



**VICTORIA  
POLICE**

# 2017 ANNUAL REPORT

## MESSAGE FROM THE MAYORS AND CO-CHAIRS OF THE POLICE BOARD



It's been an honour to serve with members of the Victoria and Esquimalt Police Board on behalf of our residents and businesses this past year.

The Victoria and Esquimalt Police Board is comprised of the Mayors of the City of Victoria and the Township of Esquimalt and seven citizens from our communities who have been appointed by local and provincial governments. The Board provides governance and civilian oversight of the Victoria Police Department. The Board is the employer of all VicPD police and civilian personnel, and oversees the annual budget and financial expenditures. It also guides the Department's Strategic Plan, and is responsible for the review and approval of policy. The safety and well-being of our citizens and our communities is at the heart of our work. Established through the authority of the Police Act, Board members oversee the provision of police and law enforcement services on behalf of the residents of the municipalities of Esquimalt and Victoria. The Board also serves as an important communications link between elected officials, the communities, and the Department. The Chief Constable is responsible for the day to day operations of the Department which is an independent entity responsible to the Board.

At the end of 2017, the Board held a retreat to set goals for the coming year. It is our pleasure to share them with you here:

1. Focus on departmental culture and build trust with the senior command team
2. Increase board visibility in the community
3. Develop an organizational risk matrix
4. Develop a tool to provide to senior command team for reporting on the Framework Agreement between Victoria and Esquimalt in a way that reflects community needs.
5. Submit a lessons-learned report to the Province including proposed changes to the Police Act.

The Victoria and Esquimalt Police Board knows that engagement with the community is key to the Department's role in building healthy communities through emphasizing partnerships, accountability and service excellence. The Board welcomes continued input and feedback.

On behalf of the members of the Victoria and Esquimalt Police Board, we want to thank all of the dedicated employees of the Victoria Police Department for their professionalism and unwavering commitment to the safety and the well-being of our communities. We look forward to working collaboratively across our communities in the coming year.

Lisa Helps  
Co-Chair  
Victoria and Esquimalt  
Police Board

Barbara Desjardins  
Co-Chair  
Victoria and Esquimalt  
Police Board

In 2017 the Victoria and Esquimalt Police Board Members were:

**Lisa Helps**  
**Lead Co-Chair**  
 Mayor of Victoria  
 Elected Nov 2014

**Barbara Desjardins**  
**Deputy Co-Chair**  
 Mayor of Esquimalt  
 Re-Elected Nov 2014

**Maureen Shaw**  
 Provincial Appointee  
 September 2013

**Roxanne Helme, QC**  
 Provincial Appointee  
 September 2013

**Sean Powell**  
 Provincial Appointee  
 Reappointed  
 December 2016

**Brian R.D. Smith, QC**  
 Provincial Appointee  
 January 2015

**Patti Stockton**  
 Municipal Appointee  
 March 2015

**Peter Ryan**  
 Municipal Appointee  
 June 2012

**Derrold Norgaard**  
 Provincial Appointee  
 December 2016

# CHIEF'S MESSAGE



On behalf of everyone at the Victoria Police Department, it is my pleasure to present this 2017 VicPD Annual Report.

I am immensely proud of the work that the men and women of VicPD have accomplished in the service of the citizens of Victoria and Esquimalt.

This report outlines VicPD's operational successes, major highlights from 2017, as well as strategic priorities for next year.

Beyond the facts, figures, and operational highlights, you will find a common theme throughout the pages of this report. That common theme is VicPD's connection with our communities.

This annual report emphasizes the breadth and depth of the many community connections that we continue to establish, foster, and strengthen. We have always maintained that "we can't do it alone" and that the health of our communities is everyone's responsibility. This report tells the story of how deeply we are committed to the many community partnerships that make this one of the best places to live in Canada.

I am proud of the work we have accomplished in 2017 for the citizens of Victoria and Esquimalt. This report tells that story.

Sincerely,

Del Manak  
 Chief Constable

## CREDITS

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 The VicPD Senior Management Team

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# STRATEGIC PLAN

The Victoria and Esquimalt Police Board and the Victoria Police Department embarked on a strategic planning process that resulted in the launch of a new strategic plan in 2015. This 5-year plan charts the course for VicPD with a clear vision, mission, departmental pillars, and organization values. Built on 159 years of service to our communities, this new strategic plan integrates that history of service with innovative ideas from a broad cross-section of the VicPD team, including members of the Police Board, VicPD officers, and civilian staff.

<b>VISION</b> <i>The desired future state</i>	<b>Healthy communities through partnerships, accountability and service excellence</b>			
<b>MISSION</b> <i>Reason for being</i>	<b>Serving the public trust through engagement, prevention and enforcement</b>			
<b>DEPARTMENT PILLARS</b> <i>Areas where we will invest effort and attention for a balanced approach</i>	<b>Community Mobilization</b> Engage our communities so they are part of finding solutions to community safety issues	<b>Intelligence-Led Policing</b> Develop effective ways to gather and use intelligence to target crime and disorder	<b>Communication</b> Communicate better both externally and internally	<b>Being our Best</b> Strive to support each other's continuous improvement

## VALUES

*Guide our behaviours, attitudes 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.*

# 2017 HIGHLIGHTS

## VicPD's Fight Against Fentanyl

Through a seven-episode online video series, fentanyl expert S/Sgt. Conor King and Cst. Matt Rutherford acted as your guides as VicPD's Strike Force and Crime Reduction Unit, the Greater Victoria Emergency Response Team (GVERT), our Analysis and Intelligence Unit, Patrol, K9 and other resources tracked a known fentanyl dealer through the Quadra Village neighbourhood. The series takes viewers along on surveillance, though GVERT operations, into our drug-processing areas and intelligence briefings.



## Year of Reconciliation

VicPD held several relationship-building events with the Aboriginal community in support of the City of Victoria declaring 2017 "A Year of Reconciliation". VicPD officers and staff have participated in a cultural workshop, a canoe paddle, played the traditional First Nation's Lahal game and attended a movie matinee with our Aboriginal partners and friends.

## Information Management Strategy

In 2017, the Victoria Police Department commissioned a review of its information management practices. This independent assessment reviewed the current state of the department's information management and resulted in recommendations on how to more effectively receive, create, process, analyze, share, store and dispose of information in support of VicPD's mission to "serve the public trust through engagement, prevention and enforcement."

# 2018 PRIORITIES

## Provincial Policing Issues

As President of the British Columbia Association of Chiefs of Police for 2018, VicPD's Chief Constable Del Manak will continue to work with that organization's executive and membership to address strategic issues that affect public safety and policing across the province.

## Cybercrime Strategy

In support of our VicPD organizational vision of healthy communities through partnerships, accountability, and service excellence, we will focus on creating an environment where our communities are safe from current and emerging cyber threats.

TO VIEW ALL OF OUR CURRENT PUBLICATIONS, VISIT:

**VICPD.CA/PUBLICATIONS**

# PATROL DIVISION

The primary mandate of the Patrol Division is to provide front-line police response for the City of Victoria and the Township of Esquimalt. Front-line officers in the Patrol Division are supported by domestic violence officers, court liaison, telephone response, jail operations, and Operational Planning as subject matter experts in their respective fields.

The Patrol Division is comprised of more than 130 dedicated officers and jail guards assigned to one of four patrol watches. The division is managed by one inspector, five staff sergeants, and two administrative support staff. Officers respond at all hours to an array of calls for service including domestic violence, assaults, vulnerable persons with mental health/substance abuse concerns and a myriad of unique calls assisting the general public in all manners. Officers and staff are committed to being professional and responsive to community and business needs while proactively maintaining public safety. Proactive work by patrol includes curfew checks strategic, Operations Council initiatives, community projects, special attention to high crime areas and off duty volunteer work.



The Patrol Division Operational Planning Section is responsible for Emergency Management and planning, resourcing, and responding to the many events that take place in Victoria and Esquimalt every year. Victoria and Esquimalt both host vibrant events and festivals that VicPD members attend to ensure public safety and engage with the community.

## 2017 HIGHLIGHTS

The Patrol Division developed increased capacity in domestic violence and missing persons investigations to support the most vulnerable people in our community. The Behavioural Assessment and Management Unit in the Investigative Services Division worked closely with the domestic violence officers and patrol supervisors to support and monitor these important investigations.

The Operational Planning section shined at the massive Canada 150 celebration in the inner harbour. Collaboration with our community partners continued to be a priority for the Patrol Division to seek efficiencies in our collective practice. Patrol also implemented a smart phone program by issuing a device to all officers.

- Increased capacity in domestic violence and missing persons investigations.
- Canada 150 celebrations.
- Smart phone implementation.
- Enhanced outreach with our partners to jointly support the most vulnerable in our community.
- Enhanced partnerships with Sheriffs and Corrections to improve duty of care to our prisoners.
- Collaboration with neighbouring police agencies to create efficiencies in prisoner management.
- Partnership with Island Health to enhance patient care and efficiencies.

## EFFICIENCIES

We employed a number of strategies working toward efficiencies including busy weekend staffing, enhanced foot patrol in the Johnson Street/Pandora Avenue area, roll call training and Patrol smart phone implementation. Meetings continue to occur with our partner agencies including the Sobering Centre, Island Health, Sheriffs, BC Corrections and the Downtown Victoria Business Association to ensure we continue to develop strategies to ensure efficient frontline service to our communities.

Operational Planning has utilized and involved festival and event organizers in the planning for the safety and security of the events and the public. In 2017, on-duty members were deployed at special events to supplement deployed resources.

## 2018 PRIORITIES

In 2018, Patrol will further leverage opportunities for responsiveness, service and visibility in the community. By seeking and implementing efficiencies in our practice, we can better engage with the public and better serve both Esquimalt and Victoria.

- Enhance Patrol connection to the cabaret associations.
- Enhance Patrol connection to the business community and residents associations.
- Explore avenues to capitalize on Patrol members' responsiveness.
- Prepare Patrol for the transition to the South Island 911 Centre.
- Enhance communication lines at all levels of Patrol.
- Develop strategies for enhanced community safety at public events.
- Increase engagement with other service providers.



# COMMUNITY SERVICES DIVISION

2017 proved to be a busy year for the Community Services Division. Concerted efforts were directed toward working with partners to identify solutions to address the challenges that impact policing and our communities particularly in the areas of homelessness, mental health and substance use. Proactively working with BC Housing, a Housing Action Response Team is currently being piloted whereby service providers connect with homeless people on the streets or parks to get them into housing. Thus far this team has housed over a dozen people who would not have been housed otherwise. Some of these individuals have been homeless for over a decade. Steps are being taken to formalize this police/housing partnership.



We continue with the pilot project adding two additional officers to the Assertive Community Treatment Team (ACT). The addition of the two officers to the one previously assigned has had a positive immediate and measurable outcome on the ability of the ACT team to better the lives of some of our most vulnerable people. This has reduced police calls for service, reduced community disorder concerns and taken some pressure off of hospital emergency departments. Our Traffic, Beat and Bike Teams continue to work hard in problem solving community concerns through enforcement, education, collaboration and partnerships.

## 2017 HIGHLIGHTS

The Community Services Division provides proactive and reactive services to the whole of the community. This includes services of the Community Resource Officers, Assertive Community Treatment (ACT) Officers, Foot Patrol, Bicycle Patrol, and Traffic Enforcement and Education. We pride ourselves on our ability to solve complex community challenges using problem solving techniques and collaboration with our community partners, citizens, business community, and local government.

- Piloting the Coordinated Housing Action Response with BC Housing and other service providers.
- Addressing community concerns regarding mental health and addiction as it pertains to policing.
- Continuation of the pilot project adding 2 new Assertive Community Treatment officers.
- Innovative problem solving to address traffic concerns in communities.
- Traffic Section working in partnership with the City of Victoria in implementing bike lanes.
- Close working relationship with Island Health to increase mental health supports.
- Working closely with housing providers in the City to keep people housed.
- Working with supportive housing to maintain safe living conditions free from criminal predation.

## EFFICIENCIES

The Division realized efficiencies in three main areas this year: ACT, the Housing Action Response Team and Traffic Safety and Education. Adding 2 new officers to the ACT team provide greater opportunities to divert people with mental illness away from jail. The Housing Action Response Team problem-solve issues of homelessness and impact on police and communities by getting people housed thereby reducing calls to police. Traffic Section maximized evidence-based intelligence to guide more effective deployment of police resources to address distracted driving, aggressive driving (speeding), and impaired driving.

## 2018 PRIORITIES

Priorities for 2018 include:

- Build upon and seek out new evidenced-based opportunities to collaborate with community, government and other service providers to address and problem-solve concerns.
- Partnerships and enhanced communication strategies to ensure wrap-around services.
- Formalize integrated service models with mental health and housing services.
- Foster partnership with the City of Victoria Engineering to address traffic safety.
- Utilize Community Resource Officers to improve and enhance communication with the community
- Build upon collaborative 3 way partnership with Island Health and BC Housing.
- Utilize analysis and partnerships with academia to ensure evidenced based decisions.
- Identify innovative solutions to address issues of social concern with all stakeholders.
- Evolve and improve a Community Policing Model of response and proactive solutions.
- Focus on a healthy work environment and afford opportunities to all members in the Division.



# ESQUIMALT DIVISION

The Esquimalt Division proudly serves the Esquimalt community and Vic West, and is located in the heart of the Township of Esquimalt. The members and staff at the Division are proud of the progress we have made in realizing VicPD's vision of "healthy communities through partnerships, accountability and service excellence."

Supporting the Esquimalt Community Patrol officers, the Esquimalt Division includes the Officer in Charge, two Community Resource Officers, one School Liaison Officer, and one Administrative Sergeant. The division also includes the K-9 Section and Mobile Youth Services Team both of which are shared resources with Victoria.



The members and staff in the Esquimalt Division are dedicated to ensuring the safety and well-being of the communities we serve. We are committed to providing highly visible and engaged police presence. The Esquimalt Division Community Patrol Division officers assigned to work in the area often specifically request to be assigned to these communities, and are devoted to providing the best possible service.

## 2017 HIGHLIGHTS

We continue to improve relationships with our community partners and the residents in which we serve. In 2017, our K9 Section has trained and validated one new explosives detection dog. The section has had another successful year of tracking and apprehending wanted suspects, and attending high profile community events. Our Community Resource Officers continue to proactively address community issues and concerns, and manage the Crime Free Multi-Housing portfolio for Esquimalt. Our School Liaison Officers have been dedicated to ensuring our high school students are aware of the dangers of fentanyl and that all schools are provided training on lock down drills.

- Participation at community events by dedicated Esquimalt Patrol Officers.
- Esquimalt Officer-in-Charge and Division members participating in many community events.
- Increased fentanyl education to high school students.
- Improved planning and training within schools of lock down drills and protocols.
- In-house training of a new explosives detection dog.
- Increased social media presence on three community group pages on Facebook.
- Improved and expanded relationship with CFB Esquimalt and the Military Police.
- Additional buildings added to the Crime Free Multi-Housing Program.

## EFFICIENCIES

Our practice of assigning dedicated Patrol Officers has improved our service delivery to the community as our officers are familiar with individuals and locations in the community, are engaged with citizens at events, share information regarding problem locations and community issues among officers more easily, which creates a sense of ownership and responsibility in the community.

The Esquimalt Division Facebook page has proven to be an effective way to engage with the community in a number of ways. This medium allows us to notify residents on events, missing persons, patrol priority areas, and significant investigations in a timely way.

## 2018 PRIORITIES

We are committed to strengthening our relationships with our community stakeholders. We will continue to enhance the programs we deliver in Esquimalt and Vic West, and look for ways to communicate concerns as they arise in a timely manner.

- Enhance school lock down protocols and training for members responding.
- Create additional methods of communication with our communities.
- Look for ways to ensure that community concerns are identified early on.
- Enhance, expand and leverage for maximum exposure of our community visibility initiatives.
- Collaborate with external agencies to enhance the effectiveness of the School Resource Officers.



# COMMUNITY ENGAGEMENT DIVISION

The Community Engagement Division, comprised of Public Affairs, the Community Programs Coordinator, Block Watch, Volunteer Services, the Reserve Constable Program, and the Crime Free-Multi Housing Program, continues its efforts to inform and engage the residents of Victoria and Esquimalt through a variety of efforts.

The Public Affairs team had a banner year. In addition to 1,628 media requests, 243 media releases and over 300 interviews, the team remained connected and engaged with the citizens we serve in person and online.



VicPD's Community Programs Coordinator continues to increase VicPD's presence at the neighbourhood level by engaging citizens through the Block Watch program and by coordinating VicPD attendance at community events.

Volunteers are a core component of the VicPD community engagement strategy. 92 dedicated VicPD Volunteers provided 6,800 hours of their time in 2017 serving our communities through a variety of programs and initiatives. Our dedicated VicPD volunteers provide exceptional service through their volunteer efforts and a shared desire to build strong vibrant communities.

The VicPD Reserve Constable Program continually provides high quality volunteer support to the many worthwhile crime prevention programs offered by our department. The Reserve Constables contributed a total of 8,250 hours of volunteer time in 2017 to various programs and services.

## 2017 HIGHLIGHTS

The Community Engagement Division strengthened our connection to the community throughout 2017, most notably through the successful 2017 VicPD Community and Business Survey project. In total, 1,841 community and business surveys were hand-delivered with a response rate of 42% for the community survey and 33% for the business survey. The results were shared both online and at five separate engagement sessions with members of the public. 2017 also saw the launch of numerous projects and events as highlighted below.

- Initiated a Distracted Driving Restorative Justice Pilot Project with 30 participants.
- Produced the 7-episode "Fighting Fentanyl" web-video series, which has had over 35,000 views.
- Volunteers invested 550 hours into distributing the 2017 Community and Business Surveys.
- Fifteen deserving citizens were recognized with VicPD Civic Service Awards.
- Reserve Constables assisted the department with special duties, accounting for 31% of their hours.
- Front Desk volunteers received over 800 requests for police information checks.

## EFFICIENCIES

Throughout 2017, members of the division worked hard to maximize value for the department and the community.

In addition to a traditional paper-based survey, VicPD offered both the community and business surveys online in an effort to increase citizen participation and to reduce the time it took to analyze the results.

Much of our service to the communities comes through social media. In 2017 the two-person Public Affairs team began utilizing more videos and online chats for direct education and engagement with citizens.

In an effort to stay engaged with the Block Watch program, the Community Programs Coordinator was appointed as a board member for the Block Watch Society of British Columbia.

## 2018 PRIORITIES

The Community Engagement Division will continue to collaborate and build community partnerships to serve the citizens of Victoria and Esquimalt by being engaged and transparent.

- Foster new, bold and innovative ways to connect with the citizens of Victoria and Esquimalt.
- Build partnerships with media agencies by offering transparent access to VicPD stories.
- Work with VicPD divisions to identify, plan, and facilitate community engagement.
- Employ leading-edge social media practices to enhance our connection with the community.
- Explore emerging technologies to connect with more citizens in a meaningful and sustained way.

**IN 2017...**

We sent out over **240** media releases

We fielded over **1627** media requests

We had **2656** twitter posts

**Follow us on:**

 [www.facebook.com/VictoriaPoliceDepartment](http://www.facebook.com/VictoriaPoliceDepartment)

 [www.youtube.com/vicpdcanada](http://www.youtube.com/vicpdcanada)

 [twitter.com/vicpdcanada](http://twitter.com/vicpdcanada)

# INVESTIGATIVE SERVICES DIVISION

The Investigative Services Division is comprised of the traditional detective functions in addition to operational support duties.

The detective portion of the division consists of the specialty investigative sections that deal with more complex or time consuming investigations. These include Special Victims Unit, Integrated Child Exploitation, Domestic Violence, Missing Person Coordinator, High Risk Offender Officer, Financial Crime Unit, Electronic Disclosure Analysts, Major Crime Unit, Forensic Identification Section, Integrated Tech Crime Unit and coordination with the Vancouver Island Integrated Major Crimes Unit. These units are supported by several civilian staff members.



The operational support portion is comprised of plainclothes officers and analysts that provide undercover, surveillance, drug expertise, property crimes and intelligence analysis capabilities. Units included within Operational Support are Strike Force, Crime Reduction Unit and the Analysis and Intelligence Section, which is made up of sworn members as well as civilian analysts. The sworn members also manage any confidential information received by the department.

## 2017 HIGHLIGHTS

This past year has been a challenge for the division due to the increased workloads, greater disclosure requirements and compressed time lines for disclosure resulting from the Supreme Court of Canada decision in R v. Jordan. Major drug files are now having to be run as Major Case Management investigations and disclosed electronically. Domestic violence, missing persons and sex-related offenses continue to take a large portion of investigators' time. The fentanyl epidemic worsened in 2017 despite a large portion of operational support time having been dedicated to investigating fentanyl files.

- A new drug processing room that allows for proper and safe analysis of samples was created.
- Investigators were able to locate a missing male who was found to be the victim of foul play.
- An in-house file coordinator course was created resulting in significant cost savings.
- High profile missing person Harold Backer was located and his case is before the courts.
- Several division experts provided relevant information to the public through our Public Affairs section.
- Business rules and naming convention training was run for all new members coming to the division.
- The intelligence section provided assistance leading to an arrest and seizure of 100 kilograms of drugs.

## EFFICIENCIES

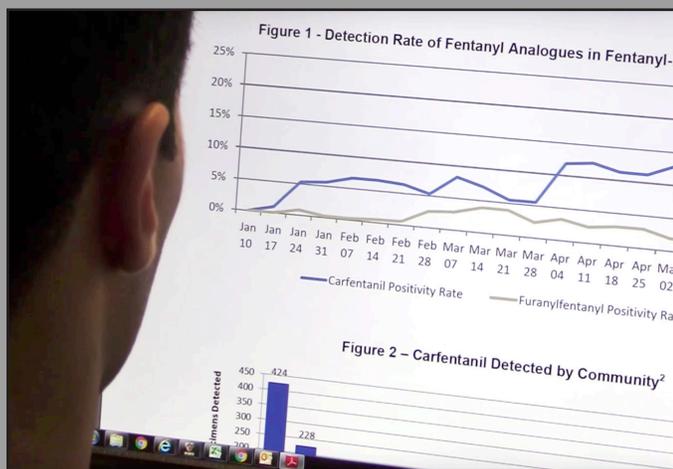
The Division will continue to lead the fight against fentanyl and to prepare the department for the mandated Major Case Management standards that are coming into effect in January of 2019. Several File Coordinator courses were run locally by our members. This saved the department tens of thousands of dollars and expanded the expertise of our investigators.

Provincial funding was utilized in the fight against fentanyl and provincial Internet Child Exploitation funding was accessed to train the successor to the current investigator in that role. Both of these actions resulted in significant additional savings for the department.

## 2018 PRIORITIES

The Investigative Services Division will continue to look for cost-effective ways to support the department's strategic plan, while addressing the current challenges. The division will also look to prepare for any additional challenges that may arise.

- Meet the new provincial standard for Major Case Management investigations before the end of the year.
- Challenge and prevent the flow of fentanyl into our communities.
- Form an Integrated Internet Child Exploitation unit with our partner agencies.
- Examine the possibility of further expansion of the Integrated Tech Crimes Unit.
- Continue to investigate missing persons and unsolved homicide investigations.
- Update the structure of the weekly intelligence briefings and Operations Council structure.
- Train more staff in disclosure to help with the increased requirement for this expertise.
- Assess additional resource requirements necessary to meet current and future expectations.



# INFORMATION MANAGEMENT DIVISION

The Information Management Division is the largest civilian division within the Victoria Police Department, employing approximately 60 staff operating on a 24-hour, seven-day per week basis. The services range from switchboard operations, 911 and non-emergency call-taking to police dispatch and day-to-day support in records management.

Our key focus is providing courteous and skilled responses to any request for service while maintaining professional relationships with a wide variety of partners. Focusing on a high level of commitment and expertise ensures we can provide effective and efficient customer service.



Our Records Section is vital in providing services to the public through our switchboard operations and in records and information management support services. The section oversees the processing, maintenance and retention of police reports and documentation which assist in law enforcement processes.

Our 911 Communication Centre is staffed by public safety professionals who are trained to answer 911 and non-emergency telephone calls, as well as dispatch calls for service to police officers. Our dedicated operators gather critical information from callers and send the information to the police dispatchers who are responsible for relaying the information in a timely manner to our police officers.

## 2017 HIGHLIGHTS

In 2017, plans were finalized for a South Island Police 911 Dispatch Centre, which will be the first point of contact for 911 callers and police call-taking and dispatch for the Victoria, Saanich, Central Saanich, Oak Bay and Cowichan Valley areas. The state-of-the-art post-disaster facility is expected to be completed in 2019. Preparation for transitioning to the new dispatch centre and also working towards increased innovation and efficiencies within the Records Section related to service delivery, work processes, supervisor/management structure, scheduling and staffing levels were key initiatives.

- Answered 45,306 911 calls, 206,064 non-emergency calls and took over 56,000 calls for service.
- Finalized a plan to participate in the South Island Police Dispatch 911 Centre.
- Worked with our partner agencies to reduce 911 call transfer times.
- Participated in an external review of the Records Section.
- Implemented the Canadian Justice Information Management system.
- Participated in national and provincial discussions on unfounded file coding classifications.
- Enhanced the online reporting system.

## EFFICIENCIES

In 2017, an increased focus on establishing standardized data collection, statistical coding of files and work processes at the provincial and national levels was undertaken. In addition, new and emerging electronic applications were reviewed and implemented to enhance public safety.

## 2018 PRIORITIES

In 2018, many new initiatives will support the department's Information Management strategy. This will include evaluating the resources and methods used to deliver a process, service or activity while ensuring these methods are effective.

- Develop and participate in the transition plan for the South Island Police 911 Dispatch Centre.
- Examine and re-align resources and responsibilities for enhanced operations.
- Move towards more electronic processes to improve data management requirements.
- Implement technology that increases customer service options.

The main initiative for 2018 is the establishment of a regional dispatch centre. This regional centre will streamline how calls for service are managed while realizing efficiencies for the region's various police agencies.

There are many details that have not yet been finalized and a steering committee will be working with all of the involved agencies to address these.



### 911 Calls

#### Calls Answered

<b>2015</b>		<b>42,774</b>	<b>2015</b>		<b>1,027</b>
<b>2016</b>		<b>45,103</b>	<b>2016</b>		<b>1,228</b>
<b>2017</b>		<b>45,303</b>	<b>2017</b>		<b>1,252</b>



### Online Reports

# HUMAN RESOURCES DIVISION

The Human Resources Division is instrumental in serving the needs of the organization and our employees. The approach by our Human Resources staff is to provide forward thinking practices, proactive employee support and to maintain fair practices across the organization. We are responsible for recruiting, training and education opportunities, career path processes, staffing analysis, employee assignments, performance management oversight, labour processes, employee welfare, benefits management and researching and maintaining best practices from a human resource perspective. Our practices are based on an ethical, confidential, fair and responsible approach to all employee matters.



It is essential for us to place focus on employees as they are the most important asset of the organization. By building stronger, more resilient and healthy employees our work will be more efficient and effective, which results in better service to the community we serve. Needs of our employees and the community constantly evolve and change, therefore we strive to keep current, recognize trends and endeavour to effectively adjust our practices as needed.

We maintain the following principles in our Human Resource practices:

- Ethical conduct
- Respect
- Confidentiality
- Fair and consistent practice
- Strategic planning
- Integrity
- Accountability
- Inclusiveness
- Teamwork
- Fiscal responsibility

## 2017 HIGHLIGHTS

The Human Resources Division embarked on many initiatives throughout the year that supported the Strategic Plan, the Mental Health Strategy, our divisional goals, our employees and the community. Employee and community wellness were key areas of focus for our division. With the health crisis in our community surrounding opioid use, we were proactive in researching and developing a Naloxone Program to protect our employees from exposure to potentially deadly effects when carrying out their duties in a diverse population. We have and will continue to focus on leadership development to build a strong organization for the future.

- Developed and bolstered programs that support the mental health and wellness of our employees.
- Completed the rollout of the Naloxone Program for employee and public safety.
- Continued to work closely with our diverse community, through workshops, sports and celebrations.
- Developed a Staff Sergeant Development Program for succession planning at the management level.
- Built greater skills depth in our employees for our Emergency Management Command System.
- Initiated a review of our firearms range practices and protocols related to safety.

## EFFICIENCIES

- Increased job applications through the development of the “Meet the Recruiter” sessions through on-line sign up.
- Built partnerships with community organizations and businesses for establishing suitable training locations.
- Utilized more blended learning training opportunities to reduce classroom and resource costs.
- Assessed accommodation costs for employees training on the mainland and identified financial efficiency.
- Fully implemented the Absence Management Program to assist employees and promote greater oversight and support.
- Entered into an agreement with the Canadian Police Knowledge Network for our own portal to promote greater use of online training.

## 2018 PRIORITIES

In 2018, the Human Resources Division will continue to work on a vast array of initiatives, which will include building employee resilience, increasing job applications, developing succession plans and increasing leadership development opportunities.

- Implement a trauma first aid program to all officers.
- Deliver Road to Mental Readiness booster sessions on stress management and coping strategies.
- Develop training to better prepare us in our support of employees after critical incidents.
- Create a new recruiting website to build greater online traffic and interest in policing.
- Ensure our Human Resource practices are in line with the Information Management Strategy.
- Create a mentor group to work with potential recruit candidates.
- Continue to build on our recruiting strategies.
- Identify leadership and executive level training to support succession planning.

## Hiring Numbers & Demographics

### Officers

Total hires

12



### Civilians

Total hires

6



# EXECUTIVE SERVICES DIVISION

The Executive Services Division is responsible for several important components of the Victoria Police Department. The division supports a variety of key areas of the organization that are vital for the efficient functioning of the department and its relationship with the community. The staff in these sections is comprised of both civilian and sworn members, who are all dedicated to providing excellent service.

The division is responsible for investigating complaints against officers, policy creation and review, audit, Freedom of Information (FOI) requests, Police Records Information Management Environment (PRIME) training, plus infrastructure planning and asset management.

The Executive Services Division contributes to the effectiveness and efficacy of officers and their investigations through responsible management of the vehicle fleet, police building, radio system and PRIME police database. To successfully manage these areas requires a strong working relationship with vendors, corporations and businesses that are built on cooperative problem solving. These key services are all fundamental to the success and safety of the officers on the street and the welfare of department employees.



## 2017 HIGHLIGHTS

The Executive Services Division accomplished many projects the past year and found new ways to find efficiencies and promote accountability. Relationships with other stakeholders was broadened and strengthened, including the Office of the Police Complaint Commissioner, City of Victoria, other police agencies and corporate partners.

- Expanded use of the complaint resolution process to build trust between officers and complainants.
- The Research and Policy Unit created a tracking database for policy development.
- Trained new OPCC analysts on use of force and force options.
- New policies for the use of Naloxone by officers, public advocacy and use of issued phones.
- Trained new police recruits in Police Act and FOI legislation and the PRIME database.
- Twenty-two policies were either created, amended, enacted or repealed.
- PRIME Coordinator piloted a program to create a universal disclosure process.
- Continued collaboration with Capital Region Emergency Service Telecommunications on installation of new radio system.

## EFFICIENCIES

The Executive Services Division was restructured in 2017, this restructuring led to the addition of an investigator to the Professional Standards Section and the creation of a divisional Staff Sergeant. This and the use of transcriptionists increased capacity of investigators in the unit.

The Freedom of Information Section transitioned from paper to electronic records. This restructuring decreased document management and archiving, improved timelines, increased document security and control, and reduced storage costs. The method for processing consent orders (court orders in relation to civil litigation) was also adjusted to reduce delays in responding to requests.

## 2018 PRIORITIES

In 2018, the Executive Services Division's focus will continue to be on improving trust and transparency with the public. The installation of a new police radio system will also be a priority.

- Mental Health Strategy Policy review.
- Promote informal resolutions as the preferred strategy in resolving public complaints.
- Create an internal discipline/performance management guideline for all supervisors.
- Establish departmental guidelines for the retention of information.
- Implementation of a new police radio system.
- Implement hybrid vehicles for administrative vehicles.



# FINANCIAL SERVICES DIVISION

The Financial Services Division is responsible for overall financial management, processing of payroll, exhibit control, accounts payable and procurement of materials and services.

The Controller oversees the financial management of the division which includes developing and preparing the departmental budget, implementing and establishing controls over departmental spending, monitoring expenditures, financial reporting and contract management.



The payroll section provides support services to 347 full-time employees (both police officers and civilian employees). This includes processing time sheets, Worksafe and overtime claims, and managing leave balances.

The members of the exhibit control section process property seized by the police which includes lost, stolen and found property. They are the exhibit custodians for all property seized by police, including items required for evidence and assist in the return of lost or stolen property to their rightful owners.

The procurement section is responsible for purchasing a range of goods and services, including equipment, firearms, ammunition, vehicles, office supplies, furniture and service contracts. They are also responsible for the planning, acquisition, preparation, coordination of maintenance and repairs for the fleet as well as the disposal of assets.

## 2017 HIGHLIGHTS

The Financial Services Division continues to provide effective professional support services to the entire department, including:

- Increased coordination and integration of budget with the timelines and format of the councils.
- Began the process to automate payroll processes and integrate into the City of Victoria's payroll system (expected completion 2018).
- Participated in the foundation phase of the Information Management Strategy.
- Adhered to all deadlines and requirements relating to budget and financial management specified in the Victoria/Esquimalt Framework Agreement.
- Enhanced financial reporting to the Police Board.
- Assisted in the implementation of smart phones to front line officers.

## EFFICIENCIES

Financial Services is continuously looking for efficiencies in the management of VicPD resources. The efficiencies identified result in either reduced costs or reduced administrative workload to allow officers to focus on non-administrative tasks. Examples of these efficiencies in 2017 are:

- Implemented, with Operations Planning, the automation of special duties assignments.
- In process of implementing automation of payroll system that will free up additional time for staff throughout the department to focus on other duties.

## 2018 PRIORITIES

- Participate in the implementation phase of the Information Management Strategy.
- Implement the key management system and establish a fleet management system to increase interoperability of the fleet, increase the efficiency of usage and reduce long term replacement costs.
- Implement the automation of overtime and leave management through the scheduling system.
- Plan for and implement improved payroll reporting once the scheduling system has been fully automated.



VicPD is looking ahead to our

**160**<sup>th</sup>  
ANNIVERSARY

**1858-2018**

The Victoria Police Department was established in 1858 and is the oldest police department west of the Great Lakes. Our police officers, civilian staff and volunteers proudly serve the City of Victoria and the Township of Esquimalt.

In 2018, the men and women of VicPD will commemorate and celebrate the 160th anniversary of the department. We will do so alongside our retired VicPD "alumni," who contributed so much to the department and our communities over the years and whose work we continue today.



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