Work Plan Year: 2011  
Initiative Number: A-01  
Initiative Title: Increase revenue and pilot new service delivery model

Initiative Complete:  
Carry Forward:  

Target Start Date: 2011 May 01  
Target End Date: 2011 Dec 31

Division Responsible: Administration  
Section Responsible: Administration

Key Strategic Priorities:  
Business Process Analysis

PROGRESS: ON TRACK

Background / Issue being addressed:
The Saanich Pound Section has been staffed with two employees since the 1960's. Workload and demands for service have increased significantly since then. Increased staffing is required to improve service delivery and meet demands for service. With limited funding available for staff increases a new strategy is required.

Initiative Detail:
A pilot project will be run using existing funds to deploy additional relief pound inspectors.
Pound inspectors will concentrate on collecting overdue licence fees to increase revenue.
Existing and new revenue will be used to deploy pound resources in high impact areas and during evenings and weekends.
An assessment will be done to evaluate the ability to fund an additional pound inspector position.

Objective / Desired Outcome:
Increase the number hours provided by Pound Inspectors
Increase revenue to Saanich to fund additional staff to improve overall service delivery.

Year End Summary:
The completion of this initiative was hampered by a serious injury to a Pound Inspector that required several months of convalescence. As a consequence, the relief Pound Inspector was engaged in full time back fill and was unavailable for added shifts. A hiring process was engaged to identify a second relief Pound Inspector, however no acceptable candidates were identified. Great progress was achieved on reconciling the dog licence database. The Pound has eliminated most of the outdated information on the list providing a clearer reporting of accounts receivable. Steps were taken toward developing a seasonal enforcement strategy that proactively engages recurring trouble spots. The Pound also took the first steps toward implementing an ongoing media strategy by working with the Saanich Police Media Liaison Officer. This strategy is designed to inform the community about Bylaw requirements and enforcement activity during peak periods. In 2012 the development of initiative A-01 will be continued by pursuing all licensing fees in the first instance, by enforcing unlicensed dogs encountered during directed patrols and by proactively enforcing problem areas.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete:  
Initiative Number: A-02  Target End Date: 2011 Dec 31  Carry Forward:  
Initiative Title: Train and integrate new records supervisor into departmental business practices

Division Responsible: Administration
Section Responsible: Records

Key Strategic Priorities:
- Competency Development
- Personnel

PROGRESS:
ON TRACK

Background / Issue being addressed:
A new record supervisor was hired in 2010. Effort will be required by the Records Manager to ensure that the new supervisor fully understands the business practices and culture of the Saanich Police.

Initiative Detail:
The new Records Supervisor will be trained in relation to all relevant business practices, expectations and culture of the Saanich Police.

Objective / Desired Outcome:
The new Records Supervisor will be able to operate with minimal supervision and demonstrate her understanding of the systems within the Saanich Police through her performance.

Year End Summary:
The Records Supervisor is now completely responsible for supervising the Record Support Clerks. All overdue Personal Development Appraisals have been submitted by the Records Supervisor. This initiative will be carried over to 2012. The Records Supervisor requires further time to obtain mastery of the PRIME environment and to develop the expertise required to provide PRIME training to the Saanich Police. The Records Supervisor is also taking the lead on developing and delivering training for the new Windows 7 and Microsoft Office 2010 software roll out.
Initiative Title: Train departmental personnel on new software environment

Division Responsible: Administration
Section Responsible: Records

Key Strategic Priorities:
- Competency Development
- Personnel

PROGRESS:
ON TRACK

Background / Issue being addressed:
New technology, such as Windows 7, Microsoft Office 2010, and Microsoft Outlook are being implemented in 2011. Specific and timely training is required to ensure Records Section and other staff continue maintain their competence and provide the highest levels of service.

Initiative Detail:
Records Supervisor and Records Manager to coordinate the delivery of training to relevant personnel in the department.

Objective / Desired Outcome:
All appropriate staff are trained in the new systems and software applications by year end.

Year End Summary:
The Records Supervisor has been working with Information Technology staff to develop training materials that will support the roll out of new software. A one page introductory instruction sheet has been developed and an organizational survey was conducted to identify training needs for different users. The Records Supervisor attended a 'train the trainers' software user's course and has identified which training can be offered 'in house' and which training will be delivered 'off site'. New software has been rolled out to 'pilot sites' within the Saanich Police and new training materials are being assessed with users for relevance and usefulness. Feedback from the pilot sites will be used to refine training materials prior to department wide roll out of the new software.
Work Plan Year: 2011  
Initiative Number: A-04  
Initiative Title: Enable RTID civil fingerprint submission

Division Responsible: Administration  
Section Responsible: Administration

Key Strategic Priorities:
- Technology
- Business Process Analysis

PROGRESS:  
ON TRACK

Background / Issue being addressed:
The number of Criminal Records Check applicants has increased significantly since the last Strategic Plan was written. This approval process involves Front Desk staff, Gaolers, and Records Section Staff. The amount of effort needed to process these requests has increased further with the added requirement for applicants to submit fingerprints in support of the application. Real Time Identification (RTID) was implemented in 2010, allowing for improvements in the process for taking criminal fingerprints. RTID Technology will allow for civil fingerprints to be taken and submitted digitally, reducing the time required to process applications while improving service delivery to the public.

Initiative Detail:
Implement the technology, processes and systems required to enable the submission of civil fingerprints through RTID.

Objective / Desired Outcome:
Decrease the time committed to criminal records checks at front desk.

Year End Summary:
I Screen civil fingerprint submissions have been functional in Saanich since November 2011. The pilot portion of this project will end January 25, 2012. Roll out to other agencies will begin at this time. Issues concerning governance of the I Screen environment require further discussion. The majority of this initiative is complete. The project has reduced wait times for vulnerable sector Criminal Records Checks from months to weeks.
Work Plan Year: 2011  
Initiative Number: A-05

Initiative Title:
Establish space and technology requirements

Division Responsible:
Administration

Section Responsible:
Cell Block

Key Strategic Priorities:
- Building Remediation
- Research

PROGRESS:
DELAYED

Background / Issue being addressed:
The Saanich Police Cell block was built in the 1960s. The capacity within the cellblock no longer meets the requirements for today's demands. There is no capacity to house females or young offenders. Other police in the region have a reduced ability to assist Saanich in housing prisoners that exceed our capacity.

Initiative Detail:
Develop specifications for an upgraded facility to serve adult male and female prisoners in Saanich. Develop specifications for a facility to serve young offender male and female prisoners in Saanich. Incorporate Provincial standards for CCTV into plans. Determine short term solution to remediation or replacement of steel bunks.

Objective / Desired Outcome:
A plan is developed to meet the needs of cell block requirements. Improvements are made to improve safety associated to the steel bunks.

Year End Summary:
Five stainless steel bunks have been installed in the cell block. The bunks are one piece units that are more sanitary, do not provide refuge below the bunk and have no sharp angles or corners. The cell door located at the main entrance to the front desk area has been replaced. This door was no longer functional and posed a security risk. The replacement door has a coded entrance lock consistent with other secure areas in the police department. The new door combines security and ease of access. Funding has been allocated to support the construction of four additional cells in 2012. Discussions are underway with the architect of choice. A resource request is being compiled to allow architectural plans to be produced. This initiative will be a major project for the coming year.
SAANICH POLICE

2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011                Target Start Date: 2011 Feb 01
Initiative Number: A-06           Target End Date: 2011 Dec 31
Initiative Title: Determine cost to move call logger equipment onto central network

Division Responsible: Administration
Section Responsible: Information Technology

Key Strategic Priorities:

- Technology
- Business Process Analysis
- Research

PROGRESS:
ON TRACK

Background / Issue being addressed:
Currently the call logger equipment used to record and retrieve police phone and radio communications is shared with Saanich Fire. The equipment is self-contained in the Communications Centre which allows access for police and fire; however, because of the physical location and the need to provide access to Saanich Fire, the information is not accessible through the Saanich Police network. This results in only staff in the communication centre being able to access and retrieve information. There is a high demand for the retrieval of such information and the responsibility falls onto the sergeant in the communication centre, taking time away from supervisor and staff development duties. Data stored outside of the network increases security risks.

Initiative Detail:
IT staff will determine the cost and feasibility of bringing the logger equipment and associated data into the police centralized network. If feasible to make the move, a plan and budget will be developed to action in 2012. This will involve working closely with Saanich Fire to ensure that needs of both organization are met in an effective and economical fashion.

Objective / Desired Outcome:
Understand the cost and feasibility of moving the logger equipment and associated data into the police centralized network.
Develop an implementation plan for the initiative to occur in 2012.

Year End Summary:
Saanich Fire has purchased and installed a dedicated call logger system to support their dispatch operations. The Saanich Police call logger system has been disconnected from Saanich Fire. The Saanich system will be integrated into the Saanich Police information systems network. Once this device is accessible on the network, the majority of responsibility for extracting radio and telephone calls will be removed from the Telecom Sergeant's responsibilities. The responsibility for extraction and archiving of this digital evidence will be combined with the responsibility for extraction and archiving of cell block video and interview footage. The development of a digital evidence management and archiving system is ongoing and will continue throughout 2012.
 Initiative Title: Transition to new software environment

Division Responsible: Administration  
Section Responsible: Information Technology

Key Strategic Priorities: Technology

Background / Issue being addressed:
Saanich Police currently operate with a Novel server and email system. The system is dated in need of upgrading. The Municipality of Saanich is also upgrading their server and email systems. A decision was made to move to a Microsoft environment to ensure the highest level of compatibility with our partners and to provide for a more efficient use of technology.

Initiative Detail:
Transitioning Saanich Police to the new software environment with the acquisition and implementation of new applications and server technology. This will include Microsoft Office 2010, Windows 7 and Microsoft Outlook, with the support of Microsoft Exchange. Considerable planning and staff resources will be required for the transition.

Objective / Desired Outcome:
Saanich Police will be operating the acquired applications and software by year end.

Year End Summary:
Central network hardware and operating systems have been upgraded. Pilot sites are in place to test the integration and compatibility of Windows 7 and Office 2010 software with other applications, both inside and outside the Saanich Police. New desktop workstations have been deployed and are being tested by select users. Compatibility issues are being worked through and most have been resolved. A change management plan is in place to direct transitional activities by Information Technology staff and staff responsible for delivering training to users. Once new software and hardware has been deployed throughout the department, the process of moving data from the old network to the new network will begin. Division OICs will be required to direct the movement of data files to their new filing scheme. This project will continue until at least the end of Q2 2012. An RFP is being prepared to identify a consultant to work with Information Technology Section. A consultant will be necessary to develop and deploy the Microsoft Exchange software. Once an acceptable consultant has been identified the e-mail project will proceed.
Work Plan Year: 2011  
Initiative Number: A-08  
Initiative Title: Ongoing renewal of central network infrastructure and software

Division Responsible: Administration  
Section Responsible: Information Technology

Key Strategic Priorities: Technology

PROGRESS: ON TRACK

Background / Issue being addressed:
Saanich Police server and network infrastructure and software are upgraded and replaced on a regular basis in order to ensure continuous operational readiness and to reduce the risk of failure and loss of data. In 2011, along with the move to a new Microsoft environment, the time has come to upgrade our infrastructure and supporting software. This upgrade will also facilitate support for required changes in other technology and practices with respect to the storage and retrieval of digital media.

Initiative Detail:
The transition to the new infrastructure will be done in multiple steps, each requiring considerable planning, consultation and time.
- Transfer of data from old network to new network.
- Complete installation of new network infrastructure.
- Continue to create long term digital media storage and management capacity.

Objective / Desired Outcome:
The network infrastructure and supporting software will be completely installed with all data transferred to the new network by year end.

Year End Summary:
The central network hardware and software have been successfully upgraded. Due to the processing requirements of the PRIME data warehouse and Microsoft Exchange, an additional Storage Area Network (SAN) may be required. This initiative is complete except for the provisional requirement for an additional SAN. Consultants’ reports requested by Information Technology staff for Q1 will determine the need for this hardware. When this need is resolved, the goal can be completed.
**Background / Issue being addressed:**

There is an increased expectation that police will use available technology to record their activities where possible, both to preserve evidence and to enhance police accountability. In 2009 Police Services Division of the Ministry of the Solicitor General provided funding to police agencies to purchase in car video systems for front line police vehicles. The money provided was for the purchase of the camera equipment. While this initiative was laudable, it did not provide sufficient resources to fully implement the desired outcome. The hardware in the vehicles is actually a small part of the overall system and infrastructure required for full implementation of an in-car video system. The capture, movement, storage, indexing and retrieval of the digital images from in car video systems is complex and expensive to research, design, implement and maintain. Significant work is required to position the department for a move toward the implementation of an in-car video system.

**Initiative Detail:**

In 2011 IT and Administration staff will research the requirements for the implementation of an in-car video system for the Saanich Police. This will include: testing various systems in vehicles; establishing expected data volumes; establishing the network support required; and, establishing the cost of hardware, software and support. A report will be completed with recommendations as to how best move forward. If a decision is made to move forward, an implementation plan will be developed for 2012.

**Objective / Desired Outcome:**

Provide a report that includes sufficient information to articulate the feasibility of Saanich Police implementing an in-car video system.

If required, an implementation plan to move forward in 2012.

**Year End Summary:**

The decision to make MDT’s removable from patrol cars prompted a reassessment of this initiative. Information Technology staff (IT) will be researching a virtual private network (VPN) that is capable of servicing the needs of an in-car video system as well as providing for the workstation desktop to be accessible on the portable MDT’s. This initiative has the potential to enhance post disaster planning as well.

The emergence of High Definition (HD) camera technology is also impacting thinking about what suitable in car video technology specifications will be. This initiative is on hold until further information is available about VPN and HD technology.
Work Plan Year: 2011  
Initiative Number: A-10  
Initiative Title: Implement new DNA exhibit management procedures to save storage space

Division Responsible: Administration  
Section Responsible: Exhibit Control

Key Strategic Priorities:  
Business Process Analysis

PROGRESS: DELAYED

Background / Issue being addressed:
DNA exhibits require complex processing and secure long term storage. In order to minimize the space required to store DNA exhibits, the Forensic Identification Section (FIS) will develop new policy and processes for DNA exhibits. The new policies will reduce the need for storage.

Initiative Detail:
In 2011 the Exhibit and Property Control Officer will develop the practices required to implement the new policies and processes as recommended by FIS for the management of DNA exhibits.

Objective / Desired Outcome:
Full implementation of the FIS policies and processes.  
DNA exhibits will require less storage than if the policies were not in place.

Year End Summary:
A-10 is awaiting the creation of draft policy. This initiative has been delayed due to more urgent projects.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  
Initiative Number: A-11  
Initiative Title: Implement regional high speed pursuit policy

Target Start Date: 2011 Mar 30  
Target End Date: 2011 Dec 31  
Initiative Complete:  

Division Responsible: Administration  
Section Responsible: Telecoms

Key Strategic Priorities:  
Core Functions

PROGRESS:  
DELAYED

Background / Issue being addressed:
In 2010 a great deal of work was done on the development of a regional policies to address interoperability issues and to ensure the most effective operations in relation to multi-jurisdictional high speed/dynamic events such as pursuits. Saanich Police led discussions with staff from other regional police agencies. There is much agreement on the practices and protocols required to manage these events effectively and these need to be incorporated into policy. To date the policy has not been developed and efforts are required to create and implement a regional pursuit policy.

Initiative Detail:
To develop and implement a regional high speed pursuit policy. This will include drafting a policy for approval of area chiefs of police; implementing policies within each communication centre; and, providing training to communication and front line staff on the new policies and expectation.

Objective / Desired Outcome:
Full implementation of a regional high speed pursuit policy
All appropriate operational trained on the policy and expectations.

Year End Summary:
Draft policy was prepared and forwarded to the Chief for discussion at the Area Chief’s meeting. Draft policy was submitted to the Area Chief’s meeting in August 2011. The initiative was discussed with the Area Chief’s again in January 2012. Victoria Police and the RCMP have requested clarification on several issues, which has led to further collaboration and harmonization. Some testing has been completed and discussions have occurred with CREST radio. Final revisions and implementation are expected early in 2012.
Initiative Title: Mental Health Training for Telecom Operators

Division Responsible: Administration

Section Responsible: Telecoms

Key Strategic Priorities:

- Competency Development
- Core Functions

PROGRESS:

COMPLETE

Background / Issue being addressed:
There is a growing demand for all police operational staff to be trained to effectively meet the needs of persons who are emotionally disturbed or otherwise suffering from mental health issues. In 2010 many Telecom staff received training in this area, and found it a great benefit. Additional training is available through the Emergency Mental Health Services (EMHS) staff. In order to provide the highest level of service to those in crisis, staff should be provided with this additional training.

Initiative Detail:
Provide Telecom staff with additional sessions of mental health training. The training will be delivered through EMHS staff and build on the training provided in 2010.

Objective / Desired Outcome:
All Telecom staff will receive additional training and will be better equipped to serve emotionally disturbed persons and people suffering mental health issues.

Year End Summary:
All Telecom dispatchers and call takers received a second training session from the Integrated Mobile Crisis Response Team (IMCRT) during 2012. Instruction was both theoretical and practical.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  
Initiative Number: A-13  
Initiative Title: Continue training dispatchers to use the radio consoles to full capacity

Target Start Date: 2011 Apr 15  
Target End Date: 2011 Dec 31  
Initiative Complete:  
Carry Forward: ✓

Division Responsible: Administration  
Section Responsible: Telecoms

Key Strategic Priorities:
- Core Functions
- Competency Development

PROGRESS: ON TRACK

Background / Issue being addressed:
Saanich Police are a partner in, and use the CREST Radio System. The system has gone through upgrades since implementation and as such there is a need to provide additional training to staff to stay current with the changes and how those changes impact operations. The radio equipment in the Telecommunication Centre is complex and has benefited from changes in CREST technology and related operational practices. Training is required to take full advantage of the radio consoles currently in use.

Initiative Detail:
Continue to provide Dispatchers with the required training to make the most effective use of the current radio consoles and dispatch equipment. We will acquire training materials from CREST staff continue to document bi-monthly training sessions with all dispatchers.

Objective / Desired Outcome:
Dispatchers will be fully trained on how to make the most effective use of our radio consoles taking full advantage of the CREST system.

Year End Summary:
The ability to use all the capabilities of a dispatch console is an important skill to maintain. Some of these technical skills may be used infrequently or only during high risk events. Practicing these skills is therefore a necessity. Dispatchers have practiced ‘patching’ channels together throughout 2011. CREST radio is preparing online e-training for communications personnel to review as a means of enhancing their knowledge of the radio consoles’ capabilities. Training on how to manage high speed pursuits will be necessary when new multijurisdictional policy is approved. Training manuals obtained from CREST have been added to the Saanich Police intranet and are available to dispatchers electronically.
**Work Plan Year:** 2011  
**Initiative Number:** A-14  
**Initiative Title:** Develop new service delivery model for the front desk

**Division Responsible:** Administration  
**Section Responsible:** Front Desk

**Key Strategic Priorities:**

- Business Process Analysis
- Personnel
- Core Functions

**Background / Issue being addressed:**

The Front Desk of the Saanich Police is staffed by one constable from the Administration Division Monday to Friday dayshift, and a constable from the on-duty platoon 24 hours a day 7 days a week. In 1997 the Saanich Police was reorganized to allow for the support of the Administration Division position. The position was put in place to deal primarily with calls for service that required a police officer, but that could be handled over the phone. This was referred to as the Alternative Call Response position. Since then the position has evolved, and over time, taken on responsibilities that were never envisioned for this position, including conducting and processing criminal record checks and retrieving digital media from CCTV. At the same time, foot traffic at the front desk has increased as more people have a need to process applications and follow up with investigators. Consequently, today, there is almost no capacity to perform the duties of alternative call response. The Strategic Planning process recognized this shortcoming and called for change in practices in order to enhance services in relation to meeting the needs of people coming to the front desk and providing phone service to free up time for officers on the road, which in turn allows more time for self-initiated police work.

**Initiative Detail:**

Examine the service delivery model for the front desk and develop a new model that makes the most effective use of available resources while improving services to those coming to the front desk. The focus of the review will be on those people looking for assistance, citizens who need to speak with police without requiring police attendance, in order to provide resources on the road with more time for self-initiated police work.

**Objective / Desired Outcome:**

Improved service delivery model for Front Desk services, including finding a solution to manage the high volume of criminal record checks; incorporating volunteers into the front office; reviewing the work being conducted by front desk staff; improved coordination of Summons and Subpoenas / Telebail and other front desk duties; less waiting for citizens attending the front office; improved capacity for police to deal with calls for service over the phone; improved time for officers on the road to conduct self-initiated police work.

**Year End Summary:**

This initiative has been deferred to 2012. Front Desk service delivery and/or available options may be impacted by a number of changes in business practice that are currently underway in the Saanich Police. Until Front Desk space allocation is determined, a long term service delivery model cannot be developed.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete: □
Initiative Number: A-15  Target End Date: 2011 Dec 31  Carry Forward: ✓
Initiative Title: Maintain capacity to absorb unexpected demands on time and resources. (Create space)

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
- Core Functions
- Personnel

PROGRESS:
ON TRACK

Background / Issue being addressed:
Every year there are a series of unexpected demands that impact resources in the Division. These demands are unavoidable activities that are necessitated by environmental shifts in focus. It is important to maintain enough Divisional capacity to respond to unexpected demands for resources. By intentionally considering whether or not the Division is engaged at full capacity, decisions can be made about which new tasks and which long term goals will be embraced throughout the year. This goal is intended to formalize the maintenance of excess capacity and to prompt a decision making process where 'not yet' is as acceptable an answer as 'yes'. The creation of 'space' as a goal within the Division's yearly work plan will support the strategic objective of achieving work life balance in the Saanich Police.

Initiative Detail:
Constantly monitor demands placed on the Division by assessing the progress of existing projects. Awareness that projects may take more time to complete, experience unanticipated setbacks, or require extensive testing and problem solving will inform the Division's decision to take on further commitments. This awareness will more quickly bring to light environmental pressures that impact staffs general ability to fulfill core functions. A recent example is the dramatic increase of Criminal Record Checks competed by Front Desk Staff. This unexpected demand can be traced to statutory changes and perceived liability of public agencies who require no criminal history on those persons associated with the agency.

Objective / Desired Outcome:
The ongoing ability of Administration Division to respond to unexpected demands without delaying existing goals and objectives. Record additional projects and unexpected demands throughout the year. The ability to achieve the results set out in the divisional initiatives listed in the Annual Work Plan.

Year End Summary:
This initiative provides a bulletin board for additional projects completed in each quarter. The initiative also allows for monitoring the number of additional projects ongoing at any given time. This initiative will be continued during 2012 as a management tool. A list of 16 additional projects are included in Q1 through Q3 progress reports.
Work Plan Year: 2011  
Initiative Number: D-01  
Initiative Title: Reduce victimization of seniors  
Division Responsible: Detective  
Section Responsible: Financial Crimes  
Key Strategic Priorities: Seniors Programs  

Initiative Detail:
Financial Crimes staff will work with Crime Prevention staff to meet with seniors to raise awareness on the risk they face and strategies to avoid being victimized. Evaluations will be offered at the presentations to assess the impact.

Objective / Desired Outcome:
Six presentations to seniors. Raise awareness of risks and provide strategies to reduce victimization as assessed through participant evaluation.

Year End Summary:
Members conducted 5 presentations with Crime Prevention staff between October and December to seniors groups. Cst. Milligan assisted school liaison’s Cst. Sawyer by attending and speaking with 2 law classes at Claremont High School.
The Financial Crime Section continues to communicate with the Research and Planning Officer on frauds and the different scams so the web site is updated.
The Financial Crime section continues to update the media officer A/Sgt. Jantzen with financial crime information and individuals that are wanted in relation to financial crimes for release to the public.
This has been a very welcomed service delivered through the Financial Crimes Section in conjunction with the Crime Prevention Officer. Throughout the year 19 presentations have been made to a variety of groups. This has become a standard business practice from within Saanich Police and as such the goal set for 2011 has been realized, however the initiative will continue in 2012.
Initiative Title: Increase potential success of cases that SPD investigates outside of our jurisdiction

Division Responsible: Detective
Section Responsible: Detective

Key Strategic Priorities:
Investigative Capacity

Background / Issue being addressed:
Saanich Police provides contracted services to the Oak Bay Police including the investigation of major crimes. Oak Bay officers will always be the first on scene at a major crime and are responsible for preserving the scene and gathering initial evidence. Best practices must be established and followed to ensure positive outcomes in investigations. Training is required to ensure Oak Bay and Saanich officers have a mutual understanding of roles and responsibilities, shared expectations and best practices.

Initiative Detail:
Investigators will work with Oak Bay Police to ensure there is a shared understanding of roles, responsibilities, and expectations regarding major case files, crime scene protection, evidence gathering and the duties of the first officer on scene.

Objective / Desired Outcome:
To have all Oak Bay Police front line staff meet with Saanich investigators to ensure a shared understanding of standards and expectations, and roles and responsibilities for major cases, crime scene protection, gathering evidence and being first officer on scene.

Year End Summary:
Forensic Identification Section (FIS) members are working on an ongoing basis with Oak Bay Police (OBPD) members to increase the knowledge of what FIS services are available, and as a result have refined the type of request being forwarded by the OBPD members. A presentation was made to Oak Bay NCO’s in the 4th Quarter regarding FIS services and scene containment. The FIS has, as stated in quarter 1, prepared a presentation for Oak Bay Staff. To date this has not been delivered. Oak Bay has newly appointed a detective sergeant and we will coordinate the delivery of this material in the first half of 2012. This will be a carry over to 2012.
Initiative Title: Develop and implement best practices for the management of digital evidence

Division Responsible: Detective

Section Responsible: Forensic Identification

Key Strategic Priorities: Technology

PROGRESS: DELAYED

Background / Issue being addressed:
In 2011 The Forensic Identification Section will be tasked with becoming the focal point for management of digital evidence. This will include CCTV, 911, in-car video, interviews and interrogations, all in addition to their present responsibility for managing digital camera images. This coupled with the RTID project started in 2009 will make for significant changes in business practices within Forensic Identification Section. Considerable effort will be required to develop best practices in order to manage and implement this change.

Initiative Detail:
The Forensic Identification Section, in collaboration with IT, will develop and implement best practices for the management of digital evidence.

Objective / Desired Outcome:
Digital evidence management practices are established and implemented in the Forensic Identification Section by year end.

Year End Summary:
The digital media management / digital evidence management is on track, although the increased workload has proven to be problematic. A request for a civilian member to manage the video and other digital evidence flow was submitted in October. While this position is included in the five-year staffing plan, and is considered a priority, to date there are not sufficient resources to fill the position. The movement to the new digital data flow through 'gates' ('Uniform', 'Detectives', 'MCM', etc.) to various file folders is expected in the summer of 2012, and this will see a standardization of file naming, etc. in accordance with the BCACP /Crown agreement.
This goal will be a carry over into 2012.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011
Initiative Number: D-04
Initiative Title: Ensure victim safety and quality investigations incorporating best practices where relationship violence is a factor

Division Responsible: Detective
Section Responsible: Family Protection Unit

Key Strategic Priorities:
- Core Functions

PROGRESS:
ON TRACK

Background / Issue being addressed:
Saanich Police are committed to working with our regional partners to provide the highest level of services and we remain committed to pursuing best practices in the area of relationship violence. The Regional Domestic Violence Unit (RDVU) was formed in the summer of 2010 and currently works closely the Saanich Police Family Protection Unit. In order to provide the most effective services, continual effort is required to ensure adherence to best practices. For the last two years members of the Saanich Police have been working with the Organized Response to Child Abuse (ORCA) organization which seeks to take a regional and integrated approach to child abuse cases. This initiative is now starting to move forward and will require Saanich input to ensure there is mutual benefit to the structure of ORCA, and that service in Saanich is improved or minimally remains at the high standard we currently enjoy.

Initiative Detail:
In order to ensure victim safety and quality investigations incorporating best practices where relationship violence is a factor:
- The Family Protection Unit will work closely with the RDVU to ensure adherence to best practices as we investigate relationship violence.
- The Family Protection Unit, Saanich Police will remain a partner in the ORCA project that seeks to create an Organized Response to Child Abuse (ORCA) through collaboration of interested parties.

Objective / Desired Outcome:
All Saanich files involving relationship files are handled according to best practices, both locally and those files handled by RDVU.
Saanich is involved in creating the structure of ORCA to ensure we are able to participate at a level that improves service levels to Saanich and the region, thus implementing best practices for child abuse cases.

Year End Summary:
Over the course of 2011 the Family Protection Unit worked in close partnerships with Crown Counsel, Community Corrections, Victim Services, Saanich Police Counsellor, the Ministry of Child and Family Development, other police agencies and the Regional Domestic Violence Unit to provide a holistic approach to domestic and relationship investigations.

A new protocol was established between Crown Counsel, VIRCC and area police agencies to ensure victims of domestic violence are being properly notified of an accused's release from custody and of the accused's release conditions.

Child abuse investigators worked in partnerships with the Ministry of Children and Family Development, the Mary Manning Centre and other police agencies towards successful outcomes to present and historical child sexual and physical abuse investigations.

Over the course of the year the Family Protection Unit Sergeant has represented the Saanich Police on the Violence Against Women in Relationships (VAWIR) Committee and the Organized Response to Child Abuse (ORCA) Committee. This will goal will continue into 2012. the ORCA project is ongoing and as of end of 2011 has not yet been realized. Sgt. Walsh will be our connection to this project for 2012. This will be a carry over goal into 2012.
2011 Annual Work Plan Year-End Summary

Initiative Title: Resource investigations requiring computer forensic examination through increased service and reduced waiting times

Division Responsible: Detective

Section Responsible: Detective

Key Strategic Priorities:

| Investigative Capacity | Building Remediation |

Background / Issue being addressed:

Computer forensic services continue to be an area of concern for Saanich Police and policing in general. Limited resources result in long wait times to process evidence from computer hard drives and other forms or computer storage devices. This can and has resulted in files being stayed by Crown for unreasonable delay. Saanich has one officer working with the RCMP Computer Forensic Section, and still endure unreasonable delays in processing exhibits.

Initiative Detail:

In 2011 we will continue to explore alternative and effective methods to deliver computer forensic services required in a growing number of investigations. This may include but is not limited to private or public sector partnerships through collaboration and or integration.

Objective / Desired Outcome:

As a result of adequate resourcing to reduce wait times, by the end of 2011 all files requiring computer forensic examinations will receive this service in a timely manner that does not have an adverse effect on the investigation.

Year End Summary:

The 4th quarter saw us continue our business relationship with ESI (computer forensic company in the private sector). Our ability to move forensic work through the RCMP and the Integrated Tech Crime Unit continues to be problematic. Long turn-around periods are making the viability of the service and business arrangement questionable. Saanich Police will have to look for solutions such as a stand alone unit housed at Saanich or an integrated service with municipal partners. Housing of any unit outside of the RCMP will be an issue with limited space in municipal police structure for a work unit of this nature. Security considerations make this unit more difficult to house. This will be a carry over to 2012.
Work Plan Year: 2011  
Initiative Number: D-06  
Initiative Title: Enhance effectiveness of management and disclosure of electronic files associated to major cases  
Division Responsible: Detective  
Section Responsible: Detective  

Key Strategic Priorities:  
- Investigative Capacity  
- Business Process Analysis  
- Competency Development  

Background / Issue being addressed:  
Administrative support for major cases continues to be a challenge. The demands on major case managers and file coordinators to produce volumes of digital work in an organized manner are ever expanding. Adherence to the MOU between Crown and police surrounding disclosure creates a significant administrative burden. In order to stay current with best practice as determined by the Office of Investigative Standards and Practices (RCMP) we need to train administrative staff to support our investigations. Some staff are partially trained for this task however further training and cross training to provide redundancy is needed.

Initiative Detail:  
Enhance effectiveness of management and disclosure of electronic files associated to major cases by providing training to appropriate staff.

Objective / Desired Outcome:  
All Detective Division staff involved in the management and disclosure of electronic files associate to major cases are trained current best practices.

Year End Summary:  
Several of the General Investigation Section detectives have had the file coordinators course and are fully aware of best practice on disclosure and electronic file management. The ability to cross-train civilian staff has been limited to workload although one was trained. In the 4th quarter we were able to cross-train another staff member in digital file disclosure. This has been limited in scope however a good start. We have been successful in disclosing several files of significance consistent with the crown MOU. We will need to build on our capacity as it fragile and exists only minimally in 2 civilian staff at this time. This will be a carry over to 2012.
Initiative Title: Implement and use i2 Crime Analysis Software to access data available through the PRIME data warehouse

Division Responsible: Detective

Section Responsible: Intelligence Section

Key Strategic Priorities:

- Crime Analysis
- Technology

Background / Issue being addressed:

Our Crime Analyst in the Intelligence Section is trained on the use of i2 Analyst Note book. This is a software tool that provides the ability to produce charts and analyze large quantities of data to establish linkages. At present the direct downloading of information from PRIME to i2 is not possible. The purchase of the i2 Analyst Workstation software has been delayed because of infrastructure problems at PRIME. The software is still viable and should be purchased when the data is available. This will enhance our capabilities to interpret data we are presently gathering and take us to the next level of crime analysis.

Initiative Detail:

Implement and use i2 Crime Analysis Software to access data available through the PRIME data warehouse. This will require further training for our Crime Analyst and we will identify staff for cross training on this position to provide redundancy.

Objective / Desired Outcome:

- Implementation of i2 Analyst Workstation software
- The ability to download information from the PRIME Data Warehouse
- The Crime Analyst and one other position will be trained to use the software

Year End Summary:

The i2 software was purchased in the last quarter of 2011. The software is being tested and should be available for operational use shortly. We have purchased a plotter to enable printing of i2 material for both investigative and community oriented requests. To date our Crime Analyst has not been trained on the new software and this will be required in 2012. Redundancy in this position is an ongoing concern and will have to be addressed in 2012. A request has been made for a second Crime Analyst however, while this is seen as a priority in our five-year staffing plan, resources have not been made available to fill this position. This will be a carry over to 2012.
Initiative Title: Become more connected with and aware of troubled youth in the community

Division Responsible: Detective

Target Start Date: 2011 Mar 01

Target End Date: 2011 Jun 30

Initiative Number: D-08

Objective / Desired Outcome:
Youth Section officers will have a better relationship with youth in the community in general and at risk youth specifically. A report will be prepared detailing the number and quality of interactions to set a baseline for subsequent years.

Year End Summary:
In Q-1 of 2011 all youth officers attended a youth/gang symposium. Several project files were initiated to monitor areas where known youth problems have been identified. Members worked closely with community partners (probation, MYST) identifying and making contact with troubled youth in the community.

In Q-2 members from the Youth Section were temporarily assigned to work in the General Investigation Section (GIS) to facilitate a major investigation. This has continued through to the end of 2011 and is expected to carry into 2012. Youth Section members attached to GIS have been working at maintaining their community contacts and continue to investigate youth crime as it presents. The area of weakness in this configuration is that the proactive work that youth members would be doing in the community is limited. This will be a carry over into 2012 and with the hopes that Youth Section can be re-staffed in the later portion of the year.
**Initiative Title:** Increase drug enforcement: both locally and in conjunction with regional police partners

**Division Responsible:** Detective

**Section Responsible:** Street Crime Unit

**Key Strategic Priorities:**

- Drug Enforcement

**Background / Issue being addressed:**

A stronger focus on drug investigations both at the local and regional level are required to prevent ongoing drug activity in Saanich neighbourhoods. Street Crime Unit (SCU) has been restructured to allow for 2 members to have longer tenures to enable these personnel to develop expertise. This will see more drug intelligence and targeted enforcement as well as enhanced communication within other regional drug units.

**Initiative Detail:**

Increase drug enforcement: both locally and in conjunction with regional police partners. This will be achieved by having the two officers developing their expertise to drug files work specifically whenever possible, and to take specific initiatives to work collaboratively with other regional resources.

**Objective / Desired Outcome:**

To have an increased number of drug investigations managed by the Street Crime Unit, both locally and in conjunction with regional police partners.

**Year End Summary:**

In 2011 the Street Crime Unit (SCU) entered into 55 Controlled Substance investigations, an increase of 18 files generated from 2010. A total increase of 48% was noted in Controlled Substance investigations. In 2011 there were seven significant multijurisdictional Controlled Substance investigations. One multijurisdictional file concluded in the fourth quarter which involved Sidney RCMP GIS, Victoria Street Crime with assistance from CFSEU. The file was coordinated by Saanich SCU and resulted in search warrants for two residences the seizure of cocaine and automatic weapons. This initiative will carry forward to 2012.
**Restructure the Uniform Division**

**Background / Issue being addressed:**
The Uniform Division is the largest Division of the Saanich Police and is under the command of an inspector who is responsible for over 100 staff and functions relating to Patrol, Traffic, Canine services, Bike Squad, Schools, Crime Prevention programming, Volunteers, Reserves, Summer Students, Block Watch and associated programming, and the Family Counsellor program. Increased accountability and complexity associated to front line policing has consumed most of the inspector's time. The 24/7 operation generates significant work that requires constant attention from the inspector on matters that require timely review and response. This leaves little time for strategic planning and oversight of the non-operational, support, and preventative programming. At the same time, the demand for our community programming is increasing. Block Watch is a flagship program that requires growth to allow a greater portion of the community to realize the benefits of the program. In order to ensure community programming is sustainable and has the appropriate strategic oversight a restructuring of the Uniform Division is needed.

**Initiative Detail:**
Restructure the Uniform Division: Restructuring of the Uniform Division will result in a greater capacity to develop strategies and initiatives to maximize community engagement and partnerships. Responsibility for the community liaison and crime prevention functions will become the responsibility of a new Community Liaison Division. The division will fall under the command of an inspector, which will necessitate the creation of a new inspector position.

**Objective / Desired Outcome:**
Uniform Division is restructured allowing for a greater strategic focus on community engagement, crime prevention and educational programming, resulting in a long term reduction in crime rates and calls for service.

**Year End Summary:**
Restructuring of the Uniform Division was approved by the Police Board and permission was granted to create a new inspector position to lead the new Community Liaison Division. An inspectors promotional competition was in the fall in which Staff Sergeant Parker was promoted to inspector. He will assume duties of the Staff Development Division in January 2012 and Inspector Fryer will head up the Community Liaison Division. He will initially focus on evaluating current programming, looking for improvements in efficiency and effectiveness, and develop strategies to increase community engagement with the Saanich Police.
Initiative Title: Public Safety Building Remediation Project

Division Responsible: Office of the Chief Constable
Section Responsible: Office of the Chief Constable

Key Strategic Priorities:
- Building Remediation

Background / Issue being addressed:
The previous strategic plan called for a facility assessment. The assessment has confirmed that Saanich Police is in need of additional building space, and that the majority of existing space is no longer suitable for ongoing operations. The most recent strategic planning process also identified significant issues with the Saanich Police building and reaffirmed the need for additional and improved accommodations. It is recognized that this is a long term initiative. In the short term we need to secure the commitment and resources required to start planning for improvements to the public safety building.

Initiative Detail:
Secure the commitment and resources required to start planning for improvements to the public safety building. In order to maximize resources efforts will be coordinated with Saanich Fire and appropriate Municipal resources.

Objective / Desired Outcome:
By April 2012, to have a commitment in place from Saanich Council to make the remediation of the public safety building an immediate priority and authority to move forward with planning for the project.

Year End Summary:
A commitment has been made to work collaboratively with other Municipal department heads to conduct a municipal wide building needs assessment to identify and prioritize the top 20 buildings in need of remediation. The intent is to have a plan to present to council by spring of 2012. It is anticipated the public safety building will be at or near the top of this list. Council will be asked to approve a plan to commence the remediation of the identified buildings. Meetings have been held with Municipal CFO to discuss needs and approaches to moving forward. This was one of several meetings with Municipal department heads to facilitate this process. This initiative will be carried forward to 2012.
Initiative Title: Improve Post Disaster Response Capacity

Division Responsible: Office of the Chief Constable

Section Responsible: Office of the Chief Constable

Key Strategic Priorities: Post Disaster

Background / Issue being addressed:
The first phases of the Saanich Police Post Disaster plan was to provide staff with appropriate training to deal with such issues and sufficient equipment to ensure first responders are able reach all areas of the municipality. In order to continue to build the Saanich Police capacity to manage and respond in a post disaster environment, acquisition of a Mobile Incident Command Communications Vehicle and development of response and recovery plans are the focus of the next phase of the Police Post Disaster Plan. We will also continue our efforts to ensure staff are trained to resource the Emergency Operations Centre.

Initiative Detail:
Plan for and acquire an appropriate Mobile Incident Command Vehicle. Work with the Saanich Fire Emergency Program Coordinator to develop response and recovery plans that will be aligned with Saanich Fire and the Municipality. Provide further training in the operation and management of the Municipal EOC.

Objective / Desired Outcome:
- Acquisition of a Mobile Incident Command Vehicle suited to meet the command and communication needs of Police and the municipality in a post disaster environment.
- Have in place completed post disaster response and recovery plans that are aligned with Saanich Fire and the Municipality.
- Increase the number of staff able to assist in an EOC function.

Year End Summary:
Police and fire staff have worked collaboratively to identify the requirements for an incident command vehicle. This has been a slow process that has resulted in a better understanding of what police, fire, and other aspects of municipal operations, require of an incident command vehicle. A decision was made to replace the aging fire command vehicle and to move to a shared solution. This has elevated the cost of the vehicle, however, it will be primarily funded from Traffic Fine Revenues and will not impact tax payers. It is expected the vehicle will not be ready for delivery until 2013, as such this initiative will be carried forward.

Saanich Fire have not had sufficient resources to develop the operational response plans needed by police. This initiative will be set forward to 2012 as a separate initiative with the potential to bring in external resources to do this much needed work.

Training has continued to ensure staff are able to assist in the EOC. Staff attended each of the sessions offered by Saanich Fire. This activity will carry forward into 2012 to ensure there is a continued focus in this area.
### Work Plan Year: 2011

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<th>Initiative Title:</th>
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#### Background / Issue being addressed:

The 2011-2015 Strategic Plan will be completed early in 2011. Once the document is signed off by the Saanich Police Board staff will be required to implement the plan. In order to do this staff will have to become familiar with the plan, the focus as we move forward, and of any changes we plan to make in our philosophy, approach or actions. In order to ensure the highest level of engagement and to ensure that staff have every opportunity to ask questions and clarify expectations, clear and open communications with the police senior and executive officers is necessary.

#### Initiative Detail:

As the new strategic plan is rolled out through PSAP, we will inculcate the new strategic plan strategies, approach and philosophy throughout the organization, enabling staff to action the plan and serve the community. Specifically, the Chief Constable, Deputy Chief Constable and OIC Professional Standards Audits and Plans, will hold sessions with all staff to provide opportunities to offer input, ask questions and clarify expectations.

The office of the Chief Constable will ensure that annual work plans are produced to capture the initiatives that will be undertaken each year to action the strategic plan. The plans will be held on a database to ensure proper tracking and archiving.

The initiatives, progress and outcomes will be reported to the Saanich Police Board and made available to the public and staff so we are able to monitor our progress and course correct as necessary.

#### Objective / Desired Outcome:

Staff will have opportunities to gain a complete understanding of the content and intent of the new strategic plan. Annual work plans will be produced and reported to the Police Board, the public, and staff, and held in a manner that makes the information retrievable and searchable.

#### Year End Summary:

The 2012-2016 Strategic Plan was drafted and presented to the Police Board early in 2011. The Board gave careful consideration to the document and worked with staff to refine the content as well as the image the plan would present to the public. The plan is being published early in 2012, and will be presented to the public through our website, and in person to staff and the community groups that provided input. Even though there was a delay in making the document public, staff have been targeting the key strategic priorities identified in the plan. The 75 initiatives in the report all target our strategic priorities. The roll out of this plan will carry forward to 2012.
Work Plan Year: 2011  Target Start Date: 2011 Mar 15  Initiative Complete: ☐
Initiative Number: O-05  Target End Date: 2012 Dec 31  Carry Forward: ☑

Initiative Title: Focus on personnel

Division Responsible: Office of the Chief Constable
Section Responsible: Office of the Chief Constable

Key Strategic Priorities:
Personnel

Background / Issue being addressed:
It is clear that there are limited resources and we have to maximize our efforts within existing budgets. We know we will only be able to ask for additional resources when all other avenues have been exhausted. Staff who are fully engaged and who have the competencies and tools they need to serve the community will perform at a higher level. A shift in the new strategic plan is to focus our efforts on ensuring our staff have the tools and resources needed to do the great work we signed up for, that being serving the community and keeping Saanich safe.

Initiative Detail:
Focus on Personnel: To maximize the ability of staff to serve the community there will be renewed focus on staff engagement and employee fulfillment. Taking a systems approach to implementation of new strategies we will consider the impact on staff and provide the training, resources and developmental opportunities necessary to accomplish the new initiatives. This approach will encourage staff to be innovative in finding the most effective and efficient approach to providing the community with the high standard of police service they deserve. The staff aspects of the systems approach includes Accountability; Service Delivery; Values; Sustainability; Staff development/Training; Communication; Employee Fulfillment; Succession Planning; Coaching / Mentoring; Leadership Development; and, Employee Well-being / Balance.

Objective / Desired Outcome:
To ensure a systems approach is used to maximize opportunities to build on the competencies, development, and growth of our personnel, and provide a culture that enables staff to have rewarding careers, and a healthy work / life balance.

Year End Summary:
In 2011 we provided feedback to the NCOs and Senior Officers who participated in the Values Survey. We met in two sessions and discussed our collective values and what they may look like in terms of behaviours. In March we again met as a group of Senior Officers and NCOs and discussed the promotional process. We talked about the responsibilities and roles of each of the ranks, what was required of people to fill those roles, and what we were looking for in our future leaders. We also discussed specifics of the promotional process to ensure staff had a better understanding that they could in turn share with their staff.

A promotional process was held in the spring and each of the participants was provided feedback as to what they could do to reach their individual career goals.

The next step will be to meet with all staff and discuss the key strategic priorities in the new strategic plan to ensure they understand our renewed commitment to developing personnel to be their best and to solicit feedback as to what
they need to do this. As originally planned, this will be carried forward to 2012.

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**Work Plan Year:** 2011  
**Initiative Title:** Business Process Analysis  
**Division Responsible:** Office of the Chief Constable  
**Section Responsible:** Office of the Chief Constable  
**Initiative Number:** O-06  
**Target Start Date:** 2011 Jan 01  
**Target End Date:** 2012 Sep 30

**Objective / Desired Outcome:**
Inculcation of a systems approach resulting in the most effective use and deployment of police resources.

**Year End Summary:**
This initiative has become redundant to initiative P-02. Input from the Strategic Planning process resulted in the formation of the following six working committees: Template, Computer Aided Dispatch (CAD), Mobile Data Terminals (MDT), Subpoena, Muster, Police Post. The purpose of these committees was to research and develop solutions in their respective topics. The CAD, Police Post, Muster and Template committee recommendations have all been implemented. The MDT and the Summons and Subpoena committees have faced more challenges than the others and will take longer to achieve the desired results but efforts are continuing.

**Background / Issue being addressed:**
Limited resources necessitate the need for the continued effective deployment of resources. Our strategic planning process identified several areas where processes and practices could be improved to make better use of resources. Analysis is required to ensure we are making the most effective use of our resources and that inefficiencies are reduced where ever possible. As with our focus on developing staff, we know we will only be able to ask for additional resources when all other avenues have been exhausted.

**Initiative Detail:**
Business Process Analysis: To ensure that limited resources are deployed effectively and efficiently, new strategies and existing programs will be analyzed in the context of a systems perspective as outlined in the 2012-2016 police strategic plan. This will be accomplished by using the systems approach outlined in the 2012-2016 Strategic Plan to guide the planning and implementation of new initiatives and programs. Aside from staff considerations the systems approach looks at Accountability; Service Delivery; Budget and Finance; Technology; Adaptability; Statutes; Analysis/evaluation; Sustainability; Innovation; Efficiency and Effectiveness; and Communication.

**PROGRESS:**
ON TRACK
Work Plan Year: 2011  
Initiative Number: O-07  
Initiative Title: Create new position: Sergeant - Training and Control Tactics Coordinator

Division Responsible: Office of the Chief Constable  
Section Responsible: Office of the Chief Constable

Key Strategic Priorities:
- Competency Development
- Core Functions

PROGRESS:
COMPLETE

Background / Issue being addressed:
The Staff Development Division is staffed with one inspector, one sergeant and one clerical staff. The increasing responsibility placed on Staff Development over the last decade has consumed what limited resources exist in this division. Recent impacts arising from the Braidwood inquiry in general, and specifically direction from government with respect to the management of Conducted Energy Weapons (CEWs or Tasers), require police to identify a position to manage the deployment of CEWs, reporting of their use, and accounting for and documentation of all aspects of data associated to CEWs. Currently CEWs and their management fall under the responsibility of Use of Force trainers, who are front line officers coordinated through the Staff Development Division. The result of having to offload mandatory training responsibilities is that front line resources are stretched to the point where their mandates are not being met. This is not sustainable.

Initiative Detail:
Create a second sergeant position in the Staff Development Division to take on all responsibilities of training, use of force responsibilities, including training and reporting and associated responsibilities arising from the Braidwood Inquiry. The rank of sergeant will provide the authority required to give the appropriate direction to staff. The existing sergeant will then be left to focus on the remaining functions including recruiting, hiring, human resource matters, transfers and career pathing strategies.

Objective / Desired Outcome:
To have the appropriate resources in place to meet our statutory obligations and provide the necessary training to staff without negatively impacting frontline operations and mandates.

Year End Summary:
This position was approved by the Police Board in 2011. A competition was held and the successful candidate commenced this role in October of 2011.
Work Plan Year: 2011  Target Start Date: 2011 Jan 31  Initiative Complete: ☐
Initiative Number: P-01  Target End Date: 2011 Dec 31  Carry Forward: ☑
Initiative Title: Complete and realize the 2012-2016 Saanich Police Department Strategic Plan.

Division Responsible: PSAP
Section Responsible: Research and Planning

Key Strategic Priorities:
Core Functions

Background / Issue being addressed:
While this was initiated in 2010, it’s anticipated that the actual completion and release of the 2011-2015 (revised to 2012-2016) Strategic Plan will occur early in 2011. The updated plan will provide a new strategic direction for the future that will promote professionalism, accountability, productivity, and effective policing services. In Saanich we’ve worked hard to provide and maintain high levels of service that promote trust and cooperative working relationships in our community. The revised plan will provide a clear road map for the future including goals and initiatives that are both achievable and measurable. This will ensure deliverables are met or, in some cases, revised and re-engineered to meet changing conditions.

Initiative Detail:
Complete and release the 2011-2015 (revised to 2012-2016) Saanich Police Department Strategic Plan

Objective / Desired Outcome:
The 2012-2016 Strategic Plan is approved by the Saanich Police Board, published and distributed to the community and staff, and that staff are provided training opportunities to ensure their understanding and participation in the implementation of forthcoming strategies.

Year End Summary:
The dates for the plan have been changed to 2012-2016. The Plan was drafted and presented to the Police Board early in 2011. The Board gave careful consideration to the document and worked with staff to refine the content as well as the image the plan would present to the public. The plan is being published in March 2012, and will be presented to the public through our website, and in person to staff and the community groups that provided input.
Work Plan Year: 2011  Target Start Date: 2010 Dec 01  Initiative Complete: □
Initiative Number: P-02  Target End Date: 2011 Dec 31  Carry Forward: ☑

Initiative Title: Facilitate research and implementation of ideas & suggestions arising from the 2012-2016 strategic planning process.

Background / Issue being addressed:
Numerous ideas and suggestions for improving efficiency and effectiveness arose out of the stakeholder consultation process during the research component of the 2011-2015 (revised to 2012-2016) strategic plan. In October 2010 efforts were undertaken to commence work on some of the ideas and suggestions through the formation of various working committees. It is anticipated that committee work will continue well into 2011 and additional research efforts will be conducted by Research and Planning.

Initiative Detail:
Facilitate research and implementation of ideas & suggestions arising from the 2011-2015 (revised to 2012-2016) strategic planning process. The following list, although not exhaustive, represents ideas and suggestions that will be examined:

- removing duplication in PRIME templates,
- writing files off in CAD,
- reviewing business practices that restrict the mobility of vehicle MDTs,
- review community based policing initiatives like Police Post,
- utilizing Telecoms to complete templates,
- improving the summons and subpoena process,
- researching alternatives of using police to transport animals to shelters,
- reviewing residential alarm response procedures,
- improving and digitizing Muster,
- improving the Telebail process,
- improving the Criminal Records check service,
- improving signage and layout of the front office,
- developing on-line tutorials to educate parents and children on Internet crimes,
- improving the driving complaint process,
- researching community based initiatives to combat graffiti.

Objective / Desired Outcome:
By the end of 2011 50% of the suggestions have been examined by working committees.

Year End Summary:
Input from the Strategic Planning process resulted in the formation of the following six working committees: Template, Computer Aided Dispatch (CAD), Mobile Data Terminals (MDT), Subpoena, Muster, Police Post. The purpose of these committees was to research and develop solutions in their respective topics. The CAD, Police Post, Muster and Template committee recommendations have all been implemented. The MDT and the Summons and Subpoena committees have faced more challenges than the others and will take longer to achieve the desired results but efforts are continuing.

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2011 Annual Work Plan Year-End Summary

Initiative Title: Implement a Content Management System (CMS) for managing the Intranet and website.

Division Responsible: PSAP
Section Responsible: Research and Planning

Key Strategic Priorities:
- Technology
- Community Engagement

Background / Issue being addressed:
In 2010 we anticipated the full implementation of a Content Management System for managing the Intranet and our public website. This project was not completed due to workload in IT which delayed progress until a decision was made to outsource the project through an RFP. The RFP process was completed in October 2010 and ITI was the successful proponent. ITI will be using “Joomla” which is an “open source” non-proprietary system that will reduce costs associated to use and maintenance. It’s anticipated that the new CMS will be operational in early 2011. The new CMS will result in an overhaul and redesign the department’s web page and Intranet.

Objective / Desired Outcome:
The new Content Management System will be in place early in 2011
The Saanich Police Website and Intranet will be redesigned to improve communication with the community and staff

Year End Summary:
The new Saanich Police website has been launched and work on the new Content Management System was undertaken. ITI technical staff transferred over all the archived data from the old system (FrontPage) to the new system (Joomla). At this point the newly constructed Saanich Police website and Intranet are both complete and the new Content Management System "Joomla” is stable. ITI has met their contractual obligations and are now providing support as required based at their hourly charge out rate.
Work Plan Year: 2011  Target Start Date: 2010 Nov 01  Initiative Complete: ✓
Initiative Number: P-04  Target End Date: 2011 Dec 31  Carry Forward: ☐

Initiative Title: Improve business processes to ensure compliance the revised Police Act & McNeil decision (R. v. McNeil, 2009 SCC 3)

Division Responsible: PSAP
Section Responsible: Professional Standards

Key Strategic Priorities:

| Core Functions |

PROGRESS:
COMPLETE

Background / Issue being addressed:
In 2010 PSAP became responsible for ensuring compliance with the McNeil decision. Throughout 2010 efforts were undertaken to review all Service Records of Discipline to determine which officers, if any, should be considered “McNeil officers.” In order to better manage this issue, the PSO database was modified to accommodate issues relating to McNeil. While some measures have been taken to ensure compliance, additional efforts will be taken in 2011 to streamline and improve the process.

Initiative Detail:
Improve business processes to ensure compliance and accountability with the revised Police Act & McNeil decision (R. v. McNeil, 2009 SCC 3)

Objective / Desired Outcome:
Policy and systems will be established and in place to ensure the accurate and timely disclosure of appropriate McNeil information to Crown Counsel.

Year End Summary:
Policy and procedure documents have been drafted and subsequently approved by the Chief's Office. Changes were made to the Professional Standards database to track and respond to McNeil matters. The McNeil database is now fully operational and disclosures are being administered through Court Liaison and the Staff Sergeant in Professional Standards. Policy AC150 and Part II Order #400 have been approved and implemented. This objective has been accomplished.
Work Plan Year: 2011  Target Start Date: 2011 Jun 01  Initiative Complete: ✓
Initiative Number: P-05  Target End Date: 2011 Dec 15  Carry Forward:

Initiative Title: Complete the 2012 Saanich Police Community Report.

Division Responsible: PSAP  
Section Responsible: Research and Planning

Key Strategic Priorities:

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PROGRESS: COMPLETE

Background / Issue being addressed:
Each year the Saanich Police produce a Community Report describing accomplishments for the previous year. This work falls to Professional Standards Audits and Plans, and requires considerable staff time to produce the document, which has traditionally been produced in the form of a calendar. The report is distributed to home in Saanich via the Saanich News.

Initiative Detail:
Complete the 2012 Saanich Police Community Report

Objective / Desired Outcome:
The report is produced by year end.

Year End Summary:
The 2012 Calendar / 2011 Community Report was completed and distributed in December 2011. In addition to reporting on comparative statistics, the calendar previewed each of the key strategic priorities contained in the 2012-2016 Strategic Plan. This objective has been accomplished.
Work Plan Year: 2011  
Initiative Number: S-01  
Initiative Title: Deliver diversity training  
Target Start Date: 2011 Mar 30  
Target End Date: 2011 Dec 01  
Initiative Complete: ☐  
Carry Forward: ☑

Division Responsible: Staff Development  
Section Responsible: Staff Development

Key Strategic Priorities:  
- Competency Development  
- Diversity

PROGRESS: COMPLETE

Background / Issue being addressed:
The Saanich Police recognizes the importance of employee awareness and understanding of diverse cultures, religions and lifestyles as a key factor in providing the highest calibre of police service to all members of the community.

It is the responsibility of the Staff Development Division to ensure that our members are properly trained so as to have a solid understanding of diversity within the community they serve.

Initiative Detail:
Deliver specific training to further develop member skill and understanding to enhance the delivery of services involving diverse cultures. This training will be delivered at various mandatory and increment training days. The training will be specific to First Nations and other cultures that are present in Saanich.

Objective / Desired Outcome:
By December 2011, deliver minimum of 4 specific training day initiatives in support of cultural awareness and diversity training for members

Year End Summary:
Two specific full increment training days were delivered in 2011 where approximately fifty members participated in the delivery of specific training to enhance members' skills and understanding when responding to calls for service involving diverse cultures. This training was delivered by a collaborative team of facilitators from both the University of Victoria and the multi-cultural coordinator from the Intercultural Association.

In addition, members participated in the full day training session which was specific to First Nations. The program, entitled "The Spirit has no Colour", was delivered at a mandatory Platoon training day and was developed to promote positive police and aboriginal relationships. Overwhelming positive feedback was received from both Saanich Police members and facilitators from Police Services. Due to the success of this workshop, it will be rolled out to all Provincial Policing agencies later this year.


While much has been done, and we completed this objective for 2011, this initiative will remain active for 2012 to track additional program delivery.
Work Plan Year: 2011
Initiative Number: S-02
Initiative Title: Enhance succession planning

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
Personnel

Initiative Detail:
Continue to enhance our succession plan by identifying future leaders and managers and providing them with educational and developmental opportunities.

Objective / Desired Outcome:
Deliver specific leadership and developmental training initiatives to all ranks within the organization including:
Provide educational funding to a minimum of 12 members by December 2011.
Ensure 10 members, from a variety of ranks, attend the 2011 Police Leadership Conference.
Schedule 10 members to attend the JIBC Police Leadership Development Course by December 2011.
Fund the attendance of 5 members, at the Sergeant and Staff Sergeant rank, to the Senior Police Administration Course at the Canadian Police College by the end of 2011.

Year End Summary:
Staff Development delivered specific leadership and developmental training initiatives to all ranks within the organization. This included:

1) the support of self-initiated educational funding to approximately 23 members throughout 2011. A number of these courses were initiated as a direct result of feedback sessions with the Staff Development Inspector subsequent to both promotional and transfer activities.

2) 16 members, from a variety of ranks, attend the 2011 Police Leadership Conference in Vancouver. The focus of this event was "The Future of Police Leadership - Staying Connected in a Changing World."

3) 10 members attended the JIBC Police Leadership Development Course in 2011.

4) 3 members, at the Sergeant rank and who are on the Staff sergeant Eligibility List, attended the Senior Police Administration Course at the Canadian Police College in 2011.
5) In September 2011, 8 members successfully participated in an Inspector Level Assessment Centre which was developed and delivered in partnership with the Justice Institute of BC Assessment Centre. This 2 day event, assessed the candidates to determine strengths and weaknesses as they develop leadership and managerial skills and abilities.

Also in 2011, we funded members to attend the Developing Leadership Impact Program (Royal Roads University) and Leadership in Action course (JIBC).

This objective was accomplished for 2011 and will carry forward to 2012 to track continued efforts.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011
Initiative Number: S-03
Initiative Title: Expand use of mobile shooting range

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
Business Process Analysis

Initiative Detail:
Continue to expand the use and effectiveness of the Mobile Indoor Shooting Range (Road Range) by contracting enhanced services to other Police and outside agencies.

Objective / Desired Outcome:
Demonstrate the Saanich Police Road Range to a minimum of 3 outside Law Enforcement agencies and determine what level of interest they may have in using it as a training facility and;

By December 2011, enter into a service agreement with at least one of these outside agencies for the use of the Range that incurs no cost to the Saanich Police.

Year End Summary:
In January 2011, another law enforcement agency used the Mobile Range to fine tune shooting skills of several new recruits. Cost of operation the range was invoiced to the agency. Discussion relating to regular contracted access is currently ongoing.

In March, 2011, members of the Canadian Forces attended the Road Range for a demonstration.

The range continues to be used on a regular basis. In October, Sgt. Darryl Harris joined the Staff Development Division as the new Response Options and Training Sergeant. Sgt. Harris will take on the responsibility for scheduling and for enhanced use of the Range along with developing stronger relationships with potential outside users.

This initiative will carry forward to 2012.
## 2011 Annual Work Plan Year-End Summary

### Work Plan Year: 2011  
### Initiative Number: S-04

| Initiative Title: Increase training for supervisory staff |
|-----------------|-----------------|
| **Division Responsible:** Staff Development |
| **Section Responsible:** Staff Development |

### Key Strategic Priorities:
- Competency Development

### Background / Issue being addressed:
By the provisions of the Collective Agreement, all members who wish to receive increment pay benefits, based on their seniority, must attend a minimum of 20 hours on their own time. Up until 2010, these increment training days were scheduled 15 times per year and were designed to deliver a variety of training specific to all ranks. This resulted in a one size fits all type of training. Often senior supervisors were participating in training that may be more suitable for junior members, and vice versa.

### Initiative Detail:
Modify the current 15 Increment training days to deliver specific training to meet the needs of supervisors and members with various levels of service.

### Objective / Desired Outcome:
Deliver a minimum of 4 training initiatives that are specifically designed for senior patrol supervisory staff by the end of 2011. In addition, Staff Development will deliver training that will support members in achieving a work/life balance. This is in response to a recent employee survey indicating that employees want to see proper work/life balance in their lives.

### Year End Summary:
New initiatives have been delivered in relation to supervisor NCO training including:

1) A specifically designed Increment training day for NCO supervisory staff focused on operational decision making.

2) Tele-bail training.

3) Work performance issues / Police Act internal processes (labour relations)

Our objectives were met for 2011 and this will continue to be a focus for 2012.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011
Initiative Number: S-05
Initiative Title: Enhance recruiting

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
- Personnel
- Diversity

Target Start Date: 2011 Mar 30
Target End Date: 2011 Dec 01
Initiative Complete: ✓
Carry Forward: □

Background / Issue being addressed:
The Saanich Police Department supports diversity representation within the department and will:
1) actively pursue and document recruiting activities that will facilitate minority representation, and
2) under the direction and responsibility of the OIC of Staff Development, annually review and document its minority representation in relation to the area it serves.

Initiative Detail:
Enhance recruiting strategies that locate and identify competitive applicants from diverse backgrounds.

Objective / Desired Outcome:
By the end of 2011, Staff Development will ensure that:

1) Recruitment efforts access areas of recruitment potential, including educational institutions and community organizations, to attract potential candidates from a diverse background, and
2) Advertises the Saanich Police as an equal opportunity employer on all applications and recruitment advertisements.

Year End Summary:
A great deal of work has been completed on this initiative. The following are a few examples:

The Staff Development Sergeant has been working with the Saanich Police Diversity Coordinator to enhance recruitment efforts to attract potential candidates from a diverse background. This is being accomplished by working co-actively with the Multicultural Program Coordinator from the Intercultural Association.

The new Saanich Police Recruiting Pamphlet is now complete and available for distribution at community events and recruiting activities such as University and College employment fairs etc. This pamphlet specifically advertises that the Saanich Police is committed to being an equal opportunity employer, and that we look for confident men and women from all ethnic and cultural groups who have demonstrated a history of the values by which we live and serve our community. Our new website also includes this statement.

A set of posters advertising the Saanich Police as a culturally diverse organization has been published in conjunction with the Greater Victoria Intercultural Association.
Our recruiting sergeant attended the October Community Partnership Network (CPN) meeting hosted by the Inter Cultural Association. This meeting was to learn about upcoming CPN initiatives and to share ideas on how to promote diversity. Our recruiting sergeant saw this opportunity as an excellent way to build bridges on recruiting and training initiatives. He will be regularly attending these meetings.

2011 saw the hiring of new members with a variety of ethnic backgrounds, including members who are fluent in speaking Cantonese, Vietnamese, French, and German.

Efforts will continue in this area as we move towards 2012.
SAANICH POLICE

2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Mar 30  Initiative Complete: □
Initiative Number: S-06  Target End Date: 2011 Dec 01  Carry Forward: ✓
Initiative Title: Improve delivery of on-line learning

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
Personnel
Technology

PROGRESS:
COMPLETE

Background / Issue being addressed:
It is recognized that a significant amount of training can be delivered using online technology. This training is often referred to as e-learning. E-learning has been successfully delivered in the past. The successful delivery of the Canadian Police Knowledge Networks "Evidence-based, Risk-Focused Domestic Violence Investigations" course is a recent example. This type of training can be cost effective and ensures member accessibility.

Initiative Detail:
Enhance selection and delivery of on-line/e-learning training through CPKN and other providers.

Objective / Desired Outcome:
By December 2011, Staff Development will deliver a minimum of 6 e-learning initiatives to a variety of employees.

Year End Summary:
Saanich Police Use of Force Instructors have completed the CKPN (Canadian Police Knowledge Network) "Characteristics of an Armed Person" e-learning course.

The eleven members of the Saanich Police Trauma Assistance Group (TAG) have completed the CKPN "Critical Incident Stress Management" course.

An additional nine CKPN e-learning courses, on a variety of police related topics, have been taken by members. These courses have been funded out of the Staff Development Educational Assistance budget.

As we move into 2012, all members will be required to use on-line learning, through the Canadian Police Knowledge Network, to complete the mandatory Crisis Intervention De-escalation and Conducted Energy Weapon training. A number of webinars have taken place in 2011 and more are planned as we move into 2012. There has been a significant transition toward this type of training over the past 2 years which makes training more accessible and cost effective.
Work Plan Year: 2011  
Initiative Number: S-07  
Initiative Title: Complete promotional process

Division Responsible: Staff Development  
Section Responsible: Staff Development

Background / Issue being addressed:
The list of members eligible for promotion to the rank of Sergeant and Staff Sergeant will expire December 31, 2011. The process to identify candidates for a new list is a resource intensive exercise that demands a great deal of time from staff. It is critical this process be managed effectively to ensure the most appropriate candidates are selected and that we make the most staff time. To ensure that a new list for 2012-2013 is in place early enough to minimize any issues surrounding the resulting transfers (court commitments, leave selection etc.) the eligibility process will commence February 1, 2011 and conclude prior to June, 2011.

Initiative Detail:
Conduct a successful promotional competition for the 2012-2013 Sergeant and Staff Sergeant Eligibility List.

Objective / Desired Outcome:
1) Produce a prioritized list of 24 Constable who are eligible for promotion to the rank of Sergeant that will be effective from January 1, 2012 through to December 31, 2013.

2) Produce a prioritized list of 8 Sergeants who are eligible for promotion to the rank of Staff Sergeant that will be effective from January 1, 2012 through to December 31, 2013.

Year End Summary:
A prioritized Sergeant eligibility list and a Staff Sergeant eligibility list have been published which will be in effect for 2012-2013. Feedback sessions have been completed for the vast majority of candidates who participated in this process.
Initiative Title: Enhance Critical Incident Stress Management to Employees

Division Responsible: Staff Development

Key Strategic Priorities: Personnel

Competency Development

Background / Issue being addressed:
Employees whose duties involve prolonged exposure to traumatic events will benefit from preventative measures designed to assist them in dealing with critical incident stress and ensure fitness for duty. Pro-active measures allow an employee time to develop appropriate coping strategies. In addition, early intervention with regard to critical incident stress is more effective than reactive measures taken after a critical incident occurs.

In accordance with its commitment to a pro-active approach to critical incident management and employee wellness, the Saanich Police will provide annual debriefing sessions with health professionals trained in critical incident stress management for employees whose assignments involve prolonged exposure to traumatic events.

Initiative Detail:
Increase training and support to the current Trauma Assistance Group (TAG) to enhance the delivery of Critical Incident Stress Management to members of the Saanich Police. This is supported by current policy and the outcome of the Strategic Plan and results of the recent Employee survey.

Objective / Desired Outcome:
1) In 2011, provide a minimum of 2 training opportunities to members of the Trauma Assistance Group (TAG) to enhance the delivery of Critical Incident Stress Management to members.

2) Schedule a minimum of one Trauma Assistance Group (TAG) work group meeting to set goals and objectives for 2012.

Year End Summary:
Several training opportunities have been realized over the course of 2011 and the Trauma Assistance Group has been utilized on a number of occasions to support members who were involved in critical incidents. The Team has been used more in the past year that any of the previous 4 years. Regular meetings of the Team will be scheduled in 2012.
Work Plan Year: 2011    Target Start Date: 2011 Mar 30    Initiative Complete: □
Initiative Number: S-09    Target End Date: 2011 Dec 01    Carry Forward: ✔

Initiative Title: Identify and implement an electronic based delivery of promotional exams and eligibility requirement testing:

Division Responsible: Staff Development

Section Responsible: Staff Development

Key Strategic Priorities:

| Competency Development | Personnel |

PROGRESS:

DELAYED

Background / Issue being addressed:

In addition to requisite skills and experience, to compete for position to the ranks of Staff Sergeant and the Sergeant, eligible members must:

1) pass the Saanich Police Promotional Exam,
2) maintain their eligibility by attending one yearly legal update,
3) pass the Saanich Police Supervisors Knowledge Exam once per year.

Initiative Detail:

Implement an electronic based system for the delivery and tracking of promotional eligibility requirements such as the Promotional examination and Supervisors Knowledge Exam. This transition will allow for an efficient and accountable delivery of testing. It will allow easier access for members and will assist in keeping exams fresh and relevant.

Objective / Desired Outcome:

In 2011, develop and implement an electronic exam process for:

1) The Saanich Police Promotional Exam
2) The Saanich Police Supervisors Knowledge Exam

Year End Summary:

The Staff Development sergeant has met with Senior Management and the database consultant from Systemtek. A decision was been made to develop an electronic program to deliver the promotional exams and supervisor knowledge exams within the existing database system. A draft database has been built and we are working on specific policy and process, which should receive approval early in 2012.
<table>
<thead>
<tr>
<th>Work Plan Year:</th>
<th>2011</th>
<th>Target Start Date:</th>
<th>2011 Mar 01</th>
<th>Initiative Complete:</th>
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<tr>
<td>Initiative Number:</td>
<td>U-01.1</td>
<td>Target End Date:</td>
<td>2011 Sep 30</td>
<td>Carry Forward:</td>
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<tr>
<td>Initiative Title:</td>
<td>Hold a divisional meeting including all NCO's (Sergeants and Staff Sergeants)</td>
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**Division Responsible:** Uniform  
**Section Responsible:** Patrol  
**Key Strategic Priorities:** Competency Development  
**PROGRESS:** DELAYED

### Background / Issue being addressed:
In 2010 the Uniform Division S/Sgt’s met on a monthly basis to discuss mutual areas of concern so that a common approach could be taken by all platoons. In 2011 there will be at least one meeting with staff sergeants and sergeants together to build on the success of this approach.

### Initiative Detail:
Hold a divisional meeting including all NCO’s (Sergeants and Staff Sergeants)

### Objective / Desired Outcome:
That NCOs have an increased understanding of expectations for consistency within the Uniform Division.

### Year End Summary:
One meeting involving all NCO’s (Sgt. and S/Sgt) was held at the beginning of 2011 with the specific purpose to talk about the promotional process. This meeting did not discuss Uniform Division priorities specifically. It is anticipated that a collective meeting will be held in 2012 with the launch of the 2012 - 2016 Strategic Plan.
Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete: ✔
Initiative Number: U-01.2  Target End Date: 2011 Dec 31  Carry Forward: ☐
Initiative Title: Develop and implement solutions to the issues arising from the strategic planning process

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:
Business Process Analysis

PROGRESS:
DELAYED

Background / Issue being addressed:
There are four areas currently being examined by committees in an effort to improve efficiency and create more time for officers to conduct pro-active policing, including: improved delivery of summons and subpoenas, concluding calls in CAD, policy and procedure around removing the MDT’s from the patrol cars, and reducing the number of templates used in writing reports. Other areas will be examined as the 2012-2016 Strategic Plan is implemented.

Initiative Detail:
Develop and implement solutions to the issues arising from the strategic planning process

Objective / Desired Outcome:
To complete the examination of issues being examined by the current working committees.
To complete the examination of an additional issues as they are identified.

Year End Summary:
Input from the Strategic Planning process resulted in the formation of the following six working committees: Template, CAD, MDT, Subpoena, Muster, Police Post. The purpose of these committees was to research and develop solutions in their respective topics.

The CAD, Police Post, Muster and Template committee recommendations have all been implemented. The MDT and the Summons and Subpoena committee have faced more challenges than the others and will take longer to achieve the desired results but efforts are continuing.
Initiative Title: Develop and implement a strategy that will create uninterrupted time for platoon NCO’s to complete administrative work

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:
Business Process Analysis

PROGRESS:
COMPLETE

Background / Issue being addressed:
The operational demands on NCO’s are such that they rarely have enough time in their shift to complete administrative tasks. Responding to calls for service, coaching junior members, managing PRIME workflow, telephone and email requests all take up the better part of their shifts. Quality, uninterrupted time is difficult to find during a day shift. The longest duration of uninterrupted time is often in the early morning hours of a night shift which is the most unproductive time from a cognitive perspective. Administrative tasks such as writing Personnel Development Appraisals, Use of Force reviews, Pursuit reviews, and Police Vehicle Collision reports demand long periods of uninterrupted time to complete.

Initiative Detail:
Develop and implement a strategy that will create uninterrupted time for platoon NCO’s to complete administrative work

Objective / Desired Outcome:
NCO’s have more uninterrupted time to complete administrative duties.
Reduced delays in the submission of administrative reports and processes by NCO’s

Year End Summary:
All of the Staff Sergeants are aware of their ability to change their shift when necessary to complete administrative work. There is now a computer and office space available to them to allow them to work in private. During the past year, all of the Staff Sergeants have taken advantage of changing their shifts to complete administrative work. The collective bargaining process provided the ability to order shift changes up to six hours for this purpose.
Background / Issue being addressed:

Increased demands for crash reduction strategies has resulted in Saanich Police developing databases to record and analyze the locations with the greatest frequency of crashes as well as enforcement data. We are now able to track our enforcement activity at high risk crash locations and measure the impact on the crash rate over long periods of time.

Objective / Desired Outcome:

The database will provide meaningful information to assist in understanding the impact of targeted enforcement.

Year End Summary:

The Targeted Traffic Enforcement Program (TTEP) database is functioning and providing written reports used for evaluation and monitoring enforcement efforts in relation to the top crash sites and corridors. By using the data the Saanich Police are able to quantify the hours of enforcement being conducted at a specific location and can relate that information with crash data to determine if the enforcement has had the desired effect of reducing crashes and injuries from crashes.
Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete:  
Initiative Number: U-02.2  Target End Date: 2011 Oct 31  Carry Forward: 
Initiative Title: Target key crash sites  

Division Responsible: Uniform  
Section Responsible: Traffic Safety Unit  

Key Strategic Priorities:  
Road Safety  
Business Process Analysis  

PROGRESS: COMPLETE 

Background / Issue being addressed:  
The Traffic Safety Unit (TSU) has identified the key crash sites that require the most enforcement activity. The mandate of the TSU is to reduce the frequency and severity of crashes in Saanich. In order to do this we need to target the locations where we will have the greatest impact.  

Initiative Detail:  
Target key crash sites: Crash sites will be targeted each quarter and we will compare the effectiveness of targeting these locations to the previous year’s crash data (PRIME). This will provide an indication of how successful targeted enforcement is. The locations will change based on 1st and 3rd quarter evaluation periods.  

Objective / Desired Outcome:  
All high risk crash locations will have targeted enforcement resulting an understanding on enforcement effectiveness in lowering the crash rate.  

Year End Summary:  
Five Crash Sites were targeted from Q2. These locations were: Blanshard/Cloverdale, Gorge/Tillicum, Burnside/Tillicum, Shelbourne Corridor, McKenzie/Saanich.  

Results for Q4 were: 1) Blanshard saw a 33% increase from previous quarter. 2) Gorge Rd saw a 50% decrease. 3) Burnside Rd saw no change in collisions frequency. 4) Shelbourne saw a 12% increase in reported crashes. 5) McKenzie saw one collision over the quarter up from none the previous quarter.  

By targeting enforcement action at the key crash sites an overall decrease in crashes can be seen throughout the year.  

Overall, the strategy of focusing enforcement in the high risk areas has proven to be a sound strategy as demonstrated by the overall reduction of crashes and will be continued in the future.
Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete: □
Initiative Number: U-02.4  Target End Date: 2011 Dec 31  Carry Forward: ☑
Initiative Title: Increase visible presence at UVIC

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
- Road Safety
- Core Functions
- Working with Youth

PROGRESS:
COMPLETE

Background / Issue being addressed:
The Saanich Police presence on the University of Victoria campus needs to be continuously reinforced to students. Another means of doing this is to have TSU set up enforcement action on the roads leading to the University.

Initiative Detail:
Increase visible presence at UVIC: Visibility will be increased through enhanced traffic enforcement targeting vulnerable road users, distracted drivers, occupant restraint compliance and high risk driving.

Objective / Desired Outcome:
Increase the police presence on campus while improving road safety.

Year End Summary:
The UVic office is open and available for use by officers. At year end there is still no computer connectivity between the UVic office and the Saanich Police Headquarters but the IT Section is working on a solution for this problem.

Increased foot patrols by Uniform Division officers during peak times has helped to reduce mischief and alcohol related problems.

The Traffic Safety Unit conducted enforcement at UVic focusing on cyclists and distracted drivers.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011
Initiative Number: U-03
Initiative Title: Implement two Collision Analyst training days per year

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
Road Safety
Competency Development

PROGRESS:
COMPLETE

Target Start Date: 2011 Jan 01
Target End Date: 2011 Dec 31
Initiative Complete: ☐
Carry Forward: ☑

Background / Issue being addressed:
Collision Analysts need to maintain their current skills and learn any new techniques in this area of expertise. They can do that through in house training two days per year.

Initiative Detail:
Implement two Collision Analyst training days per year: designed to maintain their qualifications and improve communication to ensure consistent practices.

Objective / Desired Outcome:
Hold two training days and improve the Analyst's skills level.

Year End Summary:
Collision Analysts were provided two opportunities to develop their expertise in the field of Collision Investigations this year. All area Collision Analysts attended an exclusive training day at Western Speedway where they practiced taking measurements from vehicles involved in simulated crashes. Some of the Collision Analysts also had an opportunity to present at the JIBC Collision Investigators Course.
Initiative Title: Conduct containment training with Patrol and Traffic members

Division Responsible: Uniform
Section Responsible: Canine

Key Strategic Priorities:

Competency Development

Background / Issue being addressed:
At almost all critical incidents or crimes in progress one of the first actions the police take is to contain the area where the incident is occurring. Containment prevents suspects from escaping and outsiders entering the critical area. Each platoon needs to practice containment drills so everyone understands what is required of them when a critical incident occurs. Members of the Canine Section use containment to assist them when tracking a fleeing suspect. As such, they develop specific knowledge in this area. The Canine Officers will conduct training exercises with all uniform officers so each work group is operating in the same manner.

Initiative Detail:
Conduct containment training with Patrol and Traffic members

Objective / Desired Outcome:
All front line staff will be trained in proper containment techniques and expectations

Year End Summary:
For 2011 a goal was established for Canine officers to assist members of all the platoons and the Traffic Safety Unit to be able to operate in a consistent manner as it related to the best practices of setting containment up for effective deployment of K9 officers and police service dogs.

During the month of February there were three increment days focused specifically on proper containment techniques and expectations. These sessions were well attended and captured the target audience identified in the goal.

Further scenario based training was conducted at the platoon level.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Mar 30  Initiative Complete: 
Initiative Number: U-03.2  Target End Date: 2011 Nov 30  Carry Forward: 

Initiative Title: Increase the participation of Uniform Division members as quarries with the Canine unit

Division Responsible: Uniform
Section Responsible: Canine

Key Strategic Priorities:

- Business Process Analysis  (PROGRESS: COMPLETE)
- Competency Development  

Background / Issue being addressed:

The canine officers require assistance from members to train their dogs properly in tracking and bite work. There is a skill set required for a member to learn in order to effectively help train the dogs. The Canine Section sergeant wants to raise the awareness to the members so they can help him train but it also is a way for someone interested in becoming a dog handler to demonstrate their interest in the unit. It also gives them a better appreciation for the amount of time and effort that goes into training a dog.

Initiative Detail:

Increase the participation of Uniform Division members as quarries with the section.

Objective / Desired Outcome:

Increase the number of quarries available to the Canine Section.

Year End Summary:

The Saanich Police canine officers identified a need for properly trained members to assist in the ongoing tracking and bite work. In order for members to be effective as “quarries”, an understanding of what is required and the skill set needed.

In August 2011 a Quarry Course was held and as a result three new quarries were trained to the standard required to participate as Saanich Police quarry officers. With the addition of these officers, the K9 Section is able to routinely train to the level expected and desired.
Work Plan Year: 2011  Target Start Date: 2011 Mar 30  Initiative Complete: ✓
Initiative Number: U-04.1  Target End Date: 2011 Nov 30  Carry Forward: □
Initiative Title: Promote diversity awareness to staff

Division Responsible: Uniform
Section Responsible: Community Liaison

Key Strategic Priorities:

Diversity

Competency Development

PROGRESS:
COMPLETE

Background / Issue being addressed:
Saanich has a very diverse population and it is only going to become more diverse in the years to come. Policing is often viewed differently by different cultures and it is important for our members to be aware of some of the differences.

Initiative Detail:
Promote diversity awareness to staff

Objective / Desired Outcome:
Conduct six (6) in-service training sessions.

Year End Summary:
The In-service Diversity Training trained over fifty police officers and civilian members during 2011. This training occurred during two increment training sessions rather than smaller group sessions as initially planned. By going to the larger sessions the Saanich Police were able to access local experts and community members to give first hand training to members of our agency. The initiative of promoting diversity awareness was achieved and although the objective was to conduct six training sessions throughout the year, the two larger sessions were better suited to achieving this goal.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  
Initiative Number: U-04.2  
Initiative Title: Develop one new Crime Prevention program targeted at seniors

Target Start Date: 2011 Mar 30  
Target End Date: 2011 Nov 30  
Initiative Complete: □  
Carry Forward: ✓

Division Responsible: Uniform  
Section Responsible: Crime Prevention

Key Strategic Priorities:
- Seniors Programs

PROGRESS:
- COMPLETE

Background / Issue being addressed:
The senior population is growing in Saanich and they require programs to advise them of criminal trends and help prevent them from being victimized.

Initiative Detail:
Develop one new Crime Prevention program targeted at reducing the victimization of seniors.

Objective / Desired Outcome:
Deliver one new Crime Prevention program targeted at reducing the victimization of seniors.

Year End Summary:
The demographics in relation to the senior population in Saanich is continually increasing. The Crime Prevention Officer in conjunction with the Financial Crime Section of the Saanich Police committed members to provide safety lectures to seniors groups and residents.

In 2011 there were in excess of 12 lectures focusing on current and reoccurring scams targeting seniors.

Our Crime Prevention Officer worked closely with BCAA in providing lectures on Mature Driving to Seniors/Mature Drivers and was able to be involved in a new initiative with ICBC that also targets senior drivers.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete: ✓
Initiative Number: U-05.1  Target End Date: 2011 Dec 01  Carry Forward: □

Initiative Title: Identify and re-activate 10 blocks within the Block Watch program

Division Responsible: Uniform
Section Responsible: Block Watch

Key Strategic Priorities:
Community Engagement

PROGRESS:
COMPLETE

Background / Issue being addressed:
We have seen the benefits of our Block Watch program, which currently serves over 20 percent of the Municipality. Block Watch demonstrates that participants enjoy better relationships with their neighbours, an increased sense of responsibility for one another and an enhanced sense of community. However, because of a variety of reasons (such as moving neighbourhoods) some previous viable Block Watch groups have become dormant. It is important to work with all groups to determine watch will keep the program vibrant and fresh. This initiative is designed to identify those blocks and re-engage them in the program.

Initiative Detail:
Identify and re-activate 10 blocks within the Block Watch program: Targeting blocks that have not remained current through attrition.

Objective / Desired Outcome:
Increase the number of houses actively participating in Block Watch.

Year End Summary:
A review was conducted regarding the Saanich Block Watch Program. This review revealed a number of Blocks that have become inactive. In order to address this, the review focused on some of the reasons for inactivity. Complacency due to prolonged involvement in the program was identified and as such the Saanich Police Block Watch section worked to re-engage inactive blocks through communication and identification of new captains and co-captains.

During this year, fourteen blocks were reactivated in the Saanich Block Watch Program exceeding the goal of ten blocks.
Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete: ☑
Initiative Number: U-05.2  Target End Date: 2011 Dec 01  Carry Forward: ☐
Initiative Title: Implement two new volunteer positions

Division Responsible: Uniform
Section Responsible: Block Watch

Key Strategic Priorities:
- Community Engagement
- Business Process Analysis

PROGRESS: COMPLETE

Background / Issue being addressed:
There are many jobs currently being done by uniformed members that could easily be done by volunteers. Using volunteers would increase the efficiency of the department. Uniform officers can then apply their time to other tasks.

Initiative Detail:
Implement two new volunteer positions

Of the two new positions, one will assist in the Block Watch office and the other will assist with Criminal Records Checks at the Front desk.

Objective / Desired Outcome:
Create two new volunteer positions.

Year End Summary:
The Saanich Police recognize the value and importance of volunteers from the community working with us. In 2011, the Community Liaison Section implemented two new volunteer positions under the supervision of our coordinator of volunteers. The focus of these positions has been two fold.

Firstly, one volunteer took on the responsibility of providing guidance and direction to the student volunteers working with the Community Liaison Section. This position has allowed for the coordinator of volunteers to provide more direct context to the Saanich Police Block Watch Program.

Secondly, another volunteer has assisted in the general Block Watch data review and data entry which has provided opportunity for permanent employees to focus on the day to day operations of the Block Watch Program and resulting newsletters and fan outs.

Of note is that both of these volunteers were previous student volunteers and summer student employees with the Saanich Police. Their initial involvement with Saanich Police has cultivated a long term relationship.
Work Plan Year: 2011  
Initiative Number: U-05.3  
Initiative Title: Develop a secure and effective communication strategy using social networking sites

Division Responsible: Uniform  
Section Responsible: Block Watch

Key Strategic Priorities: Community Engagement

Initiative Complete: No  
Initiative Number: U-05.3  
Target Start Date: 2011 Jan 01  
Target End Date: 2011 Dec 01  
Carry Forward: Yes

Background / Issue being addressed:
The Co-ordinator of Volunteers and the Block Watch program is looking for ways to use social networking sites to communicate with people in the programs. Social networking sites (Facebook and Twitter) are everywhere in today's society but for security reasons the police must be cautious of moving forward in this area.

Initiative Detail:
Develop a secure and effective communication strategy using social networking sites

Objective / Desired Outcome:
More efficient communication with volunteers and Block Watch participants.

Year End Summary:
With the goal of expanding our ability to enhance public awareness of the Saanich Police Crime Prevention message, the Coordinator of Volunteers was tasked with looking for ways to use social networking sites to communicate with people in the programs.

Two specific areas were reviewed; Twitter and Facebook.

A Twitter account for the Saanich Police Block Watch has been established and is currently used as a way of communicating current issues that we believe will benefit the Saanich community.

The use of Facebook requires further evaluation and the requirement for a specific policy document is being worked on to determine the future use of Facebook.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete: ✓
Initiative Number: U-05.4  Target End Date: 2011 Dec 01  Carry Forward: □
Initiative Title: Increase the number of Camosun College Criminology students from twelve to fifteen

Division Responsible: Uniform
Section Responsible: Block Watch

Key Strategic Priorities:
Community Engagement

PROGRESS:
COMPLETE

Background / Issue being addressed:
Each year Camosun College Criminology students volunteer with the Saanich Police. The program has been very well received by the college and there are more than 12 students per year that would like to volunteer. We are going to expand the number of students from 12 to 15.

Initiative Detail:
Increase the number of Camosun College Criminology student volunteers from twelve to fifteen

Objective / Desired Outcome:
Increase the number of Camosun College Criminology students volunteering with the department.

Year End Summary:
In 2011 we have been pleased to expand the program to twenty two students.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete: □
Initiative Number: U-06.1  Target End Date: 2011 Dec 01  Carry Forward: ✓
Initiative Title: Increase the Crime Free Multi Housing Program by three buildings

Division Responsible: Uniform
Section Responsible: Crime Prevention

Key Strategic Priorities:
Community Engagement

PROGRESS:
COMPLETE

Background / Issue being addressed:
The Crime Free Multi-Housing Program (CFMH) is an honest, direct and solution oriented crime prevention initiative designed specifically to help apartment owners, managers, residents, police and other agencies work together to keep illegal and nuisance activity off rental property. Certifying a building under CFMH is a three step process that requires commitment of the CFMH building to follow through on recommendations of police to enhance the safety of the building in question.

In an effort to reduce the police call load at apartment buildings and make the buildings a safer place for residents to live the Crime Free Multi Housing program is going to be introduced to more buildings in Saanich. The three step certification process can be somewhat labour intensive. Trying to add three buildings to the program in 2011 is a realistic goal.

Initiative Detail:
Increase the Crime Free Multi Housing Program by three buildings

Objective / Desired Outcome:
CFMH program is increased by three buildings.

Year End Summary:
During 2011 the CFMH program in Saanich has increased the amount of overall buildings in the program to nineteen. Of those nineteen, eight buildings are fully certified and the remaining eleven are in various stages of Phase II. This objective has been achieved for 2011 and will carry forward to 2012.
**SAANICH POLICE**

**2011 Annual Work Plan Year-End Summary**

<table>
<thead>
<tr>
<th>Work Plan Year:</th>
<th>2011</th>
<th>Target Start Date:</th>
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<td>U-06.2</td>
<td>Target End Date:</td>
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<tr>
<td>Initiative Title:</td>
<td>Train an additional regular member and four Reserve Constables in the Crime Free Multi Housing program</td>
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<th>Division Responsible:</th>
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<td>Section Responsible:</td>
<td>Crime Prevention</td>
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**Background / Issue being addressed:**

In an effort to reduce the police call load at apartment buildings and make the buildings a safer place for residents to live the Crime Free Multi Housing program is going to be introduced to more buildings in Saanich. Certifying a building under CFMH is a three step process and it can be somewhat labour intensive to guide the building managers along the correct path. Right now only our Crime Prevention Officer is qualified to instruct in the program. Having another regular member trained in the program will allow the work to be shared with our Crime Prevention officer, or in the event of illness or injury, someone else can carry the program. There are many jobs that can be done by Reserve members but they need to understand the program itself. By training three Reserve members in the CFMH they can better assist in the delivery of the program.

**Initiative Detail:**

Train an additional regular member and four Reserve Constables in the CFMH program: to build redundancy into the program

**Objective / Desired Outcome:**

Train an additional regular member and four Reserve Constables in the CFMH program.

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**Year End Summary:**

In an effort to reduce the police call load at apartment buildings and make the buildings a safer place for residents to live the Crime Free Multi Housing program is going to be introduced to more buildings in Saanich. Certifying a building under CFMH is a three step process and it can be somewhat labour intensive to guide the building managers along the correct path. Our Crime Prevention Officer has been spearheading this program and is now qualified to instruct in the program. Additional trained members will allow the program to expand and to share the workload of this program.

The goal for 2011 was to identify and train one additional member and four Reserve Officers in the CFMH Program for future maintenance and expansion of the program.

One Uniform Division constable and five Reserve Officers did receive training and assisted in the various phases associated to certifying new buildings in Saanich. Since the training was conducted one of the Reserve Constables, has been hired as a regular constable therefore this goal was achieved.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete: ✓
Initiative Number: U-07.1  Target End Date: 2011 Jul 01  Carry Forward: □
Initiative Title: Business Watch: Complete the launch of the Royal Oak Business Watch program

Division Responsible: Uniform
Section Responsible: Crime Prevention

Key Strategic Priorities:
Community Engagement

Progress:
COMPLETE

Background / Issue being addressed:
Business Watch aims to enhance communications between the Police and the business community in order to reduce crime. Our goal is to provide the business community with crime prevention tools to help protect their assets and create a safe working environment. Substantial work has already been done at the Royal Oak Mall to have the merchants become members in Business Watch. The official launch was delayed in 2010 and will be completed in 2011.

Initiative Detail:
Business Watch: Complete the launch of the Royal Oak Business Watch program

Objective / Desired Outcome:
Add the Royal Oak Mall to Business Watch.

Year End Summary:
Substantial ground work had been laid for the Royal Oak Mall to have the merchants become members in Business Watch. The official launch took place on June 22nd, with the Captain and Co-Captain being presented with Business Watch signs by Chief Constable Chadwick.
## Business Watch: Increase the Business Watch program by one new strip mall

### Initiative Details

**Initiative Number:** U-07.2  
**Target Start Date:** 2011 Jan 01  
**Target End Date:** 2011 Sep 30  
**Initiative Complete:** □  
**Carry Forward:** ✓

### Background / Issue being addressed:

Business Watch is an important component of our Crime Prevention strategy similar to Block Watch. This program needs to be promoted through Saanich businesses.

### Initiative Detail:

Business Watch: Increase the Business Watch program by one new strip mall.

### Objective / Desired Outcome:

Increase the Business Watch program by one new strip mall.

### Year End Summary:

Our Crime Prevention Officer and summer students spoke with many Saanich merchants to explain the benefits of the Business Watch program. Many businesses in some of the smaller strip malls throughout Saanich were interested in the program and more work will be done in 2012 to formally enrol these malls into Business Watch.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete: □
Initiative Number: U-07.3  Target End Date: 2011 Dec 31  Carry Forward: ✔

Initiative Title: Business Watch: Increase Business Watch awareness within Uptown and continue building relationships in that development

Division Responsible: Uniform
Section Responsible: Crime Prevention

Key Strategic Priorities:
Community Engagement

PROGRESS:
DELAYED

Background / Issue being addressed:
The new Uptown development will have a significant impact on Saanich as it continues to grow. As the development expands it's important that the Saanich Police are involved at the ground level and work with the businesses on their crime prevention programs and educate them on how the police can help them. Cst. Dornblut is working at developing relationships with the new businesses and the Uptown management so the police are in a good position to introduce the Business Watch program in the future.

Initiative Detail:
Increase Business Watch awareness within Uptown and continue building relationships in that development

Objective / Desired Outcome:
Develop a relationship with Uptown businesses and work towards bringing them the Business Watch program.

Year End Summary:
It is recognized that the Uptown development will have a significant impact on Saanich as it continues to grow. During the development stage, members of the Saanich Police have met regularly and maintained open lines of communication with both the Operations Manager and General Manager of Uptown. Discussions have been held regarding the importance of Saanich Police and Uptown working at the ground level on crime prevention programs and education for this project and its employees.

The second phase of Uptown is currently underway and efforts to secure further tenancy in phase one are priorities for Morguard Investments. Morguard is open to having Business Watch in Uptown however wish to postpone it until the project is further along. In the meantime, police and Uptown management are in constant communication and have developed a positive working relationship.
Initiative Title: Develop policy for the Crime Prevention Through Environmental Design Program: to identify for whom and when a CPTED report will be completed.

Division Responsible: Uniform

Section Responsible: Crime Prevention

Key Strategic Priorities: Business Process Analysis

PROGRESS: COMPLETE

Background / Issue being addressed:
Currently, our Crime Prevention Officer receives a number of requests to conduct Crime Prevention Through Environmental Design (CPTED) reports for future and current building developments. Some requests have come from the Municipality and some have come from private developers hoping to have permits approved in Saanich. There is considerable time and effort involved in completing a CPTED report and limited resources to complete them. There are people in the private sector who can prepare these reports. Guidelines around what projects the police will do a CPTED report for need to be developed.

Initiative Detail:
Develop guidelines for the Crime Prevention Through Environmental Design Program: to identify for whom and when a CPTED report will be completed.

Objective / Desired Outcome:
Develop guidelines around CPTED reporting thus ensuring the effective use of resources.

Year End Summary:
There have been no requests from private companies to have CPTED reports done since the beginning of 2011 and it appears that this may no longer be an issue. As such, CPTED reports will be completed at the request of the municipality, and other requests associated to approval of building applications will be referred to the private sector. Saanich Police will continue to apply CPTED principles to target hardening existing premises in Saanich.
Background / Issue being addressed:
With the increased use of the internet, and specifically social networking sites, there is a need to develop an internet safety program to deliver to youth in the community. Cyber-bullying and threatening behaviour are becoming more and more of a concern on the internet, and youth need to know how to protect themselves and what to do if they are the target of this behaviour.

Initiative Detail:
Develop an internet safety program: with a focus on reducing the amount of threatening behaviour expressed over social networking sites.

Objective / Desired Outcome:
Create an internet safety program for use by the School Liaison Officers.

Year End Summary:
An internet safety presentation covering appropriate use of social networking, targeted at middle school students has been developed. It has been well received in the schools and is being used as a starting point for more in-depth conversation with students, parents and teachers.
Work Plan Year: 2011  
Initiative Number: U-08.2  
Initiative Title: Evaluate Police Camp to determine its long term viability

Division Responsible: Uniform  
Section Responsible: School Liaison

Key Strategic Priorities:
Business Process Analysis

PROGRESS: COMPLETE

Initiative Complete: ✓
Initiative Carry Forward: ☐

Background / Issue being addressed:
Police Camp is an integrated effort that has been in place for almost 20 years. It is supported by police throughout the Capital Region and provides an opportunity for young people to be exposed to many aspects of policing as a means to encourage leadership and social responsibility among youth. The Saanich Police have been the primary driving force behind Police Camp for the last 15 years. Organizing and running the camp takes a substantial amount of time and resources primarily from the School Liaison Officers. In addition, in the absence of a long term sponsor, each year the camp has funding concerns. Also, having a suitable venue to host the camp is an issue. An evaluation of the overall camp will assist in planning for the future.

Objective / Desired Outcome:
Proper evaluation of Police Camp in terms of finances, human resources, venue, and camp structure.

Year End Summary:
The Police Camp program has been in operations for a number of years and a review of this program including operation, delivery model, costs and benefit have been evaluated this year. The organizing and running of the camp takes a substantial amount of time and resources primarily from the School Liaison Officers.

A review of Police Camp 2011 was completed with attention focused on the hours worked and resources required to operate Police Camp at its current level.

This review has resulted in a funding model that will allow for the existing delivery model to continue and a division of labour and responsibilities throughout the participating police agencies rather than an unbalanced reliance on one specific agency.
### 2011 Annual Work Plan Year-End Summary

**Work Plan Year:** 2011  
**Target Start Date:** 2011 Jan 01  
**Target End Date:** 2011 Dec 31  
**Initiative Complete:** ✔

**Initiative Number:** U-09.1  
**Section Responsible:** Bike Squad  
**Division Responsible:** Uniform

### Initiative Title:
Re-examine the mandate and deployment model of the Bike Section:

**Key Strategic Priorities:**

| Business Process Analysis |

**PROGRESS:** COMPLETE

### Background / Issue being addressed:
The Bike Section tends to be the first resource that gets drawn on when an incident outside the scope of the on duty platoon occurs. Each time the Bike officers are taken off their current duties to assist in other areas it affects their ability to meet their own mandate. As an organization we need to evaluate the Bike Section's mandate and priorities.

### Initiative Detail:
Re-examine the mandate and deployment model of the bike section and create a new model if warranted.

### Objective / Desired Outcome:
Updated mandate of the Bike Section to ensure the most effective deployment of this resource.

### Year End Summary:
The Bike Sections primary mandate is to promote the safety and security of our community by fostering and maintaining a visible uniform presence on trails, parks, and all public open areas by:

- Uniformed, community interaction with the primary service delivery being from officers riding mountain bikes;
- Maintaining a highly visible uniformed presence at special functions (parades, community events, demonstrations, etc.) and;
- Detection, investigation and enforcement of Federal, Provincial and Municipal Statutes.

Other duties include:

- Patrolling areas known to be frequented by homeless persons and offering them assistance when located, and reducing instances of public disorder;
- Maintaining a graffiti database and utilizing it as an investigational tool to link occurrences, both locally and regionally, in order to identify offenders;
- Boat patrol of local lakes in order to promote water safety and marine law enforcement and;
- Assisting Patrol and other units as operational requirements dictate.
SAANICH POLICE

2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete: ✔
Initiative Number: U-09.2  Target End Date: 2011 Dec 31  Carry Forward:

Initiative Title: Train all bike officers to input and maintain the graffiti data base

Division Responsible: Uniform
Section Responsible: Bike Squad

Key Strategic Priorities:
- Competency Development

PROGRESS:
- COMPLETE

Background / Issue being addressed:
Managing the graffiti database has always been the responsibility of one officer in the Bike Section. There has been no redundancy to this position, and therefore it is not sustainable with our current practice. Training other Bike Officers will allow this work to be shared.

Initiative Detail:
Train all Bike Officers to input and maintain the graffiti data base.

Objective / Desired Outcome:
Train all Bike Officers to maintain the graffiti data base to ensure the sustainability of the program.

Year End Summary:
Training of all Bike Section members in the effective use and operation of the data base has been achieved.
Background / Issue being addressed:

Our Family Counsellor is relatively new to the Saanich Police and a number of the front line officers may not know of all the services she provides for us and for the community. By having the counsellor actively build relationships around the office her client referrals will increase and we will ensure we are making the most of her abilities to help the community.

Initiative Detail:

Maintain and build relationships: with colleagues and programs in the community with the view of providing timely and appropriate client referrals.

Objective / Desired Outcome:

Increase appropriate client referrals.

Year End Summary:

The Family Counsellor position in the Saanich Police has been in operation for a number of years. The counsellor is in her second year and has been making continued contacts with front line officers as well as other members in order to increase the services that she provides to members and the community.

Referral contacts have remained high and with the addition of community contacts and programs, the counsellor has continued to build the Family Counsellor program and offered assistance to members and public alike. This has become a way of doing business and as such will not be a specific initiative for 2012.
2011 Annual Work Plan Year-End Summary

Work Plan Year: 2011  Target Start Date: 2011 Jan 01  Initiative Complete:  ✔
Initiative Number: U-11.1  Target End Date: 2011 Dec 31  Carry Forward:  □
Initiative Title: Complete a one day Strategic Planning workshop for Reserve NCO’s and Constables

Division Responsible: Uniform  Section Responsible: Community Liaison

Key Strategic Priorities:
Community Engagement
Competency Development

PROGRESS:
COMPLETE

Background / Issue being addressed:
To keep pace with the growth and turnover in the program, the increased role of the Reserve Constable, and the changing nature of the volunteers a Saanich Reserve planning workshop will be held. The focus of this workshop would be on issues facing the Reserve program now and in the coming years. Subjects discussed would include recruitment, training, policy & procedures, recognition and program sustainability.

Initiative Detail:
Complete a one day Strategic Planning workshop for Reserve NCO’s and Constables intended to identify goals and objectives for the Reserve Program for the next 5 years.

Objective / Desired Outcome:
Have a program roadmap in place for the next five years.

Year End Summary:
The Saanich Reserve program has experienced significant attrition over the past year. To keep pace with the growth and turnover in the program, a Reserve Constable Strategic Planning Session was held on September 24, 2011 from 0900 - 1700 hrs.

This was a very valuable day with information exchanged on what makes the program work well and what could be improved. A report from the Kimmik group was received and was reviewed by all Reserve NCO’s as well as the OIC, staff sergeant and sergeant of the Reserve Program. Goals and objectives have been identified and action put in place to achieve these goals.
Work Plan Year: 2011  Target Start Date: 2011 Jun 01  Initiative Complete: ✔
Initiative Number: U-11.2  Target End Date: 2011 Dec 31
Initiative Title: Conduct a Reserve class

Division Responsible: Uniform
Section Responsible: Community Liaison

Key Strategic Priorities:
Community Engagement

PROGRESS:
COMPLETE

Background / Issue being addressed:
There are currently 33 active Reserve officers. The program is authorized for 50 so it is time to increase the current numbers again.

Initiative Detail:
Conduct a Reserve class in 2011 to restore the numbers of Reserves to designated strength.

Objective / Desired Outcome:
Increase the number of Saanich Reserve Constables to 50 members.

Year End Summary:
Due to attrition, the number of Saanich Police Reserve Constables fell below the number authorized by the Ministry of Public Safety and the Solicitor General.

On November 3rd, a Reserve Class started with a total of twenty five Saanich Reserve recruits and two Oak Bay Reserve recruits. This class is ongoing and the scheduled graduation date is March 31st, 2012. At this time the compliment of Saanich Reserve Constables will be satisfied.