



# VICTORIA & ESQUIMALT POLICE BOARD

## Public Meeting Agenda

Tuesday, June 11, 2019 at 5:00pm  
Esquimalt Municipal Council Chambers

Verbal ● Attachment ●

### 1. ADOPTION OF THE AGENDA

- a. Adoption of the Public Agenda of June 11, 2019

### 2. ADOPTION OF THE MINUTES

- Pg. 1 ● a. Adoption of the Minutes of the Public meeting of May 21, 2019

### 3. PRESENTATION

- Pg. 4 ● a. Victoria Sexual Assault Centre (G. Lore)

### 4. DEPARTMENT REPORTS

#### FOR INFORMATION

- Pg. 6 ● a. Chief Constable Monthly Activities Report  
● b. Chief Constable Update  
● c. IT Project List (CC Manak)  
Pg. 8 ● d. Human Resources Report (Insp. McRae)

### 5. COMMITTEE REPORTS

#### FOR INFORMATION

- Pg. 9 ● a. Governance Committee Update  
Pg. 17 ● b. Finance Committee Update  
● c. BC Association of Police Boards Director's Update

### 6. GENERAL

#### FOR DISCUSSION/DECISION

- Pg. 30 ● a. 2019 CAPG Conference: Confirm Attendees  
● b. Update re: CACOLE Conference (B. Smith)

#### FOR INFORMATION

- Pg. 34 ● a. 2018 CREST Annual Report  
Pg. 40 ● b. 190530 Letter from Esquimalt Council to ADM Butterworth-Carr re: Framework Agreement

### 7. STANDING ITEMS

- a. 2020-2024 Strategic Plan Update  
● b. Co-Chairs Update  
● c. Board Member Engagement Update  
Pg. 41 ● d. 2019 Board Strategic Priorities



# VICTORIA & ESQUIMALT POLICE BOARD

## Public Meeting Minutes

Tuesday, May 21, 2019 at 5:00pm

VicPD HQ – 1<sup>st</sup> Floor Briefing Room

### PRESENT

P. Stockton, Chair  
S. Powell  
E. Southern  
B. Smith  
K. Elder (*phone*)  
Chief Cst. Manak

DC Laidman  
Insp. C. Brown  
Insp. M. Brown  
Insp. Hamilton  
Insp. McRae  
Insp. Parks

S/Sgt. King  
S. Hurcombe  
M. MacIntyre  
D. Perry

Recording Secretary: Collette Thomson

### 1. ADOPTION OF AGENDA

#### a. Adoption of the Public Agenda of May 21, 2019

19- 65      **MOTION:** *To adopt the Public Agenda of the May 21, 2019 meeting as presented.*  
**MOVED/SECONDED/CARRIED**

### 2. ADOPTION OF THE MINUTES

#### a. Adoption of the Minutes of the Public meeting of April 16, 2019

19-66      **MOTION:** *To approve the Minutes of the Public meeting of April 16, 2019 as presented.*  
**MOVED/SECONDED/CARRIED**

### 3. DEPARTMENT REPORTS

#### FOR INFORMATION

#### a. Chief Constable Monthly Activity Report

Refer to the document provided – for information.

#### b. Chief Constable Update

- Operational update regarding areas in the City that have higher calls for service and current high profile investigations
- Shelter beds are now closed resulting in an increase in the street population
- VicPD Records section has several vacancies due to illness/injury therefore the workload has increased for the remaining staff and some tasks cannot be completed at this point

#### 4. COMMITTEE REPORTS

##### FOR INFORMATION

a. **Governance Committee Update**

Refer to the document provided.

**19-67**      **MOTION:** *That the Board adopt the practice of appointing the Co-chairs as the media spokesperson for the Board; and that the Committee Chairs only be appointed as the spokesperson of their respective committees in the event the Co-Chairs are unable to comment.* **MOVED/SECONDED/CARRIED**

b. **Finance Committee Update**

Refer to the document provided.

**19-68**      **MOTION:** *That the Board approve Chief Cst. Manak's request for reimbursement for his SFU tuition in the full amount of \$6,460.61.* **MOVED/SECONDED/CARRIED**

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

- BCAPB strategic plan is undergoing revision
- Upcoming meeting with Minister of Public Safety and Solicitor General to discuss priority issues that police boards are managing
- BCAPB will be discussing how support can be increased for Restorative Justice

#### 5. GENERAL

##### FOR INFORMATION

a. **Order in Council #231 re: Reappointment of Board Member Elder**

Refer to the document provided – for information.

b. **190423 Letter from Corporation of the District of Saanich re: VSAC**

Refer to the document provided – for information.

c. **2019 UVic IMPACT Report**

Refer to the document provided – for information. In light of the findings of this report and the decision of City Council to no longer fund the program, Chief Manak will be recommending that two positions be collapsed in order to maintain these frontline ACT officer positions.

d. **2015-2019 Strategic Matrix Update**

Refer to the document provided – for information.

#### 6. STANDING ITEMS

a. **2020-2024 Strategic Plan**

- Engagement sessions with Victoria and Esquimalt community members and Councillors took place and specific community group engagement sessions are being planned
- Feedback is being correlated and is expected to be ready by the end of June

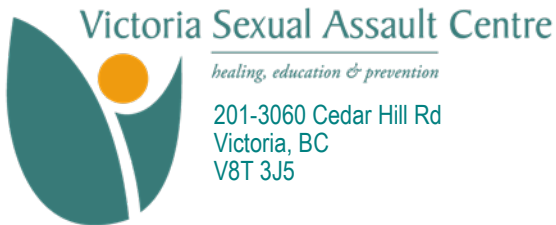
- b. **Co-Chairs Update**  
No update.
- c. **Board Member Engagement Update**  
No update.
- d. **2019 Board Strategic Priorities**  
Refer to the document provided – for information.

\_\_\_\_\_  
**Patti Stockton**  
Designated Lead Co-Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Collette Thomson**  
Recording Secretary

\_\_\_\_\_  
Date



## The Victoria Sexual Assault Centre: B.C.'s first and only Integrated Sexual Assault Clinic

The Victoria Sexual Assault Centre's (VSAC) Sexual Assault Response Team (SART) provides survivors, aged 13 and older, of all genders, who have been sexually assaulted within the past seven days access to medical and/or forensic exams, police interviews and crisis support. The SART team brings together police, specially trained forensic nurse examiners (FNE), and crisis workers to support survivors with trauma informed practices. In 2016, VSAC opened the Sexual Assault Centre Integrated Clinic – the first and only of its kind in Western Canada - to provide a safe, accessible, confidential, and integrated on-stop-shop for these services.

### SERVICES FOR VICTORIA

- 48% of Sexual Assault Responses in 2018-2019 supported a survivor living in Victoria.
- The Victoria Police use the secure police interview room to take police statements or interviews. 43% bookings involve a Victoria Police file.
- VSAC provides training to new Vic PD recruits on sexual assaults, the SART protocol, and the Sexual Assault Clinic. Vic PD has a representative on Team Victoria
- VSAC provides crisis counselling, long-term counselling, group supports, and victim services to residents of Victoria. Project Respect, a youth-lead prevention program, is in Victoria schools and aims at educating youth ages 12-19 about sexualized violence

**Predictable Funding for this service is needed.** The Victoria Sexual Assault Clinic was made possible through a generous one-time grant provided by the Ministry of Justice. However, the Clinic receives no core, stable, or predictable toward the \$204,000 annual budget. Every year the medical and justice services provided depend on grant opportunities and thousands of fundraised dollars. In 2018, the centre was forced to close their crisis line after more than thirty-one years of service to keep the Clinic open after failing to receive two grants.

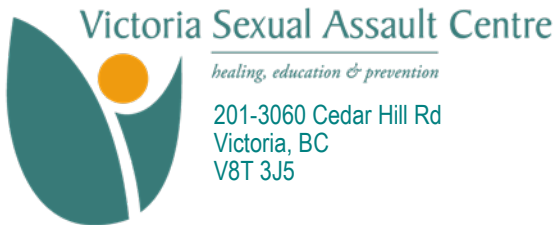
### This service will be at risk in the coming years:

With an operating budget of \$204,000, the Clinic has *no* core funding from any of the key players – local or regional police, Island Health, the Ministry of Health or the Ministry of Public Safety & Solicitor General.

Increased demand and the changing value and unpredictability of grants have put the Clinic and the critical medical care and access to justice it provides for survivors of recent sexual assault at risk.

A generous year-end funding grant of \$200,000 over two years from the provincial government has secured the Clinic for this fiscal year and covers less than half of next year's budget.

**To ensure this critical service in the Capital Regional District, the Clinic needs to move away from grants and toward predictable, secure, core funding.**



## MEDICAL CARE

The Clinic provides lower-barrier medical care. Survivors see a forensic nurse examiner within an hour of arriving at the Clinic, are tested for sexually transmitted infections, have minor injuries treated, and receive all necessary medication. In 2017, it was awarded the Award of Merit for Collaborative Solutions at the BC Health Care Awards in recognition of the highly effective and unique integrated approach, which brings together police, crisis support workers. Care at the Clinic takes pressure off the Victoria General Hospital Emergency Room, reduces the amount of time forensic nurse examiners (FNE) are needed, and has increased the number of survivors accessing care. Survivors whose injuries require the attention of a physician at the emergency department are still able to access SART's crisis support workers and FNEs at VGH.

## ACCESS TO JUSTICE

The Clinic is equipped with closed-circuit recording systems, secure interview rooms, a gun locker, panic buttons, and emergency exits. The Clinic space is used by police in Saanich, Victoria, Central Saanich, West Shore RCMP, the Outer Gulf Island RCMP, and the National Investigative Service to conduct recorded statements with survivors. Fewer than one-in-ten survivors report their assault, but the opportunity to report and make a formal recorded statement at the Clinic reduces barriers for survivors who wish to speak with police. There has been a four-fold increase in the number of police statements SART has supported since the Clinic opened.

## INCREASED DEMAND

Since opening in February 2016, VSAC has experienced a 124% increase in survivors accessing the services now offered at the Clinic. This increase in demand is the result of the unique features of the Clinic, including reduced time to access care, and a more private, secure, and accessible alternative to police stations and emergency rooms. The onset of #Metoo has also increased demand for services due to the experience of trauma among survivors as well as increased public awareness.

## A COST-EFFECTIVE PROGRAM

The Clinic provides trauma-informed, survivor-centered care and improves working conditions and outcomes for Police while at the same time resulting in cost savings for MSP, Island Health, and Regional/Local Police detachments.<sup>1</sup> Less tangible cost savings include the reduction in long term costs associated with trauma, including costs for police and the health care system, the decrease costs and risk associated with STIs, and reduced associated with ongoing crime.

Cost savings when Sexual Assault Response Team services are provided at the Clinic vs. the hospital:

- \$785 – Cost for emergency department visit
- \$255 – Physician cost associated with visit to emergency department
- \$150 – Extra time for Police responding
- \$180 – Extra time for Forensic Nurse Examiners

**Estimated cost savings from fiscal 2017-2018: \$115, 335**

<sup>F</sup>For details of cost savings, please contact Grace Lore – [lore.grace@gmail.com](mailto:lore.grace@gmail.com)



## VICTORIA & ESQUIMALT POLICE BOARD REPORT

Public

<b>DATE</b>	June 11, 2019
<b>ACTION</b>	For information
<b>SUBJECT</b>	Chief Constable Monthly Activities Report
<b>RECOMMENDED BY</b>	Chief Constable Del Manak
<b>APPROVED BY</b>	Chief Constable Del Manak

### Community Events and Presentations

May 21	Provided opening remarks for VicPD Faith Based Safety Forum
June 3	Provided remarks at the Victoria HarbourCats jersey unveiling event and partnership with VicPD
June 5	Attended Tim Horton's Camp Day at Hillside Mall
June 5	Attended Human Trafficking Workshop
June 6	Attended RCMP E-Division Change of Command Ceremony
June 7	Attended Central Middle School Track & Field meet
June 7	Attended HarbourCats home opener baseball game
June 8	Attended the 2136 Royal Canadian Army Cadet Corps Ceremonial Review
June 10	Attended the VicPD 2020-2024 Strategic Plan consultation session with Esquimalt council
June 10	Presented the VicPD Q1 report to Esquimalt Council
June 11	Attended VicPD 2020-2024 Strategic Plan consultation session with the Aboriginal Coalition to End Homelessness group
June 11	Presented to the Executive Resource Group re: VicPD challenges and opportunities

### Upcoming Events

*Board members welcome to attend*

Date	Time	Event	Location
June 13	9:00am	Presentation of VicPD 2019 Q1 Report - Victoria	City Hall Council Chambers
June 16	All day	YYJ Car Free Day	Douglas Street
June 21-23	12:00pm	Indigenous Cultural Festival	RBC Museum
July 1	All day	Canada Day	Inner Harbour
July 8	5:45pm	Finance Committee consultation with Esquimalt Council	Esquimalt Council Chambers

July 18	9:00am	Finance Committee consultation with Victoria Council	Victoria Council Chambers
August 10-11	All day	Child Find BC Slow Pitch Ball Tournament	Topaz Park
August 23-25	All day	Tour de Rock First Responders Softball Tournament	Centennial Park - Langford
September 5	8:00am	VicPD Swearing-In: Recruit Class #161	VicPD HQ – Briefing Room
September 6	TBA	Tour de Rock Jersey Presentation	TBA
September 6-8	All day	Esquimalt Ribfest	Bullen Park
September 29	1:00pm	BC Law Enforcement Memorial Ceremony	BC Legislature
Oct 7	7:00pm	VicPD Q2 report presentation to Esquimalt Council	Esquimalt Council Chambers
Nov 22	TBA	VicPD Volunteer & Reserve Appreciation Dinner	TBA
Nov 23	5:00pm	Island Farms Santa Parade	TBA
December 9	7:00pm	VicPD Q3 report presentation to Esquimalt Council	Esquimalt Council Chambers



## VICTORIA & ESQUIMALT POLICE BOARD REPORT

Public

DATE:	June 11, 2019
ACTION:	For information
SUBJECT:	HR Report (Orders #2-2019, #3-2019, #4-2019)
APPROVED BY:	Chief Cst. Del Manak

### RETIREMENTS

#### Sworn

*Effective: July 31, 2019*  
Sergeant

*From:*  
Community Services Division – Bikes

### RESIGNATIONS

#### Civilians

*Effective: March 15, 2019*  
Manager

*From:*  
Information Technology

### HIRES

#### Civilians

*Effective: June 10, 2019*  
Manager

*To:*  
Information Technology

### PROMOTIONS

#### Sworn

*Effective: April 1, 2019*

*From:*  
Constable – Patrol  
Constable – Patrol

*To:*  
Sergeant – Patrol  
Sergeant – Patrol

*Effective: June 1, 2019*

*From:*  
Sergeant – Professional Standards

*To:*  
Staff Sergeant – Professional Standards



## VICTORIA & ESQUIMALT POLICE BOARD

### Committee Report to Board

#### Public

Committee:	Governance
Meeting Date:	June 4, 2019

#### RECOMMENDATIONS TO BOARD

1. Board Remuneration & Expense Guidelines

Refer to page 10.

**MOTION:** *That the Board adopt the revised Board remuneration and expense guidelines as presented.*

2. Board Committee & Liaison Functions

Refer to page 15.

**MOTION:** *That the Board adopt the revised Committee and Liaison functions into policy as presented.*

#### FUTURE ITEMS

1. BCAPB Resolution: Amendments for 2020



## VICTORIA & ESQUIMALT POLICE BOARD

### Memorandum

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**TO:** Victoria & Esquimalt Police Board – Governance Committee

**FROM:** K. Elder, Governance Committee Chair

**DATE:** June 4, 2019

**SUBJECT:** Board Remuneration & Expense Guidelines

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Please find attached for reference:

- current Board Remuneration policy
- administrative policy AD80: Board Remuneration
- current draft Remuneration and Expense Guidelines

I would recommend that the committee consider the following adjustments for referral to the Board. If these adjustments are adopted by the Board then the policy and appendix would be amended accordingly.

1. That procedure 3.2 (reimbursement amounts) be amended to include the following meetings to be *“considered to be meetings of four to eight hours, and reimbursable at \$250 to take into consideration the preparation time required for the meetings. If the Board meets for more than eight hours consecutively, a further remuneration will be paid”*:
  - monthly committee meetings (three consecutively)
  - monthly board meetings
  - annual board special meeting
2. That procedure 3.2 be amended to include a category of meetings of less than two hours, with reimbursement in the amount of \$100. This would capture the times that board members are required to attend shorter meetings, which currently can only be reimbursed at the amount of \$175.
3. That procedure 3.6 (maximum annual reimbursement) be amended by adding the statement: *“Board Chairs may, at their discretion, authorize a higher maximum reimbursement for a year in recognition of extraordinary responsibilities for a board member in that year, including the work of chairing board committees or representing the board at the provincial or national level. In such cases, the reimbursement for that board member shall not exceed \$10,000 for the year, and the increase must be afforded within the overall board reimbursement budget for that year.”*

## Current Board Policy & Procedures Manual excerpt re: Remuneration

### 1.11. Remuneration

- 1.11.1. Board members (except for the Mayors as Co-Chairs) are eligible to receive remuneration to attend meetings and approved activities and events. Refer to Appendix K regarding *Board Remuneration* policy.
- 1.11.2. The Governance Committee reviews the remuneration policy every two years, at a minimum, and makes recommendations to the Board.

### 1.12 Travel and Training

- 1.12.1. Board members are encouraged to participate in training sessions and conferences offered by the BCAPB, the CAPG and CACOLE, and to take advantage of other training opportunities that will increase their knowledge and capabilities as a Board member.
- 1.12.2. Board members are eligible to be reimbursed for all reasonable expenses incurred while attending training or approved Board business.
- 1.12.3. Board member's expenses are reimbursed upon the submission of receipts and expense claim forms. Refer to Appendices L, M and N for the mileage, remuneration and expense form templates.
- 1.12.4. Board members will require prior authorization from the Board to attend events on behalf of the Board.

## **ADMINISTRATION SECTION**

### **AD: Financial Management**

#### **AD80. Board Remuneration**

**Effective Date: February 28, 2006**

**Amended Date: January 15, 2008**

**Last Reviewed: May 2011**

### **1.0 Policy**

- 1.1** The Victoria Police Department will remunerate members of the Police Board in accordance with this policy.

### **2.0 Reason for Policy**

- 2.1** The policy on remuneration for appointees to the Victoria Police Board has the following objectives:
- Attract and retain highly-qualified individuals, and ensure that the Board's interests receive priority attention;
  - Contain expenditure of public funds within reasonable limits;
  - Recognize that there is an element of public service in all appointments to The Board; and
  - Allow for sufficient flexibility of the criteria in setting remuneration.

### **3.0 Procedure**

- 3.1** Members of the Police Board (except for the Mayors, as Chair, and Deputy Chair) are eligible to receive a meeting remuneration.
- 3.2** The remuneration rate is \$175 per meeting of four hours or less and \$250 per meeting of four to eight hours. The monthly board meetings are considered to be meetings of four to eight hours, and reimbursable at \$250, to take into consideration the preparation time required for the meeting. If the Board meets for more than eight hours consecutively, a further remuneration will be paid.
- 3.3** The remuneration is paid for regular and in camera Board meetings, committee meetings, official liaison committee meetings and other special events determined by the Board.
- 3.4** The remuneration is expected to cover out of pocket and incidental expenses (e.g. parking other than at Royal Athletic Park, office costs such as e-mail, fax, cell phone, courier, photocopy, etc., and child care) incurred by the member in the course of carrying out their Board duties.

**3.5** The Board member is responsible for submitting a remuneration payment form to the Police Department at the end of each month.

**3.6** Each Board Member may claim a maximum of \$8,000 in remuneration per year.

### **Travel Status**

**3.7** In addition to the remuneration listed above, if a Board member is on travel status while conducting Board business they are entitled to:

- Reimbursement of actual cost of transportation and accommodation;
- Per Diem for meals as per the Police Union Collective Agreement; and
- Mileage for use of personal vehicle as per the Police Union Collective Agreement.



## VICTORIA & ESQUIMALT POLICE BOARD

### Remuneration & Expense Claim Guidelines

*Pending Approval*

As per Section 1.11 of the Board Policy & Procedures Manual, all Board members (except the Co-Chairs) are eligible to receive remuneration to attend meetings as well as approved activities and events. Every two years, at minimum, the Governance Committee reviews the remuneration policy and makes recommendations to the Board. The next review will take place in June 2021.

#### REMUNERATION

Board members are entitled to the following remuneration:

Rate	Parameters	Examples
\$175	Meetings/events of 4 hours or less	Committees meeting
		Joint Board Council meeting
		Special Board meeting
		Annual Special Board meeting
		Annual Board luncheon
		External Committee meetings (e.g.: BCAPB)
		Half day conferences/training seminars
		Council Meetings
\$250	Meetings/events of 4-8 hours	All Board meetings
		All day conferences/training seminars

Remuneration cannot be claimed for travel time.

#### TRAVEL EXPENSE CLAIMS

As per Section 1.12 of the Board Policy & Procedures Manual, all Board members (except the Co-Chairs) are eligible to receive reimbursement for travel and training expenses. Board members must receive Board approval prior to attending any training or events where claims may result. Claims may include flights, taxis, ferries, parking, hotel, per diems, and mileage if driving a personal vehicle.

The following claim forms can be obtained from the Board EA:

- Remuneration
- Travel Expense Claim
- Mileage Claim



## VICTORIA & ESQUIMALT POLICE BOARD

### Memorandum

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**TO:** Victoria & Esquimalt Police Board – Governance Committee

**FROM:** K. Elder, Governance Committee Chair

**DATE:** June 4, 2019

**SUBJECT:** Board Committees & Liaison Functions

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Please find attached Board Policy 1.8: Board Committees and Liaison Functions.

Given the stability and consistency of our Board committee structure, and the understandings that we have regarding how those committees will operate, I would recommend that the committee consider the following additions to section 1.8.1 which states that *"The Board may establish standing or ad hoc committees to assist the Board to function more effectively."*:

**1.8.1.a**

The Board will operate with three Board standing committees: Finance, Governance, and Human Resources. Each of the standing committees will have four board members as committee members, and will be chaired by one of those members as determined by the Board co-chairs. Each of the standing committees will be supported by one member of senior staff as designated by the Chief Constable.

**1.8.1.b**

Meetings of Board standing committees will be public unless required to be in camera in keeping with subsection 69(2) of the *Police Act*.

**1.8.1.c**

Committee chairs will be responsible for working with the Board's Executive Assistant for agenda preparation and preparation of committee reports to the Board.

**1.8.1.d**

Committee chairs will be responsible for moving items for information or recommendation to the Board, with recommendations being based on consensus of committee members (or as necessary by a majority vote of committee members) further to discussions which may at the discretion of the committee chair involve other members of the board as well as senior staff.

## Current Board Policy & Procedures Manual excerpt re: Board Committees & Liaison Functions

### 1.8 Board Committees and Liaison Functions

- 1.8.1. The Board may establish standing or ad hoc committees to assist the Board to function more efficiently.
- 1.8.2. The Board may delegate tasks and projects to the committees, including preparing of policy alternatives and implications for Board deliberation.
- 1.8.3. Committees make recommendations to the Board, unless specific authority is delegated to a committee to make decisions.
- 1.8.4. Board committees may not speak or act for the Board except where formally given such authority for specific and time-limited purposes. For example, a Board Co-Chair may designate a Board member to speak to the media regarding a certain issue. Such authority must not, however, conflict with the operational responsibility of the Chief Constable.
- 1.8.5. The Board defines committee mandates and appoints the committee membership by resolution, based on a recommendation from the Board Co-Chairs. Any Board member is eligible to attend a committee meeting.
- 1.8.6. The list of Board committees and liaison functions will be reviewed annually and revised as required, and changes to committee membership will be by Board resolution.
- 1.8.7. Appointed Board committee members will select a Committee Chair.
- 1.8.8. Each committee will take direction and report back to the Board on its activities on a regular basis.
- 1.8.9. Committees may deal directly with the Chief Constable, or the Chief Constable's designate(s), when services are required to assist the committee.
- 1.8.10. The Board may establish Board review panels in order to meet legislative requirements and may assign Board members as liaison to Department committees, as required.



VICTORIA & ESQUIMALT POLICE BOARD  
Committee Report to Board  
Public

Committee:	Finance
Meeting Date:	June 4, 2019

ITEMS DISCUSSED

- 1. Structure of Finance Committee Consultation with Councils
- 2. Meeting with CAO/CFO re: 2020 Budget Process
- 3. Monthly Financial Report  
Refer to page 18.



## VICTORIA-ESQUIMALT POLICE BOARD REPORT

Public

<b>DATE:</b>	June 4 <sup>th</sup> , 2019
<b>TO:</b>	Victoria & Esquimalt Police Board – Finance Committee
<b>ACTION:</b>	For Information
<b>SUBJECT:</b>	Financial Report – May 31, 2019
<b>RECOMMENDED BY:</b>	Steve Hurcombe, Controller

### BACKGROUND:

This report contains the financial results for the period ending May 31<sup>st</sup>, 2019.

### SUMMARY:

The Financial Report represents 39.5% of the payroll year. As of May 31, 2019 operating expenditures represent 39.4% of the total operating budget and capital expenditures 39.8% of the total capital budget. The net financial position of the department is at 39.7% of the annual budget.

Salary and benefits expenditures are in line with the budget at this point in time. We currently have a number of vacancies in civilian positions that we expect to be filled over the new few months. We expect three more police officer retirements between now and July, which will likely cause us to fall below minimum strength until September. However, by the fall we expect to be slightly over strength in anticipation of expected retirements in January, provided we can get the seats required at the Justice Institute. We anticipate salaries and benefits will remain in line with the approved budget. Overtime costs are also in line with the budget and we do not anticipate any overages in overtime at this time.

Retirement expenditures, contractual obligations under our collective agreements, are in line with expectations, however due to reductions to the original budget, retirement expenditures are now \$117,072 over budget. Based on known retirements this amount will likely increase to between \$300-350,000 by the end of July.

Expenditures include estimates for pro-rated amounts for integrated units, 9-1-1, corporate overhead allocations and quarterly payments to outside agencies such as PRIME, E-Comm and CREST for forecasting purposes. Expenditures for other categories remain at or within expected levels, with some seasonal variations in expenditure levels.



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# 2019 MONTHLY FINANCIAL REPORT MAY 31<sup>ST</sup>, 2019

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## Statement 1

**Victoria Police Department**  
**Revenues and Expenditures By Section (Unaudited)**  
**For the Period Ending May 31st, 2019**

	<b>Annual Budget</b>	<b>39.5%</b>	<b>Actual</b>	<b>(Over) Under</b>	<b>% of Total Budget</b>
<b>Revenue</b>					
Special Events	705,200	278,554	244,908	460,292	34.7%
Records	173,000	68,335	76,055	96,945	44.0%
Grants <sup>1</sup>	-	-	25,638	(25,638)	N/A
Other	-	-	9,135	(9,135)	N/A
Jail Operations	37,900	14,971	12,338	25,562	32.6%
<b>Total Revenue</b>	<b>916,100</b>	<b>361,860</b>	<b>368,074</b>	<b>548,026</b>	<b>40.2%</b>
<b>Operating Expenditures By Section</b>					
Executive Services	3,929,381	1,552,105	1,366,818	2,562,563	34.8%
Integrated Units	2,164,003	854,781	935,424	1,228,579	43.2%
Crime Prevention Services	1,175,195	464,202	384,099	791,096	32.7%
Crime Reduction Division	3,940,302	1,556,419	1,481,170	2,459,132	37.6%
Patrol - Primary Response Division	17,502,004	6,913,292	7,205,678	10,296,326	41.2%
K9	1,014,595	400,765	367,363	647,232	36.2%
Community Services Division	2,415,189	954,000	1,038,376	1,376,813	43.0%
Investigative Services	6,681,618	2,639,239	2,555,737	4,125,881	38.3%
Traffic Enforcement and Crash Investigations	1,434,286	566,543	571,519	862,767	39.8%
Communications Centre - 911	3,037,895	1,199,969	1,330,252	1,707,643	43.8%
Centralized Corporate Costs	1,905,100	752,515	1,023,581	881,519	53.7%
Support Services	10,445,304	4,125,895	3,659,620	6,785,684	35.0%
Jail Operations	971,496	383,741	362,941	608,555	37.4%
<b>Total Operating Expenditures</b>	<b>56,616,368</b>	<b>22,363,465</b>	<b>22,282,578</b>	<b>34,333,790</b>	<b>39.4%</b>
<b>Transfers to Capital</b>	<b>845,200</b>	<b>333,854</b>	<b>211,300</b>	<b>633,900</b>	<b>25.0%</b>
<b>Transfer from Financial Stability Reserve</b>	<b>750,000</b>	<b>296,250</b>	<b>-</b>	<b>750,000</b>	<b>0.0%</b>
<b>Net Budget</b>	<b>55,795,468</b>	<b>22,039,210</b>	<b>22,125,804</b>	<b>33,669,664</b>	<b>39.7%</b>

Notes:

1. Excludes \$133,200 received from the Province towards the costs of implementing E-Ticketing. Funds will likely be spent in 2020

## Statement 2

**Victoria Police Department**  
**Revenue and Expenditures by Object (Unaudited)**  
**For the Period Ending May 31st, 2019**

				<b>(Over)/Under</b>	
	<b>Actual</b>	<b>2019 Budget</b>	<b>% Used</b>	<b>\$</b>	<b>%</b>
<b>Revenue</b>					
Special Events	244,908	705,200	34.7%	460,292	65.3%
Records	76,055	173,000	44.0%	96,945	56.0%
Grants	25,638	-	N/A	(25,638)	N/A
Other	9,135	-	N/A	(9,135)	N/A
Jail Operations	12,338	37,900	32.6%	25,562	67.4%
<b>Total Revenue</b>	<b>368,074</b>	<b>916,100</b>	<b>40.2%</b>	<b>548,026</b>	<b>59.8%</b>
<b>Operating Expenditures</b>					
Salaries and Benefits	17,183,889	43,471,611	39.5%	26,287,722	60.5%
Retirements	517,072	400,000	129.3%	(117,072)	-29.3%
Overtime	953,795	2,408,407	39.6%	1,454,612	60.4%
Professional Services	1,398,172	4,415,895	31.7%	3,017,723	68.3%
Equipment Maintenance - Fleet & Computers	383,343	942,715	40.7%	559,372	59.3%
Telephone Line Charges/CREST	375,366	1,037,500	36.2%	662,134	63.8%
Travel and Training	325,316	803,800	40.5%	478,484	59.5%
Building Maintenance	356,902	765,000	46.7%	408,098	53.3%
General and Office Supplies	212,637	480,730	44.2%	268,093	55.8%
Other Operating Expenditures	111,276	741,310	15.0%	630,034	85.0%
Uniforms & Protective Clothing	143,629	256,900	55.9%	113,271	44.1%
Lease/Rental/PRIME	133,694	354,600	37.7%	220,906	62.3%
Fuel and Motor Oil	106,698	311,000	34.3%	204,302	65.7%
Insurance	68,227	198,000	34.5%	129,773	65.5%
Postage and Freight	12,562	28,900	43.5%	16,338	56.5%
<b>Total Operating Expenditures</b>	<b>22,282,578</b>	<b>56,616,368</b>	<b>39.4%</b>	<b>34,333,790</b>	<b>60.6%</b>
<b>Transfers to Capital</b>	<b>211,300</b>	<b>845,200</b>	<b>25.0%</b>	<b>633,900</b>	<b>75.0%</b>
<b>Transfer from Financial Stability Reserve</b>	<b>-</b>	<b>750,000</b>	<b>0.0%</b>	<b>750,000</b>	<b>N/A</b>
<b>Net Budget</b>	<b>22,125,804</b>	<b>55,795,468</b>	<b>39.7%</b>	<b>33,669,664</b>	<b>60.3%</b>

## Statement 3

**Victoria Police Department**  
**Operating Expenditures by Section and Business Unit (Unaudited)**  
**For the Period Ending May 31st, 2019**

	<b>Annual Budget</b>	<b>Actual</b>	<b>(Over) Under</b>	<b>% of Total Budget</b>
<b>Executive Services</b>				
Office of The Chief Constable	1,010,400	384,301	626,099	38.0%
Executive Services, Policy and Professional Standards	1,673,609	495,933	1,177,676	29.6%
Esquimalt Administration	560,951	247,399	313,552	44.1%
Police Board	119,900	20,714	99,186	17.3%
Public Affairs	564,521	218,471	346,050	38.7%
<b>Total Executive Services</b>	<b>3,929,381</b>	<b>1,366,818</b>	<b>2,562,563</b>	<b>34.8%</b>
<b>Integrated Units</b>				
Vancouver Island Integrated Major Crime Unit	1,062,020	420,990	641,030	39.6%
Diversity Unit	2,918		2,918	0.0%
Integrated Mobile Crisis Response Team	117,124	60,641	56,483	51.8%
Regional Domestic Violence Unit	187,349	72,057	115,292	38.5%
Crowd Management Unit Training	33,882	(4,591)	38,473	-13.5%
Assertive Community Treatment	148,424	173,479	(25,055)	116.9%
Explosive Ordinance Disposal	12,327	11,218	1,109	91.0%
Crime stoppers	61,120	15,280	45,840	25.0%
Mobile Youth Service Team	61,528	15,382	46,146	25.0%
Emergency Response Team Training	338,508	121,872	216,636	36.0%
Tactical Liaison Officer	2,836		2,836	0.0%
Critical Incident Scribes	493		493	0.0%
Municipal Undercover Program	67,554	16,889	50,665	25.0%
Crisis Negotiating	23,998	4,892	19,106	20.4%
PRIME tables	1,592		1,592	0.0%
Youth Camp	15,810	16,663	(853)	105.4%
Canadian Intelligence Services British Columbia	26,520	10,652	15,868	40.2%
<b>Total Integrated Units</b>	<b>2,164,003</b>	<b>935,424</b>	<b>1,228,579</b>	<b>43.2%</b>
<b>Crime Prevention Services</b>				
Community Resource Officers	665,890	279,471	386,419	42.0%
School Resource Officers	180,680	-	180,680	0.0%
Community Programs	103,041	43,161	59,880	41.9%
Volunteer Program	199,083	41,127	157,956	20.7%
Reserve Program	26,500	20,340	6,160	76.8%
<b>Total Crime Prevention Services</b>	<b>1,175,194</b>	<b>384,099</b>	<b>791,095</b>	<b>32.7%</b>
<b>Crime Reduction Division</b>				
Strike Force	1,334,030	441,340	892,690	33.1%
Crime Reduction Unit	1,034,894	481,989	552,905	46.6%
Analysis and Intel	579,563	217,547	362,016	37.5%
Operational Planning	251,813	94,883	156,930	37.7%
Special Duties	740,000	245,411	494,589	33.2%
<b>Total Crime Reduction Division</b>	<b>3,940,300</b>	<b>1,481,170</b>	<b>2,459,130</b>	<b>37.6%</b>

	<u>Annual Budget</u>	<u>Year To Date</u>	<u>(Over) Under</u>	<u>% of Total Budget</u>
<b>Patrol - Primary Response Division</b>	<b>17,502,004</b>	<b>7,205,678</b>	<b>10,296,326</b>	<b>41.2%</b>
<b>K9</b>	<b>1,014,595</b>	<b>367,363</b>	<b>647,232</b>	<b>36.2%</b>
<b>Community Services Division</b>	<b>2,415,189</b>	<b>1,038,376</b>	<b>1,376,813</b>	<b>43.0%</b>
<b>Investigative Services Division</b>				
Detective Division - Support	1,097,917	418,862	679,055	38.2%
Special Operations	750,000	10,087	739,913	1.3%
Historical Case Review	156,692	73,097	83,595	46.7%
Financial Crimes	298,139	190,083	108,056	63.8%
Integrated Tech Crime Unit	384,181	141,721	242,460	36.9%
Special Victims Unit	895,295	455,961	439,334	50.9%
Major Crimes	1,530,399	603,537	926,862	39.4%
Behavioural Assessment & Management Unit	581,274	244,405	336,869	42.0%
Forensic Identification	987,722	417,984	569,738	42.3%
<b>Total Investigative Services Division</b>	<b>6,681,619</b>	<b>2,555,737</b>	<b>4,125,882</b>	<b>38.3%</b>
<b>Traffic Enforcement and Crash Investigations</b>				
Traffic Enforcement and Crash Investigation	1,424,286	571,519	852,767	40.1%
Motorcycle Escort Team	10,000	-	10,000	0.0%
<b>Total Traffic Enforcement and Crash Investigations</b>	<b>1,434,286</b>	<b>571,519</b>	<b>862,767</b>	<b>39.8%</b>
<b>Communications Centre - 911</b>	<b>3,037,895</b>	<b>1,330,252</b>	<b>1,707,643</b>	<b>43.8%</b>
<b>Centralized Corporate Costs</b>	<b>1,905,103</b>	<b>1,023,581</b>	<b>881,522</b>	<b>53.7%</b>
<b>Support Services</b>				
Automotive	844,000	299,256	544,744	35.5%
Critical Incident Stress Management	16,600	1,740	14,860	10.5%
Legal Services and Freedom of Information	383,477	150,457	233,020	39.2%
Finance, Exhibit Control and Purchasing	3,320,862	1,256,185	2,064,677	37.8%
Human Resources, firearms and use of force training	2,558,326	819,134	1,739,192	32.0%
Records Management	2,266,581	705,447	1,561,134	31.1%
Information Systems	1,055,457	427,401	628,056	40.5%
<b>Total Support Services</b>	<b>10,445,303</b>	<b>3,659,620</b>	<b>6,785,683</b>	<b>35.0%</b>
<b>Jail Operations</b>	<b>971,496</b>	<b>362,941</b>	<b>608,555</b>	<b>37.4%</b>
<b>Total Operating Expenditures</b>	<b>56,616,368</b>	<b>22,282,578</b>	<b>34,333,790</b>	<b>39.4%</b>

## Statement 4

**Victoria Police Department**  
**Capital Expenditures (Unaudited)**  
**For the Period Ending May 31st, 2019**

	<b>Transfers to Capital Fund</b>	<b>Budgeted Expenditures</b>	<b>Actual Expenditures</b>	<b>(Over) Under</b>	<b>%</b>
Vehicles	394,200	855,000	602,516	252,484	70.5%
Computer Equipment	300,000	887,000	168,594	718,406	19.0%
Communications Equipment	40,000	40,000	-	40,000	0.0%
Furniture	45,000	75,000	-	75,000	0.0%
K9	6,000	-	-	-	N/A
Police Building Upgrades	60,000	100,000	8,159	91,841	8.2%
<b>Total Capital</b>	<b>845,200</b>	<b>1,957,000</b>	<b>779,269</b>	<b>1,177,731</b>	<b>39.8%</b>

## **1. REVENUE**

Revenues are slightly above budget at this time. Special Duties revenues are offset, where recoverable, by corresponding expenditures under the Special Duties business unit. Jail revenue, in the form mostly of a provincial government grant, has continued its long term decline.

Grant revenue represents monies received from civil forfeiture grants for the purchase of specific equipment. The amounts reported exclude a grant of \$133,200 received from the Province to offset the costs of installing equipment and software for the E-Ticketing initiative. Due to workflow priorities IT resources will not be available to implement this until 2020. These funds will therefore be rolled forward to 2020 to match the year in which the expenditures will occur.

Other revenue consists of recoveries of expenditures from other police agencies.

## **2. SALARIES AND BENEFITS:**

The Human Resources section recruits police officers based on a projection of retirements and authorized strength. As it takes at least 18 months for a recruit to be fully operational, VicPD tries to hire recruits ahead of anticipated retirements.

At this time, salaries and benefits expenditures are in line with the budget. There are currently a number of vacancies for civilian positions we expect to be filled over the next two month. We also expect three more police officer retirements in the next two months. These vacancies are expected to be temporary and we plan to be fully staffed by the fall.

## **3. RETIREMENTS:**

Retirement costs are over budget by \$117,072. The budget approved by councils included a reduction to the requested funding from \$700,000 to \$400,000. Total retirement costs for 2018 were approximately \$865,000. We expect, based on known upcoming retirements of three police officers and one civilian, the deficit in this line item will increase to approximately \$300-350,000 by the end of July. Any shortfalls will need to be

covered through surplus, if any, or drawdowns to the Employee Benefit Obligation Reserve.

**4. OVERTIME:**

Net overtime costs are in line with the budget. We will continue to monitor and apply the appropriate corrective action if required.

**5. PROFESSIONAL SERVICES:**

Professional fees include the costs for Integrated Units, as well the costs to meet any unexpected legal costs. Expenditures, including estimates for unbilled Integrated Unit costs, are below budget at this point due to lower than the budgeted legal costs. Legal costs can fluctuate and this may or may not be indicative of a trend.

**6. TELEPHONE LINE CHARGES:**

At the end of 2018 new radios were purchased for the new P25 radio system, to be repaid over the next 10 years. Reductions were made to this budget line item during the budget process. We therefore expect this line item to be close to budget and will monitor accordingly.

**7. TRAVEL AND TRAINING:**

Travel and training expenditures are slightly above budget at this time. Training budgets are, for the most part, monitored and approved by the Human Resources Division. Budgets are tightly controlled and we expect to remain within budget for the year.

Expenditures are typically higher in the first half of the year as part of the training budgets are allocated on a first come, first served basis.

**8. BUILDING MAINTENANCE:**

Building Maintenance costs include pro-rated estimates for building costs for Headquarters in Victoria and the Esquimalt Division, both of which are owned and operated by the municipalities.

**9. GENERAL AND OFFICE SUPPLIES:**

Expenditures are below budget at this time due to the postponement, pending approval of the budget, of purchases at the beginning of the year. We expect this line item to be in line with the budget as the year progresses.

**10. OTHER EXPENDITURE CATEGORIES:**

Other expenditure categories are below budget at this time. Some regular planned purchases may be held back until the second half of the year to ensure we have sufficient funds in the overall budget to support these expenditures.

**11. CAPITAL AND RESERVE EXPENDITURES:**

Capital expenditures include planned fleet and information technology equipment replacements.

In 2018 the Department had an operating surplus of approximately \$503,729, of which \$47,970 was transferred into the financial stability reserve and \$455,759 into the Employee Benefits Obligation Reserve.

The 2019 budget approved by councils included a reduced amount of transfers into the Equipment and Infrastructure Reserve of \$845,200, offset by withdrawals of \$1,957,000 to fund capital purchases, a net drawdown of \$1.11 million. Measures are being taken to reduce that amount to preserve capital fund balances.

Approximately \$200,000 in planned 2019 vehicle replacements has been deferred to maintain capital reserves. Pooling of the administration fleet will extend the life of our non-marked vehicles. Prioritization will be given to replacement of emergency response vehicles to balance the need to reduce long term vehicle replacement costs with the need to maintain response capabilities.

Reductions are not possible, given the current condition of our IT infrastructure, to the IT capital project list. Limited human resources may result in some 2019 planned IT capital

projects being deferred to 2020 but will not diminish the long term planned capital requirements.

Adjustments have been made to planned building maintenance. Some previously planned painting and carpeting will be deferred to the fall, to determine whether operating funds are available for such work instead of further depleting capital reserves.

It is likely, despite these measures, a significant drawdown will be required in 2019 from the Equipment and Infrastructure Reserve. It is also likely a drawdown will be required from the Employee Benefit Obligation Reserve in 2019 due to reductions in the operating budget for retirement payouts.

Reserve fund balances were, subject to adjustments for interest, approximately as follows at the beginning of the year:

Financial Stability Reserve	\$1,312,708
Employee Benefit Obligation Reserve	\$7,251,959
Equipment and Infrastructure Reserve	\$2,037,943

The permitted use of reserve funds is set under the terms of the Framework Agreement. The Equipment and Infrastructure Reserve may be used to purchase capital assets such as vehicles, computer equipment, communications equipment, building upgrades and furniture. The Employee Benefit Obligation Reserve may be used to fund employee’s retirement payouts, vacation payouts and sick leave. The Financial Stability Reserve may be used to deal with any unanticipated event not contemplated at the time the budget was prepared.

**12. DIVISIONAL BUDGET VARIANCES:**

Budgets for police officer salaries are allocated based on deployment at the time the budget is prepared. Resources are re-deployed to other areas as required throughout the year. Variances can therefore occur where police officers have been moved in or out of units in the intervening period. The overall budget and actual deployment are both based on the number of authorized strength in the approved budget. Additional variances are the result of amendments to the 2019 budget during the budgeting process.

***Assertive Community Treatment (ACT)***

Funding was not approved to continue the Assertive Community Treatment (ACT) pilot in 2019. The decision was made to continue the ACT program, causing a variance between

actual and budgeted expenditures, due to the two officers being redeployed from other units.

***School Resource Officers***

The budget represents partial year costs, reflecting the intent to reinstate the School Resource Officer positions later in 2019, or when resources become available.

***Communications Centre – 911***

The variance represents the additional costs for the Section 54 Adjustment Plan for the employees transitioning to the Regional Communications Centre. Sick leave and red circling costs are being billed quarterly. All remaining adjustment plan costs have been billed to the Department for the entire year.

***Centralized Corporate Costs***

Centralized Corporate Costs includes retirement expenditures, which are in excess of the budget, as well as a pro-rated estimate for police union increases for forecasting purposes. The collective agreement with the police union expired at the end of 2018.

# COMMUNITY SAFETY, COMMUNITY SERVICE, COMMUNITY STRENGTH

## CAPG 2019 CONFERENCE PROGRAM



CALGARY, AB

August 9-11

THE WESTIN CALGARY

320 4 AVE SW

### Community Safety, Community Service, Community Strength

The 2019 CAPG Conference will explore this theme through a lens of 'representation' and try to answer the overarching question: How do police boards and police commissions, collectively and as individuals, effectively represent the diverse community members on whose behalf we are tasked with providing oversight?

## CAPG 2019 CONFERENCE PROGRAM



## Thursday, August 8

12:00 - 8:00pm

Conference Registration | CENTRAL FOYER

7:00am - 4:30pm

First Nations Police Governance Session

NOTE: This sessions requires a separate registration.

## Friday, August 9

7:00am - 8:00am

Breakfast | GRAND FOYER

8:00 - 8:30am

Opening Ceremonies

Master of Ceremonies: **CAPG President Mary Anne Silverthorn**  
 Speakers: *Premier of Alberta; Minister of Justice and Solicitor General; Hon. Naheed Nenshi, Mayor of Calgary; Brian Thiessen, Chair of Calgary Police Commission; Mark Neufeld, Chief of Police, Calgary Police Service*

8:30 - 9:00am

Plenary Session: Opening Keynote

Keynote Speaker: **Hon. Ralph Goodale (invited)**, *Minister of Public Safety*

Minister Goodale will update CAPG delegates on Cannabis Legalization, Opioid Crisis, RCMP Civilian Oversight Board and the Government's response to CAPG Resolutions

9:00 - 10:00am

Plenary Session: **Human Rights Issues for Police Governance**

Speaker: **Chief Commissioner Renu Mandhane (invited)**, *Ontario Human Rights Commission*

Commissioner Mandhane will speak to the gender diversity issues reviewed for the Ottawa Police Service, the study of racial profiling/carding by the Toronto Police Service and how bringing the results of these studies back to the police governance bodies encourages the setting up of appropriate policies, ensuring they are complied with and reporting back to and following up with the community to gauge their satisfaction.

10:00 - 10:15am

Refreshment &amp; Stretch Break | GRAND FOYER

10:15 - 11:15am

Plenary Session: **Police Governance at a Crossroads**

Panel Speakers: **Andrew Graham**, *Queen's University*; **Fred Kaustinen**, *Governedge*; **Celina Reitberger**, *Chair Thunder Bay Police Services Board*

This panel will not dwell on what went wrong with the Thunder Bay Police Services Board as identified in Senator Murray Sinclair's report issued by the Ontario Civilian Police Commission in December 2018 and resulting in the suspension of the board. It will look at the recommendations made; how a board and service can become disconnected from parts of the community they serve; understanding oversight of the chief and deputy chief; acknowledging power and privilege and unconscious bias; and board and police training around inclusivity and diversity. The actions of any board have a direct impact on their ability to carry out their legislated function of setting policy. We will get an update on the steps needed to build that bridge of trust with community.

11:15am - 12:30pm

Plenary Session: **Gold Standard Strategic Plans for Police Services**

Speakers: **Dr. Tullio Caputo**, **Dr. Mike McIntyre**, **Tarah Hodgkinson**

In a survey of CAPG membership conducted by the CAPG in 2018, strategic planning was identified as the research area most significant to the membership, and as the topic that most needed immediate research attention. CAPG conducted a new survey in 2019 to drill down on how strategic plans are built, what is included in them and what is done with the final product. The survey developed and analyzed by Dr. Caputo & Dr. McIntyre provides an initial overview of existing strategic planning practices. Objectives of the study will be to identify areas where existing practices can be improved so that CAPG members can gain the maximum benefit from the time and resources currently devoted to strategic planning in their organizations. Phase II of the project will take a deeper dive and this session will bring you up to speed on the project, what we've learned so far and where we can take this forward to ensure 'Gold Standard Strategic Plans'.

12:30 - 1:15pm

Lunch | GRAND FOYER

1:15 - 2:45pm

CAPG Annual General Meeting

This session is restricted to voting delegates who are full members of the CAPG and their Board staff.

2:45 - 3:00pm

Refreshment &amp; Stretch Break | GRAND FOYER

3:00 - 4:30pm

Roundtable Discussions: Discussion topics will be set in advance. Facilitators for each group will be CAPG Directors.

- **Small Police Boards**
- **Medium Police Boards**
- **Large Police Boards**
- **First Nations Police Boards**

7:00 - 9:30pm

CAPG 30th Anniversary Dinner and Cultural Event | GREY EAGLE RESORT, TSUUT'INA

Join your fellow delegates in Tsuut'ina for dinner and a cultural evening. Tsuut'ina Elders will have a smudge ceremony and opening prayer, traditional dancing and a drum circle. We will celebrate 30 years of CAPG working towards the pursuit of excellence in police governance in Canada.

## CAPG 2019 CONFERENCE PROGRAM



## Saturday, August 10

## 7:00am - 8:30am

Kick-off Breakfast for Victoria 2020 | GRAND FOYER

## 8:30 - 9:30am

Plenary Session: **Innovations in Community Engagement**Speaker: **Chief Neil Dubord**, *Delta Police Department*

**Quality of Life Measurements: Engaging the Community in Public Safety**  
Chief Neil Dubord will cover how Delta Police Department worked with the Delta Police Board and the City to develop a multi-stakeholder public safety committee and develop quality of life indicators. The BC Chiefs of Police are also working on a 5-dimension score card.

## 9:30 - 10:45am

Plenary Session: **Police Governance Dashboard**Speaker: **Dr. Gordon McIntosh**, *Banff Executive Leadership*

Dr. Gordon McIntosh will reveal the final product that was developed through the three CAPG Governance Summits. The Police Governance Dashboard includes the core functions framework depicts the Boards/Commissions ream as revolving around the service's strategic direction and policy choices. It also portrays service delivery and system coordination as the primary functions in the Chief's realm.

This will be a practical tool that delegates can bring back and apply to their own governance structure. Dr. McIntosh will host two afternoon workshops where attendees can work through their own questions on applying the tool.

## 10:45 - 11:00am

Refreshment &amp; Stretch Break | GRAND FOYER

## 11:00am - 12:15pm

Plenary Session: **Building Community Health, Safety, and Well-Being**

Panel Speakers: **Frank Cattoni**, *Executive Director, SORCe*; **Jan Fox**, *Executive Director, REACH*; **Felix Munger**, *Executive Director, Canadian Municipal Network on Crime Prevention*

This panel will explore how various groups and organizations are assisting communities in developing the tools, resources and guides to build a community's capacity for health, safety and well-being.

## 12:15 - 1:00pm

Lunch | GRAND FOYER

## 1:00 - 2:30pm - CONCURRENT SESSIONS

**Police Governance Dashboard** – Practical applications to your own board/commission | BONAVISTA

Led by: **Dr. Gordon McIntosh**, *Banff Executive Leadership*

**Community Engagement Through Social Media** | BOW VALLEY

Led by: **Michael Nunn (invited)**, *CPS Communications Manager*

**Addressing Inequity & Creating Change** | EAU CLAIRE NORTH/SOUTH

Led by: **Dr. Rebecca Sullivan (invited)**, *University of Calgary*

**Indigenous Awareness Training** | LAKEVIEW ENDROOMS

Led by: **Holly Fortier (invited)**, *Nitso Consulting*

## 2:30 - 2:45PM

Refreshment &amp; Stretch Break | GRAND FOYER

## 2:45 - 4:15PM - CONCURRENT SESSIONS

- **Police Governance Dashboard**
- **Community Engagement Through Social Media**
- **Addressing Inequality & Creating Change**
- **Indigenous Awareness Training**

## 6:00 - 9:30pm

Calgary Host Evening &amp; Dinner: Fundraiser for Youthlink

## Sunday, August 11

## 7:30am - 8:30am

Breakfast | GRAND FOYER

## 8:30 - 9:30am

Plenary Session - Community Special Needs: Pacific Autism Family Network

Speakers: **Wendy Lisogar-Cocchia**, **Jack McGee**, **CPKN**

1 in 66 Canadian children are diagnosed with ASD. People with ASD are 7 times more likely to come in contact with police and these calls are 3 times more likely to end in an emergency.

Panelists will discuss why Autism Awareness and Technique Training is important to Canada's citizens and police, some of the indicators that a first responder can recognize as indicative to an individual with autism, as well as some strategies and recommendations that may help first responders adapt or modify their approach to better support the individual with ASD in an emergency situation.

## 9:30 - 10:00am

Networking Break | GRAND FOYER

## 10:00 - 11:30am

Plenary Session: **CACP/CPA/CAPG Town Hall**

Join leadership from the Canadian Association of Chiefs of Police (CACP), the Canadian Police Association (CPA) and the Canadian Association of Police Governance (CAPG) for a facilitated discussion on 'Defining the Role of Community in Shaping Future Leaders in Policing'. With a large number of police chiefs retiring the pressure is on police governance bodies to get the right person hired. *What do they look for in a Chief? What is the best process for hiring? How do you engage the community? How do you evaluate you've made the right choice?*

## 11:30 - 11:45am

Wrap up remarks and brief overview of conference by CAPG President

# FIRST NATIONS POLICE GOVERNANCE COUNCIL

## 2019 CONFERENCE PROGRAM

The Westin Hotel  
Calgary, AB

THURSDAY, AUGUST 8

7:00- 7:30am

Opening Ceremonies

7:30am - 8:30am

Hot Breakfast

8:30 - 9:00am

Welcome and Opening Remarks

Speakers: **Chief Lee Crowchild**, *Tsuut'ina Nation*; **Violet Meguinis**, *Governance Advisor/Analyst, Tsuut'ina Nation*; **Keith Blake**, *Chief of Police, Tsuut'ina Nation Police Service*; **Dan Bellegarde**, *Executive Director, Treaty Governance Office of The Federation of Saskatchewan Indian Nations & Board Chair of File Hills Board of Police Commissioners*

9:00 - 10:00am

Keynote Presentation: **Community Safety and Security as a Human Right, an Inherent Right and a Treaty Right**

Speaker: **Dr. Wilton Littlechild (invited)** *founder, International Organization of Indigenous Resource Development*

10:00 - 10:15am

Refreshment & Stretch Break

10:15 - 11:15am

Boards Challenges: **Lessons from Thunder Bay and File Hills Boards of Police Commissioners**

Speaker: **Andrew Graham (invited)**, *Queen's University*

- Understanding role, power, responsibility and authority
- Relationships with the Chief of Police, the public and leadership
- Internal discipline and Board effectiveness
- Board self-evaluation

11:15am - 12:15pm

**Learning from Various Jurisdictions**

This panel session will showcase examples of good practices that incorporate governance and culture to create safer communities. Topics include Guns & Gangs, Peacemaker programs and innovations in Justice from the Blood Tribal Police, Onion Lake Cree Nation & Lethbridge

12:15 - 1:00pm

Lunch

1:00 - 2:30pm

**The Police Governance Dashboard**

- Training and professional development for Board members
- Groups will work together to flesh out a Police Governance Dashboard for their First Nations Police Governance Authority

2:30 - 2:45pm

Refreshment & Stretch Break

2:45 - 3:45pm

Report: **Toward Peace, Harmony, and Well-Being: Policing in Indigenous Communities**

Speakers: **Council of Canadian Academies**

Current evidence on the present and future role of police services in Indigenous communities.

3:45 - 4:30pm

**Recap, Open Mike, Q&A, Undertakings and Wrap-up**

With **Dan Bellegarde**, *Facilitator*

5:00

**Tour of Tsuut'ina Police Service headquarters and presentation by Chief of Police and Officers.**

Optional dinner at the Grey Eagle Resort and Casino. Travel by cab.

**CREST**  
**ANNUAL REPORT**  
**2018**



## ABOUT CREST

On behalf of its shareholders, CREST provides and maintains emergency communications equipment and infrastructure for more than 50 first responders and public service agencies throughout the Capital Region. This includes fire departments, police departments, ambulance services, BC Transit and public safety organizations. Over 8 million calls per year go through the CREST system, or one call every four seconds. A team of 6 technically gifted specialists do nothing else but meet the communications needs of over 3000 users wherever they are working across region 24/7. CREST is funded through user fees paid by the agencies using the system. Their fees are based on the geographic size of the area they serve, its population, the number of radios required, and radio traffic. In addition, the Capital Regional District contracts with CREST to provide an emergency communications system for the region. This collaborative shareholder model ensures that each shareholder has an equitable voice in public safety decision making.

CREST is incorporated under the BC Business Corporations Act and regulated by the Emergency Communications Corporations Act. It is a private emergency communications not-for-profit corporation owned by its shareholders and governed by a Board of Directors. CREST's dedicated emergency telecommunications network responds directly to the region's unique island geography and strengthens the Capital Region's ability to be self-reliant in the event of a natural disaster.

### DID YOU KNOW?

New building construction is all about energy efficiency—keeping heat out in summer and holding on to it in winter. Unfortunately, this also means that modern buildings keep radio signals out. The accelerating use of modern, high tech materials for exterior cladding is exacerbating radio coverage challenges.

Achieving satisfactory in-building emergency radio communications in modern or large dense buildings is readily attainable by utilizing technologies designed by radio frequency engineers. Bi-Directional Amplifiers (BDAs) with Distributed Antenna Systems (DAS) pre-built/installed in buildings are popular solutions for in-building radio coverage. This equipment is designed to overcome the natural shielding that results in areas of no radio coverage such as subterranean garages and internal areas of buildings constructed with cladding, doors and windows designed to conserve energy.

In practice, a BDA system consists of a small "donor" antenna that is pointed at the nearest radio site connected to a BDA which in turn feeds a DAS or distributed antenna system. Once constructed and tested, the operation and maintenance of the BDA systems remains with the building owners and forms part of the core infrastructure like elevators, ventilation and lighting that is maintained for public safety.

*"THE SAFETY AND SECURITY OF OUR OFFICERS AND THE CITIZENS WE SERVE ARE OF THE UTMOST IMPORTANCE TO US. THE POLICE RADIO IS ARGUABLY THE MOST IMPORTANT TOOL IN OUR TOOL BELT; IT CONNECTS US NOT ONLY TO EACH OTHER AND TO OUR POLICE DISPATCHERS, BUT ALSO TO OUR POLICING PARTNERS INCLUDING THE FIRE DEPARTMENT AND BC AMBULANCE PARAMEDICS. THIS TRANSITION TO THE "NEXT GENERATION" RADIO SYSTEM IS A STEP IN THE RIGHT DIRECTION FOR OUR OFFICERS AND FOR PUBLIC SAFETY."*

**CHIEF DEL MANAK**  
VICTORIA POLICE

*"WE HAVE ALWAYS RECOGNIZED THE ADVANTAGES OF WHAT AN INTEROPERABLE CREST NETWORK PROVIDES. THE NEW P25 NETWORK JUST TAKES IT TO THE NEXT LEVEL IN STRENGTHENING PUBLIC SAFETY. RADIO CLARITY IS MUCH IMPROVED AND SO IS COVERAGE WHICH IS KEY. AS OUR REGION DEVELOPS, THE NEW DIGITAL TECHNOLOGY ALLOWS FOR BETTER PENETRATION OF BUILDINGS, AND IN ADDITION, THE HIGHER CAPACITY OF THE P25 NETWORK ACCOUNTS FOR GROWTH IN THE CRD."*

**CHIEF BOB DOWNIE**  
SAANICH POLICE

## NEXT GENERATION TECHNOLOGY ROLLS OUT

In 2018, CREST passed the half-way mark in the roll-out of the P25 technology upgrade for the Capital Region. The \$24.5-million technology renewal project remained on budget and current with implementation timelines.

Phase One infrastructure installations completed in the Core Area (Victoria, Esquimalt, Oak Bay and Saanich) and final system optimization, radio training and testing saw police and fire agencies preparing for final cut over from the existing Smartzone system to the P25 network at year end. Promised gains from the new technology in audio clarity, improved coverage and increased capacity were immediately realized and feedback reflected high user-satisfaction.

The completion of new communications mono-poles in High Rock Park and behind the Fire Hall in View Royal, along with new transmission sites in James Bay, Hartland, and Interurban (Camosun), strengthened public and responder safety in the surrounding communities eliminating pre-existing dead zones.

Positive feedback from our user groups fueled enthusiasm for Phase Two implementation. On the Saanich Peninsula, in cooperation with the Town of Sidney and the Sidney Fire Department, CREST co-located a planned transmission site in Sidney's new Community Safety Building, ground zero for emergency preparedness on the Saanich Peninsula and home to the Sidney Fire Department, B.C. Ambulance Services, and the Peninsula Emergency Measures Organization. Given the interoperability features of the new P25 CREST network that will provide a common platform for all user groups to communicate, this integration of public safety emergency services under one roof will allow for the optimal delivery of public safety services.

Negotiations commenced for two new transmission sites for Phase Two on the Westshore and are expected to complete in the spring/summer of 2019. The majority of the Westshore will receive enhanced emergency telecommunications services

through additional capacity and use of 700 MHz spectrum, which is particularly well suited to support this growing area's rapid transformation to a more dense, urban landscape.

A very productive year for CREST wrapped up with the launch of Phase Three and community outreach with residents of Ganges on Salt Spring Island where CREST is negotiating one of two planned transmission sites to strengthen the network connectivity across the Gulf Islands. Discussions with well-informed citizens were thorough and transparent, and meetings with the Islands Trust are planned for early next year.

Looking ahead, the Core Area will go live in early 2019 with VicPD, SaanichPD, Oak BayPD, University of Victoria security, and the City of Victoria bylaw office operating on the new P25 system. Fire agencies in the Core Area are expected to follow later in the spring. Saanich Peninsula agencies will begin training and testing on the new P25 network as Phase Two of the project nears completion in the first quarter of the year and attention shifts to the Westshore, and Phase Three, the Gulf Islands and the Pacific Rim.

On December 20, Mother Nature reminded everyone across the Capital Region of CREST's importance when the most damaging windstorm in BC Hydro's history hit Vancouver Island and the Gulf Islands particularly hard, with strong winds lasting more than 12 hours in some regions. The CREST team of multi-talented professionals that maintain and support the CREST network provided responsive, effective and efficient service to CREST users 24/7 over a period of ten days. While our existing network performed very well under pressure, this remarkable storm reinforced our Region's commitment to the new P25 network. We look forward to 2019 and the successful completion of this four-year public safety project.

On behalf of the Board of Directors, we thank our CREST employees for their ongoing professionalism and dedication, and we thank our user groups and our citizens for whom we work.



A handwritten signature in black ink.

Gordie Logan,  
Chair of the Board



A handwritten signature in black ink.

Gordon Horth,  
General Manager

## P25 TECHNOLOGY RENEWAL PLAN

CREST is moving to “next generation technology”, undertaking a \$24.5-million investment to upgrade existing emergency communications technology from an analog to all-digital platform called P25.

System capacity will increase by 30%, handling over 2500 mobile and portable radios, 30 transmission towers, and over 50 in-vehicle repeaters.

## WHAT IS A P25 STANDARD?

P25 represents a suite of standards for digital radio communications used by federal, provincial, state and local emergency response agencies across North America. It is considered a world standard.

### THE MOST DISTINCT ADVANTAGES OF THE P25 UPGRADE ARE:






- Improved Reliability
- Increased System Capacity
- Superior Audio Clarity
- Enhanced Interoperability
- Better Regional Coverage

### INCREASED COVERAGE

- Current system transmission sites
- Additional transmission sites being added in the new P25 system



## PERFORMANCE BY THE NUMBERS

	2017	2018
 <b>TOTAL TRANSMISSIONS</b>	16,388,410	14,209,818
 <b>NUMBER OF RADIOS</b>	2783	2778
 <b>AVERAGE CALL VOLUME</b>	1871 / HR	1622 / HR
 <b>1 BUSY FOR EVERY</b>	552 CALLS	711 CALLS
 <b>SYSTEM AVAILABILITY</b>	99.9863%	99.9968%



### DID YOU KNOW?

CREST provided and set up the dispatch equipment in the new consolidated emergency communications centre (911 for all regional police departments). Located in Saanich and operated by E-Comm, CREST continues to maintain the dispatch equipment in this centre, as we do for all dispatch operations in the Capital Region.

## FINANCIAL HIGHLIGHTS

	2017	2018
Revenue	\$7,835,713	\$8,537,155
Direct operating expenses	2,304,168	2,469,211
Other expenses		
Amortization	2,103,056	2,949,716
Interest expense	1,161,190	1,312,510
Total expenses	5,568,414	6,731,437
Excess of revenue over expenses	2,267,298	1,805,718
Surplus, beginning of year	3,352,622	6,526,311
Surplus, end of year	5,619,920	8,332,029

Please contact us if you would like a copy of CREST's 2018 Audited Financial Statements.

### < THE 2018/2019 CREST BOARD OF DIRECTORS

Left to right: Brian Anderson, David Screech, Megan McMath, Esther Paterson, Chad Rintoul, Karen Harper, Gordie Logan, Karel Roessingh, Sandra Sajko, Kyara Kahakauwila, Murray Weisenberger, Lillian Szpak, Tim Morrison.



### THE WINDSTORM OF 2018

The CREST network endured the storm of December 20, 2018

Call volumes on the CREST system saw 76,738 transmissions versus 41,433 on the same day in 2017. Average talk time per transmission increased. This was particularly noticeable in the Gulf Islands that experienced the worst of the storm.

The new P25 network will reduce wait times when the system is under pressure since it has more channel capacity than we presently have on the existing system.

# ABOUT CREST

## 2018 BOARD OF DIRECTORS

Brian Anderson, *BC Transit*  
Councillor Tim Chad, *Town of Sidney*  
Jeri Grant, *Juan de Fuca Electoral Area*  
Mayor Nils Jensen, *District of Oak Bay*  
Councillor Kyara Kahakauwila, *District of Metchosin*  
Councillor Gordie Logan, *City of Colwood (Chair)*  
Jeff Lott, *RCMP*  
Councillor Margaret Lucas, *City of Victoria*  
Wayne McIntyre, *Salt Spring Island Electoral Area*  
Councillor Tim Morrison, *Town of Esquimalt (Vice Chair)*  
Councillor Niall Paltiel, *District of Central Saanich*  
Councillor Kerrie Reay, *District of Sooke*  
Rob Reeleder, *Southern Gulf Islands Electoral Area*  
Councillor Karel Roessingh, *District of Highlands*  
Sandra Sajko, *Province of British Columbia*  
Councillor Lillian Szpak, *City of Langford*  
Councillor Jack Thornburgh, *District of North Saanich*  
Paul Valley, *BC Emergency Health Services*  
Councillor Aaron Weisgerber, *Town of View Royal*  
Councillor Leif Wergeland, *District of Saanich*

## FINANCE COMMITTEE

Brian Anderson, *BC Transit*  
Rob Reeleder, *Southern Gulf Islands Electoral Area*  
Councillor Karel Roessingh, *District of Highlands (Chair)*  
Councillor Kerrie Reay, *District of Sooke*  
Councillor Kyara Kahakauwila, *District of Metchosin*

## GOVERNANCE COMMITTEE

Councillor Kyara Kahakauwila, *District of Metchosin [Chair]*  
Mayor Nils Jensen, *District of Oak Bay*  
Councillor Tim Morrison, *Town of Esquimalt*  
Councillor Karel Roessingh, *District of Highlands*

## STAFF

Anastasios (Taso) Barous, *Communications Technologist*  
Albion Bunjaku, *Systems Engineer*  
Bruce Elliot, *Communications Technologist*  
Mason Ford, *Systems Engineer*  
Gord Horth, *General Manager*  
Al Marston, *Operations Manager*  
Charlotte Robinson, *Office Manager*

## SHAREHOLDERS

CREST has 20 shareholders:  
BC Ambulance Service  
BC Transit  
Capital Regional District

- Juan de Fuca Electoral Area
- Salt Spring Island Electoral Area
- Southern Gulf Islands Electoral Area

City of Colwood  
City of Langford  
City of Victoria  
District of Oak Bay  
District of Central Saanich  
District of Highlands  
District of Metchosin  
District of North Saanich  
District of Saanich  
District of Sooke  
Province of British Columbia  
Royal Canadian Mounted Police  
Town of Sidney  
Town of View Royal  
Township of Esquimalt

## USERS

There are 50 agencies in the Capital Region that use the CREST system:  
BC Ambulance Service  
BC Conservation Officer Service  
BC Transit  
Canadian Forces Base

- Fire
- Police

Central Saanich

- Fire
- Police

Colwood

- Bylaw Enforcement
- Fire

Capital Regional District

- Hazmat Team
- Salt Spring Island Electoral Area - Fire

- Piers Island - Fire
- Pender Island - Fire
- Saturna Island - Fire
- Mayne Island - Fire
- Galiano Island North - Fire
- Galiano Island South - Fire
- Southern Gulf Island Emergency Program
- Otter Point - Fire
- Willis Point - Fire
- East Sooke - Fire
- Shirley - Fire

Emergency Management BC (PEP)  
Esquimalt Fire  
Greater Victoria Police  
Victim Services  
Highlands Fire  
Island Health  
Langford

- Bylaw Enforcement
- Fire

Metchosin Fire  
North Saanich Fire  
Oak Bay

- Fire
- Police

Parks Canada  
Port Renfrew Fire  
RCMP  
Saanich

- Fire
- Police

Sidney Fire  
Songhees First Nation  
Sooke

- Bylaw Enforcement
- Fire

St. John Ambulance  
University of Victoria  
Victoria

- Bylaw Enforcement
- Fire
- Police

Victoria Airport Authority

- Fire
- Security

View Royal Fire

UNIT #110-2944 WEST SHORE PARKWAY, VICTORIA BC V9B 0B2  
PHONE 250.391.6552 | FAX 250.391.1601 | EMAIL [INFO@CREST.CA](mailto:INFO@CREST.CA)



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# CREST

CREST.CA



## CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1  
Website: [www.esquimalt.ca](http://www.esquimalt.ca) Email: [info@esquimalt.ca](mailto:info@esquimalt.ca)

Voice: (250) 414-7100  
Fax: (250) 414-7111

May 30<sup>th</sup>, 2019

Brenda Butterworth-Carr, Assistant Deputy Minister &  
Director of Police Services  
Ministry of Public Safety & Solicitor General  
Policing and Security Branch  
PO Box 9285 Stn Prov Govt  
Victoria BC V8W 9J7

Dear Honourable Assistant Deputy Minister Butterworth-Carr:

Re: **Victoria and Esquimalt Police Board Framework Agreement Working Session**

Please be advised that at its Regular Meeting of Council held May 27<sup>th</sup>, 2019, the Corporation of the Township of Esquimalt Council approved the following resolution:

*"That the Township of Esquimalt Council are amenable to Police Services attendance, in an observational capacity, during a Framework Agreement working session, as outlined in the Letter from Brenda Butterworth-Carr, Assistant Deputy Minister and Director of Police Services, Policing and Security Branch, Ministry of Public Safety and Solicitor General, dated May 23, 2019, Re: Response to Victoria & Esquimalt Police Board Letter dated May 10, 2019."*

Thank you for your attention with this matter and should you require further clarification, please contact me at 250-414-7157 or via email to [rachel.dumas@esquimalt.ca](mailto:rachel.dumas@esquimalt.ca).

Yours truly,

A handwritten signature in blue ink that reads "RDumas".

Rachel Dumas  
Deputy Corporate Officer

cc: Ms. Collette Thomson, Victoria and Esquimalt Police Board via email at [collette.thomson@vicpd.ca](mailto:collette.thomson@vicpd.ca)



## 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