



STRATEGIC PLAN REFRESH

2025 - 2030



We gratefully acknowledge that Greater Victoria Police Victim Services' office is located on the unceded, traditional, ancestral territories of the Coast Salish People, including the lək'wəŋən peoples represented by the Songhees and Esquimalt Nations and the W̱SÁNEĆ peoples represented by the W̱JOḺEŁP (Tsartlip), BÓKÉĆ CEN (Pauquachin), S̱ÁUTW̱ (Tsawout), W̱SIḴEM (Tseycum) and MÁLEXEŁ (Malahat) Nations. We recognize that these First Nations have been custodians of this land for thousands of years and pay our respect to Elders and knowledge keepers, both past and present. We are grateful for the opportunity to live, work and play on these lands.

Message from the Executive Director and Board President

We are pleased to share our Greater Victoria Police Victim Service Strategic Plan 2025 – 2030, a roadmap that will guide us through our next five years.

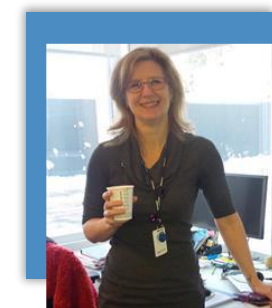
As we look ahead with the launch of our updated five-year Strategic Plan, we have reflected on the journey that has brought us to this point. The past five years have been marked by extraordinary challenges, including the global COVID-19 pandemic, which reshaped how we operate and serve our communities. During this time, we faced a significant increase in demand for our services, all while navigating the reality of limited resources and limited funding.

Despite these hurdles, we rose to the occasion with resilience and an unwavering commitment to our vision. We adapted quickly and found creative solutions to deliver important support and services to individuals when it was most needed. This plan builds on our collective achievements and establishes our path forward.

We are confident that we will meet any challenges that may lie ahead.



Karyn French
GVPVS Executive Director



Shauna Filgate-Smith
GVPVS Board President

Strategic Orientation and Challenges

Greater Victoria Police Victim Services provides legislated police-based services and support to victims of crime and trauma by way of short-term emotional support and practical assistance (such as navigating the justice system and referrals to other police and community-based services and as mandated by the British Columbia Victims of Crime Act and the rights under the Canadian Victims Bill of Rights).

GVPVS is unique in BC because we work in partnership with seven police agencies to provide victim services covering Metchosisin and the Highlands through to North Saanich and all areas in between. GVPVS services are highly dependent on referrals from all seven police agencies.

Over the past five years, the demand for GVPVS services has more than doubled with only nominal increases in funding. In addition to this increased demand, changes in community demographics (including mental health and substance use, homelessness, increased immigration, diversity in cultural norms and language barriers) have added to the complexity of the services which GVPVS provides.

This increased demand for, and complexity of provided services, has challenged the ability of GVPVS to maintain service levels over the same period. While GVPVS has remained creative in stretching available funding and built and leaned upon strong relationships with stakeholders and partners, this model is no longer sustainable.

GVPVS Key Services

- Critical Incident Response
- Criminal Justice System Information and Support
- Safety Planning
- Practical and Emotional Support
- Information and Referral
- Court Support
- Networking, Public Awareness and Education

Police Partners

1. Central Saanich Police Services.
2. Sidney/North Saanich RCMP
3. Military Police Unit (Esquimalt)
4. Victoria Police Department
5. Oak Bay Police Department
6. West Shore RCMP
7. Saanich Police Department

Community-Based Partners

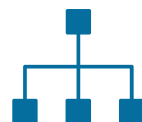
Victim Services works in close collaboration with five community-based victim services partners: Victoria Child Abuse Prevention & Counselling Centre, Victoria Sexual Assault Centre, Spousal Assault Victim Support Program, Regional Domestic Violence Unit, and Men's Therapy Centre.

GVPVS



PARTNERS

- Police (7) (4 municipal police, 2 RCMP detachments & CFB Esquimalt military police)
- Members of the Victoria Area Protocol Agreement (Victoria Child Abuse Prevention & Counselling Centre, Vancouver Island Men's Therapy Center, Outer Gulf Islands RCMP VS, Salt Spring RCMP VS, Sooke RCMP VS, Spousal Assault VS Program & Regional Domestic Violence Unit, Victoria Sexual Assault Centre)
- Community resources (I.e., hospice, support groups, VIHA, counselling organizations etc.)
- Funding support from the Ministry of Public Safety and Solicitor General, Capital Region District, District of North Saanich, and private donations



ORGANIZATION

- GVPVS Board of Directors
- Executive Director
- Finance Manager
- Frontline staff (Program Coordinator, VS Case Managers, Court Support Coordinator and Intake Worker).
- Auxiliary Crisis Response Workers



THE PEOPLE WE SERVE

- Victims referred by partners (listed above)
- Witnesses and immediate family members
- Public – self referrals from people who have been victimized by crime and/or trauma



MEMBERSHIPS & ASSOCIATIONS

- Police Victim Services of BC (includes Vancouver Island Program Managers Regional group)
- BC Hospice and Palliative Care Association (includes Canadian Hospice and Palliative Care Association)
- Greater Victoria Police Diversity Advisory Committee
- National Organization for Victim Advocacy (NOVA)

Our Values

Our values guide our behaviours and decisions – our five values incorporated into five.



GREATER VICTORIA POLICE VICTIM SERVICES

Refreshed Strategic Roadmap
2025 - 2030

VISION



The individuals we serve achieve a state of well-being.

MISSION



We work with police in the Greater Victoria area to provide emotional support, practical assistance and referrals to individuals impacted by crime and trauma.

GOALS

SERVICES AND SUPPORT

The communities we serve (police and victims) receive services and support when most needed.

ORGANIZATIONAL SUSTAINABILITY

GVPVS has a strong operational foundation (including a fiscally sustainable path) which together with technology, partnerships and other resources enables GVPVS to meet and support the demand for its services.

CAPACITY

GVPVS has a committed team with the capacity and competencies to deliver service and support excellence.

OBJECTIVES

- GVPVS service model is aligned to its mandate and the evolving needs of victims.
- Stakeholders and partners understand what GVPVS does and there is mutual trust and reliance on GVPVS.
- GVPVS service delivery utilizes relevant technology and social media.
- GVPVS practices are client centered, and trauma informed.
- GVPVS has the technology, partnerships, and resources to meet the needs of its clients.
- Leverage multiple streams of funding including grants, contracts, and donations.
- Improve access to resources, information and other operational support.
- GVPVS has an appropriate human resource complement with strong morale, engagement and high staff satisfaction.
- GVPVS has a leadership structure designed to meet the needs of the Greater Victoria region.
- GVPVS staff receive market comparable pay and have access to continued training, support, and safety mechanisms.
- GVPVS as a Vicarious Trauma Informed Organization supports workforce wellness strategies for staff.

Services and Support |

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Priorities

1. UPDATE GVPVS SERVICE DELIVERY MODEL

- Evaluate the use of improved technology to augment service delivery.
- Complete a jurisdictional scan of integrated organizations. Engage with partners and area chiefs to draft a service delivery model.
- Achieve access to JUSTIN providing improved and timely court support program service to victims.

2. ASSESS THE 24/7 SERVICE GAP

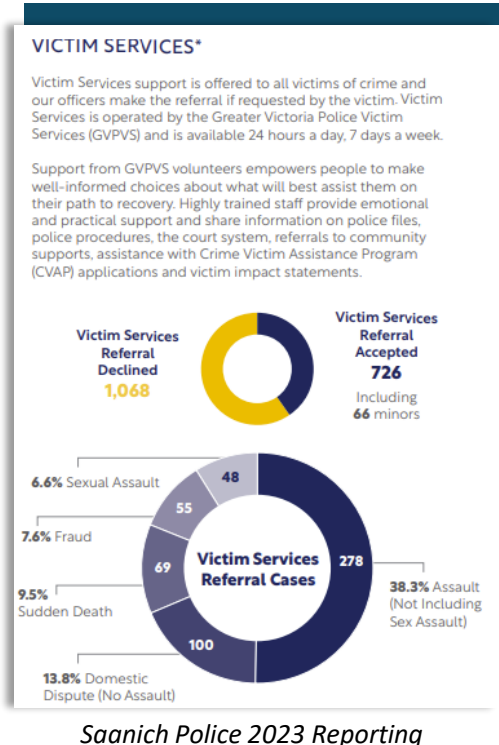
- Create consistency across the 7 police partners in respect of the service delivery model, focusing initially on: 1) do we want to go there, understanding the needs of the communities we serve 2) If so, how do we get there?

3. IMPROVE THE POLICE REFERRAL PROCESS

- Streamline referrals from our police partners so as to provide consistency and reliability.

4. CONTINUE TO PROVIDE TRAINING AND EDUCATION TO OUR POLICE PARTNERS

- To provide training and education for our police partners



Organizational Sustainability |

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Priorities

1. IDENTIFY AND ASSESS FUNDING OPTIONS

- Given the increased demand for, and complexity of provided services, to develop a cost analysis illustrating the additional funding required so as to avoid negative impact over the short and long term to service delivery.
- Leverage the experience of the board to secure funding.
- Identify areas of opportunity to form strategic partnerships to support service delivery and engage board members to support networking connections.

Capacity |

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Objectives

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Priorities

1. COMPETENCIES TO SUPPORT THE EVOLVING NEEDS OF CLIENTS

- Assess the evolving needs of the communities we serve given demographics and societal changes to determine the competencies required.
- Complete a gap analysis with staff complement to identify training needs including those that support the ability to work in a 'hybrid' work environment.
- Obtain funding to support training needs.

2. PAY AND BENEFITS ANALYSIS

- Complete a pay and benefits analysis in respect of existing staff with similar roles and identify any pay gap.
- Engage with other Police Victim Services programs to understand the pay structure across the province.
- Obtain funding to support any pay increase, sustainably.

3. SUCCESSION PLANNING

- Develop succession plans for key / critical leadership and operational positions and/or positions with high turnover.

4. SPACE

- Secure long term appropriate space for the GVPVS team to support team development and increase staff morale.
- Provide appropriate equipment and support systems for staff to continue working in a hybrid environment.

5. WORKFORCE WELLNESS

- Identify workforce strategies to support workforce wellness including a review of protective and risk factors.