2%	8,480
2580	Beat & Bike	6,481	75,000	18,296	24.4%	56,704
2581	Assertive Community Treatment (ACT)	1,097	2,500	-	0.0%	2,500
2582	Community Resource Officers (CRO)	4,752	20,000	-	0.0%	20,000
2590	Strike Force	18,205	122,500	7,768	6.3%	114,732
2600	Detectives	3,740	12,000	-	0.0%	12,000
2604	Financial Crimes	-	20,000	4,253	21.3%	15,747
2605	Computer Analysis	1,255	6,000	-	0.0%	6,000
2606	Special Victims	2,749	37,000	3,499	9.5%	33,501
2608	Major Crimes	7,971	120,000	17,085	14.2%	102,915
2609	Historical Cases	-	-	-	N/A	-
2610	Traffic	7,395	41,000	-	0.0%	41,000
2613	Behavioural Assessment & Management	166	5,000	-	0.0%	5,000
2650	Forensic Identification	4,920	62,000	14,554	23.5%	47,446
2680	Jail	7,380	56,000	3,056	5.5%	52,944
Total Operations		181,982	1,807,500	303,943	16.8%	1,503,557
Integrated Units						
2523	Integrated Mobile Crisis Response (IMCRT)	1,039	34,130	-	0.0%	34,130
2520	Centralized (GVERT, Protests etc. VicPD jurisdiction)	84,437	458,550	57,595	12.6%	400,955
2565	Integrated Canine Unit	1,705	11,000	-	0.0%	11,000
2601	Vancouver Island Integrated Major Crimes (VIIMCU)	14,978	164,200	2,609	1.6%	161,591
2607	Regional Domestic Violence	3,916	10,230	1,245	12.2%	8,985
2620	Public Safety Unit Training	1,687	-	321	N/A	(321)
2690	GVERT Training (Patrol Backfill)	-	153,600	186	0.1%	153,414
2695	Crisis Negotiation	-	10,640	2,208	20.8%	8,432
Total Integrated Units		107,762	842,350	64,164	7.6%	778,186
Total Non-Recoverable Overtime		312,344	2,853,350	380,168	13.3%	2,473,182
Overtime Recoverable from Third parties						
2520	Centralized (Emergency Response, Protests)	-	-	12,831	N/A	(12,831)
2526	Special Events	-	645,000	66,329	10.3%	578,671
2545	Reserve Program	1,245	10,000	4,353	43.5%	5,647
2600	Detectives	-	-	11,395	N/A	(11,395)
2670	Secondments	-	-	9,072	N/A	
Total Recoverable Overtime		1,245	655,000	103,980	15.9%	551,020
Total Overtime Combined		313,589	3,508,350	484,148	13.8%	3,024,202

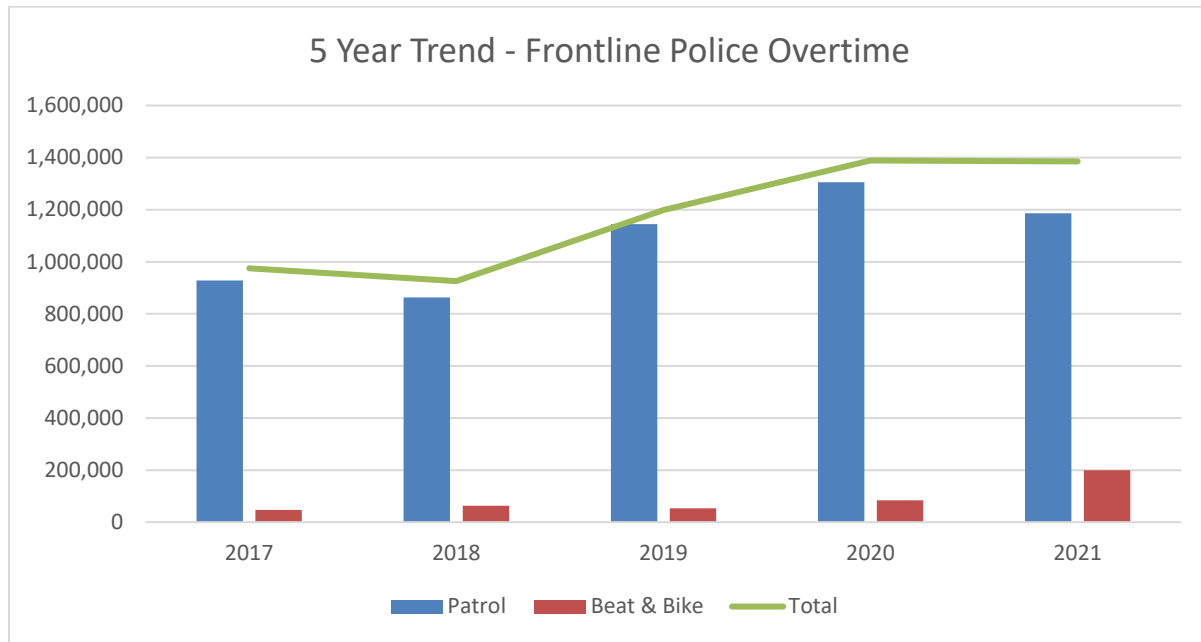
Patrol Overtime Reasons

Below is a summary by reason for Patrol overtime for the period January 1st to February 24th, 2022. As shown, backfill to maintain shift minimums is the main reason given, followed by overtime to maintain minimum services on statutory holidays and callouts to respond to and assist with ongoing situations and 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 of total 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:	March 1, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	February 2022 Monthly Financial Report
ACTION:	For Information

BACKGROUND:

This report contains the monthly financial report as of February 22nd, representing approximately 9% of the fiscal year for payroll. The net financial position of 9.4% is slightly over budget as of February 22nd, 2022.

This is in part due to the timing of retirements, many of which occur in the first quarter as well as higher benefit costs in the first two quarters before CPP and EI maximum insurable amounts have been reached.

Please note that this report runs to February 22nd but only includes payroll expenditures up to February 12th, 2022. Since then we have experienced a significant increase in overtime that is more accurately reflected in the February overtime report.

SUMMARY:

At the end of January, roughly 9% through the payroll year the net financial operating position is approximately 9.4%, slightly above budget. This is in part due to retirements that typically take place in January, as well as front end loading of some payroll benefit expenditures, such as CPP and EI. 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 12.7% of the annual budget. We expect delays in receiving goods to be ongoing throughout the year.



MONTHLY FINANCIAL REPORT AS AT FEBRUARY 22ND, 2022

Statement 1

Victoria Police Department
Revenues and Expenditures By Section (Unaudited)
For the Period Ending February 22, 2022

	Annual Budget	9.0%	Actual	(Over) Under	% of Total Budget
Revenue					
Special Events	610,200	54,918	24,101	586,099	3.9%
Records	133,600	12,024	1,926	131,674	1.4%
Grants	21,500	1,935	42,095	(20,595)	195.8%
Other	578,710	52,084	0	578,710	0.0%
Jail Operations	36,500	3,285	-	36,500	0.0%
Total Revenue	1,380,510	124,246	68,122	1,312,388	4.9%
Operating Expenditures By Section					
Executive	4,171,760	375,458.40	319,312	3,852,448	7.7%
Integrated Units	3,512,500	316,125.00	277,539	3,234,961	7.9%
Crime Prevention Services	1,431,970	128,877.30	103,226	1,328,744	7.2%
Crime Reduction Division	3,094,770	278,529.30	259,920	2,834,850	8.4%
Patrol - Primary Response Division	20,244,230	1,821,980.70	2,198,875	18,045,355	10.9%
Community Services Division	3,431,490	308,834.10	372,573	3,058,917	10.9%
Investigative Services	6,610,100	594,909.00	710,589	5,899,511	10.8%
Traffic Enforcement and Crash Investigation:	1,512,630	136,136.70	91,620	1,421,010	6.1%
Communications Centre - 911	3,611,040	324,993.60	360,782	3,250,258	10.0%
Centralized Corporate Costs	1,970,020	177,301.80	266,304	1,703,716	13.5%
Support Services	12,244,233	1,101,980.97	975,499	11,268,734	8.0%
Jail Operations	1,016,940	91,524.60	87,241	929,699	8.6%
Total Operating Expenditures	62,851,683	5,656,651	6,023,480	56,828,203	9.6%
Transfers to Capital	1,340,000	120,600	-	1,340,000	0.0%
Transfer from Financial Stability Reserve	500,000	45,000	-	500,000	0.0%
Additional Resources	1,088,525	97,967	-	1,088,525	0.0%
Net Budget	63,399,698	5,705,973	5,955,358	57,444,340	9.4%

Victoria Police Department
Revenue and Expenditures by Object (Unaudited)
For the Period Ending February 22, 2022

				(Over)/Under	
	Actual	2022 Budget	% Used	\$	%
Revenue					
Special Events	24,101	610,200	3.9%	586,099	96.1%
Records	1,926	133,600	1.4%	131,674	98.6%
Grants	42,095	21,500	N/A	(20,595)	-95.8%
Other	0	578,710	0.0%	578,710	100.0%
Jail Operations	-	36,500	0.0%	36,500	100.0%
Total Revenue	68,122	1,380,510	4.9%	1,312,388	95.1%
Operating Expenditures					
Salaries and Benefits	4,470,646	47,163,209	9.5%	42,692,563	90.5%
Retirements	196,423	100,000	196.4%	(96,423)	-96.4%
Overtime	243,062	3,508,350	6.9%	3,265,288	93.1%
Professional Services	463,720	5,424,140	8.5%	4,960,420	91.5%
Equipment Maintenance -					
Fleet & Computers	226,786	1,569,660	14.4%	1,342,874	85.6%
Telephone Line Charges/CREST	90,779	976,400	9.3%	885,621	90.7%
Travel and Training	94,315	987,100	9.6%	892,785	90.4%
Building Maintenance	65,945	839,450	7.9%	773,505	92.1%
General and Office Supplies	30,172	433,846	7.0%	403,674	93.0%
Other Operating Expenditures	36,751	815,193	4.5%	778,442	95.5%
Uniforms & Protective Clothing	42,945	916,750	4.7%	873,805	95.3%
Lease/Rental/PRIME	55,680	565,700	9.8%	510,020	90.2%
Fuel and Motor Oil	1,203	319,500	0.4%	318,297	99.6%
Insurance	-	295,410	0.0%	295,410	100.0%
Postage and Freight	5,051	25,500	19.8%	20,449	80.2%
Total Operating Expenditures	6,023,480	63,940,208	9.4%	57,916,728	90.6%
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	5,955,358	63,399,698	9.4%	57,444,340	90.6%

Victoria Police Department
Operating Expenditures by Section and Business Unit (Unaudited)
For the Period Ending February 22, 2022

	Annual Budget	Actual	(Over) Under	% of Total Budget
Executive Services				
Office of The Chief Constable	1,075,700	97,261	978,439	9.0%
Executive Services, Policy and Professional Standards	1,666,410	89,548	1,576,862	5.4%
Esquimalt Administration	592,730	58,681	534,049	9.9%
Police Board	109,700	6,936	102,764	6.3%
Public Affairs	727,220	66,886	660,334	9.2%
Total Executive Services	4,171,760	319,312	3,852,448	7.7%
Integrated Units				
Vancouver Island Integrated Major Crime Unit	982,030	76,086	905,944	7.7%
Diversity Unit	2,480	248	2,232	10.0%
Integrated Mobile Crisis Response Team	129,650	12,415	117,235	9.6%
Regional Domestic Violence Unit	204,580	16,564	188,016	8.1%
Integrated Canine Unit	715,590	62,359	653,231	8.7%
Crowd Management Unit Training	40,260	(50,492)	90,752	-125.4%
Assertive Community Treatment	157,630	33,057	124,573	21.0%
Explosive Disposal Unit	15,500	1,550	13,950	10.0%
Crime stoppers	61,890	6,189	55,701	10.0%
Mobile Youth Service Team	62,550	6,255	56,295	10.0%
Emergency Response Team Training	1,105,270	110,527	994,743	10.0%
Crisis Negotiator Team	35,070	2,782	32,288	7.9%
Total Integrated Units	3,512,500	277,539	3,234,961	7.9%
Crime Prevention Services				
Community Resource Officers	744,750	80,649	664,101	10.8%
School Resource Officers	403,760	-	403,760	0.0%
Community Programs	105,080	10,187	94,893	9.7%
Volunteer Program	134,880	11,007	123,873	8.2%
Reserve Program	43,500	1,383	42,117	3.2%
Total Crime Prevention Services	1,431,970	103,226	1,328,744	7.2%
Crime Reduction Division				
Strike Force	1,446,970	127,827	1,319,143	8.8%
Analysis and Intel	718,890	78,464	640,426	10.9%
Operational Planning	283,910	29,115	254,795	10.3%
Special Duties	645,000	24,514	620,486	3.8%
Total Crime Reduction Division	3,094,770	259,920	2,834,850	8.4%

	Annual Budget	Year To Date	(Over) Under	% of Total Budget
Patrol - Primary Response Division	20,244,230	2,198,875	18,045,355	10.9%
Community Services Division	3,431,490	372,573	3,058,917	10.9%
Investigative Services Division				
Detective Division - Support	1,214,730	147,036	1,067,694	12.1%
Special Operations	500,000	-	500,000	0.0%
Historical Case Review	232,100	13,977	218,123	6.0%
Financial Crimes	487,400	34,434	452,966	7.1%
Computer Forensics Unit	402,230	69,116	333,114	17.2%
Special Victims Unit	794,160	116,201	677,959	14.6%
Major Crimes	1,316,350	165,404	1,150,946	12.6%
Behavioural Assessment & Management Unit	609,130	45,807	563,323	7.5%
Forensic Identification	1,054,000	118,615	935,385	11.3%
Total Investigative Services Division	6,610,100	710,589	5,899,511	10.8%
Traffic Enforcement and Crash Investigations				
Traffic Enforcement and Crash Investigation	1,502,630	91,620	1,411,010	6.1%
Motorcycle Escort Team	10,000	-	10,000	0.0%
Total Traffic Enforcement and Crash Investigations	1,512,630	91,620	1,421,010	6.1%
Communications Centre - 911	3,611,040	360,782	3,250,258	10.0%
Centralized Corporate Costs	1,970,020	266,304	1,703,716	13.5%
Support Services				
Automotive	912,200	23,881	888,319	2.6%
Critical Incident Stress Management	16,000	2,278	13,722	14.2%
Legal Services and Freedom of Information	398,930	41,476	357,454	10.4%
Finance, Exhibit Control and Purchasing	4,519,833	163,201	4,356,632	3.6%
Human Resources, firearms and use of force training	2,621,340	273,239	2,348,101	10.4%
Records Management	2,304,020	254,827	2,049,193	11.1%
Information Systems	1,471,910	216,596	1,255,314	14.7%
Total Support Services	12,244,233	975,499	11,268,734	8.0%
Jail Operations	1,016,940	87,241	929,699	8.6%
Total Operating Expenditures	62,851,683	6,023,480	56,828,203	9.6%

Statement 4

Victoria Police Department
Capital Expenditures (Unaudited)
For the Period Ending February 22, 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	141,055	574,945	19.7%
Computer Equipment	600,000	790,190	66,186	724,004	8.4%
Furniture	40,000	100,000	-	100,000	0.0%
Police Building Upgrades	100,000	40,000	2,526	37,474	6.3%
Total Capital	1,340,000	1,646,190	209,767	1,436,423	12.7%

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. As COVID-19 restrictions are lifted we expect special duties revenue to return to normal levels.

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. We expect some further retirements over the next few months.

4. OVERTIME:

Net overtime costs are below budget as of the February 22nd pay period, but as the February overtime report includes the next pay period and better reflects overtime expenditures at this time, please refer to that report for more updated overtime figures.

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 pro-rated 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 in line with the budget.

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.

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. Actual expenditures lag due to the timing of those charges and monthly expenditures are normally in the vicinity of \$30,000-50,000.

12. INSURANCE

Similar to fleet, expenditures are charged to the Department through the City of Victoria. These expenditures have yet to be posted. Monthly expenditures are normally in the vicinity of \$13,000.

13. CAPITAL

Capital expenditures are below budget at this time. There remains some uncertainty over the availability and timing of capital purchases which may continue to impact actual expenditures this year as capital expenditures are only recognized when the goods are received.

FINANCIAL IMPACT:

None at this time

RECOMMENDATION:

None



VICTORIA & ESQUIMALT POLICE BOARD

Public

DATE:	March 15, 2022
TO:	Police Board
FROM:	Mayor Helps
SUBJECT:	Amending the Framework Agreement to Enshrine the Co-Chair Positions
ACTION:	Decision

BACKGROUND

The Framework Agreement (see attached) governs the relationship among the Police Board, the Township of Esquimalt Council, and the City of Victoria to ensure that adequate and effective policing is provided in both communities.

Section 3.2 of the Framework Agreement pertains to the Co-chairs and reads as follows:

3.2 Co-chairs

Although the 2002 Order in Council provides that the Mayor of Victoria is the chair of the amalgamated board and the Mayor of Esquimalt is the vice-chair, the Parties agree to explore an alternative arrangement by which the two mayors would act as co-chairs of the Board.

In early 2015, the Board adopted a Co-chair Terms of Reference (see attached). It stipulates that the Mayor of Victoria and the Mayor of Esquimalt each assume the "Lead Co-chair" and "Deputy Co-chair" positions on a rotating basis. This arrangement has worked well for the past seven years, and it is recommended that the Framework Agreement be amended to reflect this way of working together.

RECOMMENDATION

MOTION: *That the Board approve and request that the Township of Esquimalt and the City of Victoria approve the following wording to replace section 3.2 of the Framework Agreement:*

3.2 Co-chairs

The Co-chairs of the Board are the Mayor of Victoria and the Mayor of Esquimalt. One Co-chair will serve as the Lead Co-chair and the other Co-chair will serve as the Deputy Co-chair. The Co-chairs will alternate between Lead Co-chair and Deputy Co-chair every two years, unless the Co-chairs agree on another length of time.

THIS AGREEMENT (the "Agreement") dated for reference this 17 day of April, 2014

Between:

The Victoria and Esquimalt Police Board
(the "Board")

And:

The City of Victoria
(**"Victoria"**)

And:

The Township of Esquimalt
(**"Esquimalt"**)

WHEREAS:

- A. An Order in Council dated December 18, 2002, known as the Victoria and Esquimalt Policing Reorganization Order, (the "2002 Order in Council") ordered the amalgamation of the police forces in Victoria and Esquimalt effective January 1, 2003 and created an amalgamated police board;
- B. The 2002 Order in Council allows Victoria and Esquimalt to negotiate and agree on a formula for the sharing of costs of the amalgamated police force;
- C. On June 9, 2009 the Parties hereto entered in to a Financing and Accounting Agreement for Victoria/Esquimalt Amalgamated Police Services (the "2009 Agreement");
- D. The 2009 Agreement expired on December 31, 2013;
- E. The Parties are committed to working collaboratively with each other for the purpose of:
 - a. Providing adequate policing and law enforcement in the respective Municipalities;

- b. Ensuring adequate accommodation, equipment and supplies for the operations of and use by the police force and for the detention of persons required to be held in police custody;
- c. Fair and equitable allocation and use of police resources;
- d. Ensuring efficient development of the annual police budget taking into consideration the budget guidelines set by the Municipalities each year; and
- e. Early resolution of any disputes, including those involving interpretation of this Agreement.

NOW THEREFORE in consideration of the mutual covenants and conditions contained herein, the Parties agree as follows:

1 INTERPRETATION

1.1 Definitions

In this Agreement, unless context requires otherwise:

“Act” means the *Police Act*, R.S.B.C 1996, c. 367;

“Budget Allocation Formula” means the formula for determining the percentage of the shared police costs paid by each Municipality as set out in section 11;

“Chief Constable” means the chief constable of the amalgamated police department appointed by the Board pursuant to the Act;

“Consultation” and “consult” means to engage in a bi-lateral communication in which the person or entity consulted has a meaningful opportunity to question, to receive explanation, and to provide comment to the person or entity undertaking the consultation and includes an obligation, on the part of the person or entity required to consult, to consider comments received as part of the consultation prior to making a decision;

“Dedicated Municipal Division” means the police unit established pursuant to section 4 to provide police and law enforcement duties primarily in a single Municipality;

“Department” means the amalgamated Victoria and Esquimalt Police Department established pursuant to the 2002 Order in Council;

“Director” means the director of police services designated under the Act or a person appointed by him;

“Municipality” includes Victoria, Esquimalt and any other local government that may join the amalgamated policing pursuant to section 13;

“Optional Resources” means the resources requested by a Municipality pursuant to section 5.2;

“Parties” includes the Board and the Municipalities;

1.2 Interpretation

Except as expressly set out otherwise in this Agreement, the following will apply to the interpretation of this Agreement:

- (a) headings are for convenience and reference only and will not affect the interpretation of the Agreement;
- (b) words importing the singular include the plural, and vice versa;
- (c) words importing gender include all genders;
- (d) where reference is made to a “day”, “week”, “month” or “year”, the reference is to the calendar period;
- (e) where the date for any delivery or response required or permitted to be given under this Agreement falls on a Saturday, Sunday or a statutory holiday observed in British Columbia, the date for such delivery or response will be extended to the next following day that is not a Saturday, Sunday or a statutory holiday observed in British Columbia;
- (f) in calculation of time, the first day will be excluded and the last day will be included;
- (g) the words in this Agreement will bear their natural or defined meaning;

- (h) the word “including” is deemed to be followed by “without limitation”;
- (i) any reference to a statute will include such statute and its corresponding regulations, together with all amendments made to such statute and regulations and in force from time to time, and any statute or regulation that may be passed which has the effect of amending, supplementing or superseding the statute referred to or such statute’s corresponding regulations; and
- (j) the Parties confirm that they each have obtained independent legal advice, or elected not to obtain such advice, and accordingly agree that any rule of construction to the effect that any ambiguity is to be resolved against the drafting Party will not be applicable in the interpretation of this Agreement.

1.3 Governing Law

This Agreement will be governed by and construed in accordance with the laws of the Province of British Columbia and the federal laws of Canada applicable in British Columbia.

2 **TERM**

2.1 Term

Subject to early termination pursuant to section 2.2 or extension pursuant to section 2.4, this Agreement shall be in effect for 10 years commencing on January 1, 2014 (the “Effective Date”) and terminating on December 31, 2023.

2.2 Early Termination

A Municipality may terminate this Agreement by giving written notice to all other Parties and such termination shall be effective on January 1 following the second anniversary of the day on which the notice is delivered.

2.3 Election to Not Extend

A Municipality may elect not to extend the term of this Agreement by giving written notice to all other Parties no earlier than July 1, 2022 and no later than January 1, 2023.

2.4 Automatic Renewal

Unless this Agreement is terminated pursuant to section 2.2 or one of the Municipalities elects to not extend its term pursuant to section 2.3, the term of this Agreement shall be automatically renewed for 10 years commencing on the expiration of the original term and terminating December 31, 2033 on the same terms and conditions as contained in this Agreement except for this automatic renewal provision.

For certainty, if the term of this Agreement is automatically renewed, the Budget Allocation Formula in effect on December 31, 2023 remains in effect until such time as the Municipalities may agree to a new Budget Allocation Formula in accordance with section 11.

2.5 Effect of Early Termination

The Municipality which delivers notice of early termination pursuant to section 2.2 shall bear all costs reasonably incurred by the other Parties as a result of early termination, including any transition costs associated with the re-organization or re-structuring of the police force that may be necessary as a result of the early termination.

The Parties will work collaboratively during the notice period under section 2.2 to develop a transition plan to minimize or eliminate the costs of early termination, giving priority, where possible, to

- (a) absorption of any Optional Resources into regular police operations,
- (b) elimination of any positions through attrition, and
- (c) such other measures that the Parties, acting reasonably, consider appropriate in the circumstances.

2.6 Parties to Co-operate in the Event of Expiry or Termination

The expiry or termination of this Agreement does not affect the amalgamation of policing. Therefore, the parties agree to work collaboratively, in the event of expiry or termination of this Agreement, to develop a new arrangement for policing services in the Municipalities which may involve negotiation of a new

agreement or petitioning the government to amend or replace the 2002 Order in Council.

3 THE BOARD AND THE DEPARTMENT

3.1 Name of the Board

The amalgamated police board established pursuant to the 2002 Order in Council shall be known as the "Victoria and Esquimalt Police Board" and shall describe itself as such in all records and communications.

3.2 Co-chairs

Although the 2002 Order in Council provides that the mayor of Victoria is the chair of the amalgamated board and the mayor of Esquimalt is the vice-chair, the Parties agree to explore an alternative arrangement by which the two mayors would act as co-chairs of the Board.

3.3 Establishment of Priorities and Department Strength and Composition

Subject to the provisions of the Act and the 2002 Order in Council, the Board shall consult with the Municipalities prior to determining the priorities, goals and objectives of the Department and in relation to the composition and strength of the Department, however, nothing in this Agreement shall be interpreted so as to reduce or restrict the Board's ability to fulfill its statutory duties and obligations.

3.4 Alternative Approaches to Law Enforcement

Subject to the Act and any applicable collective agreement, the Board, in consultation with the Chief Constable, shall work with each Municipality to explore possible alternative methods for provision of law enforcement within the Municipality, including the use of bylaw enforcement officers, reserve police constables and volunteers from the community to assist in delivery of traditional community policing services.

4 DEDICATED MUNICIPAL DIVISIONS

4.1 Establishment of Dedicated Divisions

The Board shall establish and continue for each Municipality a dedicated division of such strength and composition as the Board, in consultation with the Chief Constable and the affected Municipality, considers necessary to:

- (a) provide regular patrol function adequate to police the area and the population in the Municipality;
- (b) provide adequate community policing resources;
- (c) ensure consistent police presence in the Municipality served by the Dedicated Municipal Division;
- (d) promote co-operative and productive relationships between members of the Dedicated Municipal Division and the community; and
- (e) give effect to the intent of this Agreement.

4.2 Dedicated Municipal Division to operate in one Municipality

Subject to emergencies and exigent operational requirements, as determined by the Chief Constable from time to time, the Dedicated Municipal Division shall operate out of a location within the Municipality it serves and it shall be deployed in the area of that Municipality, provided however, that it shall be permitted for all police units to commence their shifts out of a single location, such as the headquarters building.

4.3 Identification of Dedicated Municipal Division units

The vehicles used by the Dedicated Municipal Division shall be marked, in addition to ordinary police markings, in a manner which identifies them as part of the Dedicated Municipal Division serving the specific Municipality.

4.4 Reporting on Dedicated Division Performance

The Chief Constable, or a senior ranking police officer designated by him, shall meet quarterly with the representative or council of the Municipality to report on

matters of policing in the Municipality, including how the Dedicated Municipal Division achieves the objectives set out in this Agreement and shall submit a written report on the activities of the Dedicated Municipal Division to the Board and the Municipality the Dedicated Municipal Division serves on a quarterly basis.

The Chief Constable, or a senior ranking police officer designated by him, shall meet quarterly with community organizations, schools, and senior staff of the Municipality to understand police service delivery priorities for the Municipality.

4.5 Regular Review of Dedicated Municipal Divisions

The Board shall provide the Municipalities with data on actual use and deployment of the Dedicated Municipal Divisions within 30 days of each anniversary of this agreement coming into force, such data must include statistics on the deployment of Dedicated Municipal Division resources outside the Municipality normally served by that Dedicated Municipal Division.

Within 60 days of receiving the data under this section 4.5, each Municipality shall advise the Board of any concerns or issues regarding the use or deployment of the Dedicated Municipal Divisions and request any changes or modifications to the Dedicated Municipal Divisions' strength or deployment.

Within 60 days of receiving comments from a Municipality the Board shall provide the Municipalities with a proposal for changes, if any, to the strength or composition of one or more of the Dedicated Municipal Divisions that, in the opinion of the Board in consultation with the Chief Constable, are necessary to achieve the goals set out in section 4.1 and address valid Municipal concerns based on the data provided pursuant to this section 4.5 and good policing practices and standards.

In the event a Municipality is dissatisfied with the Board's proposal under this section 4.5 it shall, within 60 days of receiving such proposal, submit the matter for resolution to the Administrative Committee and the provisions of section 12 shall apply.

4.6 Initial Composition of the Dedicated Municipal Divisions

The strength and composition of the Dedicated Municipal Divisions as of January 1, 2015 shall be as set out in Appendix A and shall not be altered by the Board

unless necessary to meet the requirements of the Act or in accordance with this Agreement.

4.7 Selection of Officer in Charge

Subject to the Act and any applicable collective agreement, the officer in charge of a Dedicated Municipal Division shall hold the rank of inspector or higher.

The Municipality shall be consulted before the appointment of the officer in charge for the Dedicated Municipal Division serving the Municipality.

5 **OPTIONAL RESOURCES**

5.1 Municipal Opting-in

Subject to the Act, in addition to the regular review of the Dedicated Municipal Divisions under section 4.5, each Municipality shall have the option to increase policing resources serving its community, including

- (a) increasing the number of police officers within its Dedicated Municipal Division;
- (b) altering the composition of the Dedicated Municipal Division;
- (c) establishing one or more police storefront offices;
- (d) acquiring any specialized tools or equipment for the use of the Dedicated Municipal Division; or
- (e) such other measures that, in the opinion of the Municipality, are needed to better serve its community.

5.2 Requesting Optional Resources

To exercise the rights under section 5.1, the Municipality shall provide written notice to the Board setting out the Optional Resources, above the minimum established by the Board as required to achieve the purposes of section 4.1, that the Municipality wishes to have added to its Dedicated Municipal Division.

5.3 Board to provide Optional Resources

Provided that the addition of the Optional Resources is consistent with the Act and all applicable laws, and any applicable collective agreements the Board shall accommodate the Municipal request under section 5.1 as soon as practicable and, in any event, no later than within one year of receipt of the request and shall amend the composition, strength or equipment of the affected Dedicated Municipal Division as required.

5.4 Opting-out of Optional Resources

A Municipality which has exercised its rights under section 5.1 may request the Board to eliminate any Optional Resources provided that no less than one year has passed since the implementation of such Optional Resources, and, subject to any applicable laws and collective agreements, the Board shall do so as soon as is practicable, unless in the Board's opinion it would compromise the ability to meet requirements under the Act.

5.5 Payment for Optional Resources

The Municipality requesting Optional Resources under section 5.1 or eliminating optional resources under section 5.4 shall pay directly to the Board the actual cost of those changes, including any transition, implementation, or cancellation costs reasonably incurred by the Board as a result of the request.

5.6 Reporting on Optional Resources

Within 60 days of receiving a request under section 5.2 or 5.4, the Board shall deliver to all Municipalities a report on any proposed changes to the Dedicated Municipal Divisions and such report shall include information about the nature and cost of the Optional Resources, transition or cancellation costs, and impact of the change on other police operations.

6 **PERFORMANCE METRICS**

6.1 Development of Performance Metrics

No later than January 1, 2015, the Board, in consultation with the Chief Constable and the Municipalities, shall ensure that quantitative and qualitative

performance measures are established and reported at such intervals as necessary, but no less frequently than quarterly, for each Municipality in order to permit each Municipality to reasonably assess the fulfillment by the Board and the Department of the obligations under this Agreement and delivery of policing services within each Municipality.

For clarity, the Quantitative and Qualitative Measures established and reported pursuant to this section may vary from time to time and may, with the consent of the Municipalities, be different for each Municipality.

6.2 Quantitative Measures

For the purposes of this Agreement, Quantitative Measures means information and data from the Police Records Information Management Environment records management system, Computer Aided Dispatch system and other police data sources that provide statistical information about crime and policing in each Municipality, including information about crime rates, call volume, response times, and other relevant matters.

6.3 Qualitative Measures

For the purpose of this Agreement, Qualitative Measures means information and data related to the effectiveness of activities focused on Community Engagement within each Municipality. For greater certainty, Community Engagement activities may include but are not limited to such activities as participation in community meetings or events; problem oriented policing projects, programs to promote visibility in the community, crime prevention programs and community outreach initiatives.

6.4 Separate Statistics for Each Municipality

Information required pursuant to sections 6.1 shall be maintained and reported by the Board separately for each Municipality.

6.5 Public Survey

The Board shall cause a public survey to be carried out in 2014 and every three years thereafter collecting data for each Municipality. The survey shall be consistent with other surveys related to police services conducted in other Canadian municipalities and shall be designed to assess community satisfaction

with policing services and help identify community priorities for policing and law enforcement.

The survey shall solicit input from residents of each Municipality and be conducted in such a manner that meaningful results for each Municipality are produced.

The Board shall deliver results of the survey to the Municipalities and the Chief Constable, or a senior police officer designated by him, shall attend the meetings of each Municipal council to discuss results of the surveys.

6.6 Performance Targets

The Board shall, in consultation with the Municipalities, establish performance metrics, priorities, goals and objectives for the Department and each Dedicated Municipal Division to assess and monitor the delivery of police services and measure the effectiveness and efficiency of policing in each Municipality and in the entire area served by the Department.

7 **BUDGET**

7.1 Budget Preparation

The Board must consider input received from the Municipalities while preparing the budget, and shall prepare the budget in accordance with this Agreement.

No later than May 31, each Municipality shall provide the Board any budget or financial targets for the following calendar year. The Department's director of finance shall meet with Municipalities' directors of finance as necessary to discuss budget preparation.

No later than October 31, the Board shall submit a provisional budget for the following year to the Municipalities for their consideration.

No later than November 30, the Parties shall hold a joint meeting of the Board and the councils of the Municipalities to discuss the provisional police budget.

No later than January 31, the Board shall hold a meeting with council of each Municipality to discuss the provisional budget.

No later than February 28, the Board shall submit to each Municipality its final budget for the year for approval by the Municipality.

All budget submissions must clearly identify the costs of any Optional Resources and each Municipality's share of the total police budget calculated in accordance with section 11.

7.2 Budget Adoption

Each Municipality must consider and include in its budgeting process the provisional police budget submitted pursuant to section 7.1.

Upon approval of the final budget, each Municipality must include its share of the total police cost in its budget.

7.3 Budget Disputes

Any Party may invoke the provisions of section 12 at any time during the budget process, provided however that, until there is an agreement or a final decision, the Party is required to follow the budgeting process as set out in this section 7.

8 **RESERVE FUNDS**

8.1 Reserve Funds to be Maintained

The Board shall maintain the following reserve funds in accordance with this section 8:

- (a) Equipment and Infrastructure Reserve Fund;
- (b) Employee Benefit Obligation Reserve Fund; and
- (c) Financial Stability Reserve Fund.

8.2 Equipment and Infrastructure Reserve Fund

The Equipment and Infrastructure Reserve Fund may be used to purchase capital assets such as vehicles, computer equipment, communications

equipment, building upgrades and furniture. Funding for this reserve is provided by annual transfers from the Department's operating budget adopted in accordance with this Agreement. Expenditures from this fund must be made according to the 20 year capital plan approved by the Board.

8.3 Employee Benefit Obligation Reserve Fund

The Employee Benefit Obligation Reserve Fund shall be maintained to ensure future liabilities for employee's retirement payouts, vacation payouts and sick leave are fully funded. The Board will retain an actuary to review the valuation of the fund each year and make a full evaluation of it every three years. Funding for this reserve shall be provided by annual transfers from the Department's operating budget adopted in accordance with this Agreement. Once fully funded, no further transfers will be made into this fund.

8.4 Financial Stability Reserve Fund

The Financial Stability Reserve Fund shall be maintained to deal with any unanticipated event not contemplated at the time the budget was prepared. The fund shall be funded to the maximum of 2.5% of the net police budget. Expenditures from this fund must be approved by the Board.

8.5 Reporting on Reserve Funds

As part of the annual budget process, the Board shall report to the Municipalities the status of each reserve fund established under this section and shall report all expenditures made from the reserve funds.

9 **PAYMENTS AND ACCOUNTING**

9.1 Payments

Subject to any special arrangement between the Board and a Municipality, each Municipality shall pay to the Board its share of policing costs, as set out in the budget adopted by the Board and approved by the Municipalities in twelve monthly payments payable on the 15th of every month.

Until the final police budget is approved by the Municipalities, payments shall be calculated on the basis of the last approved police budget.

The monthly payments under this section 9.1 shall be a debt due and owing to the Board from each Municipality severally. For certainty, a Municipality is not liable for payment of obligations of another Municipality.

9.2 Surplus

Any surplus existing in the Department's actual results at year end shall be:

- (a) transferred to the Financial Stability Reserve Fund if the fund balance is less than the maximum amount established under section 8.4 in effect for the year in which the surplus was generated;
- (b) transferred to the Employee Benefit Obligation Reserve Fund until that fund is fully funded; or
- (c) transferred to the Municipalities in accordance with the Budget Allocation Formula in effect for the year in which the surplus was generated.

9.3 Deficit

Any extraordinary expenditures or shortfall in revenues shall be funded from the Financial Stability Reserve Fund or through adjustment of the expenditures under the approved budget. If there still are insufficient funds within the approved budget to meet the Department's obligations, the Municipalities shall cover any shortfall in accordance with the Budget Allocation Formula in effect for the year in which the deficit was incurred.

9.4 Arrangements between the Board and Victoria

The Board may make special financial and accounting arrangements with Victoria to continue to maintain reserve funds under section 8 of this Agreement and to continue to carry out accounting and financial management functions for the Department as part of Victoria's accounting structure. Provided, however, that each Municipality shall have full access to all financial information related to policing.

10 INSURANCE AND LIABILITY

10.1 Insurance and Claims

All insurance premiums, claims management costs, the amount of settlement of claims, and deductibles applied to claims settled or paid by an insurer on behalf of the Department, will be charged to the Department and shared by the Municipalities based on the Cost Allocation Formula in effect the year the payment is made. Each Municipality agrees that it shares joint responsibility, according to the Cost Allocation Formula, for all insurance and claim related costs regardless of where the incident giving rise to the claim occurred.

10.2 Reporting of Claims

The Board shall report to the Municipalities all information on insurance claims and settlement information as detailed in section 10.1 on an annual basis.

11 BUDGET ALLOCATION

11.1 Initial Budget Allocation

Each Municipality's percentage share of the police budget, not including any Optional Resources, during the first five years of the term of this Agreement shall be:

Year	Victoria's share	Esquimalt's share
2014	84.8	15.2
2015	85.0	15.0
2016	85.3	14.7
2017	85.3	14.7
2018	85.3	14.7

11.2 Budget Allocation Formula

The Municipalities shall develop a formula for the equitable allocation of the approved police budget beyond the initial five years. The work on the development of this formula shall be commenced by the Administrative Committee no later than June 2017.

It is anticipated that the Budget Allocation Formula shall take into account factors based on the actual experience during the operation of this Agreement and will utilize quantifiable criteria which reflect each Municipality's relative need for police resources.

Councils of both Municipalities must approve the final Budget Allocation Formula before it can be implemented.

11.3 Default Budget Allocation

In the event the Municipalities cannot agree on the final Budget Allocation Formula prior to December 31, 2018, the Municipalities shall share costs of policing in accordance with the Budget Allocation Formula in effect on December 31, 2018 until such time as the Parties may agree to a new Budget Allocation Formula in accordance with this section 11.

11.4 Cost of Optional Resources

Each Municipality shall pay directly to the Board the actual cost, as identified in the budget prepared by the Board, of any Optional Resources that it had requested and the Board had implemented in accordance with section 5 of this Agreement.

12 **ADMINISTRATIVE COMMITTEE AND DISPUTE RESOLUTION**

12.1 The Administrative Committee

The Parties shall establish a committee to be known as the "Administrative Committee" to facilitate collaborative approach to the handling of the disputes, concerns and issues during the implementation and duration of this Agreement. The Administrative Committee shall be comprised of the Director, the Chief Constable and a senior representative from each Party as follows:

- (a) the Board – a member of the Board selected by the Board from the members appointed pursuant to section 23(1)(c) of the Act;
- (b) Esquimalt – Chief Administrative Officer; and
- (c) Victoria – City Manager.

Provided, however, that the Director shall not participate in any meetings of the Administrative Committee which deal with a dispute under section 12.5(a) or another matter that may require the Director to act as the final decision maker under the Act.

12.2 Referring issues to the Administrative Committee

At any time, a Party may, through its representative, seek assistance of the Administrative Committee to resolve any dispute, concern or issue.

12.3 Administrative Committee procedures

- (a) The Administrative Committee shall be chaired by the Director or, in his absence, by a person agreed upon by other members of the committee.
- (b) The Administrative Committee shall meet no later than 14 days after the delivery of notice identifying the matter requiring resolution from any committee member to the chair of the committee.
- (c) Meetings shall be in person but may, with the consent of the chair, be by telephone or other electronic media.
- (d) Members of the Administrative Committee may seek assistance of staff or professional advisors.

12.4 Administrative Committee decisions

Decisions of the Administrative Committee shall be unanimous and shall be final and binding on the Parties, except for budget approval or adjustment to the Budget Allocation Formula which shall not be final and binding until approved by the councils of the Municipalities and, in the case of the budget, by the Board.

12.5 Dispute resolution

In the event the Administrative Committee cannot reach a unanimous decision within 21 days of the first meeting at which the issue was discussed, or such longer period as the Administrative Committee may unanimously decide, or a budget is not approved by one or more Municipalities, the matter shall be dealt with as follows:

- (a) Disputes regarding an item in a budget proposed by the Board that is not approved by one or more Municipality shall be dealt with in accordance with the Act;
- (b) Disputes regarding interpretation or application of the funding formula shall be referred to arbitration pursuant to *Arbitration Act*. The Municipalities shall be the only Parties to arbitration under this provision; however the Board shall be entitled to submit its position on the matter(s) at issue to the arbitrator;
- (c) Disputes involving interpretation of this Agreement other than as outlined in paragraph (b) shall be resolved by submitting the issue to a senior BC lawyer, acceptable to all Parties, for a legal opinion and his or her interpretation shall be binding on all Parties. The cost of retaining the lawyer shall be shared equally between the Parties;
- (d) If, in the opinion of any party, a dispute does not affect its interests that party may serve written notice on the other parties through the Administrative Committee that it will not participate in that process. Where a party serves notice under this section, it shall not be entitled to participate in the dispute resolution process and shall not be responsible for any costs associated with the dispute resolution process.
- (e) All other disputes will be dealt with through arbitration pursuant to the *Arbitration Act*.

12.6 Mediation Option

Notwithstanding section 12.5, any dispute may, with the consent of all Parties, be referred to nonbinding mediation; provided however that if such mediation is not successful within 120 days, section 12.5 shall apply. The costs of the mediation shall be shared equally between the Parties.

13 **ADDITIONAL MUNICIPALITIES AND REGIONAL COSTS**

13.1 Municipalities May Join

Subject to the Act and the consent of all the existing Parties, any Municipality in the Capital Regional District may be added as a Party to this Agreement on such

terms and conditions as the existing Parties and the joining Municipality deem appropriate.

13.2 Regional Costs

The Parties recognize and acknowledge that the Department serves the Provincial Capital and the core area of the Capital Regional District which involves policing activities and costs beyond what would be expected in a similarly sized municipal area. Therefore, the Parties agree to work collaboratively with the Province, the Capital Regional District, and the neighbouring municipalities for a recognition and fair contribution towards those regional costs of policing.

14 **TRANSITION**

14.1 Efficiency Review

No later than January 1, 2015, the Board shall engage a qualified external consultant to conduct the efficiency review of the Department, provided that it receives sufficient financial support for such engagement from the Director. The selection of the consultant and the terms of reference for the review shall be approved by the Board in consultation with the Administration Committee.

The final report shall be delivered to all Parties to the Agreement.

14.2 Implementation

The Board shall work in consultation with the Chief Constable to implement this Agreement, in particular the establishment of the Dedicated Municipal Divisions and collection and reporting of statistics, as early as practicable but in any event no later than by January 1, 2015.

The Board shall, through its member on the Administrative Committee, report to all Parties on the progress of the implementation on a quarterly basis.

14.3 Counterparts

This Agreement may be executed and delivered in several counterparts, including by facsimile (or other similar electronic means, including via PDF), each

of which when so executed and delivered will be deemed to be an original and such counterparts together will be one and the same instrument.

IN WITNESS WHEREOF the Parties hereto have executed this Agreement as of the day and year first above written to be effective as of the Effective Date.

THE VICTORIA AND ESQUIMALT POLICE BOARD

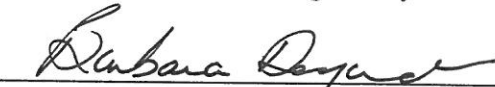
Per: _____



Authorized Signatory

MAYOR DEAN FORTIN
#1 Centennial Square
Victoria BC V8W 1P6

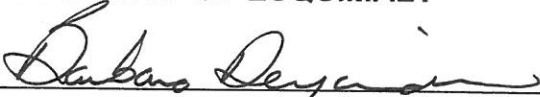
Per: _____



Authorized Signatory

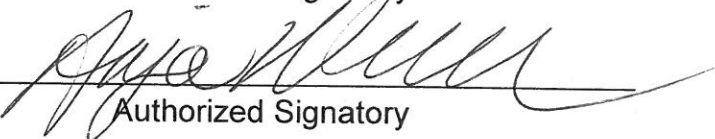
THE TOWNSHIP OF ESQUIMALT

Per: _____



Authorized Signatory

Per: _____



Authorized Signatory

THE CITY OF VICTORIA

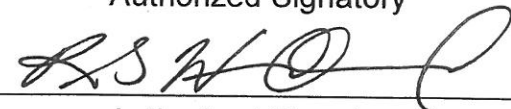
Per: _____



Authorized Signatory

MAYOR DEAN FORTIN
#1 Centennial Square
Victoria BC V8W 1P6

Per: _____



Authorized Signatory

Robert G. Woodland
Corporate Administrator
City of Victoria
#1 Centennial Square
Victoria BC V8W 1P6

APPENDIX A – Dedicated Municipal Divisions

Pursuant to section 4.6, the composition and strength of the Dedicated Divisions as of January 1, 2015 shall be:

Esquimalt Division:

Officer in Charge
24 police officers
2 Civilian staff members

Victoria Division:

Officer in Charge
110 police officers
2 Civilian staff members



TERMS OF REFERENCE

Victoria & Esquimalt Police Board – Co-Chairs

1. INTRODUCTION

- 1.1 The Co-Chairs of the Victoria and Esquimalt Police Board (the “Board”) are the Mayor of Victoria and the Mayor of Esquimalt.
- 1.2 One Co-Chair will serve as the “Lead Co-Chair” and the other Co-Chair will serve as the “Deputy Co-Chair”.
- 1.3 The Co-Chairs will alternate between “Lead Co-Chair” and “Deputy Co-Chair” every two (2) years unless the Co-Chairs agree upon another length of time.
- 1.4 The mandate of the Lead Co-Chair is to:
 - a) Ensure that the Board behaves consistently with its own policies
 - b) Represent the Board in dealings with external parties

2. ROLES AND RESPONSIBILITIES

- 2.1 The roles and responsibilities of a Co-Chair are distinct and separate from that of Mayor. The Co-Chairs will ensure that the Board operates without political interference.
- 2.2 The Co-Chairs are primarily intended to participate in the role of neutral overseers of the Police Board’s business, ensure the Board operates efficiently and effectively, and to act as a resource for the Board.
- 2.3. If the Lead Co-Chair is absent or unable to act, the Deputy Co-Chair will assume the role and responsibilities of the Lead Co-Chair.
- 2.4 The Lead Co-Chair’s primary roles are to:
 - a) Plan and lead Board meetings and to manage the affairs of the Board
 - b) Ensure that the Board is organized efficiently and meets its obligations and responsibilities
 - c) Work closely with the Deputy Co-Chair and Chief Constable (the “Chief”), to ensure effective relations and communications with board members, the Department, municipal staff and Councillors, and the public
- 2.5 The Lead Co-Chair will be responsible for and approve the Board meeting agenda.
- 2.6 The Lead Co-Chair will be responsible for keeping the Deputy Co-Chair informed and current on all matters.
- 2.7 The Lead Co-Chair is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions). Any other Board member must be specifically authorized by the Lead

Co-Chair before speaking on behalf of the Board.

- 2.8 The Co-Chairs will work closely with the Executive Assistant, who reports to the Board.
- 2.9 The Co-Chairs are *ex-officio* members of all Committees.
- 2.10 The Co-Chairs will work jointly and collaboratively to develop goals for the Board and Co-Chairs and will review these goals with the Governance Committee prior to soliciting Board approval.

3. MANAGING THE ACTIVITIES OF THE BOARD

- 3.1 The Co-Chairs have the responsibility to:
 - a) Facilitate a candid and full discussion of all key matters that come before the Board
 - b) Reach a consensus and develop teamwork within the Board without losing diversity of opinion or independent points of view
 - c) Communicate with the Board and the Chief regarding information about major developments or initiatives that may impact policing, particularly Municipal, Provincial or Federal initiatives that come to the Co-Chairs' attention
- 3.2 The Lead Co-Chair has the responsibility to:
 - a) Ensure that the Board approves the Department's strategic initiatives and monitors the progress of the initiatives
 - b) Ensure that the Board receives adequate and regular updates from the Chief on all significant issues that impact the performance and effectiveness of the Department

4. MANAGING THE BOARD MEMBERSHIP

- 4.1 The Co-Chairs have the responsibility to:
 - a) Work with the Governance Committee, at least once per year, to ensure it reviews and updates a matrix that identifies the skills, experience and background that the ideal Board should possess
 - b) When a vacancy or re-nomination occurs, consult with the Governance Committee and the Ministry of Public Safety and Solicitor General, Police Services Division to prepare a skills profile for the position
 - c) work with the Governance Committee annually to recommend committee membership and community liaison appointments to the Board for review and approval
 - d) Meet with each individual Board member annually to assess where the Board and/or committees can operate more effectively and where the Board Co-Chairs could assist in improving the performance of the Board
- 4.2 The Lead Co-Chair has the responsibility to:
 - a) Review all issues regarding a conflict of interest
 - b) Review and assess Board member attendance and performance

5. WORK WITH MANAGEMENT

5.1 The Lead Co-Chair has the responsibility to:

- a) Act as the principal liaison between the Board and the Chief to help define problems, review strategy, and ensure the Chief is aware of concerns of the Board.
- b) Ensure that the Board monitors and evaluates the performance of the Chief to maintain the accountability of the Chief to the Board.

6. CONDUCT COMPLAINTS AGAINST THE CHIEF AND DEPUTY CHIEF CONSTABLES

6.1 Pursuant to the *Police Act*, the Co-Chairs are a discipline authority for conduct complaints (internal discipline or public trust complaints) made against the Chief or a Deputy Chief and shall adhere to the complaints process outlined in the Act.

6.2 The Co-Chairs may, at their discretion, use the Executive Assistant and legal counsel as resources to assist them in the processing of any conduct complaints against the Chief or a Deputy Chief.

7. COMMUNICATIONS

7.1 The Lead Co-Chair has the responsibility to:

- a) Act as the official spokesperson for the Board when consulting with the Chief prior to speaking on operational issues
- b) Ensure the Board is appropriately represented at official functions and meetings
- c) Appoint a Board Member as a spokesperson for the Board on specific matters when required to do so
- d) Provide the Deputy Co-Chair with updated information on a matter that will be the subject of any upcoming statement or presentation to the public

7.2 The Lead Co-Chair shall share all correspondence with the Deputy Co-Chair.

7.3 All written correspondence, with the exception of electronic messages, must be signed by both Co-Chairs.

8. MOTIONS, QUORUM AND VOTING

8.1 The *Police Act* does not contemplate a co-chair model wherein two mayors share the statutory role of chair of the Board. Section 25(3) of the *Police Act*, supported by the interpretation contained within the BC Board Handbook, states that the chair (Mayor) may only cast a vote at a meeting of a Board in the event of a tie vote between the other board members present. This restriction is premised on the inherent conflict of interest a mayor has, particularly with regard to issues of budget.

8.2 The following shall apply to the Victoria and Esquimalt Police Board's Co-Chair model:

- a) The co-chairs are intended to participate in the role of neutral overseers of the police board's business, ensure the board operates efficiently and effectively, and to act as a resource for

the Board.

- b) The co-chairs are empowered to vote only in the case of a tie vote of the board members present and only where they are asked to do so by the other board members.
 - c) When requested, co-chairs may only cast a single vote as a pair.
 - d) In the event the co-chairs cannot agree on how to vote, the lead co-chair of the day shall cast the single vote to break the tie.
 - e) The co-chairs shall not move, second or vote on a motion at any meeting of the police board except when they are called upon by the other board members to break a tie vote.
 - f) The co-chairs together count as one board member for the purposes of establishing a quorum.
- 8.3** If deemed appropriate by the Board, the issue may be referred to the Governance Committee for further follow up. The Committee will report back to the Board for a final decision.

9. DISAGREEMENTS

- 9.1** Conflicts or disagreements between the Co-Chairs will be presented to the Board for resolution. The binding resolution decision of the Board will require a majority.
- 9.2** If deemed appropriate by the Board, the issue may be referred to the Governance Committee for further follow up. The Committee will report back to the Board for a final decision.



Victoria & Esquimalt Police Board

2021-2022 Strategic Priorities

Updated: February 22, 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	
	<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	
COMPLETE	<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 after receiving the provincial report from the Special Committee on Reforming the <i>Police Act</i>. 3. Oversee the development of a multi-year staffing plan.
#3. Strengthen relationship with the community	
Lead: Governance	
COMPLETE	<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.
COMPLETE	

#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.



VICTORIA & ESQUIMALT POLICE BOARD

Role of the Board in Improving Employee Health and Wellness and Equity, Diversity and Inclusion at VicPD

Updated: February 28, 2022

As the governing body of VicPD, the Board has a responsibility to adopt policies and engage in oversight to ensure a healthy workplace culture and good morale, and to work with the Chief Constable to make certain that there are supports in place for staff so that they can flourish in their roles and provide high-quality service to our communities.

Recent surveys identified significant gaps that need to be addressed.¹ Among the gaps cited are:

1. Lack of appropriate mental health and wellness supports for staff.
2. Lack of common understanding of equity, diversity, and inclusion among staff and leadership.
3. Perception of lack of transparency and clarity with respect to hiring and promotion.
4. Disconnect and lack of meaningful communication between membership and senior management.
5. Lack of support to address concerns of bullying and harassment.

While these issues may seem daunting, they can and must all be addressed. The Board has an oversight role to plan in ensuring that they are.

The recommendations in this report are based on four documents:

1. The Board's 2021-2022 Strategic Priorities
2. The VicPD Action Plan on Respectful Workplace
3. The results from the Workplace Survey conducted by The Inclusion Project
4. The results from the Mental Health and Well-Being of Sworn Officers and Civilians survey conducted by Simon Fraser University

¹ We recognize the limitations of the survey results. Surveys give important insights into the circumstances and perceptions of the responders, but the reliability of the results may be diminished by low participation, conflicting responses, lack of uniform understanding of terms and other issues.

1. MENTAL HEALTH & WELLNESS

The Board will:

- 1.1 Ensure the creation of a “Roadmap for a Healthy and Inclusive Workplace” based on resources including the *“Summary of Findings: The Mental Health and Well-Being of Sworn Officers and Civilians in the Victoria, British Columbia Police Department: Current Issues and a Way Forward.”*
- 1.2 Oversee the implementation of the Roadmap for a Healthy and Inclusive Workplace.
- 1.3 Direct the Chief to provide input on how the Board can support the mental health and wellness of staff and create an implementation timeline once actions for the Board have been identified.
- 1.4 Direct the Chief to establish better mental health and wellness initiatives for staff, and develop a timeline for implementation of those actions that will have the most immediate benefit and make the biggest difference in the short term, while the Roadmap for a Healthy and Inclusive Workplace is developed.

2. EQUITY, DIVERSITY & INCLUSION

The Board will:

- 2.1 Direct the Chief to develop an RFP for a suitable external Equity, Diversity, and Inclusion facilitator.
- 2.2 Ensure there is a clear definition and common understanding of equity, diversity and inclusion amongst all staff and Board members and that this definition is clearly and consistently communicated.
- 2.3 Ensure there is required continuous education and training for Board members, volunteers, and staff on equity, diversity, inclusion, and anti-racism, and create opportunities to demonstrate their learning.

3. LEADERSHIP

The Governance Committee will:

- 3.1 Organize Board training that focusses on equity, diversity, and inclusion.

- 3.2 Organize Board training on best practices for provision of mental health and wellness supports to staff and their families with input from the Canadian Association for Police Governance.

The Board will:

- 3.3 As per 1.1, request that the Chief present a Roadmap for a Healthy and Inclusive Workplace to the Board in May 2022, and report monthly to the Board on progress towards achieving the action items.
- 3.4 Closely monitor the implementation of the Roadmap for a Healthy and Inclusive Workplace over the next two years and work with the Chief to undertake an evaluation to assess improvements in workplace culture and the mental health and wellbeing of staff.
- 3.5 Ensure there is sufficient meeting time in public and in-camera Board meetings to address these recommendations on an ongoing basis.
- 3.6 Ensure that the Board Strategic Planning and priority setting for 2023-2024 refers to these recommendations as shifts in organizational culture take time to achieve.

The Board and HR Committee will:

- 3.7 Include a goal of improving workplace culture and access to mental health and wellness supports in the next update of the goals of the annual Chief's performance review.

The Co-Chairs will:

- 3.8 Ensure that Board agendas include an internal focus in the Chief's monthly public reports and prioritize monthly public updates on the work the Chief is doing in and with the department to improve the organizational culture and supports for staff.