Work Plan Year: 2016  Target Start Date: 2016 Jan 01  Initiative Complete: □
Initiative Number: A-01  Target End Date: 2016 Jun 30  Carry Forward: ☑
Initiative Title: Workstation Replacement

Division Responsible: Administration
Section Responsible: Information Technology

Key Strategic Priorities:

Background / Issue being addressed:
The Saanich Police computer workstations are upgraded and replaced on a regular four to five year interval basis. This ever greening cycle is maintained in order to provide stable and efficient platforms for the Saanich Police personnel to utilize. The time has come to replace approximately 150 of these workstations.

Initiative Detail:
This workstation refresh cycle will be sourced and implemented through the late fall 2015 and early spring 2016. These workstations will initially be deployed with the Windows 7 operating system but will also be developed with the Windows 10 operating system, which will be deployed on these workstations at a future date. These workstations will be deployed with a solid state disk which makes a noticeable improvement in speed and performance over the currently deployed workstations.

Objective / Desired Outcome:
All 150 workstations will have been deployed by March 2016 and employees are using the most efficient computers to complete their work.

Year End Summary:
This initiative will carry over into 2017 and is on target to conclude in the the first quarter of 2017.
**Work Plan Year:** 2016  
**Initiative Number:** A-02  
**Initiative Title:** Wireless Network

**Division Responsible:** Administration  
**Section Responsible:** Information Technology

**Key Strategic Priorities:** Technology

**Background / Issue being addressed:**
The Saanich Police will be implementing a highly secure wireless networking system in the near future. This system will provide an alternate method for devices to connect to the resources provided by the wired network, which will provide extra flexibility. This network will also provide guest access to the Internet for visitors and vendors visiting the department. It can also be extended to provide access for the Mobile Data Terminals in the police cars so that they too can also connect to the resources of the data network.

**Initiative Detail:**
The technical solution will be sourced, tested and determined by late fall 2015.
The security solution and review will be completed by early spring 2016.
The complete solution will be deployed spring 2016

**Objective / Desired Outcome:**
Mobile wireless devices can connect to the Saanich Police wired network by early spring 2016.
Guest access to the Internet for Saanich police visitors will also be implemented by early spring 2016.

**Year End Summary:**
This initiative was concluded in quarter 3. There are clear guidelines and governance with respect to use of the secure wireless service and this initiative has effectively met our objective.
Initiative Title: Develop Training Video and Instructions for online learning.

Division Responsible: Administration
Section Responsible: Records

Key Strategic Priorities:
Competency Development

Background / Issue being addressed:
The Records Section staff often have knowledge on how to complete a task that they can share with officers to make their work more efficient. An example of this is how to properly use the dictation system for dictating reports.

Initiative Detail:
The Records Section will produce a short training video on how to use the dictation system.

Objective / Desired Outcome:
Produce a training video that will assist officers to use the dictation system and increase the number of officers who dictate reports.

Year End Summary:
This initiative has carried over into 2017. A training pilot has been provided to one of the Patrol platoons and roll out is expected to take place in quarter 1 of 2017.
SAANICH POLICE
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016  Target Start Date: 2015 Feb 01  Initiative Complete: [ ]
Initiative Number: A-05 / 2015 A-04  Target End Date:
Initiative Title: Purchase a New Phone System for the Police Building  Carry Forward: [✓]

Division Responsible: Administration
Section Responsible: Telecoms

Key Strategic Priorities:
Technology

Background / Issue being addressed:
The police building's phone system is becoming quite antiquated. Replacement phones are becoming more difficult to obtain and the system itself is reaching the end of its useful life. Modern phone systems have moved towards a VOIP (voice over internet protocol) design. It is time for the Saanich Police to move towards purchasing a new building phone system.

Initiative Detail:
Police employees are to meet with appropriate experts to determine the needs of the police department and determine an appropriate replacement system.

Objective / Desired Outcome:
Purchase and install a new phone system in the police building.

Year End Summary:
This initiative will carry forward into 2017 and is predicated on several administrative and operational considerations.
Initiative Title: Develop Jail Guard Training Program

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
Personnel

Background / Issue being addressed:
The Commissionaires are trained in house to be jail guards; however, a more robust training program complete with identified standards needs to be developed.

Initiative Detail:
Design a jail guard training package.

Objective / Desired Outcome:
Have a standardized jail guard training program to be delivered when new guards are hired.

Year End Summary:
This initiative will carry forward into 2017 with the new Administration Staff Sergeant who has a background in police training. This initiative is expected to conclude in quarter 4.
**Background / Issue being addressed:**

The Saanich Police require the ability to administer and maintain large amounts of data contained in departmental databases. SQL Server is a powerful tool that reduces the amount of active administration required by the database. SQL Server also assists in creating a more robust environment for the database to operate in. The Saanich Police also require the ability to analyze and report on information that is collected. The analysis of large amounts of data requires SQL Server to assist with revealing hidden relationships contained in the information. The ability to understand these relationships directly impacts the efficient delivery of police service and may also help to solve complex criminal events.

In 2012 a request for proposal was developed and a company identified to complete the work. Due to other priorities this didn’t happen but the project will be completed in 2015.

**Initiative Detail:**

Implement the chosen solution and retain the expertise of a database manager as a support service to the Saanich Police.

**Objective / Desired Outcome:**

Implement the SQL Server technology by Q3 of 2015.

**Year End Summary:**

This initiative was cancelled in quarter 2 and there is no intention to move forward into 2017.
Initiative Title: Support Information Technology (IT) requirements associated to expanded facilities.

Division Responsible: Administration

Section Responsible: Information Technology

Key Strategic Priorities:

- Building Remediation
- Technology

PROGRESS:

- COMPLETE

Background / Issue being addressed:
The Saanich Police will be moving some of their officers to a yet to be determined secondary building. Once it is determined what personnel are moving and what their needs are then Information Technology staff will be required to purchase and install the computer equipment and network it with the main HQ building.

Initiative Detail:
Assess space available for network drops and connectivity.
Determine the number of devices that are required.
Deliver and install the computer devices purchased for the new workspace.

Objective / Desired Outcome:
That the IT needs of the people moving into the new building are met and are able to move into a fully functioning office with computers and connectivity to the main office.

Year End Summary:
This initiative was completed in quarter 3. IT personnel remain engaged providing services to the new building and IT infrastructure.
Work Plan Year: 2016  Target Start Date: 2011 Jan 01  Initiative Complete: □
Initiative Number: A-09 / 2015 A-10  Target End Date:  
Initiative Title: Develop a new service delivery model for the front desk

Division Responsible: Administration  
Section Responsible: Front Desk

Key Strategic Priorities:  
Business Process Analysis

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 process 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.

Potential strategies include: finding a solution to manage the high volume of criminal record checks; incorporating volunteers into the front office; and reviewing the work being conducted by front desk staff

Objective / Desired Outcome:
Anticipated outcomes include: improved service delivery model for Front Desk services; 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; and improved time for officers on the road to conduct self-initiated police work.

Year End Summary:
This initiative will be carrying forward into 2017.
### 2016 Annual Work Plan Year-End Summary

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<th>2016</th>
<th>Target Start Date:</th>
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<td>Initiative Title:</td>
<td>Youth: Develop partnerships with Youth Caregivers in Saanich.</td>
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#### Division Responsible:
Community Liaison

#### Section Responsible:
Youth

#### Key Strategic Priorities:
- Working with Youth

#### Background / Issue being addressed:
Saanich has several Foster/Group Homes within the municipality and a need has been identified for the newly created Youth officers to connect with these homes and to maintain a working relationship with the facilitators of the homes and the occupants as well.

#### Initiative Detail:
The Youth officers will connect with the Group/Foster homes and assist as and where needed either by personal visits or calls placed to the homes.

#### Objective / Desired Outcome:
Create a list of all the homes with contact information and provide facilitators with a point of contact (Youth Officers) at the Saanich Police Dept. Along with contact information the Youth Officers will introduce themselves to the staff and tenants at group homes to develop a positive relationship with these members of society.

#### Year End Summary:
The Youth Officers have a strong working relationships with Youth Caregivers in these Group homes and have developed a symbiotic relationship with several Group home staff. Through hard work and dedication the Youth Officers are able to intervene and identify what these high risk youth may require before a serious occurrence happens.
Initiative Title: Youth: Partner with Youth Services on youth accountability strategies

Division Responsible: Community Liaison

Section Responsible: Youth

Key Strategic Priorities:
Working with Youth

Background / Issue being addressed:
Accountability for Youth who are at the impressionable age has been identified as a key to assisting Youth to make informed, rational and smart decisions. Youths who make poor choices should be held accountable but should be informed of the poor choices and the consequences of those choices.

Initiative Detail:
Demonstrate to Youths what will happen when poor choices are made through education and engagement by members of the Saanich Police. The "Party Program" is a key interactive tool utilized by the Saanich Police that illustrates to Youth that poor choices have consequences and affords these Youth who participate the opportunity to make "smart" decisions. This program involves community partners including VIHA, ICBC and the Police to educate young people.

Objective / Desired Outcome:
Educate and illustrate to Youth how to make smart decisions.

Year End Summary:
This initiative has become part of the Youth Officers core duties and will remain an integral part to the Youth Officers' day to day operations.
Initiative Number: C-03
Initiative Title: School Liaison: Develop and implement safety protocols for schools in Saanich.

Division Responsible: Community Liaison
Section Responsible: School Liaison

Key Strategic Priorities:
Core Functions

Background / Issue being addressed:
School Lockdown procedures have been implemented in the school district now police policy needs to be created to reflect the responsibilities of the police at a school that has initiated a lock down.

Initiative Detail:
Create a framework for proper school lockdown procedures which will include duties and responsibilities of attending officers along with dispatch and NCO protocols.

Objective / Desired Outcome:
Policy in place so that responding members have the protocols in place to properly assist with the lockdown. School Liaison officers will continue to engage with other divisions in the Saanich Police including Staff Development and Patrol when lockdown exercises occur.

Year End Summary:
All of the Schools in the Municipality of Saanich have conducted a school lockdown exercise prior to the Christmas Break. The implemented procedures and safety protocols have run very smoothly and efficiently throughout the schools. This initiative is complete.

PROGRESS:
COMPLETE
Background / Issue being addressed:
There is an identified need for young female students to be made aware of the possible dangers that may exist in certain situations. The focus will be on personal awareness, personal safety and environmental safety.

Initiative Detail:
Members of the Saanich Police will instruct female students in personal awareness, situational awareness and environmental awareness. The instruction will focus on the personal safety aspect of today's society and the possible situations that may arise where safety could be a concern.

Objective / Desired Outcome:
Assist female students with safety concerns focusing on high school female students who are nearing the end of their high school term and moving on to a post-secondary education. The goal of this training will be to empower these female students with the confidence and abilities to adapt to ever-changing situations in today's society. Implement and deliver program at one major high school.

Year End Summary:
Discussions with the Administration staff at Mount Douglas School are still ongoing for student suitability. The initial spearhead of this program, the Vice Principal at Mount Douglas was transferred to another school so in the interim the new Vice Principal is working on scheduling during Phys Ed classes at the school. Discussions are currently happening around making the program available to any female student attending Mount Douglas during their flex blocks. This initiative will be concluded but the program will continue under new initiative 2017-C26.
Work Plan Year: 2016  Target Start Date: 2016 Jan 05  Initiative Complete: ✓
Initiative Number: C-05  Target End Date: 2016 Dec 14  Carry Forward: □
Initiative Title: Bike Section: Enhanced Partnerships with Saanich Community Association Network (SCAN)

Division Responsible: Community Liaison
Section Responsible: Bike Squad

Key Strategic Priorities:
Community Engagement

Background / Issue being addressed:
Saanich residents have formed Community Associations in a number of geographic areas within the District. Some of these Associations are primarily interested in land use issues, but many involve themselves in a number of areas. During 2015, for example, Bike Section members partnered with the Quadra Cedar Hill Community Association and conducted a Spring Graffiti Clean-up event. There are a number of ways in which police can provide education and share community-related police information with residents through these existing organizations.

Initiative Detail:
By following a model loosely based on the assignment of schools to our School Liaison officers, this initiative will see individual Bike Section officers each formally responsible for several of the approximately eighteen Community Associations. Association members would still need to contact the police through non-emergency or emergency channels to make a report, but they would have an identified Bike Section officer to communicate with and to help them work on larger, ongoing issues. If there was a particular community safety-related topic of concern to the Association, their designated officer could be contacted for further information and/or a presentation.

Objective / Desired Outcome:
By the end of the first quarter, the new Bike Section sergeant will contact all of the Community Associations to inform them of this initiative and request their involvement. The four Bike Section officers will then be assigned individual liaison responsibility for several Community Associations.

By the end of the second quarter, Bike Section officers will make contact with their assigned Community Associations.

By the end of the year, each of the Bike Section officers will have attended at least one monthly meeting or Annual General Meeting involving one of their Community Associations.

Year End Summary:
This initiative was successful as it created a stronger partnership with the 17 community associations in Saanich. The Bike Section members attended almost all of the associations' Annual General Meetings and other community functions, such as summer picnics and winter social events. One unique aspect of this initiative was the collaborative approach to community concerns that the Bike Section was able to assist individual citizens and community associations in resolving. The Bike Section members have contributed to a few community newsletters and will remain connected with the community associations in the future.
Initiative Title: Bike Section: Enhanced Partnerships with Saanich Recreation Centres

Division Responsible: Community Liaison
Section Responsible: Bike Squad

Key Strategic Priorities:
Community Engagement

Background / Issue being addressed:
Saanich Recreation operates four thriving Recreation Centres in Saanich. These are geographically located at Saanich Commonwealth Place, Cedar Hill Rec Centre, Gordon Head Rec Centre and Pearkes Rec Centre.

Historically speaking, patrol officers and the Crime Prevention officer have enjoyed strong working relationships with the staff of these centres. Whether responding to a call for service or working to enhance security measures and reduce crime, this model has worked well but it comes with an inherent lack of consistency in terms of involving a variety of officers.

By having a Bike Section officer assigned to be the liaison representative with each of the four recreation centres, there would be one "point of contact" with the police for relationship-building and matters of general concern. This would not replace the need for staff to phone the non-emergency or emergency police numbers to report crimes and other issues.

Initiative Detail:
There are four Bike Section officers and four recreation centres. Each officer will be assigned to be the liaison representative with a particular rec centre. Drop-in visits, bike patrols and foot patrols will be documented and contacts will be made with staff whenever possible during these visits. Any reported issues which require further involvement or collaboration with School Liaison, Crime Prevention, Traffic Safety Unit, etc. will be forwarded to those sections. Management and staff of these four facilities will be encouraged to contact their Bike Section liaison officer directly if they need advice or direction in relation to police matters which are not the subject of an active investigation or call for service.

Objective / Desired Outcome:
Enhanced working relationships between recreation centre staff and police is a desired outcome. Facility managers will be surveyed by the end of the year in order to evaluate if this initiative has been successful.

Year End Summary:
This initiative will be concluded as it was determined the Crime Prevention Officer would continue as the primary contact between the Saanich Police Department and the Saanich Recreation Centres. However, the Bike Section has established a strong relationship with the youth drop in centre staff and kids and this will continue in the future.
Work Plan Year: 2016  
Initiative Number: C-07  
Initiative Title: Bike Section: Enhanced Community Partnerships Through Renewal of Park Watch Program

Division Responsible: Community Liaison  
Section Responsible: Bike Squad  

Key Strategic Priorities: Community Engagement

PROGRESS: COMPLETE

Background / Issue being addressed:
Saanich residents and visitors are extremely fortunate to have 169 district parks with over 825 hectares of parkland and 100 kilometers of trails. Saanich is also the Greater Victoria hub for two extensive regional trail systems, the Lochside Trail and the Galloping Goose Trail. Generally speaking, there have been few public safety concerns.

From a policing perspective, the use of bike officers and foot patrols have been highly effective means of patrolling these more isolated and non-vehicular areas of the community. The police recognize and appreciate that they cannot be in all places at all times. Having extra eyes and ears keeping watch on our parks and trails makes the community and equal partner with the police. As a result, working in partnership with individual community members is a proven way to help increase community safety and security.

This type of collaboration is the foundation of the Block Watch program, of which Saanich Block Watch represents over 625 blocks and ten thousand homes. Back in 2008, Saanich Police and Saanich Parks introduced a Park Watch program at Cuthbert Holmes Park. The original program, however, has not been active during the past few years.

In order to further enhance the public's safe enjoyment of these parks and trails, and as a continued extension of Block Watch, the original Park Watch program will be evaluated, enhanced and expanded during 2016.

Initiative Detail:
Park Watch will incorporate key elements from a number of existing programs, most notably Block Watch, but with a focus on parks and trail areas. Key stakeholders will include Saanich Police, community members and community associations, schools, Saanich Parks, Saanich Recreation and Saanich Block Watch. Park and trail users along with nearby residents will be educated and encouraged to contact the police to report suspicious or illegal behaviour, homeless camps of concern and property crimes such as theft and graffiti. Park Watch signage will be installed by Saanich Parks.

Objective / Desired Outcome:
Desired outcomes will include a higher level of communication between park and trail users, nearby residents, Saanich Parks and Saanich Police.

The initial objectives for 2016 will be the following:

(i) build stakeholder relationships,
(ii) educate the public,
(iii) develop appropriate signage and
(iv) implement 90 day pilot projects for Park Watch in four parks and two trail areas.

Year End Summary:
The Park Watch program was introduced to the Gorge Park in September of this year. The Bike Section will continue to promote the program to encourage residents in the area to participate. The program will continue to be evaluated in 2017 to determine if it can be expanded to other parks in Saanich.
Work Plan Year: 2016  
Initiative Number: C-08  
Initiative Title: Crime Prevention: Develop a formal Coordinated Response to Problem Properties intervention program (CORPP).

Division Responsible: Community Liaison  
Section Responsible: Crime Prevention  

Key Strategic Priorities:  
Community Engagement  
Investigative Capacity

Background / Issue being addressed:  
The Saanich Police continues to receive calls for service relating to properties that are poorly managed by owners or tenants. These properties create an environment that fosters antisocial behaviour and criminal activity. Over the past two years, the Crime Prevention Officer has identified these problem properties and has successfully coordinated community resources to intervene and to deal effectively with community concerns relating to antisocial behaviours and criminal activity. Reducing problem activities at these properties will result in a reduction in calls for police service and enhance overall community safety and wellbeing.

Initiative Detail:  
Reduce calls for service and enhance community safety by formalizing a coordinated response to problem properties program (CORPP).

Objective / Desired Outcome:  
Develop a written CORPP response protocol followed by the intervention into a minimum of ten problem properties by the end of 2016. Once these properties have been successfully managed, conduct an assessment of calls for service before and after intervention.

Year End Summary:  
Initiative completed in 3rd quarter report. CORPP will enter into an assessment phase in 2017 under a new initiative.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016
Initiative Number: C-09
Initiative Title: Crime Prevention: Youth Mentorship Program

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

Key Strategic Priorities:
- Community Engagement
- Working with Youth

Background / Issue being addressed:
Volunteers work closely with the Community Engagement Division in a variety of areas. The most active component are found in the Saanich Reserve Constable Program, but one must be at least 19 years of age. Other examples of volunteers are those involved in the robust Saanich Block Watch Program, seasonal Camosun College student Crime Prevention volunteers and those with the mascot Ace Team.

Since the discontinuation of Greater Victoria Police Camp two years ago, it was recognized that Police/Youth relationships could be developed under some type of new Youth Mentorship Program. During the summer of 2015, four high school student volunteers were mentored by our summer Crime Prevention Worker students. By creating volunteer opportunities for teenagers with Saanich Police, this program may lead to the development of future Saanich Reserve officer candidates, Ace Team volunteers, summer Crime Prevention Worker employees, support staff or regular police officers. School Liaison officers who are well-connected with students, staff and administration will be in a position to help identify suitable youth mentorship participants.

Initiative Detail:
High school student volunteers will be identified and selected in collaboration with the Coordinator of Volunteers. They will be provided with opportunities to work on Community Engagement and Crime Prevention programs and activities under the mentorship of individuals in the Community Engagement Division. This may include regular police officers, Reserve Constables or other employees such as those who are responsible for Saanich Block Watch.

Objective / Desired Outcome:
2016 objectives are to have a minimum of six high school student volunteers actively involved in this Youth Mentorship Program and to have each volunteer participate in at least three Community Engagement events and three Crime Prevention events.

Year End Summary:
The Youth Mentorship initiative succeeded this year in exposing 6 grade 12 graduates to the volunteer opportunities with Saanich Police through partnering with the Career Placement Students. The initiative is now concluded and will become common practice in future years.
Initiative Title: Community Engagement: GVPL Partnership for Expanded Community Safety Presentations

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

Key Strategic Priorities:
- Community Engagement
- Seniors Programs

PROGRESS:
COMPLETE

Objective / Desired Outcome:
During 2016, at least one crime prevention or community safety presentation will be delivered at each of the four GVPL branches in Saanich.

Year End Summary:
Upon review with the Crime Prevention constable it has been determined that this initiative is to be concluded as it essentially duplicates other crime prevention initiatives partnered with Financial Crimes Section where community safety presentations are arranged through a variety of seniors centers and community groups.

Background / Issue being addressed:
An important aspect of our police engagement with the Saanich community is that police officers frequently conduct educational presentations and provide answers to any questions or concerns. Most of these presentations have historically been delivered at our schools, at Block Watch meetings and at seniors care facilities. In order to further expand the reach of our police presentations, opportunities exist to partner with established organizations which offer a broad reach of community-based programs and organized activities.

Initiative Detail:
The Greater Victoria Public Library (GVPL) system has four well-established branches within Saanich. These locations are the Nellie McClung Branch on Cedar Hill Road, the Bruce Hutchison Branch on Elk Lake Drive, the Saanich Centennial Branch on Tillicum Road and the Emily Carr Branch on Blanshard Street. All of these branches offer an extensive variety of community programs throughout the year. Existing fraud and financial crime presentations are already being delivered to a large number of seniors facilities. By partnering with the GVPL branches, talks like these can be advertised through GVPL programming guides and provided to the broader community. This initiative will complement and further enhance two of our existing 2015 initiatives C-16 (Further Increase Our Seniors Engagement) and D-12 (Reduce Victimization of Seniors).
Title: Crime Prevention: Expansion of Summer Student Program

Background / Issue being addressed:
The Saanich Police has supported a Summer Student Program since the 1970s. College and university students have been hired to enhance the delivery of crime prevention and community engagement activities. The work delivered by summer students over the years has proven to be extremely effective for the Saanich Police and has allowed us to achieve a significant number of departmental objectives in an efficient and cost effective way. We traditionally hire three students for a sixteen week period, starting in mid-May and ending in mid-August.

With the creation of the Community Engagement Division in 2012, there remains an expectation that current and traditional programming would be reviewed to determine how changes and redevelopment can produce stronger, more effective community engagement programming. We can do greater work by hiring more students, This greater work can be accomplished by increasing the number of paid positions from three to six, and by having two of the six positions identified as team leaders who will coordinate activities and lessen the impact of additional summer students on permanent staff. In addition, a number of high school student volunteers will be recruited to further support the work of the paid summer student positions.

Initiative Detail:
Changes are required to the current format of the Saanich Police Summer Student Program to allow for enhanced community engagement activities that will support the key strategic priorities of the Saanich Police. The number of paid summer student positions should be increased from three to six and be supported by the addition of high school student volunteers.

Objective / Desired Outcome:
Increase the number of paid summer student positions from three to six for a sixteen week period May to August of 2016.

Year End Summary:
Three Crime Prevention Workers spent the summer months assisting the Crime Prevention and Block Watch initiatives. Funding to increase the positions from 3 to 6 workers was not secured. This initiative is concluded at this point.
Initiative Title: Youth Section: Create a response protocol for the two newly created Youth Constable positions.

Division Responsible: Community Liaison

Section Responsible: School Liaison

Key Strategic Priorities:
- Working with Youth
- Community Engagement

Background / Issue being addressed:
We recognize the importance of working with youth in our community and police are expected to help youth make smart decisions and to reduce the risks they face in relation to issues such as alcohol, driving, drugs, internet safety, and sexual exploitation. Over the years, however, our Youth Section has been reduced and investigators are often pulled away diminishing our capacity to respond to increased demands for youth-related services. Youth-related crime requires focused attention, resources and intentional strategies to ensure that we are able to protect our youth and hold them accountable when necessary. As a result, we have created two youth officer positions to work with the School Liaison Office with a focus of working with potentially high risk youth.

Initiative Detail:
Create a response protocol for the two newly created Youth Constable positions that sets out how we will work with community partners to identify, engage, and provide the necessary support to young people who may be at risk.

Objective / Desired Outcome:
In collaboration with our community partners, develop and implement a response protocol (structured approach) to engage and support young people who may be at risk.

Year End Summary:
The Response Protocol is now part of the standard operating procedures that the Youth officers utilize daily when dealing with high risk youth.
## Crime Prevention: Reserve Officer PIMS database for full personnel management.

**Division Responsible:** Community Liaison  
**Section Responsible:** Crime Prevention  

### Objective / Desired Outcome:
Full digitization of Reserve Officer Personnel files to bring in line with how all other Saanich Police Department Personnel are managed.

### Year End Summary:
Initiative will be concluded with a hybrid use of the PIMS database and the Departmental data tree. Records in paper form are being scanned into electronic format, training records and performance notes are being managed on PIMS at this time.
**Work Plan Year:** 2016  
**Target Start Date:** 2014 Sep 03  
**Initiative Complete:** ✓  
**Target End Date:**  
**Carry Forward:** ☐

**Initiative Number:** C-14 / 2015 C-03  
**Initiative Title:** Crime Prevention: Reserve Program Home Security Checks

**Division Responsible:** Community Liaison  
**Section Responsible:** Crime Prevention

**Key Strategic Priorities:**  
- Community Engagement

**Background / Issue being addressed:**

Years ago members of the Saanich Reserves conducted Home Security Checks as a further community engagement and victim services. The program slowly fell to the wayside from lack of training, interest, and low numbers of Reserves.

**Initiative Detail:**

Offering Home Security Checks by frontline members at Break and Enter Investigations will be another layer of Victim Service and Community Engagement. The intent is that the member will offer the service and submit a request via a PRIME Template to the Community Engagement Sergeant. Trained members of the Saanich Reserve Police Program will then be scheduled to attend the home and conduct a formal assessment. The assessment will be returned to the Community Engagement Sergeant thus closing the diary date. Deployments will be captured under file number 15-407.

**Objective / Desired Outcome:**

Select and train a minimum of 15 Reserve Constable. Observe and evaluate the effectiveness of the Security Checks. Consider expansion of the program to include businesses that are subject of Break and Enter or significant Mischief offences.

**Year End Summary:**

Home Security Checks are now a core function of the Reserve Program and the initiative will be concluded as such. Messaging of the program offering continues through the Patrol Division, Community Engagement and the Block Watch Program.
## Work Plan Year: 2016

### Initiative Number: C-15 / 2015 C-05

### Initiative Title: Community Engagement: Expand our culturally welcoming and inclusive environment at Saanich Police.

### Division Responsible: Community Liaison

### Section Responsible: Community Liaison

### Key Strategic Priorities:

- Diversity
- Community Engagement

### Progress:

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### Background / Issue being addressed:

The Municipality of Saanich has the highest population of ethno-cultural diversity on Vancouver Island. We are committed to maintaining a welcoming and inclusive environment for all people who come to the Saanich Police headquarters, including people of diversity. In addition we will work to continue developing and enhancing ongoing relationships with our partner agencies which are based on our shared understanding of community needs. In 2013 Saanich Police were recognized by the AMSSA (The Affiliation of Multi-Cultural Societies and Service Agencies) for being a "safe harbour" for diverse communities and individuals.

### Initiative Detail:

This initiative seeks to enhance the welcoming, culturally sensitive environment that we provide for all individuals from diverse communities when they come to our police station. Further, we will continue to be proactively engaged in relationships that allow us to better understand the needs of our community. This involves building on the 2013 "Safe Harbour" achievements, such as having multilingual welcome lettering at the front entrance of Saanich Police headquarters.

The Saanich Police will work with our diversity partners to create a welcoming and inclusive environment by:

1) Placing digital signage in the lobby entrance of the Saanich Police building to present information to inform various ethno-cultural communities of services and events that may pertain to their communities (signage already budgeted and obtained).

2) Building relationships and getting a better understanding of how we can further enhance our culturally welcoming and inclusive environment for visitors to our police station. Canvass and determine the needs of our diverse communities, including working with cultural associations, the Native Friendship Centre, the LGBTQ community, our homeless and hard to house, and many others.

3) Enhancing and expanding the variety of multilingual brochures and statement forms which are available at the main counter of police headquarters.

### Objective / Desired Outcome:

Install and implement the digital signage (message board) in our police station lobby.

Acquire and display crime prevention literature and brochures in at least four (4) separate languages at our main counter.

Welcome at least four (4) ethno-cultural groups or other diversity groups to visit our lobby and recommend changes.
or improvements. Evaluate and prioritize next steps for actionable suggestions.

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**Year End Summary:**

Multilingual brochures and culturally welcoming posters and calendars continue to be displayed in the police station lobby. This culturally welcoming lobby area is an established and ongoing initiative which will not be formally documented in 2017. The objective of installing and implementing the digital signage (message board) monitor in the lobby has not been undertaken yet. There is a large renovation and reconstruction project planned for the front lobby and it remains to be seen if the newly-designed lobby will contain a suitable location for this message board.
## Work Plan Year: 2016

### Initiative Number: C-16 / 2015 C-06

### Initiative Title: Bike Section: Targeted education and enforcement relating to vulnerable road users.

#### Division Responsible: Community Liaison

#### Section Responsible: Bike Squad

#### Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Road Safety</th>
<th>Community Engagement</th>
<th>Crime Analysis</th>
<th>Community Engagement</th>
</tr>
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</table>

#### Background / Issue being addressed:

Cyclists, pedestrians, skaters, and roller-bladers are considered vulnerable road users as they have little or no protection when involved in collisions with motor vehicles. The Bike Squad is in a unique position to engage these road users because of their mobility and accessibility. This accessibility presents an opportunity to educate the vulnerable road users of their responsibility for their own safety. This will also include enforcement of the relevant Motor Vehicle Act sections where appropriate.

#### Initiative Detail:

Identify locations where vulnerable road users are not using the roads responsibly and where other road users are travelling in a manner that puts vulnerable road users at a higher risk of injury. This can be done either through patrols, information received from the Traffic Safety Unit, or from reviewing collision statistics from various sources.

#### Objective / Desired Outcome:

The Bike Squad will conduct one spring and one fall enforcement and educational campaign at key locations throughout Saanich. These will be organized and conducted in conjunction with our community partners and ICBC.

The outcome is for cyclists and pedestrians to comply with the Motor Vehicle Act. An indicator of success will be reduced contacts with cyclists and pedestrians during patrols.

Another outcome is the reduction in the frequency and severity of collisions involving vulnerable road users in Saanich. ICBC and PRIME statistics will be used to measure this impact in comparison to prior years.

#### Year End Summary:

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Friday, January 6, 2017

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This initiative was discussed at great length and the goals were adjusted from a focus on enforcement, to education and reward. The Bike Section met its objective of completing an educational campaign relating to vulnerable road users. They coordinated an afternoon “share the trail” event with community partners BikeMaps.org and the CRD, targeting trail users at a high risk location.

Throughout the year the Bike Section interacted with cyclists and pedestrians, providing safety education and issuing “positive tickets” to reward safe practices. Special interest was given to E-Bike users and the sharing of knowledge related to their use on CRD trails.

Twitter was utilized to promote safe practices, and supplemented the Bike Section’s community engagement, which included participation with community groups such as Bike To Work Week, and the Saanich Bicycle-Pedestrian Advisory Committee.
Work Plan Year: 2016
Initiative Number: C-17 / 2015 C-07
Initiative Title: Bike Section: Monitor and document the location and safety of homeless street persons.

Division Responsible: Community Liaison
Section Responsible: Bike Squad

Key Strategic Priorities:
- Community Engagement

Background / Issue being addressed:
Homeless street persons are being seen in many areas of Saanich, whether on the streets, around shopping centers or in the parks and other recreational or rural areas. Saanich Police have identified some of these marginalized members of our community as needing more attention to ensure their safety in respect to the basic necessities of life. Knowing the location of the homeless street persons in Saanich is challenging as they are constantly being pushed out of sight by society. Homeless street persons are often located in Saanich parks in make shift shelters or camps that are not only in contravention to the municipal by-laws, but also unsafe for the surrounding park users, and the park itself.

Initiative Detail:
The bike squad will patrol known and unknown areas of Saanich where homeless street persons live and sleep. The members will ensure homeless street persons are safe, warm, fed, and are working toward finding adequate and legal shelter and income. The members will also provide assistance where appropriate to the homeless street persons in an effort to improve their situation.

Bike squad officers will continue to develop trusting professional relationships with the homeless street persons to ensure their safety and basic needs are taken care of. Where appropriate and wanted by the person, Bike Squad members will provide the necessary guidance and assistance to improve their housing and income status while living in Saanich.

Objective / Desired Outcome:
Bike Squad officers will use the PRIME database to monitor and document the status of homeless individuals. Tracking will include their location and updates on physical and mental wellness. The Bike Squad supervisor will review these wellness reports on a monthly basis to look for any areas of concern. Other agencies will be engaged to provide any necessary support for these individuals.

Year End Summary:
In 2016 the Saanich Police documented well over 200 interactions with persons experiencing homelessness and/or their camps. This initiative was identified as a priority for the Bike Section and a response to homelessness guide was created to maintain a consistent approach to the issue.

The Bike Section worked collaboratively with Saanich Parks, Ministry of Transportation an Infrastructure and numerous other stakeholders to create a safe environment for all persons.
Work Plan Year: 2016           Target Start Date: 2014 Jan 01          Initiative Complete: ✓
Initiative Number: C-18 / 2015 C-09          Target End Date: 2016 Dec 31          Carry Forward: □
Initiative Title: Community Engagement: Continue strong engagement with the various Diverse communities.

Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:
- Working with Youth
- Community Engagement
- Diversity

PROGRESS:
COMPLETE

Background / Issue being addressed:
Our current Strategic Plan acknowledges that we serve a very diverse community. Over 17 percent of the Saanich population is considered to belong to an ethnically or culturally distinct background (2009). Additionally, there are many people who live diverse lifestyles. We believe that all of our differences should be honoured and understood. This requires intentional efforts to build relationships. One strategy to do this is to engage the community through outreach initiatives.

Initiative Detail:
Saanich is a culturally diverse community, yet many of our diverse people have limited opportunities to build relationships with the police. Saanich Police will proactively work with the diverse communities. This will enable us to visit and learn more about both their communities which encouraging the development of enhanced, positive relationships with the police.

The divisional Staff Sergeant will continue to serve as the Chair of the Greater Victoria Police Diversity Advisory Group (DAC). Frequent opportunities for diversity engagement are realized as a direct result of the major role that Saanich Police has played in the DAC over the past few years.

Objective / Desired Outcome:
Work with the Inter Cultural Association (ICA) and other community partners to provide Saanich Police representation at an average minimum of two (2) ethno-cultural events per month.

Year End Summary:
Police officer participation in many large diversity-based community events took place throughout the year. The quarterly progress reports include many examples of note. Fall highlights included a large Police/Aboriginal gathering at the Victoria Native Friendship Centre (VNFC) and police participation in an Aboriginal Youth LGBTQ Conference which was also held at the VNFC. Additional highlights of the year include large events with the Sikh & Hindu communities and several events which brought together police officers and new Syrian refugees. Many of these diversity and inclusivity events are organized with the assistance of the Greater Victoria Police Diversity Advisory Committee (GVPDAC), with which Saanich Police is heavily involved.
Work Plan Year: 2016
Initiative Number: C-19 / 2015 C-12
Initiative Title: Review the organizational structure the Community Liaison Division to ensure the most effective and efficient use of resources.

Background / Issue being addressed:

2012 marked the first year of the new Community Liaison Division, now coined Community Engagement Division. A number of significant changes and actions have taken place in relation to structure, processes and programming to ensure the effective and efficient management of the Saanich Police community engagement functions. These changes and actions are designed to ensure that the Saanich Police are delivering on the key strategic priorities identified in the Saanich Police 2012-2016 Strategic Plan. These changes and actions included:

1) Implementation of a new NCO (Sergeant) structure for the Community Engagement Division to manage the 3 main sections of the division, being Crime Prevention, School Liaison and the Bike Section. This has allowed for a more effective application of resources and monitoring of performance.

2) A complete inventory review of all programs was carried out and gaps in program delivery were identified.

3) Development of strategies in the 2013 Work Plan Initiatives to fill identified gaps in areas relating to the key strategic priorities.

4) A marked increase in public enrollment of programs that rely on community support including Block Watch, Business Watch, Crime Free Multi-housing, Reserve Police and Volunteer programs.

With these changes now in effect, the Division will look at the current allocation of resources to determine if the existing structure is best to meet our strategic priorities.

Initiative Detail:

Review the current structure and deployment model of the Community Liaison Division to determine if there is a more effective resource allocation model.

Objective / Desired Outcome:

Short-term: Identify a process, resources, and plan to undertake a review of the existing structure and deployment of resources of the Community Engagement Division.

Long-term: To complete a review of the current structure and deployment model for the Community Engagement Division to better understand the most effective and efficient model of service delivery.

Year End Summary:
This initiative has value but a formal assessment of resources and deployment has not been undertaken. Without a formal assessment it is known that the Schools officers are tailoring their lectures to what is current and relevant to the students today. The Youth officers have been very successful assisting with the high risk youth that live in our community. The Bike Section focuses on people experiencing homelessness, graffiti and safety of all people using parks and trails in Saanich. The Crime Prevention officer focuses on reducing victimization by preventing crime and the Block Watch program continues to expand and bring neighbours together to support each other against crime. The leadership of the department is always open to new ideas and exploring ways to use the available resources in the most efficient manner possible. At this time, a formal assessment of the Division is not required so this initiative will be concluded.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016  Target Start Date: 2015 Feb 07  Initiative Complete: ✔
Initiative Number: C-20 / 2015 C-13  Target End Date:  
Initiative Title: Crime Prevention: Reserve Recruit Class 2015  

Division Responsible: Community Liaison  
Section Responsible: Crime Prevention  

Key Strategic Priorities: 
Community Engagement  

PROGRESS: COMPLETE

Background / Issue being addressed:
Authorized strength of Saanich Reserve Constables is 55, due to attrition and leaves of absence the active number is 42. Projected losses potentially have the numbers falling to mid 30’s by the fall of 2015. Given the community initiatives the Saanich Reserve Program are involved in, these low numbers of serving members will affect the efficacy of initiative.

Initiative Detail:
Review current strength, identify any needs for recruiting and budget submission for a 2015 Reserve Class. If warranted, commence recruiting and training.

Objective / Desired Outcome:
Graduate a Reserve Class of 17 new members in 2016.

Year End Summary:
Initiative was concluded with the March 6, 2016 Graduation of 25 new reserve constables.
Work Plan Year: 2016  Target Start Date: 2014 Jan 01  Initiative Complete:  ✔
Initiative Number: C-21 / 2015 C-16  Target End Date:  
Initiative Title: Community Engagement: Further increase our Seniors Engagement

Division Responsible: Community Liaison
Section Responsible: Community Liaison

**Key Strategic Priorities:**
- Community Engagement
- Seniors Programs

**PROGRESS:**

**OBJ ACHIEVED/ONGOING**

**Background / Issue being addressed:**
Seniors make up a very large and ever-increasing proportion of Saanich residents. While many are extremely active and healthy, there are a large number of multi-unit seniors' homes and other seniors' care facilities in Saanich. These buildings contain many active residents along with some of our more vulnerable and immobile seniors. The Community Liaison Division is wholeheartedly committed to reaching out to our seniors population more than ever and engaging with them on their own home turf, so to speak. This initiative wishes to address the fact that our Saanich Police officers and our program delivery may not have been easily accessible in the past to some of these important citizens.

**Initiative Detail:**
During the research phase, volunteer Camosun College students will be utilized to identify and liaise with the multitude of multi-unit seniors' homes and other care facilities in Saanich. Once a list of appropriate and interested facilities has been accumulated, we will commit to at least one in-person visit or presentation at each location. These visits will be conducted by either a police officer, a volunteer Reserve Constable, or by other volunteers on our behalf. The program will be evaluated before year-end to see if the facility management, staff and residents are in overall support of this initiative continuing in the future. The Staff Sergeant in Community Liaison will oversee the achievement of this initiative through liaison with the other divisional supervisors.

**Objective / Desired Outcome:**
Police officers and Reserve Constables from the Community Liaison Division will conduct at least one visit to each and every identified seniors’ home or care facility.

Desired outcomes include increased positive engagement between seniors and police, the sharing of elder abuse information and other preventative information and a reduced fear of crime for the seniors who have been engaged.

**Year End Summary:**
In addition to the crime prevention talks which were regularly presented to seniors groups in retirement homes and public facilities such as libraries and recreation centres, our new focus in 2017 will be to identify and present to more vulnerable seniors in the community. Our present and future involvement in helping to formulate the new Older Adults Strategy led by Saanich Parks and Recreation will help to identify and reach out to some of the people who can be missed or overlooked due to these gaps. This will further enhance our delivery of seniors programs, in keeping with this area being one of the key Strategic Priorities in our current Strategic Plan.
Work Plan Year: 2016  Target Start Date: 2015 Jan 01  Initiative Complete: ✔
Initiative Number: C-22 / 2015 C-17  Target End Date: 2016 Jun 01  Carry Forward: ☐
Initiative Title: Community Engagement: Host Community Open House activities during National Police Week.

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

Key Strategic Priorities:

- Seniors Programs
- Working with Youth
- Community Engagement

Background / Issue being addressed:

Police Week began in Canada in 1970 as a way to connect with communities and increase awareness about the services that police provide. Police Week takes place during mid-May of 2015. We will create an Open House event whereby small group tours are provided of Saanich Police headquarters and our Communications Centre.

Initiative Detail:

Saanich Police Reserves, our summer student Crime Prevention Workers, and Ace Team volunteers will be tasked to help support this initiative. Care will be taken to ensure that operational work area interruptions do not occur. Photo opportunities with police officers and police vehicles will be provided. Social Media will play a major role in communicating our Police Week activities to the community. K9 demonstrations, Forensic Ident displays and many other activities will be included. More than one event may be planned and more than one location may be used. Saanich Block Watch will be prominently involved and displayed through their tent, along with diversity-related engagement through staffing the GVPDAC tent (Greater Victoria Police Diversity Advisory Committee).

Objective / Desired Outcome:

Host a Community Open House during National Police Week. The main objective is to welcome and engage the Saanich community with a friendly, well-organized and fun event. This will be an opportunity to showcase many of our operational sections, our equipment, community engagement sections, and our great staff.

Year End Summary:

Our first ever Police Week Open House was attended by over 200 community members in mid-May. Displays, activities, and station tours were staffed by many of the Saanich Police Reserves and the Crime Prevention constable. This event was a success and will continue to be held on either an annual or bi-annual or biennial basis in the future.
2016 Annual Work Plan Year-End Summary

SAANICH POLICE

Work Plan Year: 2016  Target Start Date: 2014 Jan 01  Initiative Complete: 
Initiative Number: C-23 / 2015 C-24  Target End Date: 
Initiative Title: Bike Section: Improve graffiti eradication and reduce graffiti incidents

Division Responsible: Community Liaison  
Section Responsible: Bike Squad

Key Strategic Priorities:

| Community Engagement |

| Core Functions |

| Community Engagement |

PROGRESS:

COMPLETE

Background / Issue being addressed:
The incidence of graffiti in Saanich continues to get the attention of residents in the neighbourhoods where the graffiti is being placed. These calls for service take a significant amount of time for patrol officers that respond, especially when considering that most of the investigations are concluded with no suspect being identified. Further time is required to ensure the graffiti is removed as per municipal by-laws. There is a program in place that allows residents of Saanich to pick up graffiti removal kits free of charge, however the awareness of this program and the by-laws themselves are not well known. The eradication of graffiti is important, as failure to remove graffiti often results in more graffiti incidents occurring in the same area.

Initiative Detail:
The bike squad will work with Saanich Public Works, community and CRD partners, block watch organizations, and residents to educate citizens of Saanich about reporting, cleaning and preventing graffiti in their neighbourhoods.

Objective / Desired Outcome:
A continued reduction in the number of graffiti offences and better organization of the removal of graffiti. Improved relationships with the community who are effected by graffiti, as evidenced by a willingness of them to participate in graffiti eradication. Improved documentation and information sharing throughout the CRD police agencies.

Year End Summary:
The Saanich Police continue to work closely with partner agencies to ensure that graffiti is cleaned up in a timely fashion.

The Bike Section conducted a very successful graffiti paint out the Gordon Head Recreation Centre skateboard park in the summer.

The Bike Section will continue to monitor graffiti investigations, work with partners on clean up and conduct targeted investigations on prolific graffiti offenders.
Background / Issue being addressed:
The collection, processing, interpretation and analysis of digital media and video evidence have evolved into one of the core duties of Forensic Identification Section (FIS) Officers. Formal training and practice are the keys to the development of this specific skill. The FIS members over the last five years have had numerous opportunities to practice but are currently only self-taught in video processing. The lack of formal training voids in their knowledge and abilities to effectively work on video conversion requests for service. A formal course will not only address this issue, but aid in the member’s ability to later present evidence in a Court room setting.

Initiative Detail:
Have one member of FIS attend two courses through the Certified Law Enforcement & Emergency Services Video Association (LEVA). The courses, Forensic Video Analysis and the Law, and Digital Multi-media Evidence Processing will provide the FIS officer with an in depth analysis of the use/evidentiary value of digital media, and develop their skills to recover reliable detail from digital video evidence.

Purchase a Video Processing Stand-Alone Computer System that is capable of managing the complex video data that ensures proper formatting for court disclosure.

Objective / Desired Outcome:
A certified Video Forensic Technician in FIS would be able to pass along their skills to develop others within the section, be able to improve service delivery of video conversion requests, and ensure that best practices for the acquisition and processing of digital multimedia evidence.

Year End Summary:
In 2015, the Forensic Identification Section (FIS) received a grant from the BC Civil Forfeiture Office and were able to purchase a custom standalone computer system which is solely dedicated for the processing and conversion of digital video surveillance. This computer is utilized daily within the FIS office and has become integral tool in FIS by providing evidence to investigators.

In 2016, two FIS members attended advanced training; one in video conversion and the second in video enhancement software. These courses allow the capture and extraction of CCTV video from businesses, and improve video output from surveillance cameras which allows an investigator to better see the face of an individual, licence plate or even a weapon.
Initiative Title: Create Redundancy for Strategic Crime Analyst Position

Key Strategic Priorities:

- Investigative Capacity
- Crime Analysis

Background / Issue being addressed:

Access to information about crime patterns, public order issues, neighborhood problems, collisions, and other forms of victimization is essential to understanding what is taking place in Saanich and ensuring the appropriate response and preventative measures are taken to reduce victimization.

Saanich Police has had one crime analyst position since the late 1990s. The duties for this position have evolved over time from clerical data input and analysis to being more focused on operations and identifying offenders.

Since PRIME became the record management system in 2004 there has been limited access to statistics and information on trends and patterns of behaviors and activities that affect police decisions in relation to strategies and deployment of resources. In 2014 police gained greater access to information as a result of the i2 data warehouse initiatives.

There is a greater need than ever before for police to make the most efficient and effective use of resources. With increased accountability and very limited resource availability in tough economic times it is imperative that we have access to information and are able to properly inform our decisions with respect to the programs and strategies we engage in, and the deployment of resources. Further, we need to understand the impact we are having as a result of these efforts.

In 2014, initiative D-02 was identified to secure an additional position of Strategic Crime Analyst. This initiative has been delayed due to other staffing priorities. The resulting delay has resulted in the need to build redundancy for the current position through existing resources.

Initiative Detail:

Work toward maintaining the current level of service provided by the crime analyst by ensuring there is no void in service when this position is vacant due to leave or other circumstances.

Objective / Desired Outcome:

To identify, train and provide experience in the field of crime analysis to an existing resource.
At this point a second staff member has not been identified to backfill the Crime Analyst position. Additional options are being explored but a decision has not been reached. This initiative will be carried forward to 2017.

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<tr>
<th>Work Plan Year: 2016</th>
<th>Target Start Date: 2015 Jan 01</th>
<th>Initiative Complete: ✓</th>
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<tbody>
<tr>
<td>Initiative Number: D-05 / 2015 D-05</td>
<td>Target End Date:</td>
<td>Carry Forward:</td>
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<tr>
<td>Initiative Title: To Enhance the Investigative Capacity within the Family Protection Unit</td>
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**Division Responsible:** Detective  
**Section Responsible:** Family Protection Unit

**Key Strategic Priorities:**  
Investigative Capacity

**Background / Issue being addressed:**
Prior to June 2014, the Family Protection Unit did not have the capacity to investigate complaints of Elder Abuse or domestic violence complaints that did not meet the mandate of the Regional Domestic Violence Unit (RDVU).

Domestic Violence complaints that do not meet the threshold of referral to RDVU still require proper management to ensure the appropriate referrals are made. With the addition of a fourth investigator in 2014, the Family Protection Unit now has the capacity to investigate and manage complex files that include Elder Abuse investigations.

In addition to merely reacting to incidents, the Family Protection Unit with have the capacity to become more proactive in the community.

**Initiative Detail:**
To enhance investigative capacity and become more proactive within the community. This will include the investigation of Elder Abuse, the management of Domestic Violence complaints that do not meet the mandate of RDVU and tracking of those files.

**Objective / Desired Outcome:**
To enhance investigative capacity and become more proactive within the community.

**Year End Summary:**
This initiative has been merged with D-11 and as a result can now be concluded. The initiatives will not change and they will continue into the future under D-11.

In 2016, the Family Protection Unit performed 968 domestic violence reviews compared to approximately 500 in 2015. The increase is tied to changes in policy, increased training, and better classifying PRIME files that were missed in the past. This extra workload resulted in the addition of the Relationship Violence Sergeant position that will commence on January 30, 2017.
Initiative Title: To Educate the Vulnerable Members of the Community in Relation to On-Line Dating, Fraud and Door to Door Solicitation Scams.

Background / Issue being addressed:
Seniors have been identified as a vulnerable sector, who are seen by “con artists” as easy targets, due to their trusting nature and often times their need for social interaction. In addition, due to failing health they are often times not able to clearly analyze and identify that they are being defrauded.

Although seniors are more often than not the main target, there are other groups who have been identified as vulnerable and can fall victim to frauds such as on-line dating, mass marketing and door to door solicitation. These people often live independently and can include persons suffering from mental health issues, victims of violence or those who have, or feel they have no support network.

Initiative Detail:
1. Financial Crimes staff will continue to work with Crime Prevention staff to meet with seniors and raise awareness on the risks they face and strategies to avoid being victimized.

2. Financial Crimes Staff will identify and liaise with outside agencies whose clients are, or could be the targets of frauds. A plan will then be formulated to provide programs to raise awareness on the risks they face and strategies to avoid being victimized.

3. Provide information to local businesses on how to recognize, prevent and report frauds, by utilizing Saanich Business Watch and presenting an in house work shop.

Objective / Desired Outcome:
Reduce the victimization of seniors and other vulnerable sectors of society through education.

Year End Summary:
An initial review of this initiative reveals that such presentations have been worthwhile in educating the vulnerable sector. In order to determine how successful they are it is recommended that the NCO of Financial Crimes measure the success of the presentations by determining the number of reported victims while these presentations were in place in (2015 +) compared to the number of victims the previous year when there were no presentations. Intel Analyst will be able to assist in compiling the overall statistics.

In discussion with S/Sgt. Wipper and the Crime Analyst it has been determined that the gathering of statistics would be difficult given that PRIME does not have the capability to identify if a victim falls within a vulnerable sector. Each and every file would need to be reviewed to determine if the victim was at the time of the offence vulnerable and unless this information was captured by the attending officer, this classification could not be made. The only way to determine if this initiative is worthwhile and is meeting its objectives is for the members who attend, to continue to record the feedback from the participants and keep track of requests for new or additional presentations. This information is and will continue to be tracked in the bulk file and also within the Annual Work Plan progress reports.

Although this year only three presentations were conducted, it was the participants who sought out the members to attend and present to them. This we believe speaks to the need for this initiative to continue.

In the coming year, members have a presentation scheduled for January 11, 2017 at the University of Victoria, speaking to students within the international program. These students were identified as part of the vulnerable sector, based on complaints received in 2016 and news articles relating to online dating and overpayment scams which targetted this group. Members of the section liaised with the coordinator for the university program and provided him an outline of the topics that could be presented to the students. He was eager to include the presentation in the orientation session for the up coming semester and has also expressed interest in additional presentations for students entering the program in the fall of 2017.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016  Target Start Date: 2012 Jan 01  Initiative Complete:  
Initiative Number: D-10 / 2015 D-11  Target End Date:  
Initiative Title: Connect with the business community to reduce victimization

Division Responsible: Detective  
Section Responsible: Financial Crimes  

Key Strategic Priorities: Community Engagement

Background / Issue being addressed:

In 2012 the Financial Crime Section (FCS) put forward an initiative to educate business owners, managers and staff to have them become more knowledgeable and aware of how to recognize and prevent financial crime in their businesses and be encouraged to take a pro-active approach to protecting themselves and their customers. FCS believe that this education would reduce victimization arising from financial crimes in participating businesses, and in turn, calls of service to the Saanich Police. The intent is to focus primarily on the malls which will allow us to maximize the number of participants and to identify a contact person for each of the businesses to set up information sessions. The sessions would include any and all of the businesses within a certain location and the participants of the sessions would then be encouraged to educate their staff on the information provided.

Workload reduced the ability to conduct as many sessions that were hoped for, however staff are committed to holding more sessions in 2015.

Initiative Detail:

To continue hosting information sessions for small business owners and store managers, the purpose of these sessions would be to educate the owners and managers about financial crime trends affecting local businesses and to provide information on how they and their staff can prevent fraud.

Objective / Desired Outcome:

The Financial Crime Section will host 4 information sessions for business owners and managers during the year. Through feedback from the businesses the value of this program will be evaluated to determine if it is continued in future years.

A measure of success will be a reduction in financial crimes at participating businesses.

Year End Summary:
Due to capacity, only one presentation was conducted as part of this initiative, although it included several businesses. The members still believe that this initiative is important and that the information presented is valuable to the businesses. In 2017, the members would like to implement another business workshop, much like the one conducted in 2016. Although this year members will try to increase the number of participants. In 2016 although the invitations were personally handed out to businesses and were included in the Business Watch correspondence, very few of the businesses invited took part. Those who did however were grateful for the information provided and stated it would greatly assist them in reducing and preventing fraudulent transactions.

For 2017, members will try to schedule a date for this event that will maximize participation and will include a variety of businesses, including those who through file review have been identified as a high risk target. Based on the feedback and participation in 2017, member will re-evaluate this initiative at the end of year to determine if it will continue into 2018.
Background / Issue being addressed:
The elderly are often targeted by criminals, especially in relation to financial crimes. There continue to be incidents where seniors are taken advantage of in crimes such as Internet Fraud, Identity Thefts, and scams of various types. Since 2011, several presentations have been made to a variety of groups in an attempt to reduce this type of victimization. In fact in 2012 alone the Crime Prevention Officer, in conjunction with the Financial Crime Section members, gave 15 Lectures to over 336 seniors, bank customers, and other citizens associated with various seniors groups, senior facilities, and organizations. These presentations focused on senior groups and were very well received. Despite this ongoing effort, the issue of senior victimization continues and therefore this initiative must continue.

Initiative Detail:
Financial Crimes staff will continue to 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:
The objective is to conduct Sixteen presentations to seniors.

The outcome will be to raise awareness of risks and provide strategies to reduce victimization in relation to crimes against seniors. The level of awareness will be assessed through participant evaluations.

A long-term outcome will be a reduction of seniors being victimized by crimes, however a methodology to establish a baseline and measure this outcome will need to be developed by our research staff. Even with effort it is recognized it is difficult to measure crimes that do not occur.

Year End Summary:
Initiatives D-11 and D-05 have been merged together and D-11 will remain active. Financial Crimes will continue to do their presentations to the senior population and in the event a case of elder abuse is reported, the matter will be assigned to the FPU to triage and investigate if appropriate.

This initiatives continues to be successful and requests for these presentations continue to be made to the Crime Prevention Officer or to the Financial Crimes Section directly. We believe this initiative is important and the feedback from the participants supports this. Most recently the section received a thank you card for a presentation that was conducted which stated "The attendees found the program informative and gave them the confidence that the Saanich Police Department was approachable and interested in helping everyone in this area."
Initiative Title: Greater Victoria Crime Stoppers Statistical Database

Division Responsible: Detective
Section Responsible: Intelligence Section

Key Strategic Priorities: Technology

Background / Issue being addressed:
Managing the tips that come into The Greater Victoria Crime Stoppers program had all been done by Tipsoft, the program used internationally to document, disseminate, and manage Crime Stoppers tips. Along with managing tips, Tipsoft produces a number of pre- formatted statistics and reports that can used to access the performance of the program. The drawback to solely utilizing this platform is that it cannot be customized to a particular program's wants or needs. It is also incumbent on the members who investigate the tips, to report back on the status of their file. Over the course of the past 10 months, it has come to light that the statistics provided by Tipsift do not sufficiently evaluate how our program is doing and are open to a variety of interpretations. It has also learned that the response rate of disposition information from Officers is low and/or does not contain sufficient information to produce accurate statistics.

Initiative Detail:
In response to this issue, the creation of a customized database solely for the use of the Greater Victoria Crime Stoppers program, is being proposed. The database would be managed by our program Coordinators who would input specific data for each tip submitted. Coordinators would be responsible for researching and updating the disposition of tips on an ongoing basis up to the conclusion of the associated file(s). This will eliminate the need for investigating officers to provide disposition information, thus reducing their workload on a Crime Stoppers tip file and ensuring complete data capture for each tip.

The data captured would include such things as tip types, tip/ file dispositions, property/drug seizures, arrests/charges, and reward approvals/payouts. The database could then generate a selection of different statistical reports for presentation to area police agencies, the Crime Stoppers Board, various stakeholders, media, and other Crime Stoppers programs. And as the program evolves and the needs/wishes of stakeholders change, the database can be modified to meet these needs.

Objective / Desired Outcome:
The development of this database will come at a financial cost to the program but the benefits of it will be significant. Accurate analysis of the program will provide credibility and legitimacy to our efforts plus it will give insights into areas where improvements and modifications should be made. This Work Plan initiative directly supports our 2015 Work Plan initiative titled “Crime Stoppers Program Development at the Saanich Police Department”.

Year End Summary:
As of December 9, 2016 a total of 751 tips have been entered onto this new database. It has become a very useful tool for the Coordinators to track and manage tips, and quickly pull stats as and when required. When completing their 90 day audits, this database is their primary source to review which tips are still outstanding and which ones have been concluded. The ease of its use and how the information is presented was one of the primary reasons for the creation of this database, and it has certainly met that goal.

This workplan initiative has been successfully implemented and will continue to be used routinely by Crime Stoppers. Concluded.
Work Plan Year: 2016  Target Start Date: 2015 Sep 24  Initiative Complete: 
Initiative Number: D-14  Target End Date: 2015 Sep 24  Carry Forward: 
Initiative Title: Target Prolific Offenders

Division Responsible: Detective
Section Responsible: Street Crime Unit

Key Strategic Priorities: Investigative Capacity

PROGRESS: ONGOING

Background / Issue being addressed:
With the Regional Crime Unit (RCU) ceasing operations in 2015, the Saanich Street Crime Unit has the responsibility to ensure that prolific offenders are being properly monitored and enforcement efforts are made. With the restructuring of the unit which includes adding additional resources, the Street Crime Unit will have the capacity to undertake this initiative.

Initiative Detail:
Collaborate with the Intelligence Section to determine which prolific offenders are in the community, understand crime patterns and conduct enforcement when needed. Street Crime Unit will also work with other police and non-police agencies on this initiative.

Objective / Desired Outcome:
To reduce crime being committed by prolific offenders through intelligent led policing and enforcement strategies. To also continue to monitor prolific offenders as the need arises. The Street Crime Unit currently monitors two prolific offenders but this list may increase or decrease in the future as the working group decides who may be added or subtracted from the list.

Year End Summary:
This initiative will remain active. It is recommended that the member from the Street Crime Unit and the Crime Analyst attend the monthly Prolific Offender Management Team (POM) meetings. Both will remain active in monitoring and managing the Saanich offenders. The assigned officer will continue to maintain the Bail Comments Packages so that they are up to date with the latest intelligence and alerts. The number of prolific offenders that SCU comes in contact with through investigations will be tracked.
Background / Issue being addressed:
In late 2014 Chief Constable Downie ordered the creation of a Building Security Committee. Under the chairmanship of Inspector Edwards, the committee was charged with identifying, studying, and making recommendations regarding the building's internal and external physical security deficiencies.

In November 2015 the Chief's Office received a report titled "Saanich Police Building Security Committee Final Report". The report explains the process used for identifying the existing security risks, provides recommendations to address each risk, and prioritizes the urgency that each risk should be attended to.

Initiative Detail:
The "Saanich Police Building Security Committee Final Report" will be reviewed by Senior Officers who will decide on which recommendations to implement. Building security at the front desk will be included in this assessment.

Objective / Desired Outcome:
To implement security measures that improves overall internal and external building security.

Year End Summary:
Security enhancement planning continued into the fourth quarter and construction/implementation will commence during the first quarter of 2017. This initiative will be carried forward into 2017.
Work Plan Year: 2016  
Initiative Number: O-02 / 2015 O-02  
Initiative Title: Acquisition of Additional Building Space

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

Key Strategic Priorities:  
- Core Functions
- Building Remediation

PROGRESS: COMPLETE

Background / Issue being addressed:
A facility needs assessment conducted in 2008 identified there is a need for both improved space and additional space for police operations. This has resulted in a working plan for the Saanich Police and Fire facilities to be reviewed with an eye for remediation in five to eight years. There is a critical need for additional space for police operations in the short term. Some staff are working without Desks or offices where such are required. Other new positions have staff doubled up in offices that were not designed for such use. There is an immediate need for space for volunteers to assist with the enhanced community engagement strategies, and there are work units that simply do not have space large enough to house the work group.

A commitment has been made by the Police Board and Saanich Council to fund additional space.

Initiative Detail:
To find and acquire additional building space for effective police operations.

Objective / Desired Outcome:
To have acquired and moved components of the organization into new building space by end Q2 2015

Year End Summary:
This initiative has been successfully completed and will be concluded. As this is an interim solution, research and replacement planning for a full public safety building will continue into 2017 and beyond under a separate initiative.
### Work Plan Year: 2016  
### Initiative Number: O-03 / 2015 O-04  
### Initiative Title: Review of Integration Opportunities  

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

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

#### Key Strategic Priorities:  
- Business Process Analysis  

#### Background / Issue being addressed:  
Saanich has a long history of collaboration and integration with regional partners to provide the highest level of police services. In 2014 a review was conducted of existing integrated police initiatives. Saanich Police have also identified opportunities for further collaboration with our regional partners.

#### Initiative Detail:  
To meet with regional partners to identify areas where there is potential for mutual benefit in terms of improvements in efficiency, effectiveness and economics. Consistent with the Strategic plan, we will not commit to any initiative that will, upon analysis, be seen to diminish service levels to any of the partner jurisdictions.

#### Objective / Desired Outcome:  
To have examined up to three areas of operations to determine the viability of integration.

#### Year End Summary:  
No change from Progress Report Q3 and this initiative will continue into 2017.
### 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.

Municipal staff have undertaken to review of all municipal facilities to determine what infrastructure needs exist for the foreseeable future. From this, a list of facilities in need of attention has been identified along with the priority of which that attention is required.

### Initiative Detail:
In 2011 the original detail looked to secure the commitment and resources required to start planning for improvements to the public safety building by 2013. While there is no specific set plan in place it is recognized this is a priority in the mix of other municipal infrastructure that is in need of remediation. This initiative will be used to check in with municipal staff on the status of the priority of this project, and to ensure planning starts at the first opportunity.

### Objective / Desired Outcome:
To identify the earliest opportunity to become engaged with municipal staff in planning for the remediation of the public safety building,

To remain current with the status of the priority of this project in consideration of other municipal infrastructure priorities.

### Year End Summary:
Research and replacement planning for a full public safety building will continue into 2017 and beyond resulting in this initiative being carried forward.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016  Target Start Date: 2012 Jan 01  Initiative Complete: □  Carry Forward: ✓
Initiative Number: O-05 / 2015 O-06  Target End Date: 
Initiative Title: Work with the Saanich Police Board and Council to implement a multi-year staffing plan.

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

Key Strategic Priorities:
- Core Functions
- Personnel

PROGRESS:
ON TRACK

Background / Issue being addressed:
The Saanich Police 2012-2016 Strategic Plan focuses on 15 key strategic priorities. Included in the plan is a commitment to make the most efficient and effective use of our resources. It is clear however that we will not be able to accomplish much of what we have set out to do without additional resources. In fact, with the changing complexities and increased demands for service, it will be difficult to maintain current service levels with existing resources. In order to meet existing and future demands for service additional staff will be required. A conceptual staffing plan was developed in 2012 that will guide staffing requests for the next several years. The plan is conservative and sets out the need for requested positions in support of specific key strategic priorities. The plan is a living document that will change as each year passes and as priorities shift. While positions have been identified in the plan, each year any requested position will have to be appropriate for circumstances at that time, and will only be possible if appropriate funding is available.

Initiative Detail:
Work with the Saanich Police Board and Council to implement a multi-year staffing plan.

Objective / Desired Outcome:
Ensure the Saanich Police are able to meet current and future demands for service.

Demonstrate our commitment to making the most efficient and effective use of resources and only request staffing positions necessary to achieve the desired outcomes where alternatives are not practical or feasible.

Year End Summary:
The existing staffing plan was updated in the fourth quarter following Strategic Planning Focus Group discussions and internal meeting with staff and Sr. Officers. The plan is designed to effectively manage anticipated pressures and challenges the police department will be facing over the next five to ten years based on current research.
Background / Issue being addressed:
Marked police vehicles all have Mike Phone, direct connect technology that operates as a cellular phone and also provides a direct connect, push to talk feature. This network operates stand alone from Telus and provides potential redundancy in a post disaster environment. The current hardware is dated and will require replacement over the next few years. Telus operates both systems and has informed us that the Mike network will no longer function in early 2017. Saanich Police will have to have a new cellular phone system in place by the end of 2016 in order to avoid service disruption. This also presents an opportunity to consider the use of smart phone technology in front-line police vehicles as an investigative tool rather than simply a cellular phone device.

Initiative Detail:
Conduct research into the best hardware, mounting systems and or deployment model to facilitate smart phones in each front line vehicle. Further research to be conducted into the use of smart phone technology as an investigative tool for policing in North American and Europe.

Objective / Desired Outcome:
To provide research and recommendations to inform the senior staff with respect to the replacement and use of smart phone technology to allow for a implementation plan in 2016.

Year End Summary:
This initiative was handed over to the Administrative division who successfully completed research and recommendations for senior staff. This initiative is concluded.
Initiative Title: Develop a Saanich Police Departmental Operations Centre (DOC) Plan

Division Responsible: PSAP

Section Responsible: Research and Planning

Key Strategic Priorities: Post Disaster

Background / Issue being addressed:
The Saanich Fire Department has developed a template for the creation of Departmental Operations Centre (DOC) plans. The various departments within the municipality are tasked with preparing individual DOC's that will compliment the municipal Emergency Operations Centre (EOC) plan.

Initiative Detail:
The research and planning component of the Professional Standards Division (PSD) will, using the Saanich Fire Department DOC template, create a Saanich Police DOC that will compliment the municipal EOC. PSD will work with Saanich Fire and other departments of the municipality as necessary to create a DOC.

Objective / Desired Outcome:
To have a DOC in place that compliments the EOC by year end.

Year End Summary:
The SPD DOC Plan has been approved; however, physical space has not been remodeled specific to the DOC layout and equipment, therefore the plan remains partially incomplete. Should a need arise for a DOC to be opened the plan could be activated in its current state. 2017 will see all emergency plans published.
Work Plan Year: 2016  
Initiative Number: P-03 / 2015 P-04  
Initiative Title: Strategic Planning Framework  
Target Start Date: 2015 Jan 05  
Initiative Complete: ✔  
Target End Date:  
Initiative Carried Forward: ☐

Division Responsible: PSAP  
Section Responsible: Research and Planning

**Background / Issue being addressed:**
The current Saanich Police Strategic Plan will expire December 31, 2016. In order that the development of the new strategic plan is done in a coordinated and structured manner a framework and time-line document will be necessary to guide the process.

**Initiative Detail:**
In 2015, the Research and Planning Section of the Professional Standards Division will examine the process that led to the current strategic plan. From that examination will come a strategic framework and time-line that will guide the creation of the 2017-2021 plan.

**Objective / Desired Outcome:**
To have a framework and time-line that will guide the creation of the 2017-2021 Saanich Police Strategic Plan.

**Year End Summary:**
The Strategic Planning framework and methodology was approved by the Police Board at their January meeting. This initiative is complete.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016
Initiative Number: P-04 / 2015 P-05
Initiative Title: Conduct 3 Audits in 2016

Division Responsible: PSAP
Section Responsible: Professional Standards

Key Strategic Priorities:
Business Process Analysis

Background / Issue being addressed:
Audits are necessary to ensure we are meeting the standard that are established within our own internal policies as well as those by Police Services Division for policing in British Columbia. At the discretion of the OIC of PSAP and as staff are available to undertake such activities, areas of high risk and or concern will be audited for compliance and accuracy. With only one staff for both planning and audits it is unreasonable to expect that staff member to conduct audits outside of his regular duties. As a consequence the auditing function will rely on the availability of staff to realize this goal.

Initiative Detail:
Under the direction of the OIC of PSAP Division audits will be undertaken as opportunities arise. Audits may also be conducted as a result of a situation that exposed a deficiency or business practice that may require change.

Objective / Desired Outcome:
Complete 3 audits in 2015.

Year End Summary:
As a result of competing priorities no formalized audits were conducted by the Professional Standards Division. Audits are a core function of the division. It is hoped that either the additional staff request in this area or completion of the new strategic plan will allow for time to be spend conducting proactive audits. As a core function this initiative will be concluded and reported out on in the Divisional Report.
**Background / Issue being addressed:**

The capacity of the Municipality as a whole is lacking in ability to engage with the community in two-way communication in the event of a disaster. Specifically, there is no one person/Division that has the ability (or authority) to speak on behalf of the Municipality as a whole in the event of an emergency. Further, platforms that will be the key sources of information - websites and social media, are not manned 24/7, are predicted un-sustainable under mass traffic, and access for updating/posting is limited to but a few personnel.

In review of the 2013 floods in Alberta, specifically Calgary, there is a recognized deficiency amongst Saanich Divisions and infrastructure (website, servers, personnel, and training) to meet the expectations of the public if an event were to occur. Collaboration is required amongst Saanich Emergency Program, Police and Fire, Corporate Services and other Municipal Divisions to develop policies that will build on current capacities.

**Initiative Detail:**

Promote collaboration amongst Saanich Emergency Program, Police, Fire, Corporate Services, and other Municipal Departments to develop policies and capacities for the dissemination of public information in a major emergency—including the effective use of social media and other mediums to engage the community and allow timely and accurate two-way information sharing.

**Objective / Desired Outcome:**

Production of police policies, in collaboration with municipal partners, relating to the dissemination of public information in a major emergency.

**Year End Summary:**

A Crisis Communications Plan is in its infancy of being developed in consultation with the Public Information Officer, Saanich Corporate Communications and partner agencies. This planning process will consider technologies and communications channels that may assist in disseminating information during crisis. 2017 will see all emergency plans published.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016  Target Start Date: 2012 Jan 01  Initiative Complete: ☑
Initiative Number: P-06 / 2015 P-07  Target End Date:
Initiative Title: Policy Review: Inventory all policies to determine which require updating placing priority on those critical to operational effectiveness, efficiency, public and officer safety, and statutory obligations.

Division Responsible: PSAP
Section Responsible: Research and Planning

Key Strategic Priorities:

| Research     | Business Process Analysis | PROGRESS: | COMPLETE |

Background / Issue being addressed:
When this initiative started the Policy and Procedure Manual consisted of 163 Operational policies and 63 Administrative policies. The Professional Standards Audits and Plans Division consists of only a few staff resources. Consequently, policy review and updating is largely triggered by issues coming to light as a result of operational needs or, in some cases, statutory obligations. Many of the current policies have not been reviewed for long periods of time and the need for review is overdue.

PSAP committed to creating an inventory all operational and administrative policies to determine which required updating. This inventory was completed in 2012. Of those policies identified as requiring updating, further examination was conducted to prioritize the review process for policies critical to operational effectiveness and efficiency, public and officer safety, and statutory obligations. In addition to establishing a prioritized policy review list, in-house subject matter experts were identified to facilitate the review process thus promoting thoroughness and expediency of review.

As a result of ongoing efforts, there are now 161 operational policies and 66 administration policies after reviews, realignment and the creation of 9 new policies in 2012. A review of these policies is ongoing. To date or 70% of the assigned policies were reviewed, updated, and posted. Several remain in the review process, not yet having met all levels of approval.

The policy review schedule will be a yearly initiative, with 54 operational policies already identified for review in 2014, some of which as carry over from 2013.

Initiative Detail:
Continue to review and update all Saanich Police policies.

Objective / Desired Outcome:
Compete a review of a minimum of 36 policies.

Year End Summary:
17 Operational policy reviews were completed through 2016.

17 Administration policy reviews were completed through 2016.

6 other policies have been approved and are scheduled for release, with 15 others nearing completion.

Policy review is a core function of the division and will no longer be reported out on as a strategic initiative.
Work Plan Year: 2016  
Initiative Number: P-07 / 2015 P-08  
Initiative Title: Create the framework for the Saanich Police Disaster and Emergency Management Response Plan  
Division Responsible: PSAP  
Section Responsible: Research and Planning  

**Key Strategic Priorities:**

- Post Disaster

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**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, the development of response and recovery plans are included in the focus of the next phase of the Police Post Disaster Plan.

The Emergency Planning Working Group discussed the need for resources to be applied to this initiative. Police are in the same position as other municipal departments within Saanich, and the Emergency Program Officer is developing a template that can be used by staff to build out "Departmental Response Plans". Police will await the completion of the template and then assess whether this will be suitable for our needs given the scope of our operations. In addition, Saanich Police are having a staff member trained in Emergency Management and who will be responsible for

**Initiative Detail:**

Continue working with the Saanich Fire Emergency Program Coordinator to develop response and recovery plans that will be aligned with Saanich Fire, the Municipality and the CRD.

Train one staff member in Emergency Management who will be responsible for developing and maintaining plans.

**Objective / Desired Outcome:**

To have a plan in place by the middle of 2015.

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**Year End Summary:**

The Emergency Management Plan has been submitted for approval. All emergency plans should be published in 2017.
Work Plan Year: 2016  Target Start Date: 2016 Jan 01  Initiative Complete: 
Initiative Number: P-08  Target End Date: 2016 Nov 30  Carry Forward: 
Initiative Title: Development of the 2017-2021 Saanich Police Strategic Plan

Division Responsible: PSAP
Section Responsible: Research and Planning

Key Strategic Priorities:
Core Functions

Background / Issue being addressed:
With the Saanich Police Department’s 2012-2016 Strategic Plan set to expire, the creation of a 2017-2021 Strategic Plan will commence. Following the Strategic Plan Framework developed in the fourth quarter of 2015, the objective is to have a draft plan available for Police Board approval by the fourth quarter of 2016.

Initiative Detail:

Objective / Desired Outcome:
Completion of the 2017-2021 Saanich Strategic Plan

Year End Summary:
Preliminary drafting of the Strategic plan has now begun. One focus group has yet to be completed. This will be a joint session between the Police Board and Municipal Council. It is scheduled for late January 2017. All other focus groups and surveys have been completed and the data has been analyzed. An environmental scan and progress report on the previous plan have also been completed. It is anticipated that the final plan will be presented to the Police Board for approval in quarter 3 of 2017.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016
Initiative Number: P-09
Initiative Title: Creating efficiencies in the processing of Police Act Complaints and Questions and Concerns forms
Division Responsible: PSAP
Section Responsible: Professional Standards

Key Strategic Priorities:

Business Process Analysis

Target Start Date: 2016 Jun 01
Target End Date: 2016 Dec 31
Initiative Complete: ✔
Carry Forward: □

Background / Issue being addressed:
PSO investigators are currently spending an inordinate amount of time processing the data entry required for both formal complaints and Questions and Concerns forms. With the addition of clerical support it will free up highly paid and trained investigators to focus on their investigations.

Initiative Detail:
To provide clerical support to PSO investigators to allow them to focus on investigational requirements.

Objective / Desired Outcome:
Streamline the process of data entry as it pertains to the Police Act.

Year End Summary:
The Office of the Chief Constable secured funding for an Administrative Assistant who will be able to provide clerical support to PSO Investigators. The position was filled late in quarter 3. Training was completed in quarter 4. A review will be done in 2017 to determine the impact of this position on the workload of investigators.
Background / Issue being addressed:
PSO investigators have recognized a consistent pattern of “shortcomings” in the work produced by some officers in investigations. These shortcomings often lead to an allegation of Neglect of Duty and in turn an unexpected PSO investigation for the member for “inadequate investigation”. Although the end result often leads to an unsubstantiated complaint, the stress on a member throughout a PSO investigation exists nonetheless. Investigators would like to be able to address some of these things in the early stages with the new officers so that they learn to adapt better skills to help avoid PSO complaints down the road.

Initiative Detail:
All new Saanich Police officers will receive a training session provided by Professional Standards Officers introducing them to the Police Act. Topics will include how the police Act process works and some common complaints that officers can easily avoid.

Objective / Desired Outcome:
To inform officers about the Police Act and dispel any concerns they have about the process of investigations. It is also hoped that a review of common complaints and how to avoid them will reduce the number of complaints or Questions and Concerns received.

Year End Summary:
This initiative has been anecdotal reported as very successful. Moving forward into 2017, Police Act orientation will be an ongoing business practice for the Professional Standards Division.
Roll Call training for all officers on the top pitfalls that lead to Professional Standards Investigations

PSO investigators have recognized a consistent pattern of “shortcomings” in the work produced by some officers in investigations. These shortcomings often lead to an allegation of Neglect of Duty and in turn an unexpected PSO investigation for the member for “inadequate investigation”. Although the end result often leads to an unsubstantiated complaint, the stress on a member throughout a PSO investigation exists nonetheless. Investigators would like to be able to address some of the top pitfalls with officers so that they learn to adapt better skills to help avoid PSO complaints down the road.

All Saanich Police officers will receive a training session provided by Professional Standards Officers on the top pitfalls that lead to Professional Standards investigations.

To inform officers about the Police Act and dispel any concerns they have about the process of investigations. It is also hoped that a review of common complaints and how to avoid them will reduce the number of complaints or Questions and Concerns received.

A decision was made to offer a PSO Increment Training day in lieu of Role Call training. Sgts. Warren, Melville and Dyck prepared a PowerPoint training program that addressed the issues deemed to be relevant in the Spring of 2016. This presentation can be modified to address any new concerns that are identified in the future. When appropriate, the PSO investigators will liaise with Staff Development to schedule additional Increment Training days.
Work Plan Year: 2016  
Target Start Date: 2016 Jan 01  
Target End Date: 2016 Dec 30  
Initiative Number: S-01  
Initiative Title: Deliver "Road To Mental Readiness" (R2MR) emotional and mental wellness training for Saanich Police personnel  
Division Responsible: Staff Development  
Section Responsible: Staff Development  
Initiative Complete: ✓  
Carry Forward: ☐

Background / Issue being addressed:
In a 2015 Annual Work Plan initiative of the Staff Development Division, a program of the Mental Health Commission of Canada known as the Road To Mental Readiness, or R2MR, was identified as the preferred training program and a nationally-approved police training standard for mental wellness and resilience.

Initiative Detail:
R2MR is a mental health training program with two levels, a primary 4 hour course for all police department personnel and an 8 hours course for police leadership. The goals of the primary course is to improve short-term performance and long-term mental health outcomes, as well as to reduce barriers to care and encourage early access to care. The goals of the leadership course are to provide the tools and resources required to manage and support employees who may be experiencing a mental illness, and to assist supervisors in maintaining their own mental health as well as promoting positive mental health in their employees.

Objective / Desired Outcome:
To deliver the primary or leadership R2MR courses to all sworn, non-sworn, auxiliary or reserve employees of the Saanich Police Department in 2016.

Year End Summary:
A total of 216 Saanich Police Department personnel received the primary (half-day) Road to Mental Readiness training course in 14 sessions between September and December, including 47 Reserve members, 74 non-sworn staff, and 95 sworn personnel. An additional 4 sessions were held to train 70 supervisors and acting supervisors in the full-day leadership R2MR course.

By all reports the delivery of this training was a tremendous success and the feedback was unanimously positive. As a direct result of the instructors’ credibility and commitment to this initiative, the organization was able to achieve the program goals of educating staff on reducing stigma for mental health concerns in first responders, reducing barriers to care, and encouraging early access to care. This initiative has contributed to helping the Saanich Police Department establish a culture of mental wellness and resilience.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016  Target Start Date: 2015 Jan 01  Initiative Complete: ✓
Initiative Number: S-03 / 2015 S-01  Target End Date: 2016 Dec 30  Carry Forward: □
Initiative Title: Standardized Use of Force Instructor Succession Planning

Division Responsible: Staff Development
Section Responsible: Response Options-Training

Key Strategic Priorities:
Competency Development

PROGRESS:
COMPLETE

Background / Issue being addressed:
In 2015 Staff Development Division Annual Work Plan initiative #S-01 saw the development of a Use of Force role player and understudy program to address Use of Force instructor succession-planning considerations. It was recognized that many of the department's current instructors had been with the program for many years and that members ability to maintain this commitment could be impacted by retirement, transfer, promotion, or the fact that it represents a collateral duty maintained in addition to an officer's primary duties or assignment.

Initiative Detail:
Three new instructors were identified in 2015 and began a period of training and understudy. The succession-planning initiative for the Use of Force instructor program was carried forward into 2016 to facilitate the completion of their qualifications, as well as to conduct a five year projection of the organizational need to identify and develop additional instructors.

Objective / Desired Outcome:
To support the department's Use of Force training program by addressing long-term succession-planning needs and ensuring that the program remains resourced with qualified instructors.

Year End Summary:
This initiative has resulted in succession-planning needs for the Use of Force Instructor group being addressed to ensure the required number of qualified instructors is available. The three new members added in 2016 bring the total complement of instructors to 10. This initiative will be revisited in the future on an as-needed basis but is considered concluded at this time.
Initiative Title: Firearms Instructor First Aid Training

Background / Issue being addressed:
In 2015 Staff Development Annual Work Plan initiative #S-02 identified the need for enhanced first aid training for Firearms Instructors, to equip them to respond appropriately to first aid emergencies including gunshot wounds, trauma care, and patient transport. This initiative was not completed in 2015 and was carried forward into 2016.

Initiative Detail:
2015 initiative #S-02 focused on providing enhanced first aid training to departmental Firearms Instructors. However this initiative will include research of best practices to ensure that all options for identifying the most appropriate and cost-effective first aid and range safety have been considered.

Objective / Desired Outcome:
Ensure compliance with required workplace safety standards and provide the best available first aid to officers in the event of a medical emergency during firearms training.

Year End Summary:
Carry forward into 2017.
2016 Annual Work Plan Year-End Summary

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<th>2016</th>
<th>Target Start Date:</th>
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**Key Strategic Priorities:**
- Personnel
- Business Process Analysis

**Background / Issue being addressed:**
In 2015 Staff Development Annual Work Plan initiative #S-03 identified the need to update the Saanich Police Department recruit intake exam. A partnership was established with the Delta, Port Moody, Victoria, and West Vancouver Police Departments and all five agencies signed a contract with ETHOS Business Communications Group to develop a new intake exam to be shared between the partner agencies.

**Initiative Detail:**
The new ETHOS Police Recruitment Exam is in development and this initiative has been carried forward into 2016 for implementation.

**Objective / Desired Outcome:**
Implementation of ETHOS Police Recruitment Exam as the new intake exam for the Saanich Police Department.

**Year End Summary:**
The new ETHOS recruit intake exam was introduced during Q3, and has been successfully administered three times as the new Saanich Police standard. With the successful implementation of the new exam this initiative is considered concluded and the objectives met.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016
Initiative Number: S-06 / 2015 S-05
Initiative Title: Develop and deliver training in the operation of a new Approved Screening Device

Division Responsible: Staff Development
Section Responsible: Response Options-Training

Key Strategic Priorities:
Road Safety

Initiative Complete: ✔
Initiative Complete: ✓
Carry Forward: □

Target Start Date: 2015 Jan 01
Target End Date: 2016 Jun 30

Year End Summary:
Training in the operation of a new Approved Screening Device was completed in 2016 for all officers whose duties included impaired driving enforcement. With new officers expected to return to Patrol or Traffic in 2017 from other areas of the organization there will be a small number of personnel who will require this training in 2017. Staff Development Division will identify those staff who require the training and work with the Master trainer to facilitate training and ensure that all personnel are trained and equipped to support our road safety initiatives through the detection and apprehension of impaired drivers.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016  Target Start Date: 2012 Jan 01  Initiative Complete: ✔
Initiative Number: S-07 / 2015 S-08  Target End Date: 2016 Dec 30  Carry Forward: □
Initiative Title: Development of Less Lethal Bean Bag Program

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
Core Functions

PROGRESS:
COMPLETE

Background / Issue being addressed:
During 2015 implementation of a bean bag shotgun as a less lethal force option for the Saanich Police Department was approved. Weapons and ammunition were purchased, instructors were identified and trained, and a training course is currently under development. This initiative was assigned to the Training Sergeant as the project lead and was carried forward into 2016 for implementation.

Initiative Detail:
Two 2 day courses to train 16 operators in the bean bag shotgun will be delivered during 2016.

Objective / Desired Outcome:
The objective is to train selected operators in the use of the Less Lethal Bean Bag shotgun for deployment in appropriate circumstances.

The desired outcome is to enhance the appropriate response options to resolve critical incidents in a manner that will minimize risk to the public and officers involved.

Year End Summary:
The fourth quarter saw the publication of the Bean Bag Shot Gun Policy and a very successful 3 day course that was held at the Canadian Forces Base Esquimalt Heal's Range, which qualified 16 new operators. The Shotguns are now deployable by the qualified operators. At this time, all shotguns must be signed out by the operator along with ammunition at the beginning of each shift, and returned at the end for the ensuring operators to follow suit.
Work Plan Year: 2016  
Initiative Number: S-08 / 2015 S-11  
Initiative Title: Review and determine if the current medical testing utilized for candidates is consistent with current standards.

Division Responsible: Staff Development  
Section Responsible: Staff Development  

Key Strategic Priorities:  
Business Process Analysis

PROGRESS:  
ONGOING

Target Start Date: 2014 Jan 02  
Target End Date: 2016 Dec 30  
Initiative Complete:  
Carry Forward: ✔

Background / Issue being addressed:  
Our current medical testing program has not been reviewed for a number of years and may be outdated. Considering the Saanich Police will be hiring several new officers over the coming years, it is appropriate that the testing process be reviewed.

Initiative Detail:  
To research the various testing options available and identify a process that is consistent with industry standards.

Objective / Desired Outcome:  
Implement a medical testing process that meets industry standards.

Year End Summary:  
Carry forward into 2017.
Work Plan Year: 2016  Target Start Date: 2011 Jan 01  Initiative Complete: √
Initiative Number: U-01 / 2015 U-04  Target End Date:  
Initiative Title: Conduct targeted enforcement pilot project with ICBC at high crash intersections where crashes are most violent.

Division Responsible: Uniform
Section Responsible: Uniform

Key Strategic Priorities:
- Road Safety
- Business Process Analysis
- Research

PROGRESS:
OBJ ACHIEVED/ONGOING

Background / Issue being addressed:
Saanich Police have been conducting enforcement at the top five crash sites in Saanich. These crash locations are where the highest volume of crashes occur. In order to deliver the most effective harm reduction strategy, the Saanich Police must also know where crashes that cause the greatest injury occur.

Initiative Detail:
Saanich Police Traffic Safety Unit will work with ICBC to determine the locations in Saanich that experience the most violent crashes. These locations will be assessed for actions that can prevent or reduce harm created by the crashes.

Objective / Desired Outcome:
Implement harm reduction strategies. Reduce harm to motorists where possible.

Year End Summary:
This initiative is now consider complete and will form a part of ongoing enforcement and educational activities within the Patrol Division.

1) Quadra at Tattersall: project hours: 131.5  violation tickets: 70
2) Burnside at Harriet: project hours: 257 violation tickets: 134
3) Blanshard at Saanich: project hours: 178.5  violation tickets: 140
4) McKenzie at Saanich: project hours: 30 violation tickets: 32
5) Blanshard at Cloverdale: project hours: 219  violation tickets:152
Initiative Title: Implement two Collision Analyst training days per year

Division Responsible: Uniform

Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
- Competency Development
- Road Safety

Background / Issue being addressed:
The Collision Analysts require in-house training in order to maintain their expertise in conducting crash investigations. Opportunities were provided in 2011 and 2012, although 2012 only saw one day being organized. While resource intensive, these training opportunities are very beneficial and will continue through 2015.

Initiative Detail:
Implement two Collision Analyst training days per year so they can maintain their qualifications and improve communication to ensure consistent practices. Once the training is an annual commitment it will come off the Annual Work Plan.

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

Year End Summary:
Due to injuries and transfers this did not occur. Cst. Birtwistle has been identified to be analyst trained and it is anticipated that all analysts will be trained with the new unmanned aerial vehicle and crash analyst equipment.
### Work Plan Year: 2016

**Initiative Number:** U-03 / 2015 U-09

**Initiative Title:** Conduct Corridor Enforcement on 8 key thoroughfares leading to the top 20 crash sites in Saanich

**Division Responsible:** Uniform

**Section Responsible:** Traffic Safety Unit

**Key Strategic Priorities:**

- Road Safety

### Background / Issue being addressed:

Using the in house Targeted Traffic Enforcement Program (TTEP) database and crash data from ICBC, enforcement action will continue to be set up and monitored along eight main thoroughfares that lead to the top 20 crash sites in Saanich. By increasing enforcement in these areas, it is anticipated there will be a reduction in the number of crashes and therefore a reduction in the number of injuries caused by crashes. The eight corridors have been identified as: Highway 17, Trans Canada Highway, Shelbourne St., Quadra St., McKenzie Ave., Interurban Rd., Burnside Rd. and Blanshard St.

This started in 2012 and collisions involving injuries or fatalities were lower in 2012 (up to Dec 11) than in 2011.

### Initiative Detail:

Using the TTEP database and crash data from ICBC, enforcement action will be set up and monitored along eight main thoroughfares that lead to the top 20 crash sites in Saanich. The eight corridors have been identified as: Highway 17, Trans Canada Highway, Shelbourne St., Quadra St., McKenzie Ave., Interurban Rd., Burnside Rd. and Blanshard St.

### Objective / Desired Outcome:

**Short-term:** Through focused enforcement, dedicate resources to conduct enforcement activities to identified corridors.

**Long-term:** By increasing enforcement in the main corridors, it is anticipated there will be a reduction in the number of crashes and therefore a reduction in the number of injuries caused by crashes.

### Year End Summary:

Enforcement will be ongoing throughout the year.

- **Total Project Hours by TTEP corridor:** 2224.04
- **Total Tickets by TTEP corridor:** 5982

This initiative is now consider complete and will form a part of ongoing enforcement and educational activities within the Patrol Division.
SAANICH POLICE

2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016  Target Start Date: 2011 Jan 01  Initiative Complete: ✔
Initiative Number: U-04 / 2015 U-10  Target End Date:
Initiative Title: Target key crash sites

Division Responsible: Uniform  Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
- Business Process Analysis
- Road Safety

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 U-09 targets the corridors that lead to the top 20 crash sites in Saanich. In addition to this focus, specific attention needs to be placed on the 20 site locations.

Initiative Detail:
Using the TTEP database and crash data from ICBC, enforcement action will also focused specifically on our top 20 crash sites targeting violations that result in collisions.

Objective / Desired Outcome:
Short-term: Through focused enforcement, dedicate resources to conduct enforcement activities to identified corridors.

Long-term: A reduction in the crash rate for each of the locations where enforcement action is focused. The impact of this initiative will be measured over the long term with the benchmark being the five year trend prior to 2011.

Year End Summary:
Enforcement will be ongoing throughout the year. This quarter:
Total Project Hours by Top Crash Locations: 371.2
Total Tickets by Top Crash Locations: 826

This initiative is now consider complete and will form a part of ongoing enforcement and educational activities within the Patrol Division.
2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016  Target Start Date: 2012 Jan 30  Initiative Complete: ✓
Initiative Number: U-05 / 2015 U-11  Target End Date: 2016 Nov 10  Carry Forward: □
Initiative Title: Conduct three Commercial Vehicle Safety Enforcement projects

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
Road Safety

PROGRESS:
COMPLETE

Background / Issue being addressed:
Collisions involving large commercial vehicles often result in severe damage or injury. Inspecting and removing unsafe commercial vehicles from the roadways will lead to safer roads in the community. A commitment was made in 2012 to conduct 3 enforcement projects with the CVSE staff. This was accomplished and seen as worthwhile to continue.

Initiative Detail:
Members of the Traffic Safety Unit trained in commercial vehicle safety examinations will work with our partners, the CVSE Inspectors, to conduct roadside checks of commercial vehicles. A minimum of three such roadside checks will conducted in the course of the year.

Objective / Desired Outcome:
Increase road safety by inspecting and removing dangerous commercial vehicles from the highways.

Year End Summary:
Initiative Complete. Three successful commercial vehicle enforcement and educationally focused roadblocks were conducted during 2016.
SAANICH POLICE

2016 Annual Work Plan Year-End Summary

Work Plan Year: 2016
Initiative Number: U-06 / 2015 U-12
Initiative Title: Conduct containment training with all members of the Uniform Division

Division Responsible: Uniform
Section Responsible: Canine

Key Strategic Priorities:
Competency Development

Target Start Date: 2012 Jan 30
Target End Date: Year End Summary:
Initiative complete. Members of the Saanich Police Canine Section have completed containment training exercises with all platoons to ensure members are trained in a consistent manner that enhances the skill sets of all officers involved.

Initiative Complete:
Carry Forward:

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 now conduct training exercises with all uniform officers so each work group is operating in the same manner.

In 2012 five training sessions were conducted and were very well received. This training will be done on an annual basis to maintain skill sets.

Initiative Detail:
Conduct containment training exercises with each platoon so all members of the Uniform Division are trained to set up containment in a consistent manner. Once the training is an annual commitment it will come off the Annual Work Plan.

Objective / Desired Outcome:
All work groups in the Uniform Division will set up containment in a consistent manner.
Work Plan Year: 2016  Target Start Date: 2012 Feb 15  Initiative Complete: ☐
Initiative Number: U-07 / 2015 U-13  Target End Date: Carry Forward: ☑
Initiative Title: Use Intelligence-led Policing to improve Crime Reduction Strategies

Division Responsible: Uniform  Section Responsible: Patrol

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Crime Analysis</th>
<th>PROGRESS: ONGOING</th>
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<tbody>
<tr>
<td>Business Process Analysis</td>
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Background / Issue being addressed:
Through data analysis insight is gained into when and where crimes and other problems are occurring and possibly who is responsible for these activities. By directing our resources to specific areas where specific problems are occurring there should be a corresponding reduction in those problems.

Initiative Detail:
Use data analysis to allow for Intelligence Led policing strategies, which will focus patrol resources on areas where crimes and other problems occur.

Objective / Desired Outcome:
Short-term: To make more effective use of data to inform the strategic deployment of patrol resources.

Long-term: To reduce crimes and other problems in the areas of Saanich. Minimally there should be a reduction in the specific areas or problems that were targeted.

Year End Summary:
Carry forward into 2017.
Work Plan Year: 2016
Target Start Date: 2012 Feb 15
Initiative Complete: □
Initiative Number: U-08 / 2015 U-14
Target End Date: 
Carry Forward: ☑
Initiative Title: Increase time for Patrol officers to conduct self-initiated, pro-active, intelligence-led initiatives
Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:
Personnel
Core Functions
Business Process Analysis

Background / Issue being addressed:
Officers have so many responsibilities and demands on their time that they are often reacting to calls for service that require an immediate or urgent response. This often results in officers having very little opportunity to do proactive police work, or to work on problems requiring further attention or need a more long-term focus.

In 2012 some progress was made through the use of dispatchers concluding files in CAD, rather than have officers spending time on writing up certain files. This was a good start and has had a positive impact; however, there is more work required to increase officer's uncommitted time to do proactive police work.

As time becomes available for proactive strategies staff will be encouraged to target problem areas that require additional attention or alternative strategies to deal with issues.

One example of such a strategy is to make use of unmarked vehicles and patrol officers in plain clothes. This allows for effective crime prevention/reduction strategies. Officers will be able to proactively search out people involved in activities such as drug dealing, graffiti, stealing from vehicles or many other crimes, and then take steps to intervene and reduce the occurrence of such incidents.

Initiative Detail:
Continue to identify strategies to increase the discretionary time officers have to focus on the issues that need attention in their areas of responsibility.

Use discretionary time to engage in innovative strategies to further reduce crimes and other problem activities.

Objective / Desired Outcome:
Short-term: Identify strategies to streamline processes, create efficiencies and increase effectiveness to increase the discretionary time required to be pro-active and deal with issues that need a more long-term or strategic response; and, increase the use of innovative crime and problem reduction strategies.

Long-term: Reduce overall crime and victimization by allowing officers to get creative about how they approach crime problems and conduct pro-active, strategic patrol-based initiatives.

Year End Summary:
Carry forward into 2017.
Initiative Title: Platoon Staffing and Resource Tracking

Division Responsible: Uniform

Key Strategic Priorities:
- Personnel
- Investigative Capacity

Background / Issue being addressed:
Increasing demands are being made on police as a result of the shift to a ‘harm reduction’ service delivery model. This operational environment requires that officers have various certifications renewed yearly, regular skills training and specialty training offered as new skill sets are identified by government and the courts. New demands on patrol staffing are made regularly and incrementally and over time have depleted the ability of staffing resources to deploy operationally. The net effect of this trend is suspected to be a net reduction in available hours of operational deployment by officers assigned to Patrol Division. This initiative’s goal is to track hours of operational deployment on platoon and in the traffic section.

Initiative Detail:
Platoon and Traffic supervisors will document the assigned activities of their staff on a spread sheet allowing an informed assessment of what staff are spending time on. The focus of the spread sheet is on collecting data to differentiate between deployable hours assigned to active duty and hours assigned to other duties which do not result in staff being deployed on active duty.

Objective / Desired Outcome:
An understanding will be gained regarding the actual number of ‘person years’ of operational staffing available to a work unit, regardless of the nominal level of staff assigned to a particular work group.

Year End Summary:
Carry forward into 2017.
Initiative Title: Develop and maintain an interagency partnership with area Probation Officers to enhance offender accountability and support intelligence led policing practices.

Division Responsible: Uniform

Background / Issue being addressed:
The Saanich Police service delivery model includes the requirement for police officers to update complainants on the progress of their service requests. When the complainant is a government employee reporting in the course of their duties, such as a Probation Officer, the nature of the required follow up may become unclear. Through developing a partnership between probation officers and police officers that encourages regular communication on the management of a shared clientele, better management of court imposed conditions and improved public safety can be achieved. An improved awareness of the status of shared clientele can be helpful in developing intelligence led public safety initiatives.

Initiative Detail:
Working with the NCO RDVU, the Patrol Division will create new working relationships with local probation officers. Police officers will update probation officers on the results of enforcement action taken in relation to court imposed conditions. Intelligence on criminal activity gathered through this partnership will be reviewed and assessed by the Crime Analyst in support of organizational intelligence led crime reduction strategies.

Objective / Desired Outcome:
Increased accountability of offenders to their court imposed conditions and increased awareness of offenders’ compliance and deviation from court imposed conditions. Increased ability to identify offenders who are drifting back into active criminality. Opportunities to engage in earlier preventative intervention will be created.

Year End Summary:
Completed: To enhance our partnership with Saanich Community Corrections, and to share meaningful information with respect to the curfew/compliance checks being conducted, a new Curfew/Compliance Check process commenced September 26, 2016. This change was messaged out to all members through the publishing of a Part II Order and is expected to increase offender accountability and support intelligence led policing practices.
Initiative Title: Monitor the frequency and relative complexity of reported calls for service attended to by officers assigned to the Patrol Division.

Division Responsible: Uniform

Objective / Desired Outcome:
Create and maintain a base line of patrol call activity that may be used over time to inform evidence led deployment modelling.

Year End Summary:
This initiative is being put on hold until an interpretive instrument, that will allow for the collection of data on patterns of call dispersion, complexity and volume, is identified.
Initiative Title: Develop and provide training to patrol officers on the Adult Guardianship Act and its application regarding older persons that are vulnerable and/or at risk.

Division Responsible: Uniform

Key Strategic Priorities:
- Seniors Programs
- Competency Development
- Crime Analysis

Background / Issue being addressed:
The number of older persons who are vulnerable or at risk, due to health and welfare issues, is expected to continue to increase in the coming years. Police officers come into contact with older persons in the general course of their duties on a regular basis. It is important that police officers are aware of legal authorities and community support available in situations where vulnerable older persons are at risk due to lifestyle choices, medical conditions and/or dysfunctional relationships.

Initiative Detail:
Work with Island Health staff and police training resources to identify and develop appropriate referral information and legal authorities to manage situations where older persons are at risk. Develop Roll Call training to identify 'things to look for' when Patrol Officers are dealing with vulnerable older persons. This information might include 'dealing with dementia', 'elder abuse', 'addiction issues' and other relevant sources of risk.

Objective / Desired Outcome:
Police officers will be able to readily identify situations where vulnerable older persons are in need of support and protection. Appropriate steps will be identified and taken to connect vulnerable older persons with support from community based resources in an early intervention strategy that can provide for harm reduction and reduced victimization.

Year End Summary:
Carry forward into 2017.
Work Plan Year: 2016  
Initiative Number: U-13  
Initiative Title: Upgrade work environment and furnishings of the Staff Sergeant's office.

Target Start Date: 2016 Jan 01  
Target End Date: 2016 Dec 31  
Initiative Complete: 
Carry Forward: ✓

Division Responsible: Uniform  
Section Responsible: Patrol

Key Strategic Priorities:
- Technology
- Personnel
- Business Process Analysis

PROGRESS:
ONGOING

Background / Issue being addressed:
The Staff Sergeant's office furnishings and fixtures have been in place for many years now. The furniture, although serviceable in its day, has outlived its design. Additional computer equipment, for example scanners and monitors, are required to operate in the digital workplace. The current furnishing footprint does not allow for the creation of a space that can effectively integrate business machines and personal interaction. The current design concept does not make optimal use of the space available in the room. Additionally, the presence of two doors in the room leads to unnecessary through traffic and interruption to the business environment.

Initiative Detail:
Work with vendors to develop a design, similar to the OIC Administration office and the OIC Patrol office, which maximizes the use of space available and allows for digital and interpersonal business activities to seamlessly occur.

Objective / Desired Outcome:

Year End Summary:
Carry forward into 2017.
## Initiative Title:
Purchase and deploy a new Traffic Safety Unit crash and crime scene mapping system that is supported by an unmanned aerial vehicle (UAV)

### Division Responsible:
Uniform

### Section Responsible:
Traffic Safety Unit

### Key Strategic Priorities:
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<td>Road Safety</td>
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### Background / Issue being addressed:
New technology exists which reduces the costs and time associated with outdoor crash and crime scene mapping and photography. Cost is reduced by faster mapping and photography capability. Scene survey and data analysis is achieved through more data points and more powerful technical analysis. Search and rescue capabilities for missing persons and fugitive apprehension are enhanced while officer safety is increased.

### Initiative Detail:
The ability to fly over crash scenes, emergency scenes and crimes scenes with advanced mapping technology improves the capacity of the Saanich Police to capture data and imagery and improves investigative and search and rescue ability. Existing technology in use is slower to use, captures less data from incident scenes and does not have equivalent analytical capability.

### Objective / Desired Outcome:
Purchase and deploy new mapping hardware and software. Train a user who can act as an in house trainer for other officers. The department's investigative and response capabilities are increased.

### Year End Summary:
Initiative to continue into 2017.
### Initiative Number: U-15

#### Initiative Title:
Maintain participation in Island Health Police Partnership Committee and relevant subcommittees.

#### Background / Issue being addressed:
Police are regularly called on to respond to requests for service that involve persons who are struggling with emotional and mental health challenges. Although the majority of persons managing mental illness and emotional distress are not dangerous, some individuals can act out in dangerous ways. Island Health professionals and local police officers deliver service to a shared community of clients when issues of mental health and public safety converge. Together, health professionals and police officers are working towards increasing system efficiencies, improving client and employee safety and creating more dignified and respectful intake processes.

#### Initiative Detail:
Investigate and assess Emergency Department intake procedures as they relate to mental health patients presented by police.

Involve community based mental health resources to assist with the management of persons with mental health concerns prior to a state of personal crisis being realized.

Continue to partake in committee and subcommittee meetings with Island Health and strive to identify systemic improvements in efficiency and care as they relate to the transition of clients from a custodial setting to a therapeutic setting.

#### Objective / Desired Outcome:
Improve client care procedures and reduce patient trauma arising from mental health intervention strategies which involve the police and Island Health.

Reduce demand for police presence in health facilities and in the community to manage mental health patients struggling with emotional and mental wellness issues.

Develop collaborative strategies to achieve these common goals through ongoing consultation with Island Health and Regional policing partners.

### Year End Summary:

PROGRESS: COMPLETE
This initiative is considered complete as it is now a part of the normal business practice of the Department. The Inspector in Charge of the Saanich Police Patrol Division continues active participation on the Island Health Police Partnership Committee along with the monthly Police-Emergency Department- Mental Health and Substance Use subcommittee. This activity continues to improve client care procedures and reduce patient trauma arising from mental health intervention strategies which involve the police and Island Health.