



ARCHIVED - Archiving Content

Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

ARCHIVÉE - Contenu archivé

Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.



VICTORIA POLICE DEPARTMENT
STRATEGIC PLAN 2020

// ONE-YEAR PROGRESS REPORT

SUBMITTED OCTOBER 2012

VICPD'S VISION FOR 2020 CANADA'S SAFEST REGION

// EXECUTIVE SUMMARY SUBMITTED BY DEPUTY CHIEF DEL MANAK

Since embarking on our strategic planning process in September 2010, VicPD has made significant progress toward our vision of becoming the safest region in Canada by 2020. This report outlines specific progress that we have made in each of the five Bold Step areas: enhancing effectiveness, developing the best, improving communication, regionalizing public safety, and building relationships. By virtue of their condensed structure, these summaries do not tell the whole story. Instead, they provide an overview of how everything we do as an organization is focused on advancing these five Bold Steps.

I hope this report gives the reader a clear appreciation of VicPD's continual and sustained efforts to achieve our Strategic Plan goals. We remain proud of Strategic Plan 2020 and are excited about both the progress we have made and the initiatives that each Bold Step team is currently pursuing.

VICPD'S VISION FOR 2020 CANADA'S SAFEST REGION

// STRATEGIC PLAN TIMELINE





// SUMMARY REPORT

SUBMITTED BY **DARLENE PERRY**

PRIORITIZE RESOURCES

The Dr. Plecas report was received and the changes reviewed/discussed at the September 11th Police Board meeting and 10 positions were reassigned.

Electronic disclosure continues to compound the time needed for the members to compile reports to Crown Counsel as outlined in the recent memorandum of understanding. Crown was recently invited to sit with the Investigative Services members to allow them an opportunity to see the labour involved in putting these packages together for them. Technology and a move towards additional civilian support will be the key factors in lessening the amount of time officers need to commit to performing this task.

DECREASE CALL LOADS

Cst. Kristi Ross has been assigned to lead the review of chronic missing youths. This is a key initiative in driving down the call volume and the time officers and communication staff spend in investigating and dealing with repeated missing youths. Ongoing initiatives are being reviewed with other departments to see what areas can be adopted locally.

Since the implementation of the new online reporting, the number of calls being filed online continue to increase. As of September 17th 311 reports have been filed, whereas previous years 200 reports were filed for the entire year. It is expected that by the end of 2012 we will double the number of files received thru the online reporting. Recently we added Suspicious Drug Activity and Counterfeiting call types, and we continue to review other call types to be added to allow the public to file more

reports from the comfort of their own home. The system has the ability to support multiple languages and the testing of the French language through the application will be underway in the next couple of months.

Theft from vehicles was noted to be on the increase. A blitz was put in place that had bait cars set up for theft from vehicles. Five arrests occurred within the first deployments of the bait cars.

Hot spot dispatching was implemented on June 22nd where the Crime Analyst projected key areas and times that offenses were occurring. Computer aided dispatch calls were created and officers were dispatched to the area for regular routine patrols. Vehicles were checked and found to have property in the vehicles, which are a target for Theft from Vehicle. Crime Watch was utilized to inform these citizens of the risk to them. An excellent effort of proactive policing. Since the start of the hot spot dispatching the Crime Analyst has reported the crimes in the areas decreasing.

OPTIMIZE INTERNAL PROCESSES

The speech to text application has been piloted for the last two years within the department to minimize the time that officers have to spend typing reports. Significant technical challenges and costs were faced in implementing this technology. Recently Xerox enhanced the Dragon Speaking software for policing needs. A demonstration was provided, and a follow up meeting with Xerox is occurring on September 18th to move forth with a trial of this product.

Previously Forensic identification members were used to process fingerprints for both civil and criminal prints each Wednesday. On September 5th a change was made to utilize the jail staff versus the Ident staff. This change allowed for increased hours for civil fingerprints to the public, increased revenue associated to same while freeing the Ident members to address forensic issues.

INCREASED ACCOUNTABILITY

With the new internal hosting of policies, the ability to track who had not opened and read current department policy can now be tracked. Reports are now provided to Senior Managers outlining staff not in compliance with reading new and updated policies.

BUILDING EXPANSION

Discussion in relations to the Regional Communications Centre have been ongoing since July 2012. A document has been drafted that outlines the operations of both the Victoria Police Department and that of the RCMP. The scope and location of the center is currently topics of discussion. The move of the Communication Centre would allow for additional building space available to address some of the demands.



2. DEVELOP THE BEST

// SUMMARY REPORT

SUBMITTED BY **INSP. JAMIE PEARCE**

IMPROVED TRAINING

Set forth to create and implement a three-point plan for departmental use of force, an in-house survey of training needs, additional safety training for officers at the beginning of shifts, and a comprehensive “less lethal” weapon program to augment current Patrol Rifle Operator Program.

LEADERSHIP DEVELOPMENT PROGRAM

- 55 Constables have successfully written an extensive policy and legal exam, qualifying them to act as supervisors within the department.
- These Constables have also successfully completed a one-week, in-house leadership course, better preparing them for leadership roles within the department.
- The final component of the program is an on-the-job coaching/evaluation period during which participants are coached and evaluated by confirmed Sergeants. This will better prepare our future front line leaders with the skills and abilities to successfully transition to the Supervisor roles and provide better overall supervision for our junior members.
- Feedback from members with relation to training is also encouraged and retained in the training file for future planning purposes.

PROMOTIONAL PROCESS

- Three Inspectors recently promoted after two promotional processes
- Staff Sergeant competition underway
- Five Constables remain on the Sergeant's promotional list and are waiting to be promoted

EXCELLENCE IN HR PRACTICES

- Although we have had the IT glitch in Integrated Police Data Management Application (IPDMA) with respect to performance appraisals, we continue to move towards electronic file management of H.R. functions. Training of all supervisors and managers has occurred, and a commitment to performance appraisals for all staff has allowed us to have a 100% completion rate for the past two years.
- Increased security of the H.R. office (swipe card access only)
- Increased security and accuracy of members' personnel files by moving towards electronic file management IPDMA.
- Employee Mentorship Program: identification of mentoring committee with terms of reference, research other mentoring programs, develop and implement a pilot VicPD mentoring program

RECOGNITION OF MEMBERS ACHIEVEMENTS

- VicPD now has 11 recipients of the Medal of Bravery, recognizing two recipients for 2012.
- Also of note is the fact that we now have three recipients of the Order of Merit of the Police Forces



// SUMMARY REPORT

SUBMITTED BY INSP. STEVE ING

BACKGROUND

During the 2010 strategic planning session, a significant majority of the participants (34) identified the need to improve communications as a priority. This was the highest number of responses for any of the bold steps. Further analysis of the comments provided by the participants indicated that improving internal communications was seen as crucial to success in this area.

As a result, the working group for this step focused on internal communications. This also made sense in light of the recent improvements that were occurring with regard to external communications as a result of the then-new Public Affairs Section.

FIRST STEPS

The initial meetings of the working group established what tools and tactics were best suited to department-wide improvements in internal communications. The working group represented sworn and civilian employees interests, as well as those of the management team.

The group also met with an external consultant who specializes in employee engagement and internal communications, and conducted an in-house online survey to ensure that their focus was aligned with current concerns. As a result, an enhanced Intranet was identified as the primary platform and key element for more efficient communications within the Department. That platform would also provide for more user-friendly access to internal information that is required on a day-to-day basis.

CURRENT STATUS

The Director of Crime Prevention, along with Public Affairs staff, were tasked with the management of the enhanced Intranet application.

The application was launched in early July, and by early August the usual IT “bugs” that accompany new applications were largely worked out. A number of general improvements were noted. As our staff members become more familiar with this latest incarnation, the working group will continue to solicit further input for continued improvement.

The new application makes use of a “blog” style provision of internal news and updates, and also provides for direct video links, such as Chief Graham’s thank-you message after this year’s Canada Day operations. Next steps include the development of “wiki” applications that will allow our staff to contribute directly to the site’s content. Additional video messaging will be explored as well, with the anticipated creation of a regular management update video.

The “interim” nature of the new application reflects the fact that the Intranet will be subject to further re-design once the Department’s external website has been revamped, to ensure consistency.




4. REGIONALIZE SAFETY

// SUMMARY REPORT

SUBMITTED BY **INSP. BRIAN FOX**

- Insp. Clark Russell was assigned as Champion for this Bold Step
- Regional media outlets have been monitored for information pertaining to amalgamation/regionalization of police (and other) services
- A regional task force for the "Copper Theft" problem was established, but found to be cumbersome.
- Discussions start with Dr. Plecas, in July 2011. His report was delivered in May 2012.
- Discussions commenced with RCMP to work towards an amalgamated Communication Centre.
- February 2012 – Police Services starts conducting a "thorough and comprehensive study which will examine the structure of policing in BC..."
- Insp. Russell started a literature review on the issue of regionalization.
- A VicPD sub-committee was established, involving a working group of VicPD employees. Their main focus was literature review. The group ceased to meet after a while due to the retirement of critical members, and the lack of real, concrete initiatives that they could undertake.
- Saanich PD has announced their intention to join VIIMCU and expressed a willingness to look at integrating other units.
- The Regional Domestic Violence Unit was established.
- A group, "Greater Victoria Amalgamation Conversation" has had a couple of meetings. At the initial meeting, there were 140 attendees, with 84% being from Victoria/Saanich/Esquimalt.
- A request was sent to SPD to see if they would be willing to participate in the Civil Printing program; they were not interested at this time.
- VicPD purchased "Crime Reports" (CRIMES – Consolidated Records & Intelligence Mining Environment System) from Vancouver PD. SPD was not interested in this analytical program.
- June 29, 2012 – Shirley Bond announced the Esquimalt will be remaining with Victoria Police.



5. BUILD RELATIONSHIPS

// SUMMARY REPORT

SUBMITTED BY **INSP. DAVE BOWN**

HEALTH SERVICE PROVIDERS

Victoria Integrated Community Outreach Team (VICOT) provides intensive, assertive support to 65 individuals living with persistent mental illness/substance abuse. On average clients supported by VICOT have had fewer calls for service. Prior to admission these clients averaged 95.15 calls per month and since joining the team calls have been reduced to an average of 31 calls.

VICOT position now works with all the ACT Teams and provides improved information sharing between the Teams and the Police.

Police involvement in the VIHA "Hard to Reach Service Delivery Model". This is a working group of South Island stakeholders implementing a new service delivery model for the "hard to reach" homeless/addicted/mentally ill in the downtown core. This committee is re-allocating services to more effectively deal with this target population. Once in place it is anticipated that this new service model will substantially reduce police interactions with this target group. Several meetings have been held on a monthly basis and the project continues to progress.

Improved relationships with RJH nursing and security staff. Established contacts and delivered a use of force lecture so front line hospital staff in order have a better understanding of Police Use of Force issues.

DOWNTOWN & EQUIMALTS BUSINESS OWNERS

Beat and Bike officers assigned particular blocks in the core and were responsible for contacting owners, managers or staff. Goal to contact every business

2-3 times per year to assess concerns and improve relationships and visibility of the Police. This project has been on-going for two years and the department has received numerous compliments from businesses for this contact. It has put a face to the Beat and Bike officers and improved communication.

Public Affairs have held a number of media events in partnerships with downtown businesses. These have highlighted the department's effort to improve public safety. Events included; bait car project, parkade safety, Douglas and View enforcement project, and a joint enforcement project with Victoria By-Law officers.

West Division Community Resource officers and staff have met with Esquimalt Business owners and conducted robbery prevention seminars. West Division members continue to be highly visible at community events.

PUBLIC SAFETY & CRIMINAL JUSTICE AGENCIES

The Special Victim's Unit (SVU) has built strong relationships with various agencies including; Peers, Women's Sexual Assault Centre, MCFD, and others. These contacts have improved the Department's credibility and ability to conduct investigations involving their clients. Huge improvements have been gained by SVU and the Focused Enforcement Team with the Sex Trade Industry Workers. More victims are cooperating with the police in this high risk, high crime industry. Several serious sex trade worker assaults have successfully been investigated as a result of these new relationships.

EMERGENCY PLANNING

The Department has been working closely with local emergency planning groups including the Victoria Emergency Management Agency. Joint disaster exercises have been conducted, improving the Department's ability to assist and respond to disasters. Additional exercises are planned including a CBRNE exercise involving the military in which the department is participating in.

BY-LAW ENFORCEMENT/TRAFFIC ENFORCEMENT

The Department has worked closely with the newly organized City By-Law Enforcement Officers. Joint enforcement projects have been conducted and we continue to communicate over common issues such as panhandling, cyclists, skateboarders, and other by-law enforcement issues that in the past was primarily conducted by police officers. Approximately 150 violation tickets have been issued to cyclists and skateboarder during the summer months. As the By-Law Team is new the actual statistical data is not available but reports from the Beat and Bike Unit have indicated that the Department is dealing with less panhandling/busker complaints. Strong lines of communication with the By-Law Team also assist for planning and dealing with protesters.

Improved relationships and conducted joint enforcement projects with other traffic enforcement units such as Commercial Vehicles and the Integrated Road Safety Unit. This has expanded our ability to conduct traffic enforcement projects and improve the safety of the roads in the city.

LATE NIGHT TASK FORCE/BAR WATCH

Throughout the summer the Late Night Task Force (LNTF) continued their Friday and Saturday night presence in the downtown core. Additionally, at the start of their evening the LNTF did beach patrols with the Victoria Fire Department.

The LNTF patrolled licensed establishments including bars (both Barwatch and non-Barwatch), lounges and some restaurants. Officers worked in conjunction with Liquor Inspectors on several occasions. Focus remained on not taking a "heavy" approach but immediately addressing issues that arose and taking

enforcement action where appropriate. Officers continued to target known criminals and worked with Barwatch members to ensure those individuals were flagged on the computer system and ejected from the establishment.

The weekend beach patrols served their preventative purpose by putting out fires early in the evenings, maintaining an enforcement presence and reducing the beach fire and beach party calls later in the evenings. Calls for service for Gonzales Beach dropped from 43 in 2011 to 10 in 2012.

Overall, the presence of the LNTF played an important, integrated role in keeping the downtown and beaches safe during the busy summer months.

MILITARY LIAISON UNIT

The Greater Victoria Area is home to the Naval Pacific Fleet as well as numerous Army Reserve units, which are directly involved in the development of our community. There have been numerous occasions in the past when the Victoria Police Department has been directly and indirectly involved with the local Army Reserves and Navy units. These occasions included traffic escort for gun salutes and funeral ceremonies as well as joint training for control tactics and firearms. This Military Liaison Unit proposal highlights a proposed relationship between the Victoria Police Department and the local military units in Victoria.

There is a number of ways in which the department will benefit from the creation of the Military Liaison Unit: These include low cost outside agency training opportunities for the department, improved communications with other agencies in case of a major incident as well as enhanced effectiveness of the department through the development of new relations with other organizations in our city. All of these points in many ways will enhance and reflect some of the bold steps of the VicPD Strategic Plan.

stay informed:

[www.vicpd.ca/](http://www.vicpd.ca/stratplan2020)

stratplan2020

