



City of Quesnel  
2006-2007 Corporate Business Plan

April, 2006

## FROM THE CITY MANAGER

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It gives me pleasure to present for Council's consideration the City of Quesnel's updated *Corporate Business Plan* for 2006-2007.

The *Corporate Business Plan* is comprised of two main parts. The first part presents an outline of the corporation's vision, mission and values. The corporate vision articulates what we, the employees of the City, wish the corporation to be. The corporate mission describes, in broad terms, what we as a group are going to do to achieve our vision. The corporate values serve as the "signposts" that govern how we conduct ourselves and our business. Collectively, the vision, mission and values provide the framework within which we choose and commit to operate.

The second part of the *Plan* is more action-oriented than the first. For each Department, the document presents a mandate and list of specific tasks to be completed within the next year. The tasks, which are in addition to the Departments' day-to-day activities, reflect the departmental and corporate priorities for the next 12 months.

By almost any measure, the City of Quesnel is a major organization. Council and the citizens of Quesnel expect the corporation to be run in a professional, cost-effective manner that enables the community to realize its full potential and aims. In recent years, managers and staff in the corporation have made impressive strides forward in developing the skill sets, structure, processes and culture that, together, form the cornerstones of a modern, well-run organization.

The *Business Plan* is a practical document that lays out in plain language the corporation's expectations of its various departments. The lists of specific tasks in the *Plan*, it should be stressed, are not mere "wish lists" for Directors to contemplate. Instead, they are carefully considered work programs that support and flow from the Strategic Priorities identified by Council at its annual Strategic Planning workshop. Individual Directors are responsible for their particular programs. The Directors, along with their managers, should refer to the *Plan* – indeed, be guided by it – in making decisions and directing staff. The allocation of financial resources, as determined through the budget process, should be closely aligned with the priorities that are reflected in the specified tasks.



In all, the *Corporate Business Plan* should be a key factor in all departmental decision-making that occurs through to the end of 2006 and the first part of 2007.

Many individuals at various levels and in all areas of the organization contributed to the development of the *Plan*. The resulting product represents, in my opinion, an impressive achievement on which all staff should reflect positively, and in which everyone should take pride. As we begin to implement the *Plan*, we will undoubtedly encounter the odd setback, which may become a source of frustration. We must not allow ourselves to be discouraged. We must, instead, view the *Plan* as a living document that will evolve with the organization. The lessons we learn through implementation will help us to make future editions of the *Plan* even better. It is my hope that, through continued usage, we will recognize the *Plan* as a valuable work tool, and will choose to update it regularly in the coming years.

Thank you for your ongoing hard work and commitment.

Charles Hamilton  
City Manager





# VISION, MISSION & VALUES TO GUIDE THE CORPORATION

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## CORPORATE VISION

The Corporation of the City of Quesnel is a recognized leader in local government service delivery. It works in partnership with the community, other public agencies and the private sector to continually improve the quality of life enjoyed by the citizens of Quesnel.

## CORPORATE MISSION

The corporation's mission is to work with the community to develop innovative and responsive services that promote a high quality of life for all citizens. The organization will endeavour to incorporate into all of its services sound fiscal management and inclusive corporate planning.

## CORPORATE VALUES

We, the employees of the City of Quesnel, are guided in all that we do by the following values:

- ☐ **COMMUNICATION** — Open and constant communication is encouraged, both within the corporation and with the community.
- ☐ **EXCEPTIONAL SERVICE** — We are committed to providing the highest possible quality of service, commensurate with the corporation's resources.
- ☐ **PRIDE** — We take pride in our work, ourselves and our community.
- ☐ **FAIRNESS** — We deal fairly with employees and the public. Everyone is treated with the same high degree of consideration.
- ☐ **INTEGRITY** — As City employees and as responsible citizens, we do what we say we will do. Our word is our bond.
- ☐ **RESPECT** — We recognize that each individual is a valuable member of the organization. We honour the essential worth and dignity of every person.
- ☐ **FORGIVENESS** — We acknowledge that each of us is human and, as such, will make mistakes from time to time. We view mistakes as learning experiences.
- ☐ **EMPOWERMENT** — We are better when we have the tools and confidence of others to make decisions.
- ☐ **RESPONSIVENESS** — The citizens of Quesnel are the reason we exist as a corporation. We work with them, directly and through Council, to understand their needs.





# MANDATE & TASKS

## CITY MANAGER

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### MANDATE:

The City Manager is City Council's chief policy advisor, responsible for providing support to Council on a range of policy matters. The City Manager is also the corporation's chief administrative officer, responsible for providing administrative direction to all of the corporation's departments.

The City of Quesnel has adopted, by policy resolution, the Council-Manager form of local government. Under this arrangement, the City Manager provides the sole link between City Council and the Administration. In this capacity, it is the City Manager whom Council holds accountable for the performance of the Administration.

### SPECIFIC TASKS (2006-2007)

This section lists the specific tasks that the City Manager has identified as being a high priority for 2006-2007. The tasks listed are in addition to the City Manager's day-to-day responsibilities.

- ☐ Achieve tangible results on the following eight strategic priorities identified by Council at its annual Strategic Planning Workshop:
  - West Quesnel Land Stability
  - Relations with Cariboo Regional District
  - Investment Performance of new City Hall
  - Financial Sustainability of the Corporation
  - Capital Reinvestment Program
  - Economic Development and Diversification
  - Multiplex Planning
  - Racing/Richards Road Water System

Key action items flowing from Council's strategic priorities are outlined below.

- ☐ Finalize revised work program and funding arrangement with province. Current year work will involve the following goals:
  1. Developing a water balance model to analyze inflows and outflows
  2. Developing a physical model of the slide movement zones
  3. Developing a series of trial dewatering tests and evaluate best options for reducing groundwater pressure.
  4. Continue with public outreach and communication activities and lobbying efforts.
- ☐ Continue to work with the Director of Community Services and Cariboo Regional District officials regarding various inter-jurisdictional issues – notably, regional library, sub-regional recreation, transit and airport funding.
- ☐ Explore and evaluate new lease opportunities for the new City Hall.



- Work with Director of Public Works & Engineering and Finance & Administration on the development and implementation of a capital reinvestment program. Current year work will include developing a financing strategy, public information program, and an update to the DCC bylaw.
- Develop a strategy to advance the Multiplex project into the next phase of the development process, including a comprehensive public input process.
- Review and update costing information to extend City water to Racing and Richards' Road and hold public meeting to gauge public support.
- Develop succession plans for the following key positions: Director of Public Works & Engineering, Deputy Clerk, and Fire Chief.
- Review and update costing information to extend City water to Racing and Richards' Road and hold public meeting to gauge public support.
- Work closely with Planning staff on current planning activity and provide general direction to planning consultants on the OCP review process, with a view to adopting a new bylaw by Fall 2006.

#### HUMAN RESOURCES

- Complete development of a succession plan for the City in conjunction with senior managers.
- Implement new insurance carrier contracts for the City's health and welfare benefit programs.
- Complete the main portions of the human resources policies and procedures.
- Develop a Corporate Employee Training Database.
- Investigate HR System options in preparation for the 2005 Budget estimates.

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Charles Hamilton,  
City Manager

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Date





# MANDATE & TASKS

## Finance & Administration Department DEPARTMENT MANDATE

The Finance & Administration Department exists to provide quality, responsive and cost-effective service to the public, City Council and other City departments. This involves working with other levels of Government and their agencies, financial institutions, City employees, and City taxpayers and residents to conduct the City's administrative and financial affairs.

### SPECIFIC TASKS (2006-2007)

This section lists the specific tasks that the Department is focusing on, in addition to the Department's day-to-day responsibilities.

#### FINANCE

- Assist in the development of a sustainable reserve policy, including Rainy day and Capital Reinvestment components.
- Develop a more effective Treasury investment plan to improve the financial returns on Treasury assets while maintaining the appropriate security of the assets.
- Review user fees and frontage taxes to ensure consistency with benchmark communities. By improving revenue generation from user fees, property tax increases can be minimized.
- Continue investigation of a Purchasing Card system for the City. Revise the purchasing policy.

#### INFORMATION SYSTEMS

- Tender and award the IT support contract to lower the cost of IT support services.
- Develop an Asset Management System to meet the changing legislation pertaining to fixed asset reporting requirements.
- Conduct a Business Recovery/Continuity audit, to determine the effectiveness of backup systems and the business recovery plan.
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#### ADMINISTRATION

- Evaluate options to bring the Finance and Administration departments of the City more "on-line" to benefit taxpayers and reduce the cost of serving the taxpayers.
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Director of Finance & Administration

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Date





# MANDATE & TASKS

## Community Services Department

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### DEPARTMENT MANDATE

The Community Services Department:

- ☐ through Sub-Regional Recreation, provides cost-effective and accessible leisure and cultural services that meets the needs of the Quesnel & District residents and that promote a high quality of life in the community
- ☐ through our Museum, preserves our history and heritage and makes it accessible for present and future generations
- ☐ through the communications function plays a lead role in the dissemination of City information via internal and external news bulletins and through the local media in a cost efficient manner.
- ☐ provides quality facility maintenance to a variety of City and CRD/City owned facilities
- ☐ through the Emergency Social Service function, maintains a team of volunteers ready to assist the community with emergency needs for food, shelter, accommodations and other personal needs.
- ☐ through the provision of leadership and consultation, works with community organizations and projects assigned through Council and the City Manager.

### SPECIFIC TASKS (2006)

This section lists the specific tasks that the Department is expected to undertake and attempt to have completed by the end of 2006.

#### NORTH CARIBOO RECREATION AND PARKS (Sub-Regional Recreation)

- ☐ Through the Recreation Manager, explore new program services and the best means to deliver them to the community. Where appropriate to do so with community involvement. The objective is to operate a Department that is responsive to public needs, that is pro-active in identifying opportunities and issues and that is efficient in its operations.
- ☐ To work with department managers to ensure that the department goals and objectives of each manager are completed as best as possible. This includes implementation and review of the comprehensive 2006 Department Business Plan and the Marketing Plan earlier approved through the Joint Planning Committee.
- ☐ To facilitate the completion of the Pre-Feasibility Multi-Centre study and to undertake any further work related to this project in 2006 that may follow through direction that may be established at the political level.
- ☐ To provide support in the process of developing a new agreement with the Cariboo Regional District and the City of Quesnel to develop a new model for Sub-Regional Recreation.
- ☐ To provide training opportunities to each manager that will advance their skill levels to the benefit of both the corporation and the employee.

### MUSEUM



- ☐ To provide support and guidance in a consultative manner to the Museum Commission of which many members have been newly appointed.
- ☐ To research options for potential changes for Museum operations following the forthcoming retirement of our present Curator this fall.
- ☐ To support our Curator in working with the aboriginal community to research and help preserve aboriginal history. This will be achieved through the financial assistance of the MAP program we received. Local natives will work in our Museum under the grant to undertake research, to foster our relationship with them and to organize an aboriginal display to be unveiled this year.
- ☐ To administer and support the C.S.Wing glass negative plate program which is intended to be similar to the C. D. Hoy collection program. Project completion is not expected to 2008. It will involve extensive research and may involve the publication of a book and an art exhibit that will belong to the City.
- ☐ To explore ways and means with the Commission on how to best incorporate the new function of Heritage into our operations.

### **COMMUNICATIONS**

- ☐ To encourage our Communications Supervisor to take a pro-active role in developing and administering the communications plan for the City.
- ☐ To have reviewed and revised as necessary, the City Communications Plan.
- ☐ To work with the Communications Supervisor to help the division achieve City communication priorities as outlined in the attached Communications report.

### **FACILITY MAINTENANCE**

- ☐ To assist the Facilities Manager in the process of establishing work priorities such that he can devote more time to managing the operation. More maintenance decisions are to be addressed through the Facility Maintenance III staff.
- ☐ Ensure that the improvements to the train station are completed in time for the arrival of the RMV train in May.
- ☐ Establish a comprehensive program to best track energy consumption. Explore programs and opportunities that will help decrease energy costs to the City and applicable CRD facilities.
- ☐ See attached goals and objectives submitted by the Facilities Manager.

### **EMERGENCY SOCIAL SERVICES**

In 2005 this function was transferred to be the responsibility of the Recreation Manager. As such, ESS remains a function under Community Services with direction coming from the Director of Emergency Services. See the attached goals and objectives for ESS submitted in the Recreation Manager's report.

### **COMMUNITY GROUP LIAISON**

- ☐ As outlined in the attached goals and objectives submitted by the Recreation Manager and Communications Supervisor.
- ☐ The Department Director shall provide support and the tools necessary to the managers to achieve the objectives they set out for 2006.
- ☐ Work with Recreation Manager to implement the administrative and managerial recommendations in the Gary Young Associates Recreation Review where it is reasonable to do so with the resources at our disposal.
- ☐ With the support of the assigned Councillor, determine any future change in direction that the City should take in our working relationship with Neighbourhood Associations.
- ☐ Develop a Licence of Occupation for the rail station and RMV. Investigate other uses







for the remainder of the station.

- ☐ Develop new Licence of Occupation for Alex Fraser Park with the Alex Fraser Park Society.
- ☐ Develop a Licence of Occupation with Quesnel Youth Soccer Association for the operation of the Indoor Sports Complex.
- ☐ Call for proposals to be made to replace the existing contract for the Visitor Information Centre which expires December 2006.

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Director of Community Services

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Date





# MANDATE & TASKS

## Public Works Department

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### DEPARTMENT MANDATE

The Public Works Department is responsible for providing and maintaining key community services, including water, sewer, garbage, airport and roads, in a proactive, efficient and cost-effective manner.

### SPECIFIC TASKS (2006-2007)

This section lists the specific tasks that the Department is expected to undertake and complete by the end of 2006. Note that the tasks listed here are in addition to the Department's day-to-day responsibilities and activities.

#### ROADS AND STREETS

- ☐ Implement a strategy for the maintenance of roads in South Quesnel and the costs of maintenance of these roads when the City becomes responsible for them.
- ☐ Develop a road rehabilitation strategy that will provide an opportunity for long term planning.
- ☐ Familiarization and training of department personnel in the GIS system.

#### PARKS AND SOLID WASTE

- ☐ Begin a review of the residential garbage collection system with a goal of implementation in 2004.
- ☐ Begin a review of parks maintenance standards with a goal of implementation in 2004.

#### UTILITIES (WATER AND SEWER)

- ☐ Begin water resource strategy for the City which will allow for the identification of measures necessary for managing the system in perpetuity. The water resource strategy is a long-term plan and contains various elements including wellhead protection, sampling and monitoring protocols, and a water treatment communication plan.
- ☐ A sewer system assessment will involve a complete review of the existing municipal sewage collection system with emphasis on cause of accidental sewage spills and methods by which the City can minimize these risks.

#### AIRPORT

- ☐ We will continue to look at ways to increase revenues and decrease expenditures to balance the budget. A forestry consultant will prepare a logging plan for beetle-kill and select logging which will provide additional revenue.
- ☐ We will continue to pursue an alternate airline for the Airport to offset flight losses by Air Canada.
- ☐ In conjunction with Quesnel River Pulp, the Department will be developing a sludge program for agricultural land around the Airport.





## TRANSIT

- ☐ The Department will be looking for ways to provide increased service in the face of B. C. Transit funding reductions.
- ☐ We will be developing a strategy to generate additional revenues from paid advertising in bus shelters.

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Director of Public Works Engineering

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Date





# MANDATE & TASKS

## Quesnel Volunteer Fire Department

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### DEPARTMENT MANDATE

The City of Quesnel Volunteer Fire Department is committed to protecting life, property and the environment proactively through public education, code enforcement and fire and life safety practices, and by supporting, equipping and training an effective volunteer fire service.

### SPECIFIC TASKS (2006-2007)

This section lists the specific tasks that the Department is expected to undertake and complete by the end of 2006. Note that the tasks listed here are in addition to the Department's day-to-day responsibilities and activities.

#### OPERATIONS

- ☐ Increase the number of volunteer firefighters to fifty members.

#### ADMINISTRATION

- ☐ Develop and Support an approved succession plan for the fire department.
- ☐ Assist in the development of a Quesnel and Area Community Wildfire Protection Plan.
- ☐ Create a task force to prepare a full Vehicle/Fleet Replacement Review
- ☐ Continue the WCB Occupational Health and Safety Compliance Review

#### FIRE PREVENTION

- ☐ Research electronic methods of recording and reporting fire inspections.
- ☐ Establish a better professional relationship between the Prevention Division and City Building Officials.
- ☐ Improve Public Education and Public Awareness

#### TRAINING

- ☐ Complete Phase 2 of the North Cariboo Fire Training Centre with a Live Burn Building.
- ☐ Continue to provide confined space and high angle rope rescue training.
- ☐ Work with School District 28 on a Firefighter Career Preparation Program.

#### MAINTENANCE

- ☐ Upgrade all overhead doors at Firehall #1 to include automatic door openers/closers.
- ☐ Replace Unit furnaces at Firehall #1 with cracked and deteriorating heat exchangers.
- ☐ Initiate a fire pump testing program.

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Director of Emergency Services

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Date





# MANDATE & TASKS

## Development Services Department

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### DEPARTMENT MANDATE

The Planning & Development Services Department exists to:

- ☐ help citizens and decision-makers formulate and implement the community's vision through the development and maintenance of the *Official Community Plan*
- ☐ provide guidance in the review of development proposals to ensure conformance to the *Official Community Plan* and *Zoning Bylaw*
- ☐ ensure that all building plan proposals conform to all City bylaws designed to protect the health, safety and welfare of the public
- ☐ to coordinate the timely processing – including inspections – of building plans that meet all standards
- ☐ to provide effective enforcement of all City bylaws relating to development and construction.

### SPECIFIC TASKS (2006)

This section lists the specific tasks that the Department plans to undertake during 2006. The tasks listed here, which are in addition to the Department's day-to-day responsibilities, are categorized by function. This task list is a product of the increases in local development activity and the City's need to update our electronic processes.

- ☐ Land Management System (LMS) – Monitor implementation and completion of the Geographic Information System for water, sewer and storm sewer. To assist in the advancement of this area, we support the purchase of a GPS unit which will enable the staff to improve and expand our data collection and accuracy.
- ☐ Centralize the City development data within the department using the GIS system, Novalis and the related software.
- ☐ Develop the Novalis system to further streamline the development processes and improve data retention and access. Capturing historical data for entry into the GIS system will enhance this component.
- ☐ The Department would like to form a GIS Steering committee to advice on GIS development and make recommendations on various department progress. The steering committee would also assist in keeping the various electronic developments and equipment consistent throughout the various departments.
- ☐ Review the departments' clerical function and responsibilities at the front counter with the intention of improving our service to the public, the development community and



other City Departments. In this effort it would be our intention to seek out training opportunities for the clerical staff that would upgrade their skill level and knowledge of construction and development practices, enabling them to assist with screening applications, preparing files, completing basic plan check and approvals on simple projects.

- ☐ Cross Connection Control Program. The Bylaw and Policy are now in place. The program application to new construction has been in place throughout the 2005 construction season.

However, staff levels have prevented the department from expanding the program into the assessment, enforcement, and follow-up for existing occupied buildings. Further advancement in this area will be dependant upon workload in the department and support of the program in the budget review.

- ☐ Development Cost Charge Bylaw – Undertake a review of the current bylaw and finalize report to Council on proposed DCC Bylaw. With the increase in development activity, there is a need to increase financial assistance for infrastructure expansion.
- ☐ Bring forward the sidewalk occupancy regulation and policy for review by internal and external interests and have the process in place for the spring season.
- ☐ Sign Bylaw – review bylaw in the context of improving the realistic application of the bylaw as it pertains to the community and business needs.

## LONG TERM PLANNING (2006 - 2026)

- ☐ Lebourdais Park Development
- ☐ Trail Systems
- ☐ Tourism Development
- ☐ Train Station
- ☐ Heritage Registry
- ☐ Coping with economic changes relating to Mountain Pine Beetle issues
- ☐ Habitat for Humanity program or other alternative low cost housing options
- ☐ New Facilities (soccer, convention centre, rivers, museum expansion, equestrian, arts)

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Development Services Manager

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Date





# MANDATE & TASKS

## Quesnel R.C.M.P. Detachment

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### DEPARTMENT MANDATE

*"The Royal Canadian Mounted Police is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities".*

The Quesnel RCMP Detachment provides policing services to the City of Quesnel and the surrounding area. There are 21 police officers designated to making the City of Quesnel a safe community 24 hours a day, 7 days a week.

Our commitment to the community of Quesnel is to:

- ☐ provide unbiased and respectful treatment of all people
- ☐ be accountable
- ☐ commit to mutual problem solving
- ☐ be culturally sensitive
- ☐ enhance public safety
- ☐ provide partnerships and consultation
- ☐ have open and honest communication
- ☐ provide effective and efficient use of resources
- ☐ provide quality and timely service

### SPECIFIC TASKS (2006- 2007)

This section lists the specific tasks that the Department is expected to undertake and complete by the end of 2006. The tasks listed here, which are in addition to the Department's day-to-day responsibilities, are categorized by function.

#### SERIOUS CRIME SECTION

This section works plain clothes and takes over serious crimes that the patrol officers may receive including murders, attempted murders, rapes and serious sex assaults. This section also has a drug squad officer dedicated to drug enforcement and the City has approved one additional officer for June, 2006. The present drug causing the most crime in the community is crack cocaine, with crystal methamphetamine possibly becoming a serious problem here.

#### STRATEGIC CONSIDERATIONS

- ☐ continued investigation of the Deena Braem homicide
- ☐ possible impact of crystal methamphetamine (crystal meth)
- ☐ continuing problem of crack cocaine

#### STRATEGIC PLAN FOR 2006

- ☐ identify a new drug officer



## TRAFFIC SERVICES

Although traffic services are provincially funded, they continue to do enforcement in the City. In 2005, Traffic Services along with regular patrol officers were very successful in reducing the amount of fatal and injury car crashes. Quesnel has one of the best seatbelt compliance rates in B. C. and only had one fatality accident in 2005. Traffic Services were increased by two officers in 2005 through extra funds from the former counter attack program, now called the Enhanced Road Safety Initiative (ERSI).

### STRATEGIC CONSIDERATIONS

- ☐ continued enforcement directed at seat belt use
- ☐ continued enforcement directed at impaired drivers
- ☐ improved enforcement with regard to the movement of contraband

### STRATEGIC PLAN FOR 2006

- ☐ status quo

## PATROL "GENERAL DUTIES"

General Duties is the primary police function for our community. The officers provide service 24 hours a day, seven days a week. Demographic changes have made our officers very junior, usually less than 3 years experience. These many new officers need extra supervision and training. In 2005, the shift was changed to be more effective, with officers working a 10 hour shift that on Thursday, Friday and Saturday nights have extra officers working. In 2005 the workload per officer decreased because of the additional officers. Calls for service increased in 2005 from 13,754 in 2004 to 13,897 in 2005. This increase was from more impaired driving files and more false 9-1-1 calls. We continue to respond to an above average number of violence in relationship (VIR) and assault files. Public mischief and graffiti have also been identified as problems. Overall, we have had a reduction in crime in 2005. As per the 2003 resource study, a need for 3 municipal and 2 rural officers was identified. The 3 municipal officers are in place and one new rural officer is anticipated for 2006 and one more for 2007.

### STRATEGIC CONSIDERATIONS

- ☐ supervision
- ☐ impaired drivers
- ☐ training
- ☐ drug trafficking
- ☐ assaults
- ☐ property damage

### STRATEGIC PLAN FOR 2006

- ☐ add a new rural position to General Duties
- ☐ evaluate the new 10 hour shift

## COMMUNITY POLICING (CPAC)

Our community policing program has made significant changes in 2005. Mr. Gerry Baragar now heads this office and has started some exciting initiatives. The formal programs continue to be Speed Watch, Block Watch, Citizens on Patrol, and Restorative Justice. Several facilitators have been trained for restorative justice and this concept is being embraced by Nazko First Nations. Several proactive initiatives are ongoing, robbery prevention and staff safety, business security education, student peer mediation, teacher conflict resolution training, school anti-bullying, Community Policing Through Environmental Design (CPTED), Police Week, Restorative Justice Week, volunteer appreciation, monthly media updates are a few. Mr. Baragar also participates in several group and committee associations. We have received some concerns regarding accessibility to the CPAC office and are actively seeking volunteers to provide more service from this office.





#### STRATEGIC CONSIDERATIONS

- ☐ volunteers
- ☐ restorative justice
- ☐ accessibility to the CPAC office

#### STRATEGIC PLAN FOR 2006

- ☐ enhance restorative justice practices

#### BYLAW ENFORCEMENT

Our bylaw enforcement officers have now moved out of the main office into the CPAC office under the supervision of Mr. Baragar. These officers have started a recording system with Bylaw calls now being tracked. With Mr. Craigmyle leaving, Mr. Russ Greer has now taken his place. Mr. Greer has experience as a police officer and was, for a time, in charge of the CPAC office.

#### STRATEGIC CONSIDERATIONS

- ☐ bylaw reviews
- ☐ records management

#### STRATEGIC PLAN FOR 2006

- ☐ track bylaw calls for service
- ☐ review present bylaws

#### SCHOOL LIAISON

We have one dedicated school officer. The main program in this position is our Drug Abuse Resistance Education (DARE) training. This program is essential as it is one of our main tools to stop drug use early. Our school officer will be transferred out of Quesnel this year and we will be looking for a new officer.

#### STRATEGIC CONSIDERATIONS

- ☐ find a new school liaison officer
- ☐ continue with the DARE program

#### STRATEGIC PLAN FOR 2006

- ☐ have a new DARE trained school officer in place by the fall of 2006

#### FIRST NATIONS POLICING (FNP)

In 2005 we obtained a new position for a First Nations Policing officer. This position was filled in August and is now well underway. This officer is doing excellent work with our First Nations people, both in and outside of the City. We are in the final stages of a tripartite agreement for funding this position. In 2006 we hope for the addition of one FNP officer.

#### STRATEGIC CONSIDERATIONS

- ☐ office equipment, vehicles, etc.

#### STRATEGIC PLAN FOR 2006

- ☐ new vehicle and office equipment
- ☐ have a tripartite agreement in place

#### VICTIM SERVICES

Under the Victim of Crimes Act we provide crisis intervention 24/7. Some of the services include emotional support to victims, updates on police and court processes, Court support and orientation, assistance with forms and applications. This program is running very well at present.



#### STRATEGIC CONSIDERATIONS

- ☐ none

#### STRATEGIC PLAN FOR 2006

- ☐ status quo

#### KEEP OF PRISONERS

The supervisory guard position has been given to Mr. Chapman. This past year a new video system was installed to meet RCMP requirements and is now fully functional. In 2005, 1,173 prisoners went through out jail compared to 1,067 in 2004. A majority of these prisoners were remanded here for court from out of the City. The Province pays the City for keep of provincial prisoners and this offsets some of the costs. Prisoners are high risk so we audit this operation once a year. Guards must be trained in First Aid as one of the requirements of the position.

#### STRATEGIC CONSIDERATIONS

- ☐ training

#### STRATEGIC PLAN FOR 2006

- ☐ status quo

#### RECORDS MANAGEMENT

Quesnel had 13,897 files in 2005 compared to 13,754 in 2004. These files require an above average amount of work in that they have to meet the requirements of the Freedom of Information Act, Statistics Canada OSR scoring, and legal disclosure requirements. In addition, there are several other requirements with regards to CPIC, court orders and exhibit control. This is often a frustrating part of our operations because of the many requirements. B. C. police forces are presently going to a new electronic filing system called B. C. PRIME, which will have an initial impact on our operations and is expected to begin in the fall of 2006. A court requirement that has impacted us is the need to have all statements typed and transcribed for court. The work flow usually is that an officer takes a recorded statement, a clerk types the statement and returns it to the officer, who then verifies its accuracy and forwards it to Crown along with the report. The process is very time and resource-consuming.

#### STRATEGIC CONSIDERATIONS

- ☐ BC Prime filing system implementation
- ☐ statement transcription
- ☐ file space
- ☐ exhibit space

#### STRATEGIC PLAN FOR 2006

- ☐ move to BC Prime system with related training
- ☐ streamline statement/transcription process

#### DISPATCH OCC

In 1993 the RCMP began providing level "B" dispatch service to detachments of our size. This service was afternoon, night and weekend dispatch. At the time, Quesnel asked for and provided funding for its own dispatch on afternoons and on Saturday. Since then costs for the 9-1-1 service and other operational demands at the office along with the need for efficiencies have caused us to examine our present service. We still require clerks to attend the front counter during the weekday, however afternoons and weekends have become redundant.

#### STRATEGIC CONSIDERATIONS

- ☐ hours of front counter service



- ☐ hours of dispatch
- ☐ other clerk duties

#### STRATEGIC PLAN FOR 2006

- ☐ align dispatch with other detachments; 40 hour weeks
- ☐ adjust dispatch job descriptions

### MANAGEMENT

There are three main managers at the Quesnel office. Sgt. M. Peterson is in charge of operations, Sgt. G. Clark-Marlow is in charge of administration, and I have overall command of the area, including Wells. Quesnel has reached a size where it could now become an Officer level detachment. I expect to leave in the spring of 2007 and will be replaced by an Officer in Charge. The City of Quesnel can and should participate in the selection of a new detachment commander.

#### STRATEGIC CONSIDERATIONS

- ☐ none

#### STRATEGIC PLAN FOR 2006

- ☐ status quo

### OVERALL DETACHMENT OPERATIONS

In May of 2005 the detachment started a "Bridging the Gap" process and continued with the Community Policing through Social Design (CPSD) identified needs. The gap process is an internal tool that allows us to assess ourselves to see what training, equipment or strategy is need to bridge the identified gaps. The CPSD workshop served as an external scan to identify what the community and we, the police, need to address the public safety needs in our community. It also indicated where we can collaborate with other agencies in addressing these public safety needs. Our resulting strategic plan developed in May 2005 identified the need to:

- reduce and prevent property crime in Quesnel
- disrupt and dismantle the use and distribution of cocaine and crystal meth within the detachment area
- reduce and prevent the number of criminal crashes involving impaired driving
- address the incidence of crimes against persons (assaults, violence in relationships)
- reduce and prevent substance abuse among First Nations communities.

As indicated in the body of this report, we have been successful in addressing these goals. In May of 2006 we will assess and adjust these goals.

#### STRATEGIC CONSIDERATIONS

- ☐ assessment of our plans
- ☐ overall impact on crime

#### STRATEGIC PLAN FOR 2006

- ☐ host another CPSD workshop in 2006
- ☐ assess and align our Bridging the Gap priorities

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K. M. Hildebrand, S/Sgt.  
NCO i/c Quesnel

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Date

