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# **STRENGTH & SPIRIT**

A Strategic Plan for 2008 - 2010



**VICTORIA POLICE DEPARTMENT**

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# Victoria Police Department Highlights for 2008 - 2010

This plan charts a course for 2008 - 2010, providing the people of Victoria and Esquimalt with strategic goals and performance measures to keep our communities safe and vibrant for all to enjoy.

In 2008 the Victoria Police Department (VicPD) will achieve the following:



- Reduce street disorder in the downtown core
- Suppress violent crime
- Through prevention and enforcement, reduce property crime
- Build effective community partnerships to prevent and reduce crime
- Put a focus on recruitment, retention and employee engagement, ensuring high quality service for Victoria and Esquimalt

We will meet our goals by doing the following:

- Use intelligence based crime analysis to identify and respond to emerging crime trends
- Target law enforcement on key problem groups
- Focus on violence prevention through community partnerships
- Raise public awareness by communicating crime statistics and VicPD's role in the community
- Remain responsive and flexible to community needs
- Increase the use of our volunteers and reserve constables
- Recruit quality employees, and retain and engage the excellent employees we have

In delivering on our mission to maintain peace, order and public safety our members will uphold **'PRIDE'**.



## Principled Leadership

Lead with accountability, transparency and open communication, guided by the mission, vision and values of the Victoria Police Department.

## Respect

Base all relationships on respectful and honest communication and support our people by investing in their physical, mental and social health.

## Innovation

Continue to explore innovations in policing, leading other jurisdictions with best practice models that improve service and support life-long learning.

## Diversity

Embrace inclusion of peoples of differing backgrounds and experiences, learning from their ideas and perspectives.

## Ethics

Pursue the highest ethical and legal standards with fair treatment for all.



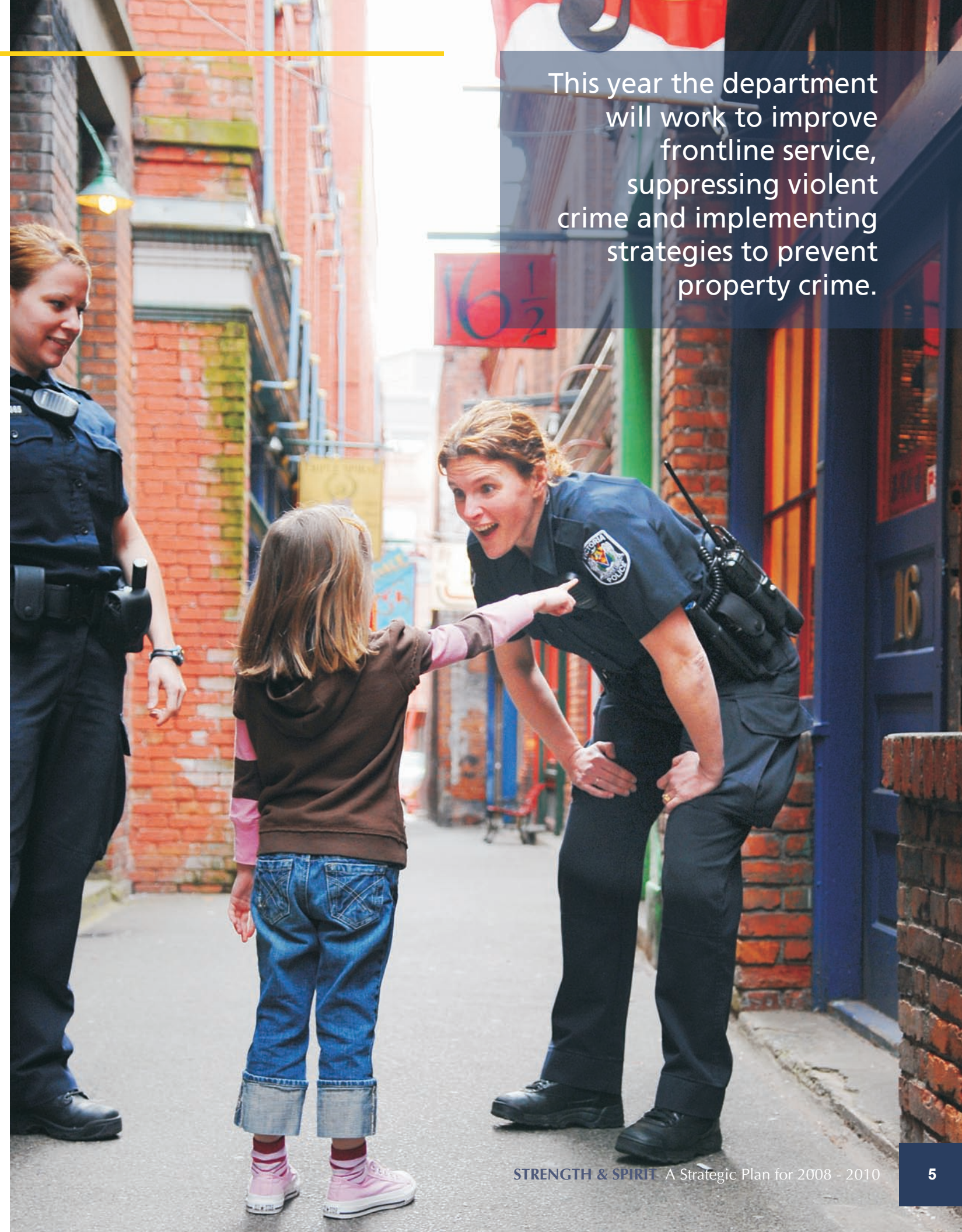
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VICTORIA POLICE DEPARTMENT

This year the department will work to improve frontline service, suppressing violent crime and implementing strategies to prevent property crime.



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

As Board Chairs it is our pleasure to present the Victoria Police Department's Strategic Plan for 2008 - 2010. One of the most important functions of the Police Board is to work with the Chief Constable to create strategic goals and measures that direct the department and its officers in our community. This strategic plan reflects that effort.

This year the Victoria Police Department will focus on three key areas to lead in creating a safe, community for those who live, work or visit in Victoria and Esquimalt. The department will work to improve front-line **service**, suppressing violent crime and implementing strategies to prevent property crime. Particular attention will be paid to the issue of street disorder, homelessness, drug addiction and mental illness. To increase community **confidence** in the work we do each day we will partner with the community, using transparency, open communications and accountability in all our affairs. We want to make sure we give our people the best resources and training possible, and create an environment that attracts top talent from across the country. This year we will target **human resources**, and implement recruitment and

retention and employee engagement strategies that build our service.

This plan outlines the environments within Victoria and Esquimalt our officers serve, and the unique challenges each poses.

In Victoria's downtown, our officers must work to control the myriad of issues present in our 'core city phenomenon' including open substance abuse and trafficking, homelessness, mental illness, youth violence, and property crime.

In Esquimalt we recognize the need to increase uniformed officer visibility. We also recognize the need for a comprehensive youth strategy to focus on that important segment in our community.

Overall, ensuring the citizens of Esquimalt receive top quality service is a priority for VicPD.

Internally the department faces human resource challenges, and the negative impacts and frustrations of working with technological systems such as the CREST radio system and the PRIME provincial police records system. The increasing complexity of modern police work, including court decisions and the cross-

jurisdictional nature of many crimes place even greater demands on service delivery.

Against these realities, this plan identifies several priorities for the next three years.

These are:

- Reducing street disorder
- Suppressing violent crime
- Reducing property crime
- Investing in our people

This 2008 - 2010 Strategic Plan will work to address and resolve many of these issues and sets high expectations for our department for the coming years.

Our officer's conduct reflects the highest values: Principled Leadership, Respect, Innovation, Diversity, Integrity, and Ethics (PRIDE). These values form the foundation of the department and guide their work across the communities we serve.

With the support of our communities, and working with the councils of Esquimalt and Victoria, government and other stakeholders, the goals of this plan will be realised. Our department is committed to ensuring our city stays safe and vibrant for all to enjoy.



Mayor Alan Lowe  
Chair, Victoria Police Board



Mayor Chris Clement  
Vice Chair, Victoria Police Board



VICTORIA POLICE DEPARTMENT



## Chief Constable's Message

This strategic plan is a reflection of our commitment to our department and our community. It provides a road map that will assist us in negotiating the challenges ahead. The key to our success will be retaining a focus on the most significant issues we have identified, and keeping those priorities in mind as we allocate our resources.

Our plan sets out concrete goals for crime reduction in our community, as we strive to enhance public safety and reduce victimization. We will constantly evaluate our progress and our strategies to ensure we achieve the outcomes we have identified. We understand we face real challenges as we move to recruit more officers in a highly competitive hiring environment, and deal with social issues that, by default, have become the responsibility of the police.

We also understand that many of the issues in Victoria and Esquimalt cannot be addressed by the police alone, and that we have a responsibility to partner with other agencies who are addressing homelessness, mental health, and addictions issues. Building strong relationships with our partners to provide

wrap-around services to our citizens most in need can ensure the long term positive outcomes we all desire.

As the entertainment centre for the region, we know reducing alcohol-fuelled disorder and violence is a necessity. Through our Citizen Safety Survey we know the public expects us to place real emphasis on dealing with issues associated with street drug trade. This feedback from the community informed and directed us as we assembled this strategic plan.

The citizens of Victoria and Esquimalt expect and deserve communities where they feel safe at any time of the day or night. This plan is an important part of meeting those expectations.

Sincerely,

Chief Bill Naughton

Victoria Police Department



VICTORIA POLICE DEPARTMENT

## Mission Statement

The Victoria Police Department maintains peace, order and public safety through crime prevention and law enforcement.

## Vision

To be leaders in creating a safe, vibrant community for all those who live, work or visit Victoria and Esquimalt.

## Our Commitment to You

“To keep our communities safe so they remain vibrant for all to enjoy”



## Values

We are committed to the following key values:

### Principled Leadership

Lead with accountability, transparency and open communication, guided by the mission, vision and values of the Victoria Police Department.

### Respect

Base all relationships on respectful and honest communications and support our people by investing in their physical, mental and social health.

### Innovation

Continue to explore innovations in policing, leading other jurisdictions with best practice models that improve service and support life-long learning.

### Diversity

Embrace inclusion of peoples of differing backgrounds and experiences, learning from their ideas and perspectives.

### Ethics

Pursue the highest ethical and legal standards with fair treatment for all.



## The Purpose of this Plan

This strategic plan will chart a course for the Victoria Police Department for 2008 - 2010 to achieve the following:

- Define the department's policing priorities for the City of Victoria, the Township of Esquimalt, the Victoria Police Board, the Chief Constable, the Senior Management Team and all staff.
- Inform the citizens of Victoria and Esquimalt about the top issues the department will address this year and the policing services and standards they can expect.

- Support performance measurement by the Police Board, the Chief Constable, the Senior Management Team, and the Ministry of Public Safety and Solicitor General.
- Provide a foundation for partner and stakeholder discussions to better coordinate services that increase community safety.
- Establish benchmarks and set future targets to ensure success.
- Provide a start point to direct the business plan and budget cycles within the department.



## Environmental Scan

### Victoria Today

This 2008 environmental scan identifies the key external and internal trends and issues that could impact the delivery of policing services in Victoria and Esquimalt. These include:

- key demographic indicators and forecasts
- community issues, perceptions and concerns
- calls for service and crime trends
- technological impacts
- policing trends and challenges

Established in 1852, the Victoria Police Department is the oldest western Canadian police department. With the strength of 241 police officers and over 200 civilian staff and volunteers, the department serves the City of Victoria and the Township of Esquimalt.

Victoria covers an area of 19.68 square kilometers while Esquimalt covers an area of 7.04 square kilometers.

Victoria is the business, entertainment and social services centre for the Capital Regional District (CRD). This "core" city phenomenon provides many opportunities and challenges not faced by other communities of similar size. The current economy of Victoria and Esquimalt is focused on tourism, public administration, defense and retail.

## Drug Addiction and Street Level Trafficking

Our communities have identified this issue as the single most important for the Victoria Police Department. The street drug user population in Victoria is estimated at 1,500 to 2,000 injectors. This number climbs with the addition of a substantial number of crack cocaine smokers and other non-injection users of stimulants or opiates.

Many injections occur in public spaces under potentially unsafe conditions. Users rely on property or petty crime, the sex trade or social assistance as main sources for income generation.

Large-scale cultivation and trafficking in various drugs such as marijuana, cocaine, ecstasy, heroin and crystal meth places a significant burden upon police resources and generates related criminal activity, break and entry, and theft from vehicles.





## Housing and Homelessness

Homelessness is a growing problem in our community. The Homeless Need Survey conducted by the Victoria Cool Aid Society estimated that 1,242 people were homeless or unsuitably housed in the CRD. The majority of these individuals were in Victoria and Esquimalt (64%) compared to Saanich (6%) and Oak Bay (1%).

Considerable growth in high density housing draws new residents into areas such as downtown Victoria, Vic West, Songhees and Swallows Narrows. These areas are also social service centers for our homeless, mentally ill and drug addicted communities. A strong link between addiction, mental illness and homelessness means many people from this community suffer from multiple life issues. As would be expected managing the crime generated in this area is complex and time consuming.

Crime free multi-housing was undertaken in 2006 as a pilot project. The goal of the program is to provide a better understanding to managers and owners of rental properties in order to reduce the calls for service within their buildings. In the first three months of the program, the total number of calls for service from the buildings participating in the program decreased by 30%.

## Youth Violence

Our community survey has told us many people believe not enough is being done to address violent youth crime, particularly in Esquimalt. While we have several educational programs for our youth, we know that youth violence in our communities is typically linked to the consumption of alcohol and to youth street gang mindsets. This year VicPD will work to develop specific strategies with other stakeholders and parents to manage issues presented by this phenomenon.

## Property Crime

Property crime affects more citizens than any other crime. The vast majority of our property crime is connected to drug addiction. Over the past ten years reported property crime rates in Victoria have slightly increased. Theft from vehicles is the most reported property crime with 2581 cases reported in 2007 and only 1% of cases solved. There were 1476 break and enter cases in 2007 with just under 7% solved.



## Partnerships

Several innovative partnerships exist between the Victoria Police Department and social service, community and government agencies; however more needs to be done in this area. This year the department will work to grow and nurture its current partnerships and forge new ones with a goal to raise community awareness, and reduce and prevent crime.



## Human Resource Planning

Like other police agencies across Canada, Victoria is working to attract, recruit, engage, develop and retain the best employees in an increasingly competitive labour market. Attracting people from diverse communities and candidates with specialized skills is a goal this year for the Victoria Police Department.



## Fiscal Pressures

During 2007 the Victoria Police Department faced budget pressures and presented to city councils in Victoria and Esquimalt a request for funding an additional 19 officers. This request has been approved and the hiring process is underway. To ensure adequate resources in the coming years VicPD will develop and implement a three year hiring strategy.

## Public Accountability

Police agencies must be prepared to address the increasing public interest in, and scrutiny of, the actions of law enforcement agencies. In particular, the use of physical force by police, and the use of weapons such as the Taser, are undergoing heavy international scrutiny. The results of the review of the Police Complaint Process in British Columbia by Josiah Woods are currently being studied. Open communication, transparency and accountability are a priority for the department.

## Technological Impacts

For most police agencies, advances in forensic technology, crime investigation, and protective equipment are improving the delivery of police services. While this is true in some areas, for the Victoria Police Department, efforts to improve interoperability of communication and record managements systems have adversely impacted the delivery of police service.



The Regional CREST Radio System is one of two large technological challenges facing the Victoria Police Department. In 2007, reliability and confidence in the three year old system fell to an all-time low. Officers regularly face increased risk to their safety, and the safety of the public they serve, due to the failures of the radio system.

The challenges caused by CREST are making it necessary for uniformed police officers to

work in pairs. This has decreased the number of available officers to respond to the many calls for service. The need for officers to carry a back-up radio system and the extra pressure in the Communications Centre caused by the unreliable system has increased stress and has contributed to decreased morale.

The PRIME Records System is the second technological challenge. In 2006, the CRD PRIME server was moved to the Lower Mainland. The unintended consequence of this action is that officers and civilian staff now face frequent system slow downs and crashes in both the computer aided dispatching and the mobile and desktop records environments.

These delays decrease the number of available officers to tackle the increased call load. Indirectly, civilian staff and members express a high level of frustration with PRIME. Again, stress and low morale are reported due to challenges with this system.

Recently, both CREST and PRIME have initiated system improvement plans. The Victoria Police Department will continue to work closely with all our partners in an effort to resolve these ongoing challenges.

## Our Crime Trends

Over the past ten years crime in Victoria and Esquimalt has gradually decreased, with slight increases in property related crime.

The Victoria Police Department handles a significantly higher case burden compared to other local police departments.

Within violent crime, assault is the most reported with 1,274 reported cases in 2007. Over 50% of these cases were solved.

Domestic disputes resulted in 770 calls for service in 2007, a decrease of 7% from the year before.

Theft from vehicles is the most reported property crime with 2,581 cases reported in 2007. Only 1% of these cases were solved.

Break and enter cases were reported 1,476 times in 2007. Just fewer than 7% of these cases were solved.

Possession of stolen property investigations increased to 289 cases in 2007. This was a 33% increase from the year before.

Mischief which includes crimes such as graffiti and vandalism accounted for 1,717 cases reported in 2007. Over 14% of these cases were solved.

Traffic crashes accounted for 884 cases reported in 2007. Only one of these crashes resulted in a fatality.

### Calls for Service and Assistance

- In 2007, there were 62,742 total calls for service that resulted in police action.
- Priority 1 calls (urgent and life-threatening calls) totalled 2,880.
- Priority 2 calls (urgent, but not life threatening) totalled 11,478.
- Priority 3 calls (non-urgent and other inquiries) totalled 27,375.
- Priority 4 calls (event must be documented, but may or may not require police attendance) totalled 21,009 in 2007.
- Victoria 9-1-1 operators answered approximately 150 9-1-1 calls daily.
- Approximately 3,080 sets of fingerprints were processed.
- Approximately 27,198 entries were made into the Canadian Police Information Centre computer system which included stolen property, outstanding warrants and missing persons.
- Approximately 1,500 criminal record checks were processed. This averages to approximately 125 criminal record checks per month that are processed by our support staff.
- 43,692 documents were imaged into our provincial police records system to support police investigations and charge approval.

## Demographics

- In 2006, Victoria's population was 78,057 while Esquimalt's population was 16,840. The total resident population served by the Victoria Police Department is 94,897.
- From 2001 to 2006, Victoria's total population increased 5.3% while Esquimalt's population increased by 4.4%.
- In 2006, in Victoria, youth (aged 19 and under) represented 14% of the total population. In Esquimalt, the same group represented 19% of the total population.
- In 2006, seniors (aged 65 and older) represented 19% of the total Victoria population. The same group in Esquimalt represented 15% of the total population.
- In 2006, 20% of Victoria residents were born outside of Canada compared to 13% of Esquimalt residents.

- In 2006, in Victoria, 12% of residents were visible minorities while 3.6% were aboriginal peoples. In Esquimalt, 6.4% were visible minorities while 5.5% were aboriginal peoples.
- In 2006, the total population of the CRD was 330,088 (increasing 5.8% from 2001). Based on a 2003 projection, the regional population is expected to increase by 11.3% before the year 2010. By the year 2020, the total population of the region will be over 400,000.
- The region will experience a significant age profile change during this time, particularly with respect to the increasing proportion of the population in older age groups.

In 2006, the total population of the CRD was 330,088 (increasing 5.8% from 2001). Based on a 2003 projection, the regional population is expected to increase by 11.3% before the year 2010.



## What you told us

### Results from the 2007 Victoria Police Community Survey and the 2005 City of Victoria Citizen's Survey

The top five overall policing concerns are: drugs; break and enter; youth violence; panhandling; and theft from vehicles.

- The single issue that the communities of Victoria and Esquimalt feel the Victoria Police should do more about is drugs (42.2%). This is followed by youth violence (12.8%); traffic violations (10.9%); panhandling (8.8%); and break and enter (6.6%).
- Citizens feel safer downtown during the day (79%), than at night (26%).
- Citizens feel safer in their neighborhoods during the day (91%), than at night (49%).
- Citizen's greatest dislike of downtown Victoria is the street population (48%). People report feeling unsafe because of the presence of aggressive panhandlers, homeless people, mentally ill persons, as well as street crowds and gangs and youth.

Rank	Issue	% of respondents
1	<b>Drugs</b>	<b>72.6</b>
2	<b>Break and Enter</b>	<b>60.0</b>
3	<b>Youth Violence</b>	<b>42.8</b>
4	<b>Panhandling</b>	<b>37.9</b>
5	<b>Theft from Auto</b>	<b>32.1</b>
6	Traffic Violations	31.9
7	Violent Crime	24.2
8	Drinking and Driving	22.8
9	Other Property Crime – (i.e. Graffiti, Shoplifting)	17.4
10	Family Violence	16.5
11	Theft of Auto	16.3
12	Sexual Offences	15.6
13	Bicycle Theft	11.2
14	Prostitution	9.3
15	Neighbour Disputes	6.7
16	Drinking in Public	6.5

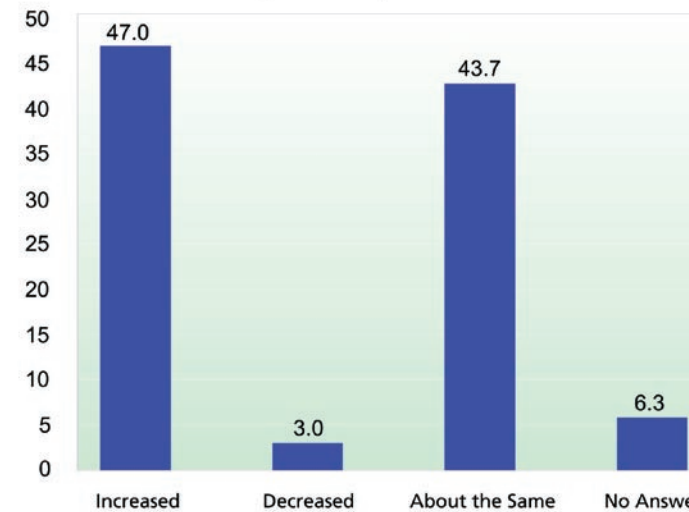
- Crime and unlawful activity is another reason people feel unsafe in Victoria (31%). They blame the level of drug activity and the open consumption of drugs and alcohol. They also feel unsafe because they have experienced, witnessed, or heard about some sort of criminal activity, including home burglaries, car break-ins, and/or acts of violence in the city.

#### CRIME CONCERNS IN OUR COMMUNITY

##### Overall Top Five Crime Concerns (2007 Victoria Police Community Survey)

- More than half of all citizens (58%) feel that their home is safe from burglary. Although some feel their home is unsafe or very unsafe from burglary (17%), many feel neutral about the question (25%).

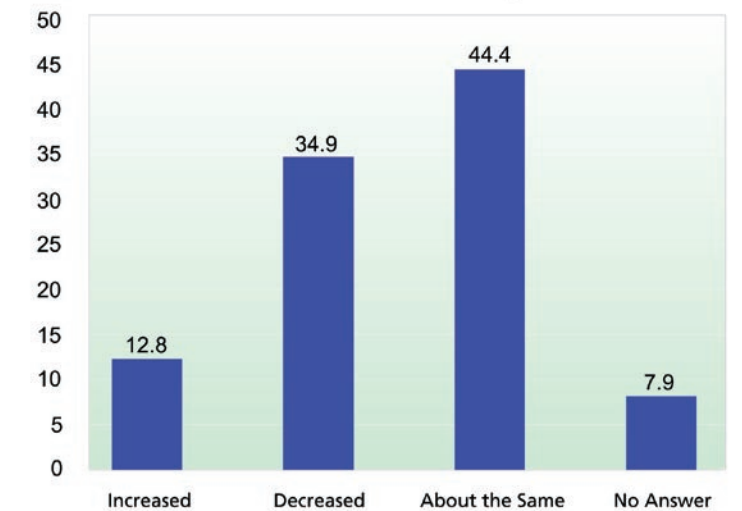
Perception of crime in Victoria and Esquimalt over last five years in percent



- Almost half of those surveyed believe crime has increased in the last five years (47%). Just over 43% believe that crime has remained the same.
- With respect to gender, most women felt that crime increased over the last five years (56%); while most men reported feeling there was no change in the level of crime (54%).

- In fact, the rate of reported crime has gradually gone down in the past five years, although the complexity and time required to investigate each crime has increased dramatically.
- Overall, only a small percentage of people believed crime had increased more in Victoria and Esquimalt than in the rest of British Columbia (12.8%).
- Many people believed that the crime rate in Victoria and Esquimalt had actually decreased when compared to the crime rate in the rest of British Columbia (34.9%).
- Most people thought crime had increased at the same rate as in other parts of British Columbia (44.4%).

Perception of crime in Victoria and Esquimalt relative to British Columbia in percent



# Meeting the Challenge: Our Goals for 2008

## GOAL 1

### Reduce Street Disorder

Street disorder in Victoria's downtown core has negatively impacted our citizen's perception of quality of life and personal safety. The root cause of street disorder is drug and alcohol addiction, mental illness, and poverty and includes behaviors such as urban camping, aggressive panhandling, fighting, open drug sales, graffiti and unlicensed street vendors. VicPD wants to keep our city safe for all to enjoy and commits to the following:



### Strategy

#### Core City Focus

##### We will:

- Decrease public disorder calls such as disturbances, breaches of peace, aggressive panhandling, public intoxication, unwanted persons, public drug offenses and sex-trade related complaints.
- Increase the complement of officers assigned to the downtown core.
- Continue to resource IMCRT (Integrated Mobile Crisis Response Team) to aid those persons suffering from mental illness.

#### Improve Community Engagement

##### We will:

- Strengthen our relationships with our stakeholders such as the business community, the tourism industry, health and social service providers and our youth.
- Continue to participate, monitor and resource Crime Free Multi-housing and Block Watch programs.
- Establish Esquimalt and Victoria advisory committees to provide an opportunity for communication and feedback on policing

in each community.

### Performance Measurements

- Decreased public disorder calls such as disturbances, breaches of peace, aggressive panhandling, public intoxication, unwanted persons, public drug offences and sex-trade related complaints.
- Regular survey of community stakeholders, such as local business groups to assess the level of street disorder, and a biennial citizen satisfaction survey to assess attitudes and perceptions of safety.

#### Performance Measures

Measurement	2008	2009	2010
Reported crime rate: Public Disorder	Decrease by 2%	Decrease by further 3%	Decrease by further 5%
Number of police officer referrals to IMCRT	Increase by 5%	Increase by further 5%	Increase by further 5%
Number of drug enforcement arrests	Increase by 2%	Increase by further 3%	Increase by further 5%
Increase in citizens' feeling of safety	Survey to be conducted 2009	Increase by 3%	Survey to be conducted 2011



## GOAL 2

### Suppress Violent Crime

We recognize the devastating nature of violent crime and the impact of prolific offenders. Violence perpetrated by criminals involved in the illicit drug trade has eroded the safety of many communities across Canada. Violent youth, family, and alcohol /addiction related crime is also present in our community and must be addressed. Our goal is to reduce the opportunity to commit crimes of violence.



### Strategy

#### Intelligence Based

**We will:**

- Focus on the identification and prioritization of violent trends through crime analysis and information received from other public safety agencies.
- Ensure criminal intelligence we receive is internally communicated and shared with other public safety agencies in a timely fashion.

#### Targeted Enforcement

**We will:**

- Maintain the capacity to actively target those organized groups that threaten community safety through violence and drug trafficking.
- Focus our enforcement efforts on drug and alcohol violence in our downtown core, parks and beaches.

#### Focus on Violence Prevention

**We will:**

- Create programs to decrease youth violence and launch a comprehensive youth strategy.
- Partner with government and agencies to reduce family and domestic violence in our communities.

### Performance Measures

- Decrease in the serious crime rate.
- Increase enforcement aimed at the profit-oriented drug trafficker.
- Decrease in the violent youth crime rate.
- Develop initiatives to decrease the amount of domestic and family violence.



#### Performance Measures

Measurement	2008	2009	2010
Reported crime rate: Youth Violence	Decrease by 2%	Decrease by further 2%	Decrease by further 2%
Reported crime rate: Serious Crime	Decrease by 2%	Decrease by further 2%	Decrease by further 2%
Number of profit-oriented drug enforcement projects	Increase	Increase	Increase

## GOAL 3

### Reduce Property Crime

We recognize effective crime prevention strategies are the foundation of a safe community. By delivering proven education and awareness programs we can help our community help itself, and prevent and decrease violent crime. With this in mind, we make the following commitments:



### Strategy

#### Improve Service Delivery

##### We will:

- Effectively deliver prevention programs through the coordinated model of the Crime Prevention Services Team.
- Remain responsive and flexible to Esquimalt and Victoria ensuring programs fit community need.
- Raise public awareness of crime trends by communicating crime data and analysis in a timely manner.

#### Increase Crime Prevention Delivery

##### We will:

- Continue to recognize the invaluable assistance provided by our volunteer and reserve members in delivering crime prevention programs, projects and campaigns.
- Continue to recruit and retain community minded citizens with broad and diverse experiences to increase our successes.

### Performance Measures

- Annual reported property crime rates: thefts, break and enter, mischief.
- Number of Block Watch and Crime Free Multi-Housing participants.
- Number of volunteers and the hours delivered.
- Reduction in calls for service to Crime Free Multi-Housing buildings.



### Performance Measures

Measurement	2008	2009	2010
Reported crime rate: Property Crime	Decrease by 1%	Decrease by further 2%	Decrease by further 2%
Number of Block Watch and Crime Free Multi-Housing participants	Increase by 5%	Increase by further 5%	Increase by further 5%
Reduction in calls for service to Crime Free Multi-Housing buildings	Decrease by 5%	Decrease by further 5%	Decrease by further 5%
Number of volunteer hours applied to crime prevention programs	Increase by 2%	Increase by further 2%	Increase by further 2%

## GOAL 4

### Invest in the Best

We value all our people, including police officers, civilian staff and volunteers and recognize they are the single most important resource our organization depends upon. We also recognize all police departments face significant human resource challenges in the coming years. As officer deployment is an issue, we will closely examine our community partnerships and ensure we have an effective ratio of civilian staff and police officers. We make the following commitments:



### Strategy

#### Quality Recruiting

**We will:**

- Hire the best, most qualified candidates using a fair and transparent process.
- Ensure our hiring practices remain stringent and consistent with best practices.
- Take aggressive steps to become an attractive organization to our diverse communities.

#### Employee Retention

**We will:**

- Encourage and support personal growth and professional development for all our employees.
- Ensure our department is responsive to the needs of all employees.
- Offer unique and challenging opportunities within the department for career development to all employees.
- Enhance our recognition and reward program for employees.
- Enhance our employee orientation program.
- Enhance our employee health and wellness program.

#### Connect with our People

**We will:**

- Develop and implement a comprehensive internal communications strategy based on open, transparent communications and employee engagement.
- Ensure our staff receive regular and timely performance appraisals.
- Maintain an open and transparent approach to organizational change.
- Invest in communications strategies to improve the VicPD employee intranet and newsletter, and implement strategies to create connection between senior managers and all employees.



#### Partner with Purpose

**We will:**

- Conduct an audit of all community partnerships to examine their efficiency and effectiveness; ensuring they bring value to the community we serve.
- Ensure our partnerships increase our capacity to deliver front line police service.
- Ensure all partnerships are clearly defined and structured to implement strategies that reduce community crime.
- Only engage in partnerships that ensure the safety and well being of our front line officers and the communities they serve.



## Performance Measurements

- Complete audit and benefit analysis of every partnership with appropriate follow-up.
- Completion rate of probationary requirements by all employees.
- Retention rates of all staff.
- High employee satisfaction/engagement rate in feedback from internal surveys.
- Completion of regular performance appraisals.



### Performance Measures

Measurement	2008	2009	2010
Completion of probation requirements	100%	100%	100%
Number of new applicants to VicPD	Increase by 10%	Increase by further 15%	Increase by further 20%
Retention rates	90% of all staff	90% of all staff	90% of all staff
Employee engagement and satisfaction	Establish benchmark	Increase	Increase
Percentage of partnerships analyzed	33%	33%	33%
Annual performance appraisals	100% completion	100% completion	100% completion

## Testing our Results

Within this plan, the success of each strategic goal will be tested against overall key indicators of the health and sustainability of our department. These key indicators are listed below.

- **Caseload per officer** – The average number of cases each officer is responsible for in one year. This determines the relative workload our staff face compared to other municipal police officers in British Columbia.
- **Public perception of safety** – The percentage of citizens who feel safe in their homes, neighborhoods, and in the downtown core during the day and night.
- **Clearance rates for reported crimes** – By contrasting the number of reported crimes with the number of crimes where the offender is identified through investigation, we determine our effectiveness at solving crime.
- **Response times for call priority** – Tracking how long it takes our officers to arrive at the scene of a reported crime is an important indicator of our level of service.
- **Cost per member** – By comparing the overall cost for each officer with other municipal police officers in British Columbia, we have a relative measure of our fiscal effectiveness.



Performance standards for these measures will be developed in 2008 and published in our annual report and posted on our website.

Finally, regular feedback from our public will ensure we hear thoughts and concerns, and are able to provide effective strategies to address community safety.

# Appendix

## SOURCES

Demographic indicators were sourced from the 2001 and 2006 Statistics Canada Census; the City of Victoria's 2005 City Profile; and the Municipality of Esquimalt's fact sheet on Statistics/Demographics.

Community issues, perceptions and concerns were drawn from an initial analysis of the 2007 Victoria Police Department Community Survey; the 2005 Victoria Citizen's Survey; and studies conducted by our community partners – the Victoria Cool Aid Society and the Centre for Addictions Research BC.

Crime trends and calls for service are based on statistics retrieved from the Police Records Information Management Environment (PRIME) and the Province of British Columbia Police Services Division Crime Statistics.

Technological impacts and policing trends were drawn from research into the challenges and opportunities faced by police agencies across Canada. A variety of internal sources were also used such as a risk management workshop conducted by Victoria Police senior managers in early 2007.

## GLOSSARY

**PRIME** – a provincial police records system/ data base. The server for this system resides in the Lower Mainland.

**CREST** – a regional police radio system that connects all departments to a single server in the province.

**CRD** – Capital Regional District

**IMCRT** – Integrated Mobile Crisis Response Team. A regional partnership with Vancouver Island Health Authority (VIHA) and police agencies that provides urgent support for those with mental illness.



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