



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Agenda

November 15, 2022 at 5:00pm

Boardroom & Zoom

1. STANDING ITEMS

- | | | |
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| | a. | Adoption of the Public Agenda of November 15, 2022 |
| Pg. 1-3 | b. | Adoption of the Public Minutes of September 20, 2022 |
| Pg. 4-5 | c. | Chief Constable Update |
| Pg. 5 | d. | Equity, Diversity, Inclusion & Engagement Update |
| Pg. 6-25 | e. | Committees Update |
| | f. | Board Co-Chairs Update |
| | g. | BC Association of Police Boards Director's Update |
| | h. | Board Member Engagement Update |
| Pg. 26 | i. | 2021-2022 Board Strategic Priorities |
| | j. | Framework Agreement |

2. NEW BUSINESS

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| | a. | Board Planning Session (S. Dhillon) |
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VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Minutes

September 20, 2022 at 5:00pm

Boardroom & Zoom

PRESENT

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

C. Huber
I. Lee
P. Schachter
DC Watson
DC Laidman

Insp. Jones
Insp. Hamilton
Insp. McRae
S. Hurcombe
D. Perry

Recording Secretary: Collette Thomson

1. PRESENTATION

a. Greater Victoria Police Diversity Advisory Committee

Refer to the PowerPoint provided. The GVPDAC was formed in 2001 and is currently comprised of 26 individuals from diverse communities and police agencies. S/Sgt. Ames, Police Co-Chair of the GVPDAC, provided an overview of the GVPDAC community consultation project, community engagement initiatives, recruiting efforts, and priorities. The Board was encouraged to refer those who feel under represented to the GVPDAC and to notify the GVPDAC of any upcoming cultural events so they can assist in promoting them. Refer to their website for further information: <https://www.gvpdac.org>.

2. STANDING ITEMS

a. Adoption of the Public Agenda of September 20, 2022

22-75 **MOTION:** *To approve the Public agenda of September 20, 2022 as presented.*
MOVED/SECONDED/CARRIED

b. Adoption of the Public Minutes of July 19, 2022

22-76 **MOTION:** *To approve the Public Minutes of July 19, 2022 meeting as presented.*
MOVED/SECONDED/CARRIED

c. Chief Constable Update

Refer to the report provided – for information.

d. Equity, Diversity, Inclusion & Engagement Update

Refer to the report provided – for information.

e. **Committees Update**

Mayor Desjardins left the meeting.

Refer to the report provided – for information. Board member Dhillon recused himself from the discussion regarding funding for his ICD tuition.

22-77 **MOTION:** *That the Board provide Board member Dhillon funding for his tuition for the ICD Directors Education Program as follows: \$500 up front for the first half, and upon proof of successful completion of the first half, \$500 up front for the second half; and that these amounts are subject to repayment by Board member Dhillon upon the non-completion of the course halves.* **MOVED/SECONDED/CARRIED**

f. **Board Co-Chair Updates**

A decision from the Province regarding the Section 27 review is expected within the coming weeks. Refer to the 220915 letter from City Council to Min. Farnworth regarding the Serving It Right curriculum. Board member Lee recused herself from the discussion.

22-78 **MOTION:** *That the Board write a letter to Min. Farnworth to advocate for the inclusion of sexualized violence prevention training within the Serving It Right curriculum.* **MOVED/SECONDED/CARRIED**

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

Feedback has been obtained from the recent World Cafés and the information is being compiled to help guide the BCAPB forward. The BCAPB meetings will now be held quarterly and alternately hosted in Vancouver and Victoria. The next BCAPB conference will be held in Nelson in May 2023.

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.

3. NEW BUSINESS

a. **Board Representative for Police Board Interviews**

Refer to the document provided.

22-79 **MOTION:** *That Board member Dhillon be appointed as a panelist for the upcoming interview process to select a new Board member; and that Board member Hayes be appointed as the panelist when the next Board vacancy occurs.* **MOVED/SECONDED/CARRIED**

b. **October Board Meeting**

The Public session of the October 18th Board meeting will be cancelled as the municipal election is taking place on October 15th.

c. **220825 Letter from Police Services re: BCPPS Training Requirements**

Refer to the letter provided. Insp. McRae advised that VicPD is already partially compliant in these standards and is actively becoming compliant in those outstanding.

- Training to enhance service delivery to vulnerable communities
- Major Case Management (MCM) Training for Command Triangle Roles
- Training to promote equitable and unbiased policing
- Training to enhance service delivery to vulnerable communities

3. CORRESPONDENCE *(For information only)*

a. **220804 Letter from COV Council to Min. Farnworth re: JIBC Cost Downloading**

b. **220909 Letter from Police Services re: CDSA Exemption**

The term for Mayor Helps ends on November 3rd and this meeting is her last Board meeting. She expressed her gratitude and appreciation to the table for all their work and camaraderie over the past eight years. The table thanked her for her leadership and dedication.

Meeting adjourned at 6:05pm.

Mayor Helps
Lead Co-Chair

Collette Thomson
Recording Secretary

Date

Date



VICTORIA & ESQUIMALT POLICE BOARD

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

Internal & External Engagements

September 21	Attended the Regimental Funeral for Toronto PS officer Cst. Andrew Hong
September 25	Attended the annual BC Law Enforcement Memorial ceremony
September 26	Attended D Watch Patrol briefing
September 27	Attended the Community Services Division meeting and D Watch Patrol briefing
October 6	Attended A Watch Patrol briefing
October 6	Attended the launch announcement of the Peer Assisted Care Team (PACT)
October 7	Attended the finale event for the Tour de Rock
October 12	Met with the DVBA Board of Directors re: downtown public safety
October 12	Bi-annual meeting with the Staff Sergeants
October 20	Went out on foot patrol with Community Services Division officers
October 25	Attended VicPD swearing-in ceremony for two experienced police officers
October 26	Attended C Watch Patrol briefing
October 26	Biannual discussion session with VicPD civilian staff
October 26	Presented a VicPD Civic Service Award to a citizen
October 28	Went out on foot patrol with Community Services Division officers
October 31	Attended B Watch Patrol briefing to acknowledge Sgt. Malinosky's promotion to Staff Sergeant
November 2	Attended the Regimental Funeral for Burnaby RCMP Cst. Shaelyn Yang
November 3	Attended the inaugural City council meeting
November 3	Participated as a panelist at Camosun College re: Forum on Mental Health, Addictions & Justice
November 8	Attended the VicPD Investigative Services Division briefing
November 8	Attended the VicPD Community Services Division appreciation lunch

November 8	Attended A Watch Patrol briefing to present the Police Exemplary Service Medals to several officers
November 10	Attended the recruit graduation ceremony at the Police Academy
November 11	Attended the Remembrance Day ceremonies at the VicPD Hall of Honour and the Township of Esquimalt Bastion
November 13	Attended the Victoria Police/Victoria Royals charity hockey game
November 14	Presented the Q3 VicPD Community Safety Report Card to Esquimalt Council
November 15	Attended VicPD swearing-in ceremony for experienced police officer

Equity, Diversity & Inclusion Engagements

September 30	Attended the South Island Pow Wow in honour of Truth & Reconciliation Day
October 2-4	Attended the Canadian Association of Chiefs of Police, Equity, Diversity and Inclusion conference
November 4	Attended the Community Safety & Crime Prevention Branch awards ceremony to congratulate the Aboriginal Coalition to End Homelessness for their Safe Communities Award



VICTORIA & ESQUIMALT POLICE BOARD

COMMITTEES UPDATE

Public

FINANCE

- a. **Monthly Financial Report**
Refer to page #8 - for information.
- b. **Monthly Overtime Report**
Refer to page #16 - for information.
- c. **Finance Committee Report re: Strategic Priorities**
Refer to page #21 - for information.
- d. **Joint Board/Councils Meeting**
The JBC meeting is no longer taking place on December 6th and a new date is being determined. As there are several new council members, it was agreed that the JBC meeting will be used as an education session in conjunction with the 2023 provisional budget presentation.

HUMAN RESOURCES

- a. **Review & Clarification of Various Protocols**
Practices related to the Board media spokesperson, release of information, and conflicts of interest will be updated in the Board manual which is currently under revision.
- b. **Inspector Transfers**
As part of the senior leadership succession plan, three of the six Inspectors will be swapping portfolios effective January 1, 2023.
- c. **CACP EDI Conference Debrief**
This conference was held in Ottawa from October 2-4 and Chief Manak was in attendance. The goals and objective of the conference were to inform, train and collaborate on equity, diversity and inclusion best practices in the policing and other sectors. Discussions included how to build leadership and organizational capacity by identifying and eliminating barriers to inclusive police organizations; identify current and emerging EDI trends that impact the health of organizations and quality of service delivery to communities; examine training and service delivery opportunities that help to maximize the health and effectiveness of police organizations; and examine systemic racism and implicit bias within policing.

d. **Experienced Officer Recruiting Incentive Extension**

In November of 2021, the Board approved a hiring incentive of \$20,000 each for up to 12 experienced officers joining VicPD. In combination with additional recruiting initiatives, this incentive has been very successful and the 12th experienced officer has recently been hired. As more experienced officers are still required, VicPD is requesting that this incentive be extended to allow an additional \$240,000 to be used which is an amount that can be supported due to salary slippage.

MOTION: *That the Board approve extending the incentive for an additional 12 experienced officers up to \$240,000.*

GOVERNANCE

a. **Conference: Governing in the Public Interest**

This conference is a foundational training and networking event for provincially appointed public sector board members. The agenda includes themes such as equity, diversity, inclusion, reconciliation, and decolonization, as well as workshops on best practices on governance, succession planning, and conflict management.

MOTION: *That the Board approve Board members Dhillon and Hayes to attend the Crown Agencies Governing in the Public Interest conference on November 10, 2022 in Vancouver.*

b. **2023 Board Meeting Schedule**

Refer to page #22 - for approval.

MOTION: *That the Board approve the 2023 Board meeting schedule as presented.*

c. **Governance Committee Report re: Strategic Priorities**

Refer to page #23— for information.



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	November 1, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe - Controller
SUBJECT:	September Monthly Financial Report and Preliminary Forecast To Year End
ACTION:	For Information

SUMMARY

Based on the financial performance to date, if we continue on the current trajectory we will potentially be in a deficit position of approximately \$153k. This amount is indicative only at this point, a lot can happen between now and year end. There are also actions we can take to mitigate this. I will provide further updated forecasts in November and December to keep the Committee and Senior Management Team informed of our progress.

The recent addition of experienced police officers is having a beneficial impact on our front-line capacity which will likely reduce overtime usage. We have also started to scale back on non-urgent purchases that can be deferred to 2023.

We currently have an overage for retirement expenditures of \$696k which can be charged against the employee benefit liability and not impact the net financial position. We have accumulated \$8.99M in the Employee Retirement and Sick Fund from previous year surpluses. The City of Victoria does not hold a dedicated reserve for these funds, so this will have an impact on the City's unfunded employee benefit liability. I have therefore begun discussions with the City on the potential of this.

This projection also includes \$254,000 of the \$1,342,525 shortfall resulting from the Township of Esquimalt Council's decision not to approve items in the 2022 Victoria & Esquimalt Police Operating Budget. Subsequent to the Province's decision on the Section 27(3) appeal, I believe it appropriate to include this amount as it relates primarily to expenditures that must be incurred regardless. The remaining \$1,088,525, funds designated for the addition of 10 staff, has not been included in this forecast at this time.

This forecast also does not take-into-account the approximately \$750k shortfall of funds currently being withheld by the Township of Esquimalt, in relation to matters subject to arbitration. I believe these amounts to be collectible subject to that process. I have begun discussions with the City of Victoria on potentially drawing down from the Financial Stability

Reserve to offset any shortfalls, should this matter not be resolved by the end of the fiscal year. The intent would be to replenish those funds upon collection of the outstanding amount.

Financial Projection - Summarized by Section

				Projections		
				Forecast to	Under	
				December	(Over)	
	Budget	Year To Date		Total	Budget	
<u>GOVERNANCE</u>						
Police Board	2521	109,700	50,598	51,271	101,869	7,831
Office of Chief Constable	2528	1,075,700	741,430	319,641	1,061,070	14,630
TOTAL GOVERNANCE		1,185,400	792,028	370,912	1,162,939	22,461
<u>ADMINISTRATION</u>						
Finance Division						
Financial Services	2500	4,520,210	1,679,599	535,881	2,215,480	2,304,730
Central Costs	2520	3,056,020	1,857,243	1,543,811	3,401,054	(345,034)
Fleet	2640	912,200	578,474	294,160	872,634	39,566
Total Finance Division		8,488,430	4,115,315	2,373,852	6,489,167	1,999,263
Human Resources Division						
Human Resources	2510	2,621,340	2,249,086	768,556	3,017,642	(396,302)
CISM	2527	16,000	17,208	5,250	22,458	(6,458)
Secondments	2670	-	(8,252)	-	(8,252)	8,252
Total Human Resources Division		2,637,340	2,258,042	773,806	3,031,848	(394,508)
Community Engagement Division						
Public Affairs	2524	727,220	459,090	172,894	631,984	95,236
Volunteers	2546	134,880	77,810	43,683	121,493	13,387
Community Programs	2547	105,080	75,332	25,931	101,263	3,817
Information Systems (IT)	2550	1,471,910	1,314,220	291,867	1,606,087	(134,177)
Total Community Engagement Division		2,439,090	1,926,451	534,375	2,460,826	(21,736)
Executive Services Division						
Executive Services	2529	1,666,410	831,226	434,724	1,265,950	400,460
FOI/Privacy	2530	398,930	258,238	113,666	371,904	27,026
Total Executive Services Division		2,065,340	1,089,464	548,390	1,637,853	427,487
Information Management Division						
Records	2630	2,170,420	1,491,753	615,469	2,107,221	63,199
E-Comm (911 & Dispatch)	2660	3,611,040	2,690,760	896,920	3,587,680	23,360
Total Information Management Division		5,781,460	4,182,513	1,512,389	5,694,901	86,559
TOTAL ADMINISTRATION		21,411,660	13,571,785	5,742,811	19,314,596	2,097,064

				Projections	
		Budget	Year To Date	Forecast to December	Under (Over) Budget
OPERATIONS					
Investigative Services Division					
Analysis & Intel	2549	718,890	518,720	190,045	708,765
Strike Force	2590	1,446,970	956,478	399,625	1,356,104
Detectives Admin	2600	1,214,730	949,189	349,086	1,298,275
VIMCU	2601	982,030	630,403	334,399	964,803
Financial Crimes	2604	487,400	268,871	106,355	375,226
Computer Forensics	2605	402,230	179,647	58,462	238,108
Special Victims	2606	794,160	846,101	352,555	1,198,655
Major Crimes	2608	1,316,350	1,218,028	513,798	1,731,826
Historical Case	2609	232,100	127,735	53,443	181,178
BAMU	2613	609,128	462,430	194,066	656,496
FIS	2650	1,054,000	801,392	325,921	1,127,313
Total Investigative Services Division		9,257,988	6,958,993	2,877,756	9,836,749
Community Services Division					
Beat & Bike	2580	3,431,490	2,865,305	1,364,299	4,229,604
ACT	2581	157,632	182,086	66,278	248,364
CRO's	2582	744,750	594,558	242,861	837,419
Traffic	2610	1,502,360	770,690	322,460	1,093,150
Motorcycle Team	2611	10,000	3,330	-	3,330
Total Community Services Division		5,846,232	4,415,969	1,995,898	6,411,867
Esquimalt Division Inspector					
Special Duties	2526	34,800	73,695	-	73,695
Esquimalt Administration	2570	592,730	450,687	170,330	621,017
School Resource	2571	403,760	-	-	-
Operational Planning	2572	283,910	199,917	81,235	281,153
Total Esquimalt Division		1,315,200	724,299	251,566	975,865
Patrol Division					
Jail	2680	980,440	693,370	260,912	954,282
Patrol	2560	20,244,230	16,042,119	6,654,291	22,696,411
Reserves	2545	22,000	43,269	(29,973)	13,296
Total Patrol Division		21,246,670	16,778,759	6,885,231	23,663,989
Integrated Units					
IMCRT	2523	129,560	119,764	9,796	129,560
GVERT	2690	544,610	379,123	165,487	544,610
EDU (Explosives Disposal)	2691	15,500	462	15,038	15,500
Negotiators (CNT)	2695	17,020	22,557	(5,537)	17,020
GVDAC	2548	2,480	5,575	(3,095)	2,480
Integrated Canine (ICS)	2565	715,590	484,929	230,661	715,590
Public Safety Unit (PSU)	2620	40,260	10,192	30,068	40,260
MYST	2603	62,550	113,878	(51,328)	62,550
GVRDVU	2607	204,576	132,534	72,042	204,576
Crime Stoppers	2614	61,890	61,890	-	61,890
Total Integrated Units		1,794,036	1,330,904	463,132	1,794,036
TOTAL OPERATIONS		39,460,126	30,208,924	12,473,582	42,682,506
RESERVE FUNDED					
Special Investigations (Net)	2599	-	-	-	-
TOTAL RESERVE FUNDED		-	-	-	-
TOTAL		62,057,186	44,572,736	18,587,305	63,160,040
LESS:					
Unfunded Retirements that can be charged against the Employee Benefits Liability					696,339
Overtime approved by the Province under the Section 27(3) review of the budget					254,000
POTENTIAL SHORTFALL NET OF UNFUNDED RETIREMENTS					(152,515)

	Budget	Year To Date	Forecast	Projections	
				Total	Under/Over Budget
REVENUE					
Fees for Service	(133,600)	(63,573)	(31,500)	(95,073)	(38,527)
Grants	(58,000)	(150,857)	(129,475)	(280,332)	222,332
Recoveries	(3,762,771)	(1,598,201)	(1,937,266)	(3,535,467)	(227,304)
TOTAL REVENUE	(3,954,371)	(1,812,631)	(2,098,241)	(3,910,872)	(43,499)
EXPENDITURES					
Salaries					
Police	31,180,463	21,500,908	10,495,304	31,996,212	(815,749)
Civilians	5,243,290	3,413,823	1,549,596	4,963,419	279,871
Auxiliaries - Civilian	153,900	99,714	38,000	137,714	16,186
Special Municipal Constables	477,350	377,901	120,728	498,629	(21,279)
Worksafe Recoveries	(250,000)	(767,432)	(270,000)	(1,037,432)	787,432
Contingency for increments	1,944,210	-	-	-	1,944,210
Total Salaries	38,749,213	24,624,914	11,933,628	36,558,542	2,190,671
Benefits					
Civilians	1,448,990	1,219,194	312,531	1,531,725	(82,735)
Police	8,468,334	7,020,182	2,107,553	9,127,735	(659,401)
Salaries & Benefits Combined	48,666,537	32,864,290	14,353,712	47,218,002	1,448,535
Overtime					
Civilian	193,200	138,592	35,850	174,442	18,758
Police	3,061,150	3,439,600	1,316,075	4,755,675	(1,694,525)
	3,254,350	3,578,192	1,351,925	4,930,117	(1,675,767)
Travel & Training	987,100	583,417	373,762	957,179	29,921
Building, Fleet, Software	2,295,710	1,843,128	836,124	2,679,252	(383,542)
Car Leases	53,000	20,966	20,000	40,966	12,034
Professional & Outside Agencies	5,458,840	3,356,864	1,964,576	5,321,440	137,400
Supplies	433,850	315,536	166,513	131,257	302,593
Employee Parking	105,330	69,481	33,535	103,016	2,314
Memberships	43,200	16,621	27,000	43,621	(421)
Advertising	30,000	19,379	2,350	21,729	8,271
Prisoner Meals	30,000	10,572	12,000	22,572	7,428
Laundry	129,500	83,130	38,100	121,230	8,270
Photocopying	55,000	27,964	25,000	52,964	2,036
Operational Meetings	53,400	10,927	18,225	29,152	24,248
Books & Publications	24,300	19,521	5,300	24,821	(521)
Postage & Courier	25,500	18,861	8,000	26,861	(1,361)
Uniforms	264,500	262,861	43,298	306,159	(41,659)
Communications	976,400	488,152	199,148	687,300	289,100
Equipment Rental	6,400	-	6,400	6,400	-
Equipment	432,980	556,271	326	556,597	(123,617)
Credit Card Fees	1,500	632	280	912	588
Insurance	295,410	148,492	84,466	232,958	62,452
Miscellaneous	323,100	252,483	197,907	450,390	(127,290)
PRIME Police Database	565,700	366,445	189,700	556,145	9,555
Employee Recognition Program	5,900	4,843	3,850	8,693	(2,793)
Total Other Expenditures	12,596,620	8,476,546	4,255,860	12,732,406	(135,786)
Transfers to and from Reserves	1,394,050	670,000	724,050	1,394,050	-
Retirements	100,000	796,339	-	796,339	(696,339)
TOTAL EXPENDITURES	66,011,557	46,385,367	20,685,547	67,070,914	(1,059,357)
NET OPERATIONS	62,057,186	44,572,736	18,587,306	63,160,042	(1,102,854)
LESS:					
Unfunded Retirements that can be charged against the Employee Benefits Liability				696,339	
Overtime approved by the Province under the Section 27(3) review of the budget				254,000	
POTENTIAL SHORTFALL NET OF UNFUNDED RETIREMENTS					(152,515)

CONTRIBUTING FACTORS:

Regular Salaries and Benefits (Unfilled Positions)

We continue to have unfilled positions, which is still creating a surplus in our salaries and benefits budget and at this time I'm still anticipating a surplus of slightly below \$1.5 million in these budget lines. The surplus would have been greater if not for two factors:

- Actual police wage increases exceeding the budgeted increases
- Increases to the cost of benefits

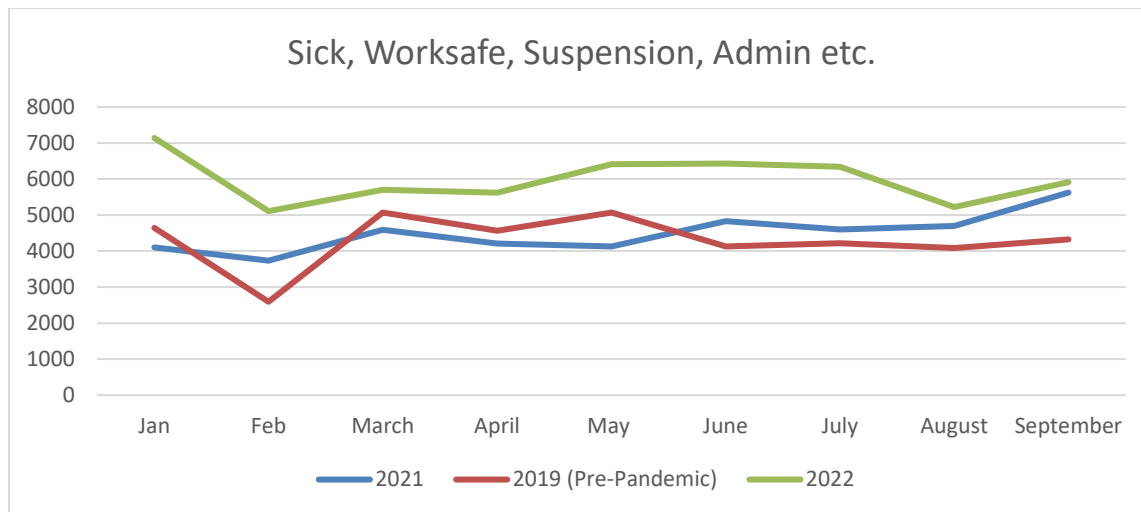
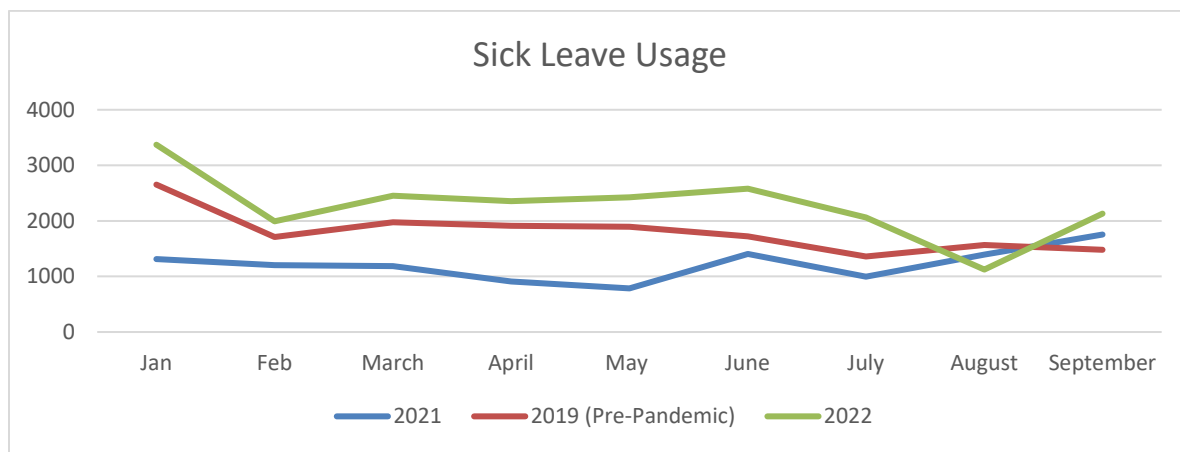
The 2022 budget was prepared based on expected police wage increases of 3% for 2021 and 2.5% for 2022. The actual wage increases were much higher at 3.5% and 3%, representing a significant hit to the funds available from unfilled positions. Worksafe Premium rates also increased significantly, which is pushing our benefit expenditures above expectations. The 2023 budget has been increased accordingly to account for this.

Combined, these two factors have eroded the cost savings from unfilled positions by approximately \$800,000.

Overtime

Overtime is the single largest driver behind the expected deficit. If the current trajectory persists we will be \$1.68 million over budget, eliminating the salary cost savings from unfilled positions. Regular overtime reports are brought to the Finance Committee and the Board so this was expected. The recent addition of exempt police officers to the employee pool should continue to reduce overtime expenditures for the remainder of the year. It will likely be, however, two more years before we can achieve full staffing levels on the police side. Multiple civilian positions also remain active as the amount of time and resources required to fill positions in the current job market remain a challenge.

Leave usage has also increased in comparison to last year and Pre-Covid norms. Sick Leave patterns are consistent but total usage has increased. Expanding this analysis to combine sick leave with Worksafe, suspension, administrative and leaves such as compassionate current levels are slightly lower in the last two months but trending higher than comparable periods overall.



Whilst absences due to sickness, worksafe etc. are trending above pre-pandemic levels, other leaves such as AL, AC, CTO and Banked OT are comparable and are not likely a driver of overtime.

Justice Institute of BC (JIBC)

This forecast factors in an expenditure of \$66,300 for recruit tuition in 2022 as a result of the Province's decision, that was not anticipated in the budget.

Protective & Medical Equipment

As a result of the recent shooting incident additional protective equipment needs have been identified that were not anticipated in the budget. Estimated costs for this of \$115,000 have been included in the projection.

RCMP Officer at VIIMCU

An agreement was made with the RCMP to cover the costs of one RCMP officer assigned to VIIMCU to meet our staffing commitments to that unit whilst we continued to face staffing shortages. The agreement spans a period commencing in March with an expected cost for 2022 of approximately \$107,000.

Additional Special Municipal Constables

The 2022 budget includes funding for 4 special municipal constables. We temporarily maintained a strength of 6 special municipal constables in anticipation of employee turnover.

Additional Janitorial

During the pandemic we have maintained an additional janitorial shift to meet our sanitation requirements, particularly with regard to the jail and police vehicles. This has led to a significant improvement to the safety of both our employees and members of the public. The 2023 provisional budget includes amounts to maintain this level of staffing permanently.

Software Inflation

We are experiencing significant increases in software licensing costs. The extent of some of these increases was unexpected and as a result software licensing costs will exceed budget in 2022. The 2023 provisional budget reflects the reality of increased licensing costs.

One-Time Statutory Holiday

The one-time statutory holiday for the Queen's funeral has added to our overtime expenditures in order to maintain services on short notice.

Other Items of Note

An amount of \$1.94M is included in the budget for Administration, under the Financial Services Division to fund retroactive pay increases. When paid out those actual expenditures were charged to the individual business units and not to the Financial Services Division. As a result, actual overages in some business units will be less than indicated in the report, as their expenditures will include retro-pay that is budgeted elsewhere.

ACTION REQUIRED:

No action is required at this time.



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	November 1, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	October 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 October 26th, 2022, 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 October, 80.5% through the payroll year and 83% through the calendar year, total non-recoverable overtime expenditures represent approximately 92.1% of total budget. Overtime continues to be over budget although with the exception of costs associated with the statutory holiday for the Queen's funeral, month over month overtime costs due appear to be improving.

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 are over budget, primarily driven by Human Resources, Community Engagement and Critical Incident Stress Management (CISM). Overtime for the Human Resources Division is roughly split evenly into two factors, training and recruitment. Overtime for Community Engagement and CISM represent the complex issues the Department faces, as well as the additional supports required during the shooting incident in June.

Operational overtime expenditures continue to be above budget at 126% of total budget. This continues to be driven by overtime to maintain front-line response, although we have started to

see those overtime requirements decline recently as our police staffing shortfalls improve. We also experienced an unexpected one-time increase to staff front-line operations during the statutory holiday for the Queen's funeral.

Overtime for integrated units is below budget, although these costs do not include the costs for non-VicPD members' training. Those amounts are often recognized at the end of the year and recorded as professional services. Integrated unit budgets are not expected to exceed budget although Evergreen Reserve funds are maintained to offset any deficits, should they occur.

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.

We have also seen a return to normal conditions for special duties, which typically generate additional administration fee revenues.

Overtime Expenditures as of October 26th, 2022 (Approx 80.5% of year)
Police and Civilian Combined

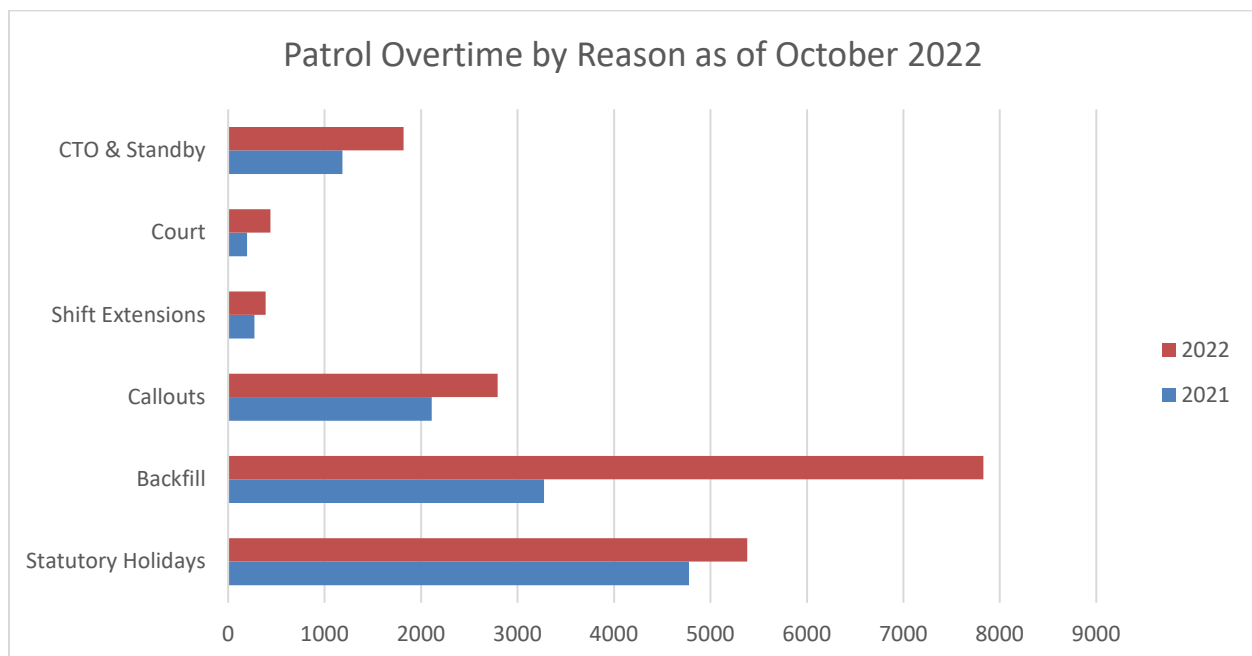
		2021	2022	2022			
BU	Description	First 10 Months	Budget Year To Date	% Spent	Remaining (Overspent)	10 Year Average	
Non-Recoverable Overtime							
Administration							
2500	Financial Services Division	1,194	2,000	-	0.0%	2,000	4,000
2510	Human Resources	16,019	22,000	49,207	223.7%	(27,207)	19,000
2524	Community Engagement	18,996	21,000	31,731	151.1%	(10,731)	13,700
2527	Critical Incident Stress Management	10,891	7,000	12,819	183.1%	(5,819)	5,600
2529	Executive Services	14,659	15,000	12,900	86.0%	2,100	7,870
2530	Information, Privacy and Legal	2,329	2,500	997	39.9%	1,503	2,200
2546	Volunteers	638	-	4,230	N/A	(4,230)	2,900
2550	Information Technology	9,241	14,000	1,929	13.8%	12,071	15,200
2630	Records	62,018	120,000	87,274	72.7%	32,726	49,200
Total Administration		135,985	203,500	201,087	98.8%	2,413	120,410
Operations							
2549	Analysis & Intel	4,336	11,500	18,302	159.1%	(6,802)	8,200
2560	Patrol	989,248	1,207,000	1,565,752	129.7%	(358,752)	926,000
2570	Esquimalt Administration	312	1,500	64	4.3%	1,436	1,900
2572	Operational Planning	8,003	8,500	9,124	107.3%	(624)	4,600
2580	Beat & Bike	144,338	75,000	119,373	159.2%	(44,373)	70,000
2581	Assertive Community Treatment (ACT)	8,002	2,500	4,300	172.0%	(1,800)	27,000
2582	Community Resource Officers (CRO)	31,070	20,000	17,941	89.7%	2,059	6,700
2590	Strike Force	87,172	122,500	81,010	66.1%	41,490	98,000
2600	Detectives	10,000	12,000	30,311	252.6%	(18,311)	10,000
2604	Financial Crimes	13,178	20,000	31,304	156.5%	(11,304)	15,900
2605	Computer Analysis	3,479	6,000	3,398	56.6%	2,602	4,100
2606	Special Victims	17,001	37,000	28,179	76.2%	8,821	28,900
2608	Major Crimes	41,063	120,000	109,887	91.6%	10,113	99,200
2609	Historical Cases	-	-	-	0.0%	-	2,500
2610	Traffic	54,711	41,000	36,043	87.9%	4,957	36,600
2613	Behavioural Assessment & Management	3,615	5,000	19,215	384.3%	(14,215)	3,400
2650	Forensic Identification	47,936	62,000	78,429	126.5%	(16,429)	58,100
2680	Jail	84,611	56,000	129,655	231.5%	(73,655)	56,400
Total Operations		1,548,075	1,807,500	2,282,287	126.3%	(474,787)	1,457,500
Integrated Units							
2523	Integrated Mobile Crisis Response (IMCRT)	5,390	34,130	4,177	12.2%	29,953	5,200
2520	Centralized (GVERT, Protests etc.)	375,993	400,000	-	0.0%	400,000	458,000
2565	Integrated Canine Unit	39,110	11,000	20,787	189.0%	(9,787)	21,300
2601	Vancouver Island Integrated Major Crimes (VIIMCU)	68,228	164,200	57,367	34.9%	106,833	107,000
2603	MYST	-	-	942	N/A	(942)	107,000
2607	Regional Domestic Violence	-	10,230	4,790	46.8%	5,440	5,100
2620	Public Safety Unit Training	-	58,550	40,725	69.6%	17,825	33,400
2690	GVERT Training	26,856	153,600	11,566	7.5%	142,034	12,200
2695	Crisis Negotiation	8,998	10,640	3,927	36.9%	6,713	2,700
Total Integrated Units		524,575	842,350	144,281	17.1%	698,069	751,900
Total Non-Recoverable Overtime		2,208,635	2,853,350	2,627,655	92.1%	225,695	2,329,810
Overtime Recoverable from Third parties							
2520	Centralized (Emergency Response, Protests)	11,821	-	594,782	N/A	(594,782)	458,000
2526	Special Events	281,105	645,000	925,116	143.4%	(280,116)	685,000
2545	Reserve Program	6,871	10,000	8,450	84.5%	1,550	5,900
2560	Patrol	46,518	-	82,199	N/A	(82,199)	5,900
2580	Beat & Bike	-	-	4,349	N/A	(4,349)	5,900
2600	Detectives	15,000	-	15,000	N/A	(15,000)	10,000
2601	Vancouver Island Integrated Major Crimes (VIIMCU)	7,675	-	1,177	N/A	(1,177)	
2607	Regional Domestic Violence	9,557	-	7,762	N/A	(7,762)	
2650	Forensic Identification	-	-	5,262	N/A	(5,262)	58,100
2670	Secondments	130,297	-	11,553	N/A	(11,553)	
Total Recoverable Overtime		508,844	655,000	1,655,650	252.8%	(1,000,650)	685,000
Total Overtime Combined		2,717,479	3,508,350	4,283,305	122.1%	(774,955)	3,014,810

Patrol Overtime Reasons

Below is a summary by reason for Patrol overtime for the period January to October. Backfill to maintain shift minimums due to absences and vacant position is the main reason given, representing a significant increase from 2021. We are expecting this to improve through the remainder of the year as new exempt hires are deployed.

The next largest reason was represented by overtime to maintain minimums on Statutory Holidays, which is fairly consistent with the previous year, although with one additional statutory holiday in 2022 for the Queen's funeral has seen a one-time increase this year.

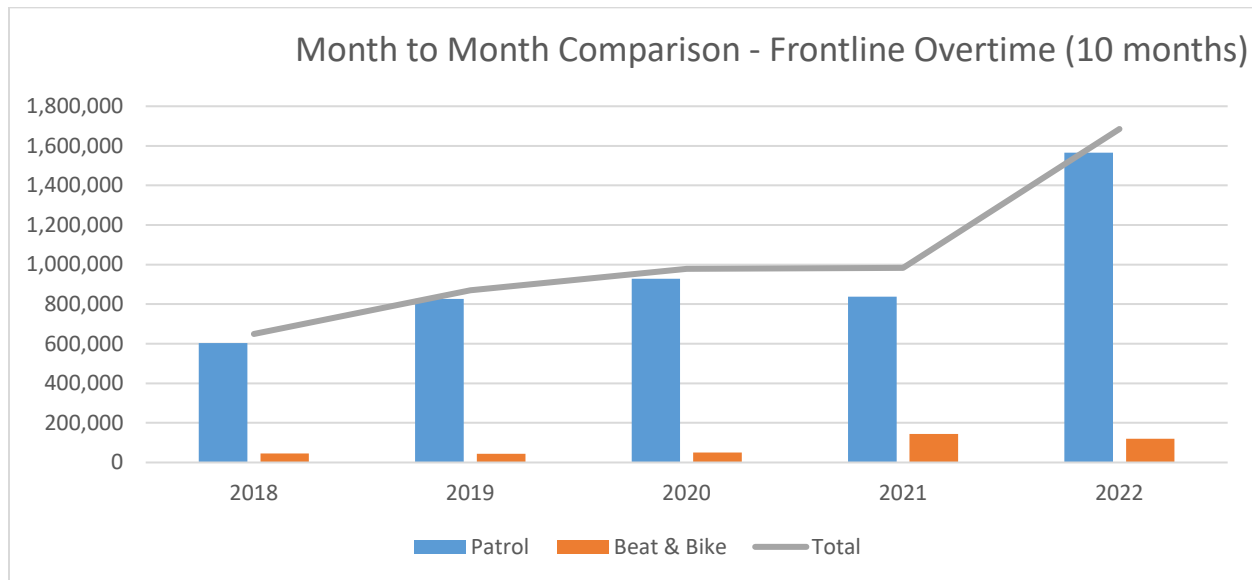
Callouts for reasons such as ongoing investigations represent the third most significant cost driver for Patrol overtime and also represent a significant increase over the previous year.



Long Term Trends for Front Line Overtime

We continue to experience a significantly high amount of overtime for the front line. With the recent deployment of exempt hires the pressure on backfill to maintain minimums for patrol, beat and bike appear to now be diminishing somewhat.

Similar to other police departments, filling vacancies for both police and civilian positions remains challenging and it will take time to successfully address.





VICTORIA & ESQUIMALT POLICE BOARD

Finance Committee Progress Report re: 2021-2022 Board Strategic Priorities

November 2022

#2	Increase financial stability
Action:	1. Review implementation of the Special Municipal Constable program.
	<ul style="list-style-type: none"> COMPLETE
Action:	2. Leverage work with integrated policing units across regions and encourage other regionalization initiatives after receiving the provincial report from the Special Committee on Reforming the <i>Police Act</i> .
	<ul style="list-style-type: none"> The Board will give the new Councils time to settle in before approaching them to facilitate some discussion and collaborative action to encourage the province to work toward regionalization.
Action:	3. Oversee the development of a multi-year staffing plan.
	<ul style="list-style-type: none"> This has been put on hold until the Framework Agreement allocation of officers has been arbitrated.

VICTORIA & ESQUIMALT POLICE BOARD

2023 Meeting Schedule

Month	J	F	M	A	M	J	J	S	O	N	D
Committees Meeting	10	7	7	4	2	6	4	5	3	7	5
	9:00am	9:00am	9:00am	9:00am	9:00am	9:00am	9:00am	9:00am	9:00am	9:00am	9:00am
Board Meeting	17	21	21	18	16	13	18	19		21	12
	3:15pm	3:15pm	3:15pm	3:15pm	3:15pm	3:15pm	3:15pm	3:15pm		3:15pm	3:15pm
Special Board Meeting (Review 2024 Provisional Budget)							25				
							2:00pm				
Joint Board/Councils Meeting (2024 Budget Presentation)									24		
									5-7pm		



VICTORIA & ESQUIMALT POLICE BOARD

Governance Committee Progress Report re: 2021-2022 Board Strategic Priorities

November 2022

#3	Strengthen relationship with the community
Action:	1. Provide information to the community re: role of police boards, understanding policing, how policing works, role of police.
	<ul style="list-style-type: none"> In progress, reviewing outward social media communication
Action:	2. Proactively participate in Board member recruitment.
	<ul style="list-style-type: none"> Ongoing: two new Board members are expected to be selected by January 2023.
Action:	3. Increase Board member attendance at community events.
	<ul style="list-style-type: none"> COMPLETE: COVID-19 restrictions lifted allowing members to participate
Action:	4. Provide opportunities for public participation in Board meetings by including agenda time for question period/addressing the Board.
	<ul style="list-style-type: none"> COMPLETE
Action:	5. Promote public access by conducting all suitable business in public sessions and following best practices to ensure use of in-camera and closed in-camera meetings only for appropriate matters.
	<ul style="list-style-type: none"> Board reviews agenda for opportunities for greater public access
Action:	6. Explore the possibility of convening committees of mutually respected citizens and elders to provide context for actions/conflicts within their communities.
	<ul style="list-style-type: none"> Deferred to the next Strategic Plan (2023 -2024) as we adjust to emerging from the pandemic

#4	Strengthen relationship with the Provincial Government
Action:	1. Work on secure funding for Justice Institute of BC.
	<ul style="list-style-type: none"> Governance Chair has been appointed to all parties Committee as BC Board rep
Action:	2. Work on Board succession planning and recruitment.
	<ul style="list-style-type: none"> In progress: working with PSSG to determine a framework
Action:	3. Work closely with the Director of Police Services and Ministry staff on reforms related to modernization, sustainability, and the role of the police with respect to complex societal issues.
	<ul style="list-style-type: none"> On-going conversations.
Action:	4. Proactively work with the Ministry of Mental Health and Addictions and others to provide input on police policies to address federal exemption on decriminalization of drug possession.
	<ul style="list-style-type: none"> COMPLETE: as per the federal government announcement on May 31, 2022

#6	Increase awareness and efforts to combat racism and focus on equity, diversity, and inclusion
Action:	1. Invite professionals in our community to educate our Board on this topic.
	<ul style="list-style-type: none"> On-going: Board is inviting community members to educate the Board at Board meetings
Action:	2. Work with the Province and the JIBC to increase the number of Indigenous, Black, Asian, and other recruits with diverse ethno-racial backgrounds.
	<ul style="list-style-type: none"> In progress: working with senior management throughout the recruitment process
Action:	3. Solicit public and member input on perceptions of racism and discriminatory practices in the service to assist in increasing cultural awareness and eliminating biased or abusive practices.
	<ul style="list-style-type: none"> On-going: working with senior management reviewing policies
Action:	4. Complete Board training that focusses on equity, diversity, and inclusion.
	<ul style="list-style-type: none"> On-going training as opportunities arise for Board learning
Action:	5. Study and report on policies that facilitate disclosure of systemic racism, racist attitudes and racist action.
	<ul style="list-style-type: none"> In progress: working with senior management reviewing policies and processes

Action:	6. Review and refine departmental measures to protect vulnerable populations, including those with special needs based on social, economic, health and disability as well as those who experience discriminatory conditions due to origin, racialization, colour, gender or gender identity.
	<ul style="list-style-type: none"> In progress: working with senior management to identify gaps
Action:	7. Review street checks and other policies that have been identified as contributing to systemic racism and to disproportionate harm to communities that feel unsupported by the police.
	<ul style="list-style-type: none"> This will continue to be monitored and are awaiting further information from Police Services as to the approach that will be taken
Action:	8. Review policies to ensure they are compliant with the purpose and spirit of UN Declaration of the Rights of Indigenous People (UNDRIP).
	<ul style="list-style-type: none"> In Progress: senior management has committed adopting UNDRIP and reviewing policies
Action:	9. Work on supports to combat racism and offer recommendations that focus on equity, diversity, and inclusion.
	<ul style="list-style-type: none"> In progress: working with senior management and receiving monthly updates regarding EDI
Action:	10. Seek opportunities to publicly demonstrate our learning and understanding.
	<ul style="list-style-type: none"> Ongoing
Action:	11. Complete a report after connecting with partners to identify areas of improvement with recommendations.
	<ul style="list-style-type: none"> In progress – requires support and input from GVPDAC and community groups
Action:	12. Understand implications and requirements for the Board in advance of the implementation of the Equitable and Unbiased Policing Standards which come into effect July 2023.
	<ul style="list-style-type: none"> In progress: working with senior management in reviewing policies to meet timeline

#7	Future-proof the Framework Agreement
Action:	1. Amend the Framework Agreement to include the Co-Chair policy as part of the Agreement
	<ul style="list-style-type: none"> COMPLETE: the Board has determined that it is not legally possible to amend the FA in this respect and has reaffirmed their Co-Chair policy



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

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

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

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

1. Amend the Framework Agreement to include the Co-Chair policy as part of the Agreement.