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**VICTORIA  
POLICE**

**VICTORIA POLICE BOARD**  
ANNUAL REPORT 2011

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## MESSAGE FROM THE MAYORS 2011 POLICE BOARD ANNUAL REPORT



As Chair and Vice-chair of the Victoria Police Board, it is an honour for us to introduce the Board's 2011 Annual Report.

Established under the authority of the *Police Act*, the role of the Victoria Police Board is to provide civilian oversight and governance of the Victoria Police Department, which provides policing services for the Township of Esquimalt and the City of Victoria. The Board acts as a link between elected officials, the community and the Department, while at the same time allowing the Department to operate without political interference. The Board consults with neighbourhood and community associations and holds regular meetings that are open to the public and media.

Key roles played by the Board include oversight of the annual budget, development of the Department's strategic plan, as well as the review and approval of policy.

To ensure the Department operates within its budget, the Board and its Finance Committee receive regular financial reports to track the budget and monitor spending. In spite of many challenges in 2011, the Department was pleased to report a financial surplus.

Working on a foundation created through extensive employee and community consultation, the Board was directly involved in the development of the Department's 2011-2020 Strategic Plan. The Plan's Five Bold Steps establish the framework to achieve the Department's vision to be "Canada's Safest Region by 2020". Championed through the leadership of the Senior Management Team, the plan identifies priorities and sets operational and support goals for the Department.

Through the Governance Committee, the Board works closely with the Department to establish standards and policies that guide the effective, efficient, and ethical actions of each and every employee. In 2011, the Board reviewed over 100 policies related to administration, operations and communications.

As Chair and Vice-Chair of the Police Board, we are honoured to work on behalf of the men and women of the Victoria Police Department, both sworn and civilian, whose motto is "Honour Through Service". We are confident that by following the vision and embracing the core values, each employee will continue to work tirelessly to ensure our communities are safe and secure.

Dean Fortin, Chair  
Mayor of Victoria

Barabara Desjardins, Vice Chair  
Mayor of Esquimalt

## Police Board Roles and Responsibilities

In British Columbia, a police Board is mandated by the *Police Act* to serve as the civilian governing body that oversees the operation of a municipal police department. The Victoria Police Board provides civilian oversight and guides the general direction of the Victoria Police Department in accordance with relevant legislation and in response to community needs.

In BC, municipal police boards are created independently from municipal councils and from the provincial government and perform the following main functions:

- » Employ the Department's sworn and civilian staff.
- » Set policy and direction, and approve the Department's strategic plan.
- » Oversee annual budget preparation and monitor financial results.
- » Serve as the 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.

The Board works in collaboration with the Chief Constable to determine the priorities, goals and objectives of the Department. The Board oversees the development of the annual budget and must approve the budget request before it is sent to the municipal Councils.

The Board receives community input on matters related to 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 Department.

To carry out oversight responsibility, it is important for board members to understand the operations of the department. 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.

# Police Board Membership in 2011

## 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>	Provincial (Appointed June 2010)
<b>Joan Kotarski</b>	Municipal (Appointed January 2009)
<b>Kathy Mick</b>	Municipal (Appointed June 2006)
<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](http://www.vicpd.ca/board)

## 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 the governance structure to oversee policing in Victoria and Esquimalt. The order states that under amalgamation, the Victoria 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 2011

## 2011 BOARD MEETINGS

Each December, the Board approves an annual reporting calendar for the upcoming year. This ensures that the department meets its statutory obligations to provide police services and keeps the Board informed in a timely manner.

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 2011, the Board held eleven regular monthly meetings, excluding August, at the Victoria Police Department. Prior to each meeting, a notice was sent to municipal Councilors, community and business association representatives, and the media to inform them about the meeting and invite them to attend the public session.

The Board received regular updates on the following:

- » 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
- » Letters of commendation regarding actions of police officers and civilian staff
- » Approved minutes and updates from the Board's standing committees
- » Activities of the Directors for the Canadian Association of Police Boards (CAPB) and BC Association of Police Boards (BCAPB)

In addition to public meetings that are open for citizens to attend, the Board also met in camera. According to the *Police Act*, the 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 2011, the Board received briefings on diverse topics including:

- » Final Report of the 2008 – 2010 Strategic Plan: Strength & Spirit
- » Community and Operational Services Annual Report
- » Crime Prevention Initiatives
- » Critical Incident and Stress Management Annual Report
- » Motorcycle Escort Team
- » Online Reporting: Crime Reports
- » Patrol Division Annual Report
- » Policing Canada Day Celebrations
- » Prolific Offender Projects
- » Strategic Planning Quarterly Updates
- » Summer Action Plan – Focused Enforcement Team and West Division Reports
- » Use of Social Media in Policing
- » Vancouver Island Integrated Major Crime Unit (VIIMCU) Annual Report
- » Victoria Integrated Community Outreach Team (VICOT) Annual Report
- » Victoria Restorative Justice Society
- » West Division Annual Report
- » Youth Combatting Intolerance
- » Harm Reduction: HRV & SOLID
- » Greater Victoria Chamber of Commerce

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

- » Global Commission on Drug Policy
- » Policing, Criminal Justice and Poverty
- » Victoria Integrated Court
- » Youth Combatting Intolerance



## POLICY OVERSIGHT & APPROVAL

As part of its governance function, the Board reviews and approves all new and amended policies for the Department. In 2011, the Board's Governance Committee introduced a new process to review and approve Department policies. Working with a newly-appointed policy analyst, the Committee reviewed over 100 policies during the year. Once a policy passed the scrutiny of the Committee, it was then forwarded to the Board for approval.

Based on the recommendation of the Committee, some policies were also rescinded as they were no longer relevant to the organization. To improve operational efficiencies, some policies for the Communications Centre were merged with Operational Directives.

The Board reviewed policies in the following areas:

- » Administration
  - Conduct
  - Department Management
  - Financial Management
  - Information Management
  - Personnel Management
- » Operations
  - Communications
  - Community Relations
  - Emergency Response
  - Evidence and Exhibits
  - Forensic Identification
  - Incident Response
  - Interagency Liaison
  - Investigations
  - Officer Survival
  - Patrol
  - Special Services
  - Use of Force
- » Jail Management and Handling of Prisoners

## RECOGNITIONS AND AWARDS

The Board was informed about the exemplary work of officers and staff through:

- » Introductions to civilian and sworn employees
- » Letters of thanks and commendation related to the actions of sworn and civilian staff
- » Presentation of the Police Meritorious Service Medal
- » Recognition of Academic Achievement Awards

## JOINT POLICE BOARD/COUNCIL MEETING

In December, the Board held a joint meeting with the councils of Esquimalt and Victoria to present and discuss the 2012 Budget Request.

## NEIGHBOURHOOD & BUSINESS ASSOCIATIONS

Each year, the Board plans ways to reach out to neighbourhood and business associations. In March 2011, the Board hosted its annual contact meeting with association executive. The Information Technology Division demonstrated Crime Reports, a new web-based mapping program adopted by the Department to post the location of crimes reported in Victoria and Esquimalt. Association representatives were informed about how the community can report tips or information related to specific incidents and were encouraged to bring this information to their communities to further enable reporting of crime that would otherwise go unreported.

The meeting also included a question and answer period with a Deputy Chief Constable and Board members – 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 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*.

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.

The Department's financial Controller is a non-voting member of the Finance Committee. Most Governance meetings included the Officer-In-Charge (OIC) Executive Services and the Department's Policy Analyst, who provide background and context for the Committee's work in policy review. The Human Resources (HR) Committee regularly receives updates from the OIC – HR.

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 authority to the committee to do so. Decisions of committees are communicated as recommendations to the Board.

### GOVERNANCE

**CHAIR: KATHY MICK**

**MEMBERS: GORDY DODD, DAVID JOHNS, JOAN KOTARSKI**

2011 was a busy year for the Governance Committee, which met eleven times during the year. The Committee's work included oversight of the following:

- » Completing the Board's 2010 Annual Report.
- » Completing the 2011 Police Board Effectiveness and Board Meeting Evaluations.
- » Developing recommendations related to amendments to the *Police Act*.
- » Developing resolutions for consideration by the BCAPB and CAPB membership.
- » Reviewing Freedom of Information and Protection of Privacy Act (FOIPPA) requests directed to the Board by the Department's FOIPPA manager.
- » Coordinating the Board's response to the BCAPB Strategic Direction Survey.
- » Implementing major changes to the Department's policy review process, before bringing new or amended policy to the Board for approval.
- » Reviewing over 100 new, amended or rescinded policies.
- » Developing recommendations for a Board retreat to establish a strategic plan and annual goals for the Board.
- » Conducting initial discussions related to the 2012 CAPB Conference & AGM to be hosted by the Victoria Police Board and Victoria Police Department.
- » Monitoring the progress of Service or Policy complaints filed through the Office of the Police Complaint Commissioner.
- » Developing the Board's 2012 Calendar and Meeting Schedule, including annual meeting with executive members of Community Associations in Victoria and Esquimalt.
- » Ensuring the completion of annual performance evaluations for every employee.

## FINANCE

**CHAIR: RALSTON ALEXANDER**

**MEMBERS: LINDALEE BROUGHAM, GORDY DODD**

The Finance Committee met six times in 2011. Working closely with the Controller, the Committee's work focused on the development, management and control of the Department's budget.

In 2011, the Finance Committee regularly received and reviewed fiscal updates and brought recommendations to the Board in the following areas:

- » Management and control of rising cost of legal services resulting from the increase number of complaints incurred following the revision of the Police Act in 2010.
- » Presentation of the 2011 Budget Request to individual councils.
- » Resolution of the payout of overtime related to the 2010 Olympic Games in Vancouver.
- » Revision of the Department's per diem policy.
- » Review of quarterly financial reports with the Controller prior to presentation to the Board.
- » Review of quarterly expenses of the Chief Constable and annual expenses related to travel, conferences and training.
- » Requests for sponsorship – BCAPB, CAPB and employee participation in the World Police and Fire Games held in New York City.
- » The 2012 Budget Request, which was approved by the Board in October and presented to the councils of Esquimalt and Victoria in December 2011.

## HUMAN RESOURCES

**CHAIR: CHRISTINE STONEMAN**

**MEMBERS: LINDALEE BROUGHAM, DAVID JOHNS KATHY MICK**

The HR Committee met five times in 2011. The Chair of the HR Committee also served as the Board's representative on the Department's Labour/Management Committee.

In 2011, the HR Committee reviewed information related to personnel, including:

- » Ongoing review of the policy related to employee conflict of interest and off-duty employment.
- » Issues related to recruitment & hiring, training, career pathing for sergeants, mediation / arbitration of employee grievances, and secondments.
- » Process for approval of sworn hires.
- » Updates on the collective agreement bargaining process.
- » Updates from the Department's Labour / Management Committee meetings
- » Coordination of the annual performance review of the Chief Constable.
- » Revision of policy related to compensation for senior managers.
- » Succession planning for senior management.
- » Staff Sergeant and Inspector competitions for 2011.
- » Regular reports on the activities of the Board's executive assistant.
- » Annual performance review of the Executive Assistant.

## POLICE BOARD TRAINING & DEVELOPMENT

Every year, 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.

To support their role in governance and oversight, Board members applied for and obtained 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 2011, Board members participated in the following:

- » BC Association of Police Boards (BCAPB) Annual General Meeting and Conference, Nelson, BC.
- » Canadian Association of Police Boards (CAPB) Annual General Meeting and Conference, Regina, SK.
- » Ethical Decision Making, Justice Institute of BC, New Westminster, BC



**2012 Police Board Photo**

**From Left to Right:**

Karen Kesteloo, David Johns, Roy Cullen, Lindalee Brougham, Joan Kotarski, Mayor Barbara Desjardins, Mayor Dean Fortin, Gurdial (Gordy) Singh Dodd, Kathy Mick

## LOOKING FORWARD TO 2012

Based on the outcomes of 2011, the Victoria Police Board will continue to work with the Department's senior management team to improve the department's transparency and effectiveness. The Board's priorities include maintaining good policing in a fiscally challenging time and strengthening relationships with Esquimalt and Victoria Councils.

## 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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