



VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Agenda

November 17, 2020 at 5:00pm

1-833-353-8610 (9019965)

1. ADOPTION OF THE AGENDA

- a. Adoption of the Public Agenda of November 17, 2020

2. PRESENTATIONS

- Pg. 1 a. Greater Victoria Police Diversity Advisory Committee (Cst. Joyce & M. Magassa)

3. STANDING ITEMS

- Pg. 17 a. Adoption of the Minutes of the Public meeting of September 15, 2020
- Pg. 19 b. Chief Constable Monthly Activity Report
- c. Chief Constable Update
- Pg. 21 d. Board Committee Reports
- e. Board Co-Chairs Update
- f. BC Association of Police Boards Director's Update
- g. Board Member Engagement Update
- Pg. 35 h. 2020 Board Strategic Priorities
- i. Framework Agreement

4. NEW BUSINESS

- Pg. 36 a. Approval: 2021 Police Board Meeting Schedule
- Pg. 37 b. VicPD Q3 Divisional Action Plan Report (CC Manak)
- Pg. 68 c. Human Resources Report (Insp. McRae)
- Pg. 69 d. Crime Statistics (A/Insp. King)

5. CORRESPONDENCE

- Pg. 76 a. VicPD Commendations



GVPDAC Annual Report – Jan. to Dec. 2019

History of the Greater Victoria Police Diversity Advisory Committee

The need to form a regional police diversity advisory committee was identified and supported by two documents: (1) *Needs Assessment Report on the Diversity Unit of the Victoria Police Department* (2000) and (2) *Making Peace – the Maturing Partnership of Capital Region's Minorities and their Police* (1998). The latter of these reports was commissioned by the Capital Region Race Relations Association.

In 2001, the Greater Victoria Police Diversity Advisory Committee (GVPDAC) was established. It was the first committee of its kind to bring together representatives from the region's municipal police departments (Victoria, Saanich, Central Saanich, Esquimalt and Oak Bay) and RCMP detachments (Sidney/North Saanich and West Shore) with representatives from a broad base of community agencies.

From 2001 through 2010, the GVPDAC was co-chaired by a succession of Victoria Police representatives, beginning with Sergeant Derek Chow. From 2011 until his retirement in mid-2013, Staff Sergeant Doug Newman of Saanich Police served as the GVPDAC Police co-chair. From September of 2013 to the spring of 2019, the GVPDAC Police co-chair was Staff Sergeant Scott Treble of Saanich Police. Constable Michelle Joyce of Central Saanich Police Service became the Police co-chair in April of 2019. Dr. Moussa Magassa of the Victoria Francophone community is the Community co-chair since the beginning of 2014.

GVPDAC Membership – Police and Community Representatives

Police representatives on the GVPDAC, effective January 2019, are the following:

Victoria Police Department	<ul style="list-style-type: none"> • Constable Greg Shaw • Sergeant Joan Elliott
Saanich Police Department West Shore RCMP Detachment	<ul style="list-style-type: none"> • Staff Sergeant Tyra Reid • Auxiliary Constable Randie Johal • Auxiliary Constable Dallas Perry • Constable Nancy Saggar • Constable Meighan Massey • Constable Michelle Joyce (co-chair) • Sergeant Davindar Dalep • Constable Alex Omoding • Morgan Hudson
Sidney/North Saanich RCMP Detachment Central Saanich Police Service Oak Bay Police Department	
Military Police Unit Esquimalt	



Community representatives on the GVPDAC, during 2019, were the following:

Inter-Cultural Association of Greater Victoria (ICA)	<ul style="list-style-type: none"> • Steven Baileys / Eli Kozma
Victoria Immigrant & Refugee Centre Society (VIRCS)	<ul style="list-style-type: none"> • Alix Hotsenpiller / Angela Gallentes
India Canada Cultural Association (ICCA)	<ul style="list-style-type: none"> • Gordy Dodd
African Heritage Association of Vancouver Island (AHAVI)	<ul style="list-style-type: none"> • Dr. Lisa Gunderson /Ruth Mojeed
Rainbow Health Co-operative	<ul style="list-style-type: none"> • ChrYs Tei
Victoria Native Friendship Centre (VNFC)	<ul style="list-style-type: none"> • Brenda Freeman
Ismaili Muslim Faith Community	<ul style="list-style-type: none"> • Taheera Ferguson
Victoria Francophone Society	<ul style="list-style-type: none"> • Dr. Moussa Magassa (co-chair)
Jewish Federation of Victoria and Vancouver Island	<ul style="list-style-type: none"> • Deborah Bricks

About Us

The GVPDAC brings together members of our diverse communities with members from all of the Greater Victoria police agencies, to provide a continuing dialogue on issues of mutual concern, to problem solve and to establish close cooperation. This helps to build and maintain trust and positive relationships, which broadens our collective knowledge about issues of concern within our diverse communities.

Mission Statement

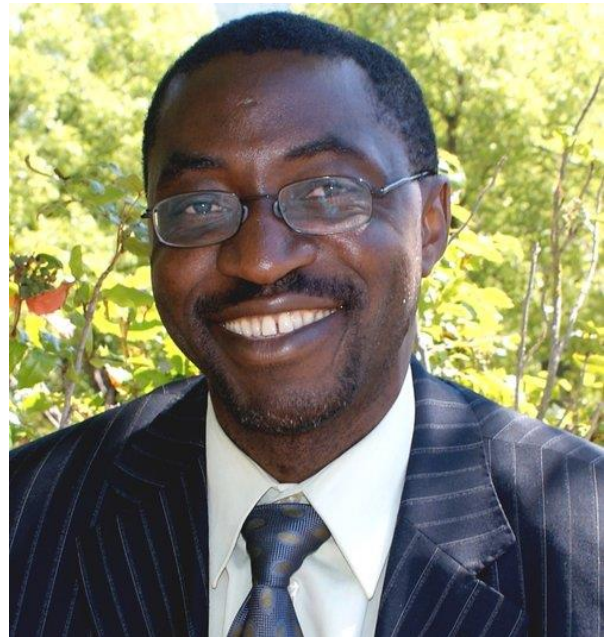
The Greater Victoria Police Diversity Advisory Committee mission is to serve as a voice between our diverse communities and the police and to work towards maintaining and building positive relations.

Mandate

- To help police officers better understand the diverse cultures, value systems, unique perspectives and conditions and religious beliefs of the minority groups they serve
- To act as a consultative and advisory body to police agencies in the Greater Victoria area



Police co-chair, Michelle Joyce, Central Saanich Police Service



Community co-chair, Dr. Moussa Magassa, Francophone Society of Victoria

Selected Highlights of Activities and Accomplishments

Open Mosque Day at Masjid Al-Iman:

In February of 2019, GVPDAC police and community representatives attended at Masjid Al-Iman for Open Mosque Day. This event was held in conjunction with the B.C. Muslim Association and was an opportunity to learn about Islam, the mosque, and to build community.



Ethno-Cultural Fair at William Head Institution:

In March of 2019, William Head Institution hosted an Ethno-cultural Fair to provide information about cultural resources relating to employment, housing, mental health, and recreational activities available on Vancouver Island. This event was co-organized by GVPDAC representative Dr. Lisa Gunderson (AHAVI) in partnership with Corrections Canada.

The GVPDAC had an information table and banners to engage with the men. S/Sgt Scott Treble and Dr. Lisa Gunderson gave a slideshow presentation on the history of the GVPDAC as well as engagement activities. GVPDAC Saanich and Victoria Police representatives attended as well as community agencies including the Victoria Native Friendship Centre, Inter-Cultural Association of Greater Victoria.

PLEASE JOIN US!

WILLIAM HEAD INSTITUTION



Ethno-cultural Fair

If you are interested in attending this fair to provide information to our community, please contact Cecilia Rossander or Dr. Lisa Gunderson by January 9th, 2019.

Dr. Lisa Gunderson
 Email: DrGOneLove@gmail.com
 Telephone: 778-679-2229

Or

Cecilia Rossander
 Email: cecilia.rossander@csc-scc.gc.ca
 Telephone: (250) 391-7069

William Head Institution
 6000 William Head Rd
 Victoria BC, V9C 0B5



William Head Institution is a minimum-security federal institution whose focus is the safe timely reintegration of men back into the community.

March 1, 2019

Ethno-cultural Fair

- ❖ provide information about cultural resources relating to employment, housing, mental health and leisure activities available on Southern Vancouver Island
- ❖ provide specific cultural and/or ethnic resources that are important for these men's self-identity in the community

Overall, the information provided will assist them during their reintegration as they rejoin local communities.

Pathways to Professions & Trades (P2PT) Recognition Awards– VIRCS:

Pathways to Professions and Trades is an Immigrant Youth Employment Program that provides a combination of life and employability training to prepare individuals for success in a career of their choice. Insp. Edwards and S/Sgt. Treble attended. S/Sgt. Treble received the 2019 Community Partner Award thanking him for his valuable role in making a difference in the lives of Victoria's newcomer youth by inviting them to the Saanich Police Department. During these visits, S/Sgt Treble would share information on the role of police in Canada while providing tours of the police station, vehicles, and photo opportunities.



We request the honor of your presence

P2PT Recognition Luncheon

Friday, March 8, 2019
11:30 am-1:30 pm

**DELTA VICTORIA
OCEAN POINTE
RESORT**
100 Harbour Rd.
Victoria, BC V9A 0G1

Help Us Celebrate

- ❖ P2PT Youth's Accomplishments
- ❖ Community Partners
- ❖ and Employers

RSVP
by March 1, 2019
via Eventbrite

We look forward to celebrating with you.

VIRCS **P2PT** Funded by the Government of Canada's Skills Link Program **Canada**



Haixia Liu (VIRCS), Insp. Trent Edwards (SPD), Alix Hotsenpiller (VIRCS), S/Sgt. Scott Treble (SPD)

Condolences, Reassurance, Safety & Security – Masjid Al-Iman

Following the horrific murders of worshippers at two mosques in Christchurch, New Zealand, Chief Manak and other Victoria Police officers were quick to meet with the Imam and other members of the Masjid Al-Iman to share messages of condolence, reassurance, safety and security. Other police and community representatives from the GVPDAC also attended at the mosque. GVPDAC members have provided similar support with Greater Victoria communities of worship after previous events at mosques and synagogues in Quebec City, Pittsburgh, and other locations.



Del Manak @ChiefManak · 13h

.@vicpdcanada and Councillor @deardubow attended a community safety workshop for the Muslim community at the Victoria Mosque. An important step in rebuilding community confidence in safety and security. Great to see so many families. #DiversityandInclusion #WeAreWithYou #yyj



Youth Organization Partnership:

Between April and June, 2019, the GVPDAC welcomed regional youth organizations to attend GVPDAC meetings and participate including the Sikh Youth. This invitation was made to continue fostering relationships between diverse youth in the Greater Victoria area communities and the police.



The Inclusion Project – Royal Roads University:

"The Inclusion Project is a strategic dialogue with stakeholders on the intersectional challenges faced by newcomers integrating to the workplace or community. It is a response to the growing need for private-public sector partnerships and collaboration in creating more inclusive and equitable access to opportunities for all, including women, youth, and racial minorities.

Presentations and dialogue included ways to develop new initiatives to support equity in policy development, post-secondary education, non-government and corporate organizations, with a focus on gender equity, racial inclusion, and youth engagement."

- Global trends in migration and local realities
- Opportunities and challenges for newcomers
- Gender equity, youth engagement and the future of work
- Workplace inclusion

GVPDAC representatives included the VNFC, ICA as well as Victoria and Saanich police. Dr. Moussa Magassa gave a presentation that was well received.

A strategic dialogue on diversity, equity & inclusiveness

THE INCLUSION PROJECT

SAT., MARCH 30 2019
ROYAL ROADS UNIVERSITY
(QUARTERDECK)

www.theinclusionproject.com

Supported by:

ICA Inter-Cultural Association of Greater Victoria

THE INCLUSION PROJECT

IMMIGRANT EMPLOYMENT COUNCIL OF BC IECbc

CIC Canadian Immigration Council

VIRCS Victoria Branch / Société Victoria

HERE MAGAZINE

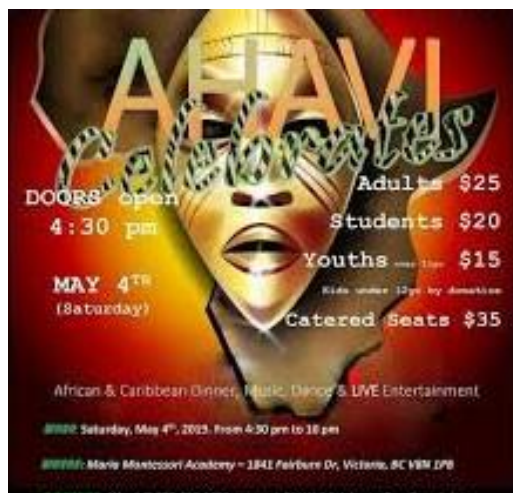
Forum on Racism, Hate Crimes and Islamophobia:

In April of 2019, a number of GVPDAC representatives participated in a day-long forum which was planned and delivered by the Inter-Cultural Association of Greater Victoria (ICA) and supported by the Organizing Against Racism & Hate (OARH). More than 90 representatives attended, including local police, municipal governments, faith groups, cultural associations, art groups, and businesses. The forum opened with several speakers, including Victoria Police Chief Del Manak.



AHAVI Celebrates! Event:

In May 2019, the African Heritage Association of Vancouver Island (AHAVI) held their annual AHAVI Celebrates! event. GVPDAC member S/Sgt Tyra Reid and Saanich Police member Cst. Andrea Toombs attended. This cultural outreach event is a dinner and dance that celebrates and showcases the cultural vitality of Africa. The main goal of this Celebration is to showcase the positive image of Africa and raise awareness of the rich and varied cultures. The Dinner and Dance is normally held in February during Black History Month, however, was postponed to May due to a snowstorm in Victoria.



LGBTQ2 Community Dialogue Consultation:

GVPDAC member ChrYs Tei (Rainbow Health Co-operative) organized an LGBTQ2 Community Dialogue Consultation with Victoria Pride Society (VPS). The consultation was hosted at Our Place in Victoria. Over 500 community members contributed to the consultation. The VPS heard from the community that more work for police needed to be done to build better relationships and trust with marginalized communities. Information also included that police participating in uniform made Victoria Pride unwelcoming and inaccessible for many. As result of this information, the Greater Victoria police agencies were invited to participate in the Victoria Pride Parade without uniforms in effort to make Victoria Pride more inclusive, accessible, and safe for all community member. The GVPDAC provided some funding in order to help facilitate this much needed community input.

YCI Camp 2019 Sponsorship – Youth for Change and Inclusion:

The GVPDAC fully sponsored nine refugee youth to attend the YCI Conference in May 2019. This request came from the SJ Willis Education Centre. In many countries these youth come from, police are viewed as corrupt and eyed with distrust. By having the youth work with police officers from Victoria and Saanich, it helps break down stereotypes and mistrust they have of police in Canada.

Khalsa Day Parade and Festivities 2019

The Khalsa Day parade and festivities in Victoria, in honour of committed Sikhs who lead and defend the Sikh way, celebrates with song, dance, martial-arts displays, and food. GVPDAC members attended, offering committee information and handed out police related pencils, coloring books, toys, and other souvenirs to children.



2019 Victoria Pride Parade

In July of 2019, for the sixth consecutive year, the police and community agencies represented in the GVPDAC participated, with permission of the organizers, in the annual Pride Parade in downtown Victoria. The parade supports the LGBTQ2 community. The decision to keep police uniforms out of the parade this year was made after consultations between the LGBTQ2 community, VPS, and the GVPDAC.



Engaging Racism and its Intersections: A courageous conversation

The current waves of racist, anti-Semitic, Islamophobic, transphobic, and White Supremacist rhetorical social media and posters directed towards minorities and Aboriginal people, have mobilized many community stakeholders calling for bold steps to root out racism, bigotry and all forms of discrimination - which cut across all demographics.

This interactive and practical workshop, presented by GVPDAC Community Co-chair Dr. Moussa Magassa, provided a space to engage in courageous conversations about racism. It also provided an opportunity to re-affirm social responsibility and ethical commitment to anti-racism and anti-oppression, as bystanders and allies. The goal was for participants to walk away with some common language and skills in how to engage with racist and hateful attacks, as targets or bystanders.

Approximately 20 people attended from different groups including the schoolboard, BC Transit, police agencies, victim services, human rights, and community organizations.

LGBTQ2S Aboriginal Youth Conference – Victoria Native Friendship Centre (VNEC):

The Two Spirit Gathering hosted by the Victoria Native Friendship Centre is a gathering that honours Indigenous worldview is open to all LGBTQ2S Youth aged 12-14 years, and the Allies who support them. The Gathering has two days of ceremony, workshops, keynote speakers, information booths, group activities, and food. On November 6 and 7, GVPDAC members S/Sgt. Tyra Reid, Alix Hotsenpiller, Randie Johal, and Cst. Meighan Massey attended.



2020 Budget:

In the fall of 2019, a proposed budget for the 2020 calendar year was submitted to the Area Chiefs. The proposed budget total was \$7,550.00, an 6% (or \$600) decrease from budget year 2019. The last five annual budgets from 2015 to 2019 have ranged between \$8,050.00 and \$9,700.00 and GVPDAC costs are shared among the region's police forces through a proportional cost-sharing formula.

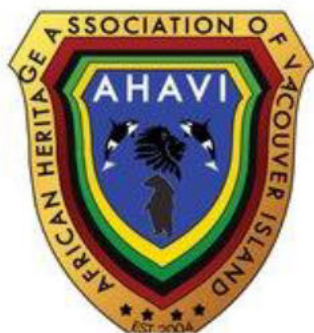
Approved 2020 Budget	
Police-Community Engagement Events	\$0.00
Community Sponsorship	\$800.00
Event Registrations & Supplies	\$1,100.00
Youth Leadership Bursaries	\$1,900.00
Meetings	\$950.00
Strategic Planning	\$200.00
Website Maintenance	\$600.00
Training and Development	\$750.00
Total	\$6300.00

Looking Forward to 2020...

The GVPDAC members look forward to new community engagement opportunities in the coming year.

Constable Michelle Joyce, GVPDAC co-chair
June 2020





**Jewish Federation of Victoria
& Vancouver Island**



**Inter-Cultural
Association
of Greater Victoria**





VICTORIA & ESQUIMALT POLICE BOARD

Public Meeting Minutes

September 15, 2020 at 5:00pm
3rd Floor Boardroom & Teleconference

PRESENT

Mayor Desjardins, Chair	S. Powell	Insp. C. Brown	S. Hurcombe
Mayor Helps	B. Smith	Insp. M. Brown	M. MacIntyre
D. Crowder	Chief Cst. Manak	Insp. Hamilton	D. Perry
S. Dhillon	DC Watson	Insp. McRae	
C. Huber	DC Laidman	S/Sgt. King	

Recording Secretary: Collette Thomson

1. ADOPTION OF THE AGENDA

a. Adoption of the Public Agenda of September 15, 2020

20-81 **MOTION:** *To approve the Public agenda of September 15, 2020 as presented.*
MOVED/SECONDED/CARRIED

2. STANDING ITEMS

a. Adoption of the Minutes of the Public meeting of July 14, 2020

20-82 **MOTION:** *To approve the Public Minutes of the July 14, 2020 meeting as presented.* **MOVED/SECONDED/CARRIED**

b. Chief Constable Monthly Activity Report

Refer to the report provided – for information.

c. Chief Constable Update

- Significant modifications have been made to the policy and procedures platform related to sharing and tracking of policies to ensure they have been read by staff
- Operational updates were provided on significant files and calls of note
- Additional heightened COVID-19 precautions have been implemented including assessing work-from-home options for staff where possible

d. Board Co-Chairs Update

Chief Manak has been appointed as Chief Constable for an additional four years with a term ending on December 31, 2024.

e. BC Association of Police Boards Director's Update

No discussion arising.

f. **Committee Reports**

Refer to the report provided – for information.

20-83 **MOTION:** *That that the Board allow the CAPG to retain the \$15,000 that the Board has already contributed to the 2020 conference.* **MOVED/SECONDED/CARRIED**

g. **Board Member Engagement Update**

Board members Dhillon and Huber attended a CAPG webinar regarding current and emerging challenges in policing.

h. **2020 Board Strategic Priorities**

Refer to the document provided. The Board was directed to review the priorities to determine the status of completion. For discussion at the next meeting.

i. **Framework Agreement**

Refer to the document provided. The table was asked to review Section 4 (Dedicated Municipal Divisions) so they can provide additional input. For discussion at the next meeting.

3. NEW BUSINESS

a. **VicPD 2020-2024 Strategic Plan Update**

The Board will rise and report on the new reporting format once the Board has approved it.

b. **VicPD Community Survey**

The survey was open from March to June and the response rate was excellent from both communities. Results are being prepared and will be shared in October.

c. **Police Resources re: Burnside Gorge and Beacon Hill Park**

CC Manak provided a comprehensive update regarding the joint work being done with service providers to manage some of the ongoing concerns as a result of the heavily entrenched encampments. The COV Council approved additional funding for police resources to support by-law in managing these encampments.

4. CORRESPONDENCE *(For information only)*

a. **200904 Letter from Min. Fleming to Min. Farnworth re: Policing Needs**

b. **VicPD Commendations**

Meeting adjourned at 5:35pm.

Mayor Barbara Desjardins
Lead Co-Chair

Date

Collette Thomson
Recording Secretary

Date



VICTORIA & ESQUIMALT POLICE BOARD REPORT

Public

DATE:	November 17, 2020
ACTION:	For information
SUBJECT:	Chief Constable Monthly Activity Report

Community Events and Presentations

NOTE: *Effective March 13, 2020, all community events and presentations were cancelled for the foreseeable future due to COVID-19 pandemic social distancing restrictions; only virtual options were made available for certain events where possible.*

September 16	Attended the virtual Inter-Cultural Association annual general meeting
September 18	Attended the JIBC recruit graduation ceremony
September 21	Attended the VicPD Civic Service Awards ceremony
September 27	Attended the virtual BC Law Enforcement Memorial ceremony
October 2	Attended the VicPD Civic Service Awards ceremony
October 5	Attended the virtual Restorative Justice Victoria annual general meeting
October 9	Attended the virtual Victoria Community Wellness Alliance meeting
October 13	Presented the provisional 2021 budget to Victoria & Esquimalt Councils
October 15	Attended webinar re: dismantling anti-black racism (part i of ii)
October 21-23	Attended virtual International Chiefs of Police conference
October 29	Presented virtually to the Local Government Services class at Capilano University
October 29	Attended webinar re: dismantling anti-black racism (part ii of ii)
October 29	Attended Canadian Partnership Network re: Indigenous Cultural Competency 101
October 30	Participated in the VicPD exempt member swearing-in ceremony
October 30	Attended virtual Canadian Association of Police Governance conference
November 2	Attended virtual Canadian Association of Police Governance conference
November 6	Toured new Child & Youth Advocacy Centre
November 6	Participated in partnership ceremony with VicPD and Wounded Warriors
November 6	Participated in VicPD Civic Service Awards ceremony
November 9	Presented the VicPD Q3 Report to Esquimalt Council
November 11	Attended Remembrance Day ceremony at VicPD HQ
November 12	Presented the VicPD Q3 Report to Victoria Council

November 13	Presented to Claremont School Law class
November 13	Attended the virtual Victoria Community Wellness Alliance meeting
November 16	Attended UVic web symposium re: Talking about Racism in the Times of COVID



VICTORIA & ESQUIMALT POLICE BOARD

Committee Reports to Board

(Public)

Meetings of October 6 and November 3, 2020

HUMAN RESOURCES

ITEMS DISCUSSED

- a. **Ratification of 2019-2020 Police Collective Agreement**
This agreement has now been ratified by all parties.
- b. **Inspector Competition Results**
S/Sgt. Kerrilee Jones has been identified as the next Inspector. A vacancy was created with the upcoming retirement of Insp. Keith Lindner in the new year. As per the Framework Agreement, Esquimalt council will be consulted prior to the appointment of the new Inspector being made.

GOVERNANCE

ITEMS DISCUSSED

- a. **2020 Community Survey Results**
The results of the VicPD community survey have been compiled and posted on the VicPD website.
- b. **Minister Farnworth's Policing Priorities**
In accordance with the *Police Act*, Min. Farnworth provided the Board with his priorities, goals and objectives for policing and law enforcement across BC which reflect the mandate given to him by the Premier. The Governance Committee reviewed their Board Strategic Priorities to ensure they are in alignment with these policing priorities.
- c. **VicPD Commendations**
Commendations and correspondence will continue to be redacted as required for regular addition to the public agenda packages under Correspondence.
- d. **Removal of the ACAB Acronym from City's More Justice More Peace Mural**
The Board wrote a letter to the City of Victoria acknowledging the removal of the ACAB acronym but expressing their concerns over the new wording it was replaced with. The letter also reiterated the ongoing support the Board has for the VicPD membership.
- e. **Timing of Committees Meetings**
Effective November 2020, the Committee meetings will take place from 1-4pm instead of 2-5pm.

f. CAPG Virtual Conference Debrief

The conference theme this year was “Prioritizing Wellness Through Governance.” Board attendees were pleased with the content and format.

g. Livestreaming of Board Meetings

The VicPD Boardroom is undergoing renovations to allow for the livestreaming of Board meetings in the near future.

FINANCE

ITEMS DISCUSSED

a. Monthly Financial Report

Refer to the report on page #23 – for information.

b. Joint Board/Councils Meeting

The presentation of the 2021 preliminary budget will take place on October 13th at 5:00pm. The presenters will meet in the VicPD HQ 3rd Floor Boardroom and hold the meeting via Zoom for the Board, Councillors and VicPD staff only. The public will be able to livestream it via the VicPD YouTube channel.



VICTORIA & ESQUIMALT POLICE BOARD REPORT

DATE:	November 3, 2020
TO:	Finance Committee
FROM:	Steve Hurcombe, Controller
SUBJECT:	2020 Monthly Financial Report as of October 24, 2020
ACTION:	For information

BACKGROUND:

This report contains the financial results for the period ending **October 24th, 2020**, representing approximately 81.6% of the payroll year. The overall net budget is at approximately 82%, with operating expenditures slightly below budget at 81.1% and revenues significantly below budget due to the cancellation of public events.

We expect the net position to be close to budget by year end. Should there be any operating deficit, the overages in retirement expenditures could be offset by a drawdown from the Employee Benefit Obligation Fund. We also will not know the full amount of cost recoveries from the Province for Covid-19 expenditures until the end of the year.

Capital expenditures are approximately 80.8% of total budget including commitments for purchases already ordered and funds carried forward from 2019 for unfinished projects. Additional furniture expenditures have been incurred as a result of Worksafe compliance requirements due to social distancing requirements in relation to the Covid-10 pandemic. Vehicle expenditures were also slightly higher than budgeted due to available inventory and the introduction of a Patrol hybrid vehicle pilot project.

Once adjusted for the above items net operating expenditures are in line with expectations and we do not anticipate a deficit at the end of the year. We will, however, continue to monitor financial performance closely.

SUMMARY:

2020 operating expenditures represented 81.1% of the total operating budget. Revenues are below budget due to reduced special duties as ferries to the US have been suspended as well as most public events. Grants revenue includes \$133,200 of provincial funding for E-Ticketing implementation, which is underway. Additional funding has also been received for a civilian position through the Province of BC.

Salaries are slightly below budget at this time. Retirement expenditures are above budget. Should there be insufficient funds at year end to cover these overages, based on current expenditures up to \$197,607 in funds may be withdrawn from the Employee Benefit Obligation fund, representing the amount in excess of the approved budget. The fund balance current sits at approximately \$8.08 million.

Overtime expenditures net of recoveries are below budget at this time. Significant overtime expenditures were also incurred in the first quarter in relation to protests. Expenditure claims have been submitted for costs associated with the decampment at Topaz Park and expected recoveries have not been included in this report.

Some funding was approved for Personal Protective Equipment and cleaning costs associated with Covid-19 through Emergency Management BC. Funding has been extended for janitorial costs up to November with the addition of one more janitorial shift.

Building projects to provide better safety for our staff during the Covid-19 pandemic as well as tackle some of our space issues are now substantially completed.

Pro-rated estimates have been included for expenditures that are billed annually or quarterly such as 9-1-1, CREST and allocations from the City for comparative purposes. The amounts for 9-1-1 includes the one-time additional staffing costs for E-Comm that were approved by the Board for 2020. These expenditures were not within the Communications Centre budget but are partially offset by reductions in travel and training costs as a result of Covid-19. It is important to note that although travel and training costs are below budget much of the planned training has only been deferred and will likely result in higher future training costs to catch up. Approval of these additional funds for E-Comm by the Board was also under the provision that any budget overages would be drawn down from the financial stability reserve.

Expenditures also include an amount of \$87,650 for supplies that were ordered in 2019 that were not received by the end of that year and were therefore expensed in 2020.



2020 MONTHLY FINANCIAL REPORT OCTOBER 24TH, 2020

Victoria Police Department
Revenues and Expenditures By Section (Unaudited)
For the Period Ending October 24, 2020

	Annual Budget	81.6%	Actual	(Over) Under	% of Total Budget
Revenue					
Special Events	745,140	608,034	64,562	680,578	8.7%
Records	170,000	138,720	66,063	103,937	38.9%
Grants	-	-	174,307	(174,307)	N/A
Other	-	-	25,336	(25,336)	N/A
Jail Operations	28,800	23,501	18,380	10,420	63.8%
Total Revenue	943,940	770,255	348,648	595,292	36.9%
Operating Expenditures By Section					
Executive	3,879,775	3,165,896	2,958,037	921,738	76.2%
Integrated Units	2,570,737	2,097,721	1,981,257	589,480	77.1%
Crime Prevention Services	1,505,428	1,228,429	795,836	709,592	52.9%
Crime Reduction Division	3,221,299	2,628,580	2,065,286	1,156,013	64.1%
Patrol - Primary Response Division	18,411,729	15,023,971	16,196,290	2,215,439	88.0%
K9	898,359	733,061	595,643	302,716	66.3%
Community Services Division	2,350,376	1,917,907	1,993,417	356,959	84.8%
Investigative Services	6,024,936	4,916,348	5,046,683	978,253	83.8%
Traffic Enforcement and Crash Investigation:	1,445,780	1,179,756	1,075,162	370,618	74.4%
Communications Centre - 911	3,130,000	2,554,080	2,802,804	327,196	89.5%
Centralized Corporate Costs	2,061,920	1,682,527	1,896,943	164,977	92.0%
Support Services	11,684,395	9,534,466	9,007,184	2,677,211	77.1%
Jail Operations	980,296	799,922	757,337	222,959	77.3%
Total Operating Expenditures	58,165,030	47,462,664	47,171,879	10,993,151	81.1%
Transfers to Capital	1,120,000	913,920	913,920	206,080	81.6%
Transfer from Financial Stability Reserve	100,000	81,600	-	100,000	0.0%
Net Budget	58,241,090	49,228,440	47,737,151	10,503,939	82.0%

Statement 2

Victoria Police Department
Revenue and Expenditures by Object (Unaudited)
For the Period Ending October 24, 2020

				(Over)/Under	
	Actual	2020 Budget	% Used	\$	%
Revenue					
Special Events	64,562	745,140	8.7%	680,578	91.3%
Records	66,063	170,000	38.9%	103,937	61.1%
Grants	174,307	-	N/A	(174,307)	N/A
Other	25,336	-	N/A	(25,336)	N/A
Jail Operations	18,380	28,800	63.8%	10,420	36.2%
Total Revenue	348,648	943,940	36.9%	595,292	63.1%
Operating Expenditures					
Salaries and Benefits	35,034,926	43,618,673	80.3%	8,583,747	19.7%
Retirements	697,607	500,000	139.5%	(197,607)	-39.5%
Overtime	2,212,555	2,807,674	78.8%	595,119	21.2%
Professional Services	3,867,081	4,633,665	83.5%	766,584	16.5%
Equipment Maintenance - Fleet & Computers	1,346,272	1,214,485	110.9%	(131,787)	-10.9%
Telephone Line Charges/CREST	823,861	1,100,900	74.8%	277,039	25.2%
Travel and Training	487,397	1,091,130	44.7%	603,733	55.3%
Building Maintenance	660,951	800,115	82.6%	139,164	17.4%
General and Office Supplies	528,047	595,230	88.7%	67,183	11.3%
Other Operating Expenditures	590,800	461,958	127.9%	(128,842)	-27.9%
Uniforms & Protective Clothing	287,103	394,500	72.8%	107,397	27.2%
Lease/Rental/PRIME	244,514	368,200	66.4%	123,686	33.6%
Fuel and Motor Oil	195,720	342,000	57.2%	146,281	42.8%
Insurance	181,396	207,000	87.6%	25,604	12.4%
Postage and Freight	13,648	29,500	46.3%	15,852	53.7%
Total Operating Expenditures	47,171,879	58,165,030	81.1%	10,993,151	18.9%
Transfers to Capital	913,920	1,120,000	81.6%	206,080	18.4%
Transfer from Financial Stability Reserve	-	100,000	0.0%	100,000	N/A
Net Budget	47,737,151	58,241,090	82.0%	10,503,939	18.0%

Statement 3

Victoria Police Department
Operating Expenditures by Section and Business Unit (Unaudited)
For the Period Ending October 24, 2020

	Annual Budget	Actual	(Over) Under	% of Total Budget
Executive Services				
Office of The Chief Constable	1,019,740	790,091	229,649	77.5%
Executive Services, Policy and Professional Standards	1,578,774	1,072,136	506,638	67.9%
Esquimalt Administration	572,359	508,536	63,823	88.8%
Police Board	114,200	49,621	64,579	43.5%
Public Affairs	594,702	537,653	57,049	90.4%
Total Executive Services	3,879,775	2,958,037	921,738	76.2%
Integrated Units				
Vancouver Island Integrated Major Crime Unit	1,066,249	728,843	337,406	68.4%
Diversity Unit	2,646	2,205	441	83.3%
Integrated Mobile Crisis Response Team	133,273	124,507	8,766	93.4%
Regional Domestic Violence Unit	189,006	157,504	31,502	83.3%
Crowd Management Unit Training	39,478	32,898	6,580	83.3%
Assertive Community Treatment	422,929	351,176	71,753	83.0%
Explosive Disposal Unit	15,963	13,303	2,660	83.3%
Crime stoppers	60,630	50,525	10,105	83.3%
Mobile Youth Service Team	62,383	51,986	10,397	83.3%
Emergency Response Team Training	447,975	373,313	74,662	83.3%
Municipal Undercover Program	69,580	57,983	11,597	83.3%
Crisis Negotiator Team	17,025	14,188	2,837	83.3%
Youth Camp	16,284	64	16,220	0.4%
Canadian Intelligence Services British Columbia	27,316	22,763	4,553	83.3%
Total Integrated Units	2,570,737	1,981,257	589,480	77.1%
Crime Prevention Services				
Community Resource Officers	686,221	575,510	110,711	83.9%
School Resource Officers	383,220	-	383,220	0.0%
Community Programs	111,242	69,736	41,506	62.7%
Volunteer Program	152,505	85,412	67,093	56.0%
Reserve Program	172,240	65,177	107,063	37.8%
Total Crime Prevention Services	1,505,428	795,836	709,592	52.9%
Crime Reduction Division				
Strike Force	1,511,542	1,058,575	452,967	70.0%
Crime Reduction Unit		-	-	N/A
Analysis and Intel	690,976	555,072	135,904	80.3%
Operational Planning	260,341	207,480	52,861	79.7%
Special Duties	758,440	244,158	514,282	32.2%
Total Crime Reduction Division	3,221,299	2,065,286	1,156,013	64.1%

	Annual Budget	Year To Date	(Over) Under	% of Total Budget
Patrol - Primary Response Division	18,411,729	16,196,290	2,215,439	88.0%
K9	898,359	595,643	302,716	66.3%
Community Services Division	2,350,376	1,993,417	356,959	84.8%
Investigative Services Division				
Detective Division - Support	1,171,073	920,143	250,930	78.6%
Special Operations	100,000	13,053	86,947	13.1%
Historical Case Review	172,564	136,756	35,808	79.2%
Financial Crimes	307,329	389,297	(81,968)	126.7%
Integrated Tech Crime Unit	381,689	310,246	71,443	81.3%
Special Victims Unit	1,058,533	865,625	192,908	81.8%
Major Crimes	1,255,600	1,103,485	152,115	87.9%
Behavioural Assessment & Management Unit	582,299	487,113	95,186	83.7%
Forensic Identification	995,849	820,965	174,884	82.4%
Total Investigative Services Division	6,024,936	5,046,683	978,253	83.8%
Traffic Enforcement and Crash Investigations				
Traffic Enforcement and Crash Investigation	1,435,780	1,075,162	360,618	74.9%
Motorcycle Escort Team	10,000	-	10,000	0.0%
Total Traffic Enforcement and Crash Investigations	1,445,780	1,075,162	370,618	74.4%
Communications Centre - 911	3,130,000	2,802,804	327,196	89.5%
Centralized Corporate Costs	2,061,920	1,896,943.00	164,977	92.0%
Support Services				
Automotive	870,000	656,637	213,363	75.5%
Critical Incident Stress Management	16,000	5,111	10,889	31.9%
Legal Services and Freedom of Information	382,989	304,889	78,100	79.6%
Finance, Exhibit Control and Purchasing	4,253,256	3,333,765	919,491	78.4%
Human Resources, firearms and use of force training	2,677,114	1,692,476	984,638	63.2%
Records Management	2,278,623	1,834,410	444,213	80.5%
Information Systems	1,206,413	1,179,897	26,516	97.8%
Total Support Services	11,684,395	9,007,184	2,677,211	77.1%
Jail Operations	980,296	757,337	222,959	77.3%
Total Operating Expenditures	58,165,030	47,171,879	10,993,151	81.1%

**Victoria Police Department
Capital Expenditures (Unaudited)
For the Period Ending October 24, 2020**

	Transfers to Capital Fund	Budgeted Expenditures	Actual Expenditures	(Over) Under	%
Vehicles	500,000	531,000	605,241	(74,241)	114.0%
Integrated Unit Vehicles ¹	-	53,000	82,171	(29,171)	155.0%
Computer Equipment	515,000	1,030,500	609,095	421,405	59.1%
Furniture	40,000	50,000	10,559	39,441	21.1%
K9	15,000	15,000	17,218	(2,218)	N/A
Police Building Upgrades	50,000	50,000	74,016	(24,016)	148.0%
Total Capital	1,120,000	1,729,500	1,398,300	331,200	80.8%

Notes:

1. Replacement of vehicles for Greater Victoria Emergency Response Team and Crowd Management Unit
Purchased through a reserve and funded by participating police agencies based on a formula

1. **REVENUE**

Revenues are below budget. Ferries from the US remain suspended and most community events have been cancelled through to the end of the year. Due to Covid-19 we expect revenues and offsetting overtime expenditures to be significantly reduced.

Grant revenue includes \$133,200 received from the Province for the implementation of E-Ticketing.

2. **SALARIES AND BENEFITS:**

The Human Resources section recruits police officers based on a projection of retirements and authorized strength. As it takes at least 18 months for a recruit to be fully operational, VicPD tries to hire recruits ahead of anticipated retirements.

Salaries and benefits expenditures are slightly below budget at this time and are expected to remain so. These amounts also include an estimate for the impact of 2019 and 2020 rate increases. We will continue to monitor salaries and benefits expenditures.

3. **RETIREMENTS:**

Retirement costs are \$697,607, representing 139.5% of the budgeted amount. Should there be insufficient funds in the operating budget the amount over budget can be accessed from the Employee Benefit Obligation Reserve.

4. **OVERTIME:**

Net overtime costs are slightly below budget at this time due to the impact of Covid-19 on special events. Backfill costs for Patrol remain high due to officer injuries. This is largely offset partially by below budget amounts of overtime in other departments. We also expect there to be some impacts on staffing throughout the remainder of the year due to additional safeguards surrounding sickness with potential Covid-19 symptoms and the requirements to obtain testing for staff and family members. Overtime also includes the costs of protests early in 2020 for which some recovery of costs may be possible.

5. **PROFESSIONAL SERVICES:**

Professional fees include the costs for Integrated Units, as well the costs to meet any unexpected legal costs. Expenditures, including estimates for unbilled Integrated Unit costs as well as services provided by E-Comm and the City of Victoria.

6. **EQUIPMENT MAINTENANCE – FLEET & COMPUTERS:**

Expenditures are above budget at this time due to unexpected software related expenditures. These expenditures are necessary to maintain current operations and

future budgets reflect the increased need for a higher operating IT budget with long term capital costs expected to decline overtime as we move towards more cloud-based solutions.

7. TELEPHONE LINE CHARGES:

Telecommunication costs continue to be managed and a recent extension of the mobility contract has allowed us to realize additional savings on our telecommunication costs. Expenditures remain below budget.

8. TRAVEL AND TRAINING:

Travel and training expenditures are below budget. We expect expenditures to remain below budget due to the significant number of cancellations of training and conferences due to Covid-19. It should be noted that much of the training has been delayed or deferred and costs savings in 2020 may be offset by higher costs in subsequent years.

9. BUILDING MAINTENANCE:

Building Maintenance costs includes pro-rated year to date estimates.

10. GENERAL & OFFICE /OTHER OPERATING/UNIFORM & PROTECTIVE CLOTHING:

Other expenditures are in line with expectations at this time with the exception of expenditures in relation to Covid-19. This includes expenditures for personal protective equipment, sanitation supplies and services to maintain hygiene during the Covid-19 pandemic. A portion of these expenditures will be recoverable through Emergency Management BC, including funding for two additional janitorial shifts to assist with decontamination of the fleet and additional cleaning throughout the building. Specialized equipment has also been purchased to sanitize the building. General and Office supplies expenditures includes expenditures incurred in implementing E-Ticketing, for which grant money was received.

11. FUEL AND MOTOR OIL

The majority of Fuel and Motor Oil expenditures are billed periodically through the City of Victoria. Expenditures are below budget due to reduced capacity at the City for non-essential maintenance, as well as lower fuel costs in the spring due to Covid-19. Although fuel prices remain below average prices have increased from those lows.

12. DIVISIONAL BUDGET VARIANCES:

Budgets for police officer salaries are allocated based on deployment at the time the budget is prepared. Resources are re-deployed to other areas as required throughout the year. Variances can therefore occur where police officers have been moved in or out of units in the intervening period. The overall budget and actual deployment are both based on the number of authorized strengths in the approved budget.

Variances in overall financial performance reflect the redeployment of deployable resources to the front-line, represented by higher than budgeted expenditures for both Patrol and Community Services Division, below budget expenditures for Crime Prevention and Crime Reduction. This is in line with the Transformation Report presented to the Board to manage limited resources and increases in frequency and duration of injuries to police officers.

Vancouver Island Integrated Major Crimes Unit

Expenditures are below budget at this time due to a shortage of deployable police officers

Community Engagement

Expenditures for the Community, Volunteer and Reserve programs are below budget at this time due to Covid-19 restrictions that were in place for part of the year and continue to limit the activities of those programs for safety reasons.

Youth Camp

Due to social distancing requirements the Youth Camp has been deferred to 2021. The deposit for 2020 has been carried forward to 2021 accordingly.

Crime Prevention Services: School Resource Officers

The budget reflects the intent to reinstate the School Resource Officer positions. Due to shortages in deployable resources these positions have not been reinstated at this time.

Centralized Corporate Costs

Centralized Corporate Costs includes retirement expenditures for retirements as well as the costs to maintain public safety during protests in the first quarter.

Investigative Services: Crime Reduction Unit (CRU)

In June 2019 of this year the officers within the Crime Reduction Unit were reallocated to reinforce Patrol and Strike Force, as detailed in the Transformation Report. This unit remains temporarily suspended.

Special Duties

Ferries to the US have been temporarily cancelled, as have many community events for which policing is required.

Patrol

Previously additional police officers were reallocated from the School Resource Officers. These positions are still within the Patrol division at this time. Patrol also includes members assigned to the Investigations Support Unit performing light duties.

Traffic Enforcement

Expenditures include grant funded expenditures to implement the Provincial E-Ticketing initiative to stream line traffic enforcement

Communications Centre – 911

911 and Dispatch service costs through E-Comm are approximately \$280,000 more than

budgeted due to a one-time approval by the Police Board of funds in 2020 for additional staffing. Approval was for 2020 only and future funding requests are conditional on certain deliverables from E-Comm. Approval was also given on the basis that any overages as a result, if any, would be recoverable from the financial stability reserve.



Victoria & Esquimalt Police Board

2020 Strategic Priorities

Updated May 2020

#1.	Good Governance and Increased Transparency	
Lead:	All committees	
Actions:	<ul style="list-style-type: none"> • Host a Police Board town hall/meet and greet • Investigate live-streaming of public Board meetings 	<ul style="list-style-type: none"> • Hold bi-annual joint Board/Councils meetings (general and budget) • Review agenda setting process for public Board meetings
#2.	Community Engagement	
Lead:	Governance & Human Resources	
Actions:	<ul style="list-style-type: none"> • Support ongoing social media efforts for the Board • Increase Board member attendance at community and department events 	<ul style="list-style-type: none"> • Add public input on any item on the agenda to public Board meetings • Add “public discussion requests” to public Board meetings with notice
#3.	Financial Accountability	
Lead:	Finance	
Actions:	<ul style="list-style-type: none"> • Continue to analyze costs of policing with an eye to efficiencies • Continue working with senior staff to mitigate externally driven costs 	<ul style="list-style-type: none"> • Review effectiveness of the prior year’s budget • Review and analyze the implementation of special municipal constables • Continue the finance committee’s work with senior staff in VicPD and Councils
#4.	Framework Agreement	
Lead:	Governance	
	<ul style="list-style-type: none"> • Continue the Board’s focus on fair and equitable service delivery • Review the Framework Agreement to ensure it is updated with changes 	<ul style="list-style-type: none"> • Continue with Board level support for the working group of VicPD senior staff and senior staff from Victoria and Esquimalt • Encourage COV and Township to review the cost allocation formula
#5.	Strategic Plan	
Lead:	Governance & Human Resources	
	<ul style="list-style-type: none"> • Monitor the strategic plan as reports come in on a quarterly basis 	<ul style="list-style-type: none"> • Ensure alignment between the VicPD budget and the strategic plan



VICTORIA & ESQUIMALT POLICE BOARD

2021 Meeting Schedule

Meetings												
	J	F	M	A	M	J	J	A	S	O	N	D
Committees Meeting	5 1:00pm	2 1:00pm	2 1:00pm	6 1:00pm	4 1:00pm	1 1:00pm	6 1:00pm		7 1:00pm	5 1:00pm	2 1:00pm	7 1:00pm
Board Meeting	19 3:15pm	16 3:15pm	16 3:15pm	20 3:15pm	18 3:15pm	22 3:15pm	20 3:15pm		21 3:15pm		16 3:15pm	14 3:15pm
Special Board Meeting (2022 Preliminary Budget Review)							27 3:00pm					
Joint Board Council Meeting (2022 Budget Presentation)										19 5-7pm		

NOTE:

- June 22nd is the 4th Tuesday of the month; the BCACP/BCAMCP meetings are being held the 3rd Tuesday of the month
- December 14th is the 2nd Tuesday of the month; the 3rd Tuesday is December 21st and many will be on AL that week

507
GOALS

76%
GOAL COMPLETION

● Draft ● Not started ● On Track ● Behind ● Overdue ● Complete → Direct Alignment --- Indirect Alignment

CHIEF PLAN

1. SUPPORT COMMUNITY SAFETY

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Q1 '21	...	Status	Update
Objective	Chief: 1.1 Fight Crime	Del Manak							On Track	
Core Operations	→ Deliver on the guiding principles of the Framework Agreement	Del Manak							On Track	NEW Administrative Committee met on June 16, 2020. 29/07/2020
Objective	Chief: 1.2 Prevent Crime	Del Manak							On Track	
Objective	Chief: 1.3 Contribute to community vibrancy	Del Manak							On Track	
Project	→ Prj: Develop Community Wellness Alliance (CWA)	Del Manak							On Track	NEW At Sep CWA meeting, recommendation to ask HART to add an Indigenous Liaison support add include Indigenous cultural training to better serve Indigenous individuals experiencing homelessness. 22/09/2020
Objective	Chief: Emerging Priorities	Del Manak							On Track	
Project	→ Create Senior Leadership Succession Plan	Del Manak							On Track	NEW October 2020 - Working with HR to create a leadership succession plan. 15/10/2020
Project	→ Deliver oversight on COVID-19 (first wave)	Del Manak							Complete	NEW Following the provincial health guidelines re: Restart Plan and ensuring staff and public safety. 10/07/2020

Project	→ Deliver oversight on decampment	Del Manak					On Track	NEW Topaz and Pandora were disbanded in late May; Beacon Hill Park being monitored. 10/07/2020
Project	→ Deliver oversight on winter protests	Del Manak					Complete	
Project	→ Deliver plan for alternative response to Mental Health calls	Del Manak					On Track	NEW Working on environmental scan, recommendations and development of a model to roll out locally. 22/09/2020

2. ENHANCE PUBLIC TRUST

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	Chief: 2.1 Engage the public	Del Manak					Behind	
Core Operations	→ Deliver community outreach	Del Manak					Behind	NEW Community events were cancelled effective March 13, 2020 due to COVID-19 social distancing restrictions. 29/04/2020
Objective	Chief: 2.2 Collaborate with our diverse communities	Del Manak					On Track	
Core Operations	→ Engage with the Indigenous community and our communities of color	Del Manak					On Track	NEW On Sep 8, met with the Imam and the Masjid Al-Iman Board of Directors to discuss police/community relations and public safety. 22/09/2020
Objective	Chief: 2.3 Maximize transparency	Del Manak					On Track	

3. ACHIEVE ORGANIZATIONAL EXCELLENCE










Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	Chief: 3.1 Support our people	Del Manak					On Track	
Core Operations	→ Deliver a positive staff environment	Del Manak					On Track	NEW May 26, started Chief's briefings for spring 2020 (Initially delayed as a result of COVID-19). 28/05/2020
Core Operations	→ Deliver professional development for all staff	Del Manak					On Track	NEW Due to COVID-19, there continues to be challenges in providing professional development opportunities for staff. 10/07/2020
Objective	Chief: 3.2 Maximize efficiency and effectiveness	Del Manak					On Track	

Core Operations	→ Deliver ongoing oversight for 2020-2024 Strategic Plan	Del Manak	<div><div></div></div>	On Track	NEW New planning processes developed and a new planning tool launched for each division to help track, measure and report on meeting goals of the new strategic plan. 29/05/2020
Core Operations	→ Deliver oversight to Deputy of Administration	Del Manak	<div><div></div></div>	On Track	
Core Operations	→ Deliver oversight to Deputy of Operations	Del Manak	<div><div></div></div>	On Track	
Core Operations	→ Deliver quality leadership	Del Manak	<div><div></div></div>	On Track	NEW Remaining actively engaged with SMT and staff. 29/04/2020
Core Operations	→ Demonstrate financial accountability	Del Manak	<div><div></div></div>	On Track	NEW Meeting with Controller on a monthly basis and COV Manager and Esquimalt CEO 3x/year. 29/04/2020
Core Operations	→ Engage with the Board	Del Manak	<div><div></div></div>	On Track	NEW Continuing to update the Police Board on key operational and administrative matters. 10/07/2020
Core Operations	→ Participate in advisory capacity, and learn from partners	Del Manak	<div><div></div></div>	On Track	NEW July 2020: entered into partnership with Island Health regarding the exploration of alternative responses to mental health calls; in discussions with VFD re: marine response emergencies; and working with GVPDAC, VIRCS, and leaders from diverse communities to address racism/discrimination in policing. 10/07/2020
Project	→ Prj: Oversee delivery of completion of transformation report	Del Manak	<div><div></div></div>	On Track	NEW Working with DC Laidman to ensure progress continues. 29/04/2020
Project	→ Prj: Oversee delivery of new strategic plan	Del Manak	<div><div></div></div>	Complete	NEW 2020-2024 Strategic Plan has been launched, along with a new Community Dashboard. 29/04/2020
Objective	Chief: 3.3 Use technology to support our work	Del Manak	<div><div></div></div>	On Track	






PATROL PLAN

1. SUPPORT COMMUNITY SAFETY




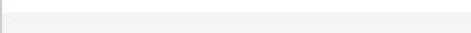
Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	Patrol: 1.1 Fight Crime	Grant Hamilton	<div><div></div></div>				On Track	
Core Operations	→ *Respond to calls for service	Grant Hamilton	<div><div></div></div>				On Track	
Core Operations	→ Assist other agencies	Grant Hamilton	<div><div></div></div>				On Track	
Core Operations	→ Create efficiencies for frontline staff	Grant Hamilton	<div><div></div></div>				On Track	
Core Operations	→ Deliver administration duties and support	Grant Hamilton	<div><div></div></div>				Behind	
Core Operations	→ Deliver direction and oversight to crowd management unit (CMU)	Grant Hamilton	<div><div></div></div>				Behind	NEW 2021 CMU Budget and Annual report complete. 23/07/2020
Core Operations	→ Deliver Duty Officer support: 100%	Grant Hamilton	<div><div></div></div>				85 / 100%	
Core Operations	→ Deliver served crown documents	Grant Hamilton	<div><div></div></div>				Behind	
Core Operations	→ Maintain operations of jail	Grant Hamilton	<div><div></div></div>				On Track	
Project	→ Prj: Implement new section (ISU)	Grant Hamilton	<div><div></div></div>				On Track	NEW Created formal unit "Investigation & Support Unit" (ISU) to: manage Priority 3 and 4 calls, maximize the use of police officer skills for members on modified or supplemental duties, and to relieve Patrol Division members and enhance the frontline. 05/06/2020
Project	→ Prj: Improve EComm dispatch procedure	Grant Hamilton	<div><div></div></div>				On Track	
Project	→ Prj: Modify front desk hours	Grant Hamilton	<div><div></div></div>				Complete	NEW The public hours of VicPD headquarters front desk were reduced to allow the front desk officer to deploy in an operational manner. 05/06/2020
Project	→ Prj: Review call prioritization	Grant Hamilton	<div><div></div></div>				On Track	NEW Recommendation complete. Awaiting approval to execute. 05/06/2020
Objective	Patrol: 1.2 Prevent Crime	Grant Hamilton	<div><div></div></div>				Behind	
Core Operations	→ Deliver crime prevention	Grant Hamilton	<div><div></div></div>				Behind	










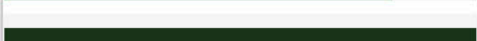
Core Operations	→ Deliver reserve program	Grant Hamilton		On Track	NEW Commenced training for the new fall Reserve class 01/10/2020
Objective	Patrol: 1.3 Contribute to community vibrancy	Grant Hamilton		On Track	
Objective	Patrol: Emerging Priorities	Grant Hamilton		On Track	
Project	→ Manage increases in officer injuries and return to work	Grant Hamilton		Behind	
Project	→ Manage new social distancing and cleaning protocol related to COVID-19	Grant Hamilton		Behind	
Project	→ Manage response to COVID-19 1st Wave (DOC: Operations - Jail)	Grant Hamilton		Complete	
Project	→ Manage response to COVID-19 1st Wave (Patrol)	Grant Hamilton		Complete	
Project	→ Manage response to staff shortages	Grant Hamilton		Behind	
Project	→ Manage response to winter protests	Grant Hamilton		Complete	

2. ENHANCE PUBLIC TRUST

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	Patrol: 2.1 Engage the public	Grant Hamilton					On Track	
Core Operations	→ Participate in community events	Grant Hamilton					Behind	NEW All community events cancelled due to Covid-19 20/04/2020
Core Operations	→ Support relationship building	Grant Hamilton					Behind	
Objective	Patrol: 2.2 Collaborate with our diverse communities	Grant Hamilton					On Track	
Objective	Patrol: 2.3 Maximize transparency	Grant Hamilton					On Track	






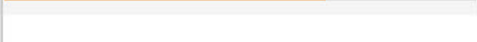


3. ACHIEVE ORGANIZATIONAL EXCELLENCE









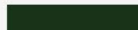



Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	Patrol: 3.1 Support our people	Grant Hamilton					On Track	
Core Operations	→ Complete needs assessment for additional personnel 2021 (budget)	Grant Hamilton					Complete	
Core Operations	→ Deliver succession planning (civilian staff)	Grant Hamilton					Behind	
Core Operations	→ Enhance employee well-being	Grant Hamilton					Behind	NEW Seeking new opportunities to provide employee well being. 12/05/2020

Core Operations	→ Manage leave process (WCs)	Grant Hamilton		Behind	
Core Operations	→ Meet training needs	Grant Hamilton		Behind	NEW Basic training back on track. 31/07/2020
Objective	Patrol: 3.2 Maximize efficiency and effectiveness	Grant Hamilton		Behind	
Core Operations	→ Deliver budget submission to DCC	Grant Hamilton		Complete	
Core Operations	→ Deliver divisional summary for reports	Grant Hamilton		Behind	
Core Operations	→ Learn from external agencies, partners	Grant Hamilton		Behind	
Core Operations	→ Schedule auxiliary staff for cells	Grant Hamilton		On Track	
Core Operations	→ Schedule staff for shifts	Grant Hamilton		On Track	
Objective	Patrol: 3.3 Use technology to support our work	Grant Hamilton		On Track	
Core Operations	→ Complete needs assessment for technology 2021 (budget)	Grant Hamilton		Complete	




COMMUNITY ENGAGEMENT / IT (CEDIT) PLAN

1. SUPPORT COMMUNITY SAFETY

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	CEDIT: 1.1 Fight Crime	Mark MacIntyre					On Track	
Core Operations	→ Deliver 24/7/365 monitoring of media, social media, and public requests: 100%	Mark MacIntyre					82 / 100%	
Core Operations	→ Deliver engagement and intelligence support for emerging incidents	Mark MacIntyre					On Track	
Core Operations	→ Deliver engagement and intelligence support to investigations	Mark MacIntyre					On Track	
Objective	CEDIT: 1.2 Prevent Crime	Mark MacIntyre					Behind	
Core Operations	→ Deliver public safety campaigns (VicPD-initiated)	Mark MacIntyre					Behind	NEW Executed successful back to school campaign with traffic officers and volunteers. 24/09/2020
Core Operations	→ Deliver volunteer program	Mark MacIntyre					Behind	NEW Limited Volunteer program resumed (front desk, crime watch). 29/07/2020
Objective	CEDIT: 1.3 Contribute to community vibrancy	Mark MacIntyre					Behind	

Core Operations	→ Deliver VicPD Block Watch program	Mark MacIntyre		Behind	NEW Seeing an increase in applications during the COVID-19 period. 24/06/2020
Project	→ Prj: Define enhanced VicPD Block Watch program	Mark MacIntyre		Behind	
Objective	CEDIT: Emerging Priorities	Mark MacIntyre		On Track	
Project	→ Deliver engagement strategy for virtual events	Mark MacIntyre		On Track	
Project	→ Manage response to COVID-19 (CED)	Mark MacIntyre		Behind	NEW Maintained updated content on the intranet and delivered daily messaging to staff. Communicated VicPD service changes to the community. 24/06/2020
Project	→ Manage response to COVID-19 1st Wave (IT)	Mark MacIntyre		Complete	
Project	→ Manage response to COVID-19 restart plan	Mark MacIntyre		Complete	
Project	→ Manage response to decampment (Beacon Hill)	Mark MacIntyre		On Track	
Project	→ Manage response to decampment (Burnside-Gorge)	Mark MacIntyre		Complete	NEW Delivered crime prevention advice to residents in Burnside-Gorge and Topaz park areas. 24/06/2020
Project	→ Manage response to decampment (Topaz Park)	Mark MacIntyre		Complete	
Project	→ Manage response to public calls for social change	Mark MacIntyre		On Track	
Project	→ Manage response to winter protests	Mark MacIntyre		Complete	

2. ENHANCE PUBLIC TRUST

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	CEDIT: 2.1 Engage the public	Mark MacIntyre					Behind	
Core Operations	→ Deliver Civic Service Award (CSA) Program	Mark MacIntyre					On Track	NEW Held a socially distanced event. Looking at ways to expand this for the fall. 24/09/2020
Core Operations	→ Deliver events (Community-initiated)	Mark MacIntyre					Behind	NEW Some events evolving to different structure. We need to develop a community engagement strategy for the virtual events world). 20/08/2020

Core Operations	→ Deliver events (VicPD-initiated)	Mark MacIntyre		Behind	NEW Many events cancelled due to COVID-19. 24/06/2020
Core Operations	→ Deliver HQ public engagement	Mark MacIntyre		Behind	NEW VicPD lobby re-opened July 6th with revised COVID precautions in place. Awaiting improvements to the VicPD Hall of Honour. 22/07/2020
Core Operations	→ Execute communication strategy	Mark MacIntyre		On Track	
Project	→ Prj: Deliver new VicPD app	Mark MacIntyre		Complete	
Objective	CEDIT: 2.2 Collaborate with our diverse communities	Mark MacIntyre		Behind	
Core Operations	→ Deliver community survey	Mark MacIntyre		On Track	NEW Completed survey distribution and received all completed surveys. 24/06/2020
Core Operations	→ Deliver engagement with community groups	Mark MacIntyre		On Track	NEW In-person meetings on hold due to COVID-19. 24/06/2020
Project	→ Prj: Deliver 2021 community survey program	Mark MacIntyre		Behind	NEW Lessons learned document as been created and will support the standardization of survey delivery for 2021 and future years. 24/06/2020
Objective	CEDIT: 2.3 Maximize transparency	Mark MacIntyre		Behind	
Core Operations	→ Deliver publications (reports and presentations)	Mark MacIntyre		On Track	
Core Operations	→ Maintain corporate website	Mark MacIntyre		Behind	
Project	→ Prj: Deliver online transparency hub (OpenVicPD) to centralize disparate data/information	Kate Salholm		On Track	
Project	→ Prj: Deliver open data and information strategy	Mark MacIntyre		Behind	
Project	→ Prj: Deliver public dashboard (Calls for Service)	Mark MacIntyre		Behind	
Project	→ Prj: Deliver public dashboard (online quarterly report)	Mark MacIntyre		Complete	
Project	→ Prj: Deliver public dashboard (Strategic Plan)	Mark MacIntyre		Complete	
Project	→ Prj: Implement new corporate website	Mark MacIntyre		Complete	

3. ACHIEVE ORGANIZATIONAL EXCELLENCE







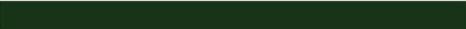



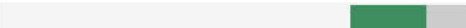

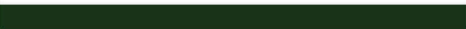

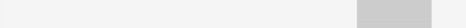
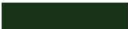


Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	CEDIT: 3.1 Support our people	Mark MacIntyre	<div><div></div></div>				On Track	
Core Operations	→ Complete needs assessment for additional personnel 2021 (budget)	Mark MacIntyre	<div><div></div></div>				Complete	
Core Operations	→ Deliver succession planning (civilian staff)	Mark MacIntyre	<div><div></div></div>				On Track	
Core Operations	→ Deliver support for internal communications	Mark MacIntyre	<div><div></div></div>				On Track	
Core Operations	→ Enhance employee well-being	Mark MacIntyre	<div><div></div></div>				On Track	
Core Operations	→ Manage recruitment (volunteers)	Mark MacIntyre	<div><div></div></div>				On Track	NEW Recruitment has continued despite COVID-19 by virtual means. 30/07/2020
Core Operations	→ Meet training needs	Mark MacIntyre	<div><div></div></div>				Behind	
Core Operations	→ Provide support to HR (recruits)	Mark MacIntyre	<div><div></div></div>				On Track	
Objective	CEDIT: 3.2 Maximize efficiency and effectiveness	Mark MacIntyre	<div><div></div></div>				Behind	
Core Operations	→ Coordinate CED administration	Mark MacIntyre	<div><div></div></div>				On Track	
Core Operations	→ Deliver corporate graphics	Mark MacIntyre	<div><div></div></div>				On Track	
Core Operations	→ Deliver divisional summary for reports	Mark MacIntyre	<div><div></div></div>				On Track	
Core Operations	→ Deliver imagery for departmental use	Mark MacIntyre	<div><div></div></div>				Behind	
Core Operations	→ Deliver strategic planning program	Mark MacIntyre	<div><div></div></div>				Behind	
Core Operations	→ Participate in advisory capacity, and learn from partners	Mark MacIntyre	<div><div></div></div>				On Track	NEW Much of this work on hold due to COVID-19. 24/06/2020
Project	→ Prj: Deliver improved volunteer data collection and reporting process	Mark MacIntyre	<div><div></div></div>				Behind	
Project	→ Prj: Deliver new strategic plan	Mark MacIntyre	<div><div></div></div>				Complete	NEW Public launch of the Strategic Plan, including new public dashboard occurred on March 11th. 01/04/2020
Project	→ Prj: Deliver standardization of VicPD documentation	Mark MacIntyre	<div><div></div></div>				Complete	
Objective	CEDIT: 3.3 Use technology to support our work	Mark MacIntyre	<div><div></div></div>				Complete	

Core Operations	→ Complete Business System Technology projects	Mark MacIntyre	<div><div></div></div>	Behind	
Core Operations	→ Complete needs assessment for technology 2021 (budget)	Mark MacIntyre	<div><div></div></div>	Complete	
Core Operations	→ Deliver internal and external digital surveys	Mark MacIntyre	<div><div></div></div>	On Track	
Core Operations	→ Deliver IT governance framework	Mark MacIntyre	<div><div></div></div>	Complete	NEW Implemented new IT steering committee to provide governance on ongoing and future IT projects. 24/06/2020
Project	→ Prj: Deliver new strategic planning framework	Mark MacIntyre	<div><div></div></div>	Complete	

COMMUNITY SERVICES (CSD) PLAN

1. SUPPORT COMMUNITY SAFETY

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	CSD: 1.1 Fight Crime	Michael Brown	<div><div></div></div>				On Track	
Core Operations	→ Respond to calls for service	Michael Brown	<div><div></div></div>				On Track	
Objective	CSD: 1.2 Prevent Crime	Michael Brown	<div><div></div></div>				On Track	
Core Operations	→ Deliver community policing (beat/bike)	Michael Brown	<div><div></div></div>				On Track	
Objective	CSD: 1.3 Contribute to community vibrancy	Michael Brown	<div><div></div></div>				On Track	
Core Operations	→ *Support relationship building (mental health and addictions)	Michael Brown	<div><div></div></div>				Behind	NEW Working closely with Island Health on an 'Alternative Response to Mental Health' project. 06/10/2020
Core Operations	→ Assist the province (community safety unit - cannabis storefront compliance)	Michael Brown	<div><div></div></div>				Behind	NEW No new activity since July. On hold due to COVID-19. 06/10/2020
Core Operations	→ Complete problem-oriented policing projects	Michael Brown	<div><div></div></div>				On Track	NEW Launched Operation Burnside-Gorge connect to engage with citizens, business owners and service providers owing to community challenges since decampment. 28/07/2020
Core Operations	→ Deliver community policing (ACT)	Michael Brown	<div><div></div></div>				Behind	
Core Operations	→ Deliver community policing (CROs)	Michael Brown	<div><div></div></div>				On Track	NEW CRO initiatives are up-and-running. CRO's are liaising with local community groups, service providers, and downtown businesses. 06/10/2020

Core Operations	→ Deliver ERT services	Michael Brown		On Track	NEW Annual budget and Area Chief's report completed. 28/07/2020
Core Operations	→ Deliver IMCRT services	Michael Brown		On Track	
Core Operations	→ Deliver traffic services	Michael Brown		On Track	NEW Impacted due to COVID-19. 11/06/2020
Core Operations	→ Manage partnership with Hart	Michael Brown		On Track	
Project	→ Prj: Deliver downtown liquor-related projects	Michael Brown		Complete	
Project	→ Prj: Deliver downtown-connect	Michael Brown		Complete	NEW Pilot complete. Moving to core operations on hold due to COVID-19. 20/05/2020
Project	→ Prj: Deliver safety procedures	Michael Brown		Complete	
Project	→ Prj: Deliver supporting research and analysis for ACT program	Michael Brown		Complete	NEW On hold due to COVID-19. 20/05/2020
Project	→ Prj: Deliver traffic campaigns	Michael Brown		Behind	NEW Campaigns back on track. Traffic injury research foundation (TIRF) still on hold . 28/07/2020
Project	→ Prj: Delivering the partnership agreement with PHS	Michael Brown		Complete	
Project	→ Prj: Execute Mental Health Strategy	Michael Brown		On Track	
Project	→ Prj: Manage partnership with Harbour safe consumption site	Michael Brown		Behind	NEW Continuing to work with our Island Health partners. 06/10/2020
Project	→ Prj: Organize faith-based security symposium	Michael Brown		Complete	
Objective	CSD: Emerging Priorities	Michael Brown		Behind	
Project	→ Develop recommendation for renewed deployment model for CSD	Michael Brown		On Track	
Project	→ Manage response to COVID-19 (1st Wave) - Vulnerable population	Michael Brown		Complete	
Project	→ Manage response to decampment (Beacon Hill)	Michael Brown		Behind	NEW VicPD rolled out a new special duty (call-out members) specifically to support COV By-law at the various encampments. 06/10/2020
Project	→ Manage response to decampment (Topaz/Pandora)	Michael Brown		Complete	

Project	→ Manage response to ongoing sheltering challenges (Burnside-Gorge)	Michael Brown	<div><div></div></div>	On Track	Page 48 of 85
Project	→ Manage response to staffing challenges	Michael Brown	<div><div></div></div>	On Track	
Project	→ Manage response to winter protests	Michael Brown	<div><div></div></div>	Complete	

2. ENHANCE PUBLIC TRUST

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	CSD: 2.1 Engage the public	Michael Brown	<div><div></div></div>				Behind	NEW Some events on hold due to COVID-19. New ways to participate through teleconferencing. <i>11/06/2020</i>
Core Operations	→ Attend community events	Michael Brown	<div><div></div></div>				Behind	
			<div><div></div></div>					
Objective	CSD: 2.2 Collaborate with our diverse communities	Michael Brown	<div><div></div></div>				Behind	
Objective	CSD: 2.3 Maximize transparency	Michael Brown	<div><div></div></div>				Behind	

3. ACHIEVE ORGANIZATIONAL EXCELLENCE

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	CSD: 3.1 Support our people	Michael Brown	<div><div></div></div>				Behind	NEW Training is now up-and-running. CSD members have recently participated in a number of training initiatives. <i>06/10/2020</i>
Core Operations	→ Complete needs assessment for additional personnel 2021 (budget)	Michael Brown	<div><div></div></div>				Complete	
Core Operations	→ Deliver succession planning (civilian staff)	Michael Brown	<div><div></div></div>				On Track	
Core Operations	→ Enhance employee well-being	Michael Brown	<div><div></div></div>				On Track	
Core Operations	→ Meet training needs	Michael Brown	<div><div></div></div>				On Track	
Objective	CSD: 3.2 Maximize efficiency and effectiveness	Michael Brown	<div><div></div></div>				Behind	NEW 2021 CSD Budget submitted to DCC and Mr. Hurcombe. <i>22/07/2020</i>
Core Operations	→ Deliver budget submission to DCC	Michael Brown	<div><div></div></div>				Complete	
Core Operations	→ Deliver divisional summary for reports	Michael Brown	<div><div></div></div>				On Track	
Project	→ Prj: Develop team building approach for cross-sectional projects	Michael Brown	<div><div></div></div>				On Track	
Core Operations	→ Schedule staff for shifts	Michael Brown	<div><div></div></div>				Behind	
Objective	CSD: 3.3 Use technology to support our work	Michael Brown	<div><div></div></div>				Behind	
Core Operations	→ Complete needs assessment for technology 2021 (budget)	Michael Brown	<div><div></div></div>				Complete	

ESQUIMALT PLAN






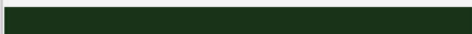



1. SUPPORT COMMUNITY SAFETY

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	Esquimalt: 1.1 Fight Crime	Keith Lindner	<div><div></div></div>				On Track	












Core Operations	→ *Respond to calls for service (CROs)	Keith Lindner		On Track	
Core Operations	→ *Respond to calls for service (K9)	Keith Lindner		On Track	
Core Operations	→ *Respond to calls for service (schools)	Keith Lindner		On Track	NEW On hold due to COVID-19 (school closures). 13/05/2020
Core Operations	→ Deliver administration duties and support	Keith Lindner		On Track	
Core Operations	→ Deliver Duty Officer support: 100%	Keith Lindner		89 / 100%	
Project	→ Prj: Deliver emergency management plan	Keith Lindner		Behind	NEW On hold due to COVID-19. 13/05/2020
Project	→ Prj: Manage capacity gap for schools officers	Keith Lindner		On Track	NEW School boards are still deciding on whether to include the school resource officers. 15/10/2020
Objective	Esquimalt: 1.2 Prevent Crime	Keith Lindner		On Track	
Core Operations	→ Deliver crime prevention	Keith Lindner		On Track	
Core Operations	→ Deliver criminal record checks	Keith Lindner		On Track	
Core Operations	→ Investigate and prevent crimes (graffiti, Esq & Vic)	Keith Lindner		On Track	
Project	→ Prj: Deliver new community group ETAG	Keith Lindner		Behind	NEW Waiting on the our partners at the Township to move the project forward. 15/10/2020
Project	→ Prj: Deliver updated Crime Free Multi-Housing program	Keith Lindner		Complete	NEW Brought the database up to date with current managers and relevant information. 22/07/2020
Objective	Esquimalt: 1.3 Contribute to community vibrancy	Keith Lindner		On Track	
Core Operations	→ Deliver operational planning and emergency management	Keith Lindner		On Track	NEW Increased numbers of events as different phases of the COVID response are initiated. 22/07/2020
Objective	Esquimalt: Emerging Priorities	Keith Lindner		Complete	
Core Operations	→ Manage response to COVID-19 first wave (DOC: Logistics)	Keith Lindner		Complete	
Core Operations	→ Manage response to COVID-19 first wave (Esquimalt Division)	Keith Lindner		Complete	

2. ENHANCE PUBLIC TRUST

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
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Objective	Esquimalt: 2.1 Engage the public	Keith Lindner		Behind	NEW Conduct Community Birthday Drivebys and share on Esquimalt Facebook page 25/08/2020
Core Operations	→ Attend community events	Keith Lindner		Behind	NEW On hold due to COVID-19. 13/05/2020
Core Operations	→ Deliver summer action plan	Keith Lindner		Complete	NEW Modified action plan due to lack of school resource officers. 13/05/2020
Core Operations	→ Manage Moose Hide campaign	Keith Lindner		Complete	
Core Operations	→ Support relationship building	Keith Lindner		Behind	
Objective	Esquimalt: 2.2 Collaborate with our diverse communities	Keith Lindner		Complete	
Core Operations	→ Prj: Deliver funding and canoe for events	Keith Lindner		Complete	NEW Canoe ready, however pulling-together cancelled so currently in storage. 13/05/2020
Objective	Esquimalt: 2.3 Maximize transparency	Keith Lindner		On Track	
Core Operations	→ Update Facebook page for Esquimalt	Keith Lindner		On Track	
















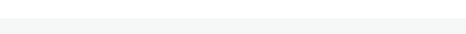
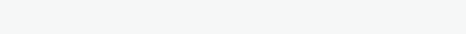

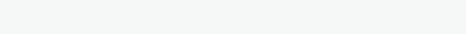




3. ACHIEVE ORGANIZATIONAL EXCELLENCE

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	Esquimalt: 3.1 Support our people	Keith Lindner					On Track	
Core Operations	→ Complete needs assessment for additional personnel 2021 (budget)	Keith Lindner					Complete	
Core Operations	→ Deliver succession planning (civilian staff)	Keith Lindner					On Track	
Core Operations	→ Enhance employee well-being	Keith Lindner					On Track	
Core Operations	→ Meet training needs	Keith Lindner					Behind	
Objective	Esquimalt: 3.2 Maximize efficiency and effectiveness	Keith Lindner					Behind	
Core Operations	→ Deliver budget submission to DCC	Keith Lindner					Complete	
Project	→ Prj: Esquimalt Public Safety Building (1st Phase)	Keith Lindner					On Track	
Core Operations	→ Schedule staff for shifts	Keith Lindner					On Track	
Objective	Esquimalt: 3.3 Use technology to support our work	Keith Lindner					Complete	
Core Operations	→ Complete needs assessment for technology 2021 (budget)	Keith Lindner					Complete	

INVESTIGATIVE SERVICES (ISD) PLAN

1. SUPPORT COMMUNITY SAFETY

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	ISD: 1.1 Fight Crime	Tony Parks					On Track	

Core Operations	→ *Investigate crimes	Tony Parks		On Track	
Core Operations	→ Deliver administration duties and support	Tony Parks		On Track	
Core Operations	→ Deliver Duty Officer support: 100%	Tony Parks		88 / 100%	
Core Operations	→ Deliver intelligence support for emerging incidents	Tony Parks		On Track	
Core Operations	→ Deliver statistical reporting	Tony Parks		On Track	
Core Operations	→ Oversee undercover program	Tony Parks		On Track	
Core Operations	→ Participate in advisory capacity (integrated teams)	Tony Parks		On Track	
Project	→ Prj: Create in-house Legal Action Support Team (LAST)	Tony Parks		On Track	
Project	→ Prj: Deliver plan for Cybercrime unit	Tony Parks		Behind	NEW New Cybercrime section recommendation complete. Currently developing in-house expertise. Awaiting approval for Cybercrime NCO position. 09/07/2020
Project	→ Prj: Deliver recommendation for special constable positions	Tony Parks		Complete	NEW Recommendation complete. Budget submission on-hold. 09/07/2020
Project	→ Prj: Deliver recommendations on MCM related training	Tony Parks		On Track	
Project	→ Prj: Deliver recommendations on regionalization of Cybercrime functions	Tony Parks		On Track	
Project	→ Prj: Develop Quality Control team (Reports for Crown Councils)	Tony Parks		Behind	
Project	→ Prj: Implement audit process (Confidential Informant program)	Tony Parks		On Track	
Project	→ Prj: Implement civil forfeiture policy proposal	Tony Parks		Complete	
Project	→ Prj: Increase capacity for ITCU	Tony Parks		Complete	
Core Operations	→ Provide investigative support to patrol	Tony Parks		On Track	
Objective	ISD: 1.2 Prevent Crime	Tony Parks		Behind	
Project	→ Prj: Deliver crime reduction strategy	Tony Parks		Behind	NEW DC Laidman has been tasked to update this post COVID-19. 29/04/2020
Objective	ISD: 1.3 Contribute to community vibrancy	Tony Parks		Behind	
Objective	ISD: Emerging Priorities	Tony Parks		On Track	
Project	→ Manage implementation for training of Crown MOU (phase 2)	Tony Parks		Complete	
Project	→ Manage response to COVID-19 (Investigations) 1st Wave	Tony Parks		Complete	

2. ENHANCE PUBLIC TRUST

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
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Objective	ISD: 2.1 Engage the public	Tony Parks					Behind	Page 52 of 85
Objective	ISD: 2.2 Collaborate with our diverse communities	Tony Parks					Behind	
Objective	ISD: 2.3 Maximize transparency	Tony Parks					Behind	

3. ACHIEVE ORGANIZATIONAL EXCELLENCE

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	ISD: 3.1 Support our people	Tony Parks					On Track	
Core Operations	→ Complete needs assessment for additional personnel 2021 (budget)	Tony Parks					Complete	
Core Operations	→ Deliver ISD training workshops	Tony Parks					On Track	
Core Operations	→ Deliver succession planning (civilian staff)	Tony Parks					On Track	
Core Operations	→ Enhance employee well-being	Tony Parks					On Track	
Core Operations	→ Meet training needs	Tony Parks					On Track	
Project	→ Prj: Deliver recommendation for civilian supervisor	Tony Parks					Complete	
Objective	ISD: 3.2 Maximize efficiency and effectiveness	Tony Parks					On Track	
Core Operations	→ Deliver budget submission to DCC	Tony Parks					Complete	
Core Operations	→ Deliver divisional summary for reports	Tony Parks					On Track	
Project	→ Deliver ISD training program	Tony Parks					Complete	NEW Primary investigator Workshop created and delivery started July 3, 2020. Operational planning workshop created due to roll out in the fall. 06/07/2020
Core Operations	→ Schedule staff for shifts	Tony Parks					On Track	
Objective	ISD: 3.3 Use technology to support our work	Tony Parks					Complete	
Core Operations	→ Complete needs assessment for technology 2021 (budget)	Tony Parks					Complete	
Project	→ Prj: Deliver technology efficiencies in Strike Force / Undercover Ops	Tony Parks					Complete	NEW Acquired new technology and rolled out for the strike force team. Outside grants approved. 15/07/2020

EXECUTIVE SERVICES (ESD) PLAN

1. SUPPORT COMMUNITY SAFETY

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	ESD: 1.1 Fight Crime	Colin Brown					On Track	
Core Operations	→ Deliver Duty Officer support: 100%	Colin Brown					86 / 100%	
Core Operations	→ Deliver oversight for CCTV	Colin Brown					On Track	
Objective	ESD: Emerging Priorities	Colin Brown					Complete	
Core Operations	→ Manage response to COVID-19 (1st Wave) - Policy	Colin Brown					Complete	

2. ENHANCE PUBLIC TRUST

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
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Objective	ESD: 2.3 Maximize transparency	Colin Brown	<div><div></div></div>	Behind	
Core Operations	→ Deliver responses to informal and formal requests under FOIPPA	Colin Brown	<div><div></div></div>	On Track	
Core Operations	→ Investigate complaints	Colin Brown	<div><div></div></div>	On Track	
Project	→ Prj: Deliver recommendations for publication of policies online	Colin Brown	<div><div></div></div>	Behind	

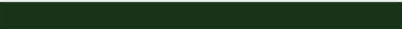








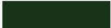

3. ACHIEVE ORGANIZATIONAL EXCELLENCE

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	ESD: 3.1 Support our people	Colin Brown	<div><div></div></div>				On Track	
Core Operations	→ Complete needs assessment for additional personnel 2021 (budget)	Colin Brown	<div><div></div></div>				Complete	
Core Operations	→ Deliver succession planning (civilian staff)	Colin Brown	<div><div></div></div>				On Track	
Core Operations	→ Enhance employee well-being	Colin Brown	<div><div></div></div>				On Track	
Core Operations	→ Meet training needs	Colin Brown	<div><div></div></div>				On Track	
Objective	ESD: 3.2 Maximize efficiency and effectiveness	Colin Brown	<div><div></div></div>				Behind	
Core Operations	→ Deliver budget submission to DCC	Colin Brown	<div><div></div></div>				Complete	
Core Operations	→ Deliver divisional summary for reports	Colin Brown	<div><div></div></div>				Behind	
Core Operations	→ Deliver legal counsel	Colin Brown	<div><div></div></div>				On Track	
Core Operations	→ Deliver on federal mandated changes	Colin Brown	<div><div></div></div>				On Track	
Core Operations	→ Deliver on provincial mandated changes (2020)	Colin Brown	<div><div></div></div>				On Track	NEW Police stop policy developed and training to officers completed. Update to the policy requested from the Province in May 2020. 09/06/2020
Core Operations	→ Deliver policy support	Colin Brown	<div><div></div></div>				Behind	
Core Operations	→ Deliver research support	Colin Brown	<div><div></div></div>				On Track	
Core Operations	→ Schedule staff for shifts	Colin Brown	<div><div></div></div>				On Track	
Objective	ESD: 3.3 Use technology to support our work	Colin Brown	<div><div></div></div>				Complete	
Core Operations	→ Complete needs assessment for technology 2021 (budget)	Colin Brown	<div><div></div></div>				Complete	
Project	→ Prj: Deliver online policy platform	Colin Brown	<div><div></div></div>				Complete	



FINANCIAL SERVICES (FSD) PLAN



1. SUPPORT COMMUNITY SAFETY

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Q1 '21	Status	Update
Objective	FSD: 1.1 Fight Crime	Steve Hurcombe	<div><div></div></div>					Behind	
Core Operations	→ Deliver report on Keep of Prisoners to the Province	Steve Hurcombe	<div><div></div></div>					On Track	1st quarter report will be late due to lack of staffing March and April 07/02/2020
Core Operations	→ Manage equipment	Steve Hurcombe	<div><div></div></div>					On Track	
Core Operations	→ Manage operational fleet	Steve Hurcombe	<div><div></div></div>					Behind	















Project	→ Prj: Deliver new fleet capital assets	Steve Hurcombe		Complete	NEW Waiting for delivery dates due to factory closures 10/06/2020
Project	→ Prj: Deliver operational use of Key Tracer software	Steve Hurcombe		Complete	Nearly ready to implement in basic format 31/01/2020
Project	→ Prj: Sustainability action plan (green fleet)	Steve Hurcombe		On Track	NEW Extended to end of February to allow collection of sufficient data from hybrids purchased to determine cost effectiveness of greening fleet. 26/10/2020
Project	→ Prj: Upgrade inventory management system	Steve Hurcombe		Complete	NEW Looking at in-house solutions. 13/05/2020
Objective	FSD: 1.2 Prevent Crime	Steve Hurcombe		On Track	
Objective	FSD: 1.3 Contribute to community vibrancy	Steve Hurcombe		On Track	
Objective	FSD: Emerging Priorities	Steve Hurcombe		On Track	
Project	→ Deliver new Board room solution for virtual meetings and meet COVID protocols	Steve Hurcombe		Behind	NEW Furniture & IT Equipment ordered. Scheduled for November 26/10/2020
Project	→ Deliver new Executive office area solution	Steve Hurcombe		Behind	NEW Extended to early 2021 to allow completion of Boardroom 26/10/2020
Project	→ Execute re-start plan (post 1st Wave COVID-19)	Steve Hurcombe		Complete	
Project	→ Manage response to COVID-19 - Finance (1st Wave)	Steve Hurcombe		Complete	
Project	→ Manage response to COVID-19 - Logistics (1st Wave)	Steve Hurcombe		Complete	

2. ENHANCE PUBLIC TRUST




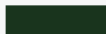



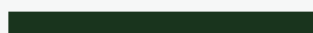
Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	FSD: 2.1 Engage the public	Steve Hurcombe					On Track	NEW Working with IT to upgrade video conferencing capacity to allow live streaming of board meetings per feedback from Esq. Council 22/07/2020
Objective	FSD: 2.2 Collaborate with our diverse communities	Steve Hurcombe					On Track	

Objective	FSD: 2.3 Maximize transparency	Steve Hurcombe		On Track	NEW Joint Board/Councils presentation delivered. Presentations to councils in November & January 26/10/2020
Core Operations	→ Increase consultation with councils and senior management	Steve Hurcombe		On Track	

3. ACHIEVE ORGANIZATIONAL EXCELLENCE









Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Q1 '21	Status	Update
Objective	FSD: 3.1 Support our people	Steve Hurcombe						On Track	
Core Operations	→ Complete needs assessment for additional personnel 2021 (budget)	Steve Hurcombe						Complete	Aim to complete March 07/02/2020
Core Operations	→ Enhance employee well-being	Steve Hurcombe						On Track	
Core Operations	→ Meet training needs	Steve Hurcombe						Behind	
Objective	FSD: 3.2 Maximize efficiency and effectiveness	Steve Hurcombe						On Track	
Core Operations	→ Deliver budget submission to DCC	Steve Hurcombe						Complete	
Core Operations	→ Deliver corporate records (physical) program	Steve Hurcombe						Behind	
Core Operations	→ Deliver divisional summary for reports	Steve Hurcombe						On Track	
Core Operations	→ Deliver financial oversight for operations and capital spending	Steve Hurcombe						On Track	NEW Draft presented to Finance Committee, Special Board scheduled July 28th. 23/07/2020
Core Operations	→ Execute AP cycle for all transactions	Steve Hurcombe						On Track	
Core Operations	→ Execute payroll cycle for all staff	Steve Hurcombe						On Track	
Core Operations	→ Execute procurement process for all approved requests	Steve Hurcombe						Behind	
Core Operations	→ Manage facilities	Steve Hurcombe						Behind	
Project	→ Prj: Align strategic plan with budget	Steve Hurcombe						Complete	Discussion on resourcing needs on April SMT agenda Goal is to align resource allocations and requests to Divisional Action Plans whilst balancing Risks and Resource limitations (financial and human resources) 07/02/2020



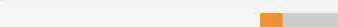
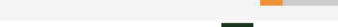



















Project	→ Prj: Corporate forms audit	Steve Hurcombe		Behind	NEW On hold due to operational priorities and lack of resources 10/06/2020
Project	→ Prj: Deliver action plan (risk management)	Steve Hurcombe		Behind	NEW On hold due to backlog of other priority workloads 10/06/2020
Project	→ Prj: Deliver action plan (streamline operations)	Steve Hurcombe		On Track	NEW On track to streamline payroll process. Phase 1 complete, Phase 2 will be implemented over next 3 months 22/07/2020
Project	→ Prj: Deliver ISD future space plan	Steve Hurcombe		Behind	NEW Need to finish existing commitments for CSD, Boardroom and Chief/Deputies area. Change in command also expected. Still aim to have planning done December or January 26/10/2020
Project	→ Prj: Deliver ISE training program development	Steve Hurcombe		Complete	Changes to integration coding in progress IT is assisting with importing leave balances 2 of the 4 watches will trial callouts through ISE shortly Testing will commence Feb 17th Stat and for next 2 pay periods once coding changes complete Expect phase 1 to be completed end of March 07/02/2020
Project	→ Prj: Deliver needs assessment (Esquimalt public safety building)	Steve Hurcombe		Complete	Needs assessments have been provided to the City through Insp. Lindner. Request includes shared training/maintenance facilities, space for existing staff and potential expansion or Traffic and a generic section. 07/02/2020
Project	→ Prj: Deliver renovated communication centre	Steve Hurcombe		Complete	NEW Complete 26/10/2020








Project	→ Prj: Deliver supporting research and analysis for re-org	Steve Hurcombe		Behind	NEW Awaiting assignment of members to integrated K9 to determine required assets. Further work required on potential full time ERT unit 26/10/2020
Project	→ Prj: Deliver supporting research and analysis to streamline finance operations	Steve Hurcombe		On Track	NEW Moved to new year, once all overtime is being processed through ISE 26/10/2020
Objective	FSD: 3.3 Use technology to support our work	Steve Hurcombe		On Track	
Core Operations	→ Complete needs assessment for technology 2021 (budget)	Steve Hurcombe		Complete	Plan for April 07/02/2020
Project	→ Prj: Deliver asset management program	Steve Hurcombe		On Track	NEW Wisetrack project transferred to IT for in-house solution. Added to IT queue 10/06/2020
Project	→ Prj: Deliver ISE Automation of call outs	Steve Hurcombe		Complete	2 of 4 watches briefed and ready to start using ISE for callouts Remaining 2 watches to be briefed next week 07/02/2020
Project	→ Prj: Deliver ISE integration with payroll	Steve Hurcombe		On Track	NEW Rolling out next phase soon (shift extensions, court OT, non-posted callouts) 26/10/2020
Project	→ Prj: Deliver service desk (building, fleet, radios)	Steve Hurcombe		Complete	NEW Service desk rolled out 26/10/2020

INFORMATION MANAGEMENT (IM) PLAN









1. SUPPORT COMMUNITY SAFETY

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Q1 '21	Status	Update
Objective	IMD: 1.1 Fight Crime	Darlene Perry						On Track	
Core Operations	→ Action files (initial review, scan, route and file)	Darlene Perry						On Track	
Core Operations	→ Complete court orders - warrants (CPIC)	Darlene Perry						On Track	
Core Operations	→ Deliver quality assurance (QA) for police files	Darlene Perry						On Track	
Core Operations	→ Deliver radio support for front line staff	Darlene Perry						On Track	
Core Operations	→ Deliver support for officers and staff through PRIME	Darlene Perry						On Track	
Core Operations	→ Manage evidence and property	Darlene Perry						On Track	
Project	→ Prj: Deliver new records staffing plan	Darlene Perry						Complete	



Core Operations	→ PRJ: Develop SOPs for the Division	Darlene Perry		On Track	
Project	→ Prj: Identify and streamline processes	Darlene Perry		On Track	
Project	→ PRJ: Implement encryption and GPS for the portable radios	Darlene Perry		Behind	
Project	→ Prj: Implement the internal media drive	Darlene Perry		Complete	
Project	→ PRJ: Purge backlog of ticket data	Darlene Perry		Complete	
Core Operations	→ Provide link to call taking/dispatch services (EComm)	Darlene Perry		On Track	
Objective	IMD: 1.2 Prevent Crime	Darlene Perry		On Track	
Core Operations	→ Complete CPIC entries - property, court orders, warrants	Darlene Perry		On Track	
Core Operations	→ Deliver police information checks	Darlene Perry		On Track	
Project	→ Prj: Deliver online police information checks	Darlene Perry		Complete	
				Complete	NEW New online system has created faster processing times with some checks being provided back to the applicant the same day the application is received. Line ups at the front counter have been eliminated with the Victoria and Esquimalt citizens having the ability to apply and pay online for their Police Information Check 24x7. 25/08/2020
Objective	IMD: 1.3 Contribute to community vibrancy	Darlene Perry		On Track	
Project	→ Prj: Create an appointment system for civil fingerprinting to reduce the wait time for customers.	Darlene Perry		Complete	NEW 87% of violation tickets issued were created using the e-ticketing system, reducing duplicate data requirements and improving processing times and accuracy. 25/08/2020
Project	→ Prj: Deliver eticketing to Traffic units	Dan Phillips		Complete	
Objective	IMD: Emerging Priorities	Darlene Perry		On Track	
Action	→ Develop processes for outside agency radio encryption	Darlene Perry		Complete	
Action	→ Enhance Exhibit processes	Darlene Perry		On Track	
Core Operations	→ Manage response to COVID-19 (EComm)	Darlene Perry		Complete	
Core Operations	→ Manage response to COVID-19 (Records)	Darlene Perry		Complete	
Action	→ Participate in the department Disclosure Working Group	Darlene Perry		On Track	
Project	→ Prj: Address the volume issues occurring with the Crest radios	Darlene Perry		On Track	
Project	→ PRJ: Define and execute a process for Opiod disposal	Darlene Perry		Complete	
Action	→ PRJ: Enhance the use and understanding of the Inquiry record in Ibook	Darlene Perry		Complete	
Project	→ Prj: Improve process on ITO documents coming into Records	Darlene Perry		On Track	

Project	→ PRJ: Participate in Provincial discussions regarding the policy and procedures for Emergency Alerts	Darlene Perry		On Track	NEW RCMP and Municipal process documented and ready for BCACP approval. 05/08/2020
Project	→ Prj: Pilot the Provincial Digital Evidence Management System (DEMS)	Darlene Perry		On Track	NEW Provincial gating items not complete - Pilot date delayed until October 2020. 05/08/2020
Project	→ Prj: Reduce the amount of found property being handled to reduce processing times and disposal costs.	Darlene Perry		On Track	
Project	→ Prj: Review and improve the PRIME file review process.	Darlene Perry		On Track	
Action	→ Review opportunities in processing third party Police Information Checks	Darlene Perry		On Track	
Action	→ Review the Police Information Check requirements and demands of Uber coming into Victoria	Darlene Perry		On Track	
Action	→ Review the process in sending automated CAD calls to Bylaw	Darlene Perry		On Track	

2. ENHANCE PUBLIC TRUST

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	IMD: 2.1 Engage the public	Darlene Perry					On Track	
Core Operations	→ Deliver switchboard services	Darlene Perry					On Track	
Objective	IMD: 2.2 Collaborate with our diverse communities	Darlene Perry					On Track	
Action	→ Recommend our local diversity groups to Statistic Canada to participate in research projects related to policing.	Darlene Perry					On Track	
Objective	IMD: 2.3 Maximize transparency	Darlene Perry					On Track	
Core Operations	→ Deliver data to CED for public release	Darlene Perry					On Track	
Core Operations	→ Deliver data to stats canada	Darlene Perry					On Track	
Core Operations	→ Review and update Divisional policies and standard operating procedures	Darlene Perry					On Track	

3. ACHIEVE ORGANIZATIONAL EXCELLENCE

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	IMD: 3.1 Support our people	Darlene Perry					On Track	
Core Operations	→ Complete needs assessment and request additional resources needed for 2021 (budget)	Darlene Perry					Complete	

Core Operations	→ Deliver succession planning (civilian staff)	Darlene Perry	<div></div>	Complete	NEW Page 60 of 85 As of August 31, 2020, all Records positions are filled and sufficient auxiliaries have been hired and trained. This was the first step in assisting with succession planning to ensure sufficient internal staff are available to compete for internal postings. 01/09/2020
Core Operations	→ Enhance employee well-being	Darlene Perry	<div></div>	On Track	
Core Operations	→ Hire and train replacement and auxiliary staff	Darlene Perry	<div></div>	Complete	
Core Operations	→ Meet training needs	Darlene Perry	<div></div>	Complete	
Objective	IMD: 3.2 Maximize efficiency and effectiveness	Darlene Perry	<div></div>	On Track	
Core Operations	→ Deliver budget submission to DCC	Darlene Perry	<div></div>	Complete	
Core Operations	→ Deliver divisional summary for reports	Darlene Perry	<div></div>	On Track	
Project	→ Prj: Implement recommendations from records review	Darlene Perry	<div></div>	On Track	NEW (2018/2019) In process of implementing 20 recommendations from the Records Review (2019) Four vacancies within the section to be filled including the hiring of auxiliary relief staff (2019) All positions being evaluated to look for efficiencies to streamline processes, align tasks where best suited, etc. (2019) Utilizing overtime, trying to hire more auxiliary staff, re-allocating positions and tasks to manage workloads, address backlogs, and increase the number of qualified individuals to complete tasks 05/06/2020
Core Operations	→ Schedule staff for shifts	Darlene Perry	<div></div>	Complete	
Objective	IMD: 3.3 Use technology to support our work	Darlene Perry	<div></div>	On Track	
Core Operations	→ Complete needs assessment for technology 2021 (budget)	Darlene Perry	<div></div>	Complete	
Project	→ Prj: Assess replacement bar scanners	Darlene Perry	<div></div>	On Track	
Project	→ Prj: Implement electronic signature pad for Exhibits to reduce the amount of hard copy documents.	Darlene Perry	<div></div>	On Track	
Project	→ Prj: Implement PRIME/CJIM interface	Darlene Perry	<div></div>	On Track	
Core Operations	→ Prj: Review and transition the monitoring and action of VicPD internal panic alarms.	Darlene Perry	<div></div>	On Track	
Core Operations	→ Prj: Review and update departmental forms.	Darlene Perry	<div></div>	Complete	
Action	→ Prj: Train Records staff in the use of Teams	Darlene Perry	<div></div>	On Track	

HUMAN RESOURCES (HR) PLAN








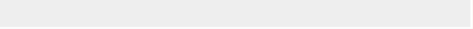


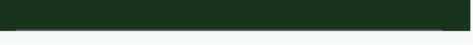

1. SUPPORT COMMUNITY SAFETY

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
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Objective	HR: 1.1 Fight Crime	Jamie McRae	<div><div></div></div>	Behind	
Core Operations	→ Deliver Duty Officer support: 100%	Jamie McRae	<div><div></div></div>	74 / 100%	
Objective	HR: 1.2 Prevent Crime	Jamie McRae	<div><div></div></div>	Behind	
Objective	HR: 1.3 Contribute to community vibrancy	Jamie McRae	<div><div></div></div>	Behind	
Objective	HR: Emerging Priorities	Jamie McRae	<div><div></div></div>	Behind	
Project	→ Deliver agreement for collective bargaining committee	Jamie McRae	<div><div></div></div>	On Track	
Project	→ Manage response to COVID-19 (HR) 1st Wave	Jamie McRae	<div><div></div></div>	Complete	
Project	→ Manage response to COVID-19 (HR) 2nd Wave	Jamie McRae	<div><div></div></div>	Behind	
Project	→ Manage response to Justice Institute training delivery constraints	Jamie McRae	<div><div></div></div>	Behind	



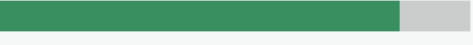



3. ACHIEVE ORGANIZATIONAL EXCELLENCE






Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	HR: 3.1 Support our people	Jamie McRae	<div><div></div></div>				On Track	
Core Operations	→ Complete needs assessment for additional personnel 2021 (budget)	Jamie McRae	<div><div></div></div>				Complete	
Core Operations	→ Deliver employee benefits	Jamie McRae	<div><div></div></div>				Behind	
Core Operations	→ Deliver employee recognition	Jamie McRae	<div><div></div></div>				Behind	NEW Delay in events due to COVID-19 and renovations at Government House. 30/07/2020
Core Operations	→ Deliver employee wellness program	Jamie McRae	<div><div></div></div>				Behind	NEW Switching to alternative wellness initiatives due to COVID-19 04/06/2020
Core Operations	→ Deliver HR communication to the Board	Jamie McRae	<div><div></div></div>				Behind	
Core Operations	→ Deliver HR succession planning (civilian staff)	Jamie McRae	<div><div></div></div>				Behind	
Core Operations	→ Deliver officer training	Jamie McRae	<div><div></div></div>				Behind	NEW Mandatory training is on track, advanced training is behind and will remain behind for an extended period of time. 15/10/2020
Core Operations	→ Deliver oversight for GVERT	Jamie McRae	<div><div></div></div>				Behind	
Core Operations	→ Deliver personnel management	Jamie McRae	<div><div></div></div>				On Track	
Core Operations	→ Learn from external agencies, partners	Jamie McRae	<div><div></div></div>				Behind	NEW Still on hold due to COVID-19. 30/07/2020
Core Operations	→ Manage online training courses	Jamie McRae	<div><div></div></div>				On Track	
Core Operations	→ Manage recruitment	Jamie McRae	<div><div></div></div>				Behind	NEW Seat availability for recruit training continues to be a challenge affecting our ability to recruit and hire. 15/10/2020

Core Operations	→ Manage tracking on seconded staff (integrated teams)	Jamie McRae		Behind	NEW Advanced training still unavailable due to COVID. 24/09/2020
Core Operations	→ Meet HR training needs	Jamie McRae		Behind	
Action	→ Participate Greater Victoria Police Diversity Advisory Committee	Jamie McRae		Behind	NEW Research and forecasting complete. Currently building recommendation. 05/06/2020
Project	→ Prj: Deliver new Recruiting Strategy and five-year staffing plan	Jamie McRae		Complete	
Project	→ Prj: Deliver on actions from the HR Review	Jamie McRae		On Track	NEW On hold due to COVID-19. 07/05/2020
Project	→ Prj: Formalize medical program	Jamie McRae		On Track	
Project	→ Prj: Formalize the plan for employee wellness program	Jamie McRae		Behind	
Objective	HR: 3.2 Maximize efficiency and effectiveness	Jamie McRae		Behind	
Core Operations	→ Deliver budget submission to DCC	Jamie McRae		Complete	
Objective	HR: 3.3 Use technology to support our work	Jamie McRae		Behind	
Core Operations	→ Complete needs assessment for technology 2021 (budget)	Jamie McRae		Complete	
Project	→ Prj: Deliver HRIS	Jamie McRae		Behind	




DCC ADMIN PLAN


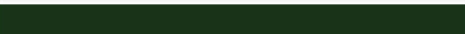
1. SUPPORT COMMUNITY SAFETY

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	DCC Admin: 1.1 Fight Crime	Colin Watson					On Track	NEW Liaison work with E-Comm continues with regard to service delivery and resourcing 22/10/2020
Core Operations	→ Liaise on call taking/dispatch services with EComm	Colin Watson					On Track	
Core Operations	→ Provide oversight Information Management Division	Colin Watson					On Track	NEW Impressive work has been performed over the COVID-19 period with significant catch-up done in the areas of court records and quality control. 17/05/2020
Objective	DCC Admin: 1.2 Prevent Crime	Colin Watson					On Track	
Objective	DCC Admin: 1.3 Contribute to community vibrancy	Colin Watson					On Track	
Core Operations	→ Provide oversight Boys and Girls Club Foundation	Colin Watson					On Track	DCC Watson attending Foundation Board meetings as and when possible. 15/02/2020

Core Operations	→ Provide oversight Police Foundation Working Group	Colin Watson		On Track	NEW Work on the creation of the Police Foundation continues. The impacts of COVID-19 is slowing progress. 22/10/2020
Core Operations	→ Provide oversight to ICA Victoria	Colin Watson		On Track	NEW Work on the ICA Board in the capacity of Vice President continues. DCC Watson will begin a sixth and final year (according to ICA rules) beginning in September 2020 17/05/2020
Objective	DCC Admin: Emerging Priorities	Colin Watson		Complete	
Project	→ Manage administration response to COVID-19 (1st Wave)	Colin Watson		Complete	
Project	→ Manage COVID-19 1st Wave Restart Plan	Colin Watson		Complete	

2. ENHANCE PUBLIC TRUST

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	DCC Admin: 2.1 Engage the public	Colin Watson					On Track	
Core Operations	→ Provide Oversight - Community Engagement Division	Colin Watson					On Track	NEW Work of CED continued during the COVID-19 pandemic. Of particular note was the work of the IT section to support remote-work arrangements. We could not have maintained the level of readiness without their hard work. 17/05/2020
Objective	DCC Admin: 2.2 Collaborate with our diverse communities	Colin Watson					Behind	
Core Operations	→ Provide Oversight - Diversity, Inclusion and Respectful Workplace Committee	Colin Watson					Behind	NEW Work of the Committee continues. The main focus is to establish a method of collection and reporting on a range of diversity data. 22/10/2020
Objective	DCC Admin: 2.3 Maximize transparency	Colin Watson					On Track	NEW Substantial improvements to transparency of public information were introduced this quarter, including Open VicPD 22/10/2020

Core Operations	→ Deliver Discipline Authority duties for internal and external investigations.	Colin Watson		On Track	NEW External Police Act matters assigned to VicPD are having a marked impact on investigators and Discipline Authorities in terms of time commitment. We expect this to continue. 31/07/2020
Core Operations	→ Deliver online quarterly reports	Colin Watson		Complete	

3. ACHIEVE ORGANIZATIONAL EXCELLENCE


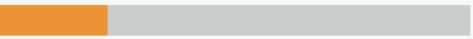

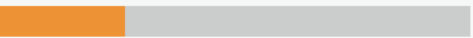




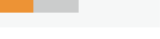

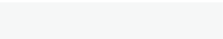
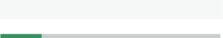
Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	DCC Admin: 3.1 Support our people	Colin Watson					Behind	
Core Operations	→ Deliver oversight HR Division	Colin Watson					On Track	
Project	→ Prj: Deliver on action plan (Diversity, Inclusion and Respectful Workplace committee)	Colin Watson					Behind	NEW Work of the committee continues. 31/07/2020
Project	→ Prj: Participate Hours of Work Committee	Colin Watson					Complete	NEW Hours of Work Committee has concluded its work. Additional work on some Patrol scheduling will continue. 22/10/2020
Objective	DCC Admin: 3.2 Maximize efficiency and effectiveness	Colin Watson					Behind	Overall progressing well in this Goal 02/02/2020
Core Operations	→ Deliver compiled Admin Branch budget (2021)	Colin Watson					Complete	
Core Operations	→ Deliver oversight Efficiency and Effectiveness Review	Colin Watson					Complete	The Efficiency and Effectiveness Review has been used to inform various organizational activities and strategies. The project is closed and will remain as a resource document. 31/01/2020
Core Operations	→ Deliver oversight Evidence Based Policing Committee	Colin Watson					Behind	NEW This committee is on hold due to other priorities, and COVID-19. 17/05/2020
Core Operations	→ Deliver oversight Executive services division	Colin Watson					On Track	Progressing well. Workload in the Professional Standards Section is of concern and is being monitored. 02/02/2020
Core Operations	→ Deliver oversight Financial Services Division	Colin Watson					On Track	NEW 2021 Preliminary Budget has been approved by the Police Board and presented to Joint Board/Councils. 22/10/2020

Core Operations	→ Deliver oversight Provincial Review - Section 27 Request	Colin Watson	<div><div></div></div>	On Track	No requests for support or additional information have been received to date. 02/02/2020
Core Operations	→ Learn and contribute from external agencies and partners	Colin Watson	<div><div></div></div>	On Track	
Project	→ Prj: Deliver Demand management project - Phase 1	Colin Watson	<div><div></div></div>	On Track	NEW Suggestions with regard to the demand for police services will be discussed with the managers and the Board when possible. 31/07/2020
Objective	DCC Admin: 3.3 Use technology to support our work	Colin Watson	<div><div></div></div>	On Track	
Core Operations	→ Provide oversight for IT section through CED Director	Colin Watson	<div><div></div></div>	On Track	NEW Substantial progress has been made the past quarter with various IT updates and enhancements. 22/10/2020


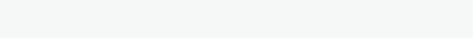

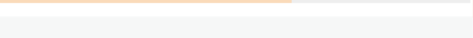

DCC OPS PLAN

1. SUPPORT COMMUNITY SAFETY

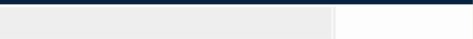

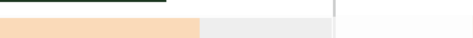
Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	DCC Ops: 1.1 Fight Crime	Jason Laidman	<div><div></div></div>				Behind	
Core Operations	→ Deliver oversight Community Services Division	Jason Laidman	<div><div></div></div>				On Track	
Core Operations	→ Deliver oversight Esquimalt Division	Jason Laidman	<div><div></div></div>				Behind	
Core Operations	→ Deliver oversight Investigative Services Division	Jason Laidman	<div><div></div></div>				Behind	
Core Operations	→ Deliver oversight Patrol Division	Jason Laidman	<div><div></div></div>				Behind	
Core Operations	→ Manage Strategic Operations Council	Jason Laidman	<div><div></div></div>				Behind	NEW Moving to quarterly meetings. 21/05/2020
Core Operations	→ Participate in advisory capacity, and learn from partners	Jason Laidman	<div><div></div></div>				Behind	
Project	→ Prj: Develop the recommendations for Marine Response	Jason Laidman	<div><div></div></div>				Behind	NEW Waiting on CCG for MOU status and viability 25/08/2020
Objective	DCC Ops: 1.2 Prevent Crime	Jason Laidman	<div><div></div></div>				Behind	
Project	→ Prj: Deliver new program: Public safety Unit, Fire medic program	Jason Laidman	<div><div></div></div>				On Track	NEW MOU to be amended and signed by FD 10/06/2020
Project	→ Prj: Deliver youth strategy	Jason Laidman	<div><div></div></div>				Behind	NEW Set Project Goals to begin in 2021 14/10/2020

Objective	DCC Ops: 1.3 Contribute to community vibrancy	Jason Laidman		Behind	
Core Operations	→ Deliver police oversight for the City's late night strategy	Jason Laidman		Behind	NEW On hold due to COVID-19. 21/05/2020
Core Operations	→ Participate in advisory role	Jason Laidman		Behind	
Project	→ Prj: Implement mental health strategy	Jason Laidman		Behind	NEW On hold due to COVID-19. 21/05/2020
Objective	DCC Ops: Emerging Priorities	Jason Laidman		Behind	
Project	→ Deliver oversight in response to decampment	Jason Laidman		On Track	
Project	→ Deliver oversight in response to winter protests	Jason Laidman		Complete	
Project	→ Deliver recommendations for Alternate Response Model to Mental Health	Jason Laidman		Behind	
Project	→ Execute recommendations from Demand Management project	Jason Laidman		On Track	
Project	→ Manage operational response to COVID-19 (1st Wave)	Jason Laidman		Complete	
Project	→ Partner with restorative justice (RJ) on youth priorities	Jason Laidman		On Track	
Project	→ Plan operational response to COVID-19 (2nd Wave)	Jason Laidman		On Track	NEW COVID-19 Wave 2 - Command stood up 25/08/2020

2. ENHANCE PUBLIC TRUST

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Status	Update
Objective	DCC Ops: 2.1 Engage the public	Jason Laidman					Behind	
Core Operations	→ Attend events	Jason Laidman					Behind	NEW Attended and continue to attend on-line meetings and AGMs 25/08/2020
Objective	DCC Ops: 2.2 Collaborate with our diverse communities	Jason Laidman					Behind	
Project	→ Prj: Deliver Indigenous engagement strategy	Jason Laidman					On Track	NEW Internal engagement started. Finalizing external outreach 16/07/2020
Objective	DCC Ops: 2.3 Maximize transparency	Jason Laidman					Behind	

3. ACHIEVE ORGANIZATIONAL EXCELLENCE

Goal Type	Goal Description	Owner	Q1 '20	Q2 '20	Q3 '20	Q4 '20	Q1 '21	Q2 '...	Status	Update
Objective	DCC Ops: 3.1 Support our people	Jason Laidman							Behind	
Core Operations	→ Deliver compiled Operations branch budget (2021)	Jason Laidman							Complete	
Objective	DCC Ops: 3.2 Maximize efficiency and effectiveness	Jason Laidman							Behind	

Project	→ Prj: Deliver 2020 Strategic Plan	Jason Laidman	<div><div></div></div>		Complete	
Project	→ Prj: Deliver new program Special Municipal Constables (SMC)	Jason Laidman	<div><div></div><div></div></div>		On Track	<div>NEW</div> <div>Finalizing terms of LOU with the Union</div> <div>16/07/2020</div>
Project	→ Prj: Develop recommendations for SMC program at Island Health	Jason Laidman	<div><div></div><div></div></div>		Behind	<div>NEW</div> <div>COVID delayed</div> <div>25/08/2020</div>
Core Operations	→ Provide cross-divisional management oversight	Jason Laidman	<div><div></div><div></div></div>		On Track	



VICTORIA POLICE DEPARTMENT

Memorandum

DATE: November 17, 2020

TO: Victoria & Esquimalt Police Board

FROM: Insp. McRae – Human Resources Division

SUBJECT: Human Resources Report (Orders #05-2020 - #06-2020)

RETIREMENTS

Effective: September 26, 2020

Constable (Patrol)

Effective: January 31, 2021

Inspector (Investigative Services Division)

Inspector (Esquimalt Division)

Sergeant (Integrated Road Safety Unit)

Sergeant (Esquimalt Division)

Constable (Patrol)

Constable (Community Services Division)

Effective: March 31, 2021

Constable (Integrated Mobile Crisis Response Team)

RESIGNATIONS

Effective: November 6, 2020

Constable (Patrol)

HIRES

Effective: September 10, 2020

Constable (Patrol)

Effective: October 30, 2020

Constable – Exempt (Patrol)

Effective: July 13, 2020

Records Specialist (AUX)

PROMOTIONS

Effective July 29, 2020

Sergeant to Staff Sergeant

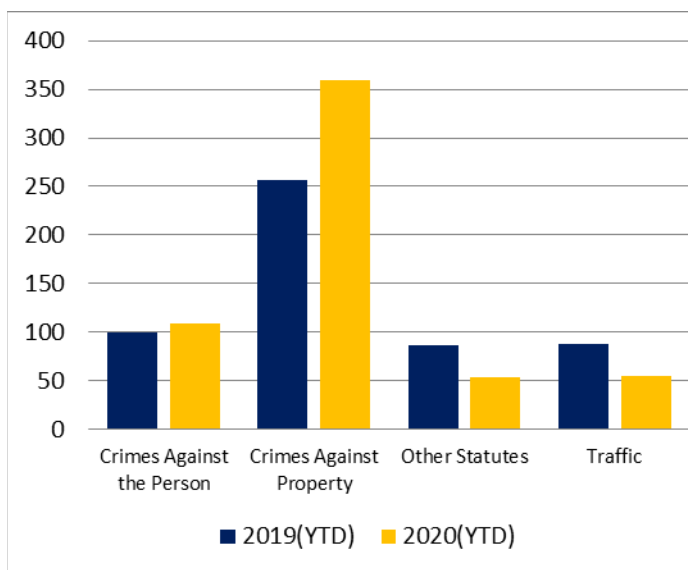
Effective: October 9, 2020

Constable to Sergeant (2)

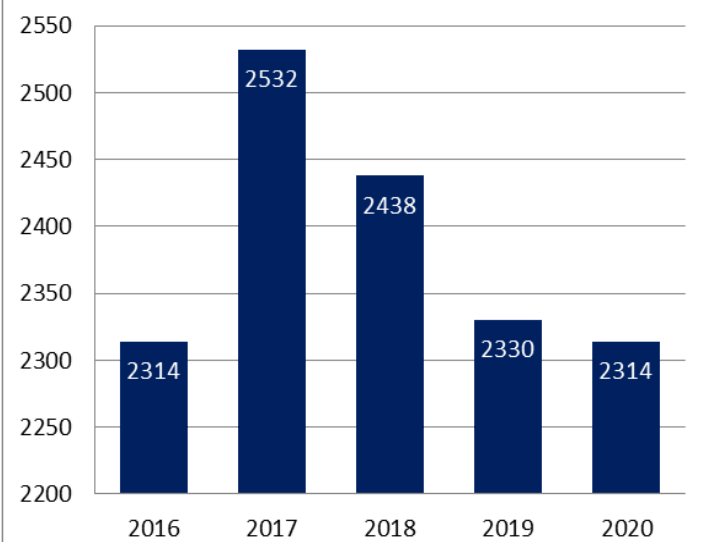


Crime Trends for Victoria and Esquimalt: January – August, 2019–2020 (1,2)

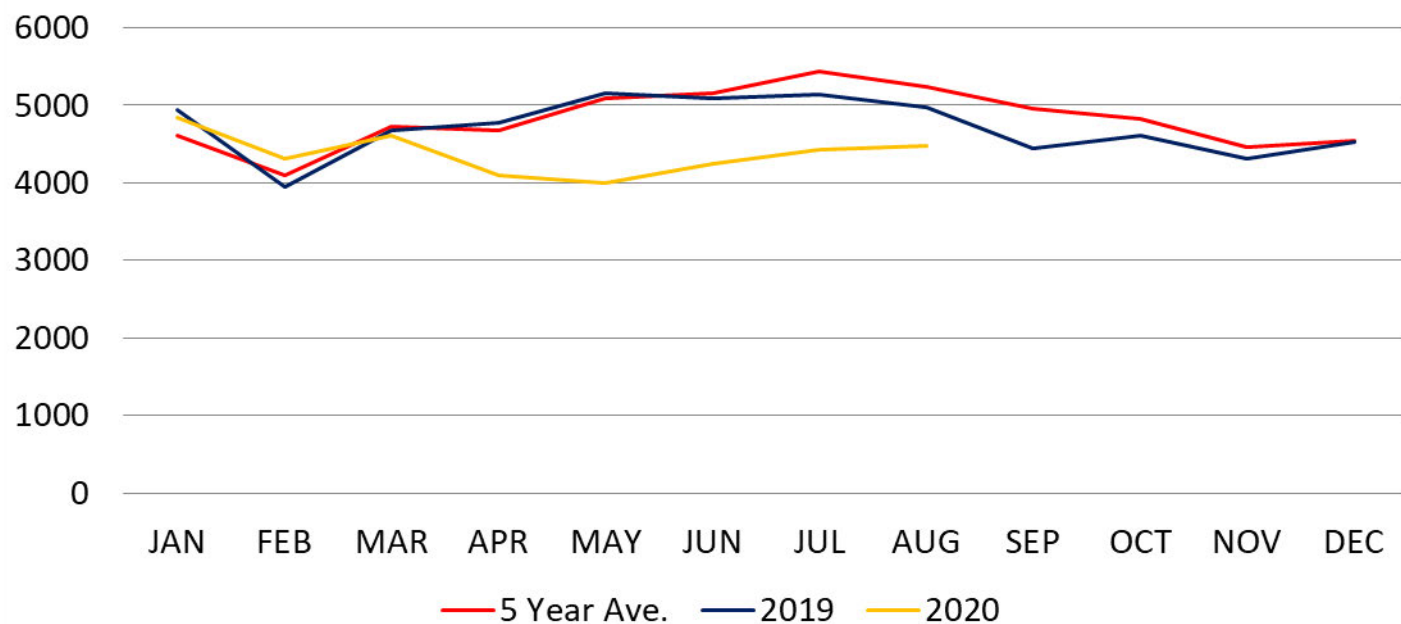
Key Crime Trends (1, 2) Esquimalt



Reported Calls for Service (from RMS) YTD(5) Esquimalt



Calls For Service (Esquimalt and Victoria) by Month and 5 Year Average(5)





Crime Trends for Victoria and Esquimalt: January – August, 2019–2020 (1,2)

Key Crime Trends for Esquimalt (YTD January – August)

	2019		2020		% Change 2019 - 2020(4)
	Jan-Aug	Rate(3)	Jan-Aug	Rate(3)	
Crimes Against the Person	100	566.4	109	582.4	9.0
Crimes Against Property	256	1450.0	359	1918.1	40.2
Other Criminal Code/Statutes of Canada	86	487.1	54	288.5	-37.2
Total Other Offences Excluding Traffic	442	2503.5	522	2789.1	18.1
Traffic Offences	88	498.4	55	293.9	-37.5
Total Other Offences and Traffic	530	3002.0	577	3082.9	8.9

Crimes Against Person for Esquimalt (YTD January – August)

	2019		2020		% Change 2019 - 2020(4)
	Jan-Aug	Rate(3)	Jan-Aug	Rate(3)	
Homicide		0.0		0.0	-
Attempted Murder		0.0		0.0	-
Robbery/Extortion	3	17.0	6	32.1	100.0
Assault	57	322.9	46	245.8	-19.3
Sexual Assault	5	28.3	12	64.1	140.0
Criminal Harassment	3	17.0	5	26.7	66.7
Uttering Threats	32	181.3	40	213.7	25.0
Arson - Disregard for Life	0	0.0	0	0.0	-

Notes:

1. The data presented are taken from the Police Records Information Management Environment (PRIME).
2. The crime statistics published in this report are based on the day that they were analyzed. Due to ongoing police investigation and internal data quality control efforts, this information is subject to change, including addition, deletion and reclassification of any and all data. Rates and percentages have been rounded.
3. Rate is calculated on a per 100,000 population for each month and year. As provided by Capital Region District, 2020 population was estimated for Esquimalt at 18,716 (www.crd.bc.ca/.../2019.populationestimate.pdf)
4. The % change is based on the actual values and is subject to (2).
5. As of April 2012, Victoria Police now record all abandoned 911 calls (e.g. “pocket dials”) when calculating total calls for service. They are dispatched as Priority 2 calls.
6. The line graph on page 1 and the table on page 7 are reflective of those 911 calls (“pocket dials”) not previously captured.
7. Graphs and charts on page 1 include all ‘abandoned 911’ calls for service.
8. Abandoned 911 calls have been removed from the tables on pages 7 and 8.



Crime Trends for Victoria and Esquimalt: January – August, 2019–2020 (1,2)

Crimes Against Property for Esquimalt (YTD January - August)

	2019		2020		% Change 2019 - 2020(4)
	Jan-Aug	Rate(3)	Jan-Aug	Rate(3)	
B&E Business	2	11.3	4	21.4	100.0
B&E-Other	13	73.6	19	101.5	46.2
B&E-Residence	13	73.6	17	90.8	30.8
Fraud	30	169.9	46	245.8	53.3
Mischief	69	390.8	77	411.4	11.6
Theft Over \$5000		0.0	2	10.7	-
Theft Under \$5000	38	215.2	28	149.6	-26.3
Theft from Motor Vehicle	52	294.5	105	561.0	101.9
Theft of Motor Vehicle	11	62.3	23	122.9	109.1
Take Vehicle without Consent		0.0		0.0	-
Theft of Bicycle	14	79.3	16	85.5	14.3
Shoplifting	13	73.6	20	106.9	53.8
Arson	1	5.7	2	10.7	100.0

Other Criminal Code Offences for Esquimalt (YTD January - August)

	2019		2020		% Change 2019 - 2020(4)
	Jan-Aug	Rate(3)	Jan-Aug	Rate(3)	
Bail Violations/Breach of Probation	73	413.5	33	176.3	-54.8
Drugs	6	34.0	11	58.8	83.3
Indecent Acts	2	11.3	5	26.7	150.0
Child Pornography	0	0.0	0	0.0	0.0
Offensive Weapons	5	28.3	5	26.7	0.0

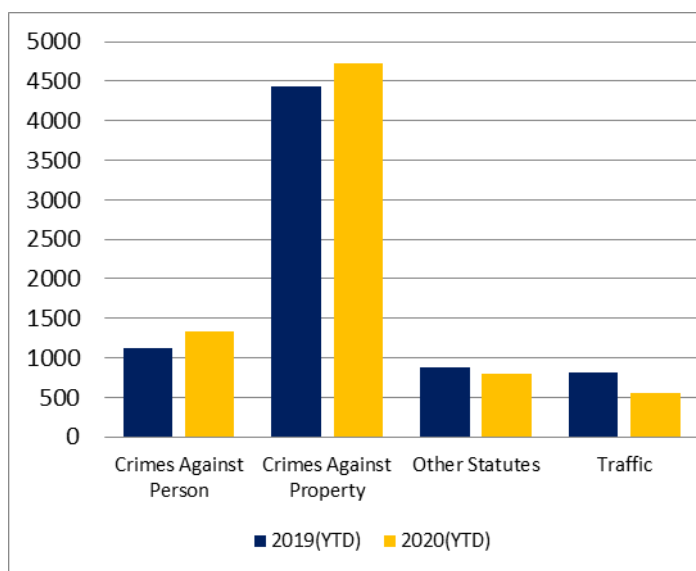
Traffic Offences for Esquimalt (YTD January - August)

	2019		2020		% Change 2019 - 2020(4)
	Jan-Aug	Rate(3)	Jan-Aug	Rate(3)	
Traffic - Collisions	43	243.6	30	160.3	-30.2
Traffic - Fatal	0	0.0	0	0.0	0.0
Traffic – Suspensions	17	96.3	3	16.0	-82.4
Dangerous Operation of Motor Vehicle	0	0.0	2	10.7	N/C
Fail to Remain	4	22.7	8	42.7	100.0
Impaired/Refuse	24	135.9	12	64.1	-50.0

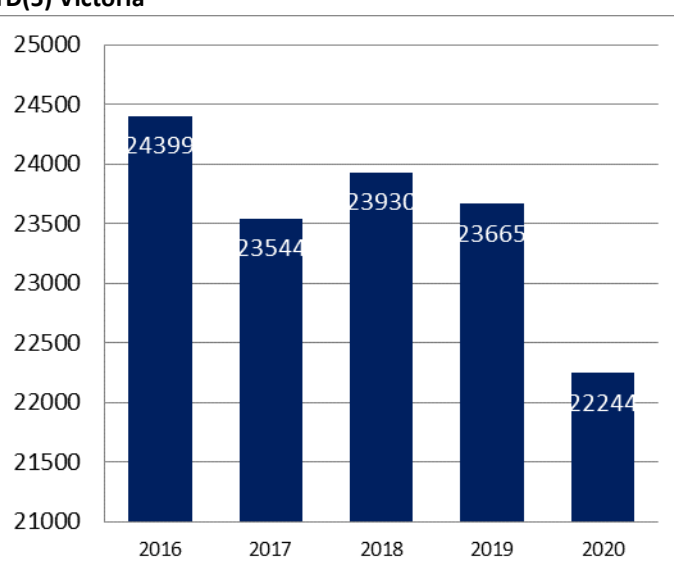


Crime Trends for Victoria and Esquimalt: January – August, 2019–2020 (1,2)

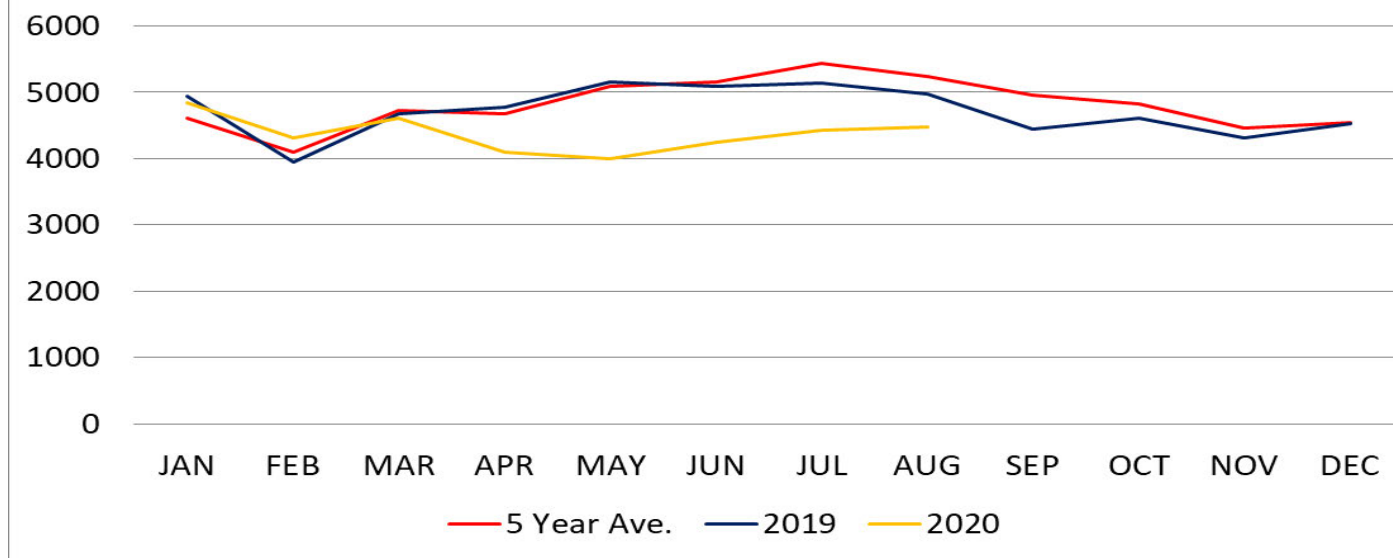
Key Crime Trends (1, 2) Victoria



Reported Calls for Service (from RMS) YTD(5) Victoria



Calls For Service (Esquimalt and Victoria) by Month and 5 Year Average(5)





Crime Trends for Victoria and Esquimalt: January – August, 2019–2020 (1,2)

Key Crime Trends for Victoria (YTD January - August)

	2019		2020		% Change 2019 – 2020(4)
	Jan-Aug	Rate(3)	Jan-Aug	Rate(3)	
Crimes Against the Person	1128	1225.5	1341	1426.5	18.9
Crimes Against Property	4434	4817.4	4724	5025.3	6.5
Other Criminal Code of Canada Offenses	872	947.4	793	843.6	-9.1
Total CCC Offences Excluding Traffic	6434	6990.4	6858	7295.4	6.6
Traffic Offences	811	881.1	547	581.9	-32.6
Total CCC Offences and Traffic	7245	7871.5	7405	7877.2	2.2

Crimes Against Person for Victoria (YTD January - August)

	2019		2020		% Change 2019 - 2020(4)
	Jan-Aug	Rate(3)	Jan-Aug	Rate(3)	
Homicide	0	0.0	0	0.0	-
Attempted Murder	0	0.0	0	0.0	-
Robbery/Extortion	55	59.8	75	79.8	36.4
Assault	705	766.0	825	877.6	17.0
Sexual Assault	64	69.5	64	68.1	0.0
Criminal Harassment	34	36.9	26	27.7	-23.5
Uttering Threats	269	292.3	349	371.3	29.7
Arson - Disregard for Life	1	1.1	2	2.1	100.0

Notes:

1. The data presented are taken from the Police Records Information Management Environment (PRIME).
2. The crime statistics published in this report are based on the day that they were analyzed. Due to ongoing police investigation and internal data quality control efforts, this information is subject to change, including addition, deletion and reclassification of any and all data. Rates and percentages have been rounded.
3. Rate is calculated on a per 100,000 population for each month and year. As provided by Capital Region District, 2020 population for Victoria was estimated at 95,005 (www.crd.bc.ca/.../2019.populationestimate.pdf)
4. The % change is based on the actual values and is subject to (2).
5. As of April 2012, Victoria Police now record all abandoned 911 calls (e.g. “pocket dials”) when calculating total calls for service. They are dispatched as Priority 2 calls.
6. The line graph on page 4 and the table on page 7 are reflective of those 911 calls (“pocket dials”) not previously captured.
7. Graphs and charts on page 4 include all ‘abandoned 911’ calls for service.
8. Abandoned 911 calls have been removed from the table on pages 7.



Crime Trends for Victoria and Esquimalt: January – August, 2019–2020 (1,2)

Crimes Against Property for Victoria (YTD January – August)

	2019		2020		% Change 2019 - 2020(4)
	Jan-Aug	Rate(3)	Jan-Aug	Rate(3)	
B&E Business	95	103.2	225	239.3	136.8
B&E-Other	154	167.3	345	367.0	124.0
B&E-Residence	104	113.0	146	155.3	40.4
Fraud	414	449.8	381	405.3	-8.0
Mischief	720	782.3	905	962.7	25.7
Theft Over \$5000	14	15.2	13	13.8	-7.1
Theft Under \$5000	698	758.4	721	767.0	3.3
Theft from Motor Vehicle	1127	1224.5	1003	1067.0	-11.0
Theft of Motor Vehicle	123	133.6	140	148.9	13.8
Take Vehicle without Consent	3	3.3	5	5.3	66.7
Theft of Bicycle	385	418.3	324	344.7	-15.8
Shoplifting	575	624.7	463	492.5	-19.5
Arson	22	23.9	53	56.4	140.9

Other Criminal Code Offences for Victoria (YTD January - August)

	2019		2020		% Change 2019 - 2020(4)
	Jan-Aug	Rate(3)	Jan-Aug	Rate(3)	
Bail Violations/Breach of Probation	581	631.2	501	533.0	-13.8
Drugs	174	189.0	163	173.4	-6.3
Indecent Acts	35	38.0	30	31.9	-14.3
Child Pornography	10	10.9	13	13.8	30.0
Offensive Weapons	72	78.2	86	91.5	19.4

Traffic Offences for Victoria (YTD January – August)

	2019		2020		% Change 2019 - 2020(4)
	Jan-Aug	Rate(3)	Jan-Aug	Rate(3)	
Traffic - Collisions	404	438.9	277	294.7	-31.4
Traffic - Fatal	0	0.0	1	1.1	-
Traffic – Suspensions (IRPs)	157	170.6	94	100.0	-40.1
Dangerous Operation of Motor Vehicle	12	13.0	15	16.0	25.0
Fail to Remain	107	116.3	55	58.5	-48.6
Impaired/Refuse	131	142.3	105	111.7	-19.8



Crime Trends for Victoria and Esquimalt: January – August, 2019–2020 (1,2)

Calls for Service (YTD January - August)

	2019				2020				
	Vic	% of Total	Esq	% of Total	Vic	% of Total	Esq	% of Total	% Change 2019 - 2020(4)
Priority 1	1899	88.0	260	12.0	2161	87.7	303	12.3	14.0
Priority 2	8185	90.7	837	9.3	6219	91.2	597	8.8	-24.4
Priority 3	13273	92.2	1120	7.8	12723	92.1	1087	7.9	-4.2
Priority 4	7049	92.8	550	7.2	7027	92.0	608	8.0	0.3
Other Alternative	15	-	1	-	40	95.2	2	4.8	147.1
Total - All Priorities	30421	91.7	2768	8.3	28170	91.6	2597	8.4	-7.4

Please Note

Abandoned 911 calls are dispatched as Priority 2 calls for service.

- a) All "Abandoned 911" received at 850 Caledonia have been removed.
- b) All calls attended by VicPD to outside jurisdictions have also been removed.
- c) Pre-switch Abandoned 911 calls have been "shut-off" and are not routed to E-Comm.

When a call is taken at VicPD, it is generated in our "CAD" system. Not all "CAD" calls become an "RMS" call. Because calls can be concluded "in CAD" without generating an "RMS" (i.e. general occurrence) file, the numbers presented on this page (CAD numbers) will not correspond with the totals on page 1 (the RMS numbers).



VICPD COMMENDATIONS

October 1, 2020

Hello,

I just want to thank all of you for what you do everyday. I appreciate you.

[REDACTED]

October 7, 2020

Hi again,

Sorry to fill your inbox with Cookie Talk (lol) but wanted to make sure that the cookies were delivered. I also wanted to clarify that they were sent from Victoria-based families (as I am seeing on the receipt that the billing address was noted on the card - which has Chilliwack on it).

Hope everyone enjoys the treat:-) They are from our family and the [REDACTED] here in Victoria.
Kindly

[REDACTED]

October 22, 2020

To Victoria Police Force,

I feel you are doing a wonderful job, especially during these trying times. I appreciate the Newsletters we get to inform any incidents in our neighbourhood. I admire how Del Manak keeps his 'cool', especially with City Council. Thank you to all the officers for doing their duty in keeping our City safe.

[REDACTED]

October 29, 2020

I would like to formally thank Officer Mike Wishlaw for his help locating [REDACTED] today. [REDACTED] is severely mentally ill and overdosed today. [REDACTED] went missing after being discharged from [REDACTED] today. His [REDACTED] did not let us know that he overdosed and was missing until around 1800 today. Your officer located [REDACTED] with 15 mins of being issued the case and let me speak to [REDACTED]. My family and I are forever grateful. He was calm, patient and empathetic with me as well as [REDACTED].

Under the current law officer Wishlaw was not able to bring [REDACTED] that tries to look after him; however he offered a ride and tried to reason with my severely ill [REDACTED] to go to home. [REDACTED]

[REDACTED]

Thank you for the help and kindness.

October & November via Facebook

From [REDACTED]: "Thank you Chief and all the men and women of Victoria PD for continuing to deal with difficult situations that most of the general public do not understand."

From [REDACTED]: "It is a shout out for the great work! Stay safe and God Bless and I wish all the staff and Officers great health and Happy Holidays to officers staff and their families."

From [REDACTED]: "Just wanted to send out a huge thanks and lots of love to tonight's officers. Keeping Victoria safe while having to work a 13-hour night shift on Halloween!!! Please know your work did not go unnoticed!!!"

November 5, 2020

Good morning chief and officers. My name is [REDACTED] and I serve in several non- profits in Victoria as a [REDACTED]. Over the 23 years giving free haircuts to our downtown folks I have seen and heard a lot. I also worked at [REDACTED] for 14 years. I [REDACTED]

I watched a YouTube video called "Seattle is dying" recently and this has sparked my email to you. The name of the city could have been replaced with Victoria. As many who work on the front lines with those in active addiction and mental health challenges, the problems are escalating. As long as we as a society continue to define the "problem" through the lens of "homelessness" we don't truly face the roots of the rise in criminality. My experience informs that the lack of adequate housing is a consequence of the other issues people face. It appears that it is easier to throw money at purchasing motels and allowing tent villages that serve to assuage middle class guilt than to face the underlying issues...rebellion, dealing, drug addiction, mental health decline and social poverty.

When officers turn up at [REDACTED] while I am there, I have been amazed at the kindness and restraint they demonstrate. I personally had an issue with a man making a threat against me because he disagreed with my Christian faith stance. In the whole scheme of things this is not a big deal... However, I was treated with respect, concern, calls made to follow up on how I was doing as a "victim".

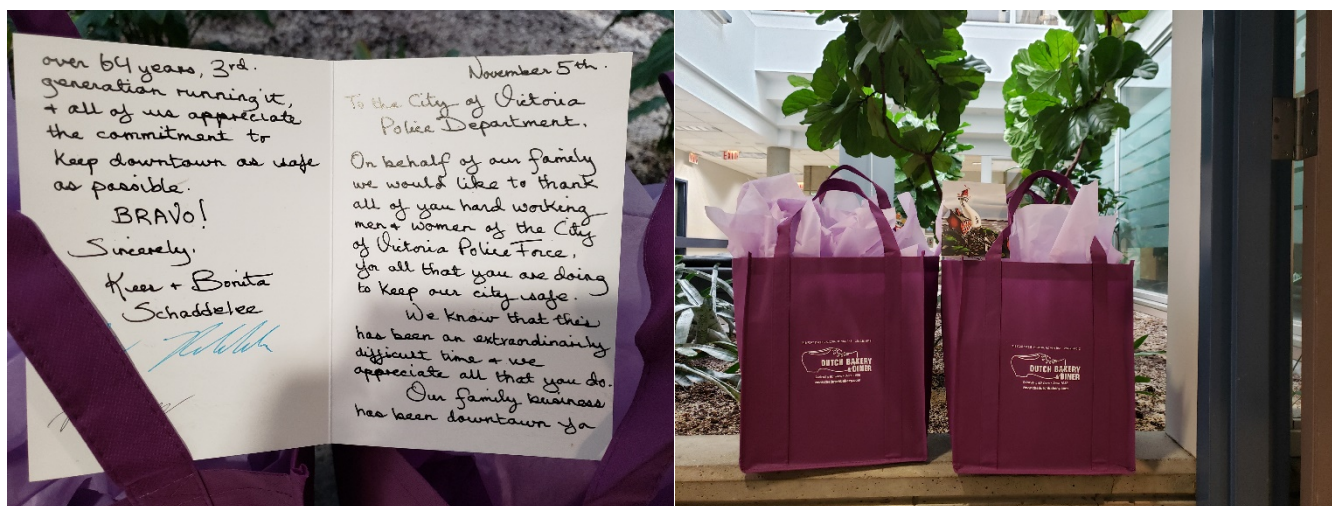
Having served for six years on the [REDACTED] I am well aware of policing costs, however it is very hard to see things happen lately that don't encourage, support, fund, and protect our police. I find this criminal. I can do little to help except when officers arrive at [REDACTED] I try to have those present clap to show support for them. It's a very small gesture. However, I know I am not alone in praying for your police department for all you do during this exceedingly challenging time.

May the Lord shield and protect each officer from both physical and emotional harm as well as your delegated authority to serve and protect this city with wisdom.

Bless you,

November 6, 2020

The owners of the Dutch Bakery, Mr. and Mrs. Schaddelee, stopped by HQ today to drop off 14 boxes of their cookies for officers and staff. They are very appreciative of all the great work that is continuing to be done by everyone during these particularly difficult times.



November 10, 2020

Dear Chief Manak,

I'm contacting you today to compliment you on your remarks regarding the revision to the ACAB graffiti in Bastion Square. As a leader, you stated the right perspective on this issue and provided an open invitation for a respectful solution. I have been very impressed with the Victoria Police Department over the years and as you may recall I had witnessed exemplary conduct of two of your officers as per my email of April 2017.

Since then, I have also had the pleasure of meeting with Det. Kerrilee Jones in my previous position as an executive member of the National Canadian Bar Association Alternative Dispute Resolution Section. I was impressed with her intelligence, professionalism and candidness. She too is a credit to The Victoria Police Department.

I was further inspired by an informative meeting I had in late 2019 with Sgt. Sean Millard regarding Domestic Assaults and his proactive views of restorative justice.

More recently, the Department's success of a major Fentanyl drug bust is another great example of the excellent training and expertise of your men and women of your department. Thank you for allowing me to share my views of how proud I am of VicPD's contribution to our fine city.

Keep up the great work!

Sincerely,

[Redacted Signature]



Royal Canadian
Mounted Police

Gendarmerie royale
du Canada

Security Classification/Designation
Classification/désignation sécuritaire

Officer In Charge
West Shore RCMP Detachment
698 Atkins Avenue
Victoria, BC V9B 3A4

Chief Constable Del Manak
Victoria Police Department
850 Caledonia Avenue,
Victoria, B.C. V8T 5J8



Your File - Votre

Our File - Notre

September 21, 2020

Re: Constable Jose Bingham – Assist West Shore Detachment

Sir,

I would like to take this opportunity to recognize the service Constable Jose Bingham provided to West Shore Detachment during an investigation concerning [REDACTED]

On Sept. 4th, 2020, Constable Jose Bingham – Victoria City Police Department attended West Shore Detachment at the request of Constable Carmen Hill and Corporal Haydn Barrow in order to provide Spanish translation [REDACTED]

His translation services were required a second time on 2020-09-09, attending the Detachment after his shift ended, to assist with a Next of Kin notification [REDACTED]

Constable Bingham also made himself available at West Shore Detachment days later when the family wished to meet with investigators to obtain answers surrounding the investigation [REDACTED]

Throughout the investigation, Next of Kin notification and the subsequent meeting with the family [REDACTED] Constable Bingham displayed compassion, respect, patience and professionalism while assisting our Investigators and the family members during a difficult and emotional time.

Please extend our gratitude to Constable Bingham for his assistance and pass on the enclosed token of our appreciation.

Sincerely,

Inspector Todd Preston
Officer in Charge
West Shore RCMP Detachment

Sept. 23, '20

VICTORIA POLICE DEPT

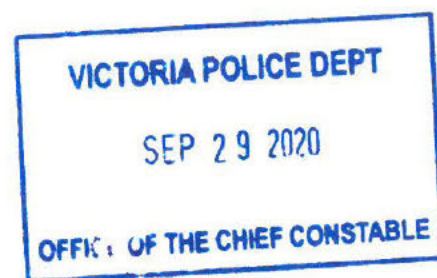
SEP 29 2020

OFFICE OF THE CHIEF CONSTABLE

Dear Chief Manak,

We've been wanting to send you a note for some time to thank you and the excellent officers in VPD for your tireless work on our behalf.

We are property owners and residents in Downtown and appreciate as few others can the fine balance of Policing and social work you do daily. We are grateful. We appreciate you. We understand. Kind Regards



Aug 2020

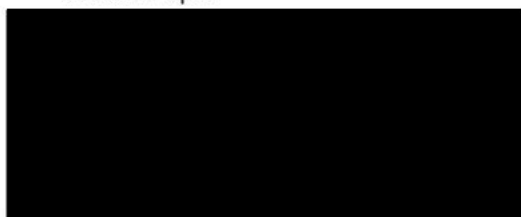
Dear Chief Constable Manak, all officers
and admin support staff...

Thank you for all that you do to keep us
safe. Your job has become so much more
challenging and I want you to know that this
does not go unnoticed. You are all very
much appreciated. With Endless Gratitude,
[Redacted Signature]



To all VIC PD members:

In March of this year someone mentioned that we should be thanking our police men & women just like we do with our Armed Forces personnel when we see them in our community. As a senior in Esquimalt I rarely meet face-to-face with an officer – just exchange waves as a patrol car passes when I'm out walking. So I was excited to see one parked outside [REDACTED] a while ago. I knocked on his window and passed along my thanks ... as I interrupted him logging information into the computer I think I took him off guard but do hope he knew I was sincere. Recently I read an article that, in light of the ACAB brouhaha in Bastion Square, we should consider sending tangible letters of support to our local force which made me think why didn't I do that originally instead of trying to find an officer in person. So please accept this card as acknowledgement of the excellent job I think you all do in protecting our community – on the two or three occasions I've had any dealings with Victoria Police in my 60 years Victoria they've always been helpful, kind, polite and professional and it's beyond me how anyone could equate actions of police in the U.S.A. with our force. I guess young people just want to save the world – I can admire their enthusiasm but abhor their disrespect to the members of the Victoria Police Dept. Whew, I find as I'm typing that this issue must be really bothering me and I'm turning my Thank You card into a rant so please disregard that part and accept my sincere "great job – thumbs up".





The Gorge View Society

11 Chown Place Victoria, BC V9A 1H5

P: 250 360-1977 F: 250 360-1976

E: gorgeview@shaw.ca

W: www.gorgeviewsociety.ca

September 8th 2020

Chief Constable Del Manak
Victoria Police Department
850 Caledonia Avenue
Victoria, BC V8T 5J8

VICTORIA POLICE DEPT

SEP 29 2020

OFFICE OF THE CHIEF CONSTABLE

Dear Chief Constable Manak,

Please accept this as a sincere letter of appreciation and commendation for our Victoria Police Liaison, Cst. Sean Hand. Cst. Hand has consistently gone above and beyond the ordinary requirements of duty in supporting our community. He has made himself available to our residents in a compassionate way, always respecting the person he is relating to. With his guidance and support, an ongoing sense of safety has been provided in the face of the challenges that the Burnside Gorge community.

We really have appreciated his professional demeanour and level of commitment. As he begins his next assignment we look most forward to developing a similar relationship with his successor.

We are deeply grateful for all the hard work the Victoria Police engage in on a daily basis and we wish Cst. Hand all the very best in his new role.

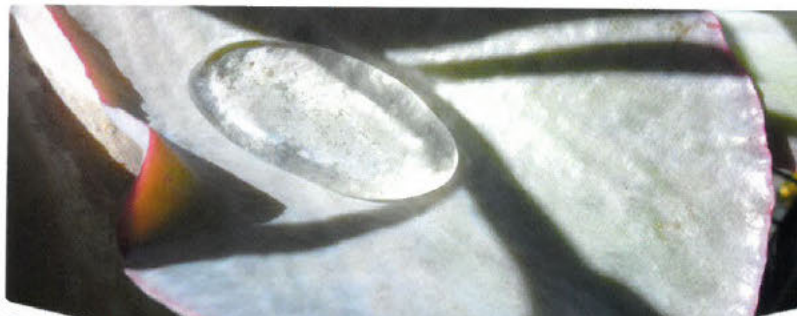
Sincerely,

Eric Murdoch – Manager of Operations

David King – CEO and Chair of the Board of The Gorge View Society

October 11 2020.

Chief Manak, and team.
I would like to
Thank you for all your
work in keeping
everyone safe in these
very trying times.
I appreciate your
efforts. [REDACTED]



Chief Marsh

During the night of Oct 5/6 there was a break in at the condominium building where I live in [REDACTED] I got two valuable bikes from a locked storage room.

I am very happy to report that your officers have since recovered and returned both bikes. Const. Faria Ford and Const. Shawn Millard were my points of contact but I am sure that others were involved. My friend and colleague

[REDACTED] provided me with some wise counsel and Westlake RCMP were the attending force.

Would you please pass on ATTABO's and ATTACIP's to your members involved.

I have made a donation to the Sarah Beckett Fund to show my appreciation.

Thank you and your fine for all you do

[REDACTED]