

# Justice Institute of British Columbia

## ANNUAL REPORT

### 1987-1988





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# LETTER OF TRANSMITTAL

The Honorable Angus Ree  
Solicitor General of British Columbia  
Parliament Buildings  
Victoria, British Columbia

Dear Mr. Minister:

On behalf of the Board of Directors 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 1987/88 pursuant to Section 60 of the College and Institute Act.



**Robert J. Stewart,**  
Chairman of the Board

## MISSION STATEMENT

The Justice Institute of B.C. is dedicated to improving the quality of justice and public safety by developing and delivering training programs and educational services to professionals and the public.

## GOALS

- 1) To develop and deliver programs and services in the area of justice and public safety consistent with the identified needs of the Ministries of the Attorney General, Health and Municipal Affairs.
- 2) To develop and deliver programs and services consistent with the identified needs of other government ministries, private agencies, community groups and others engaged in justice and public safety.
- 3) To engage in partnerships with other organizations in pursuit of the Justice Institute mission.
- 4) To share services, resources and expertise among Academies/Divisions to achieve more effective delivery of programs.
- 5) To heighten awareness of the unique nature and structure of the Justice Institute and its services.



# REPORT OF THE PRINCIPAL

I would like to introduce the 1987/88 Annual Report by highlighting the tenth anniversary of the Justice Institute. The JI was established in 1978 to provide cost effective and quality recruit and advanced in-service training for the major components of the justice and public safety system in British Columbia. Ten years later the Institute is now serving a wide variety of professionals and the public, and an enviable track record of innovative program development and training delivery has evolved.

The divisional and financial reports in the 1987/88 Annual Report reflect the continuing progress of the Institute as a leader in the field of justice and public safety training and education. The Institute produced more Student Training Days and at a lesser cost this year compared to last year, thus maintaining a favourable trend. A new Centralized Registration System was implemented to provide a more efficient method of handling the increased volume of tuition-generating courses, seminars and conferences.

On November 5, 1987, His Honour Judge Gerald Coultas, former Chief Judge of the Provincial Court of BC, resigned as a member of the Board of the Justice Institute, having served the Institute very generously since his appointment on June 6, 1980. The Institute is very grateful for the wisdom and insight that he provided. Judge Coultas was appointed to the Supreme Court of BC in April 1988. We wish him well in all his future endeavours.

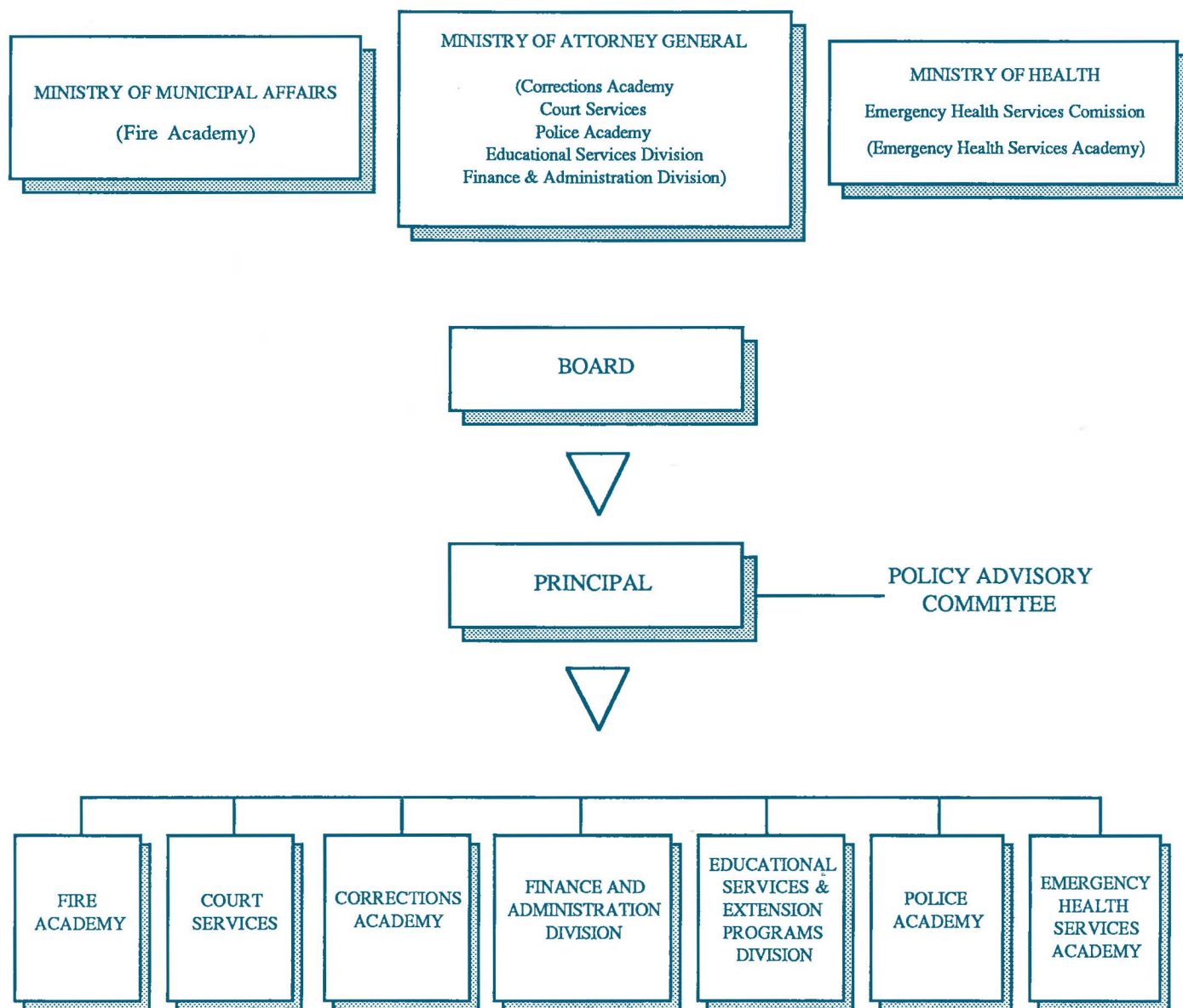
On December 18, 1987, the Institute and members of the police community witnessed the unfurling of flags atop three flagpoles. These flagpoles, original for the JI, were dedicated to the memory of Sergeant Larry Young, killed in the line of duty earlier in the year. This moving ceremony was a most fitting tribute to the former Police Academy instructor, and was made possible by contributions from the staff at the Justice Institute and the BC Buildings Corporation. Efforts for the completion of the memorial were co-ordinated by Sergeant Bruce Halstead, Police Academy Co-ordinator, and Bob Hull, Deputy Director of the Police Academy.

As will be illustrated in the following divisional reports, this has been another busy and very successful year at the Justice Institute. Credit for the achievements over the past year must go to the talented and dedicated faculty, administration, support staff and Board of the Justice Institute to whom I would like to express my gratitude, and with whom I am very proud to be associated.

**Bernard J. Doyle,**  
Principal



## JUSTICE INSTITUTE OF B.C. ORGANIZATION



## MEMBERS OF THE BOARD

**Robert J. Stewart (Chairman)**  
Chief Constable, Vancouver Police Department

**Anthony P. Pantages, Q.C. (Vice Chairman)**  
Barrister and Solicitor, Russell and DuMoulin

**Joseph H. Cohen, C.M. L.L.D. (Hon.)**  
Vice President and Director, Sony of Canada Ltd.

**His Honour Gerald R.B. Coultas**  
Chief Judge, Provincial Court of British Columbia  
(resigned September 1987)

**Jack Giles, Q.C.**  
Barrister and Solicitor, Farris, Vaughan, Wills and  
Murphy

**Glen Ridgway, Q.C.**  
Barrister and Solicitor, Williams, Davie and Co.

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

**Mary E. Saunders**  
Barrister and Solicitor, Campney and Murphy

## EXECUTIVE COMMITTEE

**Bernard J. Doyle**  
Principal

**Philip B. Crosby-Jones**  
Director, Police Academy

**Lawrence E. Goble**  
Dean, Educational Services and Extension Programs  
Division including Court Services Training

**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

**Krysia Strawczynski**, Assistant Deputy Minister,  
Support and Regulatory Services, Ministry of Attorney  
General

**Richard Dumala**, Fire Commissioner (Acting)

**Jim Graham**, Deputy Commissioner of Corrections

**Fred Bates**, Executive Director  
Emergency Health Services Commission

**Robin B. Bourne**, Assistant Deputy Minister, Police  
Services

**A.K.B. (Tony) Sheridan**, Director of Court Services

**Robert C. Simson**, Executive Counsel, Support Services  
Ministry of Attorney General

**Bernard J. Doyle**, Principal  
Justice Institute of BC

**Lawrence E. Goble**, Dean, Educational Services and  
Extension Programs Division including Court Services  
Training  
Justice Institute of BC

**P. Dean Winram**, Bursar, Justice Institute of BC



## STUDENT STATISTICS REPORT

1987 / 88

Year to March 31, 1988

## DIVISION: CORRECTIONS ACADEMY

	No. of Courses	No. of Students	No. of Student Training Days
Security Officer - Block II Adult	1	28	322
Security Officer - Block IV Youth	1	23	184
Security Officer - Block IV Adult	3	61	665
Security Officer - Blocks II & IV Youth	3	70	796
Security Officer - Blocks II & IV Adult	3	83	1,118
Probation Officer - Basic	2	36	1,169
Regional Training	1	784	2,133
Enforcement and Modification of			
Probation Orders	1	9	9
Breaching Strategies	1	9	4
Principles of Supervision I	1	13	64
Principles of Supervision II	2	48	205
Custody & Access Revisited	1	20	20
Sexual Harassment	1	12	6
Handling Behaviour of Hostile Youth	1	20	40
S.C.B.A. Instructional Techniques	1	15	75
Y.O.A. Update	1	36	36
Child Development & Interviewing Children	2	47	115
Team Building	1	8	8
Classification Officer Workshop	1	17	34
Records Officer Training	1	18	18
Tutor Workshop	1	28	28
Custody Access & Report Writing	2	43	129
Conflict Resolution by Mediation	2	34	67
Dealing with Sexual Offenders	2	40	77
Performance Planning & Review	9	115	196
Preparing for the Selection Panel	1	13	13
Administration Support Workshop	1	22	44
Basic Supervisory Competency	6	88	425
Media Relations	2	11	22
Creative Problem Solving	2	17	17
Vancouver Centre District Workshop	1	19	19
Creative Conflict Resolution	1	24	24
Managing Up	1	27	27
Hiring - The Panel Process	1	14	14
Labour Relations	1	21	63
Instructional Techniques	3	17	61
Supervising Sexual Offenders	1	21	42
Probation Officer Update	1	16	47
Victim Services Conference	1	210	420
Maintenance Course	1	27	27
Family Certification	1	8	40
Youth Certification	1	9	18
Upgrading Writing Skills	1	19	38
Orientation for On-Site Instructors	2	34	65
Interviewing and Assessing Children	1	24	48
Parole Co-Ordinators Workshop	1	17	30
Legal Issues: Privatization	1	32	16
Mediation Part I	1	6	18
Youth Update	4	68	68
Security Officer Recruit Recertification	3	80	1,395
Family Update	2	26	53
Word Processing	4	16	48
Corr. Administration & Management	2	45	73
Security Officer Backlog	2	58	1,041
Occupational Health & Safety	1	18	36
Time Management	1	16	16
Career Days	1	40	40
<b>TOTALS</b>	<b>98</b>	<b>2,680</b>	<b>11,826</b>



No. of Students	No. of Training Days
31	217
44	930
21	630
15	45
90	44
30	120
7	24
19	38
71	248
2	90
5	20
86	295
23	69
5	5
53	130
162	573
36	72
15	30
79	158
33	132
14	66
13	45
5	2
68	101
8	40
10	300
3	12
24	120
5	10
8	24
13	65
1	30
56	56
65	195
17	34
11	22
27	54
<b>1,175</b>	<b>5,046</b>

No. of Students	No. of Training Days
162	550
22	88
7	1
25	8
176	474
113	525
23	5
59	177
305	798
398	686
31	45
89	89
23	23
105	105
63	126



	No. of Courses	No. of Students	No. of Training Days
The New Supervisor	5	66	132
Dealing with Anger	8	127	384
Win/Win Influencing Skills	6	89	209
Children From Violent Homes	2	162	324
Dealing With Power	1	12	36
Using Influence Effectively	2	38	76
Overcoming Communication Blocks	1	14	28
Depression In Adolescents	1	18	36
Treatment Issues for Sexually Abused Children	1	23	46
Effective Criticism	4	67	134
Insurance Mediation	3	50	100
Feeling Yes, Feeling No	1	35	17
How to Protect Your Children	1	40	14
Adolescent Assessment Techniques	2	40	80
Advocacy Skills	1	40	40
Social Problem Solving for Children	2	40	120
Pornography/Health Choices	1	105	210
Exploring Supervision	2	43	86
Group Facilitation Skills	2	29	58
Stepping Up Into Supervision	5	103	206
Legal and Practical Implications of Children as Witnesses	1	27	54
Therapist Exchange	1	58	87
Kids & Money: Red Flags for Mediators	1	10	20
Front Line or Firing Line	1	12	12
Working with Adults & Children from Abusive Families	1	18	36
Sexual Abuse Training	17	190	751
Victims Information Line Training	7	137	269
Adolescent Sex Offender	1	20	20
Use of Power in Mediation	1	19	38
Creating Options	1	16	32
Intro to Conflict Resolution	1	12	12
Adoptions Triangle	2	23	46
Self Care for Front Line Workers	1	20	20
Influencing Skills	2	36	72
Multicultural Conflict Resolution	2	28	56
Art and Play Therapy	1	25	50
NFB Film Premiere	1	700	233
Asserting Yourself Under Pressure	2	40	80
Intervention Skills	2	39	58
Violence in Intimate Relationships	3	87	87
Therapeutic Issues for Work with Adoptive Parents	1	20	20
From Awareness to Assertion	1	11	22
Anger Management With Youth	2	41	82
Leading Groups for Children from Abusive Families	1	14	28
Responding to Adolescent Suicide	2	60	120
Victim Services Training	2	80	160
Adult Children of Alcohol	1	35	70
Grief, Loss and Process of Recovery	1	38	76
Introduction to Negotiation	1	30	30
Making Order Out of Chaos	1	20	20
Orientation to Mediation	1	13	13
Working with Adult Survivors	1	20	20
The Addicted Family	1	20	40
Managing Your Type E Personality	1	18	18
Family Law for the Hearing Impaired	1	25	25
Managerial Mediation	1	20	20
Mediation in the Workplace	1	17	51
Alternate Dispute Resolution	1	13	13
Troubled Youth, Troubled Families	1	80	160



	No. of Courses	No. of Students	No. of Training Days
Getting Through	1	11	11
Duties & Responsibilities of Directors	2	47	82
Working with Victims of Wife Assault	1	13	13
The Child Witness	1	31	31
Fund Raising for Police Based Programs	1	21	42
By-law Enforcement & Investigative Skills	1	20	100
Advanced Group Facilitation Skills	1	18	36
Basic Supervisory Competency	1	19	95
Starting & Running Police Based Program	1	60	120
Integrative Counselling Techniques	1	14	28
Dealing with Conflicts on the Job	1	20	20
Mediating Parenting Issues	1	21	21
Mediation and Counselling	1	18	18
Clear & Simple Writing Skills	2	16	64
Work & Self Management Skills	1	13	26
<b>Security</b>			
Basic Private Security	3	61	305
Airport Security	1	6	6
Basic Contract Security	3	17	72
<b>TOTALS</b>	<b>228</b>	<b>5,260</b>	<b>10,147</b>

### DIVISION: EMERGENCY HEALTH SERVICES ACADEMY

	No. of Courses	No. of Students	No. of Training Days
<b>EMA I</b>			
Industrial First Aid	1	166	2,656
EMA I	44	273	3,822
Continuing Education	26	227	501
<b>EMA II</b>			
I. V. Training	10	46	172
Recruit	1	24	718
Recert. Update/Defib.	2	22	266
Recert. Tutoring	1	4	7
Block I	1	20	26
Block II/III	7	76	1,465
<b>EMA III</b>			
ALS Recruit - Remedial/Retest	1	4	2
ALS Recruit - Home Study	1	21	236
ALS Recruit - Classroom	2	29	266
ALS Recruit - Examination	2	15	43
ALS Recruit - Clinical	5	72	926
ALS Recert. - Home Study	1	23	271
ALS Recert. - Classroom	1	18	175
ALS Recert. - Tutoring	1	4	9
ALS Recert. - Extra Evaluation	1	1	3
ALS/ITT Cont. Ed. - Classroom	5	120	69
AIRVAC - Home Study	1	11	11
AIRVAC - Classroom/Exam	1	11	11
<b>Unit Chief</b>			
Regional Meeting	5	76	103
Home Study	2	239	669
Tutorial	1	192	15
Teleconference	4	79	12
Examination	1	5	7
<b>Professional Health</b>			
<b>- Pre-Hospital</b>			
CPR Instructor	1	15	38



**DIVISION: FIRE ACADEMY**

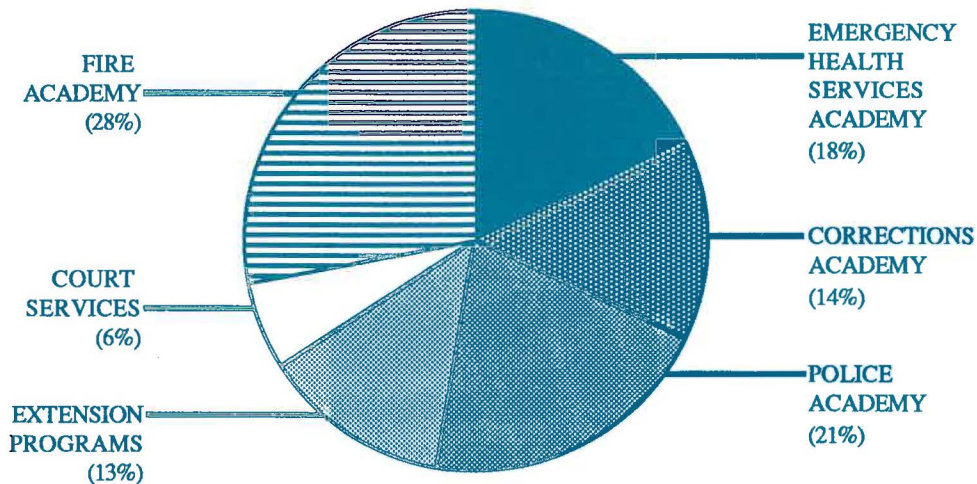
**DIVISION: POLICE ACADEMY**

No. of Students	No. of Training Days
250	220
10	30
16	16
25	50
33	132
10	10
7	7
38	76
33	235
33	165
19	152
14	28
25	50
22	135
43	197
20	100
31	195
14	14
24	24
8	8
7	7
120	192
56	56
5	2
18	90
20	80
32	128
39	78
50	75
80	365
10	80
10	30
75	75
18	72
24	120
10	50
19	190
34	102
11	44
186	93
25	125
37	74
21	63
17	34
35	70
13	13
24	120
33	33
<b>2,766</b>	<b>16,272</b>



## COMPOSITION OF STDs BY ACADEMY / DIVISION

Year Ending March 31, 1988



Percentage figures relate to total of all Institute training days for the year. The Institute uses distance learning packages (i.e. mail-out kits containing printed, audio and visual materials, KNOW, etc.) and typical classroom-instructor model and pre-reading materials in order to provide for more cost effective training.

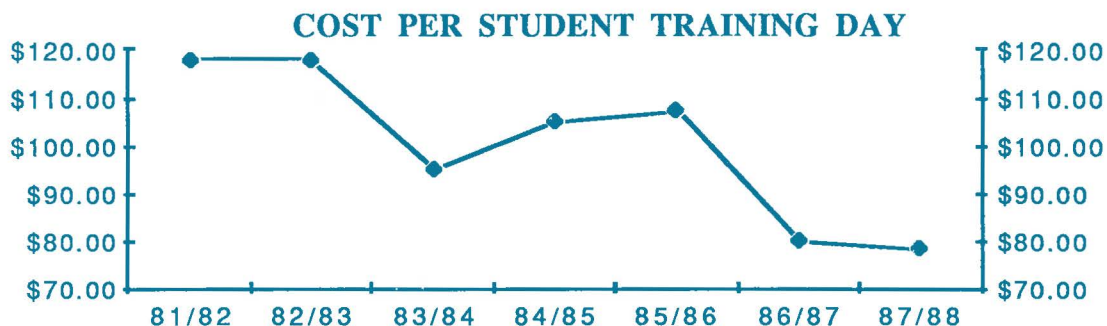
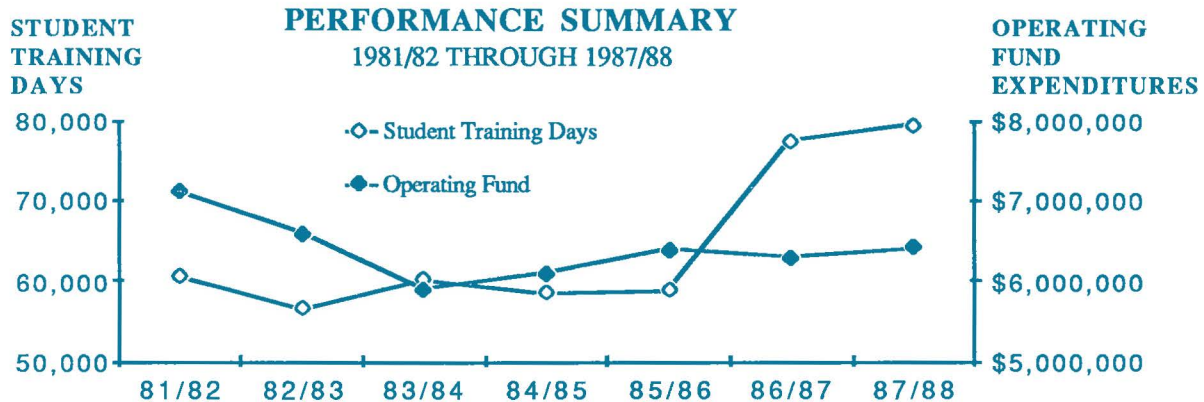
## STUDENT TRAINING DAYS (S.T.D.s) BY ACADEMY / DIVISION COMPARED TO PREVIOUS YEAR

	1987/88	1986/87	NOTES
Police Academy	16,272	9,619	
Corrections Academy	11,826	10,709	
Court Services	5,046	4,448	
Fire Academy	22,349	13,549	(1)
Educational Services	10,147	9,317	
Emergency Health Services Academy	13,855	30,037	(2)
	<u>79,495</u>	<u>77,679</u>	

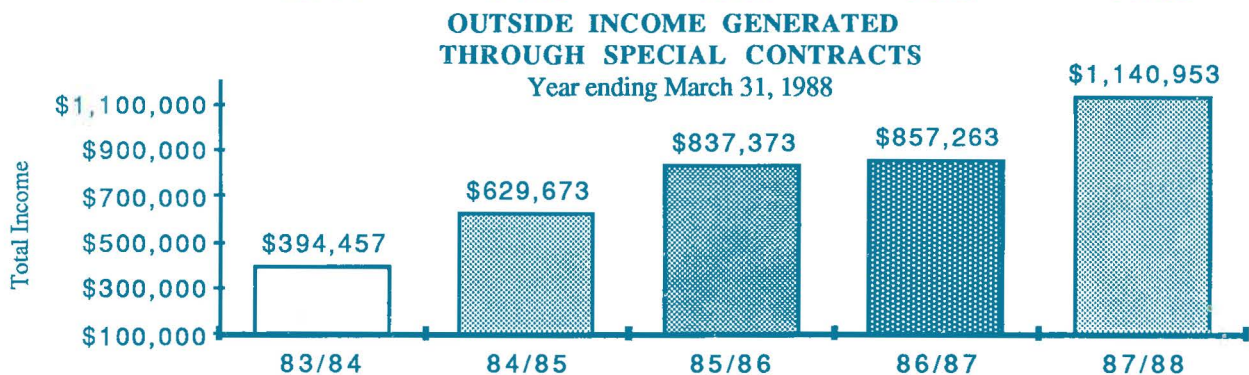
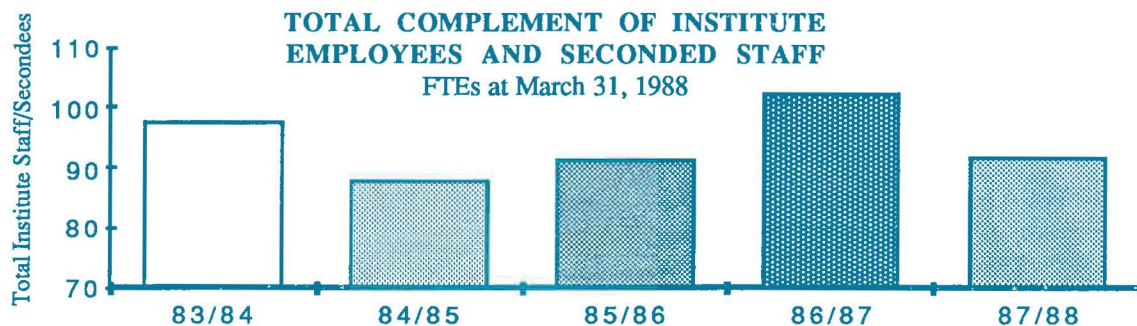
(1) The Fire Academy's Volunteer Certification Program has been very successful and largely accounts for the increase in Training Days.

(2) The Emergency Health Services Academy's activities in 86/87 provided for some 12,700 STD's of Industrial First Aid training; during 87/88 nearly all of this training was handled directly by the Commission using various contract agencies.





The Institute provided more than 79,000 Student Training Days (STDs) of instruction during the year, an increase of 2.3% over the previous year which in turn was up 31% over the preceding year. Substantial increases in training activity were generated by Police, Courts, Corrections and Fire. The average cost per STD decreased by 3.3% compared to the previous year.



Tuition fees for Extension Programs and Professional Health Programs increased by 33% over the previous year, offsetting a small reduction in Contract Programs. The Institute has developed a reputation for the delivery of timely and credible professional development programs for people employed in the justice and public safety system.



# DIVISIONAL REPORTS

## FISCAL YEAR 1987/88

### CORRECTIONS ACADEMY

Overall productivity of the Corrections Academy reached an all time high this year with a total production of 98 separate courses resulting in 11,826 employee training days. This level of production was achieved in spite of the re-deployment of three instructional staff for a three month period. A widely diversified training plan was developed in conjunction with the Branch Staff Training Committee and all courses were completed as planned and within the allocated budget.

Security officer recruit training was a major priority this year. A Corrections Branch study group was established to review the delivery of recruit training and as a result of this study a revised competency based curriculum was developed for entry level security officers. The curriculum project took place during the summer of 1987 and a pilot course was introduced in January 1988. Prior to introduction of the pilot course a number of workshops were held to train field supervisors. The new six week training program consists of two weeks of on-site and four weeks of Corrections Academy training. The new modular training design allows security officers from both adult and youth institutions to take training at the same time. As a result of a backlog of untrained security officers in some institutions and an unexpectedly large number of early retirements it was necessary to run simultaneous recruit courses during January to March 1988 and increase the average class size from 22 to 28 officers.

Two probation officer recruit courses were completed this fiscal year, one in April and one in September, however due to the impending privatization of family services further recruit courses were not scheduled beyond September 1987. As the field workload continued to increase, it was arranged for the three Corrections Academy community instructors to be temporarily placed in field offices to assist with direct field services during the period January to March 1988.

A new basic supervisory competency program was designed and tested on a pilot basis. This course was the result of an extensive analysis of supervisory skills and competencies and the course was designed on a modular basis with a total of 10 days being offered in two 5 day components. An external evaluation of the program was completed and the course has now been repeated six times with excellent results and feedback. Additional management programs were offered in the areas of media relations, labour relations, contract management, performance planning and review, and occupational health and safety. To assist field managers in evaluating

management training needs and in locating suitable training resources a Learning Resources Database was established and distributed to all supervisors. This database allows supervisors to select from a variety of management courses offered throughout British Columbia and in other locations.

A wide variety of regional workshops were carried out in areas such as update in youth services, update in family services, update in adult probation, creative conflict resolution, sexual harassment, and creative problem solving. In addition to the courses offered by the Corrections Academy and those offered directly in regions, a large number of Corrections Branch staff were able to participate in independent courses on a tuition reimbursement basis. A total of 769 Branch employees received tuition reimbursement for course taken through regional colleges, institutes, and private training organizations.

In addition to regular course offerings, a number of on-the-job training packages were distributed and updated including the Corrections Administrations Records Entry system training modules, the inmate trust accounting system training modules, and the admin. support on the job training manuals. In order to accommodate the Branch's training needs in relation to computer systems, a number of terminals were installed in one of the Justice Institute classrooms and a series of programs were offered in word processing and in the new probation records system.

The highly successful Victim Services Conference was held in November 1987 offering a wide variety of mini-workshops with over 240 participants.

Two video productions were completed, one dealing with the role of the probation officer and the other focussing on the Young Offenders Act. Corrections Branch staff continued to rely heavily on the services of the Justice Institute Library with 1150 books borrowed, 300 audio visual items borrowed, and 1650 articles reprinted from journals listed in the Library News which is distributed to all Corrections units.

Discussions continued with Correctional Services Canada regarding the delivery of Federal Corrections training through the Justice Institute. However, they have not yet decided to contract their training to the Institute.

The provision of training to corrections institutions continues to be a problem due to the limited availability of training relief dollars. The heavy investment of dollars in recruit training and re-certification training leaves



almost no funding available for advanced training. This problem needs to be addressed by the Branch, not only in pursuing additional funding for training relief, but in pursuing alternate training methods for advanced training.

The year included many accomplishments including both new curriculum designs in recruit training and supervisory training as well as production of a large number and variety of training courses. The high level energy and creativity of training staff plus the cooperation from field units has assisted in making this a year in which significant results were achieved and all challenges were met with enthusiasm and professionalism.

**John E. Laverock**  
Director  
Corrections Academy

## EDUCATIONAL SERVICES AND EXTENSION PROGRAMS DIVISION

The Division continued through 1987/88 to provide education and training resource services to our academies and a number of other justice and public safety groups on a contract basis. Continued growth was also experienced by the Extension Programs Unit through fee-for-service interdisciplinary programs offered to professionals and the public.

In addition to the regular activities the Division was also involved in restructuring the Court Services Academy to operate as a unit within Educational Services, developing and directing the new centralized registration office; supporting and co-ordinating the Institute's attempts to become actively involved in a major marketing initiative.

### I Media Centre

The Media Centre continued during the year to respond to increasing demands from the academies to produce more video training tapes. The quality remains high and many of these tapes are valued as a major part of the Institute's marketing initiative. Examples of some of the tapes produced this year include: 'Patient Assessment', 'Auto Theft', 'Fire Safety', 'Canada's Probation Officers', 'Commercial Mediation', and 'The Young Offenders Act Update'. To support these efforts and ensure continued quality with the changing technology a new production camera and deck were purchased during the year.

### II Program Services

As a result of a decision reached at the end of last fiscal year, the Program Services Unit has been directed to take on a more entrepreneurial orientation. This has resulted in the Unit pursuing more contractual work with justice and public safety organizations outside the Institute (i.e. Office of the Public Trustee, B.C. Public Gaming Branch, Criminal Justice Branch, etc.). In addition to contract services, the Unit was also involved in a number of Institute assignments. Staff within the Unit has been reduced to a Program Director and a secretary complemented by individual contractors engaged as required by the work volume. During 1987/88 the Program Services Unit undertook 12 contract services, six Institute assignments, and an Institute-wide faculty development program.

### III Extension Programs

Over 5,700 people participated in 231 programs offered by Extension Programs. Interdisciplinary programs for professionals, programs for the public and programs for private security personnel resulted in 10,123 training days, an increase of 8% over the previous year. The programs covered a range of content including administration, children and youth, conflict resolution, crime prevention, family assault and sexual violence, intervention skills, staff development, and victim services training.

Extension Programs co-sponsored programs with several ministries, educational organizations, societies and centres. In addition to the advertised programs, 42 contract courses were designed and delivered for individual agencies and government ministries (such as Corrections Services Canada, Ministry of Environment, Union of B.C. Municipalities, Yukon Public Legal Education Society and Greater Vancouver Mental Health Services).

During the year, Extension Programs received grants from the Ministry of Attorney General, Program Services for training support to staff and volunteers of victim services programs, and another grant for the development of public education materials related to pornography. The Police Services Branch of the Ministry of Attorney General sponsored the development and delivery of 14 workshops throughout B.C. for pre school and child care staff who will be receiving the Ministry's child sexual abuse prevention kits for use with three to five year old children (funding assistance for this project was also provided by the Vancouver Foundation). The Ministry of Attorney General, Police Services and Program Services also sponsored a series of crime prevention workshops on topics such as management skills for crime prevention coordinators and working with delinquent youth, as well as the development of training materials for community police station volunteers.

### IV Resource Centre

Trends show a steady increase in most Resource Centre activities, and consequently many tasks will soon be



automated. Book circulation increased by 3% to 4,200 and circulation of audiovisual materials increased by 38% to 3,400, achieved with the help of a new automated audiovisual reservation system. During the year, 5,200 clients visited the Resource Centre and 6,900 requested information by phone. Native Indian Reserve fire departments (75) continue to receive full library service per a contract with the Department of Indian and Northern Affairs. Resource Centre staff answered 4,600 reference questions (an increase of 5% over last year). These included bibliographies and on-line database searches on topics such as victims' services, gambling, and emergency childbirth. The Resource Centre added 600 books and 82 A.V. titles during the year which is a significant reduction because the constant dollar budgets in the past few years have constrained acquisitions. The fifth edition of our Audiovisual Catalogue was published in August 1987. A microfiche reader and reader-printer were donated to the Resource Centre by the B.C. Police Commission.

## V Physical Education Services

This unit continued to provide professional services to the Police Academy, Corrections Academy, Court Services and Emergency Health Services.

The development of valid physical training based programs became a reality through the completion of the Police Officers' Physical Abilities Study. That study reinforced the findings reported in both the Corrections and Sheriff Officer's Physical Abilities Studies. The Police Officer's Physical Abilities Test has received wide acceptance across Canada within the police community. This support was a direct result of the Canadian Association of Chiefs of Police resolution to accept the POPAT as the minimum standard for police recruits in Canada. Police forces in the United States and other countries have also demonstrated interest in the standard. UBC, the Justice Institute of BC and the RCMP have jointly completed a validation of the POPAT and results will be published in 1988.

## VI Court Services

In an effort to reduce overhead costs, the Court Services Branch as of November 20, 1987, requested that the Justice Institute transfer its programs and services to the Educational Services Division for management and co-ordination support. These programs and services were previously run by the Court Services Academy with a full-time Director. The Court Services Academy had developed and managed a number of outside contract programs which will in future be administered by the Extension Programs Unit.

The Court Services programs and services contracted through Court Services Headquarters' Human Resource Planning and Development will continue along with new programs being developed for 1988/89.

## VII Centralized Registration

To support a growing number of fee-for-service programs being offered by Extension Programs and all academies at the Institute, a new computerized central registration office was established in September, 1987. During the first seven months, over 3,000 students were registered in 150 different courses.

## VIII Marketing

An Institute-wide marketing committee was established during the year. The Committee supported a summer project to develop a JIBC copyright and contract manual, piloted several marketing contracts with different agents, and worked towards the selection of an overall marketing agent to represent the Institute in all our marketing endeavors. To accomplish the third effort, the Committee has been working with the B.C. Purchasing Commission to develop a 'Request for Proposal' to be sent out in Spring 1988 to all organizations interested in bidding on the opportunity to become the marketing agent for the Institute.

**Lawrence E. Goble**

Dean, Educational Services and  
Extension Programs Division  
including Court Services Training

# EMERGENCY HEALTH SERVICES ACADEMY

The Training Plan and accompanying budget was cut to its lowest level in five years. As a result many key programs were cancelled or suspended and staff were laid off. The training cuts were a result of the Emergency Health Services Commission's need to contain costs, recover from a difficult set of contract negotiations and to establish a new Standards and Examination Body.

The attention paid to training during contract negotiations between the Commission and CUPE local 873, especially over Recertification, illustrated how important training is to both parties.

The reduced Training Plan provided some positive consequences. It meant instructors could concentrate on improving the quality of the remaining programs. With the Commission assuming the testing function for its Certification and Recertification courses, Academy staff concentrated on the quality of their teaching. For four years the Academy had assumed both roles, as teachers and Recertification Examiners. This latter role had affected the relationships between the instructors and their students which could now be rebuilt.

The courses the Academy did offer, again played an important part in improving the pre-hospital care in British Columbia. Victoria received a much needed boost



to its understaffed Advanced Life Support Service. Introducing the Automatic Defibrillator into fifteen communities increased the chances of surviving a heart attack in those communities. The increasing use of Air Ambulances (fixed wing and helicopter) meant that the Emergency Medical Assistants escorting often critically ill patients required training. A cooperative effort by Government Air, Canadian Forces Search and Rescue, a physician advisor and Academy staff resulted in a course which received compliments from Emergency Services across Canada.

Cooperating with the Knowledge Network on our Continuing Education program meant that we could bring experts in Medicine, Nursing and Pre-hospital Care into ambulance stations in large and small communities across the Province. One topic, 'Hypothermia' was given to the RCMP to be used for continuing education. Partly as a result of this and the Academy's reputation for quality programming, RCMP 'E' Division (British Columbia) contracted the Academy to produce a First Responder Course for its Members. It is anticipated that this course will be adopted by the RCMP nationally and will serve as a prototype for similar First Responder Courses for other Justice and Public Safety Agencies.

Professional Health Programs was a major victim of the cutbacks. For seven years this section had provided Advanced and Basic Cardiac Life Support training for health professionals in BC. During the six months the program was halted the outcry was so extraordinary that the Institute decided to resurrect the Advanced Cardiac Life Support on a full cost recovery basis. Thanks to the efforts of two very committed part time staff, Professional Health Programs was able to offer a reduced number of courses.

A national conference for Emergency Physicians, Nurses and Ambulance Personnel ("Emergency '88") held in Vancouver relied heavily on the expertise of the Institute. Many of the 700 participants commented on the consistently high quality of instruction and materials.

While the Academy was able to maintain the quality of its programs this year, the student training days dropped drastically and our costs increased. Our student training days dropped from 30,000 to 13,000. Student Training day costs rose from \$63.72 to \$85.93 as we lost some economies of scale and were left delivering the more costly programs i.e. Recertification.

During the latter half of the year a renewed commitment to training evolved and a Training Plan for the next year began to take shape. In April the Academy was given one of its largest and most well-supported contracts thus far. In addition, it was asked to develop a plan for the future which would prevent the events of the past year from recurring.

**Anthony T. Williams**  
Director  
Emergency Health Services Academy

## FIRE ACADEMY

The Fire Academy continues working in accordance with the five year academic plan developed in 1984. Budget constraints for the first four months of the fiscal year resulted in the loss of some training and greatly affected the development schedule of the academic plan.

Training and development conducted this year resulted in 6,245 fire fighters taking training for 22,349 student training days, an increase 65% over the previous year. This increase is the result of greater accessibility to programs due mainly to more programs and materials being developed and being made available, primarily through distance education and 'train-the-trainer' programs.

While the Academy experienced problems in the development and delivery of training, it took major steps forward in other areas. One of these areas concerns the Open Learning Agency whereby the Fire Academy received a grant from the Open College Course Development Fund. The program titled Fire Safety at Work will be developed by the Academy in conjunction with the Open Learning Agency.

Another step forward involved the development of a booklet titled 'Liability & Risk Management for the BC Fire Service.' The booklet along with a 3 1/2 hour presentation was prepared for the BC Fire Chiefs conference held in Whistler. Requests to purchase the booklet were received from across Canada and throughout the USA and it was necessary to complete a second printing of the booklet as IFSTA (International Fire Service Training Association) purchased 2,500 copies for marketing in the US.

In addition to marketing print materials and training programs, the Academy marketed its expertise and was contracted to conduct a feasibility study on training for native fire fighters in Saskatchewan.

Several contracts for training were also completed this year; the major contracts involved BC and Saskatchewan Native Fire Fighters and Federal Corrections personnel. In addition, cross systems training was conducted within the Institute for other Academies.

Of the many ongoing programs the Academy was involved in this year, no activity kept staff busier than the Volunteer Fire Fighter Certification Program. Admission into the program increased to bring the total to 4,627 students which has increased the requests for examination and evaluations. While the program placed greater demands on the Academy than had been anticipated, it also placed heavy demands on the 61 Volunteer Evaluators in the field. The Evaluators throughout the Province, who give so much of their time are certainly one of the major reasons for the success of the program.

Edukits too, are part of the reason for the program



success. Unfortunately, the production of these guides and videotapes has not been able to keep pace with the program demand. This was partly due to the late production start in the year along with the availability of production staff. However, several units are in the final stages of production and will be released early in the new year. The Edukits about to be released will have a new format. The new design is one which will assist the training officer in the delivery of the material in a manner more conducive to learning.

The Training and Education Program for the Professional Fire Service also experienced an increase in admissions to 1,618 students. While development was completed in some of the programs, new programs were introduced and made available to the Fire Service. The Winter semester, January - March 1988, saw the introduction of Fire Administration Officer and Fire Prevention Inspector.

Although only full time fire officers are eligible for certification in this program, different Blocks of study were made available to the Industrial Fire Fighters.

In a like manner, the Academy working with Extension programs, has made certain subjects available, on a tuition basis, to the public. Also, distance education programs such as Training Officer and Fire Prevention Inspector have been made available to both paid and volunteer personnel.

Training in the field got off to a late start. However, the Academy was able to deliver 30 weekend field training sessions compared to fifteen sessions in previous years. One area of major concern and a restriction to training has been the discontinuance of live fire training. It was necessary to stop this training in structures for safety reasons. Academy programs this year reached the stage requiring hands on training evolutions and live fire experience. However, Treasury Board declined to support the capital development this year.

The Academy has worked towards the development of training through the Train-The-Trainer Program. Also, work commenced on the development of a Community Instructor program throughout BC. It is anticipated that this will be introduced early in 1988.

**Paul C. Smith**  
Director  
Fire Academy

## POLICE ACADEMY

The Police Academy is the focal point of Municipal police training in this province from the initial entry level onward and upward throughout the career structure, including its role as co-ordinator for the allocation of

Canadian Police College course positions. In addition, police departments have come to rely on the Academy for a range of ancillary staff development including entry testing, assessment centre services, performance appraisal systems, promotion examinations, research and consultation services.

### Police Officers Basic and General Training Program

After a quiet post Expo '86 period last year, recruit training rebounded significantly with 92 new police officers entering the Academy for the first time. Through the year 101 members returned for Block IV and V training who, together with those receiving their basic training, generated 10,015 recruit level student training days.

Graduation ceremonies were held for members of Class #34 on May 8th to recognize the successful completion of thirty-two weeks of continuous training. Class #35 consisting of 20 members graduated on December 18th.

Class 36 completed the Peace Officers Basic Training Program (Block III) and received their badges from Chief Constable Bob Stewart at formal graduation ceremonies on February 10th. Included in this Class of 25 Vancouver Police Department recruits were four members of minority groups.

### Advanced Program

A number of special interest programs were conducted and new courses introduced this year reflecting the changing nature of policing and trends in society. Among these were a Child Abuse Investigators workshop conducted for municipal police and RCMP on Vancouver Island. This very successful three day program attracted 34 participants and will be conducted for Mainland personnel in 1988.

A two-day Labour Relations Seminar, with several high profile resource persons, including Jim Matkin, proved very interesting and worthwhile as it explored the current labour climate and its potential impact on policing.

Several seminars dealing with adaptation to shift work were provided for members and their spouses addressing the importance of diet, exercise and general lifestyle.

Recognizing the need for refresher training where the use of the police baton is concerned, a four day Baton Instructors course was developed and conducted so that this standard method and technique can be taught within departments.

Perhaps the most popular new training initiative was a seminar dealing with the phenomenon of Outlaw Motorcycle Gangs which attracted 186 police officers. This will be offered soon on Vancouver Island.

After several months of research and course development, including a visit to major Western Canadian Police Departments, a pilot Uniform Crime Reporting Train the Trainers Program was conducted for 18 UCR



supervisors from those forces and municipal departments in BC. A comprehensive manual was prepared for this program and will become the basis for a national training program through the sponsorship of the Canadian Centre for Justice Statistics. The pilot course was very successful and will no doubt prompt further contracts in relation to course development at various levels within the continuum of police training.

Among other Advanced Programs of special note conducted during the past year were two Instructors' Clinics for occasional resource instructors to improve their instructional techniques and a two week Major Crime course complete with simulated crime scene staged with professional actors at a downtown hotel. Contract instruction for telecommunication operators employed by the Louis Bull Police, Hobbema, Alberta was conducted on the Reserve. This one week course was the first training program for members of this newly formed independent Band Police Department and was enthusiastically received. A further two day program dealing with officer safety was developed and conducted for this department.

ICBC and BC Tel investigators, a new client group, was added to our contract training program, through a one week general investigation course specially designed to meet their needs.

An overall review of Advanced Programs indicates a healthy interest and demand that called for 84 courses generating 5,193 student training days.

#### **Research, Development and Assessment**

Program Developer, Ingrid Pipke and Administrator, Kris Bjornerud, presented a paper on 'Managing, Storing and Retrieving Assessment Centre Information: Making your Data Base Work for You' to the 15th International Conference on the Assessment Centre Method in Boston. A new information and retrieval system is structured to facilitate enquiries, data descriptions and cross-referencing on all aspects of the Assessment Centre program.

The Assessment Centre service, so vital to both the initial selection of police officers and subsequently to the promotional selection process, placed heavy demands on the Administrator. Fourteen centres were conducted plus four training programs for Assessors. Without the generous support of the client police departments who provide senior personnel as Assessors and Assistant Administrators, this unique service would have to be discontinued.

**Philip B. Crosby-Jones**  
Director  
Police Academy



# AUDITORS' REPORT

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

We have examined the balance sheet of the Justice Institute of British Columbia as at March 31, 1988 and the statements of revenues, expenditures and fund balances, changes in fund balances - special purpose fund and equity in fixed assets 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, 1988 and the results of its operations for the year then ended in accordance with the basis of accounting described in note 2 applied on a basis consistent with that of the preceding year.

The budget information included in these financial statements has not been audited by us.

*Coopers & Lybrand*

Vancouver, B.C.  
May 25, 1988

## STATEMENT 1

### JUSTICE INSTITUTE OF BRITISH COLUMBIA BALANCE SHEET AS AT MARCH 31, 1988

	March 31, 1988						March 31, 1987	
	Operating Fund	Contract Programs	Program Development Fund (note 5)	Special Purpose Fund (Statement 3)	Debt Service Fund	Capital Fund	Total	Total (note 4)
	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>								
<b>CURRENT ASSETS</b>								
Cash	200,777	-	-	-	-	-	200,777	407,967
Term deposit	400,000	-	-	-	-	-	400,000	-
Accounts receivable and prepaids	733,798	-	-	-	-	-	733,798	626,677
Inter-fund balances	(376,398)	150,478	45,669	54,551	125,700	-	-	-
	<u>958,177</u>	<u>150,478</u>	<u>45,669</u>	<u>54,551</u>	<u>125,700</u>	<u>-</u>	<u>1,334,575</u>	<u>1,034,644</u>
<b>FIXED ASSETS</b>								
Furniture, equipment and vehicles	-	-	-	-	-	1,926,190	1,926,190	2,001,233
Buildings	-	-	-	-	-	1,271,719	1,271,719	1,271,719
Site development	-	-	-	-	-	204,698	204,698	204,698
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,402,607</u>	<u>3,402,607</u>	<u>3,477,650</u>
	<u>958,177</u>	<u>150,478</u>	<u>45,669</u>	<u>54,551</u>	<u>125,700</u>	<u>3,402,607</u>	<u>4,737,182</u>	<u>4,512,294</u>
<b>LIABILITIES &amp; EQUITY</b>								
<b>CURRENT LIABILITIES</b>								
Sinking fund payments due within one year	-	-	-	-	-	90,410	90,410	90,410
Accounts payable and accrued liabilities	676,384	-	-	-	-	-	676,384	597,897
	<u>676,384</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>90,410</u>	<u>766,794</u>	<u>688,307</u>
<b>DEBENTURES (note 3)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>521,574</u>	<u>521,574</u>	<u>648,073</u>
	<u>676,384</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>611,984</u>	<u>1,288,368</u>	<u>1,336,380</u>
<b>EQUITY</b>								
Equity in fixed assets (Statement 4)	-	-	-	-	-	2,790,623	2,790,623	2,739,167
Fund balances (Statement 2)	281,793	150,478	45,669	54,551	125,700	-	658,191	436,747
	<u>281,793</u>	<u>150,478</u>	<u>45,669</u>	<u>54,551</u>	<u>125,700</u>	<u>2,790,623</u>	<u>3,448,814</u>	<u>3,175,914</u>
	<u>958,177</u>	<u>150,478</u>	<u>45,669</u>	<u>54,551</u>	<u>125,700</u>	<u>3,402,607</u>	<u>4,737,182</u>	<u>4,512,294</u>
<b>APPROVED BY:</b>								

APPROVED BY:

*R.J. Stewart*

R.J. Stewart  
Chairman of the Board

*P.D. Winram*

P.D. Winram  
Bursar



## STATEMENT 2

**REVENUES, EXPENDITURES AND FUND BALANCES  
FOR THE YEAR ENDED MARCH 31, 1988**

	1988						1987
	Operating Fund (Sched.A)	Contract Programs	Program Development Fund	Special Purpose Fund	Debt Service Fund	Capital Fund (Sched.G)	Total
	\$	\$	\$	\$	\$	\$	\$
<b>REVENUE</b>							
Province of British Columbia	5,561,260	-	-	-	-	206,017	5,767,277
Tuition fees	727,154	367,302	46,497	-	-	-	1,140,953
Prior year's surplus	133,339	-	-	-	-	-	133,339
Investment income	63,081	-	-	-	-	-	63,081
Other income	144,556	-	-	-	-	-	144,556
	6,629,390	367,302	46,497	-	-	206,017	7,249,206
<b>EXPENDITURES</b>	6,299,097	285,569	84,740	19,000	-	206,017	6,894,423
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	330,293	81,733	(38,243)	(19,000)	-	-	354,783
<b>FUND BALANCES - BEGINNING OF YEAR</b>	148,339	53,745	35,412	73,551	125,700	-	436,747
Net inter-fund transfers To revenue	(63,500)	15,000	48,500	-	-	-	-
	(133,339)	-	-	-	-	-	(133,339)
	(48,500)	68,745	83,912	73,551	125,700	-	303,408
<b>FUND BALANCES - END OF YEAR</b>	281,793	150,478	45,669	54,551	125,700	Nil	436,747

## STATEMENT 3

**CHANGES IN FUND BALANCES  
SPECIAL PURPOSE FUND  
FOR THE YEAR ENDED MARCH 31, 1988**

	Balance at beginning of year	Operating Fund surplus allocations	Total before transfers and disbursements	Disbursements		Balance at end of year
	\$	\$	\$	Supplies and services	Equipment	\$
				\$	\$	
Firearms range, study	17,100	-	17,100	-	-	17,100
Driver training facility	25,000	-	25,000	-	-	25,000
Lecture theatre improvements	132	-	132	-	-	132
Registration system	648	-	648	-	-	648
Classroom alterations	19,000	-	19,000	19,000	-	-
Principal's fund 1985/86	11,671	-	11,671	-	-	11,671
	73,551	Nil	73,551	19,000	Nil	54,551



#### STATEMENT 4

JUSTICE INSTITUTE OF BRITISH COLUMBIA  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 1988



## 6. COMMITMENTS

The Institute rents equipment and classroom facilities under operating leases which expire in February 1991 and December 1992, respectively. The annual rental payments are \$40,218. The aggregate rental payable to the expiry dates amounts to \$133,065.

## 7. COMPARATIVE FIGURES

The comparative figures are based upon financial statements which were reported on by other auditors.

## SCHEDULE A

## SCHEDULE OF OPERATING FUND REVENUES AND EXPENDITURES FOR THE YEAR ENDED MARCH 31, 1988

	Prior years' surplus (deficit) fund \$	Province of British Columbia \$	Tuition & contract services \$	Other \$	Total \$	Budget \$
<b>REVENUE</b>						
Government of B.C. Grants						
Ministry of the Attorney General						
Police Academy	(90,293)	1,400,215	31,657	736	1,342,315	1,401,862
Infrastructure	119,006	1,383,036	62,819	-	1,564,861	1,493,730
Corrections Academy	11,147	758,363	36,756	-	806,266	867,626
Court Services Academy	-	197,221	-	15,469	212,690	307,630
Fire Academy	-	150,000	-	-	150,000	-
Extension Programs	-	139,964	459,201	27,850	627,015	454,704
Ministry of Health						
Emergency Health Services Academy	(12,618)	932,461	39,906	20,437	980,186	982,352
Ministry of Municipal Affairs						
Fire Academy	106,097	600,000	96,815	70,576	873,488	856,000
Interest						
Bank	-	-	-	34,635	34,635	-
Investment	-	-	-	28,446	28,446	-
Sundry income	-	-	-	9,488	9,488	-
	<u>133,339</u>	<u>5,561,260</u>	<u>727,154</u>	<u>207,637</u>	<u>6,629,390</u>	<u>6,363,904</u>
<b>EXPENDITURES</b>						
Divisional Instruction (Schedule B)						
Corrections Academy	-	-	-	-	806,266	867,626
Court Services Academy	-	-	-	-	212,690	307,630
Emergency Health Services Academy	-	-	-	-	966,349	969,734
Extension Programs	-	-	-	-	568,485	454,704
Fire Academy	-	-	-	-	857,517	856,000
Police Academy	-	-	-	-	1,359,886	1,401,862
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,771,193</u>	<u>4,857,556</u>
Administration (Schedule C)	-	-	-	-	559,003	581,904
Educational services (Schedule D)	-	-	-	-	283,807	223,036
Library/media services (Schedule E)	-	-	-	-	271,163	276,390
Facilities services (Schedule F)	-	-	-	-	413,931	412,400
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>6,299,097</u>	<u>6,351,286</u>
Surplus for the year	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>330,293</u>	<u>-</u>
	<u>Nil</u>	<u>Nil</u>	<u>Nil</u>	<u>Nil</u>	<u>6,629,390</u>	<u>6,351,286</u>



OPERATING FUND EXPENDITURES  
DIVISIONAL INSTRUCTION  
FOR THE YEAR ENDED MARCH 31, 1988

	1988		1987
	Actual	Budget	Actual
	\$	\$	\$
Books and periodicals	9,021	6,400	6,051
Contract instruction	575,923	594,826	704,771
Contract program development	299,653	260,065	403,674
Course calendars and brochures	29,427	24,190	32,927
Data processing	10,165	11,293	10,400
Equipment replacement	138,287	80,565	112,854
Leases and rentals			
Equipment	4,627	10,452	12,871
Vehicles	375	-	1,651
Accommodation	11,698	8,275	10,978
Maintenance and repairs			
Equipment	27,673	29,750	31,715
Vehicles	52,883	70,052	89,920
Buildings	905	1,500	12,907
Memberships	1,434	2,829	2,342
Other	7,374	11,933	10,027
Photocopying	75,368	70,445	108,139
Postage and telephone	19,123	27,513	19,220
Professional development	18,591	29,739	30,720
Program co-sponsorship	1,150	-	11,656
Salaries and employee benefits	2,766,003	2,800,449	2,735,998
Student activities	7,715	5,858	6,502
Supplies	211,875	256,469	241,772
Traffic and security	90	-	-
Travel, housing, meals - students	379,059	434,588	448,421
Travel - staff	125,903	120,365	168,203
Miscellaneous revenue	(3,129)	-	(12,807)
	<u>4,771,193</u>	<u>4,857,556</u>	<u>5,200,912</u>



OPERATING FUND EXPENDITURES  
ADMINISTRATION  
FOR THE YEAR ENDED MARCH 31, 1988

	1988		1987
	Actual	Budget	Actual
	\$	\$	\$
Advertising and brochures	3,313	6,400	6,699
Books and periodicals	383	400	402
Data processing	18,965	21,000	20,836
Employee benefits	39,798	41,500	36,925
Equipment replacement	54	2,700	18,828
Insurance	5,762	5,000	4,730
Leases and rentals, equipment	61,493	-	74,768
Maintenance and repairs			
Equipment	3,522	4,000	3,787
Vehicles (including fuel)	4,495	5,400	4,381
Memberships	210	200	200
Other	8,104	6,600	6,082
Photocopying	1,064	1,600	1,525
Postage and telephone	76,216	91,000	80,060
Professional development	1,236	3,100	1,460
Professional fees	10,364	14,100	19,648
Salaries	373,997	348,500	311,178
Supplies	36,938	23,904	48,128
Travel - staff	6,736	6,500	4,844
Photocopy charge-backs	(93,647)	-	(116,838)
	<u>559,003</u>	<u>581,904</u>	<u>527,643</u>



**OPERATING FUND EXPENDITURES  
EDUCATIONAL SERVICES  
FOR THE YEAR ENDED MARCH 31, 1988**

	1988		1987
	Actual	Budget	Actual
	\$	\$	\$
Advertising and brochures	168	1,300	1,477
Books and periodicals	80	209	37
Contract program development	51,177	11,934	2,347
Employee benefits	26,282	23,785	24,067
Equipment rentals	1,118	-	575
Equipment replacement	21,857	16,000	9,332
Maintenance and repairs			
Equipment	1,286	650	723
Vehicles (including fuel)	1,594	1,900	1,438
Memberships	157	200	230
Other	243	538	326
Photocopying	2,535	500	-
Professional development	1,257	1,982	619
Salaries	203,101	198,207	217,245
Supplies	9,169	3,831	2,881
Telephone and postage	374	-	34
Travel - staff	6,872	4,500	2,931
Physical education charge-backs	(43,463)	(42,500)	(40,463)
	<u>283,807</u>	<u>223,036</u>	<u>223,799</u>

**OPERATING FUND EXPENDITURES  
LIBRARY/MEDIA SERVICES  
FOR THE YEAR ENDED MARCH 31, 1988**

	1988	1987
	Actual	Budget
	\$	\$
Advertising and brochures	-	240
Books and periodicals	26,752	25,854
Consulting fees	-	53
Data processing	13,974	12,860
Employee benefits	24,276	22,261
Equipment replacement	29,633	1,364
Maintenance and repairs		
Equipment	3,554	3,980
Vehicles (including fuel)	2,673	2,230
Memberships	180	40
Other	60	94
Photocopying	4,162	6,016
Professional development	696	704
Rentals, equipment	-	1,180
Salaries	202,684	202,786
Supplies	11,971	14,152
Telephone and postage	189	33
Travel - staff	241	913
Library field services charge-backs	(42,745)	(52,120)
Miscellaneous revenue	(7,137)	(17,277)
	<u>271,163</u>	<u>275,363</u>



## SCHEDULE F

OPERATING FUND EXPENDITURES  
FACILITIES SERVICES  
FOR THE YEAR ENDED MARCH 31, 1988

	1988		1987
	Actual	Budget	Actual
	\$	\$	\$
Equipment replacement	1,049	9,500	9,501
Insurance	879	1,000	879
Leases and rentals			
Equipment	94	100	95
Buildings	15,632	15,600	6,500
Maintenance and repairs			
Equipment	198	1,200	1,205
Buildings and grounds	379,534	369,100	260,121
Other	81	1,000	1,000
Professional fees	-	600	628
Supplies	4,093	2,300	2,310
Traffic and security	12,371	12,000	9,028
	<u>413,931</u>	<u>412,400</u>	<u>291,267</u>

## SCHEDULE G

CAPITAL FUND  
REVENUE AND EXPENDITURES  
FOR THE YEAR ENDED MARCH 31, 1988

	1988	1987
	\$	\$
<b>REVENUE</b>		
Ministry of Advanced Education and Job Training	<u>206,017</u>	<u>419,786</u>
<b>EXPENDITURES</b>		
Debtentures		
Principal	90,410	52,424
Interest	<u>115,607</u>	<u>199,362</u>
	<u>206,017</u>	<u>251,786</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<u>Nil</u>	<u>168,000</u>





**Justice Institute of B.C.**  
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