



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Agenda

December 20, 2022 at 5:00pm

Boardroom & Zoom

1. PRESENTATION

- a. Amanda Todd Legacy Society (C. Todd)

2. STANDING ITEMS

- a. Territorial Land Acknowledgement
- b. Declaration of Conflicts of Interest
- c. Adoption of the Public Agenda of December 20, 2022
- Pg. 1-3 d. Adoption of the Public Minutes of November 15, 2022
- Pg. 4-5 e. Chief Constable Update
- Pg. 5 f. Equity, Diversity, Inclusion & Engagement Update
- Pg. 6-37 g. Committees Update
- h. Board Co-Chairs Update
- i. BC Association of Police Boards Director's Update
- j. Board Member Engagement Update
- Pg. 38-39 k. 2021-2022 Board Strategic Priorities
- l. Framework Agreement

3. NEW BUSINESS

- Pg. 40-46 a. VicPD Roadmap for a Healthy & Inclusive Workplace (CC Manak)
- Pg. 47 b. Approval: 2023 EDI Course Attendees (B. Desjardins)
- Pg. 48 c. Approval: 2023 CACOLE Conference Course Attendees (B. Desjardins)

4. CORRESPONDENCE *(For information only)*

- Pg. 49 a. Ministerial OIC #609 re: Reappointment of Board member Huber
- Pg. 50 b. 221212 Letter from JIBC re: Tuition Increase
- Pg. 51 c. 221117 Letter from PS to Mayor Desjardins re: Roles & Responsibilities



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Minutes

November 15, 2022 at 5:00pm

Boardroom & Zoom

PRESENT

Mayor Alto, Chair
D. Crowder
S. Dhillon
M. Hayes
C. Huber
I. Lee

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

Insp. Jones
Insp. Hamilton
Insp. McRae
S/Sgt. Gubbins
S. Hurcombe
D. Perry

Recording Secretary: Collette Thomson

1. STANDING ITEMS

a. Adoption of the Public Agenda of November 15, 2021

22-96 **MOTION:** *To approve the Public agenda of November 15, 2022 as amended with the addition of: Statement from Board member Schachter.* **MOVED/SECONDED/CARRIED**

b. Adoption of the Public Minutes of September 20, 2022

22-97 **MOTION:** *To approve the Public Minutes of September 20, 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 as well as a review of the Canadian Association of Chiefs of Police Equity, Diversity and Inclusion conference that took place in Ottawa in early October.

d. Equity, Diversity, Inclusion & Engagement Update

Refer to the report provided – for information.

e. Committees Update

Refer to the report provided – for information.

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 12 officers from all over Canada have been hired. The officers receive the funds after six months of working and must stay for five years, otherwise full or partial repayment will be required depending on when they leave.

As 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. funds.

22-98 **MOTION:** *That the Board approve extending the hiring incentive for an additional 12 experienced officers up to \$240,000. MOVED/SECONDED/CARRIED*
ABSTAINED: SCHACTER

The Crown Agencies Governing in the Public Interest 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.

22-99 **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. MOVED/SECONDED/CARRIED* **ABSTAINED: SCHACTER**

Refer to the 2023 draft Board meeting schedule. The Joint Board/Councils meeting is now taking place on January 17, 2023 which conflicts with the suggested date of the regular January Board meeting.

22-100 **MOTION:** *That the Board approve the 2023 Board meeting schedule with the amendment of cancelling the regular January Board meeting on January 17th and adding the Joint Board/Councils meeting on January 17th.*
MOVED/SECONDED/CARRIED

f. Board Co-Chair Updates

Mayor Alto advised she is pleased to join the Police Board as the Deputy Co-Chair for 2023-2024 and looks forward to working with everyone.

g. BC Association of Police Boards Director's Update

- The next BCAPB Board meeting is taking place on November 18th
- The annual 2023 conference will take place on May 25-26 in Nelson, BC
- The BCAPB awards program is expected to be rolled out in January

h. Board Member Engagement Update

Board member Dhillon recently attended two VicPD swearing-in ceremonies

i. 2021-2022 Board Strategic Priorities

Refer to the document provided – for information.

j. Framework Agreement

No discussion arising.

2. NEW BUSINESS

a. Board Planning Session

As the Chair of the Governance Committee, Board member Dhillon offered that the Governance Committee undertake the planning of this upcoming session; the table accepted his offer. The date is yet to be determined but consideration will include the arrival of the two new Board members.

b. Statement from Board Member Schachter

Board member Schachter advised that he is resigning from the Board effective November 30, 2022. He extended his thanks and appreciation to the Board, and VicPD management and staff. He advised that his reasons for leaving include that he does not feel he has independent access to information to ensure the public gets an efficient police force, and he does not have the ability to ensure important policies are operationalized.

Meeting adjourned at 5:50pm.

Mayor Marianne Alto
Deputy Co-Chair

Date

Collette Thomson
Recording Secretary

Date



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	December 20, 2022
TO:	Victoria & Esquimalt Police Board
FROM:	Chief Cst. Manak
SUBJECT:	Chief Constable Monthly Engagement Highlights
ACTION:	For Information

Internal & External Engagements

November 18	Participated in the VicPD Trauma Resiliency training session
November 19	Met with C Watch leadership to debrief a traumatizing mental health call
November 22	Participated in the VicPD Civic Service Awards ceremony
November 22	Held Chief's briefing with Esquimalt Division staff
November 23	Attended A Watch Patrol Division briefing
November 24	Presented the Quarter 3 Community Safety Report Card report to Victoria Council
November 24	Participated as a panelist for the Canadian Association for Security & Intelligence Studies conference on Policing & Public Order
November 25	Attended the VicPD Volunteer & Reserve Appreciation Dinner
November 26	Participated in the Victoria Santa Claus Parade
December 1	Participated in a podcast with Our Place regarding the challenges of policing
December 4	Participated in the Esquimalt Celebration of Lights Parade
December 5	Participated in a podcast with the Greater Victoria Chamber of Commerce regarding the challenges of policing
December 5	Met with Julian Daly, Executive Director of Our Place Society, to discuss ongoing street challenges
December 6	Attended the annual VicPD staff Christmas Luncheon at VicPD HQ
December 8	Attended the Holiday Celebration Luncheon at the Esquimalt Rec Centre
December 8	Met with new civilian Records Division staff to welcome them to VicPD
December 11	Attended the VicPD Breakfast with Santa event
December 14	Attended the constituency Open House for the new Minister of State for Child Care, Grace Lore

December 15	Presented awards to the top three finalists for the annual VicPD Holiday Greeting card contest
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Equity, Diversity & Inclusion Engagements

November 23	Attended the Aboriginal Coalition to End Homelessness meeting to discuss the new Indigenous Justice Program
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December 6	Spoke to the Chair at the Masjid Al-Iman to meet with the Masjid Board of Directors in January 2023
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VICTORIA & ESQUIMALT POLICE BOARD

COMMITTEES UPDATE Public

GOVERNANCE

a. Update re: VicPD Strategic Plan Quarterly Reports

A new platform is being identified for use to compile these reports; the new format will be presented in the new year.

b. Police Board Training

Police Services has created the BC Police Board Training Program which is designed to strengthen police governance and oversight by providing board members with the practical skills, knowledge and tools necessary to effectively carry out their functions and responsibilities under the *Police Act*. All Board members are expected to participate in this training.

The three-course program will support learning at various stages of a member's service. The Primer is a short, self-directed online course that will provide newly appointed board members with the basic governance knowledge and context required to participate in Foundations 101. Foundations 101 is designed for members in the early stages of their six-year term to help them develop a solid understanding of governance fundamentals in the context of BC police boards and the key functions and responsibilities under the Act. Applications 201 is designed for experienced police board members who have settled into their roles and can apply their experience to more complex governance responsibilities and issues.

HUMAN RESOURCES

a. HR Information System Update

The VicPD HR Division has transferred over to a new and improved platform for tracking HR information.

b. BCAPB Awards Program

Refer to page #8. The awards program will be launched in January 2023. The BCAPB is requesting \$350 from each participating Board to cover the cost and shipping of the awards.

MOTION: *That the Board pay \$350 to cover the cost and shipping of the awards for the new BCAPB awards program.*

c. HR Committee Report re: Strategic Priorities

Refer to page #13 – for information.

FINANCE

a. VicPD Fleet

VicPD has been exploring options to move towards a zero-carbon emissions fleet, beginning with hybrid vehicles and initiating pilot programs of electric ones. Based on current estimates, moving to a 50% electrification of the fleet will require an overall increase to a future annual budget.

b. Overtime Report

Refer to page #15 - for information.

c. Monthly Financial Report

Refer to page #22 - for information.

d. Financial Year End Forecast

Refer to page #32 - for information.



December 5, 2022

Dear Police Board Chairs:

RE: The Launch of the 2023 BCAPB Awards Program

We are excited to announce the launch of the BCAPB Awards Series. This awards launch is based on conversations and feedback from the BCAPB Executive, BCAPB Board Members, BC Association of Municipal Chiefs of Police, and BC Police Services.

The 2023 BCAPB Awards Program includes:

1. Community Driven Recognition Award;
2. Supporting our Governance Award;
3. Excellence in Innovation Award.

Your BCAPB Executive Representative will be responsible for coordinating the awards for your Board. If you choose to participate, BCAPB will provide you three plaques per year.

To cover the costs of awards and shipping, we are requesting \$350 from each participating Board.

If you are interested in joining our BCAPB Awards Program, please contact our Executive Assistant Veronica Bandet at bcapbs@gmail.com

Thank you,

A handwritten signature in black ink, appearing to read "Charla Huber".

Charla Huber, MA, CIHCM

BCAPB President

cc: BC Association of Municipal Chiefs of Police



The Launch of the BCAPB Awards Program

Overview

Police Departments have been sharing with Police Boards that morale is decreasing across the province due to increases in crime, understaffing, vocal community members sharing distrust for police, and unfortunate events involving police officers in other jurisdictions such as the United States.

Much of the news coverage of policing in British Columbia involves negative situations that arise from investigations of misconduct or misjudgement of police. These investigations are public, and the media often reports on them. BCAPB agrees these stories should be public and that there is always room for improvement.

BCAPB is aware of many positive impacts and successes of Municipal Police Departments that do not get attention or exposure. Due to this BCAPB is in the process of creating a BCAPB Award Series to aid in boosting morale and recognition from the governance level, sharing the positive experiences of community members and Police Boards, and the innovation within departments that the community benefits from.

These awards are under the umbrella of BCAPB to show a united support of policing and to demonstrate the excellence and heart in policing across British Columbia.

Awards for Discussion

Award	Intended Recipients	Nominators
Community Driven Recognition Award	Officers and/or Department Staff interacting with members of the public.	Community Members
Supporting our Governance Award	Officers and/or Department Staff supporting, presenting to, and educating the Police Board.	Police Board
Excellence in Innovation Award	Officers and/or Department Staff demonstrating exceptional innovation within the department.	Police Board

Quick Facts

- Awards can be given to an individual or a team.
- One award per category can be offered in a 12-month period per Police Board.
- There is no deadline for this award, and it can be given out at any time.
- BCAPB will provide award plaques and draft template news releases to each Police Board.
- BCAPB Reps for each Police Board will organize the distribution of awards and news releases.
- BCAPB will require notification when each award is given.



Community Driven Recognition Award

Background

BCAPB wants to acknowledge the positive outcomes and experiences in our communities across BC that are due to the continued hard work, dedication, community mindedness, and bravery of the officers and staff at Municipal Police Departments across BC.

Goal

BCAPB has heard from many Police Board members who want to share these good news stories, boost morale in the departments, and create a public opportunity for community members to share their positive interactions with officers and department staff and recognize individuals within Municipal Police Departments for their contributions. This award is under the umbrella of BCAPB to show a united support of policing and demonstrate the excellence and heart in policing across British Columbia.

Concept and Logistics

BCAPB will launch its Community Driven Recognition Award process where members of the community can recognize a positive experience with an officer or department staff member. These positive experiences can be big and life changing, or something small that a made a difference in the day. These awards are a way to take a moment and honour the day-to-day good work that is occurring. Community members can submit the application to their local Police Board. Each Police Board will review the applications and determine the successful recipients.

BCAPB will ask Municipal Police Departments to share the information on the awards on their social media platforms. BCAPB does not have social media, and the police departments have strong followings. Each Police Board can vet the applications and determine who will receive a BCAPB Community Recognition Award. There is no deadline for the awards, they can be given out as issues arise to ensure the recognition is timely for both the community member and the recipient.

One award can be offered in a 12-month period per Police Board. Each Police Board will receive one plaque, drafted template press releases, and marketing materials. The awards will be branded by BCAPB and have the name of the award on it (i.e. Community Driven Recognition Award.) Each award will have a space allocated for engraving the recipient's name and year the award is presented. Engraving will be the responsibility of each Police Board.

For each award that is given, BCAPB asks each Police Board's BCAPB representative to coordinate the nominating community member to present the award to the officer or department staff member receiving the award, and to send out press release on behalf of BCAPB. BCAPB will require a small report when an award is given, for our records and to share with the BCAPB membership.

Recommendation

To launch this award and distribute promotional materials and awards in January 2023 to each Police Board.



Supporting our Governance Award

Background

BCAPB recognizes there are many individuals, sworn officers and civilian staff, who play a crucial role in ensuring the Board Members are educated, supported, and included in the many facets within the departments.

Goal

To publicly honour and recognize officers and staff within the department who support the Police Board Members in their governance role by sharing personal experiences, developing new systems or structures, and/or providing consistent exceptional administrative support.

The award is under the umbrella of BCAPB to show a united support of policing and the demonstrate the excellence and heart in policing across British Columbia.

Concept and Logistics

BCAPB will launch its Supporting our Governance Award process where Police Boards can recognize a positive experience with an officer or department staff member that enhances the governance role within the department. This award should go beyond day-to-day duties and acknowledge exceptional service or support to the Board. This award can be awarded to an individual or team within the department.

The Police Board will determine who the recipient(s) is/are and then notify BCAPB when it has been awarded. There is no deadline for the awards, they can be given out as issues arise to ensure the recognition is timely for both the recipient and the Police Board.

One award can be offered in a 12-month period per Police Board. Each Police Board will receive one plaque, drafted template press releases, and marketing materials.

The awards will be branded by BCAPB and have the name of the award on it (i.e. Supporting our Governance Award.) Each award will have a space allocated for engraving the recipient's name and year the award is presented. Engraving will be the responsibility of each Police Board.

For each award that is given, BCAPB asks the Police Board's BCAPB representative to coordinate the Board to present the award to the officer, department staff member, or team receiving the award, and send out the press release on behalf of BCAPB.

BCAPB will require a small report when an award is given, for our records and to share with the BCAPB membership.

Recommendation

To launch this award and distribute promotional materials and awards in January 2023 to each Police Board.



Excellence in Innovation Award

Background

BCAPB Members have requested an award be created where Police Boards can honour and acknowledge excellence in innovative strategy, programs, and service models.

Concept and Logistics

BCAPB will launch its Excellence in Innovation Award process where Police Boards can recognize innovation within the department. The innovation may include, but is not limited to innovative strategy, programs, and service models. This award can be awarded to an individual or team within the department and cites a specific event or project.

The Police Board will determine who the recipient(s) is/are and then notify BCAPB when it has been awarded. There is no deadline for this award, and it can be given out at any time.

One award can be offered in a 12-month period per Police Board. Each Police Board will receive one plaque, drafted template press releases, and marketing materials.

The awards will be branded by BCAPB and have the name of the award on it (i.e. Excellence in Innovation Award.) Each award will have a space allocated for engraving the recipient's name and year the award is presented. Engraving will be the responsibility of each Police Board.

For each award that is given, BCAPB asks the Police Board's BCAPB representative to coordinate the Board to present the award to the officer, department staff member, or team receiving the award, and send out the press release on behalf of BCAPB.

BCAPB will require a small report when an award is given, for our records and to share with the BCAPB membership.

Recommendation

To launch this award and distribute promotional materials and awards in January 2023 to each Police Board.



VICTORIA & ESQUIMALT POLICE BOARD

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

November 2022

#1	Tend to the mental health & wellness of members & staff
Action:	1. Meet with VicPD HR Department, Chief Constable, and Union for input on how the Board can support the mental health and wellness of members and staff. Create an implementation timeline.
	<ul style="list-style-type: none"> Continued conversations with Chief Constable and leadership team on how the Board can better support.
Action:	2. Seek opportunities (at least quarterly) to acknowledge members and staff.
	<ul style="list-style-type: none"> The HR Committee has worked with the Chairs, Chief Constable, and Board to create space for VicPD members and staff to share successes with the Board and public. Board Members are attending swearing in ceremonies and plan to attend more VicPD events to acknowledge the team where appropriate.
Action:	3. Seek avenues to share positive stories that highlight the commitment of members and staff to the community.
	<ul style="list-style-type: none"> Board Members have brought forward positive stories of VicPD to the Board and public meetings. BCAPB will be announcing its awards program and the Victoria & Esquimalt Police Board will participate.
Action:	4. Invite professionals in our community to educate the Board on this topic.
	<ul style="list-style-type: none"> The HR Committee will continue to find new avenues to accomplish this goal. There have been several presentations to the Board this year that focus on mental health and wellness of members and staff.
Action:	5. Seek opportunities to hear from members and staff with lived experience.
	<ul style="list-style-type: none"> The Board has heard from staff with lived experiences, due to privacy issues this has occurred in-camera. These opportunities have made a significant difference to the Board and the governance role it provides. The HR Committee will work with Chief Constable to provide more opportunities.
Action:	6. Advocate for better mental health and wellness initiatives for members and staff.
	<ul style="list-style-type: none"> This has been tasked by the work and roadmap that the Chief Constable is creating with the leadership team

#5	Educate ourselves and advocate for better health supports for people with mental health and substance use issues
Action:	1. Invite professionals in our community to educate the Board on this topic.
	<ul style="list-style-type: none"> • The HR Committee is connecting with individuals and organizations to speak with the Board and assist with this goal •
Action:	2. Seek opportunities to hear from people with lived experience in mental health and substance use and make recommendations based on learnings.
	<ul style="list-style-type: none"> • The HR Committee is connecting with individuals and organizations to speak with the Board and assist with this goal
Action:	3. Advocate for better supports for people with mental health and substance use issues.
	<ul style="list-style-type: none"> • The HR Committee will continue to find new avenues to accomplish this goal
Action:	4. Support restorative justice programs.
	<ul style="list-style-type: none"> • The HR Committee is connecting with individuals and organizations to speak with the Board and assist with this goal
Action:	5. Seek opportunities to publicly demonstrate our learning and understanding.
	<ul style="list-style-type: none"> • The HR Committee will continue to find new avenues to accomplish this goal



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	December 6, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	November 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 November 28th, 2022. 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 November, 88% through the payroll year and 92% through the calendar year, total non-recoverable overtime expenditures represent approximately 109% of total budget, and is therefore over budget. This is a result partly of a new normal of high time loss from work-related injuries, but also compounded by high staff turnover and a tight labor market. We appear to be turning a corner and despite high overtime costs from February through August, we are now settling down to more normal patterns of overtime.

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. Training overtime was unusually high this year due to the impact of the June shooting on the Emergency Response Team (ERT) which required more time from our trainers to support that unit. Overtime for Community Engagement and CISM represent the complex issues the Department faces, as well as the additional supports required during the shooting incident.

Operational overtime expenditures continue to be above budget at 139% of total budget. This was driven for most of the year by overtime to maintain front-line response as we experienced significant staffing shortages. We have recently started to see those overtime requirements decline as our police staffing shortfalls begin to improve. We also experienced an unexpected one-time increase of overtime 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, community events or through third parties such as the COHO ferry special duty.

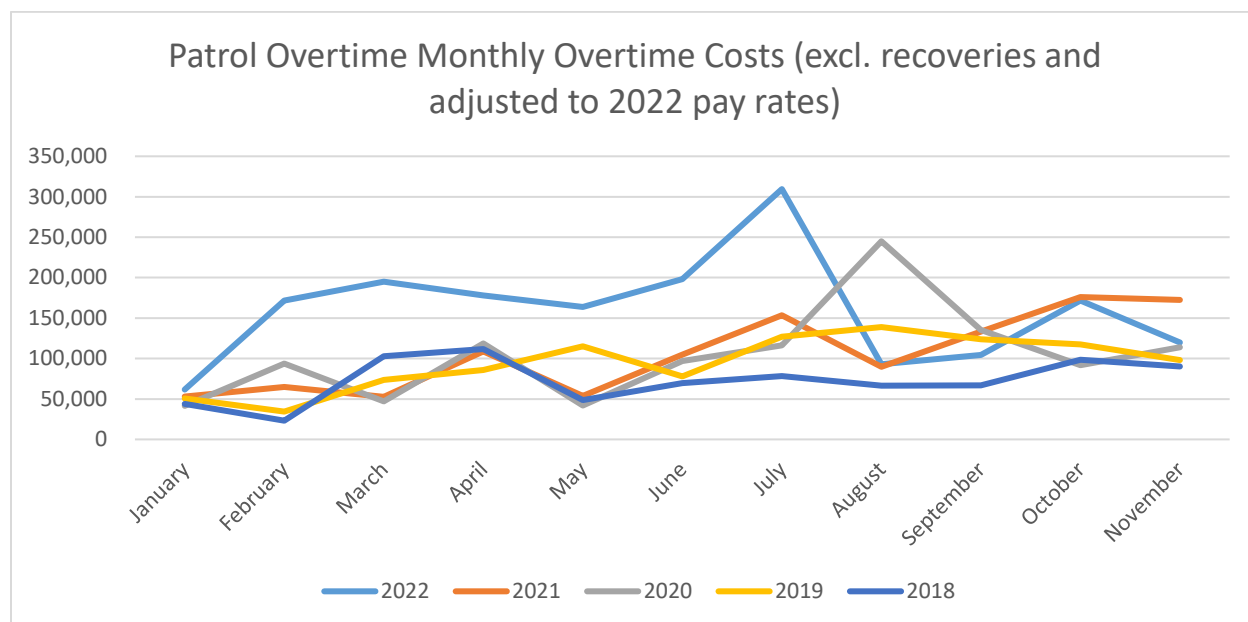
Of note, Centralized overtime costs include overtime expenditures reimbursed for protests in and around the Legislative Assembly. This represents the total amount of overtime costs recovered, not the full amount of the costs or reimbursements, as deployments included resources from other agencies. Those 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.

		2021	2022	2022			
BU	Description	First 11 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	16,999	22,000	57,546	261.6%	(35,546)	19,000
2524	Community Engagement	20,481	21,000	33,274	158.4%	(12,274)	13,700
2527	Critical Incident Stress Management	12,335	7,000	13,247	189.2%	(6,247)	5,600
2529	Executive Services	15,138	15,000	18,424	122.8%	(3,424)	7,870
2530	Information, Privacy and Legal	2,328	2,500	1,335	53.4%	1,165	2,200
2546	Volunteers	1,072	-	4,230	N/A	(4,230)	2,900
2550	Information Technology	9,241	14,000	2,231	15.9%	11,769	15,200
2630	Records	68,003	120,000	99,522	82.9%	20,478	49,200
Total Administration		146,792	203,500	229,809	112.9%	(26,309)	120,410
Operations							
2549	Analysis & Intel	5,079	11,500	18,734	162.9%	(7,234)	8,200
2560	Patrol	987,536	1,207,000	1,685,545	139.6%	(478,545)	926,000
2570	Esquimalt Administration	1,265	1,500	97	6.5%	1,403	1,900
2572	Operational Planning	9,185	8,500	9,124	107.3%	(624)	4,600
2580	Beat & Bike	175,012	75,000	129,246	172.3%	(54,246)	70,000
2581	Assertive Community Treatment (ACT)	10,364	2,500	4,300	172.0%	(1,800)	27,000
2582	Community Resource Officers (CRO)	37,738	20,000	19,234	96.2%	766	6,700
2590	Strike Force	113,023	122,500	97,902	79.9%	24,598	98,000
2600	Detectives	21,358	12,000	37,448	312.1%	(25,448)	10,000
2604	Financial Crimes	14,523	20,000	36,108	180.5%	(16,108)	15,900
2605	Computer Analysis	4,219	6,000	5,164	86.1%	836	4,100
2606	Special Victims	19,378	37,000	37,938	102.5%	(938)	28,900
2608	Major Crimes	47,191	120,000	133,646	111.4%	(13,646)	99,200
2609	Historical Cases	445	-	-	0.0%	-	2,500
2610	Traffic	60,421	41,000	40,454	98.7%	546	36,600
2613	Behavioural Assessment & Management	3,910	5,000	19,215	384.3%	(14,215)	3,400
2650	Forensic Identification	52,858	62,000	88,593	142.9%	(26,593)	58,100
2680	Jail	89,941	56,000	146,693	262.0%	(90,693)	56,400
Total Operations		1,653,445	1,807,500	2,509,441	138.8%	(701,941)	1,457,500
Integrated Units							
2523	Integrated Mobile Crisis Response (IMCRT)	6,647	34,130	4,177	12.2%	29,953	5,200
2520	Centralized (GVERT, Protests etc.)	170,129	400,000	177,412	44.4%	222,588	458,000
2565	Integrated Canine Unit	43,443	11,000	27,943	254.0%	(16,943)	21,300
2601	Vancouver Island Integrated Major Crimes (VIIMCU)	79,552	164,200	69,288	42.2%	94,912	107,000
2603	MYST	-	-	942	N/A	(942)	107,000
2607	Regional Domestic Violence	2,081	10,230	4,790	46.8%	5,440	5,100
2620	Public Safety Unit Training	42,864	58,550	61,235	104.6%	(2,685)	33,400
2690	GVERT Training	28,701	153,600	13,734	8.9%	139,866	12,200
2695	Crisis Negotiation	10,271	10,640	6,881	64.7%	3,759	2,700
Total Integrated Units		383,688	842,350	366,402	43.5%	475,948	751,900
Total Non-Recoverable Overtime		2,183,925	2,853,350	3,105,652	108.8%	(252,302)	2,329,810
Overtime Recoverable from Third parties							
2520	Centralized (Emergency Response, Protests)	290,435	-	496,786	N/A	(496,786)	458,000
2526	Special Events	323,130	645,000	1,000,659	155.1%	(355,659)	685,000
2545	Reserve Program	7,104	10,000	9,237	92.4%	763	5,900
2560	Patrol	64,782	-	82,199	N/A	(82,199)	5,900
2580	Beat & Bike	-	-	4,349	N/A	(4,349)	5,900
2600	Detectives	11,636	-	10,994	N/A	(10,994)	10,000
2607	Regional Domestic Violence	9,098	-	7,762	N/A	(7,762)	
2650	Forensic Identification	-	-	5,262	N/A	(5,262)	58,100
2670	Secondments	156,919	-	11,553	N/A	(11,553)	
Total Recoverable Overtime		863,104	655,000	1,628,801	248.7%	(973,801)	685,000
Total Overtime Combined		3,047,029	3,508,350	4,734,453	134.9%	(1,226,103)	3,014,810

Current Trends in Patrol Overtime

The graph below shows a five-year comparison of monthly overtime costs in dollar terms, adjusted to 2022 pay rates. The significant increase in overtime from February through August can be seen in the pale blue line as a significant number of callouts were required to maintain frontline staffing during staff shortages. Thanks to a significant amount of effort from the Human Resources Division and support from our Board to provide hiring incentives our position has now stabilized significantly and Patrol overtime numbers are now back in line with our five-year average.

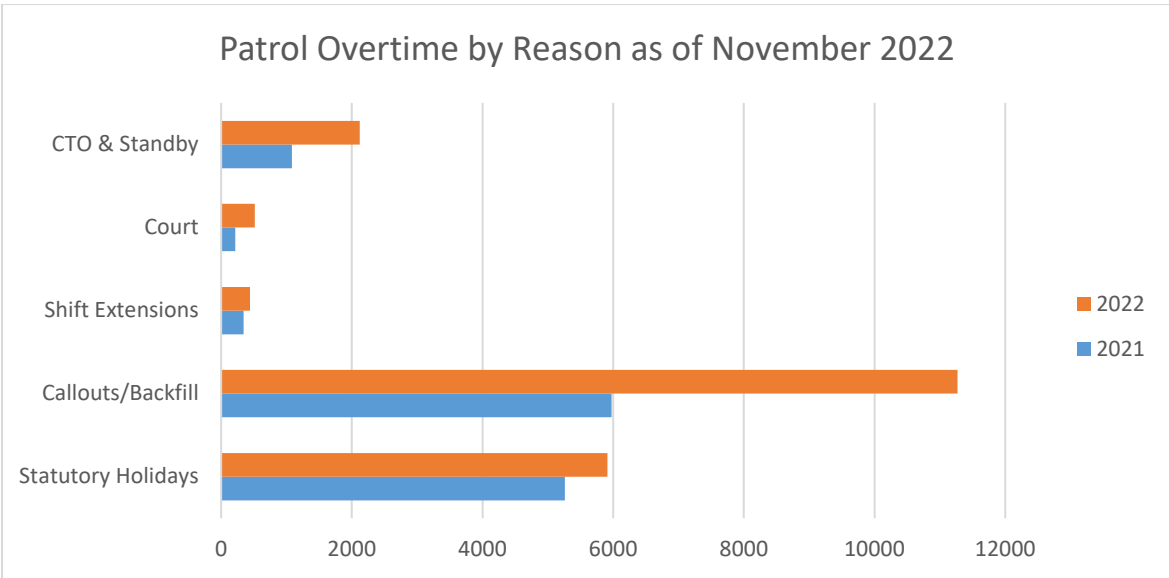


Patrol Overtime Reasons

Below is a summary by reason for Patrol overtime for the period January to November. Callouts to maintain shift minimums due to absences and vacant position is the main reason given, a significant increase from 2021. Although this has improved significantly, overtime is still over budget as a result of the staff shortages throughout the first half of the year.

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

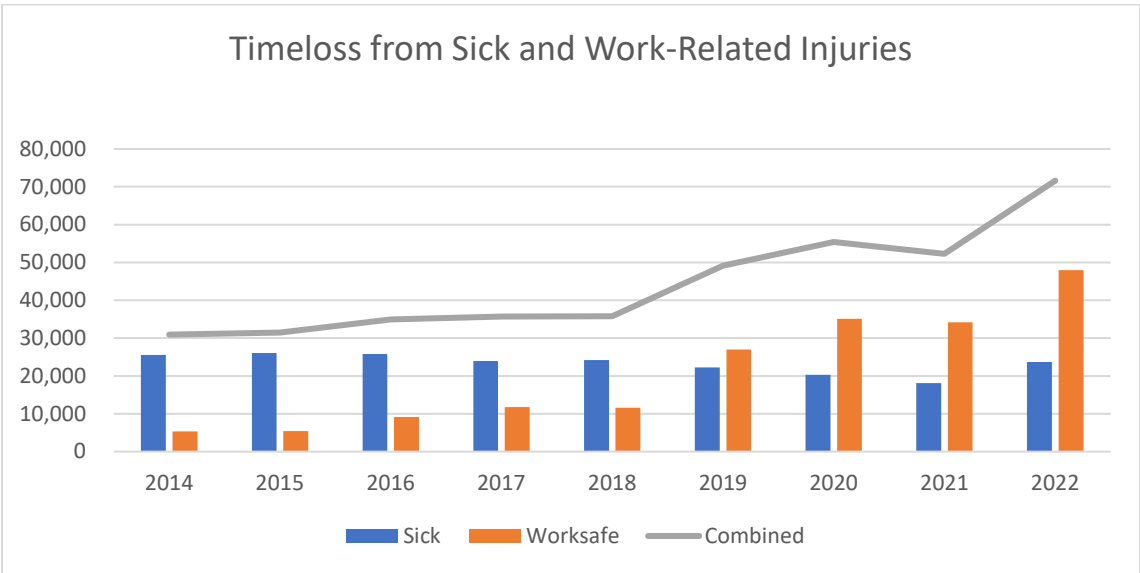
Callouts for reasons such as ongoing investigations represent the third most significant cost driver for Patrol overtime and also represent a significant increase over the previous year.



Current Staffing Trends

Time Loss from Work-Related Injuries

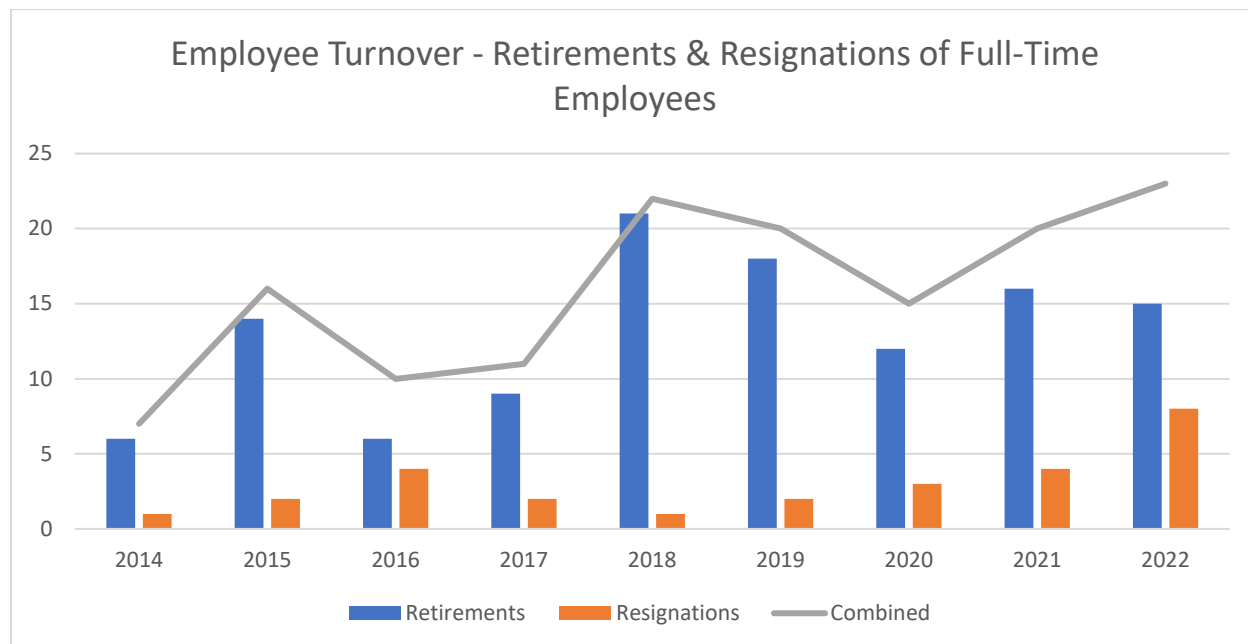
The graph below illustrates the long-term trends in time loss from sick and work-related injuries. Sick leave has remained fairly stable over the long term whereas time loss from work-related injuries has increased significantly. In 2019 changes to the legislation around PTSD resulted in a significant increase in time loss from work-related injuries. This stabilized at a new higher rate for several years. Recently, however, work-related injuries have increased again. This is likely attributable, at least in part, to the shooting incident in June, which has had a significant impact on our police officers.



Employee Turnover – Retirements and Resignations

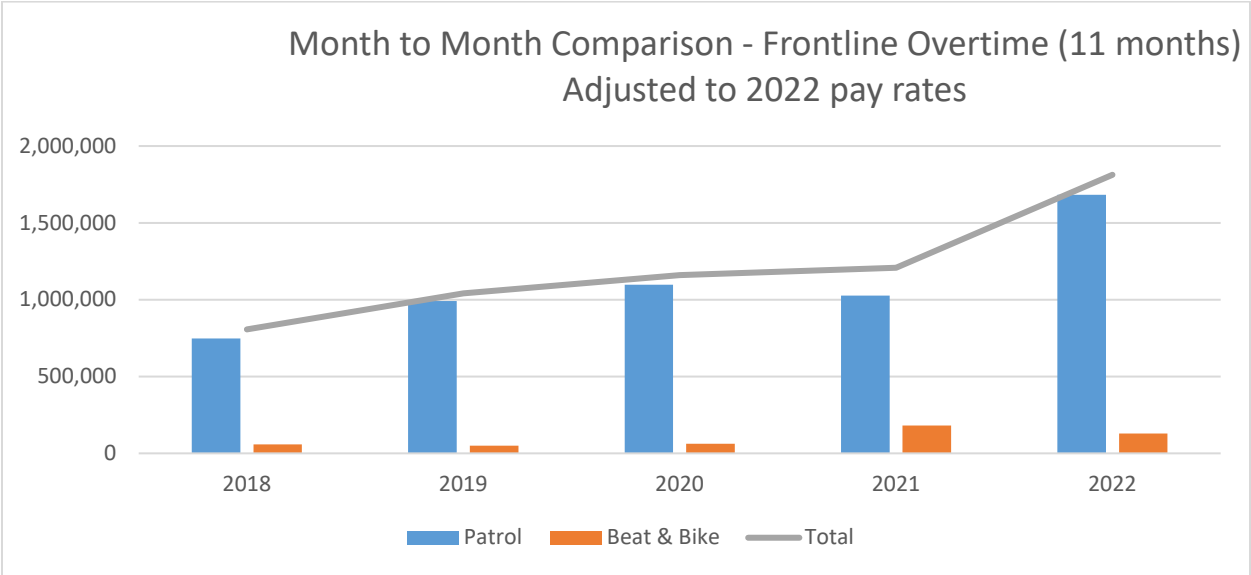
We have also seen over the last five years a significant increase in retirements and resignations at the police department. Demographics is a significant contributing factor and we expect significant turnover from retirements to continue for several more years before trending downwards.

Although this is part of the normal business cycle, together with a tight labour market this has served to compound the impact of increasing work-related injuries on our staffing levels.



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 declining 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

DATE:	December 6, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	November 2022 Monthly Financial Report
ACTION:	For Information

SUMMARY

This report contains the monthly financial report as of November 24th, 2022, representing approximately 88% of the fiscal year for payroll and 92% of the calendar year. The net financial position of 89.7% remains slightly over budget.

Retirement expenditures are over budget by approximately \$696,000 but can be charged against the employee benefit liability. Non-recoverable overtime is also above budget and is likely to exceed the budget by \$1 million by year's end. Other items over budget include software maintenance costs, due to software inflation, and protective equipment.

In contrast wages and benefits remain below budget at 86%. The organization has made significant inroads into hiring for vacant positions although it will still take some time until we are fully staffed. Most other expenditures are in line with expectations, with the exception of communications which are below budget due to a reduction in the cost of the radio system.

Capital expenditures, including commitments, are at 92.4% of the total budget but are expected to remain within budget.

The budget numbers used include two items that were determined to be included by the Province under the Section 27(3) review, an amount of \$254,000 for overtime and \$112,613 for a front desk alternative to sworn officers. The amounts approved for other additional positions has not been included as those positions have not yet been hired.



MONTHLY FINANCIAL REPORT AS AT NOVEMBER 24TH, 2022

Statement 1

Victoria Police Department
Revenues and Expenditures By Section (Unaudited)
For the Period Ending November 24, 2022

	Annual Budget	88.2%	Actual	(Over) Under	% of Total Budget
Revenue					
Special Events	610,200	538,196	1,098,078	(487,878)	180.0%
Records	133,600	117,835	77,600	56,000	58.1%
Grants	21,500	18,963	175,894	(154,394)	818.1%
Other	578,710	510,422	696,236	(117,526)	120.3%
Jail Operations	36,500	32,193	29,963	6,537	82.1%
Total Revenue	1,380,510	1,217,610	2,077,771	(697,261)	150.5%
Operating Expenditures By Section					
Executive	4,171,760	3,679,492.32	3,232,830	938,930	77.5%
Integrated Units	4,057,478	3,578,695.60	3,174,080	883,398	78.2%
Crime Prevention Services	1,530,715	1,350,090.63	981,306	549,409	64.1%
Crime Reduction Division	3,094,770	2,729,587.14	3,300,709	(205,939)	106.7%
Patrol - Primary Response Division	20,356,843	17,954,735.53	20,416,825	(59,982)	100.3%
Community Services Division	3,431,490	3,026,574.18	3,670,376	(238,886)	107.0%
Investigative Services	6,737,660	5,942,616.12	6,240,095	497,565	92.6%
Traffice Enforcement and Crash Investigations	1,512,630	1,334,139.66	985,129	527,501	65.1%
Communications Centre - 911	3,611,040	3,184,937.28	3,294,922	316,118	91.2%
Centralized Corporate Costs	1,970,027	1,737,563.81	2,312,403	(342,376)	117.4%
Support Services	12,448,862	10,979,896.28	9,214,882	3,233,980	74.0%
Jail Operations	1,016,940	896,941.08	923,862	93,078	90.8%
Total Operating Expenditures	63,940,215	56,395,269.63	57,747,420	6,192,795	90.3%
Transfers to Capital	1,340,000	1,181,880	1,005,000	335,000	75.0%
Transfer from Financial Stability Reserve	500,000	441,000	-	500,000	0.0%
Net Financial Position	63,399,705	55,918,540	56,674,649	6,725,056	89.4%
Less:					
Section 27 (3) Positions Not Yet Hired	975,912			975,912	
Retirements in Excess of Budget			696,339	(696,339)	
Net Position After Adjustments	62,423,793	55,918,540	55,978,310	6,445,483	89.7%

Victoria Police Department
Revenue and Expenditures by Object (Unaudited)
For the Period Ending November 24, 2022

				(Over)/Under	
	Actual	2022 Budget	% Used	\$	%
Revenue					
Special Events	1,098,078	610,200	180.0%	(487,878)	-80.0%
Records	77,600	133,600	58.1%	56,000	41.9%
Grants	175,894	21,500	N/A	(154,394)	-718.1%
Other	696,236	578,710	120.3%	(117,526)	-20.3%
Jail Operations	29,963	36,500	82.1%	6,537	17.9%
Total Revenue	2,077,771	1,380,510	150.5%	(697,261)	-50.5%
Operating Expenditures					
Salaries and Benefits	40,588,219	47,163,216	86.1%	6,574,997	13.9%
Retirements	796,339	100,000	796.3%	(696,339)	-696.3%
Non-Recoverable Overtime	3,676,370	2,863,350	128.4%	(813,020)	-28.4%
Recoverable Overtime	1,763,989	645,000	273.5%	(1,118,989)	-173.5%
Professional Services	4,303,563	5,424,140	79.3%	1,120,577	20.7%
Equipment Maintenance - Fleet & Computers	1,890,701	1,569,660	120.5%	(321,041)	-20.5%
Telephone Line Charges/CREST	585,428	976,400	60.0%	390,972	40.0%
Travel and Training	920,313	987,100	93.2%	66,787	6.8%
Building Maintenance	761,900	839,450	90.8%	77,551	9.2%
General and Office Supplies	449,145	433,846	103.5%	(15,299)	-3.5%
Other Operating Expenditures	630,431	815,193	77.3%	184,762	22.7%
Uniforms & Protective Clothing	418,030	916,750	45.6%	498,720	54.4%
Lease/Rental/PRIME	487,192	565,700	86.1%	78,508	13.9%
Fuel and Motor Oil	270,776	319,500	84.8%	48,724	15.2%
Insurance	185,241	295,410	62.7%	110,169	37.3%
Postage and Freight	19,782	25,500	77.6%	5,718	22.4%
Total Operating Expenditures	57,747,419	63,940,215	90.3%	6,192,796	9.7%
Transfers to Capital	1,005,000	1,340,000	75.0%	335,000	25.0%
Transfer from Financial Stability	-	500,000	0.0%	500,000	0.0%
Net Financial Position	56,674,649	63,399,705	89.4%	6,725,056	10.6%
Less:					
Section 27(3) Positions Not Yet Hired		975,912		975,912	
Retirements in Excess of Budget	696,339			(696,339)	
Net Position After Adjustments	55,978,310	62,423,793	89.7%	6,445,483	10.3%

Statement 3

Victoria Police Department
Operating Expenditures by Section and Business Unit (Unaudited)
For the Period Ending November 24, 2022

	Annual Budget	Actual	(Over) Under	% of Total Budget
Executive Services				
Office of The Chief Constable	1,075,700	941,945	133,755	87.6%
Executive Services, Policy and Professional Standards	1,666,410	1,065,175	601,235	63.9%
Esquimalt Administration	592,730	575,224	17,506	97.0%
Police Board	109,700	69,478	40,222	63.3%
Public Affairs	727,220	581,008	146,212	79.9%
Total Executive Services	4,171,760	3,232,830	938,930	77.5%
Integrated Units				
Vancouver Island Integrated Major Crime Unit	982,030	874,775	107,255	89.1%
Diversity Unit	2,480	2,182	298	88.0%
Integrated Mobile Crisis Response Team	129,650	114,092	15,558	88.0%
Regional Domestic Violence Unit	204,580	180,030	24,550	88.0%
Integrated Canine Unit	715,590	625,239	90,351	87.4%
Crowd Management Unit Training	40,260	35,429	4,831	88.0%
Assertive Community Treatment	702,608	215,688	486,920	30.7%
Explosive Disposal Unit	15,500	13,640	1,860	88.0%
Crime stoppers	61,890	54,463	7,427	88.0%
Mobile Youth Service Team	62,550	55,044	7,506	88.0%
Emergency Response Team Training	1,105,270	972,636	132,634	88.0%
Crisis Negotiator Team	35,070	30,861	4,209	88.0%
Total Integrated Units	4,057,478	3,174,080	883,398	78.2%
Crime Prevention Services				
Community Resource Officers	843,495	741,156	102,339	87.9%
School Resource Officers	403,760	-	403,760	0.0%
Community Programs	105,080	92,580	12,500	88.1%
Volunteer Program	134,880	97,855	37,025	72.5%
Reserve Program	43,500	49,715	(6,215)	114.3%
Total Crime Prevention Services	1,530,715	981,306	549,409	64.1%
Crime Reduction Division				
Strike Force	1,446,970	1,239,346	207,624	85.7%
Analysis and Intel	718,890	657,740	61,150	91.5%
Operational Planning	283,910	250,474	33,436	88.2%
Special Duties	645,000	1,153,149	(508,149)	178.8%
Total Crime Reduction Division	3,094,770	3,300,709	(205,939)	106.7%

	Annual Budget	Year To Date	(Over) Under	% of Total Budget
Patrol - Primary Response Division	20,356,843	20,416,825	(59,982)	100.3%
Community Services Division	3,431,490	3,670,376	(238,886)	107.0%
Investigative Services Division				
Detective Division - Support	1,214,730	1,261,911	(47,181)	103.9%
Special Operations	500,000	-	500,000	0.0%
Historical Case Review	232,100	161,773	70,327	69.7%
Financial Crimes	487,400	330,057	157,343	67.7%
Computer Forensics Unit	529,790	220,245	309,546	41.6%
Special Victims Unit	794,160	1,092,526	(298,366)	137.6%
Major Crimes	1,316,350	1,558,594	(242,244)	118.4%
Behavioural Assessment & Management Unit	609,130	583,836	25,294	95.8%
Forensic Identification	1,054,000	1,031,154	22,846	97.8%
Total Investigative Services Division	6,737,660	6,240,095	497,565	92.6%
Traffic Enforcement and Crash Investigations				
Traffic Enforcement and Crash Investigation	1,502,630	980,895	521,735	65.3%
Motorcycle Escort Team	10,000	4,235	5,765	42.3%
Total Traffic Enforcement and Crash Investigations	1,512,630	985,129	527,501	65.1%
Communications Centre - 911	3,611,040	3,294,922	316,118	91.2%
Centralized Corporate Costs	1,970,027	2,312,403	(342,376)	117.4%
Support Services				
Automotive	912,200	721,423	190,777	79.1%
Critical Incident Stress Management	16,000	18,463	(2,463)	115.4%
Legal Services and Freedom of Information	398,930	334,491	64,439	83.8%
Finance, Exhibit Control and Purchasing	4,519,833	2,123,776	2,396,057	47.0%
Human Resources, firearms and use of force training	2,621,340	2,542,939	78,401	97.0%
Records Management	2,385,138	1,977,750	407,388	82.9%
Information Systems	1,595,421	1,496,040	99,381	93.8%
Total Support Services	12,448,862	9,214,882	3,233,980	74.0%
Jail Operations	1,016,940	923,862	93,078	90.8%
Total Operating Expenditures	63,940,215	57,747,420	6,192,795	90.3%

Statement 4

Victoria Police Department
Capital Expenditures (Unaudited)
For the Period Ending November 24, 2022

	<u>Transfers to Capital Fund</u>	<u>Budgeted Expenditures</u>	<u>Actual Expenditures</u>	<u>(Over) Under</u>	<u>%</u>
Vehicles	500,000	702,000	522,867	179,133	74.5%
Computer Equipment	415,000	790,000	795,152	(5,152)	100.7%
Furniture	40,000	100,000	39,268	60,732	39.3%
Police Building Upgrades	50,000	40,000	150,017	(110,017)	375.0%
Total Capital	<u>1,005,000</u>	<u>1,632,000</u>	<u>1,507,304</u>	<u>124,696</u>	<u>92.4%</u>

1. REVENUE

Revenues, excluding recoveries, are above budget. This is a combination of the return of special events, the successful recovery of expenditures related to protests at the Legislative Assembly and grant funding for a full-time position within the organization.

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. As we continue to hire more officers we should start to approach budgeted salaries and benefits, which will also have a positive impact on non-recoverable overtime.

3. RETIREMENTS:

There were a number of retirements early in the year, pushing expenditures beyond the budget of \$100,000. Should there be insufficient funds remaining in the operating budget at year end, the amounts in excess of budget represent a charge to the retirement liability. Reserves are established for these purposes with funds of approximately \$9 million.

4. OVERTIME:

Net overtime costs are significantly above budget, driven by patrol callouts to fill watch minimums, and will likely remain so. For a significant part of the year front line positions remained unfilled, resulting in significant overtime costs. By the third quarter however, many of those gaps have been filled and although we continue to have vacant positions overtime costs appear to be returning to normal levels.

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 currently slightly over budget despite high fuel costs. We are beginning to experience significant increases in software licensing fees, which have driven our software licensing costs significantly over budget. These increased costs are reflected in the provisional 2023 budget and the Information Systems division is examining our existing software licenses to optimize usage and minimize costs.

7. TELEPHONE LINE CHARGES/CREST:

Telecommunication costs are currently below budget due to a reduction in our share of costs to operate and maintain the CREST radio system.

8. TRAVEL AND TRAINING:

Travel and training expenditures are slightly over budget but are expected to be in line with the budget by year end.

9. BUILDING MAINTENANCE:

Building Maintenance represent cost recoveries by the municipalities for the two Police facilities in Esquimalt and Victoria. Expenditures for the fourth quarter have been prorated.

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

General, Other and Uniform Expenditures are in line with the budget collectively. This includes additional expenditures for janitorial services which were increased during Covid-19 as well as unexpected expenditures for protective equipment as a result of a re-evaluation of safety requirements.

11. FUEL AND MOTOR OIL

The majority of Fuel and Motor Oil expenditures are slightly below budget although we have recently seen a significant increase in fuel costs due to inflationary pressures that are not expected to abate in the short term. Never the less, we expect fuel and motor oil expenditures to remain within budget on the whole.

12. INSURANCE

Similar to fleet, expenditures are charged to the Department through the City of Victoria. Fleet insurance expenditures are normally a month behind in being posted, which are normally in the vicinity of \$13,000 per month.

13. CAPITAL

Capital expenditures includes commitments for IT infrastructure replacement that was ordered but not received in 2021 due to ongoing global supply issues. We expect to be on track with the budget for the remainder of the year.

FINANCIAL IMPACT:

See separate report on financial forecast

RECOMMENDATION:

None



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	December 6, 2022
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	November Forecast to Year End
ACTION:	For Information

SUMMARY

This report contains the financial forecast to the end of Fiscal Year 2022. Please note this is an estimate only based on current information and unexpected events or expenditures can alter the financial forecast. There are also a number of year end accruals made early in the new year that vary from year to year, especially in relation to employee liability accounts, which can also impact the bottom line positively or negatively.

Also, please note that some of the account groupings and netting of recoveries in this report are different from that of the monthly financial report in order to extract data from the financial system for analytical purposes.

Based on the information to date we are still expecting a deficit of around \$285,000 including the unfunded retirement expenditures. Unfunded retirement expenditures can be charged against the employee liability and therefore would not require a drawdown from the financial stability reserve.

Primarily the expected deficit is a result of the difference between budgeted and actual retirement expenditures. Of note, due to a significant number of vacancies throughout the year salaries and benefits are expected to remain below budget. Overtime, as a consequence will be over budget.

Other items of note include:

- Software licensing costs rose significantly this year, causing an overage in the IT budget
- Human Resource costs were significantly over budget due to unexpected costs in relation to the Police Academy as well as the reallocation of resources to increase recruitment due to significant staffing shortages
- Travel and training are likely to be over budget as we catch up on training that was not available during the Covid-19 restrictions

- Protective equipment includes some unexpected expenditures in order to address requirements that were identified as high risk to officer safety
- Communication costs declined this year due to a reduction in our share of the cost of the emergency radio system
- Expenditures for Patrol and Beat & Bike were higher than normal due to the need to allocate resources to those divisions and maintain front-line response whilst managing ongoing staffing challenges
- A significant portion of the surplus under Support Services was related to budgeted retroactive pay, which was budgeted under the Finance section but expensed out to the business units
- Some surpluses and deficits amongst the operational divisions of the organization are reflective of changes to the deployment of our authorized strength during the year. This is due to timing differences between the budget process and the need to adjust deployments throughout the year to meet operational requirements.

Victoria Police Department
Year End Forecast By Section (Unaudited)
(Based on actuals as of November 24th, 2022, without accruals)

	Annual Budget	Year to Date	Forecast to Year End	(Over) Under	% of Total Budget
Revenue					
Special Events	610,200	1,098,078	1,132,575	(522,375)	185.6%
Records	133,600	77,600	82,500	51,100	61.8%
Grants	21,500	175,894	203,619	(182,119)	947.1%
Other	578,710	696,236	1,274,954	(696,244)	220.3%
Jail Operations	36,500	29,963	50,000	(13,500)	137.0%
Total Revenue	1,380,510	2,077,771	2,743,648	(1,363,138)	198.7%
Operating Expenditures By Section					
Executive	4,171,760	3,232,830	3,647,091	524,669	87.4%
Integrated Units	4,057,478	3,129,621	3,462,585	594,893	85.3%
Crime Prevention Services	1,530,715	981,306	1,113,212	417,503	72.7%
Crime Reduction Division	3,094,770	3,300,709	3,620,372	(525,602)	117.0%
Patrol - Primary Response Division	20,356,843	20,416,825	22,937,125	(2,580,282)	112.7%
Community Services Division	3,431,490	3,670,376	4,125,741	(694,251)	120.2%
Investigative Services	6,737,660	6,240,095	6,975,274	(237,614)	103.5%
Traffic Enforcement and Crash Investigations	1,512,630	985,129	1,110,602	402,028	73.4%
Communications Centre - 911	3,611,040	3,593,885	3,591,699	19,341	99.5%
Centralized Corporate Costs	1,970,027	1,504,492	1,870,197	99,830	94.9%
Support Services	12,448,862	9,177,252	10,615,392	1,833,470	85.3%
Jail Operations	1,016,940	923,862	1,042,318	(25,378)	102.5%
Total Operating Expenditures	63,940,215	57,156,383	64,111,610	(171,395)	100.3%
Transfers to Capital	1,340,000	1,005,000	1,340,000	-	100.0%
Transfer from Financial Stability Reserve	500,000	-	-	500,000	0.0%
Net Financial Position	63,399,705	56,083,612	62,707,962	691,743	98.9%
Less:					
Section 27 (3) Positions Not Yet Hired	975,912			975,912	
Expected Net Deficit Including Retirements	62,423,793	56,083,612	62,707,962	(284,169)	100.5%

Statement 2

Victoria Police Department
Year End Forecast by Object (Unaudited)
(Based on actuals as of November 24th, 2022, without accruals)

				Forecast Under (Over)	
	Year to Date	Forecast to Year End	2022 Budget	\$	%
Revenue					
Special Events	1,098,078	1,132,575	610,200	(522,375)	185.6%
Records	77,600	82,500	133,600	51,100	61.8%
Grants	175,894	203,619	21,500	(182,119)	947.1%
Other	696,236	1,274,954	578,710	(696,244)	220.3%
Jail Operations	29,963	50,000	36,500	(13,500)	137.0%
Total Revenue	2,077,771	2,743,648	1,380,510	(1,363,138)	198.7%
Operating Expenditures					
Salaries & Benefits	39,922,309	46,569,911	47,163,216	593,305	98.7%
Retirements	796,339	796,339	100,000	(696,339)	796.3%
Overtime	5,440,359	3,742,388	3,508,350	(234,038)	106.7%
Professional Services	4,535,185	5,436,047	5,424,140	(11,907)	100.2%
Equipment Purchases, IT & Fleet					
Maintenance	1,890,701	1,883,345	1,569,660	(313,685)	120.0%
Telephone Line Charges/CREST	612,627	664,407	976,400	311,993	68.0%
Travel and Training	920,313	1,083,333	987,100	(96,233)	109.7%
Building Maintenance	619,900	832,900	839,450	6,550	99.2%
General and Office Supplies	449,145	808,082	956,596	148,514	84.5%
Other Operating Expenditures	630,431	708,420	815,193	106,773	86.9%
Uniforms & Protective Clothing	418,030	476,731	394,000	(82,731)	121.0%
Lease/Rental/PRIME	467,245	530,805	565,700	34,895	93.8%
Fuel and Motor Oil	248,776	343,128	319,500	(23,628)	107.4%
Insurance	185,241	214,992	295,410	80,418	72.8%
Postage and Freight	19,782	20,782	25,500	4,718	81.5%
Total Operating Expenditures	57,156,383	64,111,610	63,940,215	(171,395)	100.3%
Transfers to Capital	1,005,000	1,340,000	1,340,000	-	0.0%
Transfer from Financial Stability	-	-	500,000	500,000	0.0%
Net Financial Position	56,083,613	62,707,962	63,399,705	691,743	1.1%
Less:					
Section 27(3) Positions Not Yet Hired			975,912	975,912	
Net Position After Adjustments	56,083,613	62,707,962	62,423,793	(284,169)	-0.5%

Statement 3

Victoria Police Department
Year End Forecast by Section and Business Unit (Unaudited)
(Based on actuals as of November 24th, 2022, without accruals)

	<u>Annual Budget</u>	<u>Year to Date</u>	<u>Forecast to Year End</u>	<u>(Over) Under</u>	<u>% of Total Budget</u>
Executive Services					
Office of The Chief Constable	1,075,700	941,945	1,060,788	14,912	98.6%
Executive Services, Policy and Professional Standards	1,666,410	1,065,175	1,205,502	460,908	72.3%
Esquimalt Administration	592,730	575,224	648,863	(56,133)	109.5%
Police Board	109,700	69,478	82,313	27,387	75.0%
Public Affairs	727,220	581,008	649,625	77,595	89.3%
Total Executive Services	4,171,760	3,232,830	3,647,091	524,669	87.4%
Integrated Units					
Vancouver Island Integrated Major Crime Unit	982,030	779,775	868,257	113,773	88.4%
Diversity Unit	2,480	5,575	2,480	-	100.0%
Integrated Mobile Crisis Response Team	129,650	151,167	129,650	-	100.0%
Regional Domestic Violence Unit	204,580	370,394	204,580	-	100.0%
Integrated Canine Unit	715,590	625,239	701,811	13,779	98.1%
Crowd Management Unit Training	40,260	49,515	40,260	-	100.0%
Assertive Community Treatment	702,608	215,688	235,266	467,342	33.5%
Explosive Disposal Unit	15,500	13,640	15,500	-	100.0%
Crime stoppers	61,890	61,890	61,890	-	100.0%
Mobile Youth Service Team	62,550	139,953	62,550	-	100.0%
Emergency Response Team Training	1,105,270	690,366	1,105,270	-	100.0%
Crisis Negotiator Team	35,070	26,418	35,070	-	100.0%
Total Integrated Units	4,057,478	3,129,621	3,462,585	594,893	85.3%
Crime Prevention Services					
Community Resource Officers	843,495	741,156	831,140	12,355	98.5%
School Resource Officers	403,760	-	-	403,760	0.0%
Community Programs	105,080	92,580	105,705	(625)	100.6%
Volunteer Program	134,880	97,855	121,452	13,428	90.0%
Reserve Program	43,500	49,715	54,915	(11,415)	126.2%
Total Crime Prevention Services	1,530,715	981,306	1,113,212	417,503	72.7%
Crime Reduction Division					
Strike Force	1,446,970	1,239,346	1,416,277	30,693	97.9%
Analysis and Intel	718,890	657,740	735,129	(16,239)	102.3%
Operational Planning	283,910	250,474	280,817	3,093	98.9%
Special Duties	645,000	1,153,149	1,188,149	(543,149)	184.2%
Total Crime Reduction Division	3,094,770	3,300,709	3,620,372	(525,602)	117.0%

	Annual Budget	Year To Date	Forecast to Year End	(Over) Under	% of Total Budget
Patrol - Primary Response Division	20,356,843	20,416,825	22,937,125	(2,580,282)	112.7%
Community Services Division	3,431,490	3,670,376	4,125,741	(694,251)	120.2%
Investigative Services Division					
Detective Division - Support	1,214,730	1,261,911	1,384,621	(169,891)	114.0%
Special Operations	500,000	-	-	500,000	0.0%
Historical Case Review	232,100	161,773	182,703	49,397	78.7%
Financial Crimes	487,400	330,057	361,057	126,343	74.1%
Computer Forensics Unit	529,790	220,245	243,289	286,502	45.9%
Special Victims Unit	794,160	1,092,526	1,213,712	(419,552)	152.8%
Major Crimes	1,316,350	1,558,594	1,748,790	(432,440)	132.9%
Behavioural Assessment & Management Unit	609,130	583,836	656,348	(47,218)	107.8%
Forensic Identification	1,054,000	1,031,154	1,184,755	(130,755)	112.4%
Total Investigative Services Division	6,737,660	6,240,095	6,975,274	(237,614)	103.5%
Traffic Enforcement and Crash Investigations					
Traffic Enforcement and Crash Investigation	1,502,630	980,895	1,106,368	396,262	73.6%
Motorcycle Escort Team	10,000	4,235	4,235	5,765	42.3%
Total Traffic Enforcement and Crash Investigations	1,512,630	985,129	1,110,602	402,028	73.4%
Communications Centre - 911	3,611,040	3,593,885	3,591,699	19,341	99.5%
Centralized Corporate Costs	1,970,027	1,504,492	1,870,197	99,830	94.9%
Support Services					
Automotive	912,200	699,423	843,574	68,626	92.5%
Critical Incident Stress Management	16,000	18,463	19,063	(3,063)	119.1%
Legal Services and Freedom of Information	398,930	334,491	379,851	19,079	95.2%
Finance, Exhibit Control and Purchasing	4,519,833	2,108,146	2,506,639	2,013,194	55.5%
Human Resources, firearms and use of force training	2,621,340	2,542,939	3,009,912	(388,572)	114.8%
Records Management	2,385,138	1,977,750	2,221,000	164,138	93.1%
Information Systems	1,595,421	1,496,040	1,635,354	(39,933)	102.5%
Total Support Services	12,448,862	9,177,252	10,615,392	1,833,470	85.3%
Jail Operations	1,016,940	923,862	1,042,318	(25,378)	102.5%
Total Operating Expenditures	63,940,215	57,156,383	64,111,610	(171,395)	100.3%



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	
	<div><div></div><div><div>1. Meet with VicPD HR Department, Chief Constable, and Union for input on how the Board can support the mental health and wellness of members and staff. Create an implementation timeline.</div><div>2. Seek opportunities (at least quarterly) to acknowledge members and staff.</div><div>3. Seek avenues to share positive stories that highlight the commitment of members and staff to the community.</div><div>4. Invite professionals in our community to educate the Board on this topic.</div><div>5. Seek opportunities to hear from members and staff with lived experience.</div><div>6. Advocate for better mental health and wellness initiatives for members and staff.</div></div></div>
#2. Increase financial stability	
Lead: Finance	
COMPLETE	<div><div></div><div><div>1. Review implementation of Special Municipal Constables.</div><div>2. Leverage work with integrated policing units across regions and encourage other regionalization initiatives after receiving the provincial report from the Special Committee on Reforming the <i>Police Act</i>.</div><div>3. Oversee the development of a multi-year staffing plan.</div></div></div>
#3. Strengthen relationship with the community	
Lead: Governance	
COMPLETE	<div><div></div><div><div>1. Provide information to the community re: role of police boards, understanding policing, how policing works, role of police.</div><div>2. Proactively participate in board member recruitment.</div><div>3. Increase board member attendance at community events.</div><div>4. Provide opportunities for public participation in board meetings by including agenda time for question period/addressing the board.</div><div>5. Promote public access by conducting all suitable business in public sessions and following best practices to ensure use of in-camera and closed in-camera meetings only for appropriate matters.</div><div>6. Explore the possibility of convening committees of mutually respected citizens and elders to provide context for actions/conflicts within their communities.</div></div></div>
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.



ROADMAP FOR A HEALTHY & INCLUSIVE WORKPLACE

December 20, 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: mental health and wellness; equity, diversity, and inclusion; and 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 UPDATE

#1. MENTAL HEALTH AND WELLNESS

Expected Outcomes

- We have a diverse and accessible set of wellness programs that all staff are aware of.
- We have invested in the necessary staff and programs to keep our people healthy and support them in returning to work when they have been off.

#1

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.

Lead: Chief Manak
Timeline: Ongoing

December 2022:

May 2022: A joint committee has been created and the first meeting was held on May 3, 2022. Follow-up meetings are scheduled for May 16 and July 21.

#2

Assess mental health and wellness resources available to staff and make improvements where required.

Lead: Insp. McRae
Timeline: Oct 2022

December 2022: Ongoing efforts in this area identified the need for additional Trauma Resilience Training for employees. With support from Dr. Black, our Peer Support Team is currently delivering refreshed Trauma Resilience Training as part of the fall increment cycle. Feedback on the training has been very positive.

July 2022: Peer Support Team members completed training and received certification through the International Critical Incident Stress Foundation (ICISF) for “Assisting Individuals in Crisis”. The Peer Support Team is now actively engaging with VicPD employees. A Reintegration Team was formed with sworn officers from a broad selection of VicPD Divisions. Members of the Reintegration Team are cross trained in CISM, Peer Support, or have HR training experience. The team completed a week-long training program delivered by experienced members of the Edmonton Police Service’s Reintegration Team. The Reintegration Program has two streams: Short-Term (post critical incident) and Long Term. The Long-Term program offers considerable flexibility and aims to break down barriers, mitigate stressors and support officers to remain at work, or to return to work following a period of leave, illness, or assignment in a non-operational position. The Reintegration Team and Program are operational and available to assist VicPD employees.

May 2022: 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.

#3

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.

Lead: Insp. McRae
Timeline: Dec 2022

December 2022: Aside from the Trauma Resilience Training mentioned above, which opens a dialogue to better connect individual employees to services, our Peer Support Team has internally promoted the program throughout the department.

July 2022: HR has presented information sessions, which include a question and answer format to VicPD Divisions. During the information sessions, there is a focus on wellness, new services available, recruitment of new employees and new initiatives. This information sharing and communication is ongoing with a plan for completion of all divisions by September 1. HR has created a new wellness infographic which has been shared at information sessions. The infographic overlays support available to VicPD employees with wellness related processes.

May 2022: Action items are being determined.

#4

Create a formal VicPD Wellness Program in conjunction with the Psychologist, inclusive of prevention-focused health and wellness initiatives.

Lead: Insp. McRae
Timeline: 2024

December 2022: Ongoing.

July 2022: Ongoing.

May 2022: 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.

#5

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

Lead: Insp. McRae
Timeline: Oct 2022

December 2022: The sole candidate that applied did not meet the hiring criteria. HR is determining next steps.

July 2022: The job description is complete and is at the RFP stage.

May 2022: HR has drafted a job description and anticipates posting it in June 2022.

#6

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.

Lead: Insp. McRae
Timeline: Oct 2022

December 2022: There were no applications for this position. HR is currently determining next steps.

July 2022: The job description is complete and is at the RFP stage.

May 2022: HR has drafted a job description and anticipates posting it in June 2022.

#7

Implement initiatives that improve mental health education, tools and emotional support for families of VicPD staff.

Lead: Insp. McRae
Timeline: Jan 2024

December 2022: The local chapter of the Beyond the Blue formally launched on November 1st. This an important initiative; the department, Police Union, and the PMBA are working to determine the best ways to better inform VicPD families. Some ideas have come forward and are being actioned in the near future including having Beyond the Blue information available at the very well attended annual Breakfast with Santa event.

July 2022: Following the BMO shooting incident on June 28, 2022, Beyond the Blue information was again sent to all staff, and some families were specifically contacted by HR to let them know about Beyond the Blue and other supports.

May 2022: 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.

#8

Ensure the Human Resources Division is adequately staffed to meet the current recruiting and hiring demands

Lead: DC Laidman

Timeline: June 2022

December 2022: Weekly assessments are being done regarding the need.

July 2022: Ongoing.

May 2022: 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

Expected Outcomes

- We have developed a shared understanding of what it means to be an equitable, diverse and inclusive organization.
- With assistance of an EDI facilitator, our EDI committee is strong and working toward continuous improvement.
- We have a strong and diverse workforce in all ranks and positions at VicPD.

#1

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.

Lead: DC Laidman

Timeline: Sept 2022

December 2022: Request for Quote was completed with no response. We have proactively reached out to consultants for an exploratory call.

July 2022: DC Laidman met with a consultant to discuss scope and they are preparing a presentation for the VicPD EDI committee. The EDI lead at Delta Police is presenting on their EDI program at the July EDI meeting.

May 2022: Action items to be determined.

#2

Create a VicPD Equity, Diversity and Inclusion Committee.

Lead: DC Laidman

Timeline: Ongoing

December 2022: The committee is well established and has had several meetings. We have a co-chair model consisting of a civilian and police member. The co-chairs attended the CACP EDI conference in Ottawa and returned with useful information and ideas. Changes to date include: public washrooms are labelled as universal, recommendations have been made to SLT on pronoun usage, reviewing a draft Respectful Workplace Policy with an EDI lens, and discussing current events around EDI.

May 2022: 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.

#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: DC Laidman Timeline: Dec 2022
<p>December 2022: Definition, mandate and Charter are in draft form and on hold until a consultant is hired.</p> <p>July 2022: EDI committee is drafting the committee Charter and Mandate for discussion at the July EDI meeting.</p> <p>May 2022: Once identified, the EDI facilitator will assist VicPD in creating a clear definition and understanding of equity, diversity and inclusion.</p>		
#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: DC Laidman Timeline: 2023
<p>December 2022: The EDI committee is reviewing the current promotion process and will review the draft Field Training Manual with an EDI lens.</p> <p>July 2022: The EDI committee discussed gender equity in the promotion process.</p> <p>May 2022: Once identified, the EDI facilitator will assist in guiding the work of the VicPD EDI Committee.</p>		

#3. LEADERSHIP		
Expected Outcomes <ul style="list-style-type: none"> • Our leadership team is better connected with all staff. • Improved mechanisms for better two-way communication are in place. 		
#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
<p>December 2022: The Senior Leadership Team continues to prioritize two-way communication at their divisional meetings.</p> <p>July 2022: Ongoing. SMT is encouraged to continue prioritizing two-way communication with their staff. Subsequent to the June 28th BMO shooting incident, Chief Manak has prioritized internal connections even more and met with all Patrol Watches and various Divisions throughout VicPD, both formally and informally.</p> <p>May 2022: 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.</p>		

#2	<i>The Chief to prioritize internal staff communication and engagement.</i>	Lead: Chief Manak Timeline: Feb 2022
<p>December 2022: Chief Manak met with all sections, divisions, and Patrol Watches in the Fall of 2022.</p> <p>July 2022: Chief Manak invited all civilian staff to participate in a “Discussion with the Chief” session on July 21.</p> <p>May 2022: 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.</p>		

EDI/Anti-Racism Training for Council and Municipal Leaders

Date: January 17 and January 19, 2023 (must attend both days)
Time: 9:30am – 12:30pm
Cost \$600.54/person
Format: virtual and live - they will not be recorded for later viewing and no refunds will be provided

Inclusifyy, a Canadian organization, is offering a two-part workshop on equity, diversity, and inclusion (EDI), and anti-racism training designed specifically for council and municipal leaders. We have previously supported council and municipal leaders, and the federal and provincial government in building communities and organizations of inclusion and belonging, and these workshops are the foundation.

For: Councillors, CAOs, CFOs, Managers, Mayors, Deputy Mayors, Treasurers, Directors, Clerks, HR, EDI Managers

Deliverables:

- A feedback survey between each workshop (this will ensure we are meeting attendees where they are in their equity journey). Slide deck for both workshops. A post-workshop discussion guide for municipal council members and senior municipal leaders. A resources toolkit. EDI audit guide and resource.

Learning Objectives:

- Part 1: Foundations
 - Alignment: Develop shared language to ensure alignment and commitment; Understand: Our historical and contemporary location and context when it comes to making anti-racism and EDI progress; Kaizen (Continuous Improvement): Develop the mindset for conducting equity work as municipal council members and senior municipal leaders: (1) Executing a four-step Kaizen process to ensure sustainability of equity efforts; (2) Executing a four-step feedback process to sustain growth of communities;
 - *Equity Literacy*: Build racial and equity literacy as well as effective communication skills around racism, gender discrimination, transphobia and oppression; Systemic Barriers: Develop an understanding of anti-Black racism, anti-Indigenous racism, gender discrimination, transphobia and other forms of oppression that are faced by marginalized community members; Accountability: Leadership and council's core values and accountability in relation to equity work.
- Part 2: Execution/Implementation
 - *Behaviours*: municipal council members and senior municipal leaders' behaviours required to do anti-racism and anti-oppression work in communities; Hard conversations: Facilitating uncomfortable conversations (how to respond when someone says or does something racist); Policy: Identify evolving manifestations of segregation, assimilation, and integration in policy, practice, and process; Budget: Allocating and managing resources in an equitable manner; Metrics/Measurement: Equity, diversity and inclusion metrics and key performance indicators; EDI audits/reviews, action plan, and next steps (now that we have learned all of this, what do we do next).



May 29 to 31, 2023

[English](#) | [Francais](#)

The Canadian Association for the Civilian Oversight of Law Enforcement (CACOLE) 2023 Annual Professional Development Conference will occur May 29 – 31, 2023 in Halifax, Nova Scotia. This conference brings together police oversight professionals from across Canada, with the common goal of improving policing.

The 2023 conference agenda will consist of topics of interest to police oversight professionals, law enforcement officials, government officials and students. Participants will again have the option of attending virtually or in person. All presentations will be recorded and will be available to attendees at the conclusion of the conference.

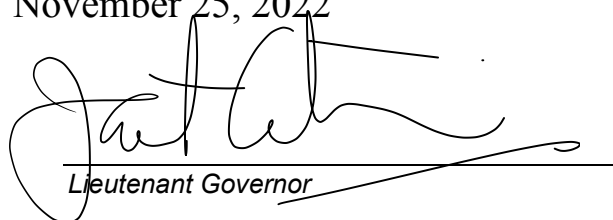
This year's conference will include an evening reception, breakfast and lunch each day and a delegate's dinner on the final evening. Additional conference information, including a link for registration, hotel information and a draft program, will be available on our website, www.cacole.ca, over the next few months. You will be advised when registration opens. Please note that there will be an early bird rate for those who are able to register by April 20, 2023, as well as a special student rate.

PROVINCE OF BRITISH COLUMBIA

ORDER OF LIEUTENANT GOVERNOR IN COUNCIL


Order in Council No. 609

, Approved and Ordered November 25, 2022


Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective December 31, 2022, Charla Robyn Huber is reappointed as a member of the Victoria and Esquimalt Police Board for a term ending July 8, 2025.


Minister of Public Safety and Solicitor General
and Deputy Premier
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: Police Act, R.S.B.C. 1996, c. 367, ss. 23 and 24Other: OIC 232/2020

O10651043



December 12, 2022

Chief Constable Del Manak
Victoria Police Department
850 Caledonia Avenue
Victoria, BC V8T 5J8

Re: Tuition Increase

Dear Chief Constable Manak,

The annual cost of Recruit Training tuition will increase by 5% for fiscal 2023/24. Starting April 1, 2023, the new rate for the combined Block I and Block III training will be \$14,585.00. This rate will be applied to Classes 171, 172 and 173. Please feel free to reach out to me if you have any questions.

With kind regards,

A handwritten signature in black ink that reads "Jennifer Keyes". The signature is written in a cursive, flowing style.

Superintendent Jennifer Keyes
Director, Police Academy



November 17, 2022
Ref: 636031

Her Worship Barbara Desjardins
Mayor of the Township of Esquimalt
1229 Esquimalt Rd
Esquimalt BC V9A 3P1
Email: barbara.desjardins@esquimalt.ca

Dear Mayor Desjardins:

Congratulations on your re-election to serve as Mayor of Esquimalt for another term.

As you are aware, as Director of Police Services, I am responsible for superintending policing and law enforcement functions in British Columbia. This includes monitoring and supporting police boards to ensure strong and effective police governance and oversight.

I would like to take this opportunity to remind you of your role and responsibilities, and to thank you for your contributions to public safety in this role. As Mayor you are the Co-Chair of the Victoria and Esquimalt Police Board (the Board) by virtue of section 25 of the *Police Act* (the Act). Under the Act, the Board is responsible for performing four main governance and oversight functions: the employer of all civilian and sworn members of the department, financial oversight, establishment of policies and direction of the department, and acting as the discipline authority for service or policy complaints. As Chair, the mayor is also the discipline authority for matters related to the Chief Constable and Deputy Chief Constable.

In British Columbia municipal police boards are established independently from municipal councils and the provincial government. The primary purpose of this is to shield the board and the police from partisan politics in the interests of public safety. As Mayor and Co-Chair of the Board, you must manage this inherent conflict of interest and ensure the Board is able to carry out its functions free from political interference. You also play a vital leadership role on the Board, facilitating meetings and supporting its mandate. This includes ensuring the Board does not interfere with operational matters, decisions are made in the best interests of the department and public safety, and that it speaks with a collective voice. The Chair also plays a central role in maintaining clear lines of communication between the Board and municipal council in recognition of their shared interests in public safety. This is particularly relevant in the context of the annual police budget process.

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Her Worship Barbara Desjardins
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Over the next few years, we will continue to face complex social, health, mental health and public safety challenges that will require a coordinated response from police, their boards and all levels of government. At the same time, we must continue to safeguard public confidence in policing and law enforcement while finding innovative ways to ensure a sustainable and cost-effective model of policing that reflects society's needs. In October, we received government approval to take an incremental approach to actioning recommendations in the report of the Special Committee on Reforming the *Police Act*. Policing and Security Branch staff will lead this process, which will include extensive stakeholder engagement. Police boards should also work with their executive to explore opportunities to modernize policing in ways that align with the report's recommendations.

In the coming weeks, my assistant Jennifer Thomas will reach out to your office to schedule an in-person meeting with Glen Lewis, Associate Director of Police Services and David Pilling, Director of Police Governance. The purpose of the meeting is to discuss roles and responsibilities of the Board and Chair, provincial policing and public safety priorities and work my office is doing to strengthen board governance and oversight, including a new board training program. Mr. Pilling will contact you separately to schedule a meeting in early 2023 with the Board as part of an annual check-in.

If you have any questions prior to either of these meetings, please contact Mr. Pilling at 250-208-3675 or David.Pilling@gov.bc.ca.

Regards,



Wayne Rideout
Assistant Deputy Minister
And Director of Police Services
Policing and Security Branch
Ministry of Public Safety and Solicitor General

Pc. Glen Lewis, Associate Director of Police Services
David Pilling, Director, Police Governance