



# VICTORIA & ESQUIMALT POLICE BOARD

## Public Meeting Agenda

Tuesday, January 16, 2018 at 5:00pm

VicPD HQ – 3<sup>rd</sup> Floor Boardroom

Verbal ● Attachment ●

### 1. CONSENT AGENDA

- a. Adoption of the Public Agenda of January 16, 2017
- b. Adoption of the Minutes of the Public meeting of November 21, 2017 ●
- c. 2017 Q4 Strategic Plan Activity Matrix Update ●

### 2. GENERAL

#### FOR DECISION

- a. BCAPB Sponsorship Request ●
- b. Invoice: BCAPB 2018 Membership Renewal ●

### 3. DEPARTMENT REPORTS

#### FOR INFORMATION

- a. Chief Constable Report ● (CC Manak)
  - i. Monthly Update ●

### 4. COMMITTEE REPORTS

#### FOR INFORMATION

- a. Human Resources Committee Update ● (M. Shaw)
- b. Governance Committee Update ● (P. Stockton)
- c. Finance Committee Update ● (S. Powell)
- d. BCAPB Director's Report ● (M. Shaw)
- e. Co-Chair Report ●



# VICTORIA & ESQUIMALT POLICE BOARD

## Public Meeting Minutes

Tuesday, November 21, 2017 at 5:00pm

VicPD HQ – 3<sup>rd</sup> Floor Boardroom

### PRESENT

Deputy Co-Chair B.  
Desjardins, Chair  
D. Norgaard  
S. Powell  
P. Ryan (*phone*)  
M. Shaw  
B. Smith, QC

P. Stockton  
Chief Cst. D. Manak  
D/Chief Cst. S. Ing  
D/Chief Cst. C. Watson  
Insp. P. Durrant  
Insp. J. Laidman  
Insp. K. Lindner

Insp. Pearce  
Insp. S. McGregor  
S. Hurcombe  
M. MacIntyre  
D. Perry

**Recording Secretary:** Collette Thomson

### 1. CONSENT AGENDA

**a. Adoption of the Public Agenda of November 21, 2017**

Amendments:

- Addition of Q3 Framework Report
- Addition of Summer Action Plan Report
- Addition of the 2018 Board Goals

**MOTION:** *To adopt the amended agenda.*

**MOVED/SECONDED/CARRIED**

**b. Next Meeting Date:** Tuesday, December 19 at 5:00pm – Victoria Police Department

### 2. DEPARTMENT REPORTS

#### FOR INFORMATION

**a. Human Resources** (Insp. Durrant)

The HR Report and Commendations were received as presented. The Commendations will now be shared on the VicPD Intranet.

**b. Crime Stats Report** (Insp. Lindner)

Report received as presented.

**c. Chief Constable Update** (CC Manak)

- i. The Chief Constable Monthly Report was received as presented.

Additional information:

- Subject to Senior Command Team approval, vetted calls for service will be shared with the public via the VicPD website in an effort to reduce workload and remain open and transparent
- Effective January 1, 2018, CC Manak will become the President of the BC Association of Chiefs of Police (BCACP).
- Seven VicPD officers were recognized for Meritorious and Valorous Service at the Police Honors Night on November 16, 2017.
- Each year, the Ministry of Public Safety and Solicitor General recognizes those that have made outstanding contributions to crime prevention and community safety. Cst. Chris Gilbert was the recipient of the 2017 Youth Leadership Award which recognizes those who have demonstrated leadership and commitment to working with youth.
- A new initiative will be launched in 2018 which allows the public to meet with the on-duty Staff Sergeant and discuss community concerns and answer questions. Sessions dates are being determined and will be promoted via social media.
- Ask-Me-Anything session on Reddit regarding Fentanyl was very well received.
- Tweet-Along with Cst. Rutherford while on a ride-along had a significant following.
- Approximately 100 VicPD officers marched in the procession and attended the funeral for fallen Abbotsford PD officer, Cst. John Davidson.
- November 24: Volunteer and Reserve Appreciation Dinner
- November 30: City of Victoria E-Town Hall meeting
- December 7: VicPD to present the Q3 Report to City Council

ii. **Memo: ACT Pilot Project Update**

Report received as presented.

iii. **2016 Annual Report: ACT Team**

Report received as presented. CC Manak and Insp. Lindner will discuss refining the report to include additional statistics related to calls for service.

iv. **Memo: Jordan Decision**

Report received as presented. The Board will remain updated as to what the impacts of this decision will be. An Information Management review is currently being undertaken to streamline business practices and it has taken the Jordan Decision into account.

v. **Memo: Unfounded Sexual Assaults**

Report received as presented.

vi. **Position Statement: Sanctuary City**

Report received as presented. The Canadian Border Services Agency (CBSA) is supportive of the position taken by VicPD. Further discussion is required to ensure consistent messaging between Victoria and Esquimalt.

vii. **2016-2017 Annual Report: Integrated Units**

Report received as presented. A joint public release with other police agencies will take place.

viii. **Q3 Framework Report**

Report received as presented.

- ix. **Summer Action Plan Report**  
Report received as presented.

### 3. COMMITTEE REPORTS

#### FOR DECISION

- a. **2018 Board Meeting Dates** (P. Stockton)

**MOTION:** *To adopt the proposed 2018 Board meeting dates as presented.*

**MOVED/SECONDED/CARRIED**

#### FOR INFORMATION

- a. **Human Resources Committee Update** (M. Shaw)

Four Board members will be attending the Institute of Corporate Directors pilot training sessions that will be taking place in December and January.

- b. **Governance Committee Update** (P. Stockton)

The next Governance Committee meeting will take place on November 28, 2017.

- c. **Finance Committee Update** (S. Powell)

It was voted that Board members will not receive the per diem increases that were recently negotiated for the Police Union; the rate for the Board will remain status quo and will be reviewed in one year. A debrief of Joint Board/Council presentation was undertaken to determine where improvements can be made.

- d. **BCAPB Director's Report** (M. Shaw)

Victoria and Central Saanich are co-hosting the annual provincial BC Association of Police Boards conference being held in Victoria from April 5-7, 2018. The theme is "Fit for the Future" and the agenda is being drafted.

- e. **Co-Chair Report** (Mayor Desjardins)

The practice of holding individual committee meetings will be collapsed and replaced with a Committee of the Whole model. Effective in 2018, the meetings will take place on the first Tuesday of each month from 2:00pm – 5:00pm with the exception of January as several people will still be on holidays. The existing Committee Chairs will chair their portion of the Committee of the Whole meeting and also remain in charge of all their current responsibilities as Committee Chairs.

**MOTION:** *That the Board meets in Committee of the Whole between February and June 2018 and that the Board evaluates in June how the new structure is working and adjusts accordingly.*

**MOVED/SECONDED/CARRIED**

**MOTION:** *That the 2018 Police Board Goals as determined at the Board Retreat be moved to the February Committee of the Whole meeting for discussion.*

**MOVED/SECONDED/CARRIED**

**MOTION:** *To adjourn the meeting at 5:49pm.*  
**MOVED/SECONDED/CARRIED**

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**Mayor Barbara Desjardin**  
Deputy Co-Chair

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**Collette Thomson**  
Recording Secretary

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Date

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Date

DRAFT



## Victoria Police Department Strategic Plan Framework 2015-2019

**VISION:** *Healthy communities through partnerships, accountability, and service excellence*

**MISSION:** *Serving the public trust through engagement, prevention and enforcement*

**FIVE YEAR GOALS:** *What we hope to achieve*

1. Crime and disorder are being prevented, reduced, and effectively investigated
2. The public values, trusts, and understands our role in a healthy community
3. We are leaders in developing shared strategies to enhance community safety
4. We use resources efficiently to support service excellence
5. We are committed to making the organization its best

**DEPARTMENTAL PILLARS:** *Areas where we will invest effort and attention for a balanced approach*

**Community Mobilization:**

Engage our communities so they are part of finding solutions to community safety issues

**Intelligence Led Policing:**

Develop effective ways to gather and use intelligence to target crime and disorder

**Communication:**

Communicate better both externally and internally

**Being our Best:**

Strive to support each other's continuous improvement

**VALUES:** *Guide our behaviours, attitude and decision-making*

**PROFESSIONALISM:** We serve our communities with pride, excellence and expertise

**INTEGRITY:** We are unbiased, honest and consistent

**RESPECT:** We listen, collaborate and demonstrate compassion and understanding

**ACCOUNTABILITY:** We are responsive to our communities' needs and uphold high ethical standards

**TRUST:** We are open, transparent and honour our commitments

**WELL-BEING:** We encourage personal, organizational and community wellness

## Performance Measures Analysis Framework

Desired Longer Term Results	Performance Measures	Lead
<i>What goal(s) are we working toward achieving over the longer term?</i>	<i>What can we track and report on an ongoing basis to gauge our progress and results?</i>	
<b>GOAL #1:</b> CRIME AND DISORDER ARE BEING PREVENTED, REDUCED AND EFFECTIVELY INVESTIGATED	An annual report on the “Top 10 Ops Council Successes” in terms on maximum impact on community, use of intelligence, and coordination across divisions.	Insp. Keith Lindner, ISD
<b>GOAL #2:</b> THE PUBLIC VALUES, TRUSTS AND UNDERSTANDS OUR ROLE IN A HEALTHY COMMUNITY	Results from the VicPD community and business surveys that reflect public understanding of VicPD’s role and public trust in our organization.	Mark MacIntyre, CED
<b>GOAL #3:</b> WE ARE LEADERS IN DEVELOPING SHARED STRATEGIES TO ENHANCE COMMUNITY SAFETY	A Partnership Matrix that outlines all of the community partnerships we take part in, including regular meetings with service providers and other community partners. The matrix would show: <ul style="list-style-type: none"> <li>• The representative(s) from VicPD</li> <li>• The community organization</li> <li>• The community issue(s) being addressed</li> </ul>	Insp. Scott McGregor, CSD
<b>GOAL #4:</b> WE USE RESOURCES EFFICIENTLY TO SUPPORT SERVICE EXCELLENCE	Report by each Division on cost savings, efficiencies, and new initiatives to use resources more effectively.	Chief Cst. Del Manak
<b>GOAL #5:</b> WE ARE COMMITTED TO MAKING THE ORGANIZATION ITS BEST	Internal survey (qualitative and quantitative) that measures pride, satisfaction, and solicits suggestions about how to make the organization better.	Insp. Penny Durrant, HR

## Insp. Penny Durrant – Human Resources Division

**Activity #1:** *Implement a Tactical Emergency Trauma Program for front-line officers and Police Officer Down (POD) training*

**Goals supported:** 3,4

**Start date:** November 2017

**End date:** August 2018

**Status:**

- The Training Section is working with physicians and VPD to implement a tactical trauma (first aid) program for all officers.
- VPD is offering up their trainer and training materials to provide a custom fit program for our organization.
- Business case to be prepared in the very near future by Sgt. Stevenson outlining the program, goals and costs.

**Activity #2:** *Recognize individual and departmental achievements and contributions to the organization.*

**Goal supported:** 5

**Start date:** 2016

**End date:** Fall 2017

**Status:**

- Feedback from all other agencies was mixed on how to best recognize employees. All agencies struggle with finding one or a few ways to do so, that fit each employee's needs. No clear best practice in existence. Research and input from other agencies strongly recommends that any form of recognition is to be done in a manner that satisfies employees, and does not need to be formal or elaborate. Therefore, a more grass roots approach is being taken.
- In September the Chief, Deputies and HR OIC met to go over this initiative and next steps. It was agreed that we would approach employee recognition in three ways: Day to Day Recognition, Informal Recognition and Formal Recognition (already established – Recognition Committee).
- Day to Day: Has the greatest impact on employees and their performance. Takes the form of a thank you, hand written notes or card, and is a genuine expression of appreciation to a fellow employee to positively reward their behaviour.
- Informal: Is unstructured, timely and easy to do. Recognizes and focuses on achievements in their work, team achievements, project completion, and is delivered through no cost or low cost means, such as pizza, coffee, get together, etc.
- Formal: A structured process where commendations or awards are received through a nomination process, such as through our Recognition Committee.
- Command Team proposal created and to be put towards the CT at an upcoming meeting.

**Activity #3:** *Utilize non-member actors and assistants for training.*

**Goal supported:** 4

**Start date:** April 2017

**End date:** December 2017

**Status:**

- Awaiting the new year to assess increment training lessons to determine suitability of using actors.

**Activity #4:** *Develop an Alternate Response Unit*

**Goal supported:** 1,3,4

**Start date:** April 2017

**End date:** December 2017

**Status:**

- Discussions continue regarding the development of this unit.



**Activity #5: Diversity & Inclusion Committee research on best practices (via a Co-op student)**

**Goal supported:** 1,2,3,5

**Start date:** January 2017

**End date:** Ongoing

**Status:**

- The project was presented to the Command Team for information and input.
- Chief, Deputies and HR met to go over next steps.
- To develop the committee structure, mandate and plan for developing a committee, oversight and next steps to include employees across the organization.

**Activity #6: Promote employee health and wellness on and off the job.**

**Goal supported:** 1,2,5

**Start date:** January 2017

**End date:** December 2017

**Status:**

- Intramural Events: Drop-in lunch hour Hockey has been started at the Save on Foods Arena to promote health and comradery.
- Lots of interest shown by employees to sign up.
- Pickle Ball coming soon.

## Insp. Grant Hamilton – Executive Services Division

### **Activity #1:** *Mental Health Strategy Policy Review*

**Goal supported:** 2,3,5

**Start date:** August 2017

**End date:** Ongoing

**Status:**

- Survey was distributed to the membership to assist in reviewing and evaluating seven internal policies associated to employee health and wellness.
- Results are still being reviewed and recommendations will be made but the results will not be made public.

### **Activity #2:** *Create an Internal Discipline guideline for all supervisors.*

**Goal supported:** 2,5

**Start date:** Summer 2016

**End date:** Ongoing

**Status:**

- A step by step process has been drafted and ES is working in conjunction with HR to ensure the guideline can be adopted and any labour issues have been addressed.
- Once that is done, it will come to SCT and then Labour Management

### **Activity #3:** *Establish departmental guidelines for the retention of information and communicate those widely to the organization*

**Goal supported:** 5

**Start date:** January 2016

**End date:** December 2017

**Status:**

- Staff are finalizing the project and working with the IM working group

### **Activity #4:** *Examine the implementation of hybrid vehicles for marked, detective and administrative vehicles.*

**Goal supported:** 2,4,5

**Start date:** January 2016

**End date:** Early 2018

**Status:**

- Goal is to catalogue and summarize all the information in order to make a recommendation to SCT early in 2018.

## Insp. Keith Lindner – Investigative Services Division

**Activity #1:** *Determine the feasibility of forming an Integrated Child Exploitation (ICE) unit with Saanich PD.*

**Goal supported:** 1,2,3,4

**Start date:** June 2016

**End date:** Spring 2018

**Status:**

- A business case analysis draft has been completed and is currently with the SPD Administration for review.
- VicPD is in the process of identifying a replacement for the current investigator who will be retiring in 2019.

**Activity #2:** *Build the capacity for the Analysis & Intelligence Section to use social media sources in intelligence gathering.*

**Goal supported:** 1

**Start date:** Winter 2015

**End date:** Ongoing

**Status:**

- Because of the increased demands being placed on the analysts, training for civilians in other divisions is being explored to expand the capability with the other divisions.

**Activity #3:** *Develop an efficient and sustainable intelligence sharing process with our partner police agencies.*

**Goal supported:** 3,4

**Start date:** Winter 2015

**End date:** December 2017

**Status:**

- New working group has been formed to address an increased presence of OMG groups in the area.

**Activity #4:** *Expand on the training for Major Case Management (MCM).*

**Goal supported:** 1,4,5

**Start date:** January 2016

**End date:** December 2018

**Status:**

- When HR identified the 2018 transfers to ISD, these members received Business Rules and Naming Convention training to help facilitate their transfer to the division.
- Saanich PD adopted our naming conventions and business rules.

**Activity #5:** *Proactively approach the Provincially mandated MCM requirements effective January 2019.*

**Goal supported:** 1,4,5

**Start date:** June 2017

**End date:** December 2019

**Status:**

- To date we have run 3 courses; training several members of the VicPD, with only the cost of the members wages.
- Crown has had two members on each course with one now helping instruct.
- Members of the RCMP and Saanich Police have also attended this training with more slated to attend the next course scheduled for January 2018.

## Insp. Scott McGregor – Community Services Division

**Activity #1:** *To work collaboratively with the OIC of Patrol and Deputy Chiefs to strategize and centralize the VicPD response to mental health and substance use.*

**Goal supported:** 1,2,3,4

**Start date:** January 2015

**End date:** Ongoing

**Status:**

- New data being collected for ACT continues to show very positive results since the addition of the 2 ACT Officers. The 1000 to 2000 shift is being adjusted to a 0800 to 1800 shift as the evidence shows this to be more effective.
- Agreement signed with the VPD for use of the EWS. In the process of setting up stations.
- UVIC preliminary study coming to a close. Applying for funding through Civil Forfeiture to enable part 2 of the UVIC Study into ACT.
- Insp. McGregor is now sitting all Mental Health/Substance Use committees with Island Health and the VicPD. This includes the IMCRT Advisory committee.
- IMCRT and ACT are now meeting once a month to build collaborative approaches to challenges in the field.
- Insp. Laidman and Insp. McGregor traveled to Vancouver with our Island Health partners to learn about the St. Paul's Acute Stabilization Unit that addresses concerns of acute behavioural disorder conditions that are also significantly affecting the CRD.

**Activity #2:** *To build a Divisional Program across all sections to encourage Community Mobilization focusing on the strong partnerships we have and one's that we want to foster.*

**Goal supported:** 1,2,3,5

**Start date:** January 2015

**End date:** Ongoing

**Status:**

- Traffic Section building on relations formed is working closely with the COV Dept. of Engineering as well as the Township of Esquimalt Dept. of Engineering to address traffic concerns in both those cities.
- The pilot for the Coordinated Housing Response Team is having significant success with over 11 people being housed. Discussions are underway now to formalize the team and make a public announcement. Meeting have commenced with the team leads with the Saanich Police to bring them into the program.
- Request for Saanich Police to consider joining the integrated ACT team included providing them with statistics to bolster the request. This has resulted in the SPD building and submitting a business case to their City Council to hire an office to be added to the ACT Teams.

**Activity #3:** *To proactively utilize intelligence and analytics to develop a strategic response to Bylaw enforcement leveraging the City's Bylaw Department.*

**Goal supported:** 1,3,4

**Start date:** January 2015

**End date:** 2017

**Status:**

- S/Sgt. C. Brown met with the Bylaw manager in November to continue to encourage her office to be more responsive to all issues of homelessness, regardless of where it is occurring in the City, while they are already out doing their patrols and responding to their calls.
- S/Sgt C. Brown and Insp. McGregor continue to mobilize our community partners to assist in responding to homelessness in our City. Insp. McGregor has been instrumental in creating and coordinating the homelessness response team with BC Housing and Bylaw. S/Sgt Brown continues to work with the Bylaw office to ensure that both departments are proactively dealing with homelessness issues in all parts of the City and working in a coordinated fashion.

**Activity #4:** *To work collaboratively with the Public Affairs section to leverage volunteers, reserves, community partners and sworn uniform members to develop a plan to increase perception of community health through presence and engagement.*

**Goal supported:** 1,2,3,4,5

**Start date:** September 2015

**End date:** Ongoing

**Status:**

- Very successful joint efforts with the Traffic Section and CE insofar as addressing traffic concerns in both the COV and Esquimalt.

**Activity #5:** *Response to Community Survey Visibility and Engagement*

**Goal supported:** 1,2,3,5

**Start date:** December 2017

**End date:** Ongoing

**Status:**

- This is a new Strategic Plan action item (1 of 3) in response to the feedback from the 2017 Community and Business survey.
- One theme that was communicated by both the community and business survey responders was a clear desire to increase or enhance visibility and engagement with the larger community with a recognition that we also score high in both of these categories as a police department in general.
- Some of the possible activities to support the action area are:
  - a) Adjusting operational practices to enhance officer visibility;
  - b) Consider enhancing police uniforms to increase visibility; and
  - c) Continued presence at community and neighbourhood events.
- Insp. McGregor will be leading a working group of front line staff and supervisors to discuss and think of ways to enhance these two areas.

## Insp. Jason Laidman – Patrol Division

**Activity #1:** *Engage and network with community partners to develop initiatives to create more efficient frontline service.*

**Goal supported:** 4,5

**Start date:** January 2014

**End date:** Ongoing

**Status:**

- Expanding Police / Island Health partnership in areas on missing persons, patient care transfer, wait times, standardized forms, training, and protocol.
- Ops Planners and City personnel have begun discussions on the use of harm reduction tents at city events and festivals.
- VicPD has started to build a relationship with BC211.
- Continued relationship building with EFD, VFD, Corrections, VIRCC, Sobering and Assessment Centre, Sheriffs, BC Transit.

**Activity #2:** *Consult with our Supervisors and members to further develop appropriate training requirements for the Patrol Division (i.e.: Parade training for court preparation, safety training, and investigational techniques).*

**Goal supported:** 5

**Start date:** September 2015

**End date:** Ongoing

**Status:**

- Workflow supervisor training was completed in the Fall. This will be ongoing training and will involve Patrol NCO's as trainers.
- Patrol members were engaged in the Community and Business Survey response on 'their' meaning of Visibility/Engagement, Responsiveness, and Service.
- Roll call training continued with presentations from services that will make front line response more efficient.

**Activity #3:** *Identify key events within our community and support our members to attend to increase visibility and presence with the communities we serve.*

**Goal supported:** 2,4

**Start date:** June 2015

**End date:** Ongoing

**Status:**

- We continue to form relationships with the community through events sponsored by VicPD and the Aboriginal Coalition to End Homelessness – Community Meal, Movie afternoon, upcoming Royals Game.
- Members are supported and encouraged to attend events that do not require special duty; call load is one of the factors that hinder attendance.

**Activity #4:** *Through technology, strive to enhance efficiencies for our frontline members (media gate, smart phones, tablets, MDT's).*

**Goal supported:** 1

**Start date:** June 2015

**End date:** Ongoing

**Status:**

- No change on this action item; this item should be considered to be moved to the Information Management Review and Foundation.

**Activity #5: Dictation: Voice to Text**

**Goal supported:** 4, 5

**Start date:** November 2017

**End date:** Ongoing

**Status:**

- Dictation product and option report has been received from IT and we are in the process of examining options.

**Activity #6: Responsiveness: VicPD will proportionately react to community needs with empathy, swiftness, and in a way that will positively impact the community**

**Goal supported:** 2,3

**Start date:** Ongoing

**End date:** Ongoing

**Status:**

- Enhance connections to business communities.
- Increase ability for front line officers to enhance responsiveness to the community.
- Respond in collaboration with all community service providers to address the symptoms of drug activity and substance use in general.
- Increase engagement with other service providers.

**Activity #7: Efficiency Review Project: Enhanced Training in Giving Evidence**

**Goal supported:** 5

**Start date:** March 2017

**End date:** March 2018

**Status:**

- Work with HR to develop on-line course content.

**Activity #8: Develop strategies for enhanced community safety at public events.**

**Goal supported:** 1,3,4

**Start date:** February 2015

**End date:** Ongoing

**Status:**

- Ops Planning is preparing to present to Victoria and Esquimalt Directors on public event attack mitigation strategies.
- Ops Planners and Victoria event planners met with members of the Capital City Physicians (harm Reduction) for a debrief on how they affected two events this season. This was discussed in terms of public safety and reduction in calls for service.
- Ops Planners will be meeting with Victoria Cabaret and Bar Association in January to discuss the overall night life in Victoria and the effects on policing.

**Activity #9: Work with community events coordinators in Victoria and Esquimalt to create efficiencies around the planning, execution and policing of community events in both areas.**

**Goal supported:** 1,3,4

**Start date:** February 2015

**End date:** Ongoing

**Status:**

- On hold for 2018 budget discussions.

**Activity #10: Complete the VicPD Emergency Plan and communicate EM awareness and competence.**

**Goal supported:** 3,5

**Start date:** January 2015

**End date:** Ongoing

**Status:**

- Planning has resumed with meetings with Ops Planning and Emergency Management planners.

## Insp. Jamie Pearce – Esquimalt Division

**Activity #1:** *Enhance School Lock Down Protocols and training for members responding.*

**Goal supported:** 2

**Start date:** September 2017

**End date:** Ongoing

**Status:**

- All patrol members provided training on lock down drills and protocols.
- Currently in the process of obtaining site plans of all schools within Victoria and Esquimalt to be uploaded into CAD and MTD's for immediate access to supervisors and members on front line (January completion).
- Future training to be developed to School District employees to ensure proper policies are understood and adhered during lock down.
- Regular lock down drills practised throughout all schools during school year by school resource officers.
- SRO's attended a conference in San Diego highlighting recent mass causality shooting in schools.
- School "fact sheet" created to update CAD information on vice/principal contact info janitor emergency contact. Black box code, number of floors per school, secondary site and daycare/ preschool presence in schools.

**Activity #2:** *Create additional methods of communication with our communities to ensure that accurate and timely information is distributed, and that community concerns are identified early on.*

**Goal supported:** 2

**Start date:** May 2015

**End date:** Ongoing

**Status:**

- New CREST radio system tested in Esquimalt school with no dead-spots.
- Three new buildings added to CFMH which brings total to over 40 buildings.
- Continuing to engage community on Facebook regarding community concerns and emerging issues.

**Activity #3:** *Enhance, expand and leverage for maximum exposure of our community visibility initiatives.*

**Goal supported:** 2,4

**Start date:** April 2015

**End date:** Ongoing

**Status:**

- E-Tag continues with regular meetings; trackside cleanup with graffiti also engaging Public Works.
- Meetings with new kitchen coordinator of Rainbow Kitchen.
- Increased patrols in parks.
- Initiated meetings with new President of Chamber of Commerce.

**Activity #4:** *Examine service delivery models in relation to both in-house and integrated units and identify potential increases in efficiency and/or effectiveness.*

**Goal supported:** 4

**Start date:** March 2015

**End date:** Ongoing

**Status:**

- Concluded to the Efficiency Review and the Information Management Strategy.

**Activity #5:** *Develop, Document School Resource Officers' long term programming and collaborate with external agencies to enhance effectiveness.*

**Goal supported:** 1,2,4

**Start date:** March 2017

**End date:** October 2017

**Status:**

- Report pending from Co-op student regarding the role and programs of the SROs.



## Dir. Mark MacIntyre – Community Engagement Division

**Activity #1:** *Foster new, bold, and innovative ways to connect with the citizens of Victoria and Esquimalt.*

**Goal supported:** 1,2,3

**Start date:** January 2015

**End date:** Ongoing

**Status:**

- Released all of our Fighting Fentanyl Series videos which now has over 35,000 views.
- Began our holiday shopping campaign educating people on how they can protect themselves theft over the holidays.
- Completed a Christmas card contest where children of our officers submitted drawings to be the card for all of our partners. The community then was able to vote on the winning card. This has proven to be a very popular initiative.

**Activity #2:** *Build enduring partnerships with media agencies by offering sustained and transparent access to VicPD people and stories*

**Goal supported:**

**Start date:**

**End date:**

**Status:**

- From January to December 1st, VicPD sent over 2,400 tweets, answered over 1,500 media requests, and issued 172 news releases.
- VicPD Public Affairs were also very active on Facebook, Reddit, Instagram, and YouTube and issued several mobile alerts.
- We also wrote a holiday safety tip article for the Victoria News.

**Activity #3:** *Work with all VicPD divisions to identify, plan, and facilitate community engagement activities*

**Goal supported:** 1,2,3

**Start date:** January 2015

**End date:** Ongoing

**Status:**

- Volunteers represented the Victoria Police Department at three community events: the Canada Day Celebrations, and promoted the VicPD Bike Registry program at the Oaklands Market
- September 11- 23: Crime Watch Volunteers teamed up with VicPD traffic to attend local schools for the Back to School campaign, reminding drivers to slow down.
- September 15: Distracting Driving Day - along with IRSU and VicPD traffic members, volunteers deployed to three high crash intersections. This multi-jurisdictional exercise reminded drivers to “take a break from your phone.”
- September 29: we hosted the VicPD Honours Ceremony; 40 VicPD officers were presented with awards and medals at a ceremony at Government House with the Honourable Judith Guichon presiding over the ceremony.

**Activity #4:** *Employ leading-edge social media practices to enhance public safety and our connection with the community.*

**Goal supported:** 1,2,3

**Start date:** January 2015

**End date:** Ongoing

**Status:**

- Continued a proactive social media approach at community events such as the Victoria Marathon, Remembrance Day celebrations, and the Island Farms Santa Claus parade.
- November 1: we began our first ever true Ask Me Anything (AMA) on reddit.com. It was read in its entirety by over 5,500 people. Many more people viewed individual portions of it. This is the first time a police department anywhere in the world has done an AMA on the opioid overdose crisis or fentanyl.

**Activity #5:** *Explore emerging technologies and the opportunities they offer to connect with more of our citizens in a meaningful, helpful, and sustained way.*

**Goal supported:** 1,2,3,4

**Start date:** June 2015

**End date:** Ongoing

**Status:**

- Continued work towards an online calls for service platform. The current focus is to ensure citizens' privacy is protected while offering the public the data concerning calls for service.

**Activity #6:** *Efficiency Review Project: IT Staffing Review*

**Goal supported:** 1,2,3,4,5

**Start date:** March 2017

**End date:** Ongoing

**Status:**

- Work continues on the IM foundational phase with this phase scheduled to be completed in January 2018.

**Activity #7:** *Efficiency Review Project: CCTV System Upgrade*

**Goal supported:** 1

**Start date:** Ongoing

**End date:** Ongoing

**Status:**

- A pilot project is underway to test new cameras in potential locations as well as the supporting IT infrastructure. This pilot will allow us to gain firsthand experience with the capabilities and potentially allow us to reduce the camera count or reallocate cameras based on coverage.
- We are also certifying VicPD staff on the new system and reviewing issues like data retention, system ownership, management, roles, etc.

## Dir. Darlene Perry – Information Management Division

**Activity #1:** *Increase the use of technology to increase efficiencies and obtain timely information to aid in investigations and workflow processes.*

**Goal supported:** 4

**Start date:** August 2015

**End date:** Ongoing

**Status:**

- Trained staff on the use of the PRIME purge program.
- Enhanced the Online Reporting system.

**Activity #2:** *Work with the CRD and all emergency services to enhance 9-1-1 and police dispatching services.*

**Goal supported:** 3,4

**Start date:** September 2015

**End date:** Ongoing

**Status:**

- Participated in the filing of the review and vary application for the CRTC policy for NG911.
- Actively participating in the transition to the South Island Police Dispatch Centre.

**Activity #3:** *Develop, document and implement best practices in Records Management.*

**Goal supported:** 3,4

**Start date:** July 2015

**End date:** Ongoing

**Status:**

- Participate in national and provincial working groups to develop and maintain file coding standards.

**Activity #4:** *Review the duties being performed within the Information Management Division to properly align job duties and ensure effective work processes are in place.*

**Goal supported:** 4

**Start date:** July 2015

**End date:** Ongoing

**Status:**

- Conducting a Records Review to determine areas of improvement and increased efficiencies.

## Dir. Steve Hurcombe - Controller

**Activity #1:** *Develop a long-term funding strategy for capital requirements for building, vehicles and Information Technology.*

**Goal supported:** 4

**Start date:** September 2015

**End date:** March 2018

**Status:**

- Physical hardware for key management system has been installed. The manufacturer is working through some software issues, expected completion March 2018. Usage data to be gathered over 3 month period to develop vehicle replacement program and funding strategy for 2019 budget.
- Inspectors and Directors meeting with Deputy Chiefs to determine 5 year departmental plans - information to be used to develop building capital plan in Spring 2018 for 2019 Budget.

**Activity #2:** *Initiate a competitive process to acquire mobile technology with the intent of increasing efficiencies at the least possible cost.*

**Goal supported:** 4

**Start date:** February 2016

**End date:** May 2017

**Status:**

- Delayed by software issues with Key Management System. Expect to bring back to SCT for demonstration and implementation March 2018.

**Activity #3:** *Review of building and fleet annual maintenance costs to look for possible cost reductions.*

**Goal supported:** 4

**Start date:** January 2016

**End date:** Fall 2017

**Status:**

- Delayed by software issues with Key Management System. Expect to bring back to SCT for demonstration and implementation March 2018.

**Activity #4:** *Develop policies for reimbursement of travel expenses and the use of the purchasing cards.*

**Goal supported:** 4

**Start date:** June 2016

**End date:** March 2018

**Status:**

- Policies to be reviewed early 2018 after year end (February).

**Activity #5:** *Implement the Overtime and Special duties modules of the INtime scheduling system to better manage and report on deployment of resources.*

**Goal supported:** 4

**Start date:** June 2016

**End date:** May 2017

**Status:**

- Special Duties module has now been implemented. We are now working with the City and the Software developer to create the collective agreement rules in the back end of ISE in order to implement full payroll integration in March 2018.
- A significant amount of paperwork for overtime and leave requests can be eliminated with this move. Next phase (fall of 2018) will entail developing a program to provide better reporting to assist with leave management, WorkSafeBC, etc.

## Chief Cst. Del Manak

**Activity #1:** *Implement a "Chief's Role Model Program" at George Jay Elementary and Central Middle School*

**Goal supported:** 2,3

**Start date:** November 2016

**End date:** Ongoing

**Status:**

- George Jay Elementary School: attended Welcome BBQ, attended symbolic Chief swearing-in ceremony, attended Halloween Talk and met with teachers re: crosswalk concerns.
- 2018 school events are being reviewed to determine which ones to attend.

**Activity #2:** *Implement a community engagement initiative that allows our citizens to interact directly with our front-line supervisors.*

**Goal supported:** 2,3

**Start date:** June 2017

**End date:** September 2017

**Status:**

- January 15: First Staff Sergeant Town Hall meeting.

**Activity #3:** *Creation of a Greater Victoria Police Foundation.*

**Goal supported:** 2,3,5

**Start date:** December 2016

**End date:** March 2018

**Status:**

- DC Watson is working with the CRA to determine if VicPD meets the necessary requirements to establish a foundation.

## Deputy Chief Cst. Steve Ing

**Activity #1:** *Diversity and Inclusion Committee research on best practices through a coop student.*

**Goal supported:** 1,2,3,5

**Start date:** May 2017

**End date:** Ongoing

**Status:**

- Review of report completed; follow-up report submitted to SCT directing the establishment of an Executive Committee. Further follow-up tasks with regard to short-term recommendations assigned to CED/IT (updates to VicPD external website, intranet and the Annual Report).

**Activity #2:** *Response to Community Survey Police/Community Service Standards.*

**Goal supported:** 1,2,3,5

**Start date:** December 2017

**End date:**

**Status:**

- Research completed for development of further definition of “accountability” in response to survey responses, to ensure that internally our members have a clear understanding of what accountability means within the organizational culture.

**Activity #3:** *Efficiency Review Project: Special Municipal Constables.*

**Goal supported:** 4

**Start date:** March 2016

**End date:** June 2018

**Status:**

- Ongoing – meetings continue.

**Activity #4:** *Oversee HR recruiting/hiring/deployment practices.*

**Goal supported:** 4,5

**Start date:** Ongoing

**End date:** Ongoing

**Status:**

- Related analysis in this area being conducted in relation to Diversity/Inclusion issues noted above.

**Activity #5:** *Oversee Professional Standards practices.*

**Goal supported:** 2,5

**Start date:** Ongoing

**End date:** Ongoing

**Status:**

- Liaison work with BCAMCP on OPCC procedures.

## Deputy Chief Cst. Colin Watson

### Activity #1: Supervised Consumption Services

**Goal supported:** 1,2,3

**Start date:** February 2016

**End date:** January 2018

**Status:**

- The SCS site for 900 Blk Pandora has been approved by the Canadian Government. As second site approval for 844 Johnston St is pending.
- The opening of the Pandora site is scheduled for mid-2018. VicPD continues to work with the stakeholders on the project. The next milestone will be the opening of the facility and the management of any associated issues of concern.

### Activity #2: Efficiency Review Project: Strategic Analyst

**Goal supported:** 3

**Start date:** March 2016

**End date:** January 2018

**Status:**

- No update at this time; this will continue to form part of the IM project.

### Activity #3: Hours of Work Committee – Union/management committee to examine potential changes to hours of work for police employee to improve coverage and efficiency

**Goal supported:** 1,4,5

**Start date:** August 2017

**End date:** Ongoing

**Status:**

- Two meetings with the Union have taken place so far with some promising discussions having occurred.
- A draft concept document has been shared with the Union and we are awaiting feedback on the next meeting schedule for later this month.

### Activity #4: Efficiency Review Project: Review of Staffing Analysis and Recommendations

**Goal supported:** 4

**Start date:** March 2016

**End date:** March 2018

**Status:**

- The Staffing Action plan has been somewhat set aside, replaced by the Growth Strategy in response to input from the Police Board. Individual Efficiency Review action items remain assigned to individual managers.

### Activity #5: Oversee Operations Council

**Goal supported:** 1,2,3,4

**Start date:** Ongoing

**End date:** Ongoing

**Status:**

- Changes were introduced in August surrounding the operation of Ops Council in order to improve responsiveness to emerging issues, and to ensure that only strategic level issues are addressed at Ops Council.
- Further changes are being contemplated to increase responsiveness to issues related to mental health and community disorder.

**Activity #6: Mental Health Strategy Action Plan: Build Relationships with Academia (Shared with Insp. McGregor)**

**Goal supported:** 2,3,4,5

**Start date:** July 2017

**End date:** Ongoing

**Status:**

- VicPD hired a Co-Op Graduate Student to conduct an assessment of the Departments policies through the lens of the MH Strategy and Action Plan. The project scope included the creation of an assessment matrix as well as a staff survey focusing on issues related to MH at VicPD. The draft final report has been received and is being assessed.
- VicPD has made an application to Civil forfeiture for funding of the second stage of the two part ACT program review currently underway by UVic.
- VicPD has partnered with Dr. Laura Huey on a “Good Data” research project funded by a Federal Government grant. We hope the project will improve our capacity for evidence based decision making in the long term.

**Activity #7: Mental Health Strategy Action Plan: Biennial Review of Mental Health Strategy**

**Goal supported:** 2,3,4,5

**Start date:** July 2017

**End date:** July 2019

**Status:**

- No update until July 2019.



**From:** Perri, Stacey PSSG:EX [<mailto:Stacey.Perri@gov.bc.ca>]  
**Sent:** January-03-18 2:13 PM  
**To:** Thomson, Collette  
**Cc:** Victoria Esquimalt  
**Subject:** BCAPB 2018 Conference & AGM - Sponsorship Request

*Sending on behalf of Bill Reid*

Mayor Lisa Helps  
Co-Chair, Victoria Esquimalt Police Board  
c/o Ms. Collette Thomson via email  
Dear Mayor Helps:

**Re: Sponsorship Request – 2018 BCAPB Annual General Meeting and Conference**

The BC Association of Police Boards would like to invite you to sponsor one or more of the events associated with the “Fit for the Future” conference co-hosted by the Central Saanich and Victoria Esquimalt Police Boards in Victoria from April 5-7, 2018. Sessions will focus on such topical issues as integrated approaches to housing the homeless; supporting community members with mental illness and drug addiction navigate through the justice system; officer resilience through meditation; PTSD among police; information management; cybercrime; and supporting women in the Criminal Justice System. These topics all raise important strategy and policy issues for police boards. There will be opportunities to interact in joint dialogue and information sharing sessions.

The opportunities for sponsorship range from a coffee break at \$475 each, through a breakfast at \$550, lunch at \$700, welcoming reception at \$700 and the plenary dinner at \$900.

In every case sponsors will be acknowledged in the conference program and by display cards at the actual event. However, if you prefer to make a generic contribution in any amount we will be pleased to allocate your funding according to need, again with acknowledgement.

If your board is able to assist in this manner, cheques should be made payable to the BC Association of Police Boards and forwarded to Stacey Perri, BCAPB, PO Box 9285 Stn Prov Gov't, Victoria BC V8W 9J7.  
Sincerely,

Bill Reid

President, BCAPB

This message, together with any attachments, is intended only for the use of the individual or entity to which it is addressed. It may contain information that is confidential and prohibited from disclosure. If you are not the intended recipient, you are hereby notified that any dissemination or copying of this message or any attachment is strictly prohibited. If you have received this message in error, please notify the original sender immediately by telephone or by return email and delete this message along with any attachments, from your computer.

# *British Columbia Association of Police Boards*

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## **Invoice**

### **2018 Annual Membership Fee**

BC Association of Police Boards

**Amount Due: \$650.00**

Date: January 8, 2018

To: Mayor Lisa Helps  
Lead Co-Chair, Victoria Esquimalt Police Board  
850 Caledonia Avenue  
Victoria BC V8T 5J8

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Please make cheque payable to:

**British Columbia Association of Police Boards**

And forward to:

Attn: Stacey Perri  
BC Association of Police Boards  
PO Box 9285 Stn Prov Govt  
Victoria BC V8W 9J7

If you have any questions regarding this invoice, please contact me at 250-387-6044 or Bill Reid, President, BCAPB at 250-509-1164.

Thank you.

Stacey Perri  
Executive Assistant to the BCAPB

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Telephone: (250) 387-6044 Facsimile: (250) 356-7747 Email: [Stacey.Perri@gov.bc.ca](mailto:Stacey.Perri@gov.bc.ca)  
Address: PO Box 9285 Stn Prov Gov't, Victoria BC V8W 9J7



## VICTORIA-ESQUIMALT POLICE BOARD REPORT

Public

<b>DATE:</b>	January 16, 2018
<b>ACTION:</b>	For information
<b>SUBJECT:</b>	Chief Constable Update
<b>RECOMMENDED BY:</b>	Chief Constable Del Manak
<b>APPROVED BY:</b>	Chief Constable Del Manak

### **Community Events and Presentations:**

November 22 – Attended the Vital Community Network Luncheon

November 24 – Attended and presented at the annual VicPD Volunteer & Reserve Appreciation Dinner

November 25 – Attended and participated in the Threshold Housing Society Christmas Campaign Event

November 25 – Participated in the Island Farms Santa Light Parade

November 28 – Presented award to the first place winner of the VicPD Holiday Card drawing contest

November 28 – Attended the Push for Change presentation at Rockheights Middle School

November 29 – Attended the Push for Change presentation at Vic High School

November 30 – Participated in the City Budget E-Town Hall discussion

December 3 – Participated in the Esquimalt Christmas Parade

December 5 – Attended the Chief's Youth Council Christmas Dinner

December 7 – Presented the Quarter 3 Report to City Council

December 7 – Presented and participated in the Board & Community Association meeting

December 10 – Attended the Police Mutual Benefit Association (PMBA) Christmas Party

December 12 – Attended the City Christmas luncheon

December 12 – Attended the Aboriginal Coalition to End Homelessness monthly community building event

December 14 – Attended the Vancouver Island Regional Correctional Center open house

December 14 – Attended the Empress Festive Season Reception

December 15 – Participated in the VicPD hockey game with Rockheights Middle School students

December 15 – Presented at the Aboriginal Coalition to End Homelessness Board meeting

December 19 – Served lunch at Our Place Christmas luncheon

December 21 - Attended the candlelight vigil for homeless persons who have died on the street

January 4 – Presided over VicPD Swearing-In ceremony for new recruits

January 8 – Presented 2018 Budget to City Council