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# Report to Victoria Police Board

**Subject: 2011-13 Strategic Plan - Status Report**

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## **Purpose**

This report is for monitoring

## **Bold Step:**

Sponsor progress reports for status of working committees.

## **Reporting Period:**

April 2011

## **Executive Sponsor:**

Bold Step 1 – Enhancing Operational Effectiveness – Insp Pearce/Ms. Perry

Bold Step 2 – Developing the Best – Insp Sylven

Bold Step 3 – Improving Communication – Insp Ing

Bold Step 4 – Regionalizing Public Safety – Insp Russell

Bold Step 5 – Building Capacity through Relationships – Insp Craig

## **Summary of Committee Activities/Goals/KPI's:**

- Sponsors continue to progress in developing and refining the Goals, Outcomes and Key Performance Indicators for each Bold Step.

## **Key Exceptions (H.R. / Financial /Other):**

- none

## **Next Steps - Action Items:**

- See attached Sponsor reports

Compiled by: Insp Bob Gehl  
March 24, 2011

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

**Bold Step 1: Enhancing Operational Effectiveness**

**Sponsor: Jamie Pearce/Darlene Perry**

<b>Strategies/Objectives</b>	<b>Activities/Resources</b>	<b>Person(s) Responsible</b>	<b>Time-line (Short/Medium/Long Term)</b>	<b>Deliverables/Measurements</b>	<b>Current Status</b>
Prioritize resources and implement effective deployment models	<p>Review software products to aid in conducting external studies on VicPD staffing levels</p> <ul style="list-style-type: none"> <li>IBM demonstrated provided on February 3, 2011</li> <li>Further research being conducted by the Deputy with other police agencies</li> </ul> <p>Minimum resourcing for statutory holidays under review</p> <p>Review how AC time impacts overtime in the 911 Communication Centre</p> <p>Implement Crime Mapping and move to an Intelligence Led Policing model</p>	<p>Deputy Chief Del Manak</p> <p>Darren Laur</p> <p>Darlene Perry</p> <p>Ron Cronk Ray Fast Ray Lonsdale</p>	<p>Medium – Dec. 31, 2011</p> <p>Short – June 30, 2011</p> <p>Short – April 30, 2011</p> <p>Medium – Dec. 31, 2011</p>	<ul style="list-style-type: none"> <li>Provincial staffing levels are met in all areas with studies on resourcing to have minimal impact on overtime.</li> <li>Number of arrests and files cleared by charged both increase by 3% after one year of implementation.</li> </ul>	Ongoing
Decrease call loads/Call Shedding	<p>Court study review to determine trends on prosecution of files</p> <p>Implementation of new Online reporting system</p>	Darlene Perry	Medium – Oct 30, 2011	<ul style="list-style-type: none"> <li>Number of public reports through the online reporting system increase by 10% after one year of implementation</li> </ul>	Ongoing
Optimize Internal Processes	<p>Maximize the usage of Prime BC</p> <ul style="list-style-type: none"> <li>Minimize the number of text pages to be read and approved.</li> <li>Review with Crown the ability to merge Will Says/Statements</li> </ul>	<p>John Ayers S. McKinnon</p> <p>Darlene Perry</p>	Medium – Dec 31, 2011	<ul style="list-style-type: none"> <li>312 hours of work annual are saved by decreased number of Prime text pages to be reviewed.</li> <li>7000 text pages can be eliminated with merging of statements/will says</li> </ul>	Ongoing

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	<ul style="list-style-type: none"> <li>Utilize Dragon Speaking blackberry application to provide a portable dictation system with no increased resourcing</li> <li>Test the new RIM playbook as an MDT option for motorcycle units</li> <li>Deploy operational blackberries to receive Prime and CPIC data</li> </ul>	<p>Kim Laidman</p> <p>Hervey Simard</p> <p>Hervey Simard</p> <p>Colin Watson</p>	<p>Long – December 31, 2012</p>	<ul style="list-style-type: none"> <li>Operational blackberries decrease the amount of radio traffic going to the 911 Communication Centre by 1%.</li> <li>All departmental schedules are online for everyone to review and access to know who is working at any given time/day.</li> </ul>	
	<p>Implement a departmental scheduling program</p> <ul style="list-style-type: none"> <li>Implementation of diary date system for outstanding warrants</li> <li>Implementation of new Equipment tracking system</li> <li>Creation and distribution of Social Media policy</li> <li>Super users identified on each Watch to assist with increased training initiatives for Prime.</li> <li>Criminal Record check working group develops Provincial standard in relation to the release of information.</li> <li>Hire an architect to design and provide a cost estimate to expand the building</li> <li>Create a strategy to fund the Capital budget for the expansion costs</li> </ul>	<p>Darlene Perry</p> <p>Rob Dibden</p> <p>S. Ing/H. Simard</p> <p>S. McKinnon</p> <p>Denise Girvin</p>	<p>Medium – Dec 31, 2011</p>	<ul style="list-style-type: none"> <li>Number of executed warrants increase by 5% over 2010.</li> <li>Missing equipment can all be tracked and retrieved.</li> <li>Four Super Users are identified and replaced for continual continuity on Prime training for USD.</li> <li>Provincial guideline is created and adopted for the processing of Criminal Record checks.</li> </ul>	<p>Ongoing</p>
<p>Increased Accountability</p>					
<p>Expansion of VicPD Facility</p>		<p>S. Seivewright</p>	<p>Long – Dec 30, 2012</p>	<ul style="list-style-type: none"> <li>All sections have adequate space working space</li> </ul>	<p>Pending</p>

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

### The working committee has identified their accomplishments to date which include:

1. The recent diary date system implemented to notify officers of outstanding warrants was reviewed. The process seems to be working well with no changes required.
  - Policy amendments have been put forth for adoption.
2. Court disposition study currently underway to evaluate dispositions of files to help identify any trends or concerns.
3. Replacement of the current online reporting system is underway. The new program will allow for increased abilities for the public to submit further reports on line such as Graffiti.
  - Demonstrations of the system were completed.
  - Contract is currently under review.
4. Ongoing Pilot of voice recognition software that allows an officer to dictate their police report on a blackberry and have it typed and imported into the Prime system without any transcription taking place.
  - The pilot continues with continual advancements and obstacles being identified.
  - RIM continues to work with us on this initiative.
5. Crime mapping software for the Crime Analyst installed.
  - Training was completed during the week of February 14, 2011.
  - Queries are being developed and tested by our Crime Analyst. Technical challenges arising are being addressed by the IT Section.
  - Crime Reports software in displaying police incidents for the Public will be live on March 31, 2011.
    - Block watch meetings held with a demonstration of the product which was well received.
    - Media launch scheduled for March 31, 2011.
6. Research staffing level resource allocation.
  - Demonstration provided by IBM on their software product to perform analysis.
  - Final research questions completed by Deputy Chief Manak.

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**Bold Step 2: Developing the Best**

**Sponsor:** Inspector Les Sylven

<b>Strategies/Objectives</b>	<b>Activities/Resources</b>	<b>Person(s) Responsible</b>	<b>Time-line (Short/Medium/Long Term)</b>	<b>Deliverables/Measurements</b>	<b>Current Status</b>
<b>Excellence in HR Practices:</b>	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: Course currently under development for Nov 2011
	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.	In progress: Training provided, data entered. Full roll out mid-April 2011.
	Performance Appraisal Update	Sgt. Gary Jones	Medium term – Dec 2011	Review and update of current PA form to improve functionality for 2012.	Beginning May 2011.
	Promotional Processes	Sgt. Graham Makarewich	Medium term – Dec 2011	Review and update NCO promotional processes for fall competitions.	Beginning June 2011.
	<b>Employee Mentorship Program:</b>	Identification of Mentoring Committee	Sgt. Gary Jones & Ms. Kris Kosich	Short term – Jan 2011	Identification of potential committee participants.
Mentoring Committee Terms of Reference		Sgt. Gary Jones & Ms. Kris Kosich	Short term – May 2011	Complete by April 30 2011	In progress: Terms of reference being developed

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	Research other PD mentoring programs	Sgt. Gary Jones & Ms. Kris Kosich	Medium term – June 2011	Report on best practices in police mentoring programs to HR Inspector.	Beginning June 2011.
	Pilot Vic PD mentoring program	Sgt. Gary Jones & Ms. Kris Kosich	Medium term – Dec 2011	Build and implement first phase of mentoring program	Beginning Jan 2012.
<b>Improved Training:</b>	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.	In progress: Training provided, data entered. Full roll out mid-April 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 skills, reality based training).	In progress: Initial training provided to all Vic PD police officers in Fall 2010. Continuing until Dec 2011.
	“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, will continue throughout 2011

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	Police Stress Reduction Program	Cst. Peter Gill	Medium term – Dec 2011	Creation and implementation of new MBV (Meditation, Breathing and Visualization Techniques) program to assist officers with duty-related stress management.	Beginning June 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 Fall 2011.

Progress has been made on each sub goal. Three committees have been struck and initial meetings have taken place. The 2011 projects, resources, initial time lines and deliverables have been established.



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**Bold Step 3: Improving (Internal) Communications**

**Sponsor:** Insp. Steve Ing

<b>Strategies/Objectives</b>	<b>Activities/Resources</b>	<b>Person(s) Responsible</b>	<b>Time-line (Short/Medium/Long Term)</b>	<b>Deliverables/Measurements</b>	<b>Current Status</b>
Determining the Goals/Defining Objectives	Further discussion and analysis of departmental issues required.	Working Group	Short – to be concluded at the next meeting	Formalized listing of internal communications improvement goals.	Pending
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
Identifying Tools & Tactics	Working Group confirmed that enhanced Intranet use will be central to improved internal communications strategies. Intranet coordinator (presently Mr. Hervey Simard) needs to be brought into the group.	Insp. Ing	Short – to be requested asap	Agreement from Information Management that Mr. Simard should participate.	Concluded on March 4
Identifying Tools & Tactics	Examination of user-based “wiki” applications, for application to Intranet	Cst. Bratzer	Medium – to be developed as the working group progresses	Implementation of a wiki-based information portal on the Intranet.	On-going
Identifying Tools & Tactics	Examination of a departmental “social coordination” application for Intranet	Ms. Ancelet	Medium – to be developed as the working group progresses	Further discussion required within the working group prior to implementation.	On-going
Identifying Tools & Tactics	Further discussion required regarding additional methods	Working Group	Medium – to be developed as the working group progresses	To be determined	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

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**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	<ul style="list-style-type: none"> <li>• Monitor all regional media outlets and save relevant news articles to Share Drive for analysis and tracking purposes</li> <li>• Design a strategy for the release of information to the media to win over the public</li> <li>• Educate members of the Department on regional issues and strategies for regionalization</li> </ul>	<p>Mike Tucker/Media Relations</p> <p>Senior Management Regionalization sub-committee</p>	<p>Long term</p> <p>Medium term – Dec 2011</p> <p>Short term – May 2011</p>	<ul style="list-style-type: none"> <li>• Media releases as and when required with regionalization as a central theme.</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>
Prepare framework of Regionalization	<ul style="list-style-type: none"> <li>• Develop business case for regionalization in the CRD</li> <li>• Identify the major roadblocks to Regionalization of police services</li> </ul>	Regionalization sub-committee	Long Term	<ul style="list-style-type: none"> <li>• Completed business case</li> <li>• Research the financial impact of regionalization</li> <li>• Identify examples of successful regionalization</li> </ul>	Ongoing
Literature review	<ul style="list-style-type: none"> <li>• Obtain information from other jurisdictions in Canada that experienced regionalization, such as Winnipeg/Halifax/Ottawa</li> <li>• Examine trends in all aspects of policing, public safety and security and how they relate to the increasing complexity of policing</li> </ul>	Regionalization sub-committee	Short term – May 2011	<ul style="list-style-type: none"> <li>• Identify members in the sub-committee to review specific cases and identify the pros and cons of each example.</li> <li>• Identify members to examine trends in policing such as recruiting, legislation, technology, increased civilian and financial accountability.</li> </ul>	Ongoing

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<p align="center"><b>Fractional vs. Regional</b></p>	<ul style="list-style-type: none"> <li>• Establish why regionalization works for crime reduction and public safety</li> <li>• Provide examples of existing, defacto regionalization</li> <li>• Expose the ineffectiveness of the current model</li> </ul>	<p align="center">Senior management</p>	<p align="center">Medium term- Dec 2011</p>		<ul style="list-style-type: none"> <li>• 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.</li> <li>• Show successes in existing regional units</li> <li>• Use major incidents such as natural disasters in New Zealand &amp; Japan to highlight the challenges of a coordinated response to serious Regional Incidents</li> </ul>	<p align="center">Ongoing</p>
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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. Due to scheduling issues coupled with Spring Break the sub-committee is not likely to meet until mid-April. Once that has occurred the Progress Report will be updated to show person(s) responsible etc.

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**Bold Step 5: Building Capacity through Relationships**

**Sponsor: Insp. John Craig**

<b>Strategies/Objectives</b>	<b>Activities</b>	<b>Person Responsible</b>	<b>Time-line</b>	<b>Deliverables / Measurements</b>	<b>Current Status</b>
Enhance Relationships with External Partners to Improve Investigations	<ul style="list-style-type: none"> <li>Build relationship with Organized Response to Child Abuse (ORCA)</li> <li>Integrated Child Exploitation Position</li> <li>Liaison with MCFD</li> </ul>	Todd Wellman	Medium – Dec 2011	<ul style="list-style-type: none"> <li>Provide the ability to respond to internet child abuse investigations.</li> <li>Creation and identification of ICE member</li> <li>MCFD provides dedicated staff member to SVU investigations- enhancing response</li> </ul>	<p>Pending</p> <p>Pending</p> <p>On-going</p>
Increase Knowledge and use of Internal Resources	<ul style="list-style-type: none"> <li>Create ability (system) to share information and create follow up mechanisms</li> </ul>	Karen Wallis / John Craig	Short – September, 2011	<ul style="list-style-type: none"> <li>Volunteer service / Reserves / Block Watch SRO's, Youth Section</li> <li>All are used more often to augment uniform services and provide follow up or support activities.</li> </ul>	Pending
Build Public Confidence through Education	<ul style="list-style-type: none"> <li>Town Hall style meetings with community associations</li> </ul>	Karen Wallis / Mike Russell	Medium – Dec 2011	<ul style="list-style-type: none"> <li>Increased community satisfaction / understanding / awareness</li> <li>Decreased complaints</li> </ul>	Pending
Improve Strategic Relationships with VIHA	<ul style="list-style-type: none"> <li>Work with the Sobering Center to build capacity to accept more people</li> <li>Work with manager of Emergency to streamline admittance of S.28 arrests</li> <li>Enhance the transfer of information between VICOT member and VIHA teams</li> </ul>	Andy Lacon  Andy Lacon  Laura Fluit	Short – April 2011  Short - September 2011	<ul style="list-style-type: none"> <li>Decrease in the number of SIPP arrests coming to cells</li> <li>Decrease in wait times at hospital</li> <li>Build trust and understanding of police role in multi- agency teams. Reduction in calls for clients on teams.</li> </ul>	<p>On-going</p> <p>On-going</p> <p>On-going</p>
Build Strong Relationships with Downtown businesses/ owners	<ul style="list-style-type: none"> <li>Beat and Bike sections initiative</li> </ul>	Conor King / John Ayers	Short – Jan 2011	<ul style="list-style-type: none"> <li>Bike and Beat members assigned zone in downtown core. Responsible for contacting business and residential owners to assess and resolve issues.</li> <li>Decreased complaints – increased satisfaction – reduced calls</li> </ul>	On-going

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Enhance Relationships with Marine responders	<ul style="list-style-type: none"> <li>Marine Security Operations Center</li> <li>Esquimalt Harbour Advisory committee</li> <li>Victoria Harbour Ports Security Working Group</li> <li>Marine intelligence group</li> </ul>	Matt Waterman	Mid-Long Term (July 2011-September 2012)	<ul style="list-style-type: none"> <li>Coordinate information exchange between all groups</li> <li>Increase enforcement of marine activities</li> <li>Work with local, National and International groups to enhance safety and security of local waterways</li> </ul>	Pending
Develop increased relationships with emergency management groups.	<ul style="list-style-type: none"> <li>Work closely with VEM to build closer relationships and understanding of roles</li> <li>Work with PEP and other regional emergency management groups to identify possibility of shared resources/ cost sharing/ roles</li> <li>Work on internal plans for staff/ resources/preparation</li> </ul>	Matt Waterman	Short- Long term (Present -2013)	<ul style="list-style-type: none"> <li>Coordinate and participate in local and regional exercises</li> <li>Train more staff in Emergency Operations/ Management</li> <li>Work with other agencies to develop plan for VicPD staff to understand roles and responsibilities and continue to prepare.</li> </ul>	On-going
Enhance partnerships with Additions Service Providers	<ul style="list-style-type: none"> <li>Examine ways to increase available additions services in Victoria.</li> <li>Examine partnering with additions outreach workers</li> </ul>	John Craig / Laura Fluit	Long Term - 2012	<ul style="list-style-type: none"> <li>Work to collaborate on increasing the number of available treatment facilities / beds</li> <li>Outreach worker / police team</li> <li>Decreased calls for service related to addicted individuals</li> </ul>	Pending
Enrich relationship with By-law Sections	<ul style="list-style-type: none"> <li>Build strong relationships with Esquimalt and Victoria By-law sections</li> <li>Further clarification of roles and responsibilities</li> </ul>	Mike Russell	Short – Medium (present- Dec 2011)	<ul style="list-style-type: none"> <li>Create strong mutually beneficial response protocol to most frequent problems.</li> <li>Enhanced working relationship</li> <li>Less reliance on police / more assistance early on for by-law</li> </ul>	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