Victoria Police Department 2011-13 Strategic Plan
September 2011 Progress Report

Bold Step 1: Enhancing Operational Effectiveness
Sponsors: Insp. Pearce & Darlene Perry

- Online reporting system was reviewed with a recommendation put forth to the Province to host a provincial server for same, versus each agency putting in their own servers. Prime BC advised that due to resourcing issues they could not commit to this project. VicPD is moving forth by implementing their own server. The contract is under review. With VicPD having the server in place, we will be extending an invitation to other surrounding police agencies within the Capital Regional District that if they wish to implement online reporting with the vendor being Coplogic, we would be happy to assist in reviewing having a centralized server in place for all agencies. This effort will help cost share all licensing costs for all departments.

- S/Sgt. Darren Laur is reviewing the second module of Crime Reports being Command Central. This module has been purchased and has a variety of functionality that is specific and accessible only to internal staff and members. A members' perspective is required to know what areas would benefit the officers the most without overwhelming them. Key users will be identified that can utilize the system to the fullest and continue to embrace the train the trainer concept.

- A RIM playbook was received free of charge from RIM and was tested by IT. It did not meet the requirements to utilize the device as a mobile device for the motorcycles as expected. The device was slow in operations and the licensing has been configured so that an existing blackberry must exist to piggy back off the existing license. Therefore two devices are required versus just the playbook itself. A review of Panasonic's mobile devices will be done to better address the motorcycle requirements.

- Sled and smart card have been received for testing for the operational blackberries. This is now under testing by the IT Section. These devices allow for increased security that is mandated in order to run CPIC and Prime over a blackberry device. The sled/smart card combination has a range of 35 feet and it must be determined the challenges that members must be aware of when deployed these devices. It is the first step towards having CPIC and Prime on blackberry devices which are key to our bikes and beat members that do not have accessibility to a mobile device in a vehicle.

- Wisetrack equipment system has been implemented and it is hoped to be live the week of August 22nd.

- Increased accountability for the Bolo - shift Watch Commanders are required to report on what ops Council Organizational Priorities have been tasked and members assigned. Also tracking of follow- ups and media contacts are listed on the BOLO for better tracking and accountability.

- Outside stakeholders are also being engaged to improve operational effectiveness in how our Department engages with the Sobering Centre and RJH when dealing with prisoners. We are also working with VFD and City Parks to decrease the amount of disturbance calls on the beaches.

- Cst. Kerrilee Jones is researching the benefits and costing for operational blackberries for all Patrol members.

- Late Night Great Night - we are in the process of increasing expectations for persons checks and intelligence gathering for suspected gang members and persons of interest. This will be analysed by AIS and Cst. Robinson to create a page on the E-spike which will be regularly updated for all known gang members who live and frequent Victoria. Our members will be able to have access to this information to become better familiar with these individuals and their outstanding court conditions.

- Tracking of on-going investigations and persons of interest - AIS now has a board in their office of files which Patrol members are currently investigating. This will reduce duplication of work by shifts, and reduce risk of members simultaneously working on files. It is also in keeping with the greater philosophy of Ops Council.

- Increased documentation of female remands - currently in discussions with Sheriffs, Corrections and Police Services to reduce the liability issues with holding of female remands in our cells for extended periods.

- The Resource analysis is still being worked on. The next step is for the research team to interview staff and get a better understanding on their duties. Phase 1 of report to be completed by Oct 2011.

Bold Step 2: Develop the Best   **Sponsor:** Inspector Les Sylven

Strategies/Objectives	Activities/Resources	Person(s) Responsible	Time-line (Short/Medium/Long Term)	Deliverables/Measurements	Current Status
Excellence in HR Practices:	Leadership Development Program 2011 - Cst – Sgt Transition	Sgt. Graham Makarewich & S.Sgt. Andy Lacon	Medium term – Dec 2011	Creation and implementation of a new 3 stage process for supervisor development: exam, course, and coaching modules.	**In progress:** Study package and exam near completion. Info sessions scheduled for mid-September. Exam in October. Course in November and January.
	IPDMA HR Software	Sgt. Raj Randhawa	Short term – May 2011	Implementation of new HR software system for all HR records. Training of all supervisors and managers.	**Concluded:** Full roll out June 11 2011.
	Performance Appraisal Update	Sgt. Gary Jones	Medium term – Dec 2011	Review and update of current PA form to improve functionality for 2012.	**In progress:** Form updated and in use. Minor adjustments on-going. New civilian form under development.
	Promotional Processes	Sgt. Graham Makarewich & Insp. Sylven	Medium term – Nov 2011	Review and conduct required CO promotional processes.	**In progress:** S/Sgt. and Insp. competitions slated for Oct and Nov 2011.
Employee Mentorship Program:	Identification of Mentoring Committee	Sgt. Gary Jones & Ms. Kris Kosich	Short term – Jan 2011	Identification of potential committee participants.	**Concluded:** Nov 2010.
	Mentoring Committee Initial Terms of Reference	S.Sgt. Penny Durrant, Sgt. Gary Jones & Ms. Kris Kosich	Short term – May 2011	Report complete by April 2011	**Concluded:** Sept 2011.
	Research other PD mentoring programs	S.Sgt. Penny Durrant, Sgt. Gary Jones & Ms. Kris Kosich	Medium term – June 2011	Report back to HR Inspector on best practices in police mentoring.	**Concluded:** June 2011.

	Develop and implement a pilot Vic PD mentoring program	S.Sgt. Penny Durrant, Sgt. Gary Jones & Ms. Kris Kosich	Medium term – Oct 2011	Present and describe the program to the organization.	**In-progress:** Anticipated completion Oct 2011.
			Medium term – Dec 2011	Request input and feedback from employees about the program.	**Pending:** Anticipated completion Nov 2011.
			Medium term – Dec 2011	Create a Mentorship Council of sworn and civilian staff.	**Pending:** Anticipated completion Dec 2011.
			Long term – Jan 2012	Recruit Mentors.	**Pending:** Anticipated completion Jan 2012.
			Long term – Jan 2012	Identify Protégés.	**Pending:** Anticipated completion Feb 2012.
			Long term – Feb 2012	Train Mentors.	
			Long term – Feb 2012	Connect Mentors with Protégés and commence pilot program.	**Pending:** Anticipated completion Feb 2012.
Improved Training:	IPDMA HR Software (also under Excellence in Human Resources)	Sgt. Raj Randhawa	Short term – May 2011	Implementation of new HR training records system. Training of all supervisors and managers.	**Concluded:** Full roll June 11 2011.
	Use of Force 3 Point Training Plan	Sgt. Raj Randhawa, Cst. Mike Niederlinski, Cst. Peter Gill & Cst. Cliff Watson.	Medium term – Dec 2011	Creation and full implementation of 3 point plan for departmental use of force (ethics, tactical communication, and reality based training).	**In progress:** Initial training in Fall 2010. Continuing until Dec 2011.
	Training Survey	Sgt. Raj Randhawa	Long term – March 2012	Creation and implementation of an in-house survey studying perceived training needs.	**Pending:** Anticipated completion Mar 2012.
	"Police One" Roll Call Video Training Program and Intranet Update	Cst. Peter Gill	Medium term – Dec 2011	Creation and implementation of additional safety training for officers at the beginning of shifts during roll call. Program would also be available through intranet for officers outside of uniformed duties.	**In progress:** Initial training implemented in March 2011. Continuing throughout 2011.
	Less Lethal Operators Program	Cst. Cliff Watson	Medium term – Dec 2011	Development and implementation of a comprehensive "less lethal" weapon program to augment current Patrol Rifle Operator Program.	**In progress:** Course under development. Anticipated start date late Fall 2011.

Bold Step 3: Improving (Internal) Communications   **Sponsor:** Insp. Steve Ing

Strategies/Objectives	Activities/Resources	Person(s) Responsible	Time-line (Short/Medium/Long Term)	Deliverables/Measurements	Current Status
Determining the Goals/Defining Objectives	On May 25, the working group met with an external consultant, Mr. Doug Thornton. Mr. Thornton specializes in employee engagement and internal communications, and presented a comprehensive overview of those topics. The session was very well-received by the working group members, and the concepts discussed were applied to the development of the proposed enhanced Intranet and additional internal communications strategies.	Working Group	Session held May 25	After further discussion, the working group determined that an internal survey was required to allow all employees to contribute to the development of the enhanced Intranet.	**Completed May 25**
Identifying Tools & Tactics	Internal online survey required –all Working Group members to assist with drafting of survey questions and internal messaging.	Mike Tucker/Insp. Ing	End of the summer season (to account for vacations)	Results of survey will serve as the deliverables/measurements. There were 76 respondents.	**Survey Completed August 19**
Identifying Tools & Tactics	Working Group to analyze survey results and apply to prioritization and design of enhanced Intranet	Working Group	Medium – to be developed as the working group progresses	Prototype of enhanced Intranet to be discussed by Working Group	On-going
Identifying Key Messages	Further discussion and analysis of departmental needs required.	Working Group	Medium – to be developed as the working group progresses	Formalized listing of key principles to guide internal messaging strategies.	On-going
Develop an Implementation Plan	To be determined at next meeting	Working Group	Long Term	To be determined	On-going
Finalize the Strategy	To be determined at next meeting	Working Group	Long Term	To be determined	On-going

Revised September 1, 2011

Bold Step 4: Regionalizing Public Safety   **Sponsor:** Inspector Clark Russell

Strategies/Objectives	Activities/Resources	Person(s) Responsible	Time-line (Short/Medium/Long Term)	Deliverables/Measurements	Current Status
Communications	Monitor all regional media outlets and save relevant news articles to Share Drive for analysis and tracking purposes	Mike Tucker/Media Relations	Long term	Media releases as and when required with regionalization as a central theme	On going
	Design a strategy for the release of information to the media to win over the public	Senior Management - Mark MacIntyre, Director, Public Affairs	Medium term – Dec 2011	Meeting to be arranged with the new Director of Public Affairs and his staff to discuss and develop a strategy for the release of information to the media concerning regionalization.	
	Educate members of the Department on regional issues and strategies for regionalization	Regionalization sub-committee	Short term – May 2011		
Prepare framework of Regionalization	Develop business case for regionalization in the CRD	Regionalization sub-committee	Long Term	Completed business case	On going
	Identify the major roadblocks to Regionalization of police services			Members of Senior Management met with Dr. Daryl Plecas, University of Fraser Valley, on the 18th of July to discuss having him develop a framework for a Regionalization business case. Further meeting to be scheduled for the beginning of September 2011.	
				Research the financial impact of regionalization Identify examples of successful regionalization	
				Requests for information surrounding the regionalization of both Ottawa police Services and Halton Regional Police Services have been requested.	

Literature review	Obtain information from other jurisdictions in Canada that experienced regionalization, such as Winnipeg/Halifax/Ottawa Examine trends in all aspects of policing, public safety and security and how they relate to the increasing complexity of policing	Regionalization sub-committee	Short term – May 2011	Identify members in the sub-committee to review specific cases and identify the pros and cons of each example. Requests for studies from the Ontario area experience being implemented. Identify members to examine trends in policing such as recruiting, legislation, and technology, increased civilian and financial accountability.	On going
Fractional vs. Regional	Establish why regionalization works for crime reduction and public safety Provide examples of existing, defacto regionalization Expose the ineffectiveness of the current model	Senior management	Medium term- Dec 2011	For example the potential application of one software/hardware program to five different police jurisdictions resulting in multiple expenditures versus one lower cost to one agency. Show successes in existing regional units. Use major incidents such as natural disasters in New Zealand & Japan to highlight the challenges of a coordinated response to serious Regional Incidents	On going

Updates are highlighted in red.

The sub-committee which consists of 14 members from various Divisions in the Department met once in February and once in early March. It has been attempting to set up another meeting to assign detailed roles, assign timelines and further develop Strategies/Objectives and Deliverables/Measurements. The sub-committee met on the 21st of April and a number of tasks for were assigned. The list is held separately from this report until further discussions with Dr. Plecas are held to determine what direction we will be taking.

Bold Step 5: Building Capacity through Relationships   **Sponsor:** Insp. John Craig

Strategies/Objectives	Activities	Person Responsible	Time-line	Deliverables / Measurements	Current Status
Enhance Relationships with External Partners to Improve Investigations	Build relationship with Organized Response to Child Abuse (ORCA) Integrated Child Exploitation Position Liaison with MCFD	Todd Wellman	Medium – (Dec 2011- Proposed) Revised to June 2012	Provide the ability to respond to internet child abuse investigations Creation and identification of ICE member MCFD provides dedicated staff member to SVU investigations- enhancing response	ORCA is still waiting for Provincial funding. VicPD has not identified a staffing position for the ICE role. This remains a priority for the future.
Increase Knowledge and use of Internal Resources	Create ability (system) to share information and create follow up mechanisms	Karen Wallis / John Craig	Short – September, 2011	Volunteer service / Reserves / Block Watch SRO's, Youth Section All are used more often to augment uniform services and provide follow up or support activities	This has been established and is working well. The Volunteers and Reserves are working well with the Ops Council and provide follow up and information services to areas of the City being hit with crime.
Build Public Confidence through Education	Town Hall style meetings with community associations	Karen Wallis / Mike Russell	Medium – Dec 2011	Increased community satisfaction / understanding / awareness Decreased complaints	Still Pending – There have been several meetings with various groups in areas where criminal activity is occurring. However, the intention of this idea was to have town hall style meetings with community groups proactively. We will be following up with this in the next few months.
Improve Strategic Relationships with VIHA	Work with the Sobering Centre to build capacity to accept more people Work with manager of Emergency to streamline admittance of S.28 arrests Enhance the transfer of information between VICOT member and VIHA teams	Andy Lacon Andy Lacon Laura Fluit	Short – April 2011 Short - September 2011	Decrease in the number of SIPP arrests coming to cells Decrease in wait times at hospital Build trust and understanding of police role in multi-agency teams. Reduction in calls for clients on teams	An excellent relationship has been built between VIHA- RJH and VicPD. Several communication concerns have been ironed out and work is continuing on how to share information in a way that benefits both parties. The VICOT role has changed to allow the VICOT officer to participate with all of the ACT teams and trust has been built allowing better information sharing.

Build Strong Relationships with Downtown businesses/ owners	Beat and Bike sections initiative	Conor King / John Ayers	Short – Jan 2011	Bike and Beat members assigned zone in downtown core. Responsible for contacting business and residential owners to assess and resolve issues. Decreased complaints – increased satisfaction – reduced calls	The FET Beat and Bike sections have done a great job of building positive and lasting relationships with the downtown business owners. The Beat and Bike members have taken to this role and both groups are seeing benefits.
Enhance Relationships with Marine responders	Marine Security Operations Center Esquimalt Harbour Advisory committee

Victoria Harbour Ports Security Working Group

Marine intelligence group | Matt Waterman | Mid-Long Term (July 2011-September 2012) | Coordinate information exchange between all groups Increase enforcement of marine activities Work with local, National and International groups to enhance safety and security of local waterways | On 13 June 2011 a marine emergency exercise was held in the CRD Emergency Operations Centre. It was designed to test the emergency plans and communication lines of a number of marine transportation facilities here in the Victoria harbour. Clipper Navigation, Black Ball Ferry, Harbour Air, Hyack Air, Greater Victoria Harbour Authority Society, Western Stevedoring, King Bros. Shipping Agents and Nav. Canada Water Aerodrome were all participants that were tested. We also had services such as Marine Communication and Traffic Services (MCTS), Marine Security Operations Centre (MSOC) Pacific, Joint Rescue Coordination Centre (JRCC), Victoria Fire, Provincial Ambulance Services (PAS) and RCMP Marine as agencies that worked together to make this exercise a success. |
| **Develop increased relationships with emergency management groups.** | Work closely with VEM to build closer relationships and understanding of roles

Work with PEP and other regional emergency management groups to identified possibility of shared resources/ cost sharing/ roles

Work on internal plans for staff/ resources/preparation | Matt Waterman | Short- Long term (Present -2013) | Coordinate and participate in local and regional exercises

Train more staff in Emergency Operations/ Management

Work with other agencies to develop plan for VicPD staff to understand roles and responsibilities and continue to prepare | Sgt Waterman has been working closely with Robb Johns from the City of Victoria and other emergency planning groups in the CRD to prepare the VicPD for future disasters. An earthquake drill was held earlier this year and VicPD partnered with a local emergency supply group to obtain a group purchase of earthquake preparedness kits for employees. |

Enhance partnerships with Addictions Service Providers	Examine ways to increase available addictions services in Victoria

Examine partnering with addictions outreach workers | John Craig / Laura Fluit | Long Term - 2012 | Work to collaborate on increasing the number of available treatment facilities / beds

Outreach worker / police team

Decreased calls for service related to addicted individuals | No new services have been identified in this area. VIHA is the main contributor of monies to this area along with the Provincial Government and at this time the economy does not allow additional spending. VicPD does not have additional staffing resources to partner with addiction outreach workers at this time. |
| **Enrich relationship with By-law Sections** | Build strong relationships with Esquimalt and Victoria By-law sections

Further clarification of roles and responsibilities | Mike Russell / Nicky Schnare | Short – Medium (present- Dec 2011) | Create strong mutually beneficial response protocol to most frequent problems

Enhanced working relationship

Less reliance on police / more assistance early on for by-law | The City of Victoria is still in the process of reviewing what role the By-Law officers will play in the area of enforcement. The CRO's continue to work well with By-Law officers in other areas such as nuisance addresses. |
| **Enhance Relationships with youth agencies to strengthen service** | Build closer relationships with youth agencies and other PDs

Improve lines of communication with other agencies | Mark Buerfeind / Alvin Deo /Theresa Tuttle | Short – Medium (Present to mid 2012) | Improve response to youth issues

Better access to services for youth and officers

Prevention of youth violence

Earlier identification of at risk youth | On going |
| **Strengthen and build relationships with external partners to fight graffiti.** | Build relationships with existing partners (ETAG, CRD Graffiti Network)

Build new partnerships (VTAG and BC Transit)

Work with partners on new initiatives (Trackside and Mural). | Chantal Ziegler | Short to Long (Present to 2013) | Reduce the occurrence of graffiti

Improve speed of graffiti removal

Decrease visible graffiti (by removal)

Increase public ownership of graffiti issues

Increase size and use of graffiti database

Increase education of public about graffiti | On going |

Build stronger relationships with schools and youth programs	Work closely with Youth sports programs Youth Summer Camps Build stronger relationship with Police Camp	Sean Plater / School Resource Officers	Short to Long (Present to 2012)	Increase number of positive contacts with youth Improved communication with school staff and students Increase involvement in summer programs Increase involvement in school related sports / leadership programs Increased involvement with Police Camp	On going
Enhance partnership with Restorative Justice Victoria	Work with RJ to improve education of members Work with RJ to increase referrals Work with RJ to streamline process	Mark Buerfeind / RJ Victoria	Medium	Increase number of referrals to RJ Increase types of referrals Increase efficiency of referral process	On going

** While there are many opportunities to "Build Capacity through Relationships", our committee decided to start with the ones listed above. We made these decisions based upon several identified criteria:
- Increase in public confidence / awareness
- Potential for call reduction
- Reducing reliance on police/ role clarification
- Impact on our organization