

#### **VICTORIA & ESQUIMALT POLICE BOARD**

#### Public Meeting Agenda

November 21, 2023 at 5:00pm Boardroom & Zoom

#### 1. STANDING ITEMS

a.	<b>Territorial</b>	Acknow	ledge	ement
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- b. Declarations of Conflicts of Interest
- c. Adoption of the Public Agenda of November 21, 2023
- Pg. 1 d. Adoption of the Public Minutes of October 17, 2023
  - e. Board Co-Chairs Update
- Pg. 4 f. Committees Update
  - g. Board Member Engagement Update
  - h. BC Association of Police Boards Director's Update
- Pg. 19 i. Chief Constable Update
- Pg. 20 j. Equity, Diversity, Inclusion & Engagement Update

#### 2. NEW BUSINESS

- a. Development of Board Engagement Strategy (M. Hayes)
- Pg. 21 b. VicPD Mental Health & Wellness Strategy Update (CC Manak)
- Pg. 29 c. VicPD Divisional Action Plan Update (CC Manak)



#### VICTORIA & ESQUIMALT POLICE BOARD

#### **Public Meeting Minutes**

October 17, 2023 at 5:00pm Boardroom & Zoom

#### **PRESENT**

Mayor Desjardins, ChairP. FaoroInsp. J. McRaeMayor AltoM. HayesS/Sgt. J. AmesH. CourtrightC. HuberS. HurcombeE. CullDC WatsonD. PhillipsS. DhillonInsp. K. Jones

Recording Secretary: Collette Thomson

#### 1. PRESENTATION

Lead Co-Chair Mayor Desjardins congratulated DC Watson on his upcoming promotion as the incoming Chief Constable for the Abbotsford Police Department effective November 2, 2023. Sgt. Hollingsworth, current Victoria City Police Union (VCPU) President, introduced Cst. Van Eerd who will become the VCPU President in January 2024.

#### a. Greater Victoria Police Diversity Advisory Committee

S/Sgt. Ames provided the following update

- Area Chiefs approved a regionalized civilian coordinator position for the GVPDAC. Details and logistics are being finalized.
- Events: Welcome Day at Victor Brodeur (symposium for newcomers), Pride Parade, and the DAC Dance Party will take place in February 2024
- New members have joined the DAC, including a rep from the Greater Victoria Police Victim Services Unit

#### 2. STANDING ITEMS

- b. Territorial Land Acknowledgement
- c. Declaration of Conflicts of Interest

No conflicts declared.

- d. Approval: Public Agenda of September 19, 2023
  - **23-84 MOTION:** *To approve the Public agenda of October 17, 2023 as presented.* **MOVED/SECONDED/CARRIED**

#### d. Approval: Public Minutes of September 19, 2023

**23-85** MOTION: To approve the Public Minutes of September 19, 2023 meeting as presented. MOVED/SECONDED/CARRIED

#### e. Board Co-Chair Updates

- Lead Co-Chair Mayor Desjardins continues to sit at the UBCM Policing Modernization Roundtable. Meetings are scheduled until March 2024.
- Deputy Co-Chair Mayor Alto recently attended a global mayoral summit in New York City regarding community safety.

#### f. Committees Update

Refer to the document provided. Committee matters arising included:

- Board remuneration review
- Participation of non-committee members at Committee meetings
- Creation of Vice Chair position
- 2024 conferences
- Budget process
- Overtime report
- Monthly financial report

23-86	<b>MOTION</b> : That the Board Policy Manual be amended to indicate that, at the discretion of the Committee Chairs, non-committee members may participate in the discussions of Committees they are not members of but cannot vote. <b>MOVED/SECONDED/CARRIED</b>
23-87	MOTION: That the Board implement the Vice-Chair position as per the draft Terms of Reference: Vice Chair document presented.  MOVED/SECONDED/CARRIED

Tabled to the next meeting to identify the Vice Chair.

23-88 MOTION: That the Board canvass Board members during the Public session of the October 2023 Board meeting to receive expressions of interest for attending the 2024 training/conferences; and that the Board draft eligibility criteria to ensure that the travel budget is not exceeded, and the opportunities to attend are fairly administered.

MOVED/SECONDED/CARRIED

Expressions of interest for 2024 Board training opportunities included:

- 2024 BCAPB: Mayor Desjardins, and Board members Courtright, Dhillon, Faoro Huber, Hayes
- 2024 CACOLE: Board members Cull, Dhillon, Hayes
- 2024 CAPG: Board member Hayes (in-person) and Board members Courtright, Cull, Dhillon and Faoro (virtually)

#### g. Board Member Engagement Update

- Board members Cull and Dhillon attended the launch of the Greater Victoria Police Foundation
- Board member Huber recently met with Union President Hollingsworth

#### BC Association of Police Boards Executive Update

The BCAPB is engaging with Boards and planning the spring AGM and conference; theme to be determined.

#### i. Chief Constable Update

DC Watson congratulated and thanked Insp. K. Jones, OIC of the HR Division, on her upcoming retirement on January 31, 2024.

#### j. Equity, Diversity, Inclusion & Engagement Update

No discussion arising.

#### 3. NEW BUSINESS

#### a. Approval: 2024 Police Board Meeting Schedule

Refer to the document provided.

23-89

**MOTION:** That the 2024 Police Board meeting schedule be approved as presented except for September 3 Committees meeting which will be moved to 9:30am to accommodate the first day of school. **MOVED/SECONDED/CARRIED** 

#### b. 230929 Letter from School District 61 re: School Liaison Officers

Refer to the letter provided. On May 31, 2023, the Board of Education ended the School Police Liaison Program in schools from Oak Bay, Saanich and the RCMP. These officers have not been present in the Victoria and Esquimalt schools since 2018 when VicPD resource pressures required the officers to be redeployed to the front lines. The Board of Education invited the Board to meet to discuss their recent decision. The Board Co-Chairs will attend on behalf of the Board, and Chief Manak and Insp. M. Brown will join them.

23-90

**MOTION:** That the Board Co-Chairs, Chief Manak, and Insp. M. Brown accept the 230929 invitation from the Board of Education to discuss their recent decision to end the School Police Liaison program. **MOVED/SECONDED/CARRIED** 

Meeting adjourned at 5:53pm.	Meetind	adjourned	at 5:53pm.
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Mayor Barbara Desjardins	Collette Thomson
Chair	Recording Secretary
Date	Date



# VICTORIA & ESQUIMALT POLICE BOARD

# COMMITTTEES UPDATE Public

#### **GOVERNANCE**

#### a. Attendees: Upcoming Webinars & Forums

The Governance Committee will review the current policy regarding the approval process for Board training to create efficiencies. BCAPB rep Hayes will canvass other Boards for the process they are using.

#### b. Board Forward Calendar

The calendar concept as proposed was supported, and Board EA will continue to populate the document accordingly.

#### c. BC Association of Police Boards Resolutions

The BCAPB advised that they passed three resolutions at their May 2023 BCAPB AGE and conference. The resolutions related to the Special Committee on Reforming the *Police Act,* the JIBC recruit program, and E-Comm.

#### **FINANCE**

#### a. Monthly Financial Report

Refer to page #5 - for information.

#### b. Overtime Report

Refer to page #14 - for information.

#### c. JIBC Recruit Tuition & Cost Recovery Rates

The JIBC will be increasing rates for police recruit tuition and the cost recovery charge to agencies effective April 1, 2024. These rates will be in effect for the three cohort intakes of 64 throughout the JIBC 2024/2025 fiscal year of April 1, 2024 to March 31, 2025. These rate increases are required to keep pace with increasing police academy operating costs.



# VICTORIA & ESQUIMALT POLICE BOARD

DATE:	November 7, 2023
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	October 2023 Monthly Financial Report
ACTION:	For Information

#### **SUMMARY:**

This report contains the monthly financial report as of October 26<sup>th</sup>, 2023, representing approximately 81% of the fiscal year for payroll. The report compares the council-approved and board approved budgets; the difference is approximately \$1.99 million.

The net financial position is approximately 81 % of the budget approved by the Board and 84% approved by councils. Excluding retirement expenditures, for which no operating budget was approved, the net financial position is on target for the board approved budget but approximately 3% above that approved by councils.

The contributing factors are:

- Retirement expenditures of approximately \$753,000, for which no operating budget was approved
- Building and maintenance, for which \$321,545 of the provisional budget was denied by
- Professional services, for which \$370,000 of the provisional budget was also denied by councils

Salaries and benefits are below budget, and whilst overtime is slightly above budget, expenditures are down significantly from the same time last year.



# MONTHLY FINANCIAL REPORT AS AT OCTOBER 26TH, 2023

# Victoria Police Department Revenues and Expenditures By Section (Unaudited) For the Period Ending October 26, 2023

	Budget Approved by Councils	80.5%	Actual	(Over) Under	% of Total Budget
	by councils	00.370	Actual	Onder	Duuget
Revenue					
Special Events	634,610	510,861	1,049,669	(415,059)	165.4%
Records	67,000	53,935	75,424	(8,424)	112.6%
Grants	21,500	17,308	104,673	(83,173)	486.9%
Other	601,860	484,497	341,108	260,752	56.7%
Jail Operations	50,300	40,492	36,312	13,988	72.2%
Total Revenue	1,375,270	1,107,092	1,607,186	(231,916)	116.9%
Operating Expenditures By Section					
Executive	4,380,610	3,526,391	3,516,900	863,710	80.3%
Integrated Units	3,738,220	3,009,267	2,849,953	888,267	76.2%
Crime Prevention Services	1,603,270	1,290,632	1,012,784	590,486	63.2%
Crime Reduction Division	3,303,920	2,659,656	3,529,532	(225,612)	106.8%
Patrol - Primary Response Division	21,151,440	17,026,909	17,167,840	3,983,600	81.2%
Community Services, Outreach & Patrol Support	5,474,060	4,406,618	5,833,616	(359,556)	106.6%
Investigative Services	6,775,540	5,454,310	5,225,356	1,550,184	77.1%
Traffice Enforcement and Crash Investigations	1,163,230	936,400	997,022	166,208	85.7%
Communications Centre - 911	4,171,000	3,357,655	3,406,594	764,406	81.7%
Centralized Corporate Costs	1,389,260	1,118,354	1,581,779	(192,519)	113.9%
Support Services	13,949,090	11,229,017	11,147,107	2,801,983	79.9%
Jail Operations	1,078,900	868,515	980,523	98,377	90.9%
Total Operating Expenditures	68,178,540	54,883,725	57,249,005	10,929,535	84.0%
Transfers to Capital	1,200,000	966,000	900,000	300,000	75.0%
Transfer from Financial Stability Reserve	500,000	402,500		500,000	0.0%
•					
Net Financial Position (Council Approved)	67,503,270	54,340,132	56,541,819	10,961,451	83.8%
Items Approved by Police Board but not Councils	;				
Financial Analyst	85,000	68,425			
Records Archivist	56,250	45,281			
Records Supervisor	92,000	74,060			
Training Specialist	89,000	71,645			
Additional Police Officers	425,000	342,125			
Body Worn Pilot	150,000	120,750			
Capital Reserve Funding	300,000	241,500			
Professional Services	370,000	297,850			
Retirements	100,000	80,500			
Building Maintenance	321,545	258,844			
Net Financial Position (Board Approved)	69,492,065	55,941,112	56,541,819	-600,706	81.4%

#### Victoria Police Department Revenue and Expenditures by Object (Unaudited) For the Period Ending October 26, 2023

(Over)/Under

				(Over)/U	nder
		Budget Approved			
	Actual	by Councils	% Used	\$	%
Barrania					
Revenue Special Events	1,049,669	634,610	165.4%	(415,059)	-65.4%
Records	75,424	67,000	112.6%	(8,424)	-03.4%
Grants	104,673	21,500	N/A	(83,173)	-386.9%
Other	341,108	601,860	56.7%	260,752	43.3%
Jail Operations	36,312	50,300	72.2%	13,988	27.8%
Total Revenue	1,607,186	1,375,270	116.9%	(231,916)	-16.9%
Total Nevenue	1,007,100	1,373,270	110.570	(231,310)	-10.570
Operating Expenditures					
Salaries and Benefits	41,789,376	53,323,083	78.4%	11,533,707	21.6%
Retirements	752,904	-	N/A	(752,904)	N/A
Non-Recoverable Overtime	2,842,698	3,028,260	93.9%	185,562	6.1%
Recoverable Overtime	1,020,391	634,610	160.8%	(385,781)	-60.8%
Professional Services	4,191,052	3,470,532	120.8%	(720,520)	-20.8%
Equipment Maintenance - Fleet &	.,232,632	3, 1, 3,332	220.070	(, 20,020)	20.070
Computers	1,738,045	2,033,280	85.5%	295,235	14.5%
Telephone Line Charges/CREST	656,724	877,560	74.8%	220,836	25.2%
Travel and Training	1,094,416	1,551,840	70.5%	457,424	29.5%
Building Maintenance	666,037	643,085	103.6%	(22,952)	-3.6%
General and Office Supplies	338,720	471,680	71.8%	132,960	28.2%
Other Operating Expenditures	679,571	427,720	158.9%	(251,851)	-58.9%
Uniforms & Protective Clothing	592,295	400,740	147.8%	(191,555)	-47.8%
Lease/Rental/PRIME	463,314	584,290	79.3%	120,976	20.7%
Fuel and Motor Oil	211,418	373,690	56.6%	162,272	43.4%
Insurance	197,734	332,670	59.4%	134,936	40.6%
Postage and Freight	14,310	25,500	56.1%	11,190	43.9%
-					
Total Operating Expenditures	57,249,005	68,178,540	84.0%	10,929,535	16.0%
Transfers to Capital	900,000	1,200,000	75.0%	300,000	25.0%
Transfer from Financial Stability		500,000	0.0%	500,000	0.0%
Net Financial Position	56,541,819	67,503,270	83.8%	10,961,451	16.2%
Items Approved by Police Board but not	Councils				
Financial Analyst	Councils	85,000			
Records Archivist		56,250			
Records Supervisor		92,000			
Training Specialist		89,000			
Additional Police Officers		•			
Body Worn Pilot		425,000 150,000			
Capital Reserve Funding		300,000			
Professional Services		370,000			
Retirements		100,000			
Building Maintenance		321,545			
Net Financial Position (Board Approved)	56,541,819	69,492,065	81.4%	12,950,246	18.6%
rectimancial Position (board Approved)	30,341,013	05,452,003	01.4/0	12,330,240	10.070

# Victoria Police Department Operating Expenditures by Section and Business Unit (Unaudited) For the Period Ending October 26, 2023

	Budget			% of
	Approved by		(Over)	Total
	Councils	Actual	Under	Budget
Executive Services				
Office of The Chief Constable	1,244,370	938,505	305,865	75.4%
Executive Services, Policy and Professional Standards	1,751,490	1,228,786	522,704	70.2%
Esquimalt Administration	623,090	647,947	(24,857)	104.0%
Police Board	112,100	61,615	50,485	55.0%
Public Affairs	649,560	640,047	9,513	98.5%
Total Executive Services	4,380,610	3,516,900	863,710	80.3%
Integrated Units				
Vancouver Island Integrated Major Crime Unit	1,169,120	793,603	375,517	67.9%
Diversity Unit	2,570	2,056	514	80.0%
Integrated Mobile Crisis Response Team	134,370	107,570	26,800	80.1%
Regional Domestic Violence Unit	213,770	171,254	42,516	80.1%
Integrated Canine Service	744,220	595,366	148,854	80.0%
PSU	142,620	114,305	28,315	80.1%
Explosive Disposal Unit	16,120	12,959	3,161	80.4%
Crime stoppers	64,370	51,613	12,757	80.2%
Mobile Youth Service Team	65,090	52,339	12,751	80.4%
Emergency Response Team Training	1,149,480	919,584	229,896	80.0%
Crisis Negotiator Team	36,490	29,304	7,186	80.3%
Total Integrated Units	3,738,220	2,849,953	888,267	76.2%
Crime Prevention Services				
Community Resource Officers	913,090	659,455	253,635	72.2%
School Resource Officers	393,480	-	393,480	0.0%
Community Programs	113,980	126,065	(12,085)	110.6%
Volunteer Program	137,720	110,613	27,107	80.3%
Reserve Program	45,000	116,650	(71,650)	259.2%
Total Crime Prevention Services	1,603,270	1,012,784	590,486	63.2%
Crime Reduction Division				
Strike Force	1,562,110	1,246,366	315,744	79.8%
Analysis and Intel	753,830	784,782	(30,952)	104.1%
Operational Planning	317,180	231,213	85,967	72.9%
Special Duties	670,800	1,267,171	(596,371)	188.9%
Total Crime Reduction Division	3,303,920	3,529,532	(225,612)	106.8%

	Annual	Year To	(Over)	% of Total
	Budget	Date	Under	Budget
Patrol - Primary Response Division	21,151,440	17,167,840	3,983,600	81.2%
Community Services, Outreach and Patrol Support				
General Investigative and Outreach	4,092,890	4,397,659	(304,769)	107.4%
Assertive Community Treatment	722,910	127,598	595,312	17.7%
Behavioural Assessment & Management Unit	658,260	7,441	650,819	1.1%
ERT Front Line Support		1,300,918	(1,300,918)	NA
Total Community Services, Outreach & Patrol Support	5,474,060	5,833,616	(359,556)	106.6%
Le contract à Constant District				
Investigative Services Division	1 255 500	1 170 011	105 560	86.3%
Detective Division - Support Special Operations	1,355,580 500,000	1,170,011 109,418	185,569 390,582	21.9%
Historical Case Review	188,730	308,328	(119,598)	163.4%
Financial Crimes	506,330	308,328 14	506,316	0.0%
Computer Forensics Unit	547,730	182,192	365,538	33.3%
Special Victims Unit	998,110	905,724	92,386	90.7%
Major Crimes	1,557,180	1,649,933	(92,753)	106.0%
Forensic Identification	1,121,880	899,736	222,144	80.2%
Total Investigative Services Division	6,775,540	5,225,356	1,550,184	77.1%
Traffic Enforcement and Crash Investigations				
Traffic Enforcement and Crash Investigation	1,145,640	981,373	164,267	85.7%
Motorcycle Escort Team	17,590	15,648	1,942	89.0%
Total Traffic Enforcement and Crash Investigations	1,163,230	997,022	166,208	85.7%
Communications Centre - 911	4,171,000	3,406,594	764,406	81.7%
Centralized Corporate Costs	1,389,260	1,581,779	(192,519)	113.9%
Support Services				
Automotive	986,000	714,886	271,114	72.5%
Critical Incident Stress Management	38,000	14,470	23,530	38.1%
Legal Services and Freedom of Information	404,260	354,908	49,352	87.8%
Finance, Exhibit Control and Purchasing	4,504,650	3,570,700	933,950	79.3%
Human Resources, firearms and use of force training	3,539,930	2,632,420	907,510	74.4%
Records Management	2,411,080	2,137,330	273,750	88.6%
Secondments	-	185	(185)	N/A
Information Systems	2,065,170	1,722,207	342,963	83.4%
Total Support Services	13,949,090	11,147,107	2,801,983	79.9%
Jail Operations	1,078,900	980,523	98,377	90.9%
Total Operating Expenditures	68,178,540	57,249,005	10,929,535	84.0%

#### Victoria Police Department Capital Expenditures (Unaudited) For the Period Ending October 26, 2023

	Transfers to Capital Fund	Budgeted Expenditures	Actual Expenditures	(Over) Under	%
Vehicles	-	600,000	715,776	(115,776)	119.3%
Computer Equipment Furniture	-	500,000 130,000	439,184	60,816 130,000	87.8% 0.0%
Police Building Upgrades	<u>-</u>	250,000	15,310	234,690	6.1%
Total Capital	-	1,480,000	1,170,270	309,730	79.1%

#### 1. REVENUE

Revenues are above budget as special events return to pre-pandemic levels.

#### 2. SALARIES AND BENEFITS:

The Human Resources section recruits police officers based on a projection of retirements and authorized strength, as training spaces permit. As it takes at least 18 months for a recruit to be fully operational, VicPD tries to hire recruits ahead of anticipated retirements. As we continue to hire more officers, we should approach budgeted salaries and benefits for police wages.

#### 3. **RETIREMENTS**:

A number of retirements are expected this year for which there is no operating budget. A fund exists to offset future liabilities.

#### 4. **OVERTIME:**

Non-recoverable overtime expenditures are slightly above budget but down significantly from the previous year. Recoverable overtime is significantly higher than anticipated due to the return of special events, the costs of which are recovered from third parties.

#### 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. This budget line item was reduced by councils and consequently is over budget, due to operational requirements.

#### 6. EQUIPMENT MAINTENANCE – FLEET & COMPUTERS:

Equipment maintenance expenditures are in line with the budget.

#### 7. TELEPHONE LINE CHARGES/CREST:

Telecommunication costs are below budget at this time.

#### 8. TRAVEL AND TRAINING:

Travel and training expenditures are below budget but are expected to be close to budget by the end of the year as training requirements continue to increase.

#### 9. **BUILDING MAINTENANCE:**

The entire budget for building maintenance has been expended this year, due to cuts made by councils to the 2023 budget for expenditures over which we have little control. The majority of these expenditures are amounts directly paid to the municipalities for the operating costs of our two buildings.

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

Changes to uniform and equipment standards resulted in a one-time expenditure not anticipated when the budget was prepared. Other expenditures include interim billings from other agencies for integrated services reconciled and adjusted at year-end.

#### 11. FUEL AND MOTOR OIL

This amount includes an estimate for October fuel charges from the City, but not repairs and maintenance, as this can vary significantly from month to month.

#### 12. CAPITAL

None

The budget for transfers to the capital reserve was reduced by councils and although the capital expenditure budget line item was not reduced, projects and expenditures have been canceled to ensure that capital reserves are not drawn down. The remaining funds in those reserves are being required as a contingency for emergencies.

FINANCIAL IMPACT:	
None	
RECOMMENDATION:	



### VICTORIA & ESQUIMALT POLICE BOARD

DATE:	November 7, 2023
TO:	Finance Committee
FROM:	Steve Hurcombe - Controller
SUBJECT:	October 2023 Overtime Report
ACTION:	For Information

#### **BACKGROUND**

Overtime expenditures are significant and semi-controllable expenditures for the organization. The report below details overtime expenditures for the first ten months of 2023, representing approximately 80% of the payroll year. The information is broken down into non-recoverable overtime (paid out of the VicPD budget) and overtime recoverable from other agencies.

Total non-recoverable overtime expenditures are slightly above budget at approximately 84% of the total budget. Although slightly over budget, this includes overtime for the summer months, which is one of the busier months for overtime. Expenditures are, therefore, still in line with expectations, although we will continue to monitor overtime expenditures for the remainder of the year.

It is important to note that overtime for administration and operations is below the same time last year. In particular, overtime for operations is down by more than \$400,000 from the same time the previous year.

#### **SUMMARY**

Below is a summary broken down into non-recoverable Administration, Operations, and Integrated Units. Re-coverable overtime is above budget due to the recommencement of special events and activities within the capital region.

# Overtime Expenditures as of October 23rd, 2023 (80.5%) Police and Civilian Combined

2022

2023

2023

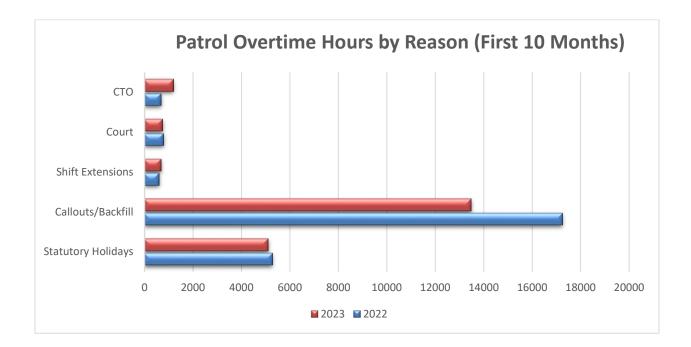
	LULL	2020	2020		Remaining
BU Description	First 10 Months	Budget	Year To Date	% Spent	_
Non-Recoverable Overtime				•	•
Administration					
2500 Financial Services Division	_	1,200	270	22.5%	930
2510 Human Resources	49,206	30,000	26,065	86.9%	3,935
2524 Community Engagement	31,730	23,000	23,064	100.3%	(64)
2527 Critical Incident Stress Management	12,130	20,000	3,875	19.4%	16,125
2529 Executive Services	12,900	15,500	22,882	147.6%	(7,382)
2530 Information, Privacy and Legal	997	1,000	3,835	383.5%	(2,835)
2546 Volunteers	4,229	1,000	5,054	505.4%	(4,054)
2550 Information Technology	1,931	10,000	2,931	29.3%	7,069
2630 Records	86,665	80,000	100,392	125.5%	(20,392)
Total Administration	199,788	181,700	188,368	103.7%	(6,668)
Operations					
2549 Analysis & Intel	18,302	12,000	15,981	133.2%	(3,981)
2560 Patrol	1,565,753	1,255,000	1,018,567	81.2%	236,433
2570 Esquimalt Administration	4,961	1,500	4,968	331.2%	(3,468)
2572 Operational Planning	9,123	11,500	921	8.0%	10,579
2580 General Investigative Support	119,373	85,000	217,464	255.8%	(132,464)
2581 Outreach	4,300	10,000	5,205	52.1%	4,795
2582 Community Resource Officers (CRO)	17,940	20,000	8,877	44.4%	11,123
2590 Strike Force	81,009	122,500	119,853	97.8%	2,647
2599 Special Operations	-	122,000	28,796	N/A	(28,796)
2600 Detectives	45,312	40,000	51,070	127.7%	(11,070)
2604 Financial Crimes	31,304	20,000	-	0.0%	20,000
2605 Computer Analysis	3,399	4,000	_	0.0%	4,000
2606 Special Victims	28,178	35,000	25,686	73.4%	9,314
2608 Major Crimes	109,887	120,000	93,311	77.8%	26,689
2609 Historical Cases	100,007	120,000	5,631	N/A	(5,631)
2610 Traffic	36,043	40,000	43,912	109.8%	(3,912)
2611 Motorcycle Escort Team	-	-0,000	669	N/A	(669)
2613 Behavioural Assessment & Management	19,215	5,000	-	0.0%	5,000
2650 Forensic Identification	83,691	62,000	60,282	97.2%	1,718
2680 Jail	132,305	110,000	112,516	102.3%	(2,516)
2692 ERT Team	.02,000		58,242	N/A	(58,242)
Total Operations	2,310,095	1,953,500	1,871,951	95.8%	81,549
Integrated Units					
2523 Integrated Mobile Crisis Response (IMCRT)	4,177	35,500	12,222	34.4%	23,278
2520 Centralized (GVERT, Protests etc.)	123,178	400,000	213,762	53.4%	186,238
2565 Integrated Canine Unit	20,787	11,440	30,483	266.5%	(19,043)
2601 Vancouver lisland Integrated Major Crimes (VIIIV		156,000	83,059	53.2%	72,941
2603 MYST	942	130,000	471	N/A	(471)
2607 Regional Domestic Violence	4,791	10,230	3,111	30.4%	7,119
2620 Public Safety Unit Training	40,725	60,890	45,526	74.8%	15,364
2690 GVERT Training	74,662	159,740	50,257	31.5%	109,483
2695 Crisis Negotiation	74,002	11,070	00,207	0.0%	11,070
Total Integrated Units	319,999	844,870	438,891	51.9%	
Total Non-Recoverable Overtime	2,829,882	2,980,070	2,499,210	83.9%	480,860
Overtime Recoverable from Third paries					
2510 Human Resources	-	-	2,569	N/A	(2,569)
2520 Centralized (Emergency Response, Protests)	471,604	-	280,338	N/A	(280,338)
2526 Special Events	925,116	670,800	1,052,621	156.9%	(381,821)
2545 Reserve Program	8,450	12,000		0.0%	12,000
2560 Patrol	82,199	-	60,770	N/A	(60,770)
2580 Beat & Bike	4,349	-		N/A	-
2582 Community Resource Officer	-	-	2,194	N/A	(2,194)
2590 Strikeforce		-	1,416	N/A	(1,416)
2607 Regional Domestic Violence	7,762	-	-	N/A	-
2670 Secondments	11,553	-	-	N/A	-
Total Recoverable Overtime	1,511,033	682,800	1,399,908	205.0%	(717,108)
Total Overtime Combined	4,340,915	3,662,870	3,899,118	106.4%	(236,248)

#### **Patrol Overtime Hours by Reason**

This report shows the year-to-date overtime hours compared to the previous year.

Callouts and backfill hours remain below 2022 levels and align with long-term averages. Other categories are broadly comparable to the previous year and aligned with expectations, except Compensatory Time Off (CTO).

CTO is ordinarily incurred for off-duty training, and the increase indicates we return to normal training activities post-pandemic.



#### Time Loss from Work-Related Injuries

The graph illustrates time loss from sick and work-related injuries for the same month over the last five years. Sick leave remains below 2022 levels and is running near the five-year average. Time loss from work-related injuries has leveled off but remains higher than the five-year average.

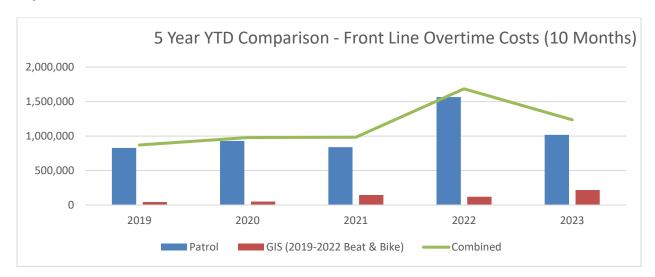


#### **Month-to-Month Trend for Front Line Overtime Expenditures**

The reduced number of overtime callouts compared to the same period in 2022 has begun to translate into lower overtime expenditures and a trend back to slightly above long-term averages. While front-line resourcing has been prioritized, this impacts the other divisions within the Department.

The difference is that for 2023, Patrol is supplemented by the General Investigative Services Section, whereas the Beat & Bikes Section provided comparative years' support.

Note that these amounts are not adjusted for wage inflation, and a gradual increase should be expected.





# VICTORIA & ESQUIMALT POLICE BOARD

DATE:	November 21, 2023
TO:	Victoria & Esquimalt Police Board
FROM:	Chief Cst. Manak
SUBJECT:	Chief Constable Monthly Engagement Highlights (September – November)
ACTION:	For Information

#### **Internal & External Engagements**

September 6	Provided biannual Chief's update for civilian staff
September 7	Attended swearing-in ceremony for six VicPD recruit Constables and one experienced officer
September 7	Presented the Quarter II VicPD Community Safety Report Card to Victoria Council
September 8	Attended Ribfest in Esquimalt
September 11	Attended the 2024 VicPD Budget consultation session with Esquimalt Council
September 14	Attended the 2024 VicPD Budget consultation session with City Council
September 24	Attended the annual BC Law Enforcement Memorial ceremony at the Legislature Bastion
September 26	Provided Chief's briefing #1 for the Community Services Division
October 3	Provided Chief's briefing for Patrol B Watch
October 4	Attended the Ridge Meadows RCMP regimental funeral of fallen officer, Cst. Rick O'Brien
October 5	Attended the Greater Victoria Chamber of Commerce CEO breakfast meeting
October 6	Attended the launch event for the Greater Victoria Police Foundation
October 11	Provided Chief's briefing #2 for the Community Services Division
October 22	Attended VicPD Volunteer training session to welcome the new Volunteers
October 23	Attended the follow-up 2024 VicPD Budget session with Esquimalt Council
October 24	Attended VicPD swearing-in ceremony for Occupational Stress Intervention dog, Daisy
October 25	Provided Chief's briefing for VicPD Investigative Services Division
October 27	Attended Patrol briefing for Constable to Sergeant promotion presentation
October 28	Attended Patrol briefing for Constable to Sergeant promotion presentation
October 31	Provided Chief's briefing for Patrol D Watch

November 2	Provided Chief's briefing for Patrol A Watch and attended for Constable to Sergeant promotion presentation
November 2	Attended the follow-up 2024 VicPD Budget session with Victoria Council
November 6	Provided Chief's briefing for Patrol C Watch
November 7	Attended the Joint Board/Councils meeting to present the 2024 provisional VicPD budget
November 9	Attended briefing for Constable to Sergeant promotion presentation
November 10	Attended VicPD recruit graduation ceremony
November 11	Participated in Remembrance Day ceremonies at the BC Legislature Bastion
November 20	Presented the Quarter III VicPD Community Safety Report Card to Esquimalt Council

# Equity, Diversity & Inclusion Engagements

September 5	Participated in an Indigenous healing ceremony
September 7	Virtually attended the BC Muslim Association Board of Directors meeting
September 13	Attended the Inter-Cultural Association annual general meeting
September 25	Attended relationship building matinee with VicPD staff and the Aboriginal Coalition to End Homelessness street family
September 30	Participated in Truth & Reconciliation Day activities
October 3	Served Thanksgiving lunch at Our Place Society
October 20	Attended the Masjid Al-Iman to meet with community members and discuss community safety
October 25	Met with Rabbi Kaplan at the Chabad Centre
November 4	Met with the Consulate General of India at the Gurdwara
November 9	Attended the Commemoration of Kristallnacht at the Congregation Emanu-El



# **MENTAL HEALTH AND WELLNESS STRATEGY**

*Action Plan* 2023-2025



# **VISION**

Healthy communities through partnerships, accountability, and service excellence

# **MISSION**

Serving the public trust through engagement, prevention and enforcement

# **VALUES**

**PROFESSIONALISM** 

INTEGRITY

RESPECT

**ACCOUNTABILITY** 

**TRUST** 

**WELL-BEING** 

#### **Preamble**

The Victoria Police Department's Mental Health and Wellness Strategy was developed in 2017 and updated in 2023. The strategy focuses the department's approach to mental health and wellness that directly impacts the department's staff and the communities they serve. Mental health, alone or combined with substance use, poverty, and homelessness, tends to be a contributing factor in a significant portion of the police department's work.

In order to ensure the strategy was properly resourced and remained a focus for the department, the 2017-2018 action plan was developed. VicPD placed emphasis on everyday work as the priority areas of the strategy. While the work of the strategy continued beyond 2019, formal reviews were not conducted. This was, in part, due to workload pressures of existing staff, a lack of staff dedicated to the monitoring of this work, and other factors such as the COVID-19 pandemic.

A renewed commitment to the regular review of the strategy began in 2023.

Mental health and wellness continue to be a significant concern to VicPD and will remain a top priority over the next two years, and beyond.

#### A Message from the Chief Constable

It is my pleasure to present the Victoria Police Department's 2023 Mental Health and Wellness Strategy Action Plan for 2023-2025.

Internal workplace wellness and community partnerships form the cornerstone of the action plan. I am confident that an intensive focus in these two areas will prove highly effective and lead to marked improvements.

A focus on staff wellness internally will enhance our ability to attract and retain the staff necessary to provide high-quality policing services to Victoria and Esquimalt.



A focus on community partnerships will facilitate the leveraging of the strengths of police and health and community resources while we work toward a safer and healthier community.

Please take a moment to review the four specific objectives in this plan. We look forward to engaging with our stakeholders in meeting our commitment to this plan, and in creating the next Action Plan through 2025.

DOD.

Del Manak Chief Constable

#### About the Action Plan

As part of our commitment to the principles contained within our Mental Health and Wellness Strategy, we created this action plan that highlights our major initiatives for the coming 18 months. The plan involved conducting an internal assessment on how we can best improve our response to mental health in our communities and within our organization.

The action plan represents several steps toward overall improvement in our approach to mental health and substance use in the community and is in no way intended to be a final solution. Over time, and with a focused and purposeful approach, we hope to continue to make improvements with the fulfillment of this and future action plans. The action plan is a companion document to the Mental Health and Wellness Strategy. The action items will supplement the many programs and initiatives undertaken to date.

The 2023-2025 action plan will continue to focus on strengthening our capacity as a police organization, understanding the efficacy of our current programs, and identifying gaps in our proactive and response initiatives.

#### **Our Focus**

#### **Our Communities**

Working in cooperation with our professional mental health partners, VicPD will focus on providing policing services that are client-centred, prevention based and designed to improve outcomes for those impacted by mental health and/or severe substance use disorders.

#### **Our People**

VicPD will focus on providing strong leadership in ensuring a healthy workforce using a preventative and proactive system of support and resources focusing on our employees and their families.

Quality police service related to mental health and substance use in the community requires a focused approach to service delivery on behalf of our communities, while at the same time recognizing that we can only be effective if our people are healthy and feel supported. We believe that the wellness of our communities, and the wellness of our people, is deeply

connected and that initiatives focused on improving outcomes for one group has a direct or indirect impact on the other. We have therefore chosen to take a blended approach to defining our focus and commitment to a mental health and substance use strategy that considers the relationship between our people and our communities.

#### **Our Commitment**

VicPD is committed to a continuous process of review, reflection, and action to ensure we are the best we can be while doing our part to provide support to our communities and our employees. We further commit to ensuring that this strategy permeates all aspects of our organization, with the goal of continuous evolution and provision of policing services in keeping with the strategy and its principles.

#### **Our Approach**

Our Mental Health and Wellness Strategy is built on the following principles:

Strong Leadership

Dignity, Respect and Compassion

Awareness and Education

Relevant Training

**Building Resiliency** 

Resources and Capacity

Partnerships and Collaboration

Client and Employee Focus

Equity, Diversity, and Inclusion

Continuous Learning

Care Over Criminalization

Crisis Prevention

Trauma-Informed Response

Cultural Competence

**Appropriate Criss Intervention** 

Stigma-Free Environment

Complementary Policies and Processes

#### **Action Plan 2023-2025**

Specific and actionable objectives have been identified that will build on the work already done and will continue to focus our efforts over the next two years. These objectives are:

#### ✓ Service Update

Providing the right services, at the right time, in the right way is vital. We will review our current service delivery models in the area of mental health and wellness and make necessary adjustments to ensure program objectives are relevant and the service structure is likely to meet expectations.

#### ✓ Improved Data Collection and Data Analysis

As an organization committed to intelligence-led, data-driven decision-making, improved data collection is vital to inform our decisions. We will identify and implement additional processes to better collect necessary, timely and accurate information regarding the prevalence and impact of mental illness in our communities. We will further explore processes for building more meaningful and impactful information-sharing agreements with our health partners, ensuring all privacy rights are respected and protected.

#### √ Focus on Employee Wellness

Providing quality public service requires a workforce that is mentally and physically well. Pressure to do more with less, in addition to the 24/7 nature of our profession, impacts the ability of our staff to tend to their personal wellbeing and manage stress. We will take steps toward improving workload demands to ensure demands are manageable for our staff and that we create a respectful and healthy work/life balance. Additionally, we will strive to educate and support our employees to achieve optimal mental health and resilience, while creating mental health awareness and making efforts to reduce the stigma of mental health in policing.

#### ✓ Expansion of Partnerships with Community

Police/Community partnerships have proved to be vital to community safety, health, and well-being. Police play a vital role in the continuum of mental health services and supports in regard to crisis response, but also in the provision of supportive and prevention-focused services.

#### **Conclusion**

The Victoria Police Department is excited about both the Mental Health and Wellness Strategy, and this action plan. We believe that by focusing on the strategy and action plan we can realize significant improvements both in service delivery associated with mental health related calls for service, and in supporting the dedicated men and women of the Victoria Police Department who so diligently serve our communities with compassion and dedication.

#### **Action Items**

Objective	Task	
✓ Service Update	Review and update the agreement with Island Health regarding the Integrated Mobile Crisis Response Team.	
✓ Improved Data Collection and	<ol> <li>Introduce Health IM to VicPD.</li> <li>Review data collection related to mental health and implement processes to address and identified gaps.</li> </ol>	
✓ Focus on Employee Wellness	<ol> <li>Introduce Employee Annual Wellness Checks with a mental health professional for all staff at VicPD.</li> <li>Make use of the services provided through our partnership with Wounded Warriors Canada.</li> <li>Introduce a Wellness Support Dog program (Set to launch in September 2023).</li> <li>Add professional support staff focused on mental health, wellness and return to work. These staff positions may include:         <ul> <li>In-house psychologist (Completed July 2023)</li> <li>Occupational health professional</li> </ul> </li> <li>Introduce an internal peer-support team (Completed April 2023).</li> <li>Continue the work of the Equity, Diversity, and Inclusion committee.</li> <li>Action the items identified in the internal Roadmap for a Healthy</li> </ol>	
	and Inclusive Workplace.	
✓ Expansion of Partnerships	Introduce a Co-Response Team to assist in the front-line response to mental health crisis situations in the community (Completed January 2023).	
with Community	Support the work of the community-based Peer-Assisted Care Team.	
	<ol> <li>Recruit at a level that will permit the re-introduction of two additional Assertive Community Treatment (ACT) Team officers.</li> </ol>	



# VICTORIA & ESQUIMALT POLICE BOARD

DATE:	November 21, 2023
TO:	Police Board
FROM:	Chief Cst. Manak
SUBJECT:	VicPD Divisional Action Plan Update
ACTION:	For Information

#### **BACKGROUND**

Using the goals established in the VicPD 2020-2024 Strategic Plan below, each VicPD division has created a Divisional Action Plan (DAP) which is used to monitor and track the progress of their projects as well as highlight successes and identify challenges throughout the year. The report below provides a summary of a key project or general update about what each division is working on under each of the goals.

#### **VICOPD** STRATEGIC PLAN 2020 **VISION:** A Safer Community Together MISSION: Deliver excellence in public safety for two diverse communities through engagement, prevention, innovative policing and the Framework Agreement **GOALS SUPPORT ENHANCE ACHIEVE COMMUNITY PUBLIC ORGANIZATIONAL SAFETY TRUST EXCELLENCE** Fight crime Engage the public Support our people Prevent crime Collaborate with Maximize efficiency our diverse and effectiveness Contribute to communities Use technology to community vibrancy Maximize support our work transparency S U Accountability Collaboration Integrity Innovation

#### **COMMUNITY ENGAGEMENT DIVISION** (Cheryl Major, Director)

Includes: Public Affairs, Volunteer Services, Community Programs, Brand and Production Services

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

Community Engagement Division (CED) empowers citizens to take an active part in fighting and preventing crime through timely and relevant information and engagement. With the return of a full festival season and the revival of our summer Bike Watch program, VicPD Volunteers were busy throughout the City and Township providing crime prevention tips and resources and contributing to community vibrancy by keeping an eye on our busy parks and pathways. The Public Affairs section supported numerous public safety campaigns designed to engage citizens in both fighting and preventing crime, including Downtown Business Connect, Back to School speed awareness, pedestrian safety, and education on safe and peaceful demonstrations.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

CED completed a social media audit and will be using the results of this audit to shape a social media strategy for better engagement though those platforms. Our Annual Survey provides the largest single opportunity for public engagement into Departmental priorities and performance. Initiatives this year to enhance public trust include the popular Meet Your VicPD series, which helped citizens get to know the person behind the badge (or desk). Our Community First approach to public affairs was enhanced through the ability to subscribe to community updates, allowing citizens to receive news about their police department directly to their Inbox.

The Volunteer Program was expanded with a policy revision that now allows for younger volunteers, and those who have not yet achieved permanent residency, to participate, making these programs accessible to a more diverse group of applicants.

Community Programs grew to include the new Cultural Community Officer. This position will deepen our Community Programs events with a cultural focus and will enhance trust through relationship building.

#### GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

CED has improved organizational efficiency by empowering Missing Persons Coordinators with the ability to make social media posts for high-risk missing persons, reducing response time to create a missing person alert, and significantly reducing on-call costs for the Division. CED conducted a review of software and has reduced costs by moving to simple and cost-effective programs to achieve maximum impact. CED has also worked towards improved internal communications using SharePoint.

#### **COMMUNITY SERVICES DIVISION** (Insp. Grant Hamilton)

Includes: General Investigative Services, Court/Jail, Outreach, Special Municipal Constables, Reserves

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

The Community Services Division (CSD) has been utilizing Special Investigation and Targeted Enforcement (SITE) funding for a large-scale retail theft project targeting violent repeat offenders. SITE funding supports this initiative as assaults have increased against loss prevention officers and retailers are suffering thousands of dollars of loss due to rampant retail theft.

With only one Assertive Community Treatment (ACT) position filled, CSD and Patrol have identified and trained several members to provide coverage for holidays to ensure an officer is available to work with the ACT teams. The creation and implementation of the new Co-Response Teams has continued to reduce the call-load on Patrol members and connect individuals who are experiencing crisis with the appropriate care teams.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

The officers in CSD's Outreach section work daily with community partners to build and enhance public trust. Community Resources Officers (CROs) have developed and maintained strong community partnerships with neighborhood associations, supportive housing service providers, and cultural groups. Throughout 2023, every officer in CSD has been responsible for organizing and implementing one community engagement project to enhance public trust and build the relationship between the community and the police. These projects have impacted many community members and have allowed our officers and members of the community to engage in meaningful dialogue and build trust.

#### GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

The Public Safety Unit (PSU) NCO has worked closely with the Ops Planning section to provide adequate staffing for demonstrations, protests, and rallies. An on-call PSU Commander schedule was formalized to ensure a Public Order Commander is always available to command the event and oversee PSU resources. PSU Commanders also work closely with Ops Planning and identify events that require the assignment of a Division Liaison Team (DLT) officer. The number of resources required for an event is determined through a collaboration of Ops Planning, PSU NCO/Commander, and the Analysis & Intelligence section. General Investigative Service (GIS) members are also used to supplement PSU or respond in the first instance to protests.

#### **ESQUIMALT DIVISION** (Insp. Michael Brown)

Includes: Esquimalt Operations, Traffic, Operational Planning, Integrated Canine Services (ICS) Unit, Greater Victoria Emergency Response Team

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

VicPD Ops Planning has worked closely with our partners at the Legislative Assembly to better support one another with respect to operational planning and information sharing. VicPD and the Legislative Assembly collaborated on a service level agreement this year which will ensure that information is shared in a timely manner and through the proper channels to maximize efficiency. The streamlining and consistency of this process should lead to better outcomes, particularly in those circumstances when short-notice public demonstrations and protests arise.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

This year saw significant progress in the implementation of VicPD's ceremonial canoe. Working closely with our Indigenous partners, VicPD participated in a blessing ceremony for the canoe. We also worked with local trainers to prepare a cadre of sterners (both sworn and civilian) to properly guide our paddlers while on the water. This training focused on the operation of the canoe and included a cultural competence component. The canoe was also part of a totem raising ceremony this Fall.

#### **GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE**

One of the facets of the 2023 VicPD Restructure process was to re-deploy VicPD members of the Greater Victoria Emergency Response Team (GVERT) into their own work unit. While not engaged in GVERT operations or training, these members are on the road, assisting Patrol in a front-line response capacity. Their schedule, which provides support coverage during peak GVERT activation periods, has realized several benefits for the front-line including timeliness of emergency response and the availability of specialty equipment to assist in the resolution of critical incidents.

#### **EXECUTIVE SERVICES DIVISION** (Insp. Colin Brown)

Includes: Professional Standards Section, Privacy & Legal Services, Policy

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

We continue to support community safety through timely, thorough, and transparent responses to *Police Act* complaints, ensuring that our officers are held to the highest standards in serving Victoria and Esquimalt. Our primary responsibilities are *Police Act* Investigations, freedom of information requests, and managing civil claims and human rights complaints. We strive to provide informative, timely, and transparent responses to these requests from the public.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

Under the oversight of the Office of the Police Complaint Commissioner (OPCC) and the Office of the Information & Privacy Commissioner (OIPC), Executive Services investigates *Police Act* complaints and processes freedom of information requests. Our Professional Standards and Privacy & Legal sections are client focused, building public trust and transparency by working with the public to process their complaints and requests for information in a transparent way. We attempt to create trust by explaining why officers make the decisions they do. We work hard to make the public feel supported, heard, and understood when they make a complaint against an officer. When appropriate, we strongly advocate for complaint resolutions wherein we bring the public and the officers together to collaboratively resolve the complaint.

#### **GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE**

Although we are primarily client focused, we also recognize the impact that complaints have on our police members. We strive to support our members through the complaint process. We also deliver legal updates and shift briefings to our members to advise them of current trends in the law in order to allow them to provide the best service to the public. We also work closely with our IT section to ensure that our IT systems are current, that we can manage our workload and can efficiently provide reports to share with our department and Police Board.

#### FINANCIAL SERVICES DIVISION (Steve Hurcombe, Controller)

Includes: Payroll, Facilities

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

We continue to support the department by providing logistical support, which has been challenging due to the Building and Capital 2023 budget cuts and requires an ongoing reassessment of priorities. We have deferred projects and expenditures that can be delayed and refocused the remaining resources on maintaining the integrity of supplies, equipment, and the fleet so that our officers are equipped to respond to calls for service.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

Financial Services is working towards increased engagement and collaboration with councils and community stakeholders during the budget process. As part of this effort, we assist the Board Finance Chair in improving engagement with councils for the 2024 budget. We will continue to support the development of a comprehensive budget engagement process for the 2025 budget.

#### **GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE**

This year, we have initiated a vehicle leasing pilot program, which, if successful, will lead to a younger fleet of vehicles, requiring less maintenance, less administration, more time on the road, and better safety for our officers at no additional cost.

#### **HUMAN RESOURCES DIVISION** (Kris Kosich, Acting Director)

Includes: Recruiting, Training, Reintegration

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

The HR Division has been working hard to hire new and experienced police officers at the quickest and most efficient pace possible to support community safety with a full complement of staff. While we have limited available seats assigned at the Police Academy for our recruit police officers (and the cost of living is impacting the recruiting of experienced police officers), we have still had success filling our assigned seats with excellent candidates. We are well ahead in terms of the number of identified competitive candidates who should be ready to go for the January 2024 class, thanks to a streamlined recruiting and selection process.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

HR has updated our recruiting strategies to better engage with our applicants, and especially with our diverse communities. This included attending more community events with our Recruiting Constable, changing the facilitation of the Peace Officers Physical Abilities Test (POPAT), and adding a Cultural Community Officer to the Community Engagement Division, which assists with diverse recruiting. We enhance public trust with as much transparency as possible in our recruiting and selection process. Recruiting, and especially recruiting from under-represented and diverse communities, remains a priority for the HR Division.

#### GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

Many positive steps have been made towards organizational excellence, most significantly the addition of our in-house psychologist Dr. Vallieres, to provide immediate support to our employees, and to provide oversight to our mental health and support programs. Her integration into the department has been seamless and we are looking forward to the growth of her work at VicPD, including in-person training for all employees.

#### **INFORMATION & RISK MANAGEMENT DIVISION** (Dan Phillips, Director)

Includes: Information Support Services, Information Technology Solutions, Exhibits

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

IT Solutions (ITS) has developed a new in-house system to allow both individuals and businesses to report non-emergency crimes with a user-friendly web form. This replaces a very old and cumbersome system, saving \$20,000 in annual license fees.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

This year, we implemented a comprehensive Governance, Risk and Compliance (GRC) strategy and process to coordinate risks associated with privacy, data, and technology. This included a new risk management framework, multiple cybersecurity improvements and a new Disaster Recovery Plan (DRP).

#### GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

The IT and HR divisions implemented a new Human Resources Information System (HRIS) to streamline and improve efficiency in HR processes including recruitment, personnel management, onboarding, training, and performance management. The HRIS also includes a new integrated LMS used to manage policies, as well as coordinate staff training and recertifications to adhere to BC Provincial Policing Standards. Leveraging this technology has had a significant impact on efficiency and effectiveness.

#### **INVESTIGATIVE SERVCIES DIVISION** (Insp. Conor King)

Includes: Major Crimes, Forensic Identification Unit, Strike Force, Analysis & Intelligence, Historical Case Review

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

Investigative Services Division (ISD) continues to fight and prevent crime with innovative and coordinated investigative work. In the late Spring to early Summer an individual began targeting businesses located in downtown Victoria. Using darkness to conceal their activities, the individual set multiple fires, seemingly with the intent to cause significant property damage and certainly without regard to human life. Detectives with the Major Crimes Unit led an "all of organization" response, which led to the identification and arrest of the suspect for four arsons in Victoria. This individual was subsequently connected to and charged with arsons in other jurisdictions.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

Due to growing public concerns about gang activity in high schools, the Analysis & Intelligence Section engaged with school district leaders and parents in the Greater Victoria area to provide information about the activities of local street gangs and their attempt to use intimidation and violence to recruit new gang members in local high schools. The dialogue with parents and school administrators continues on this important topic.

#### GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

While managing a heavy caseload, ISD remains committed to investing in training opportunities to build upon the expertise of our staff. Intelligence Analysts received advanced training in conducting risk assessments from the Canadian Association of Threat Assessment Professionals. Crime Analysts received training in advanced open-source intelligence gathering. Detectives with the Special Victims Unit, who work with vulnerable youth, attended the BC Network of Child and Youth Advocacy Centre's annual conference, thanks to a strong partnership with the Victoria Child Abuse Prevention and Counselling Centre. Another officer

attended the International Women in Policing conference, where speakers from across the globe shared their experiences as woman leaders in the law enforcement community.

#### PATROL DIVISION (Acting Insp. Cliff Watson)

Includes: Patrol Watches A, B, C, D

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

With the VicPD reorganization project now in its third quarter, we are seeing some significant benefits in the changes to support community safety, including allowing our Patrol members more time for proactive policing. This has resulted in Patrol-based projects focusing on a variety of issues including retail thefts, foot patrols with a focus on businesses, and work which helped identify the suspect in a series of serious arsons.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

The VicPD reorganization has allowed for more proactive police work from the Patrol Division, including Project Downtown Connect. This project was cooperative between Patrol Division and Community Service Division and was a significant success in connecting and engaging with the public, particularly our business community.

#### GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE

The Patrol Division is the largest division at VicPD, and we are always looking for ways to maximize our efficiency. Some of the benefits of the reorganization of our resources have included reducing overtime and sick time in Patrol and improving our service delivery to our communities by responding to all call categories (Priority 1-4) more quickly. Specifically, response times to priority 2, 3, and 4 calls in the Township and the City have improved by more than 40% in each category.

#### OFFICE OF THE DEPUTY CHIEF CONSTABLES (DC Jason Laidman & Acting DC Jamie McRae)

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

The Admin DC is the executive lead for the Restructure Implementation Committee, which is responsible for implementing the structural and deployment changes which were recommended by the Committee. Although not all the recommendations could be implemented, a vast majority of the changes were made in 2023. A mid-term review was compiled, and the feedback and results are overwhelmingly positive. Morale has increased, overtime has decreased, call response times have improved, officers have been visible and proactive, and officers are finding a better balance with workload.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

The Admin DC oversaw the development of a comprehensive Respectful Workplace policy and reporting policy. The policy was implemented in early 2023 and the HR Training section followed up with an online course specific to the policy and reporting process. The spirit of the policy was to create a respectful workplace free of bullying, intimidation, harassment, and places a higher degree of accountability on supervisors to enforce the policy and improve the workplace culture at VicPD. Respectful workplace will be emphasized in supervisory training in 2024 to continue to enhance our culture shift.

#### **GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE**

The Admin DC oversaw the successful launch of the Reintegration Sergeant position, the In-house Psychologist, and Occupational Stress Intervention (OSI) Dog program. All the initiatives were launched through the efforts of the HR Division and the Peer Support leadership team. These initiatives further enhance the department's coordinated response to critical incidents and support our officers and staff daily. We are seeing early results in officers returning to work more quickly from occupational stress injury, staff receiving professional support sooner when required, and Daisy, the OSI dog, is a very welcome addition to the department's strength.

#### OFFICE OF THE CHIEF CONSTABLE (Chief Cst. Del Manak)

#### **GOAL #1: SUPPORT COMMUNITY SAFETY**

The Chief's Office contributes to community vibrancy by building relationships throughout the City and Township and by providing a visible presence and elevating significant community events, such as sporting events, festivals, and camps.

#### **GOAL #2: ENHANCE PUBLIC TRUST**

Chief Manak continues to prioritize engagement with diverse communities. In the last few months, he has attended community events hosted by the Muslim and South Asian communities, and VicPD hosted a movie matinee with the Indigenous street family in September. In October, Chief Manak met with Rabbi Kaplan at the Chabad Centre to discuss a safety plan for the Jewish community and in November attended the Commemoration of Kristallnacht (Night of Broken Glass).

#### **GOAL #3: ACHIEVE ORGANIZATIONAL EXCELLENCE**

VicPD Senior Leadership continues to advance the Roadmap for a Healthy and Inclusive Workplace. In July 2023, Dr. Vallieres was hired as VicPD's in-house psychologist and in November, Occupational Stress Intervention Dog, Daisy, was introduced at VicPD to assist staff in improving mental health and wellness supports. In early 2024, VicPD will be implementing annual wellness checks for all VicPD staff to further support mental health and wellness.