



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Agenda

May 17, 2022 at 5:00pm

Boardroom & Zoom

1. STANDING ITEMS

- a. Adoption of the Public Agenda of May 17 2022
- Pg. 1-3 b. Adoption of the Public Minutes of April 19, 2022
- Pg. 4 c. Chief Constable Updates
- Pg. 5-9 d. Roadmap for a Healthy & Inclusive Workplace
- Pg. 10-25 e. Committee Reports
- f. Board Co-Chairs Update
 - i. Esquimalt Council Request for Data (Mayor Desjardins)
- g. BC Association of Police Boards Director's Update
- h. Board Member Engagement Update
- Pg. 26-27 i. 2021-2022 Board Strategic Priorities
- j. Framework Agreement



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Minutes
April 19, 2022 at 5:00pm
Boardroom & Zoom

PRESENT

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

Recording Secretary: Collette Thomson

1. STANDING ITEMS

a. Adoption of the Public Agenda of April 19, 2021

22-39 **MOTION:** *To approve the Public agenda of the April 19, 2022 meeting as presented.*
MOVED/SECONDED/CARRIED

b. Adoption of the Public Minutes of March 15, 2022

22-40 **MOTION:** *To approve the Public Minutes of March 15, 2022 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 positive outcomes of recent protests.

d. Equity, Diversity, Inclusion & Engagement Update

Refer to the report provided – for information regarding internal and external EDI initiatives Chief Manak and the department are engaging in. It was suggested that the Board and SMT members be invited to undertake a joint KAIROS blanket exercise or do so individually if preferred.

e. Committee Reports

Refer to the report provided – for information.

22-41 **MOTION:** *That the Board appoint Board member Huber as a Director on the BCAPB Executive Board and that Board member Hayes be appointed as the alternate.*
MOVED/SECONDED/CARRIED

Rise & Report from the April 19, 2022 Board in-camera session: The Board will be submitting a resolution to the BCAPB for consideration at their upcoming AGM and conference on May 26-27. The resolution was approved by the Board as follows for submission: *The BC Association of Police Boards formally request that the Ministry of Public Safety and Solicitor General confer with the BCAPB to prioritize and promptly administer and/or action relevant recommendations that come forward from the report from the Special Committee on Reforming the Police Act.*

Insp. McRae highlighted the current challenges for recruiting both officer and civilian positions.

f. Board Co-Chair Updates

On April 5, 2022, the Finance Committee made a recommendation to the Board to pursue a section 27 review for the 10 positions and the OT that were not approved in the 2022 budget. A special meeting was called immediately following the Finance Committee to ratify the decision.

g. BC Association of Police Boards Director's Update

No discussion arising.

h. Board Member Engagement Update

- Board member Huber attended the VicPD retirement blanketing ceremony
- Board member Dhillon attended the grand opening of the Muslim Youth Society library and liaised with local businesses regarding ongoing concerns about safety
- Upcoming events include:
 - May 3: Recruit swearing-in ceremony for two new officers
 - April 26: VicPD Volunteer & Reserve appreciation ceremony

i. 2021-2022 Board Strategic Priorities

Refer to the document provided – for information.

j. Framework Agreement

No discussion arising.

2. NEW BUSINESS

a. Approval of Board Attendees at Upcoming Conferences

22-42 **MOTION:** *That Board member Dhillon be approved to attend the virtual ICD National Directors Conference on May 5, 2022. MOVED/SECONDED/CARRIED*

22-43 **MOTION:** *That Board members Dhillon and Hayes be approved to virtually attend the CAPG conference from September 7-11; and to approve an additional three Board members if interested in attending. MOVED/SECONDED/CARRIED*

22-44 **MOTION:** *That Board members Dhillon and Lee be approved to attend the CACOLE conference from May 16-18 virtually, and to approve Board members Hayes and Schachter to attend in person. MOVED/SECONDED/CARRIED*

3. CORRESPONDENCE *(For information only)*

a. VicPD Commendations

Meeting adjourned at 5:48PM.

Mayor Helps

Lead Co-Chair

Date

Collette Thomson

Recording Secretary

Date



VICTORIA & ESQUIMALT POLICE BOARD

Public

DATE:	May 17, 2022
TO:	Victoria & Esquimalt Police Board
FROM:	Chief Cst. Manak
SUBJECT:	Chief Constable Monthly Activity Highlights
ACTION:	For Information

April 20	Attended biannual meeting with VicPD Senior Executives and Staff Sergeants
April 21	Presented to Law class at Claremont Secondary School
April 21	Met with Julian Daley, Executive Director of Our Place Society
April 21	Met with Jeff Bray, Executive Director of the Downtown Victoria Business Association
April 21	Attended Esquimalt Division to check-in with staff
April 23	Met with VicPD staff in the Command Post re: Freedom Convoy protest at the BC Legislature
April 25	Attended George Jay Elementary School and read to two classes for Literacy Week
April 26	Attended C Watch Patrol evening briefing
April 26	Attended VicPD National Volunteer Week awards event
April 27	Attended D Watch Patrol morning briefing
May 3	Attended VicPD swearing-in ceremony for two recruit Constables
May 13	Attended VicPD swearing-in ceremony for exempt Constable
May 14	Participated in the Buccaneer Days Parade in Esquimalt
May 16	Attended the Maritime Forces Pacific Change of Command ceremony

Equity, Diversity, Inclusion & Engagement

April 21	Attended the Ramadan Iftar dinner at City Hall
April 28	Attended the virtual Yom HaShoah memorial ceremony
May 1	Attended Khalsa Day celebrations at the Sikh Temple



ROADMAP FOR A HEALTHY & INCLUSIVE WORKPLACE

May 17, 2022

BACKGROUND

In 2021, the Victoria Police Department (VicPD), the Victoria and Esquimalt Police Board (VEPB) and the Victoria City Police Union (VCPU) conducted a series of surveys to assess the current state of staff mental health and well-being, job satisfaction and the state of equity, diversity and inclusion (EDI) within VicPD.

To make organizational improvements the senior leadership team, with guidance from the VEPB, has created a *Roadmap for an Inclusive and Respectful Workplace* that summarizes key initiatives and programs that will be implemented at VicPD to improve staff/management communication and engagement, enhance mental health and well-being services and supports, implement leading EDI practices and improve overall morale and job satisfaction.

The Roadmap for a Healthy and Inclusive Workplace has three major areas of focus. These are:

- 1) Mental Health and Wellness;
- 2) Equity, Diversity and Inclusion; and
- 3) Leadership

The attached Action Plan for the *Roadmap for an Inclusive and Respectful Workplace* is a living document that may be amended to include new initiatives to support the overall goal of improving the VicPD workplace.



ROADMAP FOR A HEALTHY & INCLUSIVE WORKPLACE ACTION PLAN	
#1. MENTAL HEALTH AND WELLNESS	
Initiative 1:	<i>Create a joint committee with VCPU, senior police leaders and CUPE Local 50 rep(s) to review the summary of findings and recommendations from the Mental Health and Well-Being survey and revise the Roadmap as needed.</i>
Lead: Chief Manak	
Timeline: May 2022 COMPLETE	
Action Updates:	May 2022 <ul style="list-style-type: none">A joint committee has been created and the first meeting was held on May 3, 2022. A follow-up meeting was held on May 16, 2022.
Initiative 2:	<i>Assess mental health and wellness resources available to staff and make improvements where required.</i>
Lead: Insp. McRae	
Timeline: October 2022	
Action Updates:	May 2022 <ul style="list-style-type: none">A Peer Support Team was established in February 2022 to support VicPD staff in the areas of professional or personal wellness and mental health. Dr. Tim Black (UVic Associate Professor of Counselling Psychology who specializes in PTSD and trauma), provided the team with several days of training. The team is fully operational and available to assist all staff. In June, the team will undergo a formal certification process. Protocols will be put in place to flag calls for Peer Support Team follow-up.
Initiative 3:	<i>Identify gaps in knowledge between available mental health and wellness resources and staff knowledge of those resources and identify communication strategies to better connect individuals to resources.</i>
Lead: Insp. McRae	
Timeline: December 2022	
Action Updates:	May 2022 <ul style="list-style-type: none">Action items are being determined.
Initiative 4:	<i>Create a formal VicPD Wellness Program inclusive of prevention-focused health and wellness initiatives.</i>
Lead: Insp. McRae	
Timeline: Long term in conjunction with Psychologist (2024)	
Action Updates:	May 2022 <ul style="list-style-type: none">HR will assess the efficacy of implementing mandatory annual psychological assessments for all staff instead of staff in specific specialty sections as is the current case.On April 22, 2022, HR circulated a survey to staff regarding wellness initiatives that staff would like the department to consider when drafting the 2022-2023 VicPD Wellness Program.
Initiative 5:	<i>Hire an in-house Psychologist to provide staff with immediate access to professional mental health support as a preventative measure to ensure on-going staff wellbeing.</i>
Lead: Insp. McRae	
Timeline: October 2022	
Action Updates:	May 2022 <ul style="list-style-type: none">HR has drafted a job description and anticipates posting it in June 2022.

Initiative 6:	<i>Hire an Occupational Health Nurse to oversee, manage and support staff with physical and/or occupational stress injuries and facilitate individualized return-to-work plans in a timely manner.</i>
Lead: Insp. McRae	
Timeline: October 2022	
Action Updates:	May 2022 <ul style="list-style-type: none">HR has drafted a job description and anticipates posting it in June 2022.
Initiative 7:	<i>Implement initiatives that improve mental health education, tools and emotional support for families of VicPD staff.</i>
Lead: Insp. McRae	
Timeline: January 2024	
Action Updates:	May 2022 <ul style="list-style-type: none">In April 2022, VicPD and the VCPU supported an initiative brought forward by spouses of VicPD officers to create a Vancouver Island chapter of the Canada Beyond the Blue, a non-profit society that will develop peer relationships for VicPD police families and provide mental health education and support.
Initiative 8:	<i>Ensure the Human Resources Division is adequately staffed to meet the current recruiting and hiring demands.</i>
Lead: Deputy Chief Laidman	
Timeline: June 2022	
Action Updates:	May 2022 <ul style="list-style-type: none">On April 25, 2022, HR hired a recently retired VicPD officer on a professional services contract to assist in addressing HR workload demands.

#2. EQUITY, DIVERSITY & INCLUSION	
Initiative 1:	<i>Hire an external Equity, Diversity and Inclusion facilitator to assist VicPD in drafting a comprehensive EDI strategy, inclusive of EDI and anti-racism education and training for all staff and Police Board members.</i>
Lead: Deputy Chief Laidman	
Timeline: September 2022	
Action Updates:	May 2022 <ul style="list-style-type: none">Action items to be determined.
Initiative 2:	<i>Create a VicPD Equity, Diversity and Inclusion Committee.</i>
Lead: Deputy Chief Laidman	
Timeline: May 2022 COMPLETE	
Action Updates:	May 2022 <ul style="list-style-type: none">On May 12, 2022, Deputy Chief Laidman met with staff who expressed an interest in joining an internal EDI Committee to initiate first steps and formalize the creation of a VicPD EDI Committee.
Initiative 3:	<i>Establish a clear definition and common understanding of equity, diversity and inclusion amongst all staff and Police Board members and that this definition is clearly and consistently communicated.</i>
Lead: Deputy Chief Laidman	
Timeline: November 2022	
Action Updates:	May 2022 <ul style="list-style-type: none">Once identified, the EDI facilitator with assist VicPD in creating a clear definition and understanding of equity, diversity and inclusion.
Initiative 4:	<i>Examine the internal state of EDI, inclusive of diversity in hiring and promotion for all VicPD positions and organizational policy impact on EDI.</i>
Lead: Deputy Chief Laidman	
Timeline: 2023	
Action Updates:	May 2022: <ul style="list-style-type: none">Once identified, the EDI facilitator with assist in guiding the work of the VicPD EDI Committee.

Initiative 6:	<i>Hire an Occupational Health Nurse to oversee, manage and support staff with physical and/or occupational stress injuries and facilitate individualized return-to-work plans in a timely manner.</i>
Lead:	Insp. McRae
Timeline:	October 2022
Action Updates:	May 2022 <ul style="list-style-type: none">HR has drafted a job description and anticipates posting it in June 2022.

#3. LEADERSHIP	
Initiative 1:	<i>The Chief to meet with the senior leadership team to discuss strategies to improve two-way communication between the senior leadership team and VicPD staff.</i>
Lead:	Chief Manak
Timeline:	April/May 2022
Action Updates:	May 2022 <ul style="list-style-type: none">On April 20, 2022, Chief Manak and Deputy Chief Watson and Deputy Chief Laidman met with the Staff Sergeants and discussed improving existing communication gaps. A follow-up meeting with the Staff Sergeants is scheduled for May 24, 2022.On April 13, 2022, Chief Manak met with the senior leadership team and discussed communication strategies that could be improved to allow for better two-way communication between senior management and VicPD staff. All senior police leaders and Directors were encouraged to share SMT information with their staff and seek feedback where warranted.
Initiative 2:	<i>The Chief to prioritize internal staff communication and engagement.</i>
Lead:	Chief Manak
Timeline:	February 2022
Action Updates:	May 2022 <ul style="list-style-type: none">Chief Manak is making a concentrated effort to prioritize internal engagement with VicPD staff. The Chief’s monthly activity report to the Board will reflect his efforts in this area.



VICTORIA & ESQUIMALT POLICE BOARD

Public

COMMITTEES UPDATE

HUMAN RESOURCES

a. **FOIPPA Information Session**

Debra Taylor, VicPD Legal Services Manager, summarized the recent changes to FOIPPA legislation and provided a comprehensive review of how the process for release of information unfolds once the applicant has made a request.

FINANCE

a. **Monthly Overtime Report**

Refer to page #11 - for information.

b. **Monthly Financial Report**

Refer to page #16 - for information.

c. **Change of Practice- Board Scenarios**

The monthly board scenario exercise will be removed from the agenda and replaced with a new standing item under Governance called "Open Forum". It will be optional for Board members to rotate hosting/facilitating this session to discuss an issue of their choosing.

In order to create additional timing efficiencies for the committee meetings, the order of business will be amended. As of June 2022, Finance will begin at 9:00am, HR at 10:00am and Governance at 11:00am.



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	May 3, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	April 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 April 27th, 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 March, 30% through the payroll fiscal year, total non-recoverable overtime expenditures represent slightly more than 34% as we continue to be slightly over budget for overtime expenditures due to staffing shortages.

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 24% of total budget for the year and are currently running below budget for most business units.

Operational overtime expenditures continue to be above budget at 41% of total budget. This is driven primarily by overtime in maintaining front-line response, as well as operational planning time required for recent protests and ongoing investigative work. Efforts are underway to increase 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 net financial impact will be offset by funding for positions that are currently vacant. The continued use of overtime to fill gaps represents a significant net loss of deployable hours.

Administration

Administration overtime remains within budget. The exceptions are Human Resources, where overtime was incurred for firearms training, and Executive Services, driven by deadline-oriented mandated requirements.

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. We continue to experience staffing shortages, which will reduce the overall financial impact on the Department.

Integrated Units

Overtime for integrated units is generally within budget at this time.

Overtime Recoverable from Third Parties

These represent those costs for which we have been reimbursed either through other government agencies, such as the Trucker Protests and the Late-Night task Force, or through third parties such as the COHO ferry special duty.

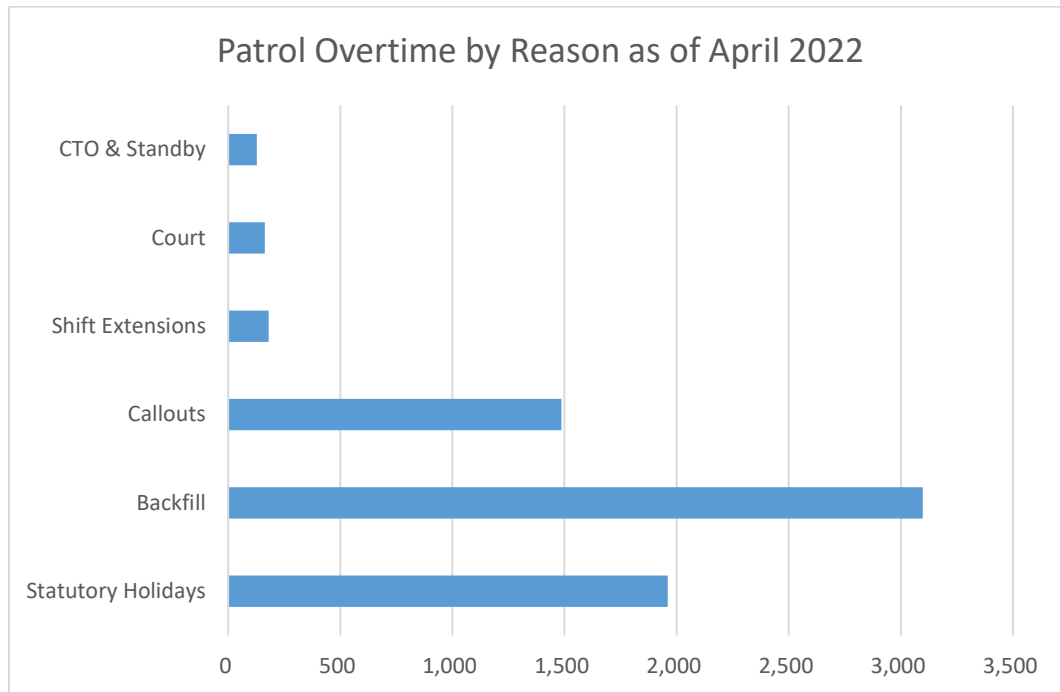
Of note, Centralized overtime costs include overtime expenditures reimbursed for protests in and around the Legislative Assembly. This represents the total amount of overtime costs recovered, not the full amount of the costs or reimbursements, as deployments included resources from other agencies. Those costs are coded to a different account and are not included in overtime amounts. To date we have received a total of \$553,013 from the Province, of which \$167,066 represented reimbursements for expenditures incurred in 2021 and the remainder representing costs for the first quarter of 2022.

Overtime Expenditures as of April 27th, 2022
Police and Civilian Combined

		2021	2022	2022			
BU	Description	First 4 Months	Budget Year To Date	% Spent	Remaining (Overspent)	10 Year Average	
Non-Recoverable Overtime							
Administration							
2500	Financial Services Division	482	2,000	-	0.0%	2,000	4,000
2510	Human Resources	-	22,000	12,794	58.2%	9,206	19,000
2524	Community Engagement	4,902	21,000	4,049	19.3%	16,951	13,700
2527	Critical Incident Stress Management	3,040	7,000	1,027	14.7%	5,973	5,600
2529	Executive Services	3,408	15,000	6,075	40.5%	8,925	7,870
2530	Information, Privacy and Legal	237	2,500	433	17.3%	2,067	2,200
2546	Volunteers	-	-	2,014	N/A	(2,014)	2,900
2550	Information Technology	1,872	14,000	841	6.0%	13,159	15,200
2630	Records	26,229	120,000	21,286	17.7%	98,714	49,200
Total Administration		40,170	203,500	48,519	23.8%	154,981	120,410
Operations							
2549	Analysis & Intel	1,709	11,500	4,927	42.8%	6,573	8,200
2560	Patrol	183,874	1,207,000	562,159	46.6%	644,841	926,000
2570	Esquimalt Administration	1,657	1,500	-	0.0%	1,500	1,900
2572	Operational Planning	103	8,500	5,346	62.9%	3,154	4,600
2580	Beat & Bike	18,264	75,000	34,012	45.3%	40,988	70,000
2581	Assertive Community Treatment (ACT)	2,696	2,500	527	21.1%	1,973	27,000
2582	Community Resource Officers (CRO)	9,245	20,000	1,326	6.6%	18,674	6,700
2590	Strike Force	16,830	122,500	23,915	19.5%	98,585	98,000
2600	Detectives	7,800	12,000	4,922	41.0%	7,078	10,000
2604	Financial Crimes	-	20,000		0.0%	20,000	15,900
2605	Computer Analysis	1,257	6,000	267	4.5%	5,733	4,100
2606	Special Victims	3,714	37,000	8,274	22.4%	28,726	28,900
2608	Major Crimes	15,320	120,000	36,942	30.8%	83,058	99,200
2609	Historical Cases	-	-	-	0.0%	-	2,500
2610	Traffic	9,765	41,000	964	2.4%	40,036	36,600
2613	Behavioural Assessment & Management	-	5,000	2,099	42.0%	2,901	3,400
2650	Forensic Identification	8,014	62,000	26,199	42.3%	35,801	58,100
2680	Jail	21,743	56,000	28,546	51.0%	27,454	56,400
Total Operations		301,991	1,807,500	740,425	41.0%	1,067,075	1,457,500
Integrated Units							
2523	Integrated Mobile Crisis Response (IMCRT)	675	34,130	853	2.5%	33,277	5,200
2520	Centralized (GVERT, Protests etc.)	14,372	204,550	67,750	33.1%	136,800	458,000
2565	Integrated Canine Unit	-	11,000	818	7.4%	10,182	21,300
2601	Vancouver Island Integrated Major Crimes (VIIMCU)	1,301	164,200	19,390	11.8%	144,810	107,000
2607	Regional Domestic Violence	8,616	10,230	508	5.0%	9,722	5,100
2620	Public Safety Unit Training	-	-	321	N/A	(321)	33,400
2690	GVERT Training (Patrol Backfill)	-	153,600	636	0.4%	152,964	12,200
2695	Crisis Negotiation	-	10,640	7,068	66.4%	3,572	2,700
Total Integrated Units		24,964	588,350	97,344	16.5%	491,006	644,900
Total Non-Recoverable Overtime		367,125	2,599,350	886,288	34.1%	1,713,062	2,222,810
Overtime Recoverable from Third parties							
2520	Centralized (Emergency Response, Protests)	59,675	-	265,967	N/A	(265,967)	458,000
2526	Special Events	75,419	645,000	191,821	29.7%	453,179	685,000
2545	Reserve Program	7,218	10,000	4,353	43.5%	5,647	5,900
2560	Patrol	7,500	-	44,514	N/A	(44,514)	5,900
2580	Beat & Bike	-	-	4,349	N/A	(4,349)	5,900
2600	Detectives	-	-	20,220	N/A	(20,220)	10,000
2601	Vancouver Island Integrated Major Crimes (VIIMCU)	-	-	699	N/A	(699)	
2607	Regional Domestic Violence	-	-	4,015	N/A	(4,015)	
2670	Secondments	236,583	-	11,553	N/A	(11,553)	
Total Recoverable Overtime		386,395	655,000	547,491	83.6%	107,509	685,000
Total Overtime Combined		753,520	3,254,350	1,433,779	44.1%	1,820,571	2,907,810

Patrol Overtime Reasons

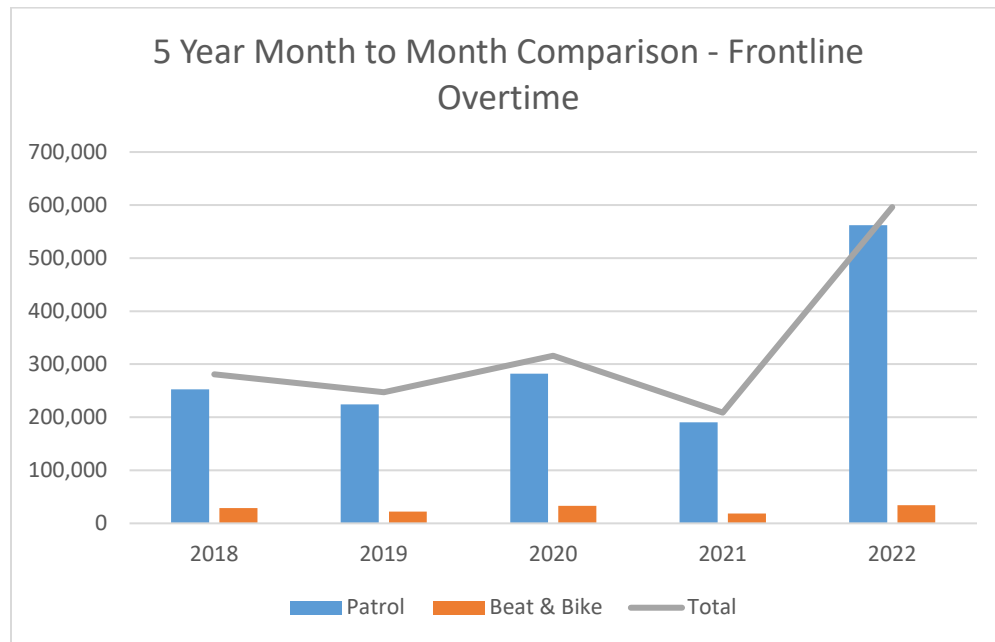
Below is a summary by reason for Patrol overtime for the period January 1st to April 27th 2022. As shown, backfill to maintain shift minimums is the main reason given. Overtime for Statutory Holidays has increased as a percentage due to the Easter holidays.



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 and staffing shortages. In 2022 we are now beginning to experience a significant increase in overtime to maintain shift minimums for frontline response, even though we also continue to fall below minimums on a regular basis.

Similar to other police departments, filling vacancies for both police and civilian positions remains challenging and it will take some time to successfully address this issue. We also continue to experience high numbers of work-related injuries, resulting in time loss and requests for accommodation. This trend is not likely to abate in the medium term.





VICTORIA & ESQUIMALT POLICE BOARD

DATE:	May 3, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	April 2022 Monthly Financial Report
ACTION:	For Information

BACKGROUND:

This report contains the monthly financial report as of April 28th, 2022, representing approximately 30.6% of the fiscal year for payroll. The net financial position of 32.7% remains slightly over budget, due to the timing of benefit expenditures, overtime expenditures required to maintain our frontline response and retirement expenditures. We expect expenditures to fall back within budget in the second half of the year as continued staffing shortages offset the overages in overtime and retirement expenditures.

Capital expenditures are at 57.2% due to the carryforward of capital purchases from 2021 and are expected to remain within budget.

SUMMARY:

At the end of April, the net financial position was slightly above budget. This is in part due to retirements that typically take place early in the year, as well as front end loading of some payroll benefit expenditures, such as CPP and EI. We are still below minimums for staffing and salary expenditures will likely fall within budget later in the fiscal year as a result.



MONTHLY FINANCIAL REPORT AS AT APRIL 28TH, 2022

Statement 1

Victoria Police Department
Revenues and Expenditures By Section (Unaudited)
For the Period Ending April 28, 2022

	Annual Budget	30.6%	Actual	(Over) Under	% of Total Budget
Revenue					
Special Events	610,200	186,721	91,754	518,446	15.0%
Records	133,600	40,882	27,033	106,567	20.2%
Grants	21,500	6,579	6,406	15,094	29.8%
Other	578,710	177,085	37,682	541,028	6.5%
Jail Operations	36,500	11,169	23,076	13,424	63.2%
Total Revenue	1,380,510	422,436	185,951	1,194,559	13.5%
Operating Expenditures By Section					
Executive	4,171,760	1,276,558.56	1,116,205	3,055,555	26.8%
Integrated Units	3,512,500	1,074,825.00	1,096,846	2,415,654	31.2%
Crime Prevention Services	1,431,970	438,182.82	348,818	1,083,152	24.4%
Crime Reduction Division	3,094,770	946,999.62	911,474	2,183,296	29.5%
Patrol - Primary Response Division	20,244,230	6,194,734.38	7,426,973	12,817,257	36.7%
Community Services Division	3,431,490	1,050,035.94	1,299,040	2,132,450	37.9%
Investigative Services	6,610,100	2,022,690.60	2,290,724	4,319,376	34.7%
Traffic Enforcement and Crash Investigations	1,512,630	462,864.78	344,120	1,168,510	22.7%
Communications Centre - 911	3,611,040	1,104,978.24	1,196,295	2,414,745	33.1%
Centralized Corporate Costs	1,716,020	525,102.12	695,976	1,020,044	40.6%
Support Services	12,244,233	3,746,735.30	3,087,783	9,156,450	25.2%
Jail Operations	1,016,940	311,183.64	313,076	703,864	30.8%
Total Operating Expenditures	62,597,683	19,154,891	20,127,329	42,470,354	32.2%
Transfers to Capital	1,340,000	410,040	335,000	1,005,000	25.0%
Transfer from Financial Stability Reserve	500,000	153,000	-	500,000	0.0%
Net Budget	62,057,180	18,989,497	20,276,378	41,780,795	32.7%

Statement 2

Victoria Police Department
Revenue and Expenditures by Object (Unaudited)
For the Period Ending April 28, 2022

				(Over)/Under	
	Actual	2022 Budget	% Used	\$	%
Revenue					
Special Events	91,754	610,200	15.0%	518,446	85.0%
Records	27,033	133,600	20.2%	106,567	79.8%
Grants	6,406	21,500	N/A	15,094	N/A
Other	37,682	578,710	6.5%	541,028	93.5%
Jail Operations	23,076	36,500	63.2%	13,424	36.8%
Total Revenue	185,951	1,380,510	13.5%	1,194,559	86.5%
Operating Expenditures					
Salaries and Benefits	15,104,927	46,074,684	32.8%	30,969,758	67.2%
Retirements	505,162	100,000	505.2%	(405,162)	-405.2%
Overtime	886,288	3,254,357	27.2%	2,368,069	72.8%
Professional Services	1,679,488	5,424,140	31.0%	3,744,652	69.0%
Equipment Maintenance - Fleet & Computers	483,633	1,569,660	30.8%	1,086,027	69.2%
Telephone Line Charges/CREST	259,971	976,400	26.6%	716,429	73.4%
Travel and Training	259,446	987,100	26.3%	727,654	73.7%
Building Maintenance	268,480	839,450	32.0%	570,970	68.0%
General and Office Supplies	169,783	433,846	39.1%	264,063	60.9%
Other Operating Expenditures	123,941	815,193	15.2%	691,252	84.8%
Uniforms & Protective Clothing	119,776	916,750	13.1%	796,974	86.9%
Lease/Rental/PRIME	139,572	565,700	24.7%	426,128	75.3%
Fuel and Motor Oil	77,941	319,500	24.4%	241,559	75.6%
Insurance	35,547	295,410	12.0%	259,863	88.0%
Postage and Freight	13,373	25,500	52.4%	12,127	47.6%
Total Operating Expenditures	20,127,329	62,597,690	32.2%	42,470,361	67.8%
Transfers to Capital	335,000	1,340,000	25.0%	1,005,000	75.0%
Transfer from Financial	-	500,000	0.0%	500,000	0.0%
Net Budget	20,276,378	62,057,180	32.7%	41,780,802	67.3%

Statement 3

Victoria Police Department
Operating Expenditures by Section and Business Unit (Unaudited)
For the Period Ending April 28, 2022

	Annual Budget	Actual	(Over) Under	% of Total Budget
Executive Services				
Office of The Chief Constable	1,075,700	307,611	768,089	28.6%
Executive Services, Policy and Professional Standards	1,666,410	369,007	1,297,403	22.1%
Esquimalt Administration	592,730	208,114	384,616	35.1%
Police Board	109,700	29,001	80,699	26.4%
Public Affairs	727,220	202,472	524,748	27.8%
Total Executive Services	4,171,760	1,116,205	3,055,555	26.8%
Integrated Units				
Vancouver Island Integrated Major Crime Unit	982,030	270,101	711,929	27.5%
Diversity Unit	2,480	745	1,735	30.0%
Integrated Mobile Crisis Response Team	129,650	38,895	90,755	30.0%
Regional Domestic Violence Unit	204,580	60,225	144,356	29.4%
Integrated Canine Unit	715,590	219,089	496,501	30.6%
Crowd Management Unit Training	40,260	12,078	28,182	30.0%
Assertive Community Treatment	157,630	112,509	45,121	71.4%
Explosive Disposal Unit	15,500	4,650	10,850	30.0%
Crime stoppers	61,890	18,567	43,323	30.0%
Mobile Youth Service Team	62,550	18,765	43,785	30.0%
Emergency Response Team Training	1,105,270	331,581	773,689	30.0%
Crisis Negotiator Team	35,070	9,642	25,428	27.5%
Total Integrated Units	3,512,500	1,096,846	2,415,654	31.2%
Crime Prevention Services				
Community Resource Officers	744,750	269,301	475,449	36.2%
School Resource Officers	403,760	-	403,760	0.0%
Community Programs	105,080	27,036	78,044	25.7%
Volunteer Program	134,880	32,552	102,328	24.1%
Reserve Program	43,500	19,929	23,571	45.8%
Total Crime Prevention Services	1,431,970	348,818	1,083,152	24.4%
Crime Reduction Division				
Strike Force	1,446,970	458,276	988,694	31.7%
Analysis and Intel	718,890	227,494	491,396	31.6%
Operational Planning	283,910	93,594	190,316	33.0%
Special Duties	645,000	132,110	512,890	20.5%
Total Crime Reduction Division	3,094,770	911,474	2,183,296	29.5%

	Annual Budget	Year To Date	(Over) Under	% of Total Budget
Patrol - Primary Response Division	20,244,230	7,426,973	12,817,257	36.7%
Community Services Division	3,431,490	1,299,040	2,132,450	37.9%
Investigative Services Division				
Detective Division - Support	1,214,730	445,469	769,261	36.7%
Special Operations	500,000	-	500,000	0.0%
Historical Case Review	232,100	56,928	175,172	24.5%
Financial Crimes	487,400	116,367	371,033	23.9%
Computer Forensics Unit	402,230	136,242	265,988	33.9%
Special Victims Unit	794,160	395,389	398,771	49.8%
Major Crimes	1,316,350	559,204	757,146	42.5%
Behavioural Assessment & Management Unit	609,130	199,173	409,957	32.7%
Forensic Identification	1,054,000	381,953	672,047	36.2%
Total Investigative Services Division	6,610,100	2,290,724	4,319,376	34.7%
Traffic Enforcement and Crash Investigations				
Traffic Enforcement and Crash Investigation	1,502,630	343,580	1,159,050	22.9%
Motorcycle Escort Team	10,000	540	9,460	5.4%
Total Traffic Enforcement and Crash Investigations	1,512,630	344,120	1,168,510	22.7%
Communications Centre - 911	3,611,040	1,196,295	2,414,745	33.1%
Centralized Corporate Costs	1,716,020	695,976	1,020,044	40.6%
Support Services				
Automotive	912,200	180,756	731,444	19.8%
Critical Incident Stress Management	16,000	4,414	11,586	27.6%
Legal Services and Freedom of Information	398,930	116,170	282,760	29.1%
Finance, Exhibit Control and Purchasing	4,519,833	766,163	3,753,670	17.0%
Human Resources, firearms and use of force training	2,621,340	900,180	1,721,160	34.3%
Records Management	2,304,020	683,216	1,620,804	29.7%
Information Systems	1,471,910	436,883	1,035,027	29.7%
Total Support Services	12,244,233	3,087,783	9,156,450	25.2%
Jail Operations	1,016,940	313,076	703,864	30.8%
Total Operating Expenditures	62,597,683	20,127,329	42,470,354	32.2%

Statement 4

**Victoria Police Department
Capital Expenditures (Unaudited)
For the Period Ending April 28, 2022**

	Transfers to Capital Fund	Budgeted Expenditures	Actual Commitments	(Over) Under	%
Vehicles	500,000	716,000	288,486	427,514	40.3%
Computer Equipment	415,000	790,190	599,516	190,674	75.9%
Furniture	40,000	100,000	37,968	62,032	38.0%
Police Building Upgrades	50,000	40,000	15,218	24,782	38.0%
Total Capital	1,005,000	1,646,190	941,188	705,002	57.2%

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 early in the year and we expect some further retirements over the next few months. The budget includes an amount of \$100,000. We expect actual expenditures to be significantly higher, the remaining expenditures representing a charge to the retirement liability. Reserves are established for these purposes with funds of approximately \$9 million.

4. OVERTIME:

Net overtime costs are above budget and will likely remain so due to the reduction of the overtime budget for the Emergency Response Team and Public Safety Unit, as well as ongoing staffing shortages driving increased overtime to maintain frontline response.

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 will likely be slightly 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 currently slightly below budget. Expenditures are beginning to approach more normal levels 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 slightly over budget due to delivery timelines but are expected to remain within budget by the end of the year.

11. FUEL AND MOTOR OIL

The majority of Fuel and Motor Oil expenditures are billed periodically through the City of Victoria. 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 includes commitments for IT infrastructure replacement that was ordered but not received in 2021 due to ongoing global supply issues. 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

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.