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# VICTORIA POLICE BOARD

ANNUAL REPORT 2010





## Message from the Chair and Vice Chair of the Victoria Police Board



On behalf of the Victoria Police Board, we are pleased to provide you with a report on the accomplishments of the board during 2011.

The Victoria Police Board provides civilian oversight and governance of the Victoria Police Department (VicPD). Civilian oversight ensures that the police department responds to the ever-changing needs of the community in order to provide a safe environment for all. The nine-members of the Victoria Police Board are responsible for approving the department's annual budget and policies that ensure the VicPD's operations are efficient and effective. The board also monitors the department against specific key performance indicators in its strategic plan.

The Victoria Police Board consults with neighbourhood and community associations and maintains transparency by holding board meetings that are open to the media and public. Reports that summarize departmental activities are posted on the board's public web site.

At a time when the cost of policing across Canada is being highly scrutinized, we are pleased to report that the VicPD continues to operate within its approved budget. This is a considerable achievement for a police department that services two diverse municipalities and is responsible for policing Victoria's downtown core. The downtown core serves as the work, social and entertainment hub of the Capital Regional District. It also has a disproportionate share of homelessness, drug addiction and crime.

In addition to its day-to-day work, in 2010 the board addressed many topics that were the subject of discussion and debate within the community, including:

- » Secondment of officers to provide security for the 2010 Olympic Games.
- » Need for improvement of the CREST radio system, and the impact that it has on officer deployment and safety.
- » Cost-effectiveness of participation in regional and integrated police units.
- » Response to the Police Services Audit of the VicPD.
- » Independent audit of the VicPD's jail and use of force.
- » Advocating for additional officers and civilian staff to reduce the case-load of our employees and ensure adequate police services for all communities.

Looking forward to 2011, the board will continue to ensure that the VicPD is in compliance with all police-related policies, procedures and provincial standards. By doing so, the community can be reassured that it is receiving consistent and accountable police services. The board will also continue to work on securing the resources needed by the VicPD to support the executive, officers and civilian staff who serve the citizens of Victoria and Esquimalt according to their core values:

**Integrity**

**Accountability**

**Respect**

**Professionalism**

In 2011, we look forward to releasing the VicPD's new Strategic Plan and reporting to you on the department's continued progress and success.

Dean Fortin, Chair  
Mayor of Victoria

Barabara Desjardins, Vice Chair  
Mayor of Esquimalt

## Police Board Roles and Responsibilities

The Victoria Police Board is mandated by the Police Act of British Columbia to provide general direction for the Victoria Police Department in accordance with relevant legislation and in response to community needs.

It is important to note that in BC, municipal police boards are created independently from municipal councils and from the provincial government. This is intentional, as it removes police boards from partisan council politics while recognizing that both the municipalities and the province have legitimate interests in municipal policing.

Municipal police boards provide civilian oversight of police departments in BC, and perform the following main functions:

- » Employing an adequate number of sworn and civilian staff.
- » Setting policy and direction, and approving strategic plans.
- » Overseeing annual budget preparation and monitoring financial results.
- » Serving as discipline authority for policy and service complaints against the department, with the Chair of the board being responsible for discipline matters related to the Chief and Deputy Chief Constables.

Board members work together to ensure that board meetings are effective and that decisions are made with sensitivity and good judgment through fair, practical and ethical means. While board members do not give operational direction to any member of the police department, it is important for board members to understand the operations of the department.

Individual board members contribute to the success of the board by fostering strong relations within both the police department and the community. Board members receive community input on policing through their role as a liaison with community and business associations. This is enhanced by board members participating in a variety of activities, including participation in ride-alongs with police officers, attending appropriate police education sessions, attending special police and community functions, and inviting key staff members to observe or give presentations at police board meetings.

Board effectiveness and transparency are increased by adherence to its policy and procedures. The Victoria Police Board Governance Manual outlines the rules of operation of the board. It includes topics such as when and where regular meetings are held; how special meetings are called and governed; how minutes are recorded and approved; and how the board makes decisions. In accordance with the Manual, individual board members must sign an annual declaration regarding Code of Conduct and Conflict of Interest.

Municipal police boards are accountable to the communities they serve. This is achieved by learning about local policing issues, by reviewing what changes are required to respond to changing community needs, and how well the police are achieving their strategic goals.

Police boards are also accountable to their police department. By communicating through senior management, board members keep officers and civilian staff informed about what is expected of them. The board also acts as a buffer to ensure that police operations are not subject to political interference.

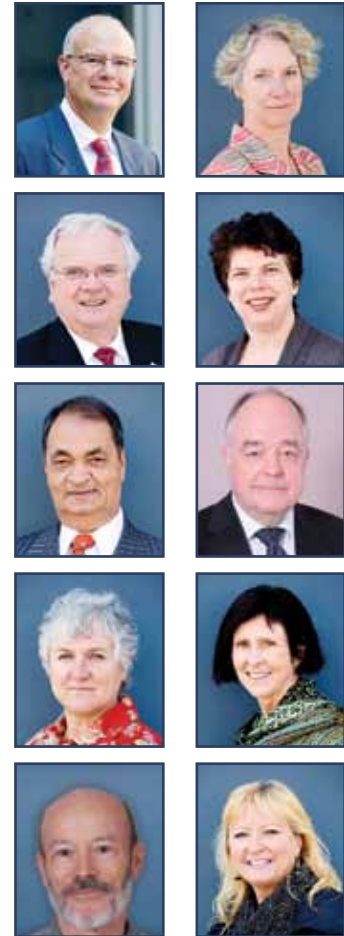
Finally, police boards are accountable to the Ministry of Public Safety & Solicitor General. Police boards need to ensure that they exchange information with Ministry officials on a timely basis and fulfill all the statutory requirements established under the Police Act. This includes filing of policy and minutes of board meetings with the Director of Police Services.

By following these general guidelines, police boards are able to work collaboratively and effectively for the department and the communities they serve.

# 2010 Victoria Police Board

## MEMBERS

<b>Dean Fortin, Chair</b>	Mayor of Victoria (Elected November 2008)
<b>Barbara Desjardins, Vice Chair</b>	Mayor of Esquimalt (Elected November 2008)
<b>Ralston Alexander</b>	Provincial (Appointed November 2007)
<b>Lindalee Brougham</b>	Provincial (Appointed July 2008)
<b>Gurdial (Gordy) Singh Dodd</b>	Provincial (Appointed November 2009)
<b>David Johns</b> (From July 31, 2010)	Provincial (Appointed June 2010)
<b>Joan Kotarski</b>	Municipal (Appointed January 2009)
<b>Kathy Mick</b>	Municipal (Appointed June 2006)
<b>David Nicholds</b> (Until July 31, 2010)	Provincial (Appointed January 2009)
<b>Christine Stoneman</b>	Provincial (Appointed November 2007)



## STAFF

**Barbara Cameron** Executive Assistant

Board member biographies are posted on our web site: [www.vicpd.ca/board\\_new.html](http://www.vicpd.ca/board_new.html)

## APPOINTMENT TO THE POLICE BOARD

The Police Act establishes the composition of a municipal police board. Under the Act, a person is eligible to hold office as an appointed member of a municipal police board for a maximum period of six consecutive years.

A special Ministerial Order, passed by the Provincial Government in December 2002, set out a governance structure to oversee policing in Victoria and Esquimalt. The order stated that under amalgamation, the police board would consist of a maximum of nine members:

- » Mayor of Victoria designated as Chair.
- » Mayor of Esquimalt designated as Vice-Chair.
- » One person nominated by each of the municipal councils of Victoria and Esquimalt.
- » Up to five persons appointed by the Lieutenant Governor in Council for the Province of British Columbia.

# HIGHLIGHTS OF THE VICTORIA POLICE BOARD'S WORK IN 2010

## 2010 BOARD MEETINGS

The police board approves an annual reporting calendar to ensure that the department meets its statutory obligations to provide police services. In order to satisfy the board that resources are being deployed effectively, the Chief Constable must also report on the implementation of programs and strategies to achieve the priorities, goals and objectives set by the board.

In 2010, the Victoria Police Board held ten regular monthly meetings, excluding February (due to the 2010 Olympic Games) and August. Board meetings were held at the Victoria Police Department, the Municipality of Esquimalt Council Chambers and the City of Victoria Council Chambers.

The board received regular updates on staffing, finance, and letters of commendation regarding actions of police officers and civilian staff. The board also received regular reports from the board's standing committees.

In addition to public meetings that are open for citizens to attend, the board also met in camera. According to the Police Act, police board may meet in-camera to discuss matters related to public security or where public disclosure could impair law enforcement, individuals' financial or personal affairs, labour issues or when a person requests that he or she be allowed to give information in private to the board.

In 2010, the board received briefings on diverse topics including:

- » Crime Statistics: Monthly Crime Trends for Victoria & Esquimalt
- » Quarterly Financial Forecasts
- » Legal Services Quarterly Reports
- » Professional Standards Section Quarterly Reports
- » Human Resources Quarterly Updates:
- » New hires, retirements, promotions and resignations
- » Assessment of Public Disorder Activity in the 900 Block Pandora
- » 2008 – 2010 Strategic Plan Updates
  - Goal 1: Reduce Street Disorder
  - Goal 2: Reduce Violent Crime
  - Goal 3: Reduce Property Crime
  - Goal 4: Invest in the Best

- » Approval from Canadian Heraldic Authority in Ottawa for the VicPD Coat of Arms & Badge Design
- » Crime Free Multi Housing
- » Critical Incident and Stress Management Annual Report
- » Ethics & Use of Force Training
- » Reports on the Focused Inspection and Service Level Review of the VicPD
- » Independent audit report on the VicPD jail and use of force
- » Order in Council #303: Esquimalt Policing and Law Enforcement Advisory Panel
- » Late Night Great Night Task Force Report
- » Office of the Information & Privacy Commissioner for BC, Order F10-22
- » Prolific Offenders Management Program
- » Strategic Planning Updates
- » Summer Action Plan Report
- » Uniform Division Annual Report
- » Use of Body Worn Video and In-Vehicle Video
- » VicPD Citizen's Commendation
- » Vancouver Island Integrated Major Crime Unit (VIIMCU) Annual Report
- » West Division Report

The board also received reports and community delegations in order to better understand local issues and needs. Some noteworthy presentations included:

- » Restorative Justice
- » Youth Combatting Intolerance
- » Harm Reduction: HRV & SOLID
- » Greater Victoria Chamber of Commerce

## 2010 HIGHLIGHTS CONTINUED

### POLICY OVERSIGHT & APPROVAL

As part of its governance function, the board reviews and approves all new and amended policies for the VicPD. In 2010, the board approved policies related to several areas of administration, operations and the jail based on routine needs, the Police Act Audit of the VicPD and the independent audit of the Jail and Use of Force.

The board reviewed policies in the following areas:

- » Policy development & internal auditing
- » Information technology, computer networks and use of social media
- » Jail management and handling of prisoners
- » Abductions, amber alerts and missing persons
- » Operation of police emergency vehicles and motorcycles
- » Traffic management & investigation
- » Use of force and firearms
- » Volunteers and reserves
- » Corporate donations
- » Purchasing

### RECOGNITIONS AND AWARDS

To encourage recruitment and retention of employees, the board was informed about the exemplary work of officers and staff through:

- » Letters of thanks and commendation related to the actions of sworn and civilian staff
- » Recognition of winners of awards by top recruits attending the Justice Institute of British Columbia
- » Commendations from the RCMP & 2010 Winter Olympic Security Team

### JOINT POLICE BOARD/COUNCIL MEETING

In November, the police board held a joint meeting with the councils of Esquimalt and Victoria to present and discuss the 2011 Budget Request.

### NEIGHBOURHOOD & BUSINESS ASSOCIATIONS

Each year, the board plans ways to reach out to neighbourhood and business associations. In May 2010, the police board hosted its annual contact meeting with association executive. A special presentation was given by the VicPD's graffiti special, including recommendations to deal with neighbourhood graffiti. The meeting also included a question and answer period with the Chief Constable – a feature that was appreciated by the association representatives.



## STANDING COMMITTEES OF THE BOARD

The Victoria Police Board operates with three standing committees, first established in 2007. The committee structure assists the police board in its work and increases the board's capacity to manage a number of key issues.

Committee appointments are based on each board member's interests and the performance to-date of the board and committee. Each committee operates according to the terms of reference set out in the Victoria Police Board Governance Manual.

The Department's financial Controller is a non-voting member of the Finance Committee. From time to time, the Chief Constable or other senior managers may be invited to attend committee meetings. The Mayors are ex officio members of all committees.

Under the governance structure, 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. Decisions of board committees are communicated as recommendations to the Police Board.

## GOVERNANCE

**CHAIR: KATHY MICK**

**MEMBERS: RALSTON ALEXANDER, DAVID JOHNS (FROM JULY 2011),  
JOAN KOTARSKI, DAVID NICHOLDS (UNTIL JULY 2011)**

The Governance Committee met seven times in 2010, and welcomed one new board member appointed by the province.

In 2010, the Governance Committee:

- » Completed the board's 2009 Annual Report.
- » Completed the 2010 Police Board Effectiveness and Board Meeting Evaluations.
- » Continued to update the Victoria Police Board Governance Manual.
- » Ensured compliance with the board's annual reporting calendar to reflect monitoring requirements in the Act as well as key performance indicators in the department's Strategic Plan.
- » Developed the 2011 Board Training and Conference Calendar to support education and training needs of board members.
- » Supported board member participation at orientation and training provided by the BC and Canadian Association of Police Boards (BCAPB and CAPB).
- » Updated the Board Skills and Experience matrix to inform Police Services of areas of need when filling board vacancies.
- » Met with representatives from neighbourhood community and business associations in Victoria and Esquimalt.
- » Supported the preparation of a successful bid to host the 2012 CAPB Annual Conference and AGM in Victoria.
- » Monitored changes recommended by the provincial working group on policies related to police record checks.
- » Considered resolutions for presentation to the BCAPB and CAPB.

## FINANCE

### CHAIR: RALSTON ALEXANDER

### MEMBERS: LINDALEE BROUGHAM, DAVID NICHOLDS (UNTIL JULY 2011)

The Finance Committee met five times in 2010. Working closely with the Controller, the committee focused on the development, management and control of the department's budget.

In 2010, the Finance Committee accomplishments included:

- » Review of legal services costs for the department.
- » Review of funding and process for development of a special bursary at University of Victoria and Camosun College.
- » Review of quarterly financial reports with the Controller prior to presentation to the board.
- » Review of quarterly expenses of the Chief Constable.
- » Review of sponsorship requests and development of recommendations for the board.
- » Monitoring overtime costs related to secondment of officers to the 2010 Olympic Games in Vancouver.
- » Monitoring contract costs related to CREST radio system and development of RFP for new radios.
- » Working closely with the Controller to develop the 2011 budget request. This was approved by the Police Board in November 2010 and presented to the councils of Esquimalt and Victoria later that month.

## HUMAN RESOURCES

### CHAIR: CHRISTINE STONEMAN

### MEMBERS: LINDALEE BROUGHAM, KATHY MICK

The Human Resources Committee met six times in 2010. The Chair of the HR Committee also served as the board's representative on the VicPD's Labour/ Management Committee.

In 2010, the HR Committee provided oversight of issues related to personnel, including:

- » Staff Sergeant and Inspector competitions.
- » Contract negotiations with a new deputy chief constable.
- » Advocating for improved completion of annual performance appraisals for all employees.
- » Review of a policy related to conflict of interest and secondary/off-duty employment.
- » Coordination of the annual performance evaluation of the Chief Constable.
- » Regular oversight of activities of the board's executive assistant.
- » Effective planning for all aspects of the human resources division.
- » Review of prioritization of department's staffing requests that were included in the 2011 budget request.

## POLICE BOARD TRAINING & DEVELOPMENT

Every year, police board members are expected to participate in training and development opportunities specific to the governance and oversight of police departments. Through ongoing learning, board members are able to maintain and improve their skills and understanding of police board matters while networking with board members from other police agencies.

In 2010, Police Services provided an orientation session for new board members. It also offered special training to inform board members about revisions to the Police Act and the implications for processing complaints against the department.

To support their role in governance and oversight, board members applied for and obtained board approval in advance of attending courses, seminars or conferences. In each case, the request included confirmation that funding was available within the board's operating budget.

In 2010, board members participated in the following:

- » BC Association of Police Boards (BCAPB) Annual General Meeting and Conference, Abbotsford, BC.
- » Canadian Association of Police Boards (CAPB) Annual General Meeting and Conference, Saint John, NB.
- » Integrated Court and Offender Project, Victoria, BC.
- » Green River Task Force Report by retired Chief Vince Bevan, Victoria, BC.
- » Police Services: Impact of 2010 Revisions to Police Act on the OPCC Complaint Process, Delta, BC.
- » Victoria Police Department Strategic Planning, Victoria, BC.
- » Institute of Corporate Directors: The Non-for-Profit Governance Essentials



**2011 Police Board**

**Back Row:** Kathy Mick, Joan Kotarski

**Front Row:** Dean Fortin, Gurdial (Gordy) Singh Dodd, Barbara Desjardins, Lindlee Brougham, Christine Stoneman, Ralston Alexander

**Absent:** David Johns

## LOOKING FORWARD TO 2011

Based on the outcomes of 2010, the Victoria Police Board will continue to work with the senior management team of the VicPD to improve the department's transparency and effectiveness. Under the guidance of the Governance Committee, the board will:

- » Schedule a strategic planning meeting for the board to set annual goals and key performance indicators.
- » Improve long-term planning and board succession processes.
- » Revise the board's competency matrix to inform Police Services of succession requests for future board members.
- » Review the communication plan to better inform the public and municipal councils of the board's role in oversight of the VicPD.
- » Support the VicPD to find a fix for the CREST radio system, or develop an alternative solution to the VicPD's ongoing radio issues.
- » Support the ongoing development and amendments to departmental policies to ensure the VicPD continues to be the best.
- » Be attentive to the needs of the communities served by the VicPD.
- » Ensure that the rank and file understands the role of the police board and communicate to them that the board supports their work.
- » Support the VicPD's vision of regionalized policing and work towards amalgamation of municipal police forces in the CRD.
- » Lobby provincial and federal governments for financial support.

## CONTACT INFORMATION

If you would like further information about the Victoria Police Board, activities discussed in the annual report and its ongoing work, you are encouraged to write to us, call or visit our website.

You are also welcome to attend a board meeting. Meeting dates and venues are published online and in the Municipal Updates of the Times Colonist. Meeting agendas are posted on the web site on the Friday before each meeting, and minutes of the public meetings are posted once they have been approved at the next board meeting.

Delegations are welcome at board meetings. You may request to speak at a board meeting by contacting the board office at least ten days before the meeting. Guidelines for delegations to the board are included in the Victoria Police Board Governance Manual.

### **Victoria Police Board**

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