



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Agenda

Tuesday, September 17, 2019 at 5:00pm

City Hall – Council Chambers

Verbal ● Attachment ●

1. ADOPTION OF THE AGENDA

- a. Adoption of the Public Agenda of September 17, 2019

2. PRESENTATION

- Pg. 1 ● a. Pulling Together Canoe Journey (CC Manak)

3. STANDING ITEMS

- Pg. 8 ● a. Adoption of the Minutes of the Public meeting of July 16, 2019
- Pg. 11 ● b. Chief Constable Monthly Activity Report (CC Manak)
- Pg. 13 ● c. Chief Constable General Update (CC Manak)
- d. BC Association of Police Boards Director's Update (E. Southern)
 - e. Board Member Engagement Update
 - f. Board Co-Chairs Update
 - g. 2020-2024 VicPD Strategic Plan
- Pg. 16 ● h. 2019 Board Strategic Priorities

4. GENERAL

- Pg. 17 ● a. Approval: 2020 Board Meeting Schedule (C. Thomson)
- Pg. 18 ● b. 2015-2019 Strategic Plan Matrix Update (CC Manak)
- Pg. 32 ● c. UVic IMPACT Study Summary (CC Manak)
- Pg. 34 ● d. ICD Course Attendance: Board Oversight of Culture (B. Desjardins)

5. CORRESPONDENCE

- Pg. 35 ● a. 190708 Order in Council re: Provincial Board Member Appointments
- Pg. 36 ● b. 190728 Email from Citizen re: K9 Demonstrations & 190814 Email Board Response
- Pg. 38 ● c. 190731 Email from Citizen re: Use of Auxiliary Officers
- Pg. 39 ● d. 190823 Letter from Esquimalt Council re: Crime Severity Index Statistics
- Pg. 40 ● e. 190912 Letter from Police Services re: Framework Agreement Data Study

More than 300 paddlers take B.C. journey of healing and reconciliation

Twenty canoes carried Indigenous families, police officers, and government workers along the Sunshine Coast for an eight-day trek that explored culture, healing and reconciliation.

Lori Culbert Updated: July 19, 2019

Seven members of an Indigenous family, representing three generations, pushed off from Saltery Bay earlier this month in their canoe, the 'Soaring Eagle,' for a six-day pilgrimage of healing, hope and harmony along the Sunshine Coast.

The annual voyage in search of reconciliation includes several First Nations as well as public agencies that have, in the past, oppressed Indigenous rights over language, culture and freedom: police officers, child welfare officials, federal government employees.

From July 5 to 13, more than 300 people battled high waves and erratic weather in 16 canoes as they paddled along 60 km of the Sunshine Coast, forming friendships and learning from each other with a goal to reduce prejudice and stereotypes.

"There's always that stigma out there about public services not always being aligned with Indigenous communities, and that is where this journey breaks it. Because they are all coming, wanting to learn more and more about what goes on in the Indigenous culture and how our ancestors would travel along the waters, going from community to community," said Verna Kate Smith, who paddled with her fiancé, her mother Judy, her 12-year-old son George and three other relatives.



Sitting front row, (left to right) Reg Smith, Verna Kate Smith, Judy Smith. Back row: Nathaniel Frank-Piché, Daniel Frank-Piché, Tara Piché and George Smith-Lafleur. Three generations of this family participated in the canoe trip.

“I had that stigma in my head that I didn’t want to be around any public services, any cops in general. And having to be with them for days kind of freaked me out a bit. But nowadays, it is completely different. I’m friends with a lot of Vancouver police officers.”

West Vancouver police Const. Jeff Wood was asked by his chief about five years ago to reach out to the Squamish Nation and create a “canoe family” to fill a vessel to participate in the annual event. The goal, Wood said, was to show Indigenous elders and youth that police could represent more than uniforms and 911 — that they were supposed to be working with the community.

“We can better serve the Squamish Nation community if we engage them in some of their traditions, some of their protocols, some of their ceremonies.”

Wood’s canoe family paddles in the Ch’ich’iyuy — named after the tale of two sisters who brought harmony to the North Shore communities and continue to oversee them from two rock peaks — and consists mainly of police officers, Indigenous youth and young people from other ethnic backgrounds.

Barriers have been broken down and relationships mended through the canoe odyssey, said Wood, a member of the Integrated First Nations Unit that serves the Squamish and Tsleil Waututh First Nations on the North Shore.

“It’s not me coming to a call where I’m in a uniform and we’re addressing something and I’m dealing with it. It’s that we’re in a canoe together and we’re learning how, if we don’t work together, the canoe is not going to move forward,” he explained.

“As we work together, the canoe moves forward faster and smoothly and we can get through rough waters and we can get through that chop, no matter what.”



Since 2001, the Pulling Together Canoe Society has organized this annual trek to different destinations along B.C.'s coastal waters, involving at least 300 paddlers each year. The non-profit society describes itself as recognizing the past by improving the understanding Indigenous people and public service workers have of each other today, and therefore strengthening future relations. The organizers receive sponsorship from several large companies, including Seaspan, Stantec and the Canadian National Railway.

This year, several First Nations, including the Tla'amin, Sechelt, Squamish, Katzie and Splatnin, participated in the voyage, along with the RCMP, West Vancouver, Abbotsford and Vancouver police forces, the Ministry of Children and Families, the Department of Fisheries and Oceans, and the Royal Canadian Navy.

The navy entered a canoe in the trek for the first time this year. "Participants are exposed to a wide swath of First Nations language and culture by participating in cultural events, traditional teachings and visiting culturally significant locations," Lt. Cameron Park wrote on the agency's website this week.



Paddlers leave Lund on their way to the Copeland Islands. *PULLING TOGETHER CANOE SOCIETY*

This year's expedition set off from Saltery Bay, about 30 km southeast of Powell River, and visited various locations along the coast all the way to Lund and the Copeland Islands. The paddlers returned daily to the base camp at the Tla'amin First Nation, near Powell River, where they slept in tents, ate breakfast and dinner, and prepared the canoes for each day's outing.

Jodi Harry, 24, who returned for the third time this year, said the trips have prompted positive changes in her life, including helping her to quit drinking two years ago.

“When I started I was really nervous just because there are so many people and it is overwhelming,” said the Burnaby woman, who is an Indigenous youth worker at Collingwood Neighbourhood House. “But it kind of grounds you in a way and it connects you with culture.”

When she was growing up in Kitimat, Harry had a strong connection to her culture. But she lost touch with her Indigenous roots during her troubled teenage years, when her parents battled with alcoholism and she lost a close friend to suicide.



“I damaged my spirit quite a bit and I feel the canoe journey has healed it,” she said. “I decided to quit drinking and the canoe journey has really helped me. ... It lifts your spirit.”

It has also allowed her to view authority figures in a different light.

“A lot of people in my community don’t have very good relationships with police officers. But when you are on the canoe journey you are on a first-name basis with these police officers and you spend a lot of time with them,” she said.

Wood, who is on the board of the Paddling Together society, has created a second canoe family that includes provincial child welfare workers, Victoria police officers, North Vancouver RCMP, and Squamish Nation elders and youth who all paddle the Semá7maka, or Snowbird.



When asked about the take-away lesson from the expeditions, Wood said it is about learning from each other to make life better.

“Our role has been for so long — when our (non-Indigenous) brothers and sisters had taken children from their homes and brought them to residential schools — I felt like we were always saying, ‘We are going to do this’... Now I’m more like, ‘How do I sit in the background and learn from you?’” said Wood.

“When you speak to a lot of these elders, with a lot of their protocols, there is a lot of really good cultural learning going on that is applicable to whatever walk of life you are from. So that’s it for me: How do we build capacity for future leaders?”

Nathaniel Frank-Piché, 16, is perhaps one of those future leaders. The Grade 11 Burnaby student participated in the canoe trip for the second year in a row, along with his mother Tara and younger brother Daniel, and said paddling with people of different ages and backgrounds was a valuable experience.



“Before I used to keep all my thoughts inside and be quiet, but I believe this has helped me be more out there, talk to people and speak my thoughts,” he said.

“I talked with a bunch of different people, other youth, younger people, older people. I got to learn all their experiences and stories, and learn from their wisdom and their advice. ... And I learned to be myself and be more open.”

Frank-Piché and his 12-year-old brother also had fun.

“We paddled, we danced, hung out, laughed, joked around, had water warfare with the other canoes,” he grinned.

Frank-Piché is part of the same extended family as Verna Kate Smith, the Indigenous program manager with Collingwood’s Youth CREW (Culture Recreation Education and Work) program, who just completed her ninth canoe sojourn.

Two years ago, on her seventh trek, the canoe’s final destination was Ambleside in West Vancouver. Her then-boyfriend Reg Smith had not gone on the trip that year, but was waiting for her on the beach with a ring.

He thought the end of this annual soul-searching adventure was the perfect place to propose — in front of 300 of their closest friends.

“I knew I had to do it there,” Reg Smith said. “This trip is such a big part of her life. It’s changed not just hers, but her mom’s and her son’s lives as well.”





VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Minutes

Tuesday, July 16, 2019 at 5:00pm
VicPD HQ – 1st Floor Briefing Room

PRESENT

Mayor Desjardins
Mayor Helps
S. Dhillon
S. Powell
E. Southern
B. Smith

P. Stockton
Chief Cst. Manak
DC Laidman
Insp. C. Brown
Insp. M. Brown
Insp. Lindner

Insp. Parks
S/Sgt. Jones
S/Sgt. King
S. Hurcombe
M. MacIntyre
D. Perry

Recording Secretary: Collette Thomson

1. ADOPTION OF AGENDA

a. Adoption of the Public Agenda of July 16, 2019

19-97 **MOTION:** *To adopt the Public Agenda of the July 16, 2019 meeting as presented.*
MOVED/SECONDED/CARRIED

2. ADOPTION OF THE MINUTES

a. Adoption of the Minutes of the Public meeting of May 21, 2019

19-98 **MOTION:** *To approve the Minutes of the Public meeting of June 11, 2019 as presented.*
MOVED/SECONDED/CARRIED

3. PRESENTATION

a. Restorative Justice (G. Lindquist)

Refer to the document provided. Ms. Gillian Lindquist, Executive Director, provided an update regarding their work with VicPD in 2018 and highlighted the members of the department who have been especially instrumental in the partnership and success.

4. DEPARTMENT REPORTS

FOR INFORMATION

a. Chief Constable Monthly Activities Report

Refer to the document provided – for information.

b. Chief Constable Update

- Operational updates were provided on significant files and calls for service including numerous protests which are police resource intensive
- The final report for the national inquiry into Missing and Murdered Indigenous Women has been released publicly (<https://www.mmiwg-ffada.ca/final-report/>)

c. Crime Statistics

Refer to the document provided – for information.

d. VicPD Commendations

Refer to the document provided – for information.

5. COMMITTEE REPORTS

a. BC Association of Police Boards Director's Update

- Police Services is conducting a high level environmental scan on police board governance and oversight in BC in order to better understand the gaps, challenges and opportunities to strengthen board effectiveness, governance, and accountability
- Recent meeting took place with Minister Farnworth regarding the resolutions which came out of the recent BCAPB annual general meeting
- An interim Police Services Director of Governance will be identified to fill Mr. Pilling's position during his leave of absence

b. Update re: CACOLE Conference

Board member Smith recently attended the Canadian Association of Civilian Oversight of Law Enforcement conference. He provided highlights on the following agenda items discussed:

- Post-Traumatic Stress Disorder
- Excited Delirium, Conducted Energy Weapons and Positional Asphyxiation
- Missing & Murdered Indigenous Women & Girls – an indigenous perspective
- Cannabis
- Police use of video technology
- De-escalation techniques
- Oversight and the media

6. GENERAL

a. 190628 Email from Councillor Loveday re: Communication with Council

Refer to the email provided. Chief Manak advised that in circumstances where it is expected that a VicPD action/decision will generate media interest, VicPD will endeavour to email an embargoed copy of the relevant information and/or media release to both Councils at least 1-2 hours in advance of providing it to the media or earlier if practicable. The Police Board and VicPD staff will be notified in advance of both Councils as soon as practicable. Mayor Desjardins will respond directly to Councillor Loveday regarding his concerns.

b. 190702 Email from Citizen re: Facial Recognition Technology

Refer to the email provided – for information.

c. 190711 Letter from Police Services re: ICD Police Board Training

Refer to the email provided – for information.

7. STANDING ITEMS

a. 2020-2024 Strategic Plan Update

Refer to the PowerPoint presentation provided. DC Laidman advised that both large and small community engagement sessions have been completed and he provided a timeline of events for the rollout of the new strategic plan. Next steps include analysis of the feedback, extrapolation of themes, and the drafting of the objectives/activities for approval. Divisional action plans for 2020 transition will also be developed.

b. Co-Chairs Update

The CRD Mayors continue to discuss options for governance models of integrated units; the Chiefs will be informed as to the considerations they must take into account.

c. Board Member Engagement Update

No update available.

d. 2019 Board Strategic Priorities

Refer to the document provided – for information.

Meeting adjourned at 6:02pm

Barbara Desjardins
Lead Co-Chair

Date

Collette Thomson
Recording Secretary

Date



VICTORIA & ESQUIMALT POLICE BOARD REPORT

Public

DATE	September 17, 2019
ACTION	For information
SUBJECT	Chief Constable Monthly Activities Report

Community Events and Presentations

July 20	Attended Our Place Therapeutic Recovery Community Reveal event
July 28	Attended Our Place 50 th Anniversary Block Party event
July 30	Attended the Military Police Commanding Officer Change of Command ceremony
July 31	Attended the Saanich Police Promotion ceremony
August 4	Participated in the Guru Nanak Walk for World Peace
August 17	Provided opening remarks at the annual India Mela Festival
August 24	Attended the unveiling ceremony of the Sarah Beckett Memorial Playground
August 25	Attended the Maritime Forces Pacific Community Garden Party
August 25	Attended the Esquimalt Arts Festival in Memorial Park
August 26	Attended the Invictus Games Foundation Reception
August 27	Attended the St. John Ambulance Life Saving Awards ceremony honoring VicPD members
August 29	Attended the Back to School launch with Minister Fleming at George Jay Elementary
August 31	Participated in the Junior Superheroes Help Fill a Dream project
September 3	Attended Back to School assemblies for George Jay Elementary and Central Middle schools
September 3	Attended Rockheights Middle School to meet students and teachers
September 4	Attended Rockheights Middle School to continue meeting students and teachers
September 5	Participated in the VicPD swearing-in ceremony of seven new officers
September 5	Presented the VicPD Quarter 2 Report to City Council
September 6	Attended the Tour de Rock jersey presentation ceremony
September 6	Attended the retirement reception for Saanich Police Chief Downie
September 10	Attended the Our Place annual general meeting
September 13	Participated in the Jail and Bail Tour de Rock fundraiser
September 13	Attended the Tour de Rock CTV personalities and pasta fundraiser

- September 15 Attended the Defense on the Docks event
- September 16 Attended the Indigenous Women's Wellness Day event
- September 17 Attended the Greater Victoria Coalition to End Homelessness annual general meeting

Upcoming Events

Board members welcome to attend

****PLEASE CHECK PUBLIC EVENT WEBSITES TO CONFIRM TIME AND LOCATIONS****

Date	Time	Event	Location
September 24	2:00pm	VicPD Civic Service Awards Ceremony	VicPD Hall of Honour
September 29	1:00pm	BC Law Enforcement Memorial Ceremony	BC Legislature
October 7	7:00pm	VicPD Q2 Report presentation to Esquimalt Council	Esquimalt Council Chambers
November 4	8:00am	2020 Budget Deliberations	City Council Chambers
November 22	6:00pm	VicPD Volunteer & Reserve Appreciation Dinner	Chief & Petty Officers Mess
November 21	6:30pm	City Budget Town Hall Meeting	City Hall
November 30	5:00pm	Island Farms Santa Parade	Refer to website for route
December 1	5:00pm	Esquimalt Celebration of Lights Parade	Refer to website for route
December 9	7:00pm	VicPD Q3 report presentation to Esquimalt Council	Esquimalt Council Chambers



FRAMEWORK AGREEMENT MEETING

September 11, 2019

This meeting is a follow-up to the July 8, 2019 meeting between the Victoria and Esquimalt Police Board, Victoria Police Department Senior Executive, Esquimalt Chief Administrative Officer, Esquimalt Director of Financial Services, City Manager and Deputy City Manager.

FRAMEWORK AGREEMENT SECTION 3.3

Establishment of Priorities and Department Strength and Composition

In preparation for VicPD's 2015-2019 Strategic Plan, the department held three community engagement sessions to seek public input to set its priorities, goals and objectives for the next five years. The invitation list included Township of Esquimalt Councillors, City of Victoria Councillors and residents from both communities. The sessions were facilitated by the Victoria and Esquimalt Police Board and the Victoria Police Department.

June 12, 2014	Esquimalt Council Chambers
June 24, 2014	Fairfield Community Place
June 25, 2014	Burnside Gorge Community Centre

In 2017, the VicPD held community engagement sessions regarding the 2017 Community and Business survey project to report back on the community and business survey results as well as seek input into public safety priorities and perceptions of safety. The invitation list included Township of Esquimalt Councillors, City of Victoria Councillors and residents and business owners from both communities. The sessions were facilitated by the Victoria and Esquimalt Police Board and the Victoria Police Department.

May 18, 2017	Esquimalt Council Chambers
May 24, 2017	Burnside Gorge Community Centre
May 31, 2017	James Bay New Horizons Centre
June 6, 2017	Union Club of British Columbia (dedicated to business owners)

In preparation for VicPD's 2020-2024 Strategic Plan, the department held two community engagement sessions to seek public input to set its priorities, goals and objectives for the next five years. The invitation list included Township of Esquimalt Councillors, City of Victoria Councillors and residents from both communities. The sessions were facilitated by the Victoria and Esquimalt Police Board and the Victoria Police Department.

April 24, 2019	Esquimalt Council Chambers
April 30, 2019	Victoria Council Chambers

In addition, specific Council engagement sessions were set on the following dates to seek further input into setting the priorities, goals and objectives for VicPD's 2020 Strategic Plan.

May 9, 2019	Victoria Council - Victoria Council Chambers
June 10, 2019	Esquimalt Council – Esquimalt Council Chambers

FRAMEWORK AGREEMENT SECTION 3.4

Alternative Approaches to Law Enforcement

In May 2016, the Reserve Constable program was re-aligned and six Reserve Constables were assigned to the Esquimalt Division.

On July 31, 2019, the Victoria Police Department released its Transformation Report which identified fourteen areas for analysis that included re-deployment of officers, the creation of an Investigation and Support Unit (ISU), call re-prioritization, call management analysis, creation of a Special Municipal Constable program, creation of a Cybercrime Unit, adjusting Patrol Division schedules and the creation of a Community Wellness and Public Safety Alliance.

FRAMEWORK AGREEMENT SECTION 4.2

Dedicated Municipal Division to Operate in One Municipality

There are two Dedicated Municipal Divisions: The Esquimalt Division (includes Vic West) and the Victoria Division. In 2018, cross-overs between the two Divisions were as follows:

VIC Division to ESQ Division – 597
 ESQ Division to VIC Division – 480

To put cross-overs into perspective, only 1.8% of total calls for service resulted in a cross-over incident. In terms of 2018 dispatched calls, only 3.5% of dispatched calls resulted in a cross-over incident.

FRAMEWORK AGREEMENT SECTION 4.5

Regular Review of Dedicated Municipal Divisions

The Q4 report included annual tables which summarized the dispatched calls for service broken down by priority, divisional cross-overs and top five call types (calls for service). As discussed at the July 8 Framework Agreement meeting, the annual reporting performance metrics are recommended to be reviewed and updated.

FRAMEWORK AGREEMENT SECTION 6.1***Development of Performance Metrics***

In August 2014 and then again in 2017, the Esquimalt Chief Administrative Officer and the City Manager were consulted in the development, and subsequent review, of the performance metrics that were identified for quarterly reporting. As discussed at the July 8 Framework Agreement meeting, the quarterly reporting performance metrics are recommended to be reviewed and updated.

FRAMEWORK AGREEMENT SECTION 6.4***Separate Statistics for each Municipality***

Are the parties interesting in examining options that remove Vic West from the Esquimalt Division so the Esquimalt Division would only include the Township of Esquimalt? If so, Appendix A would need to be adjusted accordingly and the police officer strength for the Esquimalt Division would be reduced from 24 police officers to 20 police officers. See section 4.6 Initial Composition of the dedicated Municipal Divisions.



Victoria & Esquimalt Police Board 2019 Strategic Priorities

Updated March 2019

#1. Good governance and increased transparency

Lead: All committees

Actions:

- Identify alternate venues to host Board meetings to enhance public participation at the meetings
- Consider hosting a police Board town hall/meet and greet
- Consider holding bi-annual joint Board/Council meetings
- Consider live-streaming police Board meetings

#2. Community Engagement

Lead: Governance & Human Resources

Actions:

- More frequent Board member attendance at police hosted community/department events
- Support on-going social media efforts

#3. Financial Accountability

Lead: Finance

Actions:

- Analyze cost of policing (2018)
- Develop strategies with Senior Management Team to mitigate externally driven costs (2018)
- Establish City Council working group on police budget

#4. Framework Agreement

Lead: Governance

Actions:

- Continue discussion with Chief Constable and VicPD about fair and equitable service delivery to both Victoria and Esquimalt

#5. Strategic Plan

Lead: Governance & Finance

Actions:

- Provide feedback to VicPD survey
- Strategy session briefing with Board and Senior Management Team to provide community input into strategic plan
- Develop communications plan for the roll-out strategy

VICTORIA & ESQUIMALT POLICE BOARD

2020 Schedules

Board Meetings												
Month	J	F	M	A	M	J	J	A	S	O	N	D
Committees Meeting	7	4	3	7	5	2	7		1	6	3	1
Agenda submission deadline	Dec 31	Jan 28	Feb 25	Mar 31	Apr 28	May 26	June 30		Aug 25	Sept 29	Oct 27	Nov 24
Location	VicPD	VicPD	VicPD	VicPD	VicPD	VicPD	VicPD		VicPD	VicPD	VicPD	VicPD
Time	2-5pm	2-5pm	2-5pm	2-5pm	2-5pm	2-5pm	2-5pm		2-5pm	2-5pm	2-5pm	2-5pm
Board Meeting	21	18		21	19	9*	21		15		17	15
Agenda submission deadline	14	11		14	12	2	14		8		10	8
Location (TBC)	VicPD	VicPD		COV	VicPD	ESQ	VicPD		COV		ESQ	VicPD
Time	3-6pm	3-6pm		3-6pm	3-6pm	3-6pm	3-6pm		3-6pm		3-6pm	3-6pm
Joint Board Council Meeting			17**							20		
Agenda submission deadline			10							13		
Location (TBC)			VCC							VCC		
Time			5-7pm							5-7pm		

*need to move meeting to 2nd Tuesday of the month instead of the 3rd Tuesday

**meeting optional



Strategic Plan Framework 2015-2019

GOALS

#1	Crime and disorder are being prevented, reduced, and effectively investigated
#2	The public values, trusts, and understands our role in a healthy community
#3	We are leaders in developing shared strategies to enhance community safety
#4	We use resources efficiently to support service excellence
#5	We are committed to make the organization its best

Chief Cst. Del Manak

#1	Priority	<i>Maintain open communication and engagement with staff</i>
	Goals Supported	2, 3, 5
	Start Date	July 2017
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> September/October: delivering the departmental briefings Continue to informally meet with staff throughout the department June 12: full day SMT planning session September 18: half day SMT planning session
#2	Priority	<i>Maintain a high visibility profile in the community</i>
	Goals Supported	2, 3, 5
	Start Date	July 2017
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> Attended 76 community events between May – September (refer to Chief's Update in the Public Board agenda package) Continue to stay engaged with visible minority and Indigenous communities by attending a number of community events
#3	Priority	<i>Ensure there is a regular evaluation of activities and work processes to identify efficiencies</i>
	Goals Supported	1, 3, 4, 5
	Start Date	July 2017
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> Reduction of the Front Desk hours Transformation Report was released on July 31st Investigation & Support Unit was implemented at the end of June Discussions ongoing with the Union Executive regarding the implementation of a Special Municipal Constable program Continuing to work with DC Watson regarding the implementation of the HR Review recommendations

#4	Priority	<i>Ensure there is on-going oversight of the budget</i>
	Goals Supported	4, 5
	Start Date	July 2017
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> • A formalized budget timeline was created to ensure timely meetings are held with the City Manager and Esquimalt CAO to obtain their input • July 8: Special Board meeting held to facilitate a working session with City and Esquimalt CAOS and Finance Directors to obtain clarity on the interpretations of the Framework Agreement • August 6: Special Board meeting held to thoroughly review and analyze the provisional 2020 budget • October 15: Joint Board/Council meeting to discuss the provisional 2020 budget • Monthly meetings with the Controller to review 2019 expenditures to ensure the department remains within budget

Deputy Chief Cst. Colin Watson – Administration

#1	Priority	<i>Oversee Professional Standards practices</i>
	Goals Supported	2, 5
	Start Date	Ongoing
	Completion Date	Ongoing
	Status Update	<p>September 2019</p> <ul style="list-style-type: none"> • The new Police Complaint Commissioner is making changes to some processes resulting in an increase in workload for the VicPD Professional Standards section. This situation is being monitored but could result in an increase to resources in the future

#2	Priority	<i>Hours of Work Committee – Union/management committee to examine potential changes to hours of work for police employees</i>
	Goals Supported	1, 4, 5
	Start Date	August 2017
	Completion Date	December 2018
	Status Update	<p>September 2019</p> <ul style="list-style-type: none"> • VicPD recently introduced an expanded version of the Alternate Response Unit (now called the Investigation & Support Unit) along with schedule changes on a trial basis to determine if this has a net positive impact to service delivery

#3	Priority	<i>Efficiency Review Project: Strategic Analyst</i>
	Goals Supported	2
	Start Date	March 2016
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> • On hold pending future funding

#4	Priority	<i>Efficiency Review Project: Review of Staffing Analysis and Recommendations</i>
	Goals Supported	4
	Start Date	March 2016
	Completion Date	March 2018
	Status Update	September 2019: <ul style="list-style-type: none"> A presentation is coming to the Police Board in September with regard to another option to assessing staffing needs and deployment
#5	Priority	<i>Mental Health Strategy Action Plan: Build Relationships with Academia (shared with Insp. M. Brown)</i>
	Goals Supported	2, 3, 4, 5
	Start Date	July 2017
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> A work complexity study remains underway looking at sex crimes investigations as a sample; results of that project are expected in late 2019 Work with the Canadian Society of Evidence Based Policing continues – most recently with regard to an analysis of missing persons investigations We hope to establish the financial costs of these investigations in the coming month
#6	Priority	<i>Mental Health Strategy Action Plan: Biennial Review of Mental Health Strategy</i>
	Goals Supported	2, 3, 4, 5
	Start Date	July 2017
	Completion Date	July 2019
	Status Update	September 2019: <ul style="list-style-type: none"> Senior Management Team input is currently being sought on a first draft of the 2019-2021 Action Plan
#7	Priority	<i>Response to Community Survey Police/Community Service Standards</i>
	Goals Supported	1, 2, 3, 5
	Start Date	December 2017
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> No update
#8	Priority	<i>Diversity and Inclusion Committee research on best practices through a co-op student</i>
	Goals Supported	1, 2, 3, 5
	Start Date	May 2017
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Third meeting of the Committee has taken place and we are focusing on the action items previously identified

#9	Priority	<i>Oversee HR recruiting/hiring/deployment practices</i>
	Goals Supported	4, 5
	Start Date	Ongoing
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Ongoing - HR recently identified 8 new officers (1 exempt, 7 recruits) Work is underway with regard to the implementation of the recommendations from the HR Review The first focus is on introducing an HRIS software system; we have a draft HRIS requirements document and are looking at next steps HR is working on the development of a recruiting plan/website
#10	Priority	<i>Primary Labour Relations Manager</i>
	Goals Supported	4, 5
	Start Date	Ongoing
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Negotiations could begin at any time subject to some pending in-camera decisions

Deputy Chief Jason Laidman - Operations

#1	Priority	<i>Community Survey Police/Community Service Standards: responsiveness / visibility</i>
	Goals Supported	1, 2, 3, 5
	Start Date	December 2017
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Insp. C. Brown working through the legalities of steady blue lights for a pilot of patrol cars
#2	Priority	<i>Efficiency Review Project: Special Municipal Constables (SMC)</i>
	Goals Supported	4
	Start Date	March 2016
	Completion Date	October 2019
	Status Update	September 2019: <ul style="list-style-type: none"> Finalizing duties with Union Executive as well as the LOU This is part of the VicPD Transformation Report
#3	Priority	<i>Efficiency Review Project: File Review/Quality Control Readers</i>
	Goals Supported	3, 4, 5
	Start Date	February 2017
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Investigation & Support Unit has been fully implemented This is part of the VicPD Transformation Report

#4	Priority	<i>Strategic Ops Council</i>
	Goals Supported	1, 2, 3, 4
	Start Date	December 2017
	Completion Date	Ongoing
	Status Update	<p>September:</p> <ul style="list-style-type: none"> No change in operation Deputy Chiefs in discussion on “Report Card” application to Ops Council
#5	Priority	<i>Indigenous Engagement Strategy</i>
	Goals Supported	2, 3, 5
	Start Date	December 2018
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> Joint engagement sessions booked with Victoria Native Friendship Centre and Metis Nation in October Engagement session booked in September with the Aboriginal Coalition to End Homelessness Meeting with Songhees Nation in September to discuss obtaining a VicPD canoe for the Pulling Together Canoe Journey Meeting with local Elder and VicPD Public Affairs to consult on the engagement strategy
#6	Priority	<i>Late Night Strategy</i>
	Goals Supported	1, 2, 3
	Start Date	September 2018
	Completion Date	June 2019
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> Report to Council by Responsible Hospitality Institute on September 12th; evaluation of City of Victoria Late Night Strategy New Late Night Task Force reporting template has been implemented
#7	Priority	<i>2020 Strategic Plan</i>
	Goals Supported	2, 3, 5
	Start Date	November 2018
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> Mission, Vision, Values and Goals established Objectives being formalized Starting to develop divisional objectives, activities and key performance indicators
#8	Priority	<i>Supervised Consumption Services</i>
	Goals Supported	1, 2, 3
	Start Date	February 2016
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> Genesis of Community Alliance – high level strategic authority First goal is 900 Pandora – congregation, gap analysis, environmental scan

Steve Hurcombe - Controller

#1	Priority	<i>Develop a long-term funding strategy for capital requirements for building, vehicles and Information Technology</i>
	Goals Supported	4
	Start Date	September 2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Update unavailable at the time of document completion
#2	Priority	<i>Review of building and fleet annual maintenance costs to look for possible cost reductions</i>
	Goals Supported	4
	Start Date	January 2016
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Update unavailable at the time of document completion
#3	Priority	<i>Implement the Overtime and Special Duties modules of the InTime scheduling system to better manage and report on deployment of resources</i>
	Goals Supported	4
	Start Date	January 2016
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Update unavailable at the time of document completion
#4	Priority	<i>Implement a Service Desk function, incorporating some IT, quartermaster, fleet, facilities and records services, to create a one-stop shop for front line officers, reduce inefficiencies and time loss pursuing solutions</i>
	Goal Supported	4
	Start Date	August 2018
	Completion Date	March 2019
	Status Update	September: <ul style="list-style-type: none"> Update unavailable at the time of document completion

Darlene Perry – Information Management Division

#1	Priority	<i>Increase the use of technology to increase efficiencies and obtain more timely information to aid in investigations and workflow processes</i>
	Goals Supported	4
	Start Date	August 2015
	Completion Date	Ongoing – transfer to 2020
	Status Update	September: <ul style="list-style-type: none"> Update unavailable at the time of document completion

#2	Priority	<i>Develop and document best practices in Records Management, which includes implementing ongoing meetings with the Records staff within the South Island.</i>
	Goals Supported	3, 4
	Start Date	July 2015
	Completion Date	Ongoing – transfer to 2020
	Status Update	September: <ul style="list-style-type: none"> Update unavailable at the time of document completion
#3	Priority	<i>Review the duties being performed within the Information Management Division to properly align job duties and ensure effective work processes are in place.</i>
	Goals Supported	4
	Start Date	July 2015
	Completion Date	Ongoing – transfer to 2020
	Status Update	September: <ul style="list-style-type: none"> Update unavailable at the time of document completion

Mark MacIntyre – Community Engagement Division

#1	Priority	<i>Foster new, bold, and innovative ways to connect with the citizens of Victoria and Esquimalt.</i>
	Goals Supported	1, 2, 3
	Start Date	2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> With the assistance of ICBC, created a video educating the public on how to prevent auto crime; video has been seen over 11,000 times on social media Due to a WCB injury, the spokesperson has been unable to conduct any uniformed duties which includes tweet alongs; expected to return to full duties in October
#2	Priority	<i>Build enduring partnerships with media agencies by offering sustained and transparent access to VicPD people and stories.</i>
	Goals Supported	1, 2, 3
	Start Date	2015
	Completion Date	Ongoing
	Status Update	September 2019 <ul style="list-style-type: none"> Q2: over 300 media requests and over 40 media releases sent out Highlighted the award recipients at the VicPD Honours Ceremony during National Police Week which garnered very positive comments on social media
#3	Priority	<i>Work with all VicPD divisions to identify, plan, and facilitate community engagement activities.</i>
	Goals Supported	1, 2, 3
	Start Date	2015
	Completion Date	Ongoing
	Status Update	September 2019 <ul style="list-style-type: none"> Worked with Ops Planning on a number of protests and Canada Day as well as several of other community events Worked with Traffic during the Summer Counter Attack Road block campaign as well as back to school events Worked with Patrol officers on various files including missing people and other files where a media release could benefit their investigation

		<ul style="list-style-type: none"> Worked with the former Crime Reduction Unit on several releases including one on gang activity Worked with multiple sections in regards to significant drugs and weapon seizures Worked with VicPD Analysis & Intelligence unit as the theft from auto problem continues to be a significant issue in Victoria and Esquimalt
#4	Priority	<i>Employ leading-edge social media practices to enhance public safety and our connection with the community.</i>
	Goals Supported	1, 2, 3
	Start Date	2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Worked with ICBC for the launch of the summer counter attack campaign Continued to post information in real time about emerging situations that impact the public
#5	Priority	<i>Explore emerging technologies and the opportunities they offer to connect with more of our citizens in a meaningful, helpful, and sustained way</i>
	Goals Supported	1, 2, 3, 4
	Start Date	2015
	Completion Date	Ongoing
	Status Update	September 2019 <ul style="list-style-type: none"> Two Community Engagement Division members will attend video production training in the fall in order to further our creative abilities in order to connect with our citizens in a more productive way Continued to work to release a new app based on two-way dialogue with the public
#6	Priority	<i>Efficiency Review Project: Implement Information Management Review Recommendations</i>
	Goals Supported	1, 2, 3, 4, 5
	Start Date	March 2017
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Advanced progress towards an overall Information Management (IM) governance model The project portfolio was re-evaluated and 60 high-priority projects were identified, most of which are well-underway A defined project portfolio process was implemented as well as a project management tool to manage active IM projects more effectively A number of initiatives have started in IT to reduce operational workload so staff can focus on the top projects
#7	Priority	<i>Efficiency Review Project: CCTV System Upgrade</i>
	Goals Supported	1
	Start Date	Ongoing
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Extensive planning to complete the project and mitigate risk is underway Project itself is approximately 60% complete

Insp. Keith Lindner – Esquimalt Division

#1	Priority	<i>Enhance School Lock Down Protocols and training for members responding</i>
	Goals Supported	2
	Start Date	September 2017
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Insp. M. Brown has been managing this implementation with assistance from some former School Liaison Officers
#2	Priority	<i>Develop, document School Resource Officers' long term programming and collaborate with external agencies to enhance effectiveness</i>
	Goals Supported	1, 2, 4
	Start Date	March 2017
	Completion Date	Ongoing
	Status Update	September 2019 <ul style="list-style-type: none"> On hold; School Liaison Officers have not yet been reinstated
#3	Priority	<i>Work with community events coordinators in Victoria and Esquimalt to create efficiencies around the planning, execution and policing of community events in both areas</i>
	Goals Supported	4
	Start Date	October 2015
	Completion Date	Ongoing
	Status Update	September 2019 <ul style="list-style-type: none"> Meeting with Esquimalt staff in order to implement the same process as the City
#4	Priority	<i>Complete the VicPD Emergency Plan and communicate EM awareness and competence</i>
	Goals Supported	3, 5
	Start Date	January 2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Currently working with Victoria and Esquimalt fire departments to update and finish the plan started by a consultant several years ago
#7	Priority	<i>Develop strategies for enhanced community safety at public events</i>
	Goals Supported	1, 3, 4
	Start Date	February 2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Most of the annual event plans have been rewritten but must be reassessed each time due to incoming intel

Insp. Jamie McRae – Human Resources Division

#1	Priority	<i>Develop a Stand Alone VicPD Recruiting Website</i>
	Goals Supported	3, 4, 5
	Start Date	April 2018
	Completion Date	December 2019
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> • A successful vendor was identified and is expected to complete the project by late fall • The scope of the website has been increased to create more efficiencies for HR admin staff
#2	Priority	<i>Cyber Crime Strategy and Action Plan: work on ongoing action plan items</i>
	Goals Supported	6
	Start Date	September 2018
	Completion Date	December 2019
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> • Funding was not approved in the 2019 budget to formalize an NCO position to head up the unit; no other resources are available to formalize the Cyber Crime Unit
#3	Priority	<i>Mental Health Strategy and Action Plan: work on ongoing action plan items</i>
	Goals Supported	3, 4, 5
	Start Date	June 2018
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> • The Mental Health Strategy and Action Plan is currently undergoing review by DCC Watson • A training session for select VicPD staff will take place in October with the intention of providing this training to all employees in 2020 (building upon Road to Mental Readiness training)
#4	Priority	<i>VicPD Diversity and Inclusion Strategy and Action Plan: work on ongoing action plan items – The Strategy and Action plan is in draft form, but the following initiatives are ongoing.</i>
	Goals Supported	3, 4, 5
	Start Date	September 2018
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> • The Diversity, Inclusion & Respectful workplace executive committee has been meeting and working towards building on activities in the action plan • A new diversity statement has been developed and will be added to the VicPD website in the near future
#5	Priority	<i>Human Resources Division Review</i>
	Goals Supported	4, 5
	Start Date	August 2018
	Completion Date	December 2019
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> • The most urgent recommendation coming from the review was to have a proper HR Information System for the VicPD • This needs to be in place before moving forward with any medium and long term changes recommended in the review

		<ul style="list-style-type: none"> • A consulting firm was contracted to assist VicPD in developing a needs document prior to looking for partners and ultimately vendors • This document has now been completed and is being reviewed by the executive steering committee for next steps
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Insp. Colin Brown – Executive Services Division

#1	Priority	<i>Renovate Communication Centre and EOC once staff have moved to E-Comm and determine what sections will be moved and realigned</i>
	Goals Supported	4, 5
	Start Date	Fall 2017
	Completion Date	Summer 2020
	Status Update	September 2019: <ul style="list-style-type: none"> • Work is ongoing to develop a timeline with the City and confirm the final budget

Insp. Tony Parks – Investigative Services Division

#1	Priority	<i>Analyze the feasibility of partnering with Saanich PD to form an Integrated ICE</i>
	Goals Supported	1, 2, 3, 4
	Start Date	June 2016
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> • Discussions with Saanich PD are ongoing; no forward movement yet

#2	Priority	<i>Fentanyl focus enforcement: with the crisis of fentanyl overdoses, Strike Force, Analysis and Intel and the Crime Reduction Unit were directed to identify and investigate Victoria's most prolific fentanyl traffickers.</i>
	Goals Supported	1,2, 3, 5
	Start Date	January 2017
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> • Continued enforcement on fentanyl dealers and priority targets identified • Focus on targets with lower mainland gang ties who are prone to violence and moving into Victoria and Esquimalt

#3	Priority	<i>Increase the Departments capacity to investigate Arsons</i>
	Goals Supported	1, 4, 5
	Start Date	June 2018
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> • Advanced training for arson investigator took place in 2019 and is in the training plan for 2020 • Expressions of interest have gone out to officers interested in mentoring with the arson investigator for succession planning

#4	Priority	<i>Develop an efficient and sustainable intelligence sharing process with our partner police agencies.</i>
	Goals Supported	3, 4
	Start Date	Winter 2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> No progressive movement on this priority

Insp. Grant Hamilton – Patrol Division

#1	Priority	<i>Engage and network with community partners to develop initiatives to create more efficient frontline service.</i>
	Goals Supported	4, 5
	Start Date	January 2014
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Investigation & Support Unit (ISU) has been implemented Reduction in Front Desk hours has decreased the demand on Patrol and ISU officers Discussions ongoing with E-Comm to address mutual areas of concern

#2	Priority	<i>Consult with our Supervisors and members to further develop appropriate training requirements for the Patrol Division i.e.: Parade training for court preparation, safety training, and investigational techniques.</i>
	Goals Supported	5
	Start Date	September 2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Roll Call training in this reporting period included: <ul style="list-style-type: none"> Ministry of Children & Family: Youth Justice/Probation Island Health: Youth Intensive Case Management Records and Court Desk info session Restorative Justice update Training was completed for workflow for supervisors

#3	Priority	<i>Identify key events within our community, and support our members to attend to increase visibility and presence with the communities we serve.</i>
	Goals Supported	2, 4
	Start Date	June 2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> Patrol members and Reserve Constables worked with the Community Engagement Division to provide a marked police vehicle and officers for the Harbour Cats games on Forces Fridays Two sworn and one civilian participated in the Pulling Together canoe journey VicPD attended the inner harbor where the RCMP and other agencies were showcasing their vessels to the media to open “safe boating week” VicPD conducted the second annual joint initiative to help train youth from the Esquimalt and Songhees Nations in marine and cold water safety

#4	Priority	<i>Through technology, strive to enhance efficiencies for our frontline members. (Media gate, smart phones, tablet MDT's)</i>
	Goals Supported	1
	Start Date	June 2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> • A new SOP was created to reduce the workload on Watch Commanders when a radio is unaccounted for • A new numbering system was introduced to clarify sign-outs for equipment • Key tracer system not yet functional due to some glitches; expected to be rectified in the fall • Wise Track system training is required for select members
#5	Priority	<i>Properly structured and functioning Greater Victoria Crowd Management Unit – training, MOU, JMT</i>
	Goals Supported	2, 3, 4, 5
	Start Date	Summer 2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> • Area Chiefs are expected to sign off on the MOU

Insp. Michael Brown – Community Services Division

#1	Priority	<i>To build a Divisional Program that encourages Community Mobilization through strong partnerships and relationship-building.</i>
	Goals Supported	1, 2, 3, 5
	Start Date	January 2015
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> • Community Services Division (CSD) now has a signed partnership with the Portland Hotel Society regarding access to their facilities in Victoria • CSD is in the midst of finalizing a similar document with the Harbour Safe Consumption Site • Training session on distracted driving will take place this fall
#2	Priority	<i>To engage in projects, across a broad spectrum of disciplines, in order to enhance community safety and well-being.</i>
	Goals Supported	1, 3, 4
	Start Date	January 2019
	Completion Date	Ongoing
	Status Update	September 2019: <ul style="list-style-type: none"> • CSD has worked closely with the Province's new Community Safety Unit (CSU) on two marijuana dispensary projects • Upcoming liquor project for identified targets • Projects continue in the 900 block targeting gang and drug activity • Increased presence by Traffic Division for back to school

#3	Priority	<i>To increase the Division's visibility, footprint, and influence across the city.</i>
	Goals Supported	1, 2, 3, 4, 5
	Start Date	January 2019
	Completion Date	Ongoing
	Status Update	<p>September 2019:</p> <ul style="list-style-type: none"> • Working closely with partners in the faith community and places of worship to enhance their safety procedures • Continued work on the School Safety Committee with lockdown procedures • Working with specific agencies to enhance their safety and lockdown procedures

Integrating Municipal Police Officers onto Assertive Community Treatment Teams (IMPACT) Study

Catherine Costigan, PhD, R Psych & Erica Woodin, PhD, R Psych
Department of Psychology, University of Victoria

The IMPACT Study

The Assertive Community Treatment (ACT) program is designed for individuals with serious mental health problems who need support to live in the community. ACT teams consist of a range of health professionals who make every effort to connect with these vulnerable individuals, including extensive outreach and home visits. ACT has been shown to reduce hospitalizations and increase the quality of life for people with serious mental illness. Since its inception in Victoria, BC, at least one police officer at a time has been integrated with the ACT program.

During the past two years, we have conducted a research study entitled *Integrating Municipal Police Officers on Assertive Community Treatment Teams (IMPACT) Study* to determine various stakeholders' perceptions of the benefits and drawbacks of police integration on ACT teams in Victoria, BC. Our work is independent of both Island Health and the Victoria Police Department. We first interviewed ACT recipients – individuals with severe mental illness who receive services from the ACT program. We then interviewed ACT staff (e.g., nurses, psychiatrists, addictions, peer support workers, social workers). Most recently, we interviewed members of the Victoria social service, psychiatric emergency, and criminal justice communities. We also met repeatedly with an Advisory Board consisting of current and former ACT recipients, family members of ACT recipients, and social service providers.

IMPACT Findings

Benefits

We consistently heard that the *long-term relationships* formed between ACT recipients and the ACT Officers are the cornerstone of effective police integration, a finding that replicates findings from our last report. Other benefits of ACT Officer integration included their *embeddedness* in the health care team, their unique *authority* to advocate for services for recipients, their ability to work *preventatively* to reduce the risk of psychiatric or criminal relapse, the *increased safety* for both ACT recipients and providers, and the *reduced system burden* (e.g., fewer arrests) that accompanies police integration. The balance of evidence clearly demonstrated that police involvement on ACT teams supported better outcomes for individuals receiving ACT services than would have been achieved without officers.

Potential Drawbacks

Drawbacks were reported less commonly than benefits. The majority of perceived drawbacks of police officer integration stemmed from a *lack of trust* that some marginalized or vulnerable community members experience with the police. In situations where an individual or close friend or family member has had traumatic experiences with police officers, the presence of an ACT Officer has the potential to *re-trigger feelings of trauma* or promote *agitated behaviour*. A general mistrust for the police in a particular community can also lead to the *experience of stigma* if a recipient is observed interacting with an ACT Officer. In some instances, this may make it more difficult to establish an open and honest relationship with the multidisciplinary members of the ACT team if an officer is present.

Crisis Versus Prevention Roles

Crisis response. ACT Officers are on-call to assist ACT team staff when an ACT recipient is behaving erratically or in need of immediate assistance. Study participants reported that ACT Officers' de-escalation skills, combined with pre-existing relationships with ACT recipients, resulted in safer and less traumatizing outcomes during psychiatric crises.

Prevention. We heard countless examples of ACT Officers using the strength of their relationship with ACT recipients, combined with the authority of their role, to help *before* problems escalate into crisis. Instead of criminalizing behaviour caused by deteriorating mental health, we heard examples of officers working proactively with the ACT team to determine additional resources or interventions (e.g., housing) that might stabilize individuals in the community. This prevention-oriented approach significantly reduces police calls, arrests, and hospitalizations, providing considerable cost savings to the community as well as better quality of life for ACT recipients. Ongoing relationships with ACT Officers also make it more likely that recipients will reach out to police if they are victimized.

IMPACT Frequently Asked Questions

Does Police Integration Criminalize Mental Health?

A common concern is that including police officers in mental health care criminalizes mental illness and increases the likelihood of legal consequences for psychiatrically distressed individuals. Our study, however, suggests that the opposite is true. Interviewees felt that the specific officers who are involved with the ACT program have a good understanding of mental illness and see behaviour through a mental health lens rather than a criminal lens (e.g., they ask *why* a behaviour is occurring before responding). ACT Officers work actively to divert recipients from the criminal justice system and maintain their wellbeing in the community. Intense and ongoing mental health treatment is far more likely to improve recipient and community wellbeing than revolving-door incarceration without treatment.

Could Another Professional Fulfill the Role of ACT Police?

Study participants had difficulty identifying anyone else who could fulfill the functions of the ACT Officers. The ACT Officers provide a unique combination of long-term stable relationships coupled with the authority that comes with being a police officer. Together, these qualities enable the ACT Officers to engage in a variety of activities that enhance wellbeing for ACT recipients (e.g., writing protection orders, securing housing, emergency hospitalization).

IMPACT Recommendations

✓ Enhance the Capacity of the Police to Build Relationships with Vulnerable Individuals and Communities

There is value in improving the overall ability of the police service to interact effectively and compassionately with individuals living with serious mental illness. Towards this end, ACT Officers themselves could play a significant formal role in sharing their knowledge with other police officers. More generally, the police building relationships with marginalized communities (e.g., through friendly soccer games) is a valuable way of reducing fear and stigma, enhancing the effectiveness of crisis response, and increasing the willingness of individuals to seek help.

✓ Recognize Different Models of Police Involvement for Different Needs

Other models exist for involving (or not involving) police officers in mental health care, and these models should be considered alongside the current Victoria ACT model. The best response to a mental health concern depends on the situation; the police integrated ACT model can co-exist with other models for addressing mental health needs. A prevention model such as the Victoria ACT program requires multiple officers. Officers can only respond reactively to crises if they are spread too thin, which loses the advantage of the prevention model.

✓ Individualize Care Plans on ACT Teams

Our findings underscore the importance of individualizing treatment plans based on the unique needs of each ACT recipient. The decisions made within ACT teams about when and how ACT Officers are involved in care is different for each person receiving services. We heard several examples of how ACT teams take particular care if there is a history of police mistrust, and our results reinforce the importance of continuing to do so.

✓ Build Bridges Across the Systems that Interact with ACT Teams

There is room for improvement in relationships across different service sectors in the community, particularly in terms of how police are viewed. In some instances, different groups may be working at cross-purposes to either increase or decrease police involvement, and vulnerable ACT recipients risk being caught in the middle. A standing committee dedicated to addressing mental health care needs in the community that includes representatives from all sectors would begin to address some of the systemic factors that interfere with vulnerable individuals receiving the best care possible.

✓ Advocate for Systems Change

The ACT program exists in a context of considerable gaps in services for mental health and substance use as well as weak safety nets for people experiencing poverty and/or homelessness. Everyone shared an overriding concern about the harm created by a lack of affordable housing and inadequate mental health treatment options. There is a need for everyone concerned with helping the vulnerable individuals in our community to join forces to advocate for broader systemic changes at provincial and federal levels.



See the full report here: <https://onlineacademiccommunity.uvic.ca/actpolice/>

NEW**Board Oversight of Culture (BOC)**

This course is ideal for directors who want to improve their oversight of culture for a healthy and productive workplace. Participants will receive practical guidance and real world perspectives on how boards can better monitor and evaluate culture, including questions board members need to ask to identify red flags that can contribute to a toxic work environment.

City: Victoria

Application Deadline: **October 21, 2019**

Course Date: November 18, 2019

Lead Instructor: Hubert T. Lacroix, ICD.D

Panellists: Doug Hayhurst, FCPA, FCA, ICD.D and
Jane Peverett, FCPA, ICD.D

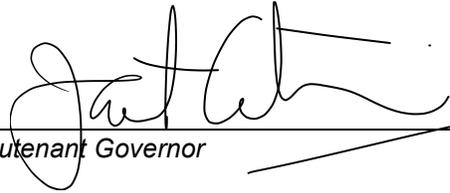
PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 392

, Approved and Ordered

July 8, 2019


Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, Charla Robyn Huber and Shaminder Singh Dhillon are appointed as members of the Victoria and Esquimalt Police Board for terms ending June 30, 2020.



Minister of Public Safety and Solicitor General



Presiding Member of the Executive Council

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

Authority under which Order is made:

Act and section: Police Act, R.S.B.C. 1996, c. 367, ss. 23 and 24

Other: _____

From: [REDACTED]
Sent: July-28-19 10:53 AM
To: Board <Board@vicpd.ca>
Cc: [REDACTED]
Subject: July 16 Board meeting and police dogs

Hello members of the Police Board,

I am writing about comments made at the July 16 meeting. It's my understanding from someone present as a community observer that Board member Evan Southern "was volunteered to be attacked" by a police dog. Can you please clarify the context for this? I'm concerned that on the face of it, this is a trivialization of the serious injuries that result from police use of force in general, and police dogs in particular.

[REDACTED] Pivot did extensive work on police dogs and public safety, and in 2014 issued a report identifying that "Every two days someone in British Columbia is injured by a police dog. Police Service Dog (PSD) bites are the leading cause of injury at the hands of municipal police, exceeding by a factor of six injuries incurred by all other forms of non-lethal force, including batons, pepper spray, fists, and Arwen rounds (beanbags). Unlike other police impact weapons such as fists and batons, police dogs are unique in their tendency to inflict permanent injury." (http://www.pivotlegal.org/moving_to_minimum_force). After Pivot's report on the serious injuries caused by the deployment of police service dogs was released, the provincial government issued Canada's first-ever guidelines for the use of police dogs. Acknowledging the harms of police dogs, the guidelines called for changes to deployment practices, as well as uniform training practices and record keeping for police dog use.

Although I can't imagine why a simulation of a police dog attack would be desired by the Board in the first place, I'm also not sure what the Board hopes would be gained in understanding from such a simulation. Given the risk of injury full force can't possibly be in mind, so even if there is some rationale behind this strange suggestion it would not give an accurate understanding of what it is actually like to be attacked by a police dog.

Already I am concerned that the Board does not provide much oversight and accountability and often takes an inappropriate role as a pro-policing PR arm for the VicPD. But to promote police use of force is shocking. I hope to hear back from the Board to clarify the context for these comments. Note that I am asking the Board, not the VicPD, to respond.

Sincerely,

[REDACTED]



VICTORIA & ESQUIMALT POLICE BOARD

MAYOR BARBARA DESJARDINS, LEAD CO-CHAIR

MAYOR LISA HELPS, DEPUTY CO-CHAIR

August 14, 2019

Via Email

Thank you for your email of July 28, 2019 and sharing your concerns with the Victoria and Esquimalt Police Board.

The comment in question referenced a short training exercise at the opening ceremonies of "Forces Friday Night" at the Victoria HarbourCats baseball game. Members of the Victoria Police Department (VicPD) K9 Unit demonstrated some of the capabilities of specialized police functions, in particular, police service dogs. The demonstration focused on education and an entertaining way to engage the crowd about some aspects of police work. This apprehension scenario was rehearsed in advance and well planned with safety precautions in mind. The dog handler ensured the police service dog remained on a leash for full control and the officer acting as the perpetrator was wearing adequate safety equipment.

We recognize that the use of the word "attacked" is not the correct language in the context of the use of police service dogs. VicPD utilizes police service dogs for a variety of functions, including to assist with the physical apprehension of suspects. Our police service dogs are deployed under the direct control of highly trained handlers and in accordance with law, policy, and the provincial policing standards.

Demonstrations of specialized policing functions, including police services dogs, is something we have supported for many years. The aim of these demonstrations is transparency and accountability. VicPD and the Police Board receive very positive feedback on these types of exercises as we find that the citizens of our community have a high degree of interest in the work of our police officers and the tools they use to do their jobs while keeping the community safe.

Thank you again for your correspondence.

Yours truly,

Mayor Barbara Desjardins
Lead Co-Chair

Mayor Lisa Helps
Deputy Co-Chair

From: [REDACTED]
Date: July 31, 2019 at 9:26:21 AM PDT
To: <barb.desjardins@esquimalt.ca>
Subject: Unarmed Police Officers

Good Morning, Barb,

Thank you for contributing to Gregor Craigie's, On The Island, this morning.

Further to that discussion, I strongly agree with your approach. Policing responsibilities have changed significantly and dramatically in recent years.

Having served as a volunteer with [REDACTED], I can attest that health care practitioners' roles have changed similarly. For the last several years they have been hiring Health Care Aids to help relieve the work loads for their LPNs, and RNs. Island Health, formerly, VIHA, also had to deal with their Nurses Union.

While listening to you and Gregor, I saw several similarities between Health Care Aids and Auxiliary Police Officers.

Has your Police Commission considered looking at the Island Health's health care delivery model?

Respectfully,

[REDACTED]

[REDACTED]

[REDACTED]

"With knowing comes caring." Dr. Sylvia Earle

[REDACTED]



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1
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Voice: (250) 414-7100
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August 23, 2019

The Honourable Navdeep Singh Bains
 Minister of Innovation, Science and Economic
 Development
 235 Queen Street
 Ottawa, ON K1A 0H5

Dear Minister Bains:

Re: Crime Severity Index Statistics – Request to Separate Statistics

Please be advised that at its Regular Meeting of Council held August 19th, 2019, the Corporation of the Township of Esquimalt Council approved the following resolution:

“That Council direct staff to draft a letter to Statistics Canada and the Police Board requesting the Crime Severity Index Statistics be provided separately for Esquimalt and Victoria.”

Council acknowledges many benefits in receiving the Crime Severity Index statistics separately, in a similar manner in which they are provided for four communities within the Westshore’s RCMP and are hoping that a similar approach can be taken with the Victoria Police Department data.

Should you require further assistance, please contact me at 250-414-7157 or alicia.ferguson@esquimalt.ca.

Yours truly,

Alicia Ferguson
 Deputy Corporate Officer

cc: Victoria and Esquimalt Police Board



September 12, 2019
Ref: 557602

Her Worship Lisa Helps
Her Worship Barbara Desjardins
Co-Chairs, Victoria and Esquimalt Police Board
850 Caledonia Avenue
Victoria BC V8T 5J8

Dear Mayor Helps and Mayor Desjardins:

Thank you for meeting with me recently to discuss policing matters within both your communities and in particular, the Framework Agreement and related items.

I am encouraged by the commitment of the parties to follow the collaborative approach outlined in the Agreement and to begin compliance with its key terms in earnest.

As you know, the Agreement provides the foundation for the provision of adequate policing and law enforcement in the two communities. Critically, it sets out the obligations of the parties to regularly develop and provide the information necessary to support decision making on use and deployment of the Dedicated Divisions, to assess compliance with the Agreement and delivery of policing services and to support the budget approval process. A comprehensive agreed upon performance model is vital. The ability to consistently utilize evidence-based service and performance metrics that include proactive geographical deployment of resources to accurately reflect each community's policing levels and demands. This in turn, will enable parties to develop a predictable cost sharing formula that is based on historical data and reflects each community's relative need for police resources and therefore inform the budget approval process.

The dual community model has its challenges. It is only through an ongoing commitment to work together under the Framework Agreement that the parties will be able to overcome those challenges, manage resource pressures effectively and ensure public safety is maintained in the communities. Compliance will take strong leadership and open communication among the parties and should be the focus of each party over the coming years for the model to work.

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To assist the parties' efforts in this regard, I am prepared to exercise my authority under s. 42 of the *Police Act* to conduct a study to identify some of the key data required to make the Agreement work. My staff will reach out to you in the coming weeks to start the process including the development of a draft terms of reference for the study.

I look forward to working with you.

Take care,



Brenda Butterworth-Carr; Tr'injà shär njit dintlät
Assistant Deputy Minister
And Director of Police Services
Policing and Security Branch