



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Agenda

April 15, 2025 at 5:00pm

Boardroom & Zoom

1. ACKNOWLEDGEMENT

- a. Territorial Acknowledgement

2. STANDING ITEMS

- a. Declarations of Conflict of Interest
- b. Adoption of the Public Agenda of April 15, 2025
- Pg. 1 c. Adoption of the Public Minutes of March 11, 2025
- d. Board Chair Update
- Pg. 3 e. Committees Update
- f. Board Member Engagement Update
- g. BC Association of Police Boards (BCAPB) and Canadian Association of Police Governance (CAPG) Update- Chair Hayes
- Pg. 35 h. Chief Constable Update
- i. Equity, Diversity, Inclusion & Engagement Update

4. NEW BUSINESS

- Pg. 37 a. Mental Health and Wellness Road Map

5. CORRESPONDENCE *(Information Only)*

- Pg. 45 a. 250312 E-Comm March Update
- Pg. 47 b. 250408 E-Comm April Update

6. RISE & REPORT *(when applicable)*



VICTORIA & ESQUIMALT POLICE BOARD
Public Meeting Minutes
March 11, 2025 at 5:00pm
Boardroom & Zoom

PRESENT

M. Hayes, Chair	Insp. C. Brown	S/Sgt. J. Musicco
Mayor M. Alto	Insp. M. Brown	K. Kosich
P. Faoro	Insp. C. King	C. Major
D. Yakimchuk	A/Insp. J. Malinosky	Da. Phillips
Chief Cst. Manak	S/Sgt. M. Darling	Do. Phillips
DC J. McRae	S/Sgt. B. Gubbins	R. Shojaei

Recorder: Tanya Lamoureux

1. SPECIAL PRESENTATION

- a. **Greater Victoria Police Diversity Advisory Committee (GVPDAC)**
Refer to Presentation 250311 – for information. Presentation contains information on GVPDAC initiatives, community participants, and events attended.

2. STANDING ITEMS

- a. **Territorial Land Acknowledgement**

- b. **Declaration of Conflicts of Interest**
No conflicts declared.

- c. **Approval: Public Agenda of March 11, 2025**

25-25 **MOTION:** *To approve the Public Agenda of March 11, 2025 as presented.*
MOVED/SECONDED/CARRIED

- d. **Approval: Public Minutes of Feb 18, 2025**

25-26 **MOTION:** *To approve the Public Minutes of Feb 18, 2025 as presented.*
MOVED/SECONDED/CARRIED

e. **Board Chair Update**

No update at this time.

f. **BC Association of Police Boards (BCAPB) and Canadian Association of Police Governance (CAPG)**

- BCAPB
 - Conference – Delta, May 7-9, 2025. Focus Forward – The Evolving Role of Police Boards
- CAPG
 - Conference – Victoria, Aug 14-16, 2025. Navigating Challenging Times

g. **Committees Update**

Refer to the report provided. Committee matters arising included:

Governance

25-27

MOTION: *That the Board develop a more fulsome onboarding process for the onboarding of new board members and the update is to be reflected in the board manual.* **MOVED/SECONDED/CARRIED**

Human Resources

- No update at this time

Finance

- Refer to monthly financial report provided – for information.

25-28

MOTION: *That the Board approve any board member(s) who have expressed interest in attending the CAPG Conference in August 2025 and the Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) Conference in June 2025, to be able to attend.* **MOVED/SECONDED/CARRIED**

h. **Board Member Engagement Update**

- Multiple board members attended the February 27, 2025 VicPD Retirement Ceremony.
- Member D. Yakimchuk attended the Coldest Night of the Year Walk on February 22, 2025.
- Chair Hayes attended the Women in Policing Conference in March 2025, and will prepare a fulsome report for the board at a later date.

i. **Chief Constable Update**

Refer to the report provided – for information. Operational calls and files of note were highlighted.

OPS

- Meeting with SD61 Special Trustee S. Bell, School Superintendent D. Whitten, multiple Indigenous Representatives, unions, and other police agencies regarding the School Safety Plan. Dr. Godden has been retained by the province to work with the School Board to

develop a cohesive plan to keep students safe. Meeting was productive and VicPD is ready to meet their obligations as soon as they have been implemented in the schools.

- Significant mischief files recently which resulted in two police vehicles sustaining considerable damage. No officers received injuries.

ADMIN

No update at this time

CHIEF

See report provided. Highlights included:

- Meeting with Minister Begg regarding Public Safety Priorities.
- Meeting with SD61 Special Trustee S. Bell and School Superintendent regarding School Safety Plan.
- Police camp to start March 15 and graduation will follow on Saturday March 22.
- Chief's briefing to all staff. These are given to the staff each Spring and Fall.

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

Refer to the report provided – for information.

h. VicPD Divisional Action Plan Update

Refer to the report provided – for information. Each unit provide one to three goals related to the VicPD Strategic Plan 2020.

3. NEW BUSINESS

a. 250304 Letter from Township of Esquimalt re: Withdraw of Board Support for Development of Specialized Services

Refer to the letter provided – for information.

4. CORRESPONDENCE *(for information only)*

a. 250227 E-Comm 911 Transformation Update 2024

5. RISE & REPORT *(when applicable)*

a. Esquimalt Specialized Service Request (241105) Update

The following motion #24 was passed during the in-camera portion of the 250311 board meeting.
That the Board write a letter to Esquimalt Council notifying the Township that the VEPB, after consultation with the police leadership, will not be submitting a proposal to provide specialized policing services to the Township of Esquimalt, at this time.

Meeting adjourned at 6:05pm.



VICTORIA & ESQUIMALT POLICE BOARD

COMMITTEES UPDATE Public

GOVERNANCE

No discussion arising

HUMAN RESOURCES

No discussion arising

FINANCE

- a. **Q1 Financial Report**
See report provided – for information.
- b. **Annual Reserve Fund Report**
See report provided – for information.
- c. **250317 Letter from Esquimalt re: Budget Decision**
See letter provided - for information

MOTION: *Recommend to the Board; that the Board requests that a Section 27 letter be drafted as an appeal and submitted to Public Safety and Solicitor General (PSSG) for the seven positions that the Township of Esquimalt declined in the 2025 Provisional Budget.*

- d. **250314 Letter to ADM re: Request for Expedited Section 27 on LNTF**
See letter provided - for information

250321 ADM Response to Letter 250312, Requesting More Information
See letter provided - for information

250410 Letter to ADM re: Request for More Information on LNTF
- e. **250327 VicPD Contribution Agreement Letter**
See letter provided - for information



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	March 24, 2025
TO:	Victoria & Esquimalt Police Board
FROM:	Donna Phillips, Director of Financial Services
SUBJECT:	Q1 2025 Financial Report
ACTION:	For Information

SUMMARY:

This financial report is for the period ending March 24, 2025. The target for spending is 24% of the fiscal year based on payroll. Actual results are 21.6% spent of the total budget.

2025 Budget

The total budget presented in this report is summarized as follows:

	<u>Amount</u>	<u>Increase</u>
2025 Budget Request	79,374,180	10.03%
Under appeal - LNTF	(230,000)	-0.32%
Pending appeal - New Resources	(925,425)	-1.28%
2025 Adjusted Budget	78,218,755	8.43%
2023 Appeal Decision - Phased-in	780,157	1.08%
Total Budget This Report	78,998,912	9.51%

As a result of the Township of Esquimalt not approving the Late Night Task Force (LNTF) budget, a request for expedited appeal under the *Police Act* Section 27(3) was submitted to the ADM and Director of Police Services on March 14, 2025.

As a result of the Township of Esquimalt not approving the request for new staffing resources, a Police Board decision to appeal is pending. New resources consist of four (4) constables (2 Community Resource Officers, 2 Strike Force) and three (3) civilians (Community Programs Manager, Quartermaster and Cybersecurity Analyst).

Statement 1 – Summary By Division

All divisional spending is within target except for the Human Resources Division, which is 24.9% spent due to timing of equipment purchases.

Statement 2 – Summary by Type

New to this report is the separation of integrated unit costs, shown at the bottom of the statement. This reduces variance distortion throughout the year due to cost sharing arrangements and funding from the Evergreen fund that is transferred at year end.

Recovery and revenue lines vary in terms of timing of receipt and some do not fall within target range. Most expenditure lines are within target range, with the following exceptions:

- Salaries – Civilian Exempt – This line is only slightly over at 24.1% but will be reviewed before next report.
- Auxiliaries – Overages in auxiliaries are typically due to backfilling for vacancies in regular positions and will be monitored.
- Benefits – These costs are trending slightly over the target range and will be monitored. A review of 2024 costs resulted in validation of the 30% rate (of salaries) used for budgeting purposes.

Statement 5 – Overtime Expenditures

The overtime report is under development and will be included in the next report.



MONTHLY FINANCIAL REPORT AS AT MARCH 24TH, 2025

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Statement 1

Victoria Police Department
Summary by Division
For the Period Ending March 24, 2025

	Annual Budget	Actual	Variance	% Spent
Victoria and Esquimalt Police Board	\$ 203,350	\$ 42,592	160,758	20.9%
Office of the Senior Executive	1,349,664	270,269	1,079,395	20.0%
Patrol Division	21,617,928	4,702,212	16,915,716	21.8%
Community Services Division	8,273,439	1,915,408	6,358,031	23.2%
Esquimalt Division	5,104,790	1,106,232	3,998,558	21.7%
Investigative Services Division	9,380,186	2,096,266	7,283,920	22.3%
Community Engagement Division	1,267,135	228,626	1,038,509	18.0%
Executive Services Division	2,629,098	540,805	2,088,293	20.6%
Information Risk Management Division	11,797,781	2,584,991	9,212,790	21.9%
Human Resources Division	5,355,010	1,332,913	4,022,097	24.9%
Financial Services Division	3,698,198	684,209	3,013,989	18.5%
Corporate	2,786,170	352,606	2,433,564	12.7%
Integrated Units	4,336,163	881,499	3,454,664	20.3%
Net Operating Before Additions	77,798,912	16,738,629	61,060,283	21.5%
Capital Fund Contribution	1,200,000	300,000	900,000	25.0%
Total	\$ 78,998,912	\$ 17,038,629	61,960,283	21.6%

Statement 2

Victoria Police Department
Summary by Section
For the Period Ending March 24, 2025

Target 24%

	Annual Budget	Actual	Variance	% Spent
Victoria and Esquimalt Police Board	203,350	42,592	160,758	20.9%
Office of the Senior Executive	1,349,664	270,269	1,079,395	20.0%
Patrol Division	21,617,928	4,702,212	16,915,716	21.8%
Community Services Division				
General Investigation Section (GIS)	4,121,539	1,035,812	3,085,727	25.1%
Community Outreach	1,751,758	367,451	1,384,307	21.0%
Court and SMCs	2,224,098	480,812	1,743,286	21.6%
Reserve Constable Program	176,044	31,334	144,710	17.8%
Total	8,273,439	1,915,408	6,358,031	23.2%
Esquimalt Division				
Headquarters	1,021,389	160,895	860,494	15.8%
Special Events and Duties	92,387	72,354	20,034	78.3%
Operational Planning	383,774	67,675	316,099	17.6%
Traffic Enforcement/Crash Investigation	1,648,214	320,644	1,327,570	19.5%
Motorcycle Escort Team	13,000	4,129	8,871	31.8%
GVERT - Esquimalt Based Team	1,946,026	452,413	1,493,613	23.2%
Late Night Task Force	-	28,123	(28,123)	N/A
Total	5,104,790	1,106,232	3,998,558	21.7%
Investigative Services Division				
Detectives and Administration	992,659	349,652	643,007	35.2%
Analysis and Intel Section (AIS)	1,004,419	229,687	774,732	22.9%
Strike Force (SF)	1,915,511	322,925	1,592,586	16.9%
Special Operations	-	-	-	0.0%
Special Victims Unit (SVU)	880,533	171,473	709,060	19.5%
Major Crime Unit (MCU)	2,412,228	437,110	1,975,118	18.1%
Historical Case Review Unit (HCU)	291,131	34,395	256,736	11.8%
Cybercrime Unit	596,598	137,720	458,878	N/A
Forensic Identification (FIS)	1,287,107	413,294	873,813	32.1%
Total	9,380,186	2,096,266	7,283,920	22.3%
Community Engagement Division				
Public Affairs	760,009	136,161	623,848	17.9%
Community Programs	338,972	66,272	272,700	19.6%
Volunteer Programs	168,154	26,193	141,961	15.6%
Total	1,267,135	228,626	1,038,509	18.0%

Statement 2

Victoria Police Department
Summary by Section
For the Period Ending March 24, 2025

	Annual Budget	Actual	Variance	% Spent
Executive Services Division				
Policy and Professional Services	2,040,480	421,114	1,619,366	20.6%
Privacy and Legal Services	588,618	119,691	468,927	20.3%
Total	2,629,098	540,805	2,088,293	20.6%
Information Risk Management Division				
Information Technology Solutions	2,572,670	458,069	2,114,601	17.8%
Information Support Services	2,422,545	522,210	1,900,335	21.6%
Information Management	6,802,566	1,604,711	5,197,855	23.6%
Total	11,797,781	2,584,991	9,212,790	21.9%
Human Resources Division				
Administration	1,069,108	525,209	543,899	49.1%
Recruiting	2,082,707	433,193	1,649,514	20.8%
Training	1,495,841	254,234	1,241,607	17.0%
Wellness	707,354	120,234	587,120	17.0%
Secondments (external)	-	43	(43)	0.0%
Total	5,355,010	1,332,913	4,022,097	24.9%
Financial Services Division				
Finance	579,777	152,930	426,847	26.4%
Logistics Services	2,155,231	413,557	1,741,674	19.2%
Automotive	963,190	117,722	845,468	12.2%
Total	3,698,198	684,209	3,013,989	18.5%
Corporate	2,786,170	352,606	2,433,564	12.7%
Integrated Units				
Mobile Crisis Response Team (IMCRT)	133,477	41,751	91,726	31.3%
Integrated Canine Service (ICS)	862,349	189,056	673,293	21.9%
Diversity Advisory Committee (GVPDAC)	37,104	109	36,995	0.3%
VI. Integrated Major Crime Unit (VIIMCU)	1,354,714	254,904	1,099,810	18.8%
Mobile Youth Services Team (MYST)	67,055	6,855	60,200	10.2%
Regional Domestic Violence Unit (RDVU)	218,722	-	218,722	0.0%
Crime Stoppers	66,048	-	66,048	0.0%
Public Safety Unit (PSU)	239,449	113,234	126,215	47.3%
Emergency Response Team (GVERT)	993,774	228,129	765,645	23.0%
Explosives Disposal Unit (EDU)	20,845	-	20,845	0.0%
Crisis Negotiating Team (CNT)	89,903	15,638	74,265	17.4%
Internet Child Exploitation (ICE)	252,723	31,822	220,901	12.6%
Total	4,336,163	881,499	3,454,664	20.3%
Net Operating Before Capital	77,798,912	16,738,629	61,060,283	21.5%
Capital Fund Contribution	1,200,000	300,000	900,000	25.0%
Total	\$ 78,998,912	\$ 17,038,629	\$ 61,960,283	21.6%

Statement 3

Victoria Police Department
Summary by Type
For the Period Ending March 24, 2025

Departmental	Annual			
Description	Budget	Actual	Variance	% Used
Salaries - Police	\$ 35,774,808	\$ 7,346,588	\$ 28,428,220	20.5%
Salaries - Civilian Unionized	5,126,682	1,021,114	4,105,568	19.9%
Salaries - Civilian Exempt	1,535,426	369,901	1,165,525	24.1%
Auxiliaries	115,000	56,654	58,346	49.3%
Aux Special Municipal Constables	170,000	55,086	114,914	32.4%
Retirements	-	402,032	(402,032)	N/A
Worksafe Recovery	(933,600)	(192,247)	(741,353)	20.6%
Recoveries from Third Parties	(280,730)	(112,106)	(168,624)	39.9%
Benefits - Police	10,599,707	2,763,654	7,836,053	26.1%
Benefits - Civilian	1,988,787	488,407	1,500,380	24.6%
Total Salaries and Benefits	54,096,080	12,199,083	41,896,997	22.6%
Overtime				
Police and Special Municipal Constables	4,187,000	773,592	3,413,408	18.5%
Civilians	114,000	23,298	90,702	20.4%
Recoveries from Third Parties	(1,506,700)	(354,919)	(1,151,781)	23.6%
Total Overtime	2,794,300	441,971	2,352,329	15.8%
Other Operating Costs				
E-Comm 9-1-1	5,878,066	1,405,180	4,472,886	23.9%
Professional and Third Party Services	2,892,285	288,428	2,603,857	10.0%
Training and Travel	2,285,000	478,422	1,806,578	20.9%
Software Licenses and Subscriptions	1,816,300	297,061	1,519,239	16.4%
Equipment and Fleet	1,395,650	243,459	1,152,191	17.4%
Telecommunications	867,000	167,209	699,791	19.3%
General Supplies and Office	539,100	116,139	422,961	21.5%
Building Maintenance	818,858	170,375	648,483	20.8%
Uniforms and Protective Clothing	440,500	71,610	368,890	16.3%
Insurance	360,160	30,347	329,813	8.4%
Other Operating Costs	352,200	50,744	301,456	14.4%
Lease and Rentals	116,500	9,605	106,895	8.2%
Total Other Operating Costs	17,761,619	3,328,579	14,433,040	18.7%
Total Operating Costs	74,651,999	15,969,633	58,682,366	21.4%
Revenue				
Special Duties	(370,000)	(38,482)	(331,518)	10.4%
Operational Planning	(147,000)	(36,750)	(110,250)	25.0%
Records	(89,000)	(6,929)	(82,071)	7.8%
Grants	(43,250)	(14,400)	(28,850)	33.3%
Recruiting Fees	-	(5,238)	5,238	N/A
Jail	(40,000)	(10,705)	(29,295)	26.8%
Total Revenue	(689,250)	(112,504)	(576,746)	16.3%

Statement 3

Victoria Police Department
Summary by Type
For the Period Ending March 24, 2025

Departmental	Annual Budget	Actual	Variance	% Used
Transfer to Capital Reserve	1,200,000	300,000	900,000	25.0%
Transfer from Financial Stability Reserve	(500,000)	-	(500,000)	N/A
Reserve Transfers	700,000	300,000	400,000	42.9%
Total Net Expenditures Before Integ.Units	\$ 74,662,749	\$ 16,157,129	\$ 58,505,620	21.6%
Integrated Units				
Salaries and Benefits	6,461,598	699,557	5,881,721	9.0%
Overtime	457,132	-	337,452	26.2%
Operating Costs	1,267,249	182,812	1,084,437	14.4%
Total Operating Costs	8,185,979	882,369	7,303,610	10.8%
Transfer to Evergreen Reserve	125,300	-	125,300	0.0%
Cost Sharing From Other Police Agencies	(3,975,116)	(869)	(3,974,247)	0.0%
Total Net Integrated Unit Expenditures	4,336,163	881,500	3,454,663	20.3%
Grand Total Net Expenditures	\$ 78,998,912	\$ 17,038,629	\$ 61,960,283	21.6%

Statement 4

Victoria Police Department
 Capital Expenditures (Unaudited)
 For the Period Ending March 24, 2025

	<u>Transfers to Capital Fund</u>	<u>Budgeted Expenditures</u>	<u>Actual Expenditures</u>	<u>(Over) Under</u>	<u>%</u>
Vehicles	-	600,000	35,868	564,132	6.0%
Computer Equipment	-	500,000	125,383	374,617	25.1%
Furniture and Building	-	400,000	68,241	331,759	17.1%
Total Capital	\$ 1,200,000	\$ 1,500,000	\$ 229,492	\$ 1,270,508	15.3%



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	March 24, 2025
TO:	Victoria & Esquimalt Police Board
FROM:	Donna Phillips, Director of Financial Services
SUBJECT:	Reserve Fund Report – December 31, 2024
ACTION:	For Information

Executive Summary

The Framework Agreement includes section 8.5 – Reporting on Reserve Funds. The section states “As part of the annual budget process, the Board shall report to the Municipalities the status of each reserve fund established under this section and shall report all expenditures made from the reserve funds.” The agreement refers to the following funds:

- a) Equipment and Infrastructure Reserve Fund (now referred to as the Capital Reserve Fund);
- b) Employee Benefit Obligation Reserve Fund; and
- c) Financial Stability Reserve Fund.

Given the significant operating deficit in 2024, monitoring and reporting of reserve fund balances becomes more critical. The recent *Police Act* Section 27 2023 budget appeal decision to not reinstate a \$300,000 budget reduction to the capital reserve annual funding also underscores the need for renewing and updating long-term capital plans. Capital planning has been identified as a priority, and the Department is in the process of gathering information for prioritizing needs.

For the reasons stated above, a Reserve Fund report as of December 31, 2024, is enclosed.

The combined total of reserve funds included in the attached report, as of December 31, 2024, is \$11,036,670.

Reserve Fund Purposes

Operating surpluses and deficits transfer in and out of the **Financial Stability Reserve (FSR)**, generally used as a contingency fund, including to fund unpredictable major crime investigative costs from the Special Operations section of the Investigative Services Division. The current framework agreement allows the reserve to be funded up to a maximum of 2.5% of the operating budget, or approximately \$1.975-million.

The **Capital Reserve Fund** is used to fund capital expenditures that are currently budgeted at \$1.5-million.

The **Evergreen Reserve Fund** is administered by the Department for integrated units. As of December 31, 2024, the reserve consisted of funds for the Greater Victoria Emergency Response Team, including crisis negotiators and explosive disposal units (44%), Integrated Mobile Crisis Response Team (31%), Greater Victoria Public Safety Unit (12%), and the Mobile Youth Services Team (12%).

The **Employee Benefit Obligation Reserve Fund (EBO)** is a liability that is based on actuarial valuation for future retirements. The liability gets increased each year to reflect the addition of new staff and reduced for retirement payouts during the year. Susanne Thompson, City of Victoria CFO confirmed on March 14, 2025, that the liability as at December 31, 2024 based on the actuarial valuation continues to be “fully funded” i.e. there is no unfunded liability.

Conclusion

The essential insights from this report are:

- 1) The department needs to ensure that operating budgets are regularly monitored and any variances are immediately investigated to ensure that the department stays within budget; and
- 2) In the development of future budgets, consideration should be given to contributing to reserves when deemed appropriate and fiscally viable, in order to future proof operations.

Both of these priorities will be necessary to mitigate the risks of undue pressure to use the funds to address deficits or budget shortfalls rather than to set aside funds for future use and long-term plans.

Recommendation

This report is for information for the Finance Committee and the Police Board.

Victoria Police Department Reserve Funds
Report as at December 31, 2024

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	Notes	FSR ¹	CAPITAL	EVERGREEN ²	EBO ³	Total
Opening Balance, Jan 1 2024		\$ 1,372,530	\$ 1,627,308	\$ 853,492	\$ 8,737,919	\$ 12,591,250
Transfer to Operations:						
Retirement Costs					(1,363,491)	(1,363,491)
Special Operations Investigations	N1	(45,370)				(45,370)
Operating Deficits	N2	(868,795)		(54,629)		(923,424)
Transfer from Operations:						
Capital Reserve Funding	N3		1,200,000			1,200,000
Integrated Unit Equipment Funding	N4			49,245		49,245
Transfer to Capital - Capital expenditures	N5		(1,143,564)			(1,143,564)
EBO valuation adjustment	N6				438,929	438,929
Interest		66,362	125,468	41,266		233,096
Closing Balance, Dec 31, 2024		\$ 524,727	\$ 1,809,212	\$ 889,375	\$ 7,813,357	\$ 11,036,670

Notes

N1 - Special Operations Investigations

The costs for the Special Operations Unit within the Investigative Services Division are associated with major crime investigations. These costs are difficult to predict, therefore they are budgeted at \$500,000 with an offsetting transfer from the FSR (nil budget). An equivalent amount to actual costs incurred are transferred from the FSR. In 2024, these costs totalled \$45,370.

N2 - Operating Deficits

\$868,795 is the VicPD operating deficit for the Department, after accounting for retirement costs, Special Operations Investigation costs, and the Integrated Unit net deficit below.

\$54,529 is the net deficit for Integrated Units as follows:

Explosives Disposal Unit (EDU) surplus	24,002
Crisis Negotiating Team (CNT) surplus	24,330
Greater Victoria Public Safety Unit (PSU) surplus	23,610
Mobile Youth Services Team (MYST) deficit	(7,001)
Greater Victoria Emergency Response	(119,570)
Team (GVERT) deficit	~
	<u>(54,629)</u>

~ Some of the GVERT deficit is due to equipment purchases in operations that are funded from the Evergreen Reserve

N3 - Capital Reserve Funding

Capital Reserve funding is the annual amount budgeted to be transferred from operations to the reserve to fund capital expenditures in the year. The budgeted reserve funding of \$1.2-million is \$300,000 less than the capital expenditure budget of \$1.5-million in 2024. This reflects the final decision from the Police Act Section 27(3) 2023 budget appeal.

N4 - Integrated Unit Equipment Reserve Funding

Integrated Unit budgets include budgeted transfers to the evergreen fund to fund equipment and vehicle purchases based on long term plans. The following transfer to Evergreen were made in 2024:

EDU	5,000
PSU	10,000
MYST	5,000
GVERT	25,000
IMCRT (Integrated Mobile Crisis Response Team)	4,245
	<hr/>
	49,245

N5 - Transfer to Capital - Capital Expenditures

Capital expenditures were under budget in 2024 primarily due to a cap placed on spending by the Department for furniture and building renovations due to the reserve funding reduction as noted under N3.

N6 - EBO Valuation Adjustment

This adjustment is made at year end based on the present value of expected future payments required to settle the obligation resulting from employee service and in accordance with Public Sector Accounting Standards.

Footnotes

¹ FSR - Financial Stability Reserve

² Evergreen Reserve - used for Integrated Units contingency, vehicle and equipment funding.

³ EBO - Employee Benefit Obligation Reserve

File No. 7400

Sent via email

Tanya.Lamoureux@vicpd.ca

March 17, 2025

Victoria and Esquimalt Police Board
Victoria Police Department
850 Caledonia Ave
Victoria BC, V8T 5J8
Attention: Micayla Hayes, Chair

Dear Members of the Victoria and Esquimalt Police Board,

Budget Decision Rationale

At the March 3, 2025 Regular Council meeting, Esquimalt Council passed the following motion:

“That Council deny the funding requests by the Victoria Esquimalt Police Board for 7 additional staff positions and for the late-night great night weekend patrols.”

Esquimalt Council discussed the rationale that the Township currently receives sufficient policing services, and the decision is not a reflection of the service provided. It is directly correlated to economic pressures in our community. Council believes their decision is justified considering other financial demands on the Township and the economic uncertainties affecting residents and local businesses.

Esquimalt Council is assured that Victoria Police will be able to maintain current levels of services despite difficult economic times with no reduction in deployed officers in Esquimalt.

In analysing the specific Victoria Police positions that were requested, with a lens on which would directly benefit the Township of Esquimalt, it was determined that the value assists the City of Victoria and was not a vital component to the safety of residents and policing within the Township.

Council also determined that funding for the “Late Night Great Night” program is of benefit solely in the City of Victoria and functions in creating a policing presence on downtown streets. Chief Constable Del Manak has publicly stated that the “Late Night Great Night” program has no value to Esquimalt residents: "This service provides no value to Esquimalt residents. It is only delivered within the boundaries of the City of Victoria." (Article: CBC News · Posted: Mar 24, 2023) We have been presented with no evidence that calls on Friday or Saturday nights have been increasing in Esquimalt to warrant a new program or receive assurances that police presence in Esquimalt would increase because of this program.

The Township’s main point of contact regarding these budgetary decisions is Mayor Barbara Desjardins, who can be reached at barbara.desjardins@esquimalt.ca or by phone 250-414-7101.

Sincerely,

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

Mayor Barbara Desjardins



VICTORIA & ESQUIMALT POLICE BOARD

March 14, 2025

Mr. Glen Lewis
Assistant Deputy Minister and Director of Police Services
Ministry of Public Safety & Solicitor General

Via Email

Dear ADM and Director Lewis:

RE: *Police Act* Section 27(3), Request for Expedited Review

I am writing on behalf of the Victoria and Esquimalt Police Board (VEPB) to make an application for an expedited Director's review under Section 27(3) of the *Police Act* for a \$230,000 shortfall in the VEPB 2025 budget as a result of Esquimalt Council's decision to not fund their portion of the Late Night Task Force (LNTF) budget (\$31,441).

Victoria City Council passed the 2025 provisional budget, including the LNTF funding, however, Esquimalt Council did not approve a request to add seven (7) additional staff resources (\$925,425 total, Esquimalt Council's share \$126,506) and funding for the LNTF (\$230,000 total, Esquimalt Council's share \$31,441).

While the VEPB contemplates next steps regarding the Township's refusal to fund the additional staffing resources, the VEPB is requesting an expedited decision regarding the LNTF funding of \$230,000 given the significant operational impact to public safety. A motion to this effect was passed at the March 11, 2025 VEPB meeting.

The LNTF funding allows for the deployment of special duty police officers on weekends to ensure a high visible presence in the downtown core and provide proactive foot patrols in our entertainment district both inside and outside licensed premises. The LNTF officers prevent over-crowding inside bars and nightclubs, overservice of alcohol, drug trafficking inside premises, violent offences, fights, disturbances, public intoxication, noise complaints, sexualized violence and impaired driving. The LNTF officers are also responsible for assisting licensed premise staff in identifying and removing known gang members, both local and those visiting Victoria, and their associates from licensed premises to prevent violent encounters and maintain public safety. The LNTF has successfully deployed since 2010 and was funded directly by the City of Victoria up until the end of 2024.

The LNTF is a critical program that is necessary for VicPD to meet its public safety mandate and is part of VicPD's response to gangs and guns, consistent with the BC Policing Community Safety Plan.

The following statistics demonstrate the efficacy of the LNTF:

In recent years, the LNTF has been responsible for identifying and rejecting known gang members (Hells Angels, Glory Boys, Savages MC) from Victoria's local bars. In VicPD file 22-36714, the LNTF members located a prominent Hells Angels member in a local bar accompanied by other high level

drug traffickers. They were removed from one bar, moved to a second and removed again. As a result of these removals the group left the downtown core for the rest of the night.

In VicPD file 23-41025, a member of the Glory Boys (Brother's Keepers affiliated) was stopped in a vehicle in the 600 block of Fort Street. The LNTF officers were able to identify the gang member and suspected the passenger was also involved in the criminal element. This stop led to the gang member leaving the downtown core for the rest of the night.

A key enforcement tool used by LNTF is the Bar Watch program. This tool continues to work well in the core and has assisted Patrol officers with identifying and restricting future visits from gang members. In a recent file (VicPD 24-47995), a Zone 43 gang member was causing issues at a local bar. Patrol officers attended, located the gang member and subsequently arrested him for multiple charges. The individual was subsequently added to the Bar Watch program to prevent visits in the future. Of note, Zone 43 is a Montreal based gang that has been extending it's reach across Canada recently and many members have been checked in Vancouver, specifically the lower downtown east side (DTES). This file was a great example of officers identifying a gang member and restricting their ability to attend bars in Victoria.

Another example was a full patch Savages MC member being denied entry into a downtown bar because of his affiliation to OMG. This individual moved to another location before leaving Victoria for the night (VicPD 24-10844).

LNTF officers and the Bar Watch program have caused many crime groups significant frustration. So much so that they avoid downtown Victoria and have voiced their concerns online in the form of public outcry. Regardless, the presence of LNTF officers has forced them to think twice about visiting Victoria (VicPD 22-36714).

Aside from LNTF's impact on gang activity in the downtown core they also help mitigate assaults through visible presence outside of the bars during closing and assist Patrol Division officers when call volumes increase. Some highlights include:

2024-3098 – LNTF officers initiated a missing persons investigation within 2 hours of COM's friend being reported missing. LNTF officers circulated photographs of the missing individual and were about to ping her phone when she made contact with her friend.

2024-4806 – An extremely large 10-person melee was broken up by LNTF officers.

2024-10011 – LNTF officers arrested a male for assault after he assaulted (knocked out) the victim during an unprovoked attack. LNTF officers were flagged down since they were in the area and quickly identified the suspect.

2024-15411 – LNTF officers conducted a traffic stop on a vehicle going the wrong way on a one-way street. The driver was determined to be intoxicated and was issued an Immediate Roadside Prohibition and had his vehicle towed.

2024-32828 – LNTF officers were outside a downtown bar monitoring exiting patrons when they were alerted to a male who had randomly slapped a female causing a small cut to her ear. The intoxicated suspect was promptly arrested by officers.

In the 2025 provisional budget, the LNTF budget is funded in accordance with the VEPB Framework Agreement, as follows:

Township of Esquimalt share -13.67%	\$31,441
City of Victoria share - 86.33%	\$198,559
Total Budget - LNTF	\$230,000

The Victoria Police Department is an amalgamated department serving the City of Victoria and the Township of Esquimalt resulting in a process that requires budget approval from both municipalities.

Given the dispute resolution process outlined in the Police Framework Agreement and the *Police Act*, proceeding with spending on a budget item that was not approved by the Township of Esquimalt would pose a high legal risk and is not a recommended course of action.

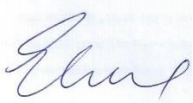
The Police Framework Agreement, at section 12.5(a), states that any dispute regarding a budget item not approved by one or more municipalities must be resolved in accordance with the *Act*. Under section 27(3) of the *Police Act*, the Police Board may request the Director to determine whether the disputed item or amount must be included in the budget. In this case, the VEPB is making this very request.

In closing, the VEPB recognizes the important responsibility and obligation it has to the citizens of the City of Victoria and the Township of Esquimalt in ensuring adequate and effective policing services are provided.

Given the crime prevention benefits of the LNTF program and serious public safety risks posed by its cancellation, the VEPB respectfully requests the ADM and Director of Police Services to consider prioritizing this review.

Please reach out to the VEPB if any additional information is required to assist with making an informed decision.

Sincerely,



Elizabeth Cull
Finance Committee Chair

cc: Micayla Hayes, VEPB Chair
Chief Constable Del Manak



March 21, 2025

Ref: 677247

Elizabeth Cull
Finance Committee Chair
Victoria & Esquimalt Police Board
850 Caledonia Avenue
Victoria BC V8T 5J8

Her Worship Barb Desjardins
Mayor, Township of Esquimalt
1229 Esquimalt Road
Victoria BC V9A 3P1

Dear Mayor Desjardins and Board Finance Committee Chair Elizabeth Cull:

On March 14, 2025, I received an application for a determination under section 27(3) of the *Police Act* from the Victoria and Esquimalt Police Board (the Board). In the enclosed application, the Board advised that the Council of the Township of Esquimalt (the Council) did not approve funding for the Late Night Task Force (LNTF), totalling \$230,000 in the Board's 2025 provisional budget, with Esquimalt's portion being \$31,441.00. The enclosed application advised that while Council did not approve other items in the provisional budget, the Board is seeking a determination only on the LNTF funding.

Sections 27(3) (3.1) and (3.2) state:

(3) If a council does not approve an item or amount in the provisional budget,
(a) the council must promptly notify the municipal police board, and (b) the council or municipal police board may, at any time before May 15th of the year to which the provisional budget relates, request the director to determine whether the item or amount must be included in the budget.

.../2

Mayor Desjardins and Elizabeth Cull
Page 2

(3.1) If on May 15th of the year to which the provisional budget relates, there are items or amounts in the budget that have not yet been approved by the council, (a) the council must promptly notify the municipal police board, and (b) the council must request the director to determine whether the item or amount must be included in the budget.

(3.2) After making a determination in respect of a request made under subsection (3) (b) or (3.1) (b), the director must notify the municipal police board, the council and the minister of the determination.

Please provide submissions in support of your respective positions on the matter no later than April 11, 2025. I am also requesting confirmation of the decision made by the Council not to approve the LNTF funding referenced in the Board's application.

Once I am in receipt of the submissions and confirmation of the Council's decision, I will begin my review.

Regards,



Glen Lewis
Assistant Deputy Minister
And Director of Police Services
Policing and Security Branch

pc: Chief Constable Del Manak

Enclosure: 677247 – Board application



VICTORIA & ESQUIMALT POLICE BOARD

April 10, 2025

Mr. Glen Lewis
Assistant Deputy Minister and Director of Police Services
Ministry of Public Safety & Solicitor General

Via Email

Dear ADM and Director Lewis:

RE: Ref. 677247 – Police Act Section 27(3) Application - LNTF

This letter is in response to your letter dated March 21, 2025, regarding the Victoria and Esquimalt Police Board's (the Board) request for an expedited review under Section 27(3) of the *Police Act*. The Director's review is requested due to a \$230,000 budget shortfall in the 2025 Late Night Task Force (LNTF) budget because Esquimalt Council did not approve their 13.67% share (\$31,441) while Victoria Council approved their 86.33% share (\$198,559).

We understand that under Section 27(3)(a) that the council must promptly notify the municipal police board of an item or amount in the provisional budget that is not approved. Please see the attached letter from the Township of Esquimalt Mayor, Barbara Desjardins dated March 17, 2025, that outlines Esquimalt Council's decision and that meets this requirement.

In terms of providing a submission in support of our request made under subsection (3)(b), the Board articulated its case for support for funding of the LNTF in the attached March 14, 2025 letter to the ADM and Director of Police Services from the Board Finance Committee Chair, Elizabeth Cull. The Board considers the March 14, 2025 letter, and this letter, to be its official submission/application, however, it is open to providing additional information if there are specific questions about the submission.

As the Board's application of March 14 states, the LNTF is a critical program that is necessary for VicPD to meet its public safety mandate and is part of VicPD's response to gangs and guns, consistent with the BC Policing Community Safety Plan. We have outlined a number of compelling examples that demonstrate the efficacy of the program. It should be noted that many statistical categories such as crime prevention, violence prevention, street disorder, overcrowding and overservice within licensed establishments are hard to capture given the proactive and preventative focus of the LNTF program.

Further to the Board's application and with regards to VicPD's funding structure, the intent of the Framework Agreement is to allow the VicPD to seamlessly deliver policing services to two municipalities with different community safety needs and policing priorities.

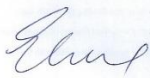
The Framework Agreement budget allocation formula recognizes that there are many disparities between the City of Victoria and the Township of Esquimalt's policing needs and public safety demands. This fact is recognized by the provincial government's decision to allocate 13.67% of the police budget to the Township of Esquimalt.

There is a fundamental understanding that specific VicPD budget requests, whether they be for additional resources or for a specific program or initiative, will more than likely benefit one municipality more than the other, however, both municipalities need to look at their policing needs through a much broader public safety lens and ensure that VicPD has the ability to keep both communities safe. This is the foundation on which the Framework Agreement was established and cannot be overlooked.

In Mayor Desjardin's letter, dated March 17, 2025, she stated that Esquimalt Council hasn't received assurances that police presence in Esquimalt would increase because of this program, however, Chief Manak has offered to expand the LNTF program to include the Saxe Point Public House in Esquimalt, which opened in the summer of 2024.

From the Board's perspective, we trust this meets your requirements as outlined and we look forward to your consideration of this matter.

Sincerely,



Elizabeth Cull
Finance Committee Chair

cc: Micayla Hayes, VEPB Chair
Chief Constable Del Manak

Encl: 250321 – ADM Request for Information
250314 – Police Board application
250317 – Esquimalt Council Decision

March 24, 2025

Ref: 677468

Conor King
Inspector, Investigative Services Division
Victoria Police Department
Email: conor.king@vicpd.ca

Donna Philips
Director, Financial Services
Victoria Police Department
Email: donna.philips@vicpd.ca

Dear Conor King and Donna Philips:

RE: CRV Funding – Victoria Police Department Allocation

This letter constitutes a Contribution Agreement between His Majesty the King in Right of the Province of British Columbia, as represented by the Ministry of Public Safety and Solicitor General (the “Province”), and the Victoria Police Department (the “Recipient”).

SHIFT BC, through the Collaborative Public Safety Programs (CPSP), Policing and Security Branch (PSB), is leading the Counter Radicalization to Violence (CRV) response throughout the Province of British Columbia (BC).

As a part of this initiative, the Province will facilitate funding for municipal police agencies to support capacity building and operations to address public order challenges, enhance hate crime reporting, support target hardening for high-risk spaces such as places of worship, and assist in responding to threats to elected public officials driven by extremism.

In accordance with your funding request, the funds are delegated to the Recipient in the following manner:

- **Capacity Building:** \$300,000 is being allocated to enhance resources and operational capacity for public order response in your jurisdiction, which includes training, specialized equipment, and overtime.

.../2

Conor King and Donna Philips
Page 2

- **Hate Crime Reporting:** \$30,000 is being allocated to improve and standardize hate crime reporting. This funding can be leveraged to facilitate coordination with the BC Integrated Hate Crimes Unit on standardizing hate crime reporting through the RCMP Hub.
- **Crime Prevention Through Environmental Design (CPTED) and Mitigation Efforts to Protect Public Spaces, Institutions, and Places of Worship:** \$100,000 is being allocated to bolster safety measures for providing support to high-risk public spaces, institutions, and places of worship in your jurisdiction. This funding stream is not applicable for use in training initiatives or programs.
- **Security Threat and Risk Assessments (STRA) for Elected and Public Officials:** \$125,000 is being allocated to your agency to facilitate funds for elected and public official security threat and risk assessments (STRAs) within the Vancouver Island region in collaboration with the following municipal police agencies: Saanich Police Department, Central Saanich Police Service, and Oak Bay Police Department.

The Recipient is expected to leverage this funding stream and collaborate with the Sergeant-at-Arms Office when allocating funds for STRAs. The point of contact is as follows:

Ray Robitaille
Sergeant at Arms, Sergeant-at-Arms Office
Legislative Assembly Protective Services, British Columbia
Email: Ray.Robitaille@leg.bc.ca
Phone: (250) 387-5516

Funding related to STRA is to be expended in accordance with policies and processes developed by the STRA Steering Committee and Working Group led by the Policing and Security Branch in conjunction with the Sergeant-at-Arms Office.

- **Security Threat and Risk Assessments (STRA) Administration Expenditures:** \$15,000 is being allocated for administering STRAs and/or related funds within the Vancouver Island region in collaboration with the municipal police agencies listed above.
- **Sergeant-at-Arms (SAA) Extraordinary Policing Costs:** \$500,000 is being allocated to offset SAA extraordinary policing costs at the BC Legislature and related training activities. These funds are being provided to the Recipient on behalf of the SAA Office, Legislative Assembly Protective Services, British Columbia.

Conor King and Donna Philips
Page 3

Funding Summary – Victoria Police Department	
Funding Stream	Total
Capacity Building For Law Enforcement	\$300,000
Hate Crime Reporting (in collaboration with BC RCMP Hub)	\$30,000
CPTED and Mitigation Efforts to Protect Public Spaces, Institutions, and Places of Worship	\$100,000
STRA Funding for Elected and Public Officials	\$125,000
STRA Administration Expenditures	\$15,000
SAA Extraordinary Policing Costs	\$500,000
Total	\$1,070,000

Subject to the terms of this Agreement, the Province will provide a total contribution of **\$1,070,000** (the “Contribution”) to be applied toward the costs of implementing the above initiatives.

Please note that the Province’s total financial obligation under this Agreement will not exceed **\$1,070,000**.

Please be advised that these funds will be advanced to you in Fiscal Year 2024/25 but can be expended in Fiscal Year 2025/26 and beyond by your agency.

Any public communication must acknowledge that funding was provided by the Ministry of Public Safety and Solicitor General, and be done in coordination with the Government of BC.

If you are interested in making an announcement, please notify the Policing and Security Branch at SGPSPB@gov.bc.ca, which can also provide assistance if needed.

Please note that, in recognition and consideration of the Contribution, the Recipient agrees that all funds are to be solely committed to the initiatives outlined above, within the respective cost categories. While we appreciate the dynamic nature of the work you engage in, it is important that funding is not repurposed, and surpluses are not used without the written approval of the Policing and Security Branch. Please manage budgets accordingly and inform us of any circumstances that may impact the realization of your approved budget. These measures ensure that the Province remains accountable for all funding allocations, and that all funding is achieving anticipated impacts.

Conor King and Donna Philips
Page 4

Please be advised that completing regular reporting is a condition of the Contribution. The attached metrics identified in the Reporting Requirements (Appendix A) represent a unified effort to speak to the impacts of our investments in combatting hate crime and enhancing public order response, and must be submitted on a quarterly basis between Fiscal Year 2025/26 and up until the funds in each funding stream have been fully expended to Evelyn Kalman, Senior Program Manager, Policing and Security Branch via email at Evelyn.Kalman@gov.bc.ca.

Should you have any questions regarding the administration and transfer of funds to the Victoria Police Department, please contact:

Evelyn Kalman
Senior Program Manager
Policing and Security Branch
Telephone: (236) 478-1622
Email: Evelyn.Kalman@gov.bc.ca

By signing the below, the Recipient represents and warrants to the Province that all information provided in connection with this Agreement is accurate and complete, that it is fully authorized to enter into this Agreement, and that it is unaware of any material risks that could affect its ability to fulfill its obligations.

The Recipient also agrees to comply with all applicable laws and indemnify and save harmless the Province, its employees, and agents from any loss, claim (including any claim of infringement of third-party intellectual property rights), damage award, action, cause of action, cost or expense that the Province or any of the Province's employees or agents may sustain, incur, suffer or be put to at any time, either before or after this Agreement ends, (each a "Loss") to the extent the Loss is directly or indirectly caused or contributed by:

- (a) Any act or omission by the Recipient, or by any of the Recipient's agents, employees, officers, directors or Subcontractors, in connection with this Agreement; or
- (b) Any representation or warranty of the Recipient being or becoming untrue or incorrect.

I look forward to seeing the Victoria Police Department continue to enhance our response to public order challenges and effectively combat hate motivated violence in BC.

Conor King and Donna Philips
Page 5

Regards,



Brian Sims
Deputy Director
Serious and Organized Crime Division, Policing and Security Branch
Ministry of Public Safety and Solicitor General

Attachment: Appendix A – Reporting Requirements

Pc: Finance Division, Policing and Security Branch,
Jacqueline Davies, Executive Director, Policing and Security Branch
Ali Bajwa, Director, Policing and Security Branch
Evelyn Kalman, Senior Program Manager, Policing and Security Branch
Ana Staskevich, Policy Analyst, Policing and Security Branch
Ray Robitaille, Sergeant at Arms, Legislative Assembly Protective Service

Acceptance of the terms of the Contribution Agreement as specified in this letter:

Conor King

Conor King
Inspector, Investigative Services Division
Victoria Police Department

March 26, 2025

Date

DJ Phillips

Donna Philips
Director, Financial Services
Victoria Police Department

March 26, 2025

Date

APPENDIX A REPORTING REQUIREMENTS

CATEGORY	INFORMATION REQUIRED
Public Order Response	
Operations (General)	<ul style="list-style-type: none"> • Amount of funds spent on deployment operations • Total amount of funds spent on each protest file • Date and type of incident • Number of law enforcement personnel responding, including: <ul style="list-style-type: none"> • Integrated and Specialized Teams (e.g. ERT, QRT, TAC, DLT) • Types of specialized equipment used for response (e.g. Helicopters, Jaws of Life, Tow Trucks, etc.) • Costs of specialized equipment used • Costs of supporting a protest response in the period
Offences and Recommended Charges	<ul style="list-style-type: none"> • Number and type of charges recommended in the period broken down by protest file: <ul style="list-style-type: none"> ○ Type of Criminal Code offence ○ Number and type of charges recommended ○ Number and type of charges laid
Outcomes	<ul style="list-style-type: none"> • Enforcement Results • Peaceful Resolutions/Success Stories
Activity	<ul style="list-style-type: none"> • Total number of calls for service received for protest response • Narrative on current successes, outcomes, and challenges
Hate Crimes	
General	<ul style="list-style-type: none"> • Number of hate incidents reported to the RCMP Hub • Overview of hate incidents reported to the RCMP Hub
Crime Prevention through Environmental Design	

General	<ul style="list-style-type: none"> • Number of high-risk locations assessed for CPTED improvements • Types of security improvements implemented (e.g., enhanced lighting, barriers, security cameras, reinforced entry points, panic alarms) • Number of locations receiving funding for physical security upgrade • Percentage of funding allocated to different CPTED measures
Security Threat and Risk Assessments	
General	<ul style="list-style-type: none"> • Number of completed risk assessments (including by POJ) • Number of requests from eligible municipal police agencies • Number of joint threat assessments conducted across agencies • Number of threat/risk assessments conducted in collaboration with the Sergeant-at-Arms Office of the Legislative Assembly Protective Services of British Columbia • Average cost per threat/risk assessment • Percentage of mitigation measures implemented based on findings
Administrative Expenditures	<ul style="list-style-type: none"> • Average administrative cost per threat/risk assessment • Administrative hours spent per assessment completed • Average processing time for funding requests from municipal police agencies
Sergeant-at-Arms Extraordinary Policing Costs	
General	<ul style="list-style-type: none"> • Total number of protests requiring resource allocation on BC Legislature grounds • Total associated extraordinary costs, including training activities held by the SAA



VICTORIA & ESQUIMALT POLICE BOARD

DATE:	April 15, 2025
TO:	Victoria & Esquimalt Police Board
FROM:	Chief Cst. Manak
SUBJECT:	Chief Constable Monthly Engagement Highlights
ACTION:	For Information

Internal & External Engagements

March 12: Met with St. Patrick's School Kindergarten Class visiting VicPD on a field trip

March 13: Provided a Chief's update to Patrol B Watch

March 13: Provided a Chief's update to the Investigative Services Division

March 13: Attended the Biannual Chief and S/Sgt. meeting

March 13: Met with all Staff Sergeants re: Chief's update and general discussion

March 14: Attended the JIBC Police Academy Graduation Ceremony

March 15: Provided welcome remarks for the opening of Police Camp

March 18: Provided a Chief's update to Patrol D Watch

March 18: Provided a Chief's update to all VicPD civilian staff

March 18: Attended Police Camp and interacted with Camp participants

March 19: Attended Police Camp and interacted with Camp participants

March 20: Attended Police Camp and interacted with Camp participants

March 20: Provided a Chief's update to Patrol A Watch

March 20: Provided a Chief's update to the Greater Victoria Emergency Response Team

March 22: Attended the Police Camp Graduation Ceremony

March 23: Participated in the Michael Dunahee Keep the Hope Alive 5K run/walk

March 26: Received the King Charles III Coronation Medal at a Special Awards Ceremony in Ottawa

April 7: Met with Mr. Jeff Bray, CEO, Downtown Victoria Business Association

April 8: Attended the BC Association of Chiefs of Police meeting

April 8: Hosted a special presentation ceremony for the Co-Response Team

April 9: Provided a Chief's update to Patrol C Watch

April 9: Provided a Chief's update to Esquimalt Division staff

April 10: Presented a promotional plaque to newly promoted Sergeant Pollock

Equity, Diversity, and Inclusion Engagement

March 12: Attended Ramadan Iftar at the BC Legislature
April 13: Attended Vaisakhi Celebrations at the Gurdwara



ROADMAP FOR A HEALTHY & INCLUSIVE WORKPLACE

January 2025

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, inclusion and accessibility (EDIA) within VicPD.

To make organizational improvements, the senior leadership team, with guidance from the VEPB, has created a *Roadmap for a Healthy & Inclusive 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 EDIA practices and improve overall morale and job satisfaction.

This Roadmap has three major areas of focus: mental health and wellness; equity, diversity, inclusion and accessibility; and leadership.

The attached Action Plan is a living document that may be amended to include new initiatives to support the overall goal of improving the VicPD workplace. It will be presented to the Board triannually.

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: June 2022

June 2022: Concluded

#2

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

Lead: K. Kosich

Timeline: On-going

January 2025

- The Haleo Sleep Clinic pilot was approved and will proceed.

October 2024

- A pilot project focusing on sleep optimization was discussed. The virtual program run by the Haleo Clinic consists of weekly online meetings for six weeks.

September 2024

- A satellite office of the medical clinic specializing in veterans and first responder care will be opening in Victoria in the next 3-6 months due to the influx of members that went to the Vancouver Office VRFH
- Annual wellness assessments have now been introduced for all VicPD staff throughout the organization

June 2024

- A new Medical Clinic specializing in providing care to veterans and first responders (sworn and civilian) and their spouses opened in Vancouver. The clinic is accepting VicPD employees for in-person and online appointments.

May 2024

- ISD civilian and sworn staff have completed a group critical incident debriefing survey. Results will be reviewed and areas for improvement or changes will be identified.

#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: K. Kosich

Timeline: Ongoing

October 2024

- Dr. Holloway recommended increasing the frequency of CISM debriefings.

September 2024

- The Peer Connect app has been implemented organization wide. This Peer Connect App allows for robust data analytics that will support staff wellness

May 2024

- The Peer Connect app is ready to go live. Rollout to sections will begin May 24, 2024 beginning with C Watch with the entire department live by June 2024.

#4

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

Lead: K. Kosich**Timeline:** June 2025**January 2025**

- The *Our Minds Matter* survey is being rolled out. The survey will better inform Drs. Holloway and Coupland on areas for prioritization.

October 2024

- Dr. Holloway and Dr. Coupland are working on creating a mental health specific survey that will better inform them on areas for prioritization

September 2024

- A list of ideas and observations are currently being developed, and a senior working group has been established to compile a strategy

March 2024:

- The two in-house psychologists (IHPs) have been briefed about the intention of this program, but it has not been actioned yet. Once the IHPs have transitioned into their new roles, they will collaborate with HR on the creation of a 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: K. Kosich**Timeline:** January 2024**October 2024**

- Dr. Holloway recently gave an overview of the mental health primer to VicPD sworn staff. Six additional 1 – 1½ hour sessions are being developed that will focus on a variety of mental health issues.
- Dr. Holloway has been attending parade briefings to discuss increasing cohesion and engagement within patrol. He is currently working on improving morale within the group and incorporating a shared purpose and shared goals.

September 2024

- The IH Psychologists have presented seminars on secondary traumatic stress and seminars on mindfulness. Upcoming session topics will examine burnout and a behaviour health primer.
- IH Psychologists are training peer support members to help develop support team with communications

May 2024

- The transition in IH Psychologists has occurred. Dr. Rob Holloway and Dr. Riva Coupland are determining how best to meets the needs of VicPD. Seminars on a variety of topics are being developed.

#6

Hire an Occupational Health Nurse (OHN) 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: K. Kosich**Timeline:** Monitoring**September 2024**

- This position is still under review

March 2024:

- The efficacy of this position requires further review based on a number of other mental health and wellness services and supports that have already been implemented.

#7

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

Lead: K. Kosich**Timeline:** On-going**September 2024**

- Funding for Beyond the Blue was approved, and Beyond the Blue has been actively providing programming and events:
 - Hosted a family gathering at Beckwith Park in Spring 2024
 - Support table at BCLEM
 - Amalgamated with Canada BTB and received charitable status
 - Implemented a social media awareness campaign
 - Support table at Western Wage conference in October

March 2024:

- Beyond the Blue presented to Area Chiefs on April 4 and provided an update on their initiatives and accomplishments to date, as well as a 2024 work plan. The Area Chiefs approved their 2024 funding request.

#8

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

Lead: DC Laidman**Timeline:** June 2025**September 2024**

- A Training Constable position was approved in the 2024 budget to bolster HR training capacity. The HR Director continues to assess the adequacy of HR resources.

March 2024:

- With the transition to a civilian HR Director, an assessment will be undertaken regarding the adequacy of HR staffing to ensure that HR is able to meet the ongoing and future needs of the department.

#2. EQUITY, DIVERSITY, INCLUSION & ACCESSIBILITY (EDIA)**Expected Outcomes**

- We have developed a shared understanding of what it means to be an equitable, diverse, inclusive and accessible organization.
- With assistance of an EDIA facilitator, our EDIA 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, Inclusion & Accessibility 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:** April 2025**January 2025**

- The EDIA committee has received a quote from a contractor for three training services: foundational committee training, EDIA policy review training, and EDIA process review training. Each training course will be facilitated by the contractors, with flexible durations. The aim is to provide members

and in-house trainers with the skills and knowledge needed to integrate EDIA principles, analyze and review policies, and address systemic barriers in organizational processes.

- The City of Victoria EDI Coordinator will be presenting a two-hour in-person EDIA Fundamentals workshop to the VicPD EDIA Committee in January 2025. The workshop aims to build understanding on topics like intersectionality, gender diversity, and inter-cultural competency.

October 2024

- The EDIA committee met with the City of Victoria (COV) EDI and Accessibility (EDIA) office. The COV EDIA office is developing an EDIA Fundamentals Workshop for the VicPD committee.

September 2024

- The following committees have been established: Training Committee, Communications Committee, Policy, Promotion and Recruitment Review Committee, External Partnerships Committee

May 2024

- The EDIA Committee Vision, Mission, Terms of Reference, Team Charter, and Strategic Direction have been finalized and presented to SLT.

#2	Create a VicPD Equity, Diversity, Inclusion & Accessibility Committee.	Lead: DC Laidman Timeline: December 2022
January 2024: Concluded		
#3	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.	Lead: DC Laidman Timeline: June 2024
September 2024: Concluded		
#4	Examine the internal state of EDIA, inclusive of diversity in hiring and promotion for all VicPD positions and organizational policy impact on EDIA.	Lead: DC Laidman Timeline: April 2025
January 2025		
<ul style="list-style-type: none"> • AMA “Ask Me Anything” Initiative: the EDIA Committee is getting to know the diversity of VicPD from within. VicPD employees who have a diverse background are attending committee meetings and committee members learn about their ethnicity, heritage, religion, holidays celebrated, etc. • Gender-Based Analysis+ Course: the EDIA Committee held a group training day on duty to complete this course as part of a training initiative which is being offered through the Government of Canada. • Out on Patrol: the EDIA Committee asked for Out on Patrol from Vancouver Police to present to VicPD Senior Leadership Team as well as the Greater Victoria Area Chiefs. Members also attended the Out on Patrol social. 		
October 2024		
<ul style="list-style-type: none"> • The external consultant has begun defining the scope of a policy review and establishing a review team consisting of EDIA committee members. They will provide guidance and mentoring to the committee during the review. The promotion policy will be reviewed first. 		

- Relevant EDIA training courses are being identified.
- A strategy for supporting the retention of female officers is being developed.

September 2024:

- Meeting with external contractor in October 2024
- An external consultant has been retained to assist with a comprehensive EDIA review of internal policies, procedures and processes
- The following committees have been established: Training Committee, Communications Committee, Policy, Promotion and Recruitment Review Committee, External Partnership Committee

#3. LEADERSHIP

Expected Outcomes

- Our leadership team is better connected with all staff.
- Improved mechanisms for better two-way communication are in place.

#1

The Chief to meet with the senior leadership team to discuss strategies to improve two-way communication between the Senior Leadership Team (SLT) and VicPD staff.

Lead: Chief Manak
Timeline: Ongoing

March 2025

- During the most recent round of Chief's updates and meetings with VicPD staff, the benefit of the Patrol Constable's Committees was highlighted by officers. The officers feel they have a direct line of communication with their officer-in-charge which allows concerns to be discussed and addressed in a timely manner.

September 2024

- Based on feedback from frontline Patrol officers, four Constable's Committees (one for each Patrol Watch) were created to meet regularly with Patrol Division leadership. These discussions have improved communication between the Patrol OIC/Staff Sergeant and frontline Constables.

March 2024

- The SLT was reminded to share SLT updates with their staff at divisional meetings, and to bring any questions, comments or concerns back to SLT. Both Deputy Chiefs regularly meet with their teams to ensure open communication.

#2

The Chief to prioritize internal staff communication and engagement.

Lead: Chief Manak
Timeline: Ongoing

March 2025

- The Chief has been meeting with all divisions, sections and units to provide a Chief's update and engage staff in discussions important to them. The meetings have included a civilian staff briefing and a specific meeting with all Staff Sergeants, who play an instrumental role as middle-managers in the organization. The Chief has also attended Patrol Watch briefings to present promotional plaques to the most recent round of Sergeant rank promotions.

September 2024

- With the most recent round of promotions, the Chief has attended Patrol Watch briefings to present a promotional plaque to all officers being promoted. In addition, the Chief is meeting one-on-one with all newly promoted Sergeants to discuss personal and organizational leadership.

May 2024

- The Chief's Briefings have been well received, and staff have been engaged in discussions with the Chief on various topics.

E-COMM MARCH UPDATE FOR POLICE, FIRE AND LOCAL GOVERNMENT PARTNERS

We are writing to share our monthly update on key activities at E-Comm to strengthen and improve our services on behalf of our first responder partners and the public we serve.

Service levels to February 28

- ***High service performance for emergency call-taking, 9-1-1*** – Year-to-date (YTD) service levels for emergency police call-taking reached 93% in the Lower Mainland, and 92% on Vancouver Island (target: 88% of calls answered in 10 seconds). 9-1-1 service saw 98% of calls answered in 5 seconds or less (target: 95%).
- ***Strong results for non-emergency service performance*** – Our non-emergency service surpassed performance targets YTD, reaching 90% in the Lower Mainland and 86% on Vancouver Island (target: 80% of calls answered within three minutes). Call volumes for non-emergency in the Lower Mainland increased 3.4% for this period as compared to 2024 (54,278 calls in 2025). Our YTD abandoned call rate for non-emergency has continued to drop over the past four years, decreasing from a high of 39% for this period in 2022, to just 8% in 2025.
- ***A cautionary note on service levels*** – As our March update only includes two months of data, it's important to remember that service levels fluctuate through the year, based on call volumes and staffing levels. Traditionally, we see increased pressures on these key variables as we get closer to the busy summer period, whereas the winter months tend to be more stable.

Transformation Updates

- ***Developing our dispatch workforce*** – In February, four of our E-Comm call takers completed dispatch classroom training and proceeded to on-the job learning with peer coaches. We have seen attrition decrease for this position over 2024 and are focussing on growth and retention.
- ***Digital dashboards for fire agencies in development*** – Our Data & Analytics team is making progress on the development of self-serve digital information dashboards for our fire agencies. Similar dashboards were launched for 13 of our police agencies last fall.
- ***Strengthening our cyber defenses*** – As part of ongoing work to boost organizational resiliency and protect our core services, our Technology team completed an incident response tabletop exercise, as well as an overall security program audit.
- ***NG9-1-1 site transitions to begin this fall*** – Site transitions for Next Generation 9-1-1 (NG9-1-1) implementation will begin this fall, following necessary technical work and testing. Our project completion is still targeted for the end of 2025.

Public Education & Outreach

- ***Empowering businesses with non-emergency improvements*** – We are reinforcing information about key non-emergency service improvements with Lower Mainland businesses, sharing public education materials and participating in a Vancouver Police Retail Crime Forum in March.



MARCH 2025 UPDATE



Growing our dispatch workforce through development of internal talent, new training



Work progressing on new self-serve data dashboards for fire agencies



Technology team completes security program audit, tabletop exercise



NG9-1-1 site transitions shift to fall to allow for necessary technical work



RETAIL CRIME REPORTING

Targeted information for businesses on reporting crime, including participation in VPD retail crime forum

LOWER MAINLAND YEAR-TO-FEB 28

	Target	2021	2022	2023	2024	2025
9-1-1	95%/5s	99%	95%	99%	99%	98%
Police Emergency	88%/10s	91%	81%	92%	96%	93%
Police Non-Emergency	80%/180s	69%	51%	70%	85%	90%
Fire Emergency	90%/15s	94%	89%	95%	93%	97%

VANCOUVER ISLAND YEAR-TO-FEB 28

	Target	2021	2022	2023	2024	2025
9-1-1	95%/5s	99%	95%	99%	99%	98%
Police Emergency	88%/10s	92%	92%	90%	93%	92%
Police Non-Emergency	80%/180s	87%	91%	80%	79%	86%

E-COMM APRIL UPDATE FOR POLICE AND LOCAL GOVERNMENT PARTNERS

We are writing to share our monthly update on key activities at E-Comm to strengthen and improve our services on behalf of our police partners and the public we serve.

Q1 2025 Service levels (January 1 – March 31)

- ***Strong performance results for emergency call taking, 9-1-1*** – Our service results for the first quarter of 2025 (Q1) were among the strongest for this period in five years. Police emergency call taking saw 93% of calls answered in 10 seconds in the Lower Mainland (target: 88%), and 92% on Vancouver Island. For 9-1-1, 98% of calls were answered in 5 seconds or less (target: 95%).
- ***Five-year high for non-emergency service level in Lower Mainland*** – Police non-emergency (NER) service performance in the Lower Mainland achieved a five-year high for Q1 at 89% (target: 80% of calls answered in three minutes or less). Vancouver Island also exceeded the performance target at 87%. Call volumes for police non-emergency in the Lower Mainland increased slightly over Q1 2024 (up 5% to 83,692 calls).
- ***A cautionary note on service levels*** – Service levels fluctuate through the year, based on call volumes and staffing levels. Traditionally, we see increased pressures on these key variables as we get closer to the busy summer period, whereas the winter months tend to be more stable.

Transformation Updates

- ***New Westminster Police non-emergency service*** – On April 15th, E-Comm will reassume full non-emergency call taking service for the New Westminster Police. E-Comm already provides dispatch and emergency call taking service for New Westminster, as well as after-hours non-emergency call taking. We expect a smooth transition with no service impacts.
- ***Developing New Call Taker Training*** – E-Comm is continuing to develop police agency-specific training to help streamline learning for in-demand dispatch roles. We also completed a training pilot project for 9-1-1 operators and are planning courses for Vancouver Island call taking.

Provincial Review

- ***Update on independent provincial review*** – The Province has selected professional services and accounting firm EY (Ernst & Young) to oversee their [independent review](#) of E-Comm. Representatives from EY have met with our Leadership team to discuss the timeline, approach, and how they will be connecting with stakeholders as part of the process.

Public Education & Outreach

- ***Honouring our First, First Responders*** – On Emergency Service Dispatchers and 9-1-1 Awareness Week (April 13 to 19) we'll be recognizing the work of our staff through internal activities, social media content, and a new public education video with Richmond RCMP.
- ***Connecting with Lower Mainland Media Relations Officers*** – On March 13, we hosted a meeting of Lower Mainland Media Relations officers attended by more than 20 agencies, and discussed multiple topics of shared interest, including Next Generation 9-1-1.



APRIL 2025 UPDATE

QUARTERLY SERVICE PERFORMANCE UPDATE, Q1 2025



448,007
9-1-1 calls in Q1



98%
of 9-1-1 calls answered
in 5 seconds or less

LOWER MAINLAND YEAR-TO-MAR 31

	Target	2021	2022	2023	2024	2025
9-1-1	95%/5s	99%	96%	99%	98%	98%
Police Emergency	88%/10s	90%	82%	92%	95%	93%
Police Non-Emergency	80%/180s	67%	50%	69%	86%	89%
Fire Emergency	90%/15s	92%	89%	95%	93%	97%

VANCOUVER ISLAND YEAR-TO-MAR 31

	Target	2021	2022	2023	2024	2025
9-1-1	95%/5s	99%	96%	99%	98%	98%
Police Emergency	88%/10s	92%	91%	89%	92%	92%
Police Non-Emergency	80%/180s	88%	88%	81%	81%	87%

TRANSFORMATION AND OPERATIONS UPDATES



All service level targets achieved for Q1 – among the highest results for this period in 5 years



E-Comm to reassume full non-emergency service provision for New Westminster Police



More police agency specific training for dispatch in development to streamline learning



HONOURING OUR TEAM ON 9-1-1 WEEK

On Emergency Service Dispatchers and 9-1-1 Awareness Week (April 13 to 19) we'll be recognizing the work of our staff through internal activities, social media content, and a new public education video with Richmond RCMP showcasing how our call takers support officers and the public.