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The logo consists of a dark blue rectangular box with a thin white border. Inside the box, the words "VICTORIA" and "POLICE BOARD" are stacked vertically in a bold, white, sans-serif font.

**VICTORIA
POLICE BOARD**

**ANNUAL REPORT
2007**

Message from Mayor Alan Lowe

CHAIR, VICTORIA POLICE BOARD

As Chair of the Victoria Police Board, I am pleased to introduce the Board's first Annual Report to the citizens of Victoria and Esquimalt. We have grown substantially and adapted well to the changing and diverse needs of our communities. We continue to recognize challenges brought about by amalgamation of our forces in 2003 – and we are committed to improve both the perception and the reality of policing in our diverse neighbourhoods.



While most people recognize the dedication and effort of our police officers to keep our communities safe, I am often asked to explain the role of the Police Board. Board members are volunteers from our communities who contribute hundreds of hours each year to provide oversight of the Victoria Police Department. Members of the Victoria Police Board come from diverse backgrounds – and their diversity contributes to their ability to provide the best possible governance for all citizens of Victoria and Esquimalt.

This report outlines the key activities of the Board, and provides highlights of their accomplishments in 2007. It explains the roles and responsibilities of the Board, and its governance functions under the British Columbia Police Act.

Regular public Board meetings and liaison with neighbourhood and business associations ensure that the public is informed about policing services. Having Board members who are active participants at conferences and training specific to policing oversight, and who serve on Provincial and National Police Board Associations, ensures that our Board keeps its finger on the pulse of policing and stays up-to-date with police governance.

In mid 2005 we set out to enhance our Governance role through the development of formal Governance policies and procedures and completed implementation of these in early 2006. In the spring of 2007 we undertook the first performance evaluation of our Board and in late 2007 reviewed the Governance procedures to incorporate any changes or updates required. We worked with the Chief Constable to review the Department's Strategic Plan, and to look forward to the future needs of our communities.

The Victoria Police Board works collaboratively with the Victoria Police Department to improve the strong relationship between our police services and the citizens they serve so that our municipalities can continue to be engaged, vibrant communities in which to live.

A handwritten signature in blue ink that reads "Alan Lowe".

Mayor Alan Lowe,
Chair

Police Board Roles and Responsibilities

The Victoria Police Board (Board) is the civilian governing body that oversees the Victoria Police Department (VicPD). The Board receives its authority under the Police Act. Since amalgamation of our policing services in 2003, the Victoria Police Board has proudly served the citizens of Victoria and Esquimalt.

As a Municipal Police Board, the Board works with the Chief Constable to determine the priorities, goals and objectives of the Department, including development of the annual budget for consideration by the Councils of Victoria and Esquimalt.

The Victoria Police Board is made up of nine individuals, including the Mayor of Victoria who is designated as Chair, the Mayor of Esquimalt who is designated as Vice-Chair, one person appointed by each of the municipal Councils of Victoria and Esquimalt, and up to five persons appointed by the Province.

The Police Board is structured to be independent from municipal councils and from the Provincial Government.

The Board receives community input on policing through its liaisons with community and business associations. While the Board handles matters of governance and oversight, the Chief Constable is responsible for the day-to-day operation of the Police Department.



Mayor Alan Lowe
& Mayor Chris Clement

Under the Police Act, the mandate of the Board is to perform four main governance functions:

- Set policy and direction for the Victoria Police Department, including strategic planning.
- Provide oversight of the Department's finances.
- Employ the Department's sworn and civilian staff.
- Act as the authority for policy and service complaints made about the Department.

Committees

Since 2000 the Board has operated with an Ad Hoc Committee structure which included Finance and Human Resources Committees and in January of 2005 added an ad hoc Governance Committee. In January of 2006 the Committees moved to Standing Committees of the Board, with formalized Terms of Reference and structure.

Standing Committees help to increase the Board's capacity to manage a number of key issues.

In the spring of 2007 the Board formalized an appointment process to Committees and authorized staff support to the Committees. Additionally, one Board member serves as a representative on the Department's Labour/Management Committee. The establishment of a full Standing Committee structure assisted the Board in its work and helped to increase the Board's capacity to manage a number of key issues. The formalized appointment process saw Committee appointments made by the Chair following discussion with each Board Member. Appointments were based on the member's interest in that committee, specialized expertise and Board and Committee performance to date.

Standing Committees of the Board are: Governance Committee, Human Resources Committee and Finance & Audit Committee.

The Department's Financial Controller is a non-voting member of the Finance Committee. The Chief or other senior members may be invited to attend committee meetings from time to time. It is important to note that the committees make recommendations to the Board, but they do not make decisions on behalf of the Board, unless the Board has delegated an authority to the Committee to do so.

Governance

Chair: Maureen Meikle

Members: Bruce Gibson, Kathy Mick

During 2007, the Victoria Police Board took steps to strengthen its ability to provide effective police governance and oversight. It welcomed two new Board Members in accordance with the newly created Board Member Competency Skill Matrix, which the committee developed to assist the Province in recruiting new board members. The Board initiated the first individual Board Member performance discussion undertaken by the Chair with each Board Member, and with the assistance of the Governance Committee, completed the first annual Board Performance Evaluation.

Another step the Victoria Police Board took in 2007 was to re-establish its Neighbourhood Liaison role. The Chair held a meeting with the leaders of neighbourhood associations at the Victoria Police Department, and assigned board members as liaisons to community associations to increase input and profile with the community. In addition, the Board held its annual contact meeting with business and community leaders.

The Governance Committee has an oversight and stewardship responsibility for the governance activities of the Police Department. It met five times in 2007 to continue to fully implement the Board's Governance Policies.

2007 was the second year of a formalized reporting program by the Department to the Board on Strategic Plan objectives called Ends to be Achieved and the Chief Constable Requirements set out in our Governance Policies. In addition, the Governance Committee established Board Liaison roles to Neighborhood and Business Associations in Victoria and Esquimalt.

During 2007, the Governance Committee also

- Developed a Board Annual Planning Calendar.
- Implemented a Board Performance Evaluation Process
- Provided ongoing feedback to the Senior Management on the Strategic Plan on behalf of the Board
- Worked on updating the Board Governance Policy Manual and expanding policies such as Conflict of Interest to reflect the broad range of principles identified in the Department's new policy.
- Reviewed the Terms of Reference for all Committees and initiated a formal record structure of committee activities.
- Began work on identifying an IT solution for management of Board materials, and access by Board Members.
- Developed and produced a Board Orientation Manual to assist new Board Members to understand their roles and responsibilities. The manual supports the education and development program identified in the Board Governance Policies.

A sub-Committee of the Governance Committee began work on redeveloping and expanding the Board area of the Victoria Police Department website to enhance transparency by providing more information to the public through the website.

Finance

Chair: Catherine Holt

Members: Bruce Gibson, Kathy Mick

The Finance Committee, which has an oversight and stewardship responsibility for the financial activities of the Department, works with the Controller in the management and control of the Department's budget. The Finance Committee met six times in 2007, and the Controller provided a Financial Update at each public Board meeting.

When municipal councils approved a reduction in the 2007 Budget Request, the Finance Committee worked closely with the Chief Constable and the Controller to adjust the operating budget of the Department to ensure that core services and the interests of public safety were maintained. It continued to collaborate with the Chief Constable and the Controller to develop the 2008 Budget Request, which was presented to a Joint Police Board / Municipal Council Meeting in November 2007, and included a significant increase in staff with 19 new sworn members and 5 new civilian employees.

In 2007, the Finance Committee also undertook the following:

- Development of financial performance measures
- Proposal for internal audit function
- Review of legal expenses and evaluation of alternatives
- Budget and rationale for board honorariums
- Overview of travel and training budget for the board

Human Resources

Chair: Ken MacLeod

Members: Catherine Holt, Maureen Meikle

The Human Resources Committee met four times in 2007. It has an oversight and stewardship responsibility for the human resource activities of the Department, and frequently invites the Chief Constable and Inspector in charge of Human Resources to attend meetings. The Chair of the HR Committee is the Board's representative on the Labour/Management Committee.

In 2007, the HR Committee considered personnel issues such as promotion processes and senior management contract structure. The HR Committee also began work on developing the process for the Recruitment of a Chief Constable in 2008 in anticipation of the expiration of the current Chief's contract.

In March 2007, the HR Committee assisted the Board to hire a part-time Executive Assistant for the Board and establish a formal Board Administrative Office at the Department. The HR Committee oversees the performance evaluation of the Executive Assistant.

Human Resources Committee initiatives for 2008 include the development and implementation of new performance planning and evaluation systems for the Chief Constable.

Strategic Planning

Throughout the year, the Victoria Police Board received regular reporting on the achievement of the 2004-2007 Strategic Plan objectives. At monthly Board meetings reports on key performance indicators provided the Board with outcomes related to such topics as human resources issues, community policing, collaboration with community and other police agencies, and recognition of staff.

In June 2007, the Victoria Police Board held a strategic planning workshop with the Chief Constable and Senior Management Team to review outcomes of the 2004-2007 Strategic Plan and establish a process to develop the 2008-2010 Strategic Plan. Together, they began to set goals and direction for the Victoria Police Department for the next three years. They agreed on their Mission, Vision and Values, as well as preliminary objectives with measurable outcomes. The development of the 2008-2010 Strategic Plan progressed throughout the year, and will be brought to the Board for approval early in 2008.

Board Members

- **Mayor Alan Lowe** Chair
Mayor of Victoria
- **Mayor Chris Clement** Vice Chair
Mayor of Esquimalt
- **Ms. Catherine Holt**
Provincial Appointment, Victoria
- **Mr. Bruce Gibson**
Provincial Appointment, Victoria
- **Mr. Ken MacLeod**
Provincial Appointment, Esquimalt
- **Ms. Maureen Meikle**
Municipal Appointment, Victoria
- **Ms. Kathy Mick**
Municipal Appointment, Esquimalt
- **Ms. Christine Stoneman**
Provincial Appointment, Victoria
(Appointed Nov. 2007)
- **Mr. Ralston Alexander**
Provincial Appointment, Victoria
(Appointed Nov. 2007)
- **Mr. Walter Donald**
Provincial appointment, Victoria
(Resigned April, 2007)



Back Row: Bruce Gibson, Catherine Holt, Ken MacLeod, Ralston Alexander, Maureen Meikle
Front Row: Mayor Alan Lowe, Christine Stoneman, Kathy Mick, Mayor Chris Clement

Board Member Development

Participation at conferences and training specific to policing oversight provides Board members with many benefits:

- Develop knowledge and skills to provide effective governance of the Department.
- Keep updated on developments in police governance across the province and the nation.
- Establish dialogue with Police Board Executive and staff from other agencies.
- Share knowledge and experience, and mentor new Board members.

2007 TRAINING AND CONFERENCES

In 2007, Board members attended the following:

- BC Association of Police Boards (BCAPB) Annual General Meeting
- Canadian Association of Police Boards (CAPB) Annual General Meeting
- Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) Annual Conference
- BCAPB Training Workshops
- BCAPB Orientation for New Board Members

Membership in National Associations

As part of its commitment to excellence, the Victoria Police Board is a member of and has active representation in the following organizations:

Canadian Association of Police Boards

The Canadian Association of Police Boards (CAPB) was formed in 1989. It acts as a national body in support of municipal police boards and advocates on issues of national concern. Its membership is composed of representatives from municipal and First Nations police boards/commissions from across Canada. Each year, the Board recommends one member to the CAPB Nomination Committee to serve as a Director of the CAPB and to attend monthly CAPB Board meetings. To reduce travel costs, most Board meetings were held by conference call, and one was held in Ottawa. Four Board members attended the CAPB-AGM which was held in Calgary in August 2007.

British Columbia Association of Police Boards

The British Columbia Association of Police Boards (BCAPB) is an association of members from the 11 municipal police boards and First Nations police boards in the Province. The BCAPB parallels the CAPB in acting as a forum for the dissemination of information among member Boards, in ongoing education and development of members and in advocating for the concerns of its members on issues related to the governance of policing.

In 2007, the Victoria Police Board representative attended BCAPB Board meetings in Delta, Tsawwassen and New Westminster. Two Board members attended the BCAPB-AGM in February 2007, which was held in New Westminster, BC.

Canadian Association for Civilian Oversight of Law Enforcement

The Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) is a national non-profit organization of individuals and agencies involved in the oversight of police officers in Canada. CACOLE is dedicated to advancing the concept, principles and application of civilian oversight of law enforcement throughout Canada and abroad. In 2007, a Board Member attended the annual CACOLE conference held in Halifax, NS.

Victoria Police Board Meetings

In 2007, the Victoria Police Board met on ten occasions. Meetings were held at the Victoria Police Department on a monthly basis with the exception of February and August. A notice was published and the public agenda was sent to media outlets in advance of each meeting. Once approved, minutes of the Board's public meetings were posted on the Board's website.

Public meeting agendas have a regular schedule of public information that includes a monthly update on staffing, finance, and letters of commendation regarding actions of police officers and civilian staff. In addition, there is an annual schedule of reports which satisfy the Police Act's expectation for oversight and accountability of the Department, as well as measures of key performance indicators from the Strategic Plan.

The staffing report includes a summary of personnel changes such as hires, resignations and retirements, as well as an update on deployment strength of the Department. Each month the Controller provides a financial variance report and a budget projection for the Year End.

New or amended policy and procedures are brought to the Board for approval as required. One area of interest to the public in 2007 was the Department's revised policy on police pursuits which gained nation-wide attention and support.

The Victoria Police Board also holds an in-camera meeting each month. Under the Police Act, the Board meets in-camera to consider certain matters, including matters where disclosure could impair law enforcement or public security, individual's financial or personal affairs or labour or personnel issues.

To fulfill its commitment to keep councillors informed of police services in their municipalities, the Victoria Police Board schedules Joint Board/Council Meetings with elected council members and executive representatives from the municipality of Esquimalt and City of Victoria. In addition, the annual budget request to Councils is made by the Finance Committee and Chief Constable. In 2007, Joint Board/Council Meetings were held in June at the Victoria Police Department and in November at Esquimalt Council Chambers.

Contact Information

If you would like more information about the Victoria Police Board and its work, you can attend a public Board meeting. You can write to, telephone or email the Board at:

Victoria Police Board

850 Caledonia Avenue

Victoria, BC V8T 5J8

Tel: 250-995-7248 (Executive Assistant)

Fax: 250-384-1362

E-mail: board@police.victoria.bc.ca

For more information, visit the Board's website at:
www.vicpd.ca/board.html