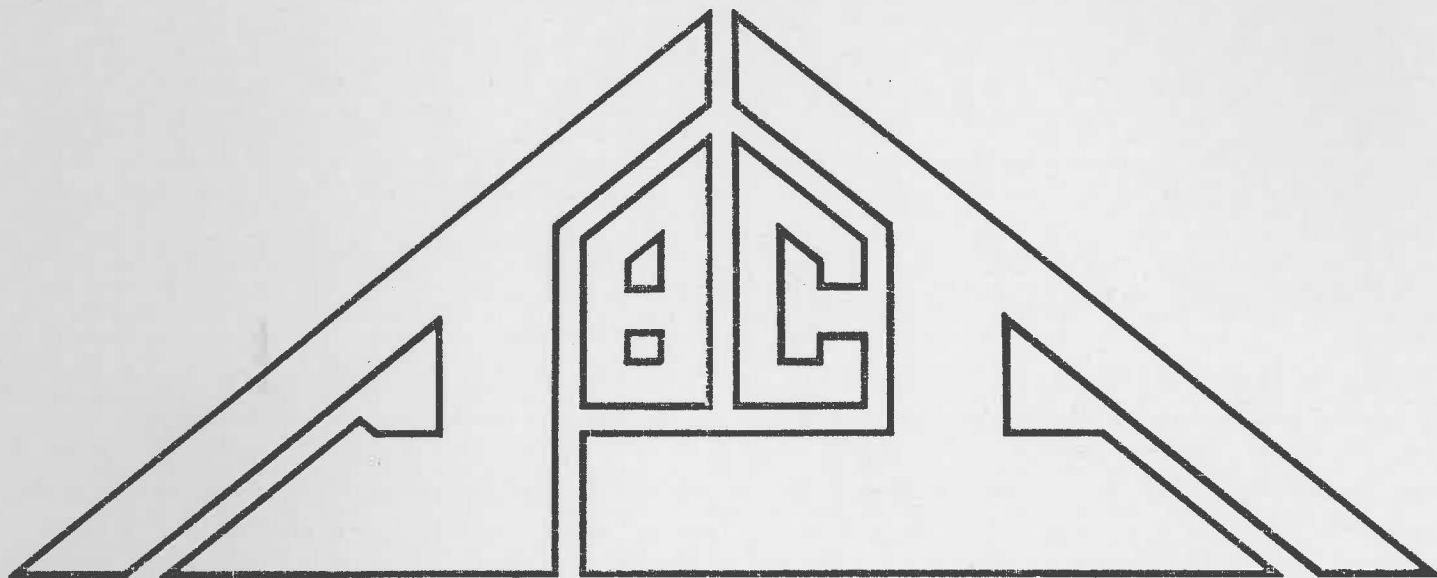


ANNUAL REPORT
1984-1985



Justice Institute
Of
British Columbia

4180 West 4th Avenue, Vancouver, B.C. V6R 4J5

(604) 228-9771

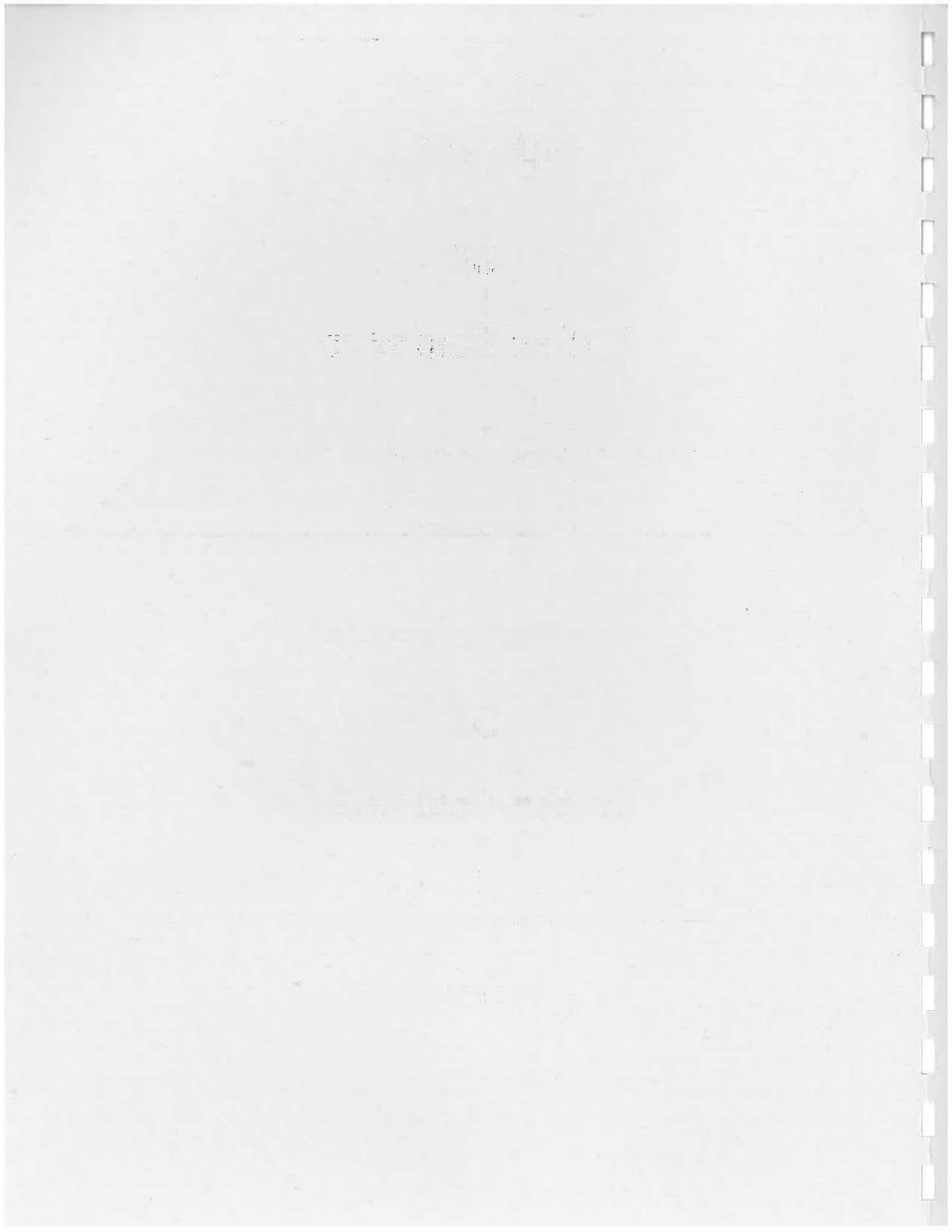


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**LETTER OF
TRANSMITTAL**

The Honourable Brian R.D. Smith, Q.C.
Attorney General of British Columbia
Parliament Buildings
Victoria, B.C.

Dear Mr. Minister:

On behalf of the Board of the Justice Institute of British Columbia, I have the honour to submit to you the Annual Report of the Institute for the fiscal year 1984-85 pursuant to Section 60 of the College and Institute Act.

Robert J. Stewart
Chairman of the Board

**MISSION
STATEMENT**

"The Justice Institute of British Columbia, as a post-secondary training institution, will develop, deliver and coordinate a wide range of training, professional development, and educational programs and services for people working within the fields of justice, emergency health and public safety. These programs and services will be designed to improve the quality of justice, emergency health and public safety for all citizens of British Columbia."

GOALS

- I. To develop and provide programs, courses of instruction and services consistent with the identified needs of:
 - a) the Corrections Branch of the Ministry of Attorney General,
 - b) the Court Services Branch of the Ministry of Attorney General,
 - c) the Emergency Health Services Commission of British Columbia,
 - d) the Fire Services Commissioner of British Columbia, and
 - e) the Police Services Branch of the Ministry of Attorney General.

- II. To develop and provide courses of instruction and services consistent with the identified needs of:
 - a) other components of the Ministry of Attorney General,
 - b) other ministries of the government in justice and public safety related areas,
 - c) other government ministries; and
 - d) private agencies and community groups engaged in justice or public safety activities.

- III. To provide opportunities through continuing education for the community to participate in activities that promote a better understanding of justice and public safety issues.

- IV. To develop a cooperative system of coordination between the Institute's own programs and those of other institutes, colleges, universities, public schools and community based organizations.

**MEMBERS OF
THE BOARD**

Robert J. Stewart, Chairman
Chief Constable, Vancouver Police Department

Anthony P. Pantages, Esq., Q.C., Vice Chairman
Barrister and Solicitor, Russell and DuMoulin

Joseph H. Cohen, C.M.
Vice President and Director, Sony of Canada

His Honour Gerald R.B. Coultas
Chief Judge, Provincial Court of British Columbia

Jack M. Giles, Q.C.
Barrister and Solicitor, Farris, Vaughn, Wills and Murphy

Glen Ridgway
Barrister and Solicitor, Ridgway, Lawson, Desjardins

E.A. Sandy Robertson, P.Eng.
President, Robertson, Kolbeins, Teevan and Gallaher Ltd.

Mary E. Saunders
Barrister and Solicitor, Ladner Downs

**EXECUTIVE
COMMITTEE**

Gerald B. Kilcup
Principal and Chief Executive Officer

Philip B. Crosby-Jones
Director, Police Academy

Lawrence E. Goble
Dean of Educational Services

John E. Laverock
Director, Corrections Academy

Paul C. Smith
Director, Fire Academy

Anthony T. Williams
Director, Emergency Health Services Academy

P. Dean Winram
Director, Finance and Administration (Bursar)

**POLICY ADVISORY
COMMITTEE**

Frank A. Rhodes, Assistant Deputy Minister, Support Services (Chairman)
Gordon R. Anderson, Fire Commissioner
David M. Bahr, Deputy Commissioner of Corrections
Nolan R. Baynes, Executive Director, Emergency Health Services Commission
Robin B. Bourne, Assistant Deputy Minister, Police Services
Lawrence E. Goble, Dean of Educational Services, Justice Institute
Gerald B. Kilcup, Principal, Justice Institute
A.K.B. (Tony) Sheridan, Director of Court Services
Robert C. Simson, Support Services, Ministry of Attorney General
P. Dean Winram, Bursar, Justice Institute

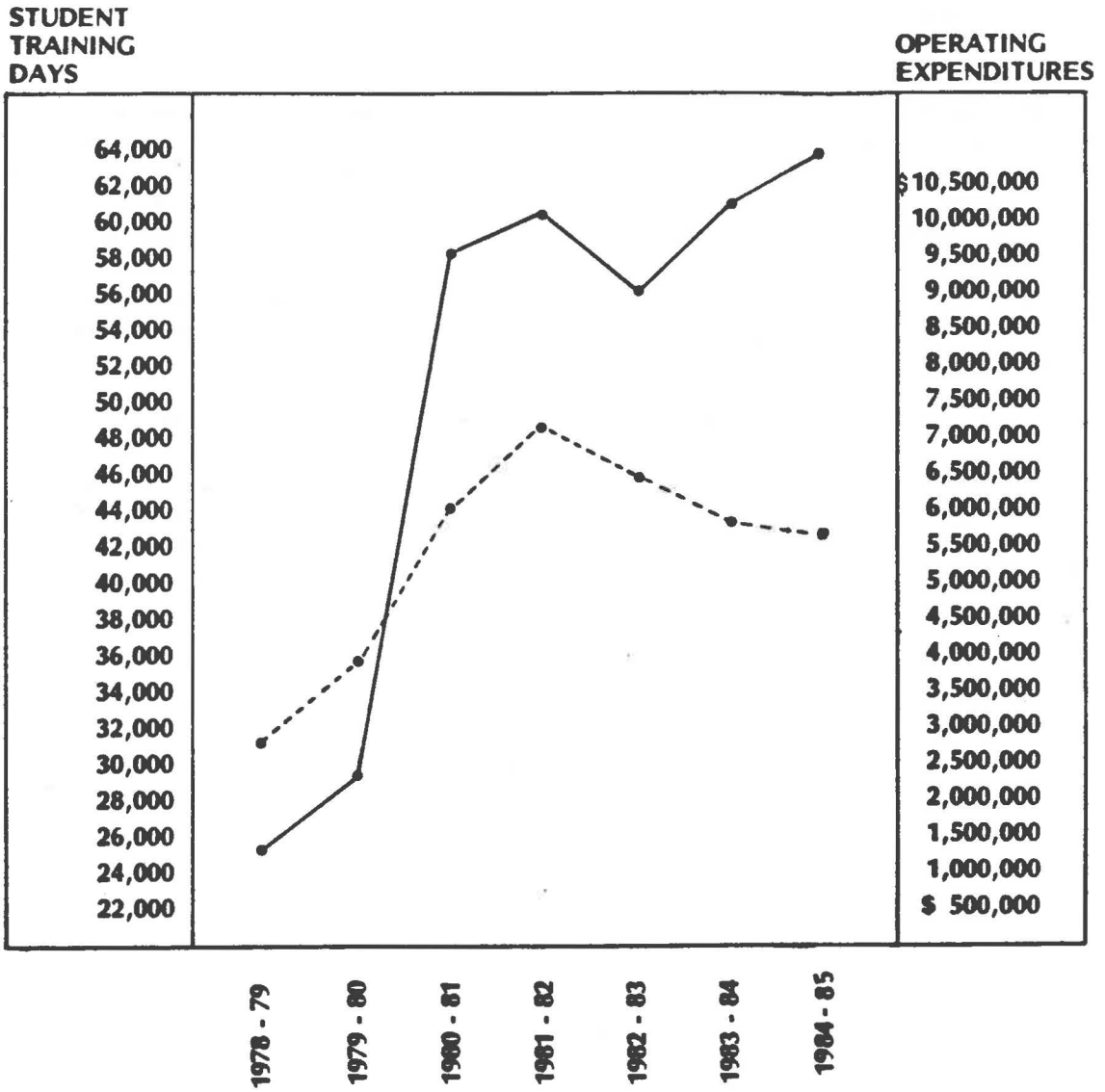
**REPORT OF THE
PRINCIPAL AND
CHIEF EXECUTIVE
OFFICER**

The following divisional and financial reports submitted as the 1984-85 Annual Report for the Justice Institute of British Columbia demonstrate exceptional progress in achieving the goals established for the reduction of cost and the increase of productivity. Over the past three years the total number of Institute employees has been reduced by 37.5%; student training day expense has been reduced by 16%; the total operating expenditure for the Institute has been reduced by 24%; the total number of student training days has been increased by 7.4% and revenue independent of government grants has been increased by 432%.

These achievements have been attained without a deterioration in quality in any of the programs or courses offered within the training divisions of the Institute. Such an accomplishment reflects the dedication and determination of all members of the faculty, administration, support staff and Board and the considerable support and assistance provided by the recently established Justice Institute Policy Advisory Committee representing the Ministries of Attorney General and Health.

Gerald B. Kilcup, Ph.D.
Principal

PERFORMANCE 1978-85



Key: _____ Student Training Days
----- Operating Expenditures

STATISTICAL REPORTS FOR 1984-85

**Justice Institute of British Columbia
Student Statistics Report
1984/85
(Year to 31 March, 1985)**

	<u>No. of Courses</u>	<u>No. of Students</u>	<u>No. of Student Days</u>
DIVISION: POLICE ACADEMY			
Constables Advanced Program	3	52	520
Peace Officers General Training Program			
Block I	5	89	4,683
Block III	3	63	1,304
Block IV	1	11	198
Block V	6	140	2,415
Pre-entry Testing	1	141	67
Firearm Requalification	9	384	270
Breathalyzer Technicians	3	39	264
Young Offenders Seminar	4	167	77
Firearms & E.R.T. Weapons			
Equipment Seminar	1	40	80
Surveillance Program	4	32	160
Firearms Acquisition Certificate	2	26	26
Complaint Takers & Radio Dispatchers	2	16	64
First Level Supervisors	3	58	580
Exemption Counselling	1	16	23
Stress	1	26	26
U.C.R.	2	33	33
Self Defence	1	48	24
Explosives Recognition	2	34	102
VIP/Major Events	1	65	65
Commanders/Negotiators-Seminars	2	92	92
Commanders/Negotiators	1	31	155
Commanders/Negotiators-Workshop	1	32	96
ATM Security	1	75	75
Breathalyzer Co-ordinators	1	10	10
Recruit Intake Examination	1	267	22
Firearms Qualification - Ports Canada	1	27	18
Advanced Tactical Police Driving	7	80	253
Field Trainers Programme	4	67	201
Police Investigators	3	62	310
Legal Update	3	136	164
Introduction to the Canadian			
Judicial Process	1	17	50
Crime Prevention Practicioners	1	18	72
Police and Labour Communications	2	53	53
Officer Survival	2	273	546
Assessor Upgrading	2	23	23
Spousal Awareness	1	20	40
Effective Presentation	4	32	160
Reserve Lectures	5	150	92

	<u>No. of Courses</u>	<u>No. of Students</u>	<u>No. of Student Days</u>
DIVISION: POLICE ACADEMY			
Performance Appraisal	3	45	58
Basic Assessor Training	1	18	72
Advanced Tactical Police Driving-Instructors	2	18	72
Firearms Instructors	3	24	120
Human Relations	1	30	5
Victims Assistance	1	67	11
Selection and Interviewing	2	22	44
Presentation and Instructional Skills	1	11	56
Police Labour Relations Seminar	1	23	46
Advanced Investigators (Immigration)	1	20	76
Breathalyzer Technicians Refresher	1	8	24
Firearms Instructor Update	1	9	18
Major Crime	1	19	190
Baton Instructors	1	16	9
Promotional Refresher	1	150	187
TOTALS	<u>119</u>	<u>3,425</u>	<u>14,401</u>

DIVISION: FIRE ACADEMY			
F.C.O. Staff Development	1	5	25
Leadership Development	3	60	598
Fire Investigator I	1	23	115
Fire Investigator II	1	22	205
Volunteer Fire Department Training			
Volunteer Fire Officers - 1	2	34	169
Volunteer Fire Officers - 2	3	62	310
Regional Training - Basic	5	85	219
Regional Training - MOD B	17	509	1,354
Live Burn	5	77	60
Fire Prevention & Suppression	2	40	124
L.O.C. Assistant Fire Commissioner-1	1	25	125
Indian & Northern Affairs - B.C.			
Volunteer Fire Officers - 1	3	62	306
Regional Training - MOD A	10	165	334
Indian & Northern Affairs - Sask.			
Volunteer Fire Officers - 1	1	17	83
Modules A & B	26	261	999
Fire Inspection	1	18	90
TOTALS	<u>82</u>	<u>1,465</u>	<u>5,116</u>

	<u>No. of</u>	<u>No. of</u>	<u>No. of</u>
	<u>Courses</u>	<u>Students</u>	<u>Student Days</u>
DIVISION: JUSTICE PROGRAMS			
Corrections Academy			
Security Officer - Block II Adult	4	89	1,295
Security Officer - Block II Juv	1	12	174
Security Officer - Block IV Adult	4	74	719
Security Officer - Block IV Juv	1	24	213
Probation Officer - Block II	1	22	874
Firearms Instructors	1	9	45
Crisis Awareness	9	121	264
Contract Management	2	89	89
Probation Policy/Skills Update	1	19	95
Conflict Resolution by Mediation	3	37	90
Performance Planning & Review	12	196	421
Mediation Skills	4	38	98
Criminal Law	1	14	42
Basic Family Services	1	22	110
Principles of Supervision	2	39	195
Adult Refresher Workshop	3	23	46
Wife Assault	1	18	54
Creative Thinking	1	8	4
Native Awareness	4	76	190
Child Custody and Access	2	41	115
Critical Incidents	2	45	90
Sexual Abuse & Family Violence	1	21	84
Financial Management	2	46	128
Medical Skills	1	20	20
Stress Identification	1	12	24
Labour Relations	1	13	39
Parole Co-ordinators	1	17	34
Youth Management	1	19	76
Tactical Squad Commander	2	35	92
Preparation of Breaches	1	19	57
Expert Witness	1	13	26
Instruction Techniques	1	7	35
Media Skills	2	12	24
Hostile Clients	2	37	92
Administrative Support			
Curriculum Dev.	1	8	16
YDC Workshop	1	14	14
Working With Young Female Offenders	1	21	63
Peer Counselling	3	57	114
Power Writing	2	42	126
Preparing for the Panel	1	15	15
Recruitment Workshop	1	12	6
Vancouver Regional Workshop	1	35	13
TOTALS	88	1,491	6,321

	<u>No. of</u> <u>Courses</u>	<u>No. of</u> <u>Students</u>	<u>No. of</u> <u>Student Days</u>
Court Services Academy			
Deputy Sheriff			
Weapons Qualification	7	200	218
Auxiliary	1	7	21
Fitness Testing	6	38	19
Program Development	4	42	84
Train the Trainers	1	7	7
Execution	1	6	12
Basic Training	1	10	190
Handgun Instructors	1	3	15
Registrars			
Court Order Enforcement	2	28	56
Default Judgment	2	34	34
Taxation of Costs	1	16	80
Legal Research	1	13	26
Conduct of Hearings	1	7	14
Report/Decision Writing	1	9	18
Registry Court Clerk	1	12	60
Court Recorder Testing	1	2	1
Rules of Court	1	15	75
Registrars	1	18	90
Valuation of Assets	1	11	55
Trust Accounting	2	16	16
Land Title School	1	15	150
Justice of the Peace	2	22	110
Principles of Supervision	2	6	30
Computer Workshop	1	17	34
Trial Co-ordinator - Career Planning	1	7	7
Management Training	4	59	106
Superintendent of Brokers	1	16	48
Union of B.C. Municipalities	2	32	240
Motor Vehicle Inspectors	1	24	12
Environment Canada	1	25	100
Industrial First Aid	1	2	4
Weighmaster	1	5	80
	<u>55</u>	<u>724</u>	<u>2,012</u>
TOTALS JUSTICE PROGRAMS	<u>132</u>	<u>2,215</u>	<u>8,333</u>

DIVISION: EDUCATIONAL SERVICES

Emergency Care of Young Children	1	11	4
Trauma	8	206	206
Crisis Intervention	9	294	743
Dealing with the Hostile Client	3	60	60
Child Sexual Abuse	18	657	743
How to Protect Your Children	38	1,140	443

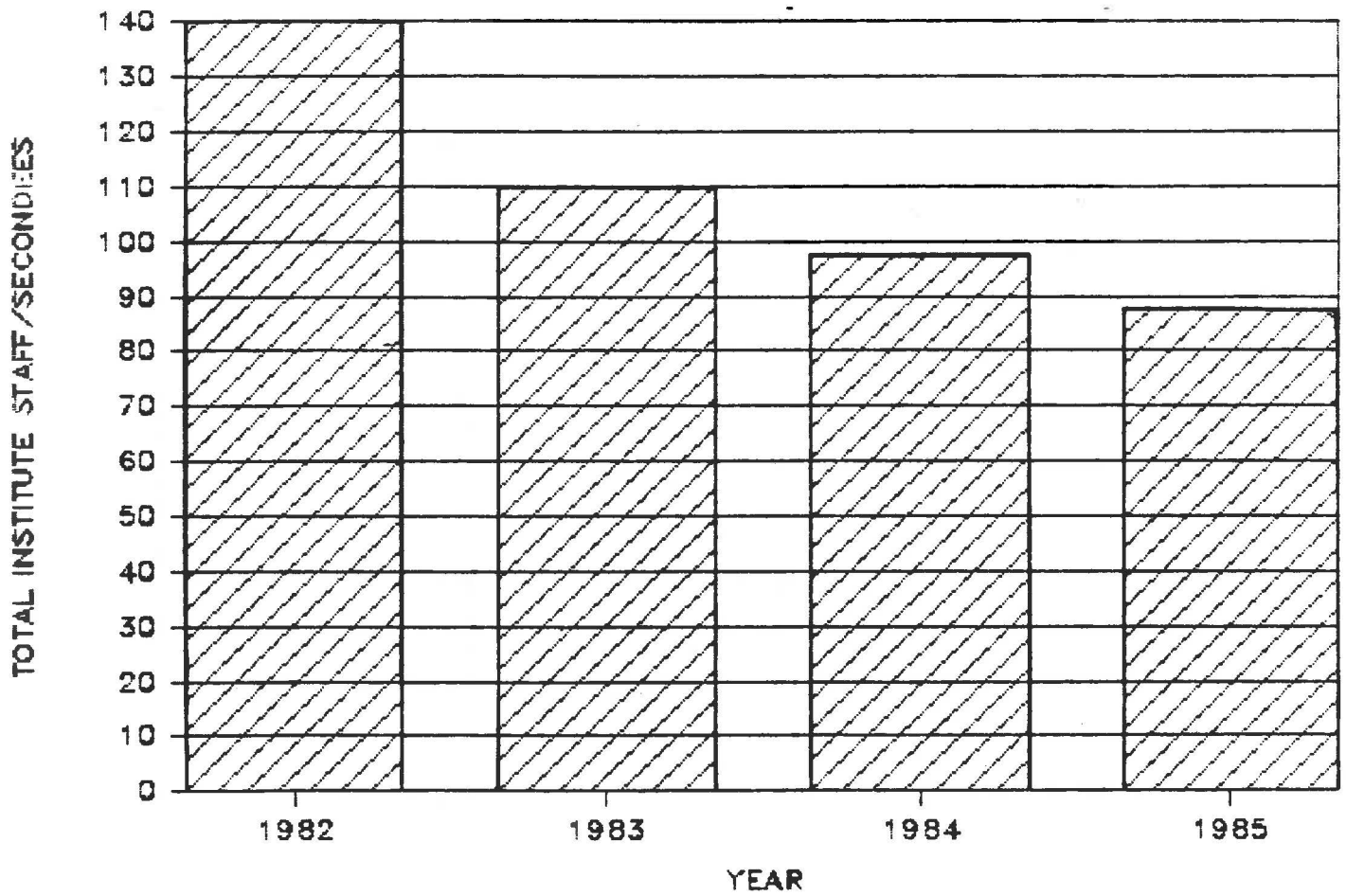
	<u>No. of Courses</u>	<u>No. of Students</u>	<u>No. of Student Days</u>
DIVISION: EDUCATIONAL SERVICES			
Violent Pornography	1	93	47
Self Defense for Seniors	4	47	15
Stress & Burnout In High Risk Occupations	5	388	393
Working with Men Who Batter	1	26	52
Negotiation Skills	5	114	257
Mediation Level 1	15	380	927
Working with Hard to Reach Children and Adolescents	1	70	140
Young Offenders Act	43	1,428	1,203
Careers in Justice & Public Safety	1	18	6
Strokes: Signs & Symptoms	5	170	51
Heartsavers	7	194	125
Schemes, Scams & Cons	1	18	6
Talking About Touching	18	648	355
Adolescent Runaways	1	65	70
Juvenile Crime & Youth Unemployment	1	65	130
Behaviour Management with Children And Adolescents	1	35	35
Self Defense	1	18	36
Board/Staff	1	24	8
Assertive Communication	2	38	76
Mock Trial	9	172	191
Mood Disorders	4	560	280
Family Court Advocacy	5	148	351
Community Involvement	1	25	25
Crime Scenes & Preserving Evidence	1	24	24
Goals & Objectives	1	15	15
Wife Assault	8	348	302
The Law Has Changed	1	28	14
Risks & Signals	2	21	7
Organizational Development	1	25	25
Family Violence	2	96	102
Prosecutions of Child Sexual Abuse	3	160	160
Defusing Hostility for Front Office Workers	4	124	92
Skills & Strategies for Early Childhood Educators	2	45	45
Auto Extrication	4	123	123
Assessing for Violence & Defusing Hostility	3	95	95
Suicide Prevention & Intervention	1	70	70
Rape Awareness	1	18	6
Burglary Prevention	1	38	13
Shall I Call The Doctor	1	17	6

	No. of Courses	No. of Students	No. of Student Days
Coping Skills For The Workplace	5	108	108
Communication Skills	1	15	45
Deaf Womans Conference	1	86	172
Demystifying the Fund Raising Process	2	48	48
Adolescent Depression & Suicide	3	146	292
Criminal Justice System	2	46	74
Making Decisions	1	19	38
Training for Trainers	2	59	118
Crime Prevention	1	86	172
Advanced Fire Safety & Prevention	1	26	26
Vandalwatch	1	96	96
Working with Victims	4	83	83
Women and Addiction	1	75	38
Mediation - Level 2	1	15	75
New Wife Assault Policy in B.C.	1	24	24
Divorced Kids	1	135	135
Perspectives on Family Violence	1	153	306
Child Sexual Abuse - Dealing with the Offender	1	55	55
Learning Disabilities & The Y.O.A.	1	68	68
Sexual Exploitation of Children	1	75	150
Sexually Abused Child	1	45	90
Adolescent Depression & Risk Taking Behaviour	1	40	160
Family Dynamics	1	30	60
Independence & Youth	1	89	89
Ageing & Mental Illness	1	125	125
Home & Apartment Security	1	12	4
Obsenity, Morality & The Law	1	40	13
Emergency Response For Seniors	1	16	6
Forum on Mediation	1	93	186
Collaborative Approach to Mediation	1	23	46
Family Court Committee Conference	1	35	70
Making Meetings Work	1	23	23
Giving Constructive Criticism	1	23	35
Transition House Conference	1	80	240
Having Influence in Your Worksetting	1	16	16
Private Security:			
Basic Self Defence	1	10	20
Basic Training	4	65	317
Managing Hostile and Aggressive People	2	62	84
TOTALS	300	10,604	11,784

DIVISION: EMERGENCY HEALTH SERVICES ACADEMY

ALS			
ALS I	37	361	170
ALS II	16	306	325
ITT	4	37	55
ALS II Under-Grad	3	27	16
Recruit			
EMA I	60	462	4,620
EMA I Instructors	2	58	290
EMA II	1	23	529
Recertification	28	815	5,084
Unit Chief	3	63	254
Professional Health			
ACLS	11	365	1,480
ACLS - Instructors	1	20	80
CAM - Physicians	5	112	336
CAM - Nurses	2	71	213
CPR	2	129	279
CPR - Instructors	5	126	617
CPR - Instructor Trainer	1	30	150
CPR Recertification - Instructor	1	8	16
CPR - Telecourse	1	4,415	3,784
The Cancer Experience	1	66	97
CEM - T	3	71	281
Trauma	2	67	110
	<u>189</u>	<u>7,632</u>	<u>18,786</u>
IFA	6	618	6,180
TOTALS	<u>195</u>	<u>8,250</u>	<u>24,966</u>

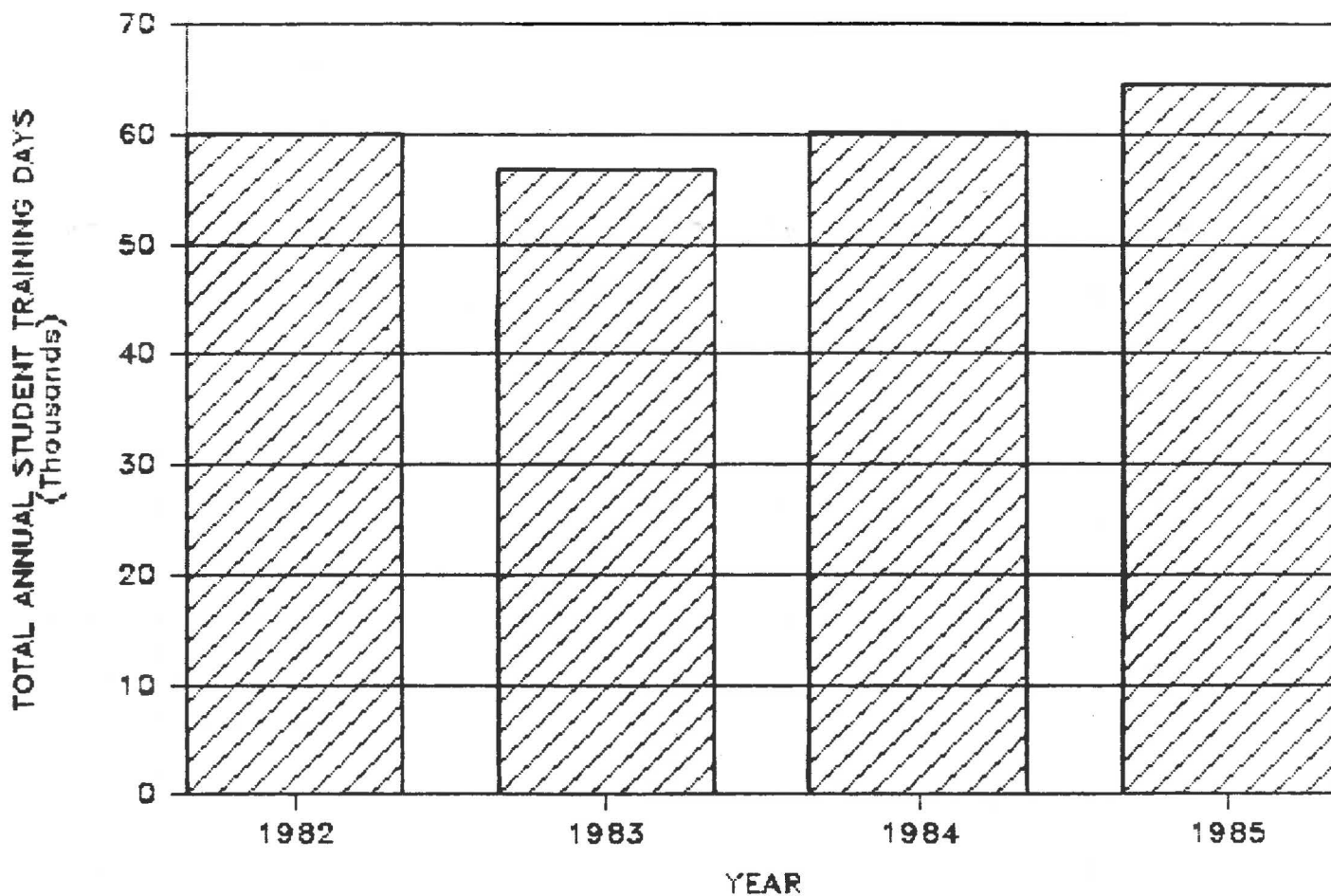
**TOTAL COMPLEMENT OF INSTITUTE EMPLOYEES
AND SECONDED STAFF (F.T.E.'s at 31 March 1985)**



The total complement of Institute employees and secondees decreased by 37.5% during the three years since 31 March 1982.

TOTAL ANNUAL STUDENT TRAINING DAYS

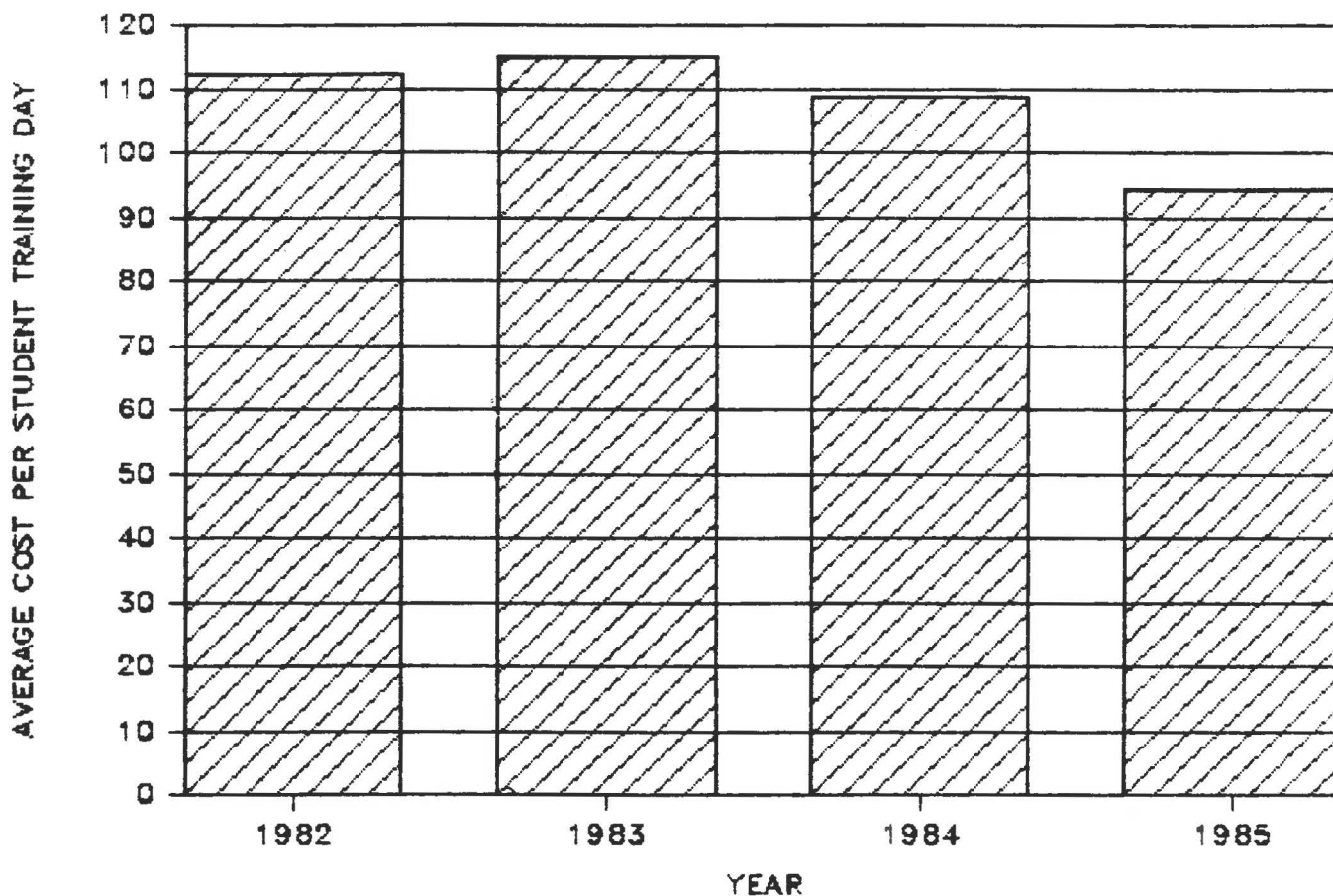
Year Ending 31 March 1985



The number of Student Training Days increased by 7.4% during the three years since 31 March 1982.

AVERAGE COST PER STUDENT TRAINING DAY

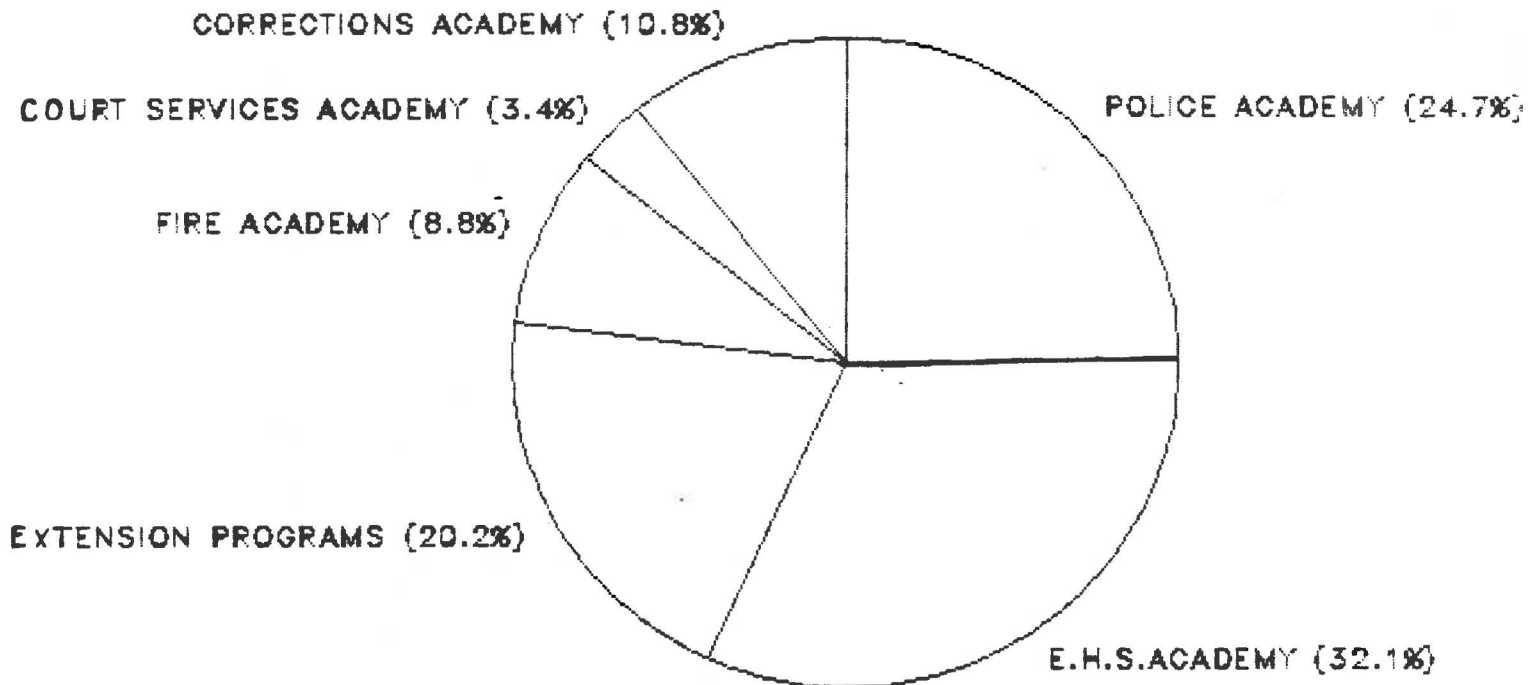
Year Ending 31 March 1985



The average cost per Student Training Day consists of instructional costs (i.e. faculty salaries, etc., which are centred in the Academy budgets) plus infrastructure costs (i.e. library/media centre, printing and duplicating, program development, physical facilities, telephone and postage, purchasing, accounting, etc., which are centred in support budgets). The average total cost per S.T.D. decreased 16% during the three years since 1982 consisting of a 14% decrease in Academy costs and a 22% decrease in support costs.

COMPOSITION OF S.T.D.'S BY ACADEMY/DIVISION

Year Ending 31 March 1985



Percentage figures relate to total of all Institute training days for the year. All of the Academies are tending towards the use of distance learning packages (i.e. mail-out kits containing printed, audio and visual materials) which are used in conjunction with the typical classroom-instructor model. In this way, more cost effective instruction and training can be provided to justice and public safety personnel throughout B.C.

DIVISIONAL REPORTS

CORRECTIONS ACADEMY

COURT SERVICES ACADEMY

EDUCATIONAL SERVICES AND EXTENSION PROGRAMS DIVISION

EMERGENCY HEALTH SERVICES ACADEMY

FINANCE AND ADMINISTRATION DIVISION

FIRE ACADEMY

POLICE ACADEMY

CORRECTIONS ACADEMY

While restraint measures and staff cutbacks limited potential for growth, the Corrections Academy was able to offer a wide range of training programs and services to the Corrections Branch. The year began with a schedule of fifty-one training courses based on the Corrections Branch Needs Analysis process. Regular meetings were held with the Regional Staff Development Officers to review needs and add training courses as required. By year end, over 92 courses had been offered resulting in 6,321 employee training days. This increase in course offerings and employee training days completed indicated an increased ability to respond to Branch and Regional training needs. A calendar was produced for Academy courses every four months to ensure a quick response to emerging training needs.

In addition to the recruit programs normally offered to institutional staff, a number of new programs were developed including a Peer Counselling program which focused on Stress Management and employees helping each other with problems. A Critical Incidents course for managers was developed to assist managers in responding to the impact of traumatic effects on staff. Several Native Awareness programs were held, each including a representative group from the B.C. Native community. A number of workshops were also held to assist employees in preparing for selection panels.

The first Probation Officer Recruit Course in one and one half years was completed and a number of additional programs were provided for probation and family court counsellor staff including Resolving Conflict by Mediation, Criminal Law, Wife Assault, Stress Identification, Native Awareness, Custody and Access, Preparation of Breaches and Power Writing.

In the Management area, twelve courses were offered in the new Performance Planning and Review process, and two first level supervisor programs were completed. Additional courses were offered in Contract Management, Financial Management and Media Relations. For administrative support staff, two courses were offered in Dealing With Hostile Clients. In addition, a study was completed of administrative support training requirements and a DACUM (developing a curriculum) workshop was completed with the intention of developing a wider range of training programs for administrative support staff.

Research was completed on the physical fitness ability requirements of security officers and a set of physical ability requirements was established by the Branch. The Justice Institute continued to provide field librarian services to Corrections Branch employees through the province

and several hundred requests for books, articles and audio visual materials were met.

Corrections Academy staff continued to participate in a variety of activities beyond the regular training courses including participation in Branch Policy Advisory Groups, testing Branch employees for Provincial Women's Committee and major projects for devising and updating curriculum for both the probation officer and security officer recruit programs.

The relationship between the Corrections Academy and the Staff Development Section of the Corrections Branch was further clarified with the Corrections Academy taking major responsibility for all the training activity and the Staff Development Section taking greater responsibility for staff planning activities. The Staff Planning Inventory which had been managed by the Corrections Academy since its inception was transferred to the Staff Development Section in Victoria in March, 1985.

The year was a very demanding one for all Academy staff and a great deal was accomplished. The Academy will continue to play an active and responsive role in responding to the identified training needs of the Corrections Branch.

**John E. Laverock,
Director, Corrections Academy**

**COURT SERVICES
ACADEMY**

The Deputy Sheriff competency based on-the-job training program began to take shape and a small group of Deputy Sheriffs commenced the training on a pilot project. This program should be finalized in the latter half of next year. The fitness study and a recommended physical fitness test to be used in Deputy Sheriff recruitment has been completed. It will be submitted to Court Services in June, 1985 for approval.

While 16 Registrar courses were scheduled this year only 11 were actually conducted. Five courses were cancelled due to budget cutbacks near the end of the fiscal year.

The Academy continues to offer contracted training programs for others including Environment Canada, Government of the Yukon, Motor Vehicle Branch and the Real Estate Council of B.C.

**Don Broadbent,
Program Director, Court Services**

**EDUCATIONAL SERVICES
AND EXTENSION PROGRAMS
DIVISION**

The work of the Division continued to reflect the problems of diminished resources coupled with increased demands for services and programs. Against this background the staff have devoted their efforts to focusing on the educational support needs of the Academies, our major client groups and others involved in contract or fee for service programs. Notable during the year was an expanded involvement of our staff with new client groups that have come to the Institute to assist them in some of their training needs related to Justice and Public Safety. This has been done in addition to a continued and expanded service to our Academies.

The following highlights some of the activities of the Division:

RESOURCE CENTRE

Statistically the Resource Centre staff answered 3,000 reference questions, loaned 3,600 books and 3,500 audio-visual items. In support of Field Services activities 11,000 magazine articles were sent on request to clients who receive our monthly Library News publication.

Many new items were added to the Resource Centre this year including 800 new books, 110 audio-visual titles and 25 new journals. Also during the year, the Ministry of Attorney General's Policy Planning Branch and the B.C. Police Commission donated their library collections to the Institute. The books are gradually being integrated into the Resource Centre collection.

During the summer months, a Fire Science bibliography was compiled by a student librarian on a summer student employment grant. It lists all fire-related materials in the Resource Centre and has been distributed to numerous fire departments throughout the province.

As a result of requests from Institute staff, our librarians compiled special bibliographies on capital punishment, wife abuse, and private security.

MEDIA CENTRE

The Media Centre continues to provide two major services at the Institute. The first involves providing and servicing all media equipment owned by the Institute and ensuring that proper equipment is available for the various courses offered by the Academies and contract groups. The second service involves providing a production team of media technicians to assist

Academies to develop training tapes. During the year, tapes were produced for the Police Academy's roll call video-film program, the Fire Academy's Edukit program, Emergency Health Services Academy's distance education program delivered over the Knowledge Network and the Court Services Academy's training tape study program for deputy sheriffs.

PROGRAM SERVICES

This year brought about a number of changes in the Program Services area. As a result of staff cutbacks and an increased need for program development expertise, two program developers were hired on a contract basis through Program Services to provide this resource to the Police and Fire Academies on a full-time basis.

The major reason for this increased need for program development stems from the dramatic shift taking place in four Academies to deliver training via distance education. Large volumes of self directed learning packages are being developed and mailed out to students at their work place or home. This addition to the traditional classroom approach is proving effective for the Institute and parallels experiences of other training organizations.

Other major curriculum development projects involving program services staff over the year included:

- . Land Titles Branch Training Program
- . Private Security Personnel Basic Training Course
- . Young Offenders Act Training Course
- . Deputy Sheriff Competency Based Training Program
- . Fire Academy Edukit packages
- . Emergency Health Services Academy Unit Chief Course
- . Gov't. of the Yukon Justice Administration Training Needs Analysis
- . Fire Academy Professional Fire Officer Training Program
- . Corrections Academy Probation Officer Training Program

Without doubt the major challenge facing Program Services is the application of educational technology to the various programs of the Justice Institute and particularly the distance education courses.

PHYSICAL EDUCATION SERVICES

The Physical Education Co-ordinator continued to provide a number of services for the Institute in general and to specific academies on a direct contract basis. The services involve overall responsibility for planning, scheduling and maintaining the physical education centre and equipment, evaluating and developing programs to meet the flexible needs of the Acade-

mies, providing counselling and evaluative services to Academy personnel with respect to lifestyle and physical fitness activities, and encouraging and supporting informal recreational programs for Institute students and staff.

Specific contracts for service were undertaken with the Police Academy, Corrections Academy and Court Services Academy. A major part of each of these contracts was to develop individual research projects that would validate physical testing procedures in support of acceptable standardized physical abilities tests for new applicants. The study will also form the basis for the evaluation and development of Academy and Branch physical training programs in the future.

PSYCHOLOGICAL SERVICES

A resident psychologist is available by appointment to students enrolled in Academy programs. Due to the high stress nature of their work and acute pre-examination anxiety experienced by some students, Psychological Services is available for short term counselling and if necessary referral to other appropriate professionals in the community.

In addition to the above service, Psychological Services provides direct instruction through contracts with Academies in the areas of stress management, crisis intervention techniques, abnormal psychology, psychology of fire setting behaviour, and other related topics on request.

EXTENSION PROGRAMS

Over 10,500 persons participated in Extension Programs during the year. Three hundred programs were offered on behalf of the Justice Institute ranging from major conferences with up to 200 participants to training sessions with small groups of 15 persons. Three types of programs were offered: interdisciplinary programs for professionals; programs for the public and programs for private security personnel. 94 different groups worked with Extension Programs to co-sponsor sessions.

Programs covered a wide range of categories, including legislation and policy, crisis intervention, violence and assault, children and youth, emergency response, conflict management, crime prevention and skill development.

Interdisciplinary programs for professionals increased by 30% over the previous year. New topics offered on an interdisciplinary basis included sessions on the new wife assault policy, advanced level mediation training, assessing for violence and defusing hostility, and prosecution of child

sexual assault cases. As well, over 20 workshops were offered to professionals throughout B.C. on the new Young Offenders Act, and Extension Programs co-ordinated the development and distribution to professionals of over 3,000 copies of a guide to the new act.

Over 120 programs were offered to the public throughout the year. One half of the programs offered dealt with crime prevention, while another one quarter provided information to the public on new legislation and policies. In addition, under a contract with the Ministry of Attorney General, Extension Programs co-ordinated the production and distribution of 50,000 copies of a pamphlet for the public on wife assault.

This year marked the second year of a project with the Solicitor General of Canada to offer a range of justice related programs throughout the province under a jointly administered grant.

In 1984, Extension Programs received funding assistance from the Ministry of Labour, Women's Programs, to develop and deliver workshops on public safety, criminal justice and family law issues and their impact on women.

Extension Programs staff continued to assist in organizing and delivering programs across British Columbia. Courses were offered in 114 different locations during the year, in support of the Institute's provincial mandate.

Larry Goble,
Dean, Educational Services and Extension Programs

**EMERGENCY HEALTH
SERVICES ACADEMY**

This year the Emergency Health Services Commission (E.H.S.C.) presented the Academy with its largest training plan in five years. It also involved the Academy in more of its manpower planning. These were signs of a growing confidence in our ability to provide quality support to ambulance operations.

The training plan projected 20,590 student training days. Additional Commission needs during the year saw an actual activity of 25,000. The increased activity was accomplished with 94% of the year's budget. The ability to produce this volume of activity while reducing the student day costs from \$93 (83/84) to \$76 is attributed mainly to the use of distance learning methods. Approximately 66% of all programs are delivered using home study packages, video, teleconferencing and interactive television through the Knowledge Network.

The value of the part-time service was recognized by increasing the number of community instructors available to help them. Tumbler Ridge and other similar communities now have their own trainers delivering Academy programs.

Most of the 24 new hires admitted to this year's recruit class came from the part-time service. Once again their caliber reflects the quality of ambulance care being provided by the part-time members of the service.

All full-time employees now receive regular continuing education as the final part of their 3-year recertification. The first two components - review of basic study skills and a skill testing week were introduced last year. The continuing education program is delivered across the province using the Knowledge Network and home study assignment packages.

The need to keep Dispatchers progressing in concert with the rest of the service is now being addressed through a program using a simulated dispatch center. Within weeks of the program's inception, other emergency services were enquiring about its design.

The Commission's plan to increase the roles and responsibilities of the Unit Chief called for the development of a comprehensive, practical, supervisory program. Using study packages and teleconferencing, Unit Chiefs in remote stations can now develop their skills and share ideas with their colleagues in the larger centers.

11 Advanced Life Support II's (paramedics) graduated to help fill the depleted ranks of this service level.

The Professional Health Programs section had another record year. Its programs for doctors and nurses were successful to the degree that its program revenues have covered all program costs (including salary). The CPR section co-produced a "Heartsaver 85" program with other agencies and the Knowledge Network. It trained 4,500 people in CPR and the program was seen by over 70,000 British Columbians.

At year end, welcome news came from the Canadian Medical Association. The Academy had met all outstanding requirements and was granted full accreditation at all three ambulance service levels. It is the first and only ambulance school in Canada to receive this recognition.

Tony Williams,
Director, Emergency Health Services Academy

**FINANCE AND
ADMINISTRATION
DIVISION**

Following on the Order-In-Council of 28 March, 1984, wherein the Attorney General was designated the Minister responsible for the Justice Institute pursuant to the College and Institute Act, fiscal 1984/85 represented the first year of operations that the Institute received its support for infrastructure and Extension Programs from the Ministry of Attorney General, rather than the Minister of Education. The infrastructure and Extension Programs budget for 1984/85 was reduced by some 30% compared to the preceding year and the appropriate staff and cost reductions were made in these areas, quite apart from staffing adjustments which took place in the Corrections, Courts, Emergency Health, Fire and Police Academies.

The Institute's Board continued to provide close stewardship over the Institute's policy and operations and Len Maracle, one of the founding Board members, left the Board during the year and was replaced by Mary Saunders, Barrister and Solicitor.

In the area of new physical facilities, no progress was made during the year in obtaining construction approval for the firearms range, the expansion of the gymnasium, an on-site student residence or the fire training facility at Maple Ridge. However, there is the prospect of land being made available in Delta for the construction of an outdoor range which would serve both municipal and RCMP forces as well as other personnel who require training in firearms, and initial planning work is underway. The funding for capital projects for the Institute remains an undecided issue but it is logical that the British Columbia Educational Institutions Capital Financing Authority would become involved in our projects.

The Ministry of Education has undertaken to fund all debt servicing which is required on the capital projects which were completed up to August, 1984.

The instructional staff at the Justice Institute are seconded, wherever possible, from the field, thus preserving the relevancy and credibility of the direct instructional process. Support and administrative staff are employed directly by the Institute. Support staff are covered by a collective agreement with the B.C. Government Employees' Union which provides for the same rights and interests as are contained in the master agreement. The administrative staff are covered by the Fair Comparison process and staff in this group received a 0% increase during the year.

It is worthwhile to note that only one grievance was filed during this year; the significant downsizing in staff numbers and the consequent uncertainties and extra workloads have placed an extra burden on all staff.

The Institute's employee benefits plans were centralized with one carrier (MSA) at a substantial reduction in costs compared to the rates proposed by the previous carrier.

Further efforts to increase the efficient use of instructional resources and physical facilities are reflected in the ability to secure specialized training contracts with other justice and public safety organizations in addition to our Academies. Tuition/contract revenues obtained from these special programs may be used to augment the established academic plans of the Institute's Academies or to reduce the cost to the funding Ministries. During the year ended 31 March 1985, the Institute generated revenues of \$740,642 (in addition to the Academy funding), an increase of 44% over 1983/84.

**Dean Winram,
Director, Finance and Administration (Bursar)**

FIRE ACADEMY

This was a very active year within the Fire Academy. In addition to the delivery of courses, considerable time was devoted to outlining new programs which would provide training at a lower cost to more fire service personnel. As in the previous year, the Academy provided training to Native Indians in British Columbia and Saskatchewan through contractual agreement with Indian and Northern Affairs Canada.

The Academy budget remained the same as the previous year, however, there was a reduction in courses offered compared with the previous year. The staffing level remained the same. One seconded instructor returned to his home department while a program developer joined the staff.

Fire Officer programs were reduced as a result of having provided initial training to all available Officers. Under the current system of having these Officers attend at the Academy, it has taken approximately four years to reach this end. Also, in contrast with the previous year, Local Assistant to the Fire Commissioner (L.A.F.C.) courses were reduced. This was due to the fact that the previous year courses, which totalled five, reduced the number of personnel requiring training considerably.

Having reached the stage of providing basic training in the different courses, a review of training and related costs was conducted by the Academy and the Office of the Fire Commissioner. As a result of this review, and working together, three major programs were outlined which would incorporate distance education. This format would provide access to training by more fire service personnel at a lower cost than the Academy was able to provide in previous years. The three programs involve Fire Officer training for paid Fire Officers, Volunteer Certification for Volunteer Fire Fighters and Edukits (distance education packages).

A detailed proposal outlining the Fire Officer program was placed before the Training Advisory and Curriculum Committee of the Fire Commissioner. This proposal was approved in principle by the Committee. Once formally adopted, there is considerable detailed course development required. Certification for an individual will result in successful completion of each component. The program is based on the National Fire Protection Association Training and Educational Standards as amended and approved by the Fire Commissioner of British Columbia.

The Volunteer Certification program was approved late in this fiscal year. This program, too, will provide for distance education. Based on the Volunteer Fire Fighter Training Standards, an individual successfully completing the program will be certified as a Volunteer Fire Fighter.

While there are approximately 6,500 volunteer fire fighters in the Province, it is difficult to estimate the number of volunteer fire fighters who will enroll in the program as enrollment is voluntary.

This year saw the release of the "Self-Contained Breathing Apparatus" Edukit. This is the first in a series of distance education modules to be developed and released. Edukits covering Ground Ladders, Ventilation, Fire Behaviour and Fire Department Orientation and Safety will be released in the forthcoming year. It was necessary to attach a charge of \$60.00 plus tax to cover some of the cost of binders, video tapes, dividers, graphics, printing and mailing.

Contractual training continued this year with Indian and Northern Affairs Canada in both British Columbia and Saskatchewan. The training covered the basic fundamentals of fire fighting in both theoretical and practical skills. Working with the Saskatchewan Indian Community College, some 28 training programs of one week's duration were conducted on reserves throughout Saskatchewan. In addition, three classes were conducted at the Fire Academy for Saskatchewan Native People. British Columbia Native People received training in the field on different reserves and at the Academy. The volume of training was such that instructors were contracted by the Academy for these programs. To some extent, the value of this training can be reflected by the reduction of loss of life and property on the reserves. Tuition fees received by the Academy for this training are put toward the training of B.C. Fire Service personnel.

Although there was no new development in regard to the fire training centre at Maple Ridge, the need for this facility is continually being brought forth. To date, there is approximately a \$1.7 million investment in the site in the way of development and facilities. At present, this is being utilized for marine fire fighter training.

Paul Smith,
Director, Fire Academy

POLICE ACADEMY

A decade has elapsed since the formation of the original municipal police training college in mobile trailers behind the Seaforth Armoury, Vancouver. From that modest beginning a unique Police Academy has evolved within the Justice Institute, whose provincially mandated standards require newly appointed police officers to complete five distinct phases of training, spanning the first three years of service. Beyond that point a wide range of technical and specialist training and educational options are provided at intervals throughout their entire service career.

While the principal purpose of the Academy remains the provision of recruit and in-service training programs, the past year was particularly significant not only in terms of career development initiatives aimed at assisting police departments with their administration and management of personnel, but also at motivating greater individual police officer responsibility for their own personal growth and educational development. These programs are described in this report.

As more and more College and University educated people are attracted to policing, training programs and educational programs are changing at the Academy in order to better serve, stimulate and encourage the perception and goal of the police officer as a thoughtful, autonomous and highly discretionary individual. In order to meet this challenge an adult educational specialist has been retained to evaluate existing programs, conduct needs analysis, and undertake future course development.

In terms of tangible productivity, there was an increase of 2,387 student training days over 1983/84, total of 12,014, bringing this year's figure to 14,401.

PEACE OFFICERS BASIC AND GENERAL TRAINING PROGRAM

Advance planning by Vancouver City Police and Ports Canada Police for Expo '86 influenced the volume of recruit training and assessment centre screening during the past year and brought back a youthful zest and vitality that lay dormant during the initial onset of economic restraint. At one point last fall, there were 103 constables at the Academy engaged in various phases of this program, while a further 149 officers were attending Advanced courses.

Throughout the year 147 constables successfully completed Block V, the final phase of the three year program and thus attained full certification in accordance with the provisions of the Police Act. In addition to

municipal police personnel, seven Ports Canada Police were trained at the Academy.

Typically, on entry to the Academy at this time, the average recruit is twenty-five years of age, has at least two years of post secondary education, a good base of life and work experience, and in many instances is bilingual. Currently there are two young lawyers who have opted for police careers, while the range of languages spoken include Italian, Ukranian, Russian, Spanish, Cantonese, German and French. The make-up of recruit classes in training is indicative of the emphasis by municipal police services on mature, well educated candidates so essential to the success of contemporary policing.

In addition, the Academy has embarked on research necessary to establish appropriate job related physical fitness standards for entry to the police service. The results of this research program will provide the basis for a review and possible revision of existing physical fitness programs.

ADVANCED TRAINING PROGRAM

Fifty courses, seminars, workshops were conducted throughout the year for the benefit of in-service police personnel. In addition, this Section facilitated the attendance of 114 candidates on senior management and specialist courses at the Canadian Police College, Ottawa and 53 candidates who received technical and specialist training at the RCMP Fairmont Academy, Vancouver.

Due to the Pope's visit and in preparation for visiting dignitaries associated with Expo 86, special emphasis was placed on Surveillance Skill courses, Explosive Recognition training, VIP Security, Major Event and Hostage Negotiators programs. A marked increase in the number of police officers involved in shooting incidents throughout Canada aroused considerable concern regarding officer survival training. Responding to that concern, a series of two-day seminars was conducted and are scheduled for the remainder of 1985.

Recognizing the need to provide an opportunity for police officers to take initiative and responsibility for their own professional development beyond those courses provided on an in-service basis, the Academy embarked on an evening program consisting of twelve sessions of three hours duration based on a nominal tuition fee. The first two courses, "Canadian Judicial Process" and "Presentation and Instructional Skills", were reasonably well attended and are recognized for credit within the Police Advanced Certificate of Education.

From a revenue generating perspective, the Academy responded to requests for training from Ports Canada Police, Immigration Canada, Railway Police, Conservation Officers and various private security companies, providing seats on existing courses and specially designed training programs.

RESEARCH, DEVELOPMENT AND ASSESSMENT

Despite an extremely demanding Assessment Centre program both at the entry level as well as for promotion purposes, the staff of this section found time to complete, for the B.C. Police Commission, the Performance Appraisal System for junior supervisory ranks and link the process with two other new projects aimed at the delivery of education to meet identified personal growth requirements.

The Performance Appraisal System is based on a set of performance standards which were generated through a series of workshops made up of operational police personnel. This system fulfils two functions, firstly it provides for an annual developmental appraisal aimed at identifying strengths and weaknesses, while the second type of appraisal is completed when the member is a candidate for promotion. Both types of appraisal are based on objective observations of behaviour.

For those police officers seeking to enhance their professional knowledge and ability, a Career Development Center will soon be available through the Academy utilizing the assessment center concept. Initial exercises are designed to assess the strengths and weaknesses of candidates aspiring to the role of first level supervisor, and will elicit behaviour in those dimensions deemed critical to successful performance at that level. The method of assessment used will be both peer and self-appraisal involving written and situation testing together with video monitoring. In order to effectively perform peer assessment, candidates will receive formal assessor training, which in itself is a valuable asset when it comes to everyday observation of behaviour in the work place.

At the conclusion of this week long center, candidates will not only receive a summary of their performance identifying strengths and weaknesses, but will be provided with a suggested program of training and education aimed at upgrading any deficiencies.

In order to act on career development recommendations from the Career Development Center and Performance Appraisal system, an officer needs to know where to enrol and what program to enter. Working in conjunction with municipal and RCMP training officers and representatives from colleges and universities, the Academy has established the Police Education Standards Advisory Committee (PESAC). The principal objective of this committee is

to develop and maintain a course calendar containing those post secondary courses deemed most appropriate for police study, and to establish a network of educational counsellors at all institutes of higher learning who are familiar with the specific educational needs of the police and are available for referral purposes.

For many years police training in Canada had to rely heavily on foreign films, especially from the United States to support lecture material. Recently major police forces and training establishments in this country have produced an excellent selection of audio visual aids to training based on the Canadian approach to dealing with police topics. The Academy has volunteered to act as the central cataloging agent for these film/video productions in order to encourage and facilitate the widest possible distribution.

RESERVE/AUXILIARY TRAINING

Training manuals were completed and professionally printed. 1,100 manuals were distributed throughout the province in an effort to provide these valuable volunteers with the training material necessary to perform effectively in the field.

**Phil Crosby-Jones,
Director, Police Academy**

**FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH, 1985**

Auditors' Report

Statements

- 1 Balance Sheet
- 2 Revenues, Expenditures and Fund Balances
- 3 Changes in Fund Balances - Special Purpose Fund
- 4 Equity in Fixed Assets

Notes to Financial Statements

Schedules

- Operating Fund
 - A Revenues and Expenditures
- Operating Fund Expenditures
 - B Instruction
 - C Administration
 - D Educational Services
 - E Library/Media Services
 - F Facilities Services
- Capital Fund
 - G Expenditures



AUDITORS' REPORT

To the Members of the Board of
Justice Institute of British Columbia

We have examined the balance sheet of the Justice Institute of British Columbia as at March 31, 1985 as set out in statement 1 and the statements of revenues, expenditures and fund balances, changes in fund balances - special purpose fund, and equity in fixed assets as set out in statements 2, 3 and 4 for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Institute as at March 31, 1985 and the results of its operations for the year then ended in accordance with the basis of accounting described in note 1 applied on a basis consistent with that of the preceding year.

Thorne Riddell

Vancouver, Canada
May 29, 1985

Chartered Accountants


JUSTICE INSTITUTE OF BRITISH COLUMBIA

BALANCE SHEET AS AT MARCH 31, 1985

STATEMENT 1

	1985				1984
	Operating Fund	Special Purpose Fund	Debt Service Fund	Capital Fund	Total
ASSETS					
Current assets					
Petty cash	\$ 500	-	-	-	\$ 500
Bank	23,645	-	-	-	23,645
Investments, at cost	740,625	-	-	-	740,625
Accounts receivable	532,372	-	-	-	532,372
Inter-fund balances	(130,764)	\$7,484	\$147,368	\$ (24,088)	-
	<u>1,166,378</u>	<u>7,484</u>	<u>147,368</u>	<u>(24,088)</u>	<u>1,297,142</u>
Fixed assets					
Furniture, equipment and vehicles	-	-	-	1,650,480	1,650,480
Buildings	-	-	-	1,269,609	1,269,609
Site development	-	-	-	204,698	204,698
	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,124,787</u>	<u>3,124,787</u>
TOTAL ASSETS	<u>\$1,166,378</u>	<u>\$7,484</u>	<u>\$147,368</u>	<u>\$3,100,699</u>	<u>\$4,421,929</u>
					<u>\$5,295,481</u>
LIABILITIES AND EQUITY					
Current liabilities					
Bank indebtedness	-	-	-	\$ 246,600	\$ 246,600
Sinking fund payments, due within one year	-	-	-	50,300	50,300
Accounts payable and accrued liabilities	\$ 794,981	-	-	-	794,981
	<u>794,981</u>	<u>-</u>	<u>-</u>	<u>296,900</u>	<u>1,091,881</u>
Debentures (note 2)	-	-	-	768,406	768,406
	<u>794,981</u>	<u>-</u>	<u>-</u>	<u>1,065,306</u>	<u>1,860,287</u>
Equity in fixed assets (statement 4)	-	-	-	2,306,081	2,306,081
Fund balances (statement 2)	371,397	\$7,484	\$147,368	(270,688)	255,561
	<u>371,397</u>	<u>7,484</u>	<u>147,368</u>	<u>2,035,393</u>	<u>2,561,642</u>
TOTAL LIABILITIES AND EQUITY	<u>\$1,166,378</u>	<u>\$7,484</u>	<u>\$147,368</u>	<u>\$3,100,699</u>	<u>\$4,421,929</u>
					<u>\$5,295,481</u>

Approved by


 R.J. Stewart
 Chairman of the Board


 P.B. Winram
 Bursar

JUSTICE INSTITUTE OF BRITISH COLUMBIA
REVENUES, EXPENDITURES AND FUND BALANCES

STATEMENT 2

YEAR ENDED MARCH 31, 1985

	1985				1984	
	Operating Fund	Special Purpose Fund	Debt Service Fund	Capital Fund	Total	Total
Revenue						
Province of British Columbia						
Ministry of Education						
Operating grants	-	-	-	-	-	\$2,126,430
Debt service grants	-	-	\$ 34,583	\$ 291,576	\$ 326,159	205,057
Ministry of the Attorney-General	\$3,073,827	-	-	-	3,073,827	2,995,353
Ministry of Health	1,047,034	-	-	-	1,047,034	643,793
Contract programs	195,456	-	-	-	195,456	58,744
Tuition fees	434,217	-	-	-	434,217	338,288
Prior year's surplus	1,131,868	-	146,829	-	1,278,697	627,254
Investment income	173,182	-	-	-	173,182	180,191
Other income	94,348	-	-	-	94,348	15,118
Fire Academy - Capital Fund	451,952	-	-	(451,952)	-	-
Reversal of accrued liability	-	-	-	-	-	25,000
	<u>6,601,884</u>	<u>-</u>	<u>181,412</u>	<u>(160,376)</u>	<u>6,622,920</u>	<u>7,215,228</u>
Expenditures (schedules A and G)	<u>6,230,537</u>	<u>\$10,790</u>	<u>34,044</u>	<u>218,700</u>	<u>6,494,071</u>	<u>6,191,394</u>
Excess (deficiency) of revenues over expenditures	<u>371,347</u>	<u>(10,790)</u>	<u>147,368</u>	<u>(379,076)</u>	<u>128,849</u>	<u>1,023,834</u>
Fund balances at beginning of year	1,147,918	2,274	146,829	108,388	1,405,409	1,602,169
Net inter-fund transfers (statement 3)	(16,000)	16,000	-	-	-	-
To revenue	(1,131,868)	-	(146,829)	-	(1,278,697)	(627,254)
Portion of prior years' surplus returned to Province of British Columbia	-	-	-	-	-	(593,340)
	<u>50</u>	<u>18,274</u>	<u>-</u>	<u>108,388</u>	<u>126,712</u>	<u>381,575</u>
FUND BALANCES AT END OF YEAR	<u>\$ 371,397</u>	<u>\$ 7,484</u>	<u>\$147,368</u>	<u>\$(270,688)</u>	<u>\$ 255,561</u>	<u>\$1,405,409</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

CHANGES IN FUND BALANCES

STATEMENT 3

SPECIAL PURPOSE FUND

YEAR ENDED MARCH 31, 1985

	<u>Balance at beginning of year</u>	<u>Operating Fund surplus allocations</u>	<u>Total before disbursements</u>	<u>Supplies and services disbursements</u>	<u>Balance at end of year</u>
Principal's Fund 1981/82	\$ 916	-	\$ 916	\$ (492)	\$1,408
T-shirt inventory	1,325	-	1,325	687	638
Court Services Academy	33	-	33	-	33
Surplus 1983/84	<u>-</u>	<u>\$16,000</u>	<u>16,000</u>	<u>10,595</u>	<u>5,405</u>
	<u>\$2,274</u>	<u>\$16,000</u>	<u>\$18,274</u>	<u>\$10,790</u>	<u>\$7,484</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

EQUITY IN FIXED ASSETS

STATEMENT 4

YEAR ENDED MARCH 31, 1985

	<u>1985</u>	<u>1984</u>
Balance at beginning of year	<u>\$1,996,537</u>	<u>\$1,849,121</u>
Net additions financed by		
Capital Fund	5,742	72,443
Operating Fund	284,377	13,465
Special Purpose Fund	-	18,620
	<u>290,119</u>	<u>104,528</u>
Loss on disposal of fixed assets	<u>30,883</u>	<u>5,197</u>
	<u>259,236</u>	<u>99,331</u>
	<u>2,255,773</u>	<u>1,948,452</u>
Reduction of debenture	<u>50,308</u>	<u>48,085</u>
BALANCE AT END OF YEAR	<u><u>\$2,306,081</u></u>	<u><u>\$1,996,537</u></u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 1985

1. ACCOUNTING POLICIES

(a) Fixed assets

Fixed assets purchased by the Justice Institute of British Columbia are stated at cost. Furniture, equipment and vehicles transferred from the Province of British Columbia are included at original cost to the Province with a corresponding credit to equity in fixed assets. Buildings reflect the cost of improvements and expansion of facilities owned by the B.C. Buildings Corporation.

Depreciation is not provided on fixed assets and the debenture in U.S. funds is translated to Canadian dollars at the exchange rate in effect at the time of the transaction. In all other respects these financial statements are in accordance with generally accepted accounting principles.

(b) Seconded salaries

The salaries and benefits of seconded Corrections, Court Services and Emergency Health Services Academies' staff are included in these financial statements as revenue and as a corresponding expense. Although these funds are issued directly from the Province of British Columbia to the individuals and do not flow through the bank account of the Justice Institute of British Columbia, they are considered part of the overall operations of the Institute. The seconded salaries (which were also added to the budgeted figures) are as follows:

Corrections Academy	\$204,772
Court Services Academy	26,500
Emergency Health Services Academy	<u>212,000</u>
	<u>\$443,272</u>

2. DEBENTURES

	<u>1985</u>	<u>1984</u>
13.39% sinking fund debenture; with sinking fund payments of \$63,324 per annum including interest until maturity in April, 2000	\$360,971	\$370,728
16.875% sinking fund debenture; with sinking fund payments of U.S. \$113,985 per annum including interest until maturity in December, 1986 (\$399,701 U.S.)	<u>457,735</u> 818,706	<u>498,286</u> 869,014
Less principal portion of sinking fund payments due within one year	<u>50,300</u>	<u>49,148</u>
	<u>\$768,406</u>	<u>\$819,866</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND

REVENUES AND EXPENDITURES

SCHEDULE A

YEAR ENDED MARCH 31, 1985

	<u>Prior years' surplus funds</u>	<u>Province of British Columbia</u>	<u>Tuition and contract services</u>	<u>Other</u>	<u>Total</u>	<u>Budget</u>
REVENUES						
Government of British Columbia Grants - Ministry of the Attorney-General						
Infrastructure	\$ 310,073	\$ 994,902	-	-	\$1,304,975	\$1,307,365
Corrections Academy	199,496	836,946	\$ 945	-	1,037,387	1,042,030
Court Services Academy	137,565	191,431	38,869	\$ 16,320	384,185	348,880
Extension programmes	23,354	147,975	295,930	-	467,259	429,412
Fire Academy	134,815	-	108,207	451,952	694,974	534,134
Police Academy	326,565	902,573	48,380	-	1,277,518	1,306,424
Ministry of Health Emergency Health Services Academy	-	1,047,034	137,342	71,297	1,255,673	1,254,664
Interest						
Bank	-	-	-	31,615	31,615	26,660
Investments	-	-	-	141,567	141,567	-
Sundry income	-	-	-	6,731	6,731	-
	<u>\$1,131,868</u>	<u>\$4,120,861</u>	<u>\$629,673</u>	<u>\$719,482</u>	<u>\$6,601,884</u>	<u>\$6,249,569</u>
EXPENDITURES						
Instruction (schedule B)						
Corrections Academy					\$1,037,387	\$1,042,030
Court Services Academy					386,116	348,880
Emergency Health Services Academy					1,255,673	1,254,664
Extension programmes					438,990	429,412
Fire Academy					527,524	534,134
Police Academy					1,277,518	1,306,424
					<u>4,923,208</u>	<u>4,915,544</u>
Administration (schedule C)					595,714	589,000
Educational Services (schedule D)					132,437	139,000
Library/Media Services (schedule E)					223,220	244,025
Facilities Services (schedule F)					355,958	362,000
					<u>6,230,537</u>	<u>6,249,569</u>
Surplus for the year					371,347	-
					<u>\$6,601,884</u>	<u>\$6,249,569</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND EXPENDITURES

INSTRUCTION

SCHEDULE B

YEAR ENDED MARCH 31, 1985

	1985		1984
	<u>Actual</u>	<u>Budget</u>	
Salaries and employee benefits	\$2,744,874	\$2,754,075	\$2,392,538
Professional development	21,826	43,535	8,644
Contract instruction	630,153	633,441	530,744
Supplies	242,055	226,146	156,599
Postage and telephone	6,277	7,453	6,171
Leases and rentals			
Vehicles	201	-	-
Buildings	9,687	6,280	6,598
Equipment	8,026	20,300	3,183
Maintenance and repairs			
Vehicles (including fuel)	85,464	117,706	83,644
Equipment	17,888	21,275	11,822
Buildings and grounds	4,767	6,500	923
Books and periodicals	6,085	12,972	6,289
Equipment replacement	266,368	163,077	10,460
Travel - staff	125,447	122,320	88,614
Travel, meals and housing - students	620,151	716,279	645,165
Memberships	1,830	2,150	1,581
Consultant's fees	80,942	71,450	137,710
Data processing	14,130	11,400	14,279
Traffic and security	150	-	90
Student activities	3,107	5,750	3,703
Advertising and publicity	24,442	9,900	14,010
Other	16,163	28,535	13,939
Programme co-sponsorship	2,751	(10,000)	-
Miscellaneous income	(9,576)	(55,000)	(5,351)
	<u>\$4,923,208</u>	<u>\$4,915,544</u>	<u>\$4,131,355</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND EXPENDITURES

ADMINISTRATION

SCHEDULE C

YEAR ENDED MARCH 31, 1985

	1985		1984
	<u>Actual</u>	<u>Budget</u>	
Salaries	\$318,440	\$315,900	\$407,857
Employee benefits	32,948	37,200	41,526
Professional development	1,558	2,100	2,879
Supplies	29,789	36,000	35,676
Postage and telephone	96,105	100,000	104,282
Leases and rentals - equipment	61,254	41,950	63,520
Maintenance and repairs			
Vehicles (including fuel)	6,048	5,000	4,310
Equipment	1,501	5,000	924
Books and periodicals	367	-	528
Equipment replacement	2,892	-	163
Travel - staff	3,733	5,400	2,395
Memberships	490	500	1,703
Professional fees	12,568	9,375	11,068
Insurance	1,730	800	1,500
Data processing	19,228	24,000	20,035
Advertising and publicity	5,343	3,175	1,915
Other	1,720	2,600	3,180
Miscellaneous income	-	-	(3)
	<u>\$595,714</u>	<u>\$589,000</u>	<u>\$703,458</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND EXPENDITURES

EDUCATIONAL SERVICES

SCHEDULE D

YEAR ENDED MARCH 31, 1985

	1985		1984
	<u>Actual</u>	<u>Budget</u>	
Salaries	\$162,786	\$162,138	\$263,032
Employee benefits	17,092	19,449	29,079
Professional development	86	-	1,433
Contract instruction	-	-	1,000
Supplies	968	1,500	6,486
Leases and rentals			
Buildings	-	-	340
Equipment	-	-	62
Maintenance and repairs			
Vehicles (including fuel)	-	-	2,742
Equipment	-	200	1,342
Books and periodicals	105	300	647
Equipment replacement	11,928	-	700
Postage and telephone			
Travel - staff	-	-	1,042
Memberships	1,236	1,200	2,050
Consultant's fees	180	100	155
Advertising and publicity	2,563	500	21,773
Other	72	114	482
Charge-backs to Academies	(46,500)	(46,501)	(39,750)
Miscellaneous income	<u>(18,079)</u>	<u>-</u>	<u>(6,849)</u>
	<u>\$132,437</u>	<u>\$139,000</u>	<u>\$285,766</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND EXPENDITURES

LIBRARY/MEDIA SERVICES

SCHEDULE E

YEAR ENDED MARCH 31, 1985

	1985		1984
	<u>Actual</u>	<u>Budget</u>	
Salaries	\$198,117	\$200,412	\$289,753
Employee benefits	21,498	22,724	31,628
Professional development	399	-	974
Supplies	15,790	19,731	27,366
Rentals - equipment	424	4,500	9,497
Maintenance and repairs			
Vehicles (including fuel)	3,707	4,170	916
Equipment	3,497	5,000	5,339
Telephone and postage	-	3,000	1,013
Books and periodicals	24,564	23,200	34,945
Equipment replacement	3,188	1,000	1,459
Travel - staff	1,161	2,700	1,148
Memberships	200	288	47
Data processing	10,509	10,000	12,431
Advertising and publicity	237	300	359
Other			
Charge-backs to Academies	(53,000)	(53,000)	(53,000)
Miscellaneous income	<u>(7,071)</u>	<u>-</u>	<u>(4,366)</u>
	<u>\$223,220</u>	<u>\$244,025</u>	<u>\$359,509</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND EXPENDITURES

FACILITIES SERVICES

SCHEDULE F

YEAR ENDED MARCH 31, 1985

	1985		1984
	<u>Actual</u>	<u>Budget</u>	
Supplies	\$ 1,155	-	\$ 1,381
Leases and rentals			
Equipment	307	\$ 2,600	70
Buildings	13,350	18,000	10,140
Maintenance and repairs			
Buildings and grounds	331,095	330,000	402,441
Equipment	-	2,000	216
Traffic and security	8,900	8,900	8,516
Consultant's fees	-	-	9,757
Insurance	766	-	(1,000)
Other	<u>385</u>	<u>500</u>	<u>116</u>
	<u>\$355,958</u>	<u>\$362,000</u>	<u>\$431,637</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

CAPITAL FUND

EXPENDITURES

SCHEDULE G

YEAR ENDED MARCH 31, 1985

	<u>1985</u>	<u>1984</u>
Debentures		
Principal	\$ 50,308	\$ 48,085
Interest	162,650	156,668
Miscellaneous	-	304
Operating capital		
Furniture and equipment	5,742	63,624
Buildings	-	8,819
	<u>\$218,700</u>	<u>\$277,500</u>

