



2013 – 2017 Strategic Plan – Oak Bay Police Department

Chief Constable Mark Fisher

March 27, 2013

TABLE OF CONTENTS

Introduction

Message From The Oak Bay Police Board	2
Message From The Chief Constable	3
Strategic Planning Process	4
Mission Statement	5
Core Values.....	6
Organizational Chart	7
Environmental Scan.....	8
Crime Statistics	10

2013 – 2017 Strategic Priorities

Strategic Direction 1: Reduce Crime and Enhance Public Safety	11
Strategic Direction 2: Integration-Leveraging Area Expertise and Sharing Resources....	14
Strategic Direction 3: Community Engagement	15
Strategic Direction 4: Developing Our Employees.....	16

MESSAGE FROM THE OAK BAY POLICE BOARD

The members of the Oak Bay Police Board are proud to present the 2013 – 2017 Strategic Plan to the community. The plan is the end product of an extensive internal and community consultation process. The objectives outlined in the plan set out a roadmap to ensure that our police department focuses on those areas that most important to our community. The Police Board is responsible for governance and oversight of the police department. In our role as an oversight body, we work closely with the Chief Constable and members of the department to establish goals and expectations for the department. These objectives ensure that they continue to police the community in a manner which reflects the personalized and professional service that we have all come to enjoy. We are fortunate to live in a community that is one of the safest in the Capital Regional District. It is one of the reasons we choose to live and raise our families here.

We continue to be innovators in the area of police integration. Our service agreements with the Saanich Police Department and our continued participation on integrated policing teams allow us to continue to provide a professional policing service in a cost effective manner.

As we move forward in implementing this plan we welcome your comments and ideas. The Chief Constable will be providing progress reports to the Police Board quarterly and those reports will be made public on the municipal website. As with any plan, it will evolve to meet the changing needs of our residents.

MESSAGE FROM THE CHIEF CONSTABLE

This document is a culmination of months of discussions and community consultation to determine where we should be focusing our efforts and resources over the next four years. I appreciate all of the time and effort our employees and citizens put into completing the surveys and attending the consultation sessions. It is clear that our community places great value on having a police force that subscribes to a no call too small philosophy and is responsive to social issues and crime in the community.

The initiatives set out in the plan are measureable and the plan will be a living document. Our progress in implementing the plan will be reported on a quarterly basis to the Oak Bay Police Board. The Board will evaluate the strategies to ensure they are relevant as we move forward.

We are fortunate to live in one of the safest neighborhoods in Canada. It is our job to work with the community to keep it that way. It is a responsibility we take seriously. We will do our utmost to continue to deliver a service that is responsive and reflects the policing priorities and needs of the citizens of Oak Bay.

Sincerely,

Mark Fisher

Chief Constable

Oak Bay Police Department



STRATEGIC PLANNING PROCESS SUMMARY

The planning process that led to the creation of this document and the policing initiatives therein was based on community consultation. In June 2012, an environmental scan report was prepared for the Police Board. This report examined issues relating to demographics, local society, the economy, politics and government, technology, the environment, local crime trends and the impact that these areas may have on policing in Oak Bay over the next four years. The consultation process started in the summer of 2012, when the Chief Constable and a Police Board member met with each Platoon and all employees of the police department to discuss policing priorities for the department. All employees were also encouraged to complete an electronic survey. In the fall of 2012, the Chief and a Board member met with the following community organizations to hear their thoughts on policing priorities: Restorative Justice Oak Bay, Seniors Focus Group from the Monterey Center, Parent Advisory Committee Willows Elementary, Parent Advisory Committee Monterey Middle School, Parent Advisory Committee Oak Bay High School, Oak Bay Municipal Council, Community Association of Oak Bay, and the Oak Bay Business Improvement Association. Following those meetings, a community survey was developed and distributed through the Oak Bay News. Over three hundred and fifty of those surveys were returned to our office.

Much of what we heard in our consultation process is reflected in our selection of priority areas in this plan. The final plan has been reviewed and approved by the Oak Bay Police Board. Progress in implementing the plan will be tracked using worksheets for each initiative. These worksheets will form the basis for the quarterly progress reports to the Police Board and the community.

Mission Statement

The members of the Oak Bay Police Department are committed to the promotion of partnerships with the community, leading to sharing in the delivery of police services. We pledge to treat all people equally and with respect, uphold the Canadian Charter of Rights and Freedoms, to preserve and protect the community and work to resolve problems that affect community safety and quality of life.



Core Values

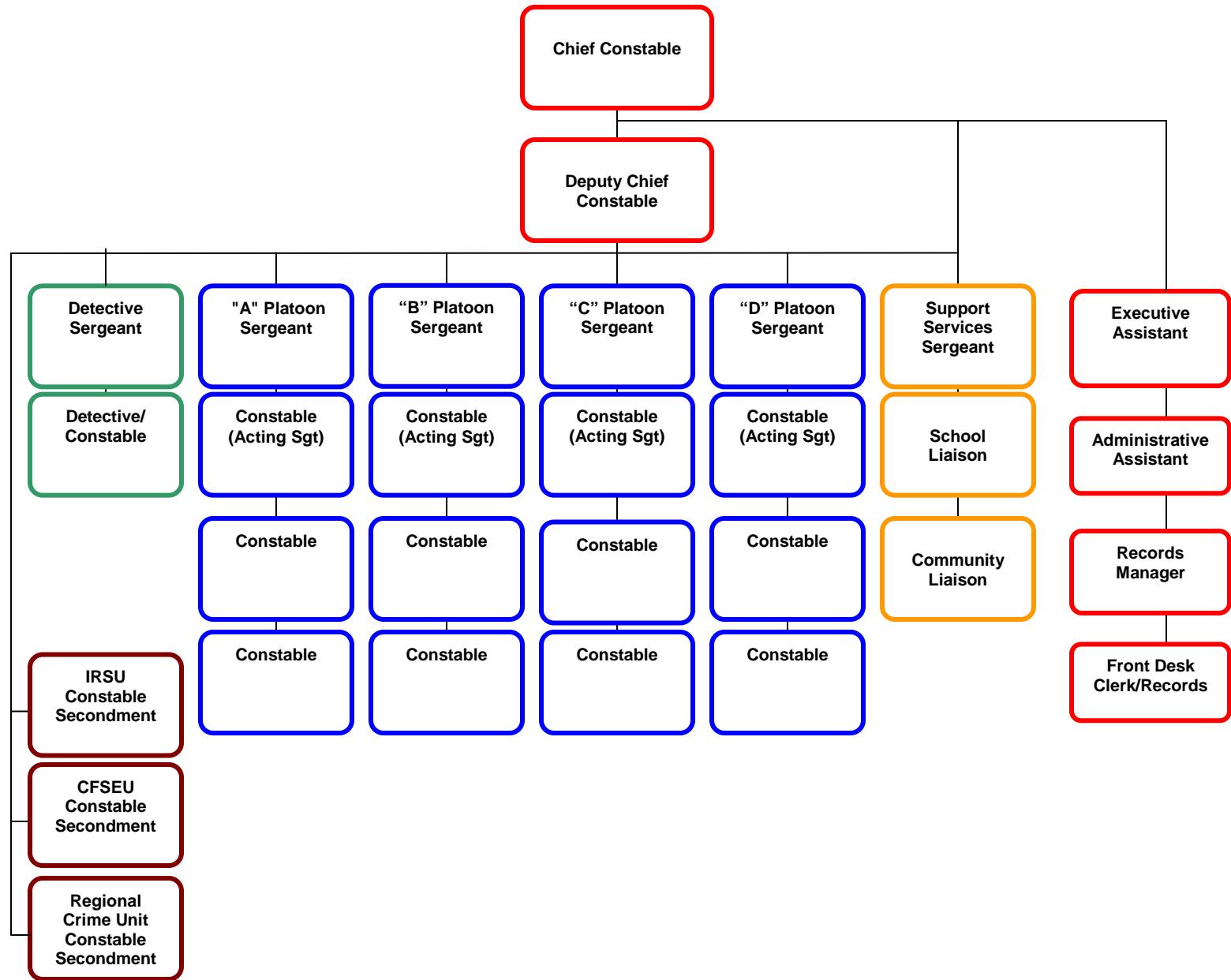
The Oak Bay Police Department recognizes the importance of:

- human dignity, empathy, compassion and fairness**
- accepting and supporting cultural diversity**
- professionalism in all aspects of the Department and its service delivery to the community**
- strong ethical and moral behaviour**

The Oak Bay Police Department recognizes the need to:

- encourage innovation and creativity**
- strive for success with a tolerance for failure**
- promote personal and professional growth**
- acknowledge employee contribution**
- foster freedom of expression and open communication**
- advocate and encourage equality in treatment**
- encourage teamwork and participation in decision making**
- inspire trust in employees**
- provide a safe and harmonious workplace**
- strive to be the best**

Organizational Chart
Oak Bay Police Department
2013



Environmental Scan

As we embark on the process of developing a new strategic plan for 2013 and onwards, it is important that we have a clear understanding of the environmental factors that have the potential to affect the type and level of service that we provide. An understanding of the relevant environmental factors will also influence where we focus our limited resources over the next four years.

As part of the Capital Regional District we are not an island unto ourselves. We are one of six policing agencies in the Greater Victoria Area. Although we are a smaller agency, that does not preclude us from the expectation to maintain the same standard of service and professionalism that our neighboring agencies provide to their citizens. In the current environment our community leaders have choices when it comes to who provides policing in their community. Now, more than ever, those discussions are at the forefront of much debate both within media circles and the general public.

The 2011 federal census Oak Bay had a population of 18,015 residents which was a 0.6% change from 2006. The percentage of the population age 65 and over in Oak Bay is 27.8% compared to the national average of 14.8%. From 2006 to 2011 this age group in Oak Bay increased by 11% whereas residents between 15 to 64 years old dropped by 2.1%.

These factors are relevant in that a significant percentage of our residents are retirees as opposed to young working families. One needs to consider this when making decisions on which crime prevention programs are most appropriate for our community, which public safety issues may be more prominent, and what measures we take to engage with our residents. Given the older demographic we need to be cognizant of not only how safe our community is but also making efforts to address citizens' perception of safety. An older population may at times also be more susceptible to fraud.

It is safe to say that the populace as a whole is more affluent and has a higher level of education on average. The community is also a very physically active community. This is readily apparent by the number of residents that one sees out walking, cycling, and using the excellent recreation facilities and parks in Oak Bay.

The societal characteristics of Oak Bay are relevant to policing in that the residents expect a police service that is educated, competent, and physically fit. Residents have made it clear over the past year that they would like to see more police officers out in the community doing foot and bicycle patrols. With the commercial district clustered on Oak Bay Avenue and a couple of other small neighborhoods such as Estevan Village and Windsor Park this can be accomplished quite easily.

Oak Bay is an attractive location for young families given the excellent recreation facilities, schools, and parks in the municipality. There continues to be a strong desire for our officers to be involved in youth engagement activities and maintain a visible presence in the schools. Our full time School Liaison Officer is heavily involved in the local schools and is one of the facilitators at the annual Capital Regional District Police Camp in the spring.

Currently Oak Bay has a series of service contracts with the Saanich Police to provide specialized forensic, canine, crime analyst, telecommunications, and computer informatics support. The agreements also cover serious crime and homicide investigations. A year ago these agreements were renewed for another term. In entering into these agreements the municipality has ensured that the local police department has access to additional specialized resources for the more complex investigations. It ensures a high level of service and specialization without incurring all of the equipment and training costs that would be required to keep our local members trained and equipped for these types of investigations.

In 2012, Oak Bay ranked 159th of 170 police jurisdictions in British Columbia on the overall Crime Severity Index. This speaks to relative lack of serious and violent crime occurring in the municipality. Our officer case load remains one of the lowest in the province at 23 criminal code cases per member. Over the past year there was a spike in residential break and enters and thefts from automobiles. The department has instituted a Vacant Premises Check Program and a Lock It or Lose It Program to address these two trends. Drug seizures have increased by about 25% over the past year but that for the most part can be attributed to an increase in foot and bicycle patrols in the municipality. Changes in other crime stats are present, but the numbers are small enough that the statistics are easily skewed by a few offences.

There has been an increase in the past year of the number of homeless people frequenting the Oak Bay area. This issue has been a concern in local media and at recent Business Improvement Association Meetings. As of this point in time there is no evidence to indicate that these individuals have been responsible for any increase in criminal activity in the community.

Our officers continue to deal with a high proportion of calls for service in which mental health issues are a contributing factor. Recent training in crisis intervention and de-escalation was timely to provide officers with more information on best practices in this area. Given the volume of calls we deal with in this area, there will be a need to ensure that our policies and procedures remain current.

The increase in police accountability and police oversight in this province over the past few years has led to new Provincial Policing Standards which have been implemented by the Director of Police Services. Some of these policy changes are the result of recommendations from the Braidwood Commission inquiry which dealt with crisis intervention techniques and use of force training. The recent recommendations from the Missing Women Commission of Inquiry will lead to additional policy changes and training requirements.

The end result is that this increased attention to mandatory training requirements and policy amendments has increased the need for training and policy development expertise at the local level to respond to these changes. In the area of training we are finding that there is little time for non-mandatory training as the amount and frequency of mandatory training requirements have increased exponentially in the past few years. Online training for some of the material is becoming more common and, where appropriate, the department will need to leverage those opportunities to minimize costs and ensure appropriate training is received in a timely manner.

DISTRICT OF OAK BAY	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Population	18,573	18,683	18,753	18,853	18,917	18,040	17,971	18,069	18,036	18,012
Police Strength	22	22	22	22	22	22	22	23	23	23
Case Load	42	41	60	58	53	42	41	37	36	32
Population Served Per Member	844	849	852	857	860	820	817	786	784	783
Violent Crimes										
No. of Offences	98	72	100	87	70	47	74	53	56	60
Crime Rate¹	5.3	3.9	5.3	4.6	3.7	2.6	4.1	2.9	3.1	3.3
Property Crimes										
No. of Offences	784	789	1,160	1,113	1,066	826	798	757	736	641
Crime Rate	42.2	42.2	61.9	59.0	56.4	45.8	44.4	41.9	40.8	35.6
Other Crimes										
No. of Offences	36	49	63	66	35	40	34	44	37	32
Crime Rate	1.9	2.6	3.4	3.5	1.9	2.2	1.9	2.4	2.1	1.8
Total Criminal Offences	918	910	1,323	1,266	1,171	913	906	854	829	733
Crime Rate	49	49	71	67	62	51	50	47	46	41

INDEPENDENT BC MUNICIPAL POLICE DEPARTMENTS - 2010²

Municipality	Population	Authorized Strength ³	Pop.Per Officer	CCC Offences	Crime Rate	Case Load	Total Costs	Cost Per Member	Cost Per Capita
Abbotsford	138,260	210	658	8,856	64	42	\$36,754,638	\$175,022	\$266
Central Saanich	16,201	23	704	608	38	26	\$3,752,381	\$163,147	\$232
Delta	100,867	165	611	6,004	60	36	\$29,515,391	\$178,881	\$293
Nelson City	9,794	17	576	1,013	103	60	\$2,340,098	\$137,653	\$239
New Westminster	66,892	108	619	6,018	90	56	\$20,362,500	\$188,542	\$304
Oak Bay	18,012	23	783	733	41	32	\$4,344,665	\$188,898	\$241
Port Moody	33,933	50	679	1,242	37	25	\$7,376,651	\$147,533	\$217
Saanich	114,140	152	751	5,800	51	38	\$24,471,274	\$160,995	\$214
Vancouver	644,599	1,327	486	49,597	77	37	\$229,432,978	\$172,896	\$356
Victoria	101,051	243	416	12,143	120	50	\$42,369,961	\$174,362	\$419
West Vancouver	47,395	81	585	1,883	40	23	\$12,831,142	\$158,409	\$271
Total	1,291,144	2,399	538	93,897	73	39	\$413,551,679	\$172,385	\$320

¹ **Crime rate** is the number of *Criminal Code* offences or crimes (excluding drugs and traffic) reported for every 1,000 permanent residents. It is a better measure of trends in crime than the actual number of offences because it allows for population differences. Municipal crime rates do not necessarily reflect the relative safety of one municipality over another.

² "Police Resources in British Columbia, 2010", Province of British Columbia, Ministry of Public Safety and Solicitor General, Police Services Division

³ **Authorized strength** and their associated costs for the independent municipal forces have been adjusted to exclude secondments to other agencies.

2013-2017 STRATEGIC PRIORITIES:

Strategic Direction 1:

Reduce Crime and Enhance Public Safety – Our Primary Focus

The primary focus of the police is to reduce crime and enhance public safety. It is important to not only ensure that public is safe but that they feel safe in our community. The following initiatives address community safety issues that are priorities in this community.

1.1 Elder Crime Prevention Presentations

The percentage of the population age 65 and over in Oak Bay is 27.8% compared to the national average of 14.8%. From 2006 to 2011 this age group in Oak Bay increased by 11% whereas residents between 15 to 64 years old dropped by 2.1%. Although the crime rate is low in Oak Bay, we still have an obligation to ensure that our citizens receive current information on steps they can take to ensure that they do not become victims of fraud or elder abuse. The Oak Bay Police Department will develop and deliver crime prevention presentations that specifically focus on crime trends and crime prevention tips for seniors.

The department will develop an in-service training session that specifically addresses strategies for investigations involving the victimization of senior citizens. This session will highlight community agencies that are available to provide support and advice to vulnerable seniors and provide support to police in their investigations.



1.2 Traffic Safety and Enforcement - Speed Watch, Active Transportation to Schools

Unsafe speeds and inattentive drivers continue to be the causes for concern with many of our residents. While regular traffic enforcement has an impact on these behaviors, there is also an opportunity for enhanced vigilance in this area.



In 2013, the Oak Bay Police Department will establish a volunteer based Speed Watch Program. The volunteers will receive training from the police and will be assigned to collect speed data from areas that have been reported as problematic by local citizens.

The Oak Bay Police Department, working with parents and the local Parent's Advisory Groups, will promote active transportation to the local schools by organizing and participating in bike train rides to the schools. These rides, one in the spring and one in the fall, will highlight safe cycling routes from area neighborhoods and encourage students and parents to ride to school and cut down on the congestion that we currently see around many of the school zones.

The Oak Bay Police Department will also continue to offer bike safety rodeos at each of the elementary schools each spring.

1.3 Youth Crime Prevention

The School Liaison Officer will continue to instruct the WITS and LEADS programs to local elementary students. These programs provide students with the strategies and skills to combat peer victimization and bullying. Students learn to resolve peer conflicts in a peaceful manner by considering others' perspectives and using problem solving skills to address conflict.

Many of our youth struggle with mental health challenges or know someone who does. In some instances we have seen students attempt to self-medicate to deal with these challenges. The School Liaison Officer will work with the local schools to arrange presentations on the dangers associated to substance abuse and self-medication. The presentation will also include suggestions for responding socially to those who are suffering from mental illness.



The School Liaison Officer, in collaboration with other community members, will continue to deliver the PARTY Program (Prevent Alcohol and Risk Related Trauma In Youth) to Grade 10 students in Oak Bay.

The Oak Bay Police Department will continue to participate in the week long annual Greater Victoria Police Camp at Albert Head. The Police Camp replicates a police training academy,

ending with a graduation ceremony attended by parents and family members. Four Oak Bay students will be selected each year to attend the camp.

1.4 Police Visibility – Police Post, Foot and Bike Patrols, Sporting Events

Although Oak Bay currently has one of the lowest crime rates in British Columbia, it is also of paramount importance that people feel safe in their community. Research shows that a visible police presence is a key factor in the public's perception of their sense of safety. Our community survey results clearly revealed the importance that people place on having a local police force that is visible in the community.

The Police Post Program, which involves a police officer remaining stationary on Oak Bay Avenue in front of the Municipal Hall, will continue. The program will be expanded to other areas of the community where officers will set up with a sandwich board and be available to discuss policing or crime prevention issues with members of the public.

The foot and mountain bike patrols will continue to be a key part of how we deliver service in Oak Bay. Currently about half of the members of the department have received the training course to ride the police mountain bikes. A local police user's course will be offered in the spring of 2013 with an additional one in 2014.



The School Liaison Officer will organize a police–student sporting event at the local elementary and middle schools at least once per school term.



Strategic Direction 2:

Integration – Leveraging Area Expertise and Sharing Resources

The Oak Bay Police Department is one of seven police departments in the Capital Regional District. While the focus and style of policing in each department differs we all have something to offer to each other in the area of training and investigative expertise. Seeking opportunities for greater integration allows us to leverage local expertise to ensure that our residents are receiving value for their investment in policing.

2.1 Vancouver Island Integrated Major Crime Unit

The Oak Bay Police Department has a service agreement with the Saanich Police Department for the investigation of all suspicious deaths and homicides. The Saanich Police Department is currently in negotiations to join the Vancouver Island Integrated Major Crime Unit. Memorandums of Understanding are currently being developed to formalize an arrangement whereby the Oak Bay Police Department would also become a partner in the Vancouver Island Integrated Major Crime Unit at the same time that the Saanich Police Department joins the unit.

2.2 Short Term Secondment Opportunities

We are fortunate to work in an area where our department is surrounded by larger departments with higher levels of specialized services. The Oak Bay Police Department, in an effort to provide developmental opportunities of its officers, will explore short term secondment opportunities to provide officers exposure to more complex investigations, policing of major events or search warrant executions. These opportunities would be anywhere from a day to two weeks in duration.

2.3 Mental Health Agencies and Collaboration

This past year we have seen a significant rise in the number of incidents we attend in which mental illness is a contributing factor to the call for assistance. In many instances, our involvement in these matters requires a skill set and knowledge base that is more commonly associated with health or social service professions. Many of these calls are high risk in nature. We have a duty to take an approach that is reasoned, informed, compassionate, and tactically sound. In order to ensure that our officers are adequately equipped to assist with these matters, the Oak Bay Police Department will ensure that all members attend Crisis Intervention and De-Escalation training and any update training as mandated by the Provincial Police Services Division. Arrangements will also be made for annual training presentations by members of the Integrated Mobile Crisis Unit to all employees of the department.

Strategic Direction 3:

Community Engagement – Getting the Community Involved and Aware of What We Do

The strength in our current policing model lies in the fact that we are connected to the community. We invest the time to provide a community based police response in which no call is too small. The community survey results indicated that we could do a better job of advertising and explaining some of the services we provide and the challenges we encounter in policing. The following initiatives will address those areas:

3.1 Building Replacement Discussion

The Oak Bay Police Department is currently housed in a 1957 building that was built to house a force of nineteen members. The building is showing its age and space is at a premium with the building now housing a force of twenty three members and four civilian support staff. Plans to increase volunteer run programs based at the police station have been hampered by the lack of space and a community meeting room where volunteers could work and meet without being privy to police operations and ongoing investigations. This year the municipality will be embarking upon a review of the Official Community Plan. It is an opportune time to raise the issue of the current state of the police building and to explore options for a new space which could include a shared community/volunteer meeting area. In 2013, the Oak Bay Police Department will work with the Oak Bay Police Board to prepare a proposal that outlines the future need for a new police building. This proposal will be presented to the municipal council in 2014.

3.2 External Communication

In the past the Department published a newsletter twice a year that was an insert in the Oak Bay News. The department will amend this approach in an attempt to reach more citizens.

In the spring of 2013 the department will begin publishing a short column in the Oak Bay News that highlights a policing program that the department is currently engaged in. By actually publishing in the paper, rather than an insert, we hope to reach more readers.

Later this year the Oak Bay Police Department will provide an overview page on the municipal website that describes each integrated policing unit that we are a member of.

The Oak Bay Police Department will publish a guide on the department website that explains the operation of the Saanich Police Dispatch center and issues that residents need to be aware of when deciding whether to call the general police dispatch number or 911 dispatch.

The Oak Bay Police Department School Liaison Officer will attend a Parent Advisory Committee meeting at each of the area schools annually to meet with parents and explain the school liaison program to them. At these sessions the School Liaison Officer will also inform the parents of any public safety issues or crime trends that they feel the parents should be aware of.

Strategic Direction 4:

Developing our Employees – Our Greatest Resource

At present there are thirteen of our members who will reach the age of 55 within the next five years. Seven of those officers will reach the mandatory retirement age of 60 in the next five years. If thirteen members were to retire in the next five years the result would be a turnover of almost half of the department. The following initiatives will ensure that we prepare for the future, recruit the best personnel available, and develop some of our current staff to prepare to take on leadership roles within the department in the next five years.



4.1 Recruitment Process

Moving forward, the Oak Bay Police Department will follow a process whereby all employment opportunities will be advertised in local media and on the municipal website. This will ensure that we receive a diverse applicant pool. All applicants will be interviewed by a peer panel and then a shortlist will be submitted to the Chief and Deputy for a final screening interview. Subsequent to that, shortlisted candidates will complete psychological testing and participate in a polygraph examination.

When preparing a short list of applicants, consideration will be given to the applicant's ability and interest in filling some of the specialized roles within the department. These positions include the seconded positions, the Community and School Liaison positions, as well as the Detective positions. Their past history of community involvement will also be a factor when considering their suitability for employment with our department.

4.2 Employee Assistance Program

Currently the Department does not have a formalized Employee Assistance Program to provide emotional support and advice for employees who are facing times of crisis in their personal or professional lives. The Oak Bay Police Department will work with the Executive of the Oak Bay Police Association to develop such a program within the next year. Training will be provided once a suitable employee has been selected to fill the role of an Employee Assistance Representative.

4.3 Integrated Training Opportunities with Other Agencies

Currently, several of the police departments in the Capital Regional District are arranging similar local training courses for their membership. To minimize training associated travel costs and time away from the community, the Oak Bay Police Department will collaborate with other police agencies in the Capital Regional District to seek opportunities to send our employees on local training opportunities that are being offered by other police agencies. Conversely we will provide training opportunities to other police agencies when our local instructors teach the Crisis Intervention and De-Escalation Course, the Police Mountain Bike Course, and the Conducted Energy Weapon User's Course.

4.4 In-House Training For Reserve Constables

The Oak Bay Police Department currently has five volunteer Reserve Constables. We anticipate engaging one additional Reserve Constable later this year who has asked to transfer from another police department. In the past, the majority of training for our Reserve Constables has been completed in concert with the Saanich Police Department Reserve Program. Starting in 2013 the Administrative Sergeant of the Oak Bay Police Department will arrange an annual half day training session for our six Reserve Constables that will be held locally and be delivered by members of our department. This initiative will be a developmental opportunity for some of our members to provide training in their areas of expertise and will enhance the training already being provided to our volunteer Reserve Constables.