# 2016 Annual Work Plan Initiatives

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<thead>
<tr>
<th>Initiative Title:</th>
<th>Record of Core Function Budget Requirements</th>
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<td>Division Responsible:</td>
<td>Administration</td>
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<td>Section Responsible:</td>
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**Background / Issue being addressed:**

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**Objective / Desired Outcome:**

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

Division Responsible: Administration  
Section Responsible: Information Technology  

Key Strategic Priorities:  
Technology  

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.
**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.
**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.
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<tr>
<th>Work Plan Year:</th>
<th>2016</th>
<th>Target Start Date:</th>
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<th>Initiative Complete:</th>
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<tr>
<td>Initiative Number:</td>
<td>A-04</td>
<td>Target End Date:</td>
<td>2016 Dec 31</td>
<td>Carry Forward:</td>
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**Initiative Title:** PRIME Upgrade to version 7.4

**Division Responsible:** Administration

**Section Responsible:** Records

**Key Strategic Priorities:**

- Technology

**Background / Issue being addressed:**

As part of PRIME Corp Business requirements there are some expectations that there will be upgrades to each of the components in the PRIME suite of applications including: RMS, CAD, MDT, MRE, and other related systems that are linked to PRIME. Upgrades are determined by the PRIME Business Team in consultation with all agencies from all servers in the Province.

**Initiative Detail:**

Work with the Saanich Sustainment Team to ensure testing, support, and training is in place as we go through upgrades and change processes to ensure effective transition for each of the components. The Sustainment Team will work with the PRIME BC Business team to determine upgrades, implementation, workload and transition dates as agreed upon with the various clients.

**Objective / Desired Outcome:**

To ensure the quality of information is shared and smooth transition of upgrades occur with minimal impact to operations.
Initiative Title: Purchase a New Phone System for the Police Building

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.
Work Plan Year: 2016  Target Start Date: 2015 Jan 01  Initiative Complete: □
Initiative Number: A-06 / 2015  A-07  Target End Date:  
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.
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<th>Initiative Title:</th>
<th>Admin Division Core Budget</th>
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**Division Responsible:** Administration

**Section Responsible:**

**Key Strategic Priorities:**

Personnel

**Background / Issue being addressed:**

**Initiative Detail:**

**Objective / Desired Outcome:**
Initiative Title: Support Information Technology (IT) requirements associated to expanded facilities.

Division Responsible: Administration
Section Responsible: Information Technology

Key Strategic Priorities:
- Building Remediation
- Technology

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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016
Initiative Number: A-09 / 2015 A-10
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.
### 2016 Annual Work Plan Initiatives

**Work Plan Year:** 2016  
**Initiative Number:** A-10 / 2015 A-11  
**Target Start Date:** 2012 Feb 15  
**Target End Date:**  
**Initiative Title:** Implement SQL Server technology to support PRIME data warehouse and the Police personnel database.  
**Division Responsible:** Administration  
**Section Responsible:** Information Technology  
**Key Strategic Priorities:** Technology

### 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.
SAANICH POLICE
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  Target Start Date:  Initiative Complete: □
Initiative Number: C-00  Target End Date:  Carry Forward: □
Initiative Title: Record of Core Function Budget Requirements

Division Responsible: Community Liaison
Section Responsible:

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:
Work Plan Year: 2016  Target Start Date: 2015 Aug 19  Initiative Complete: 
Initiative Number: C-01  Target End Date: 2016 Aug 31  Carry Forward: 
Initiative Title: Youth: Develop partnerships with Youth Caregivers in Saanich.

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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016
Initiative Number: C-02
Initiative Title: Youth: Partner with Youth Services on youth accountability strategies

Target Start Date: 2015 Sep 01
Target End Date: 2016 Dec 01
Initiative Complete: □
Carry Forward: □

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.
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.
Initiative Title: School Liaison: Personal Protection and Awareness for female high school students

Division Responsible: Community Liaison
Section Responsible: School Liaison

Key Strategic Priorities:

Working with Youth

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.
SAANICH POLICE

2016 Annual Work Plan Initiatives

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

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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  Target Start Date: 2016 Jan 05  Initiative Complete: [ ]
Initiative Number: C-06  Target End Date: 2016 Dec 13  Carry Forward: [ ]
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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  Target Start Date: 2016 Jan 05  Initiative Complete: ☐
Initiative Number: C-07  Target End Date: 2016 Dec 13  Carry Forward: ☐
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

Background / Issue being addressed:
Saanich residents and visitors are extremely fortunate to have 169 district parks with over 825 hectares of parkland and 100 kilometres 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.

Work Plan Year: 2016  Target Start Date: Initiative Complete:  
Initiative Number: C-08  Target End Date:  
Initiative Title: Crime Prevention: Develop a formal Coordinated Response to Problem Properties intervention program (CORPP).

Division Responsible: Community Liaison

Section Responsible:  

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.
2016 Annual Work Plan Initiatives

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.
2016 Annual Work Plan Initiatives

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

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).

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.
Crime Prevention: Expansion of Summer Student Program

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

Key Strategic Priorities:
- Community Engagement
- Working with Youth

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.
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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  
Initiative Number: C-13 / 2015 C-02
Initiative Title: Crime Prevention: Reserve Officer PIMS database for full personnel management.

Division Responsible: Community Liaison  
Section Responsible: Crime Prevention  

Key Strategic Priorities:
- Competency Development  
- Personnel

Background / Issue being addressed:
Personnel management of the Reserve Officers is currently outdated and cumbersome. Initiative is to utilize a database through IPDMA so that recruiting, performance review, quartermaster and personnel file of Reserve Officers mirrors Regular Sworn Membership. Further the database will link with the Staff Development database for purposes of recruiting in to Regular membership.

Initiative Detail:
A quote has been received from our database service provider for building and maintaining a database suited for this objective.

Objective / Desired Outcome:
Full digitization of Reserve Officer Personnel files to bring in line with how all other Saanich Police Department Personnel are managed.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  
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.
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.

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.

<table>
<thead>
<tr>
<th>Work Plan Year:</th>
<th>2016</th>
<th>Target Start Date:</th>
<th>2015 Jan 01</th>
<th>Initiative Complete:</th>
<th>□</th>
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<td>Initiative Number:</td>
<td>C-16 / 2015 C-06</td>
<td>Target End Date:</td>
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<td>Initiative Title:</td>
<td>Bike Section: Targeted education and enforcement relating to vulnerable road users.</td>
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**Division Responsible:** Community Liaison  
**Section Responsible:** Bike Squad

**Key Strategic Priorities:**  
- Road Safety  
- Community Engagement  
- Crime Analysis  
- Community Engagement

**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.
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.
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
- Community Engagement
- Diversity

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.
Work Plan Year: 2016  Target Start Date: 2013 Jan 31  Initiative Complete:  
Initiative Number: C-19 / 2015 C-12  Target End Date:  
Initiative Title: Review the organizational structure the Community Liaison Division to ensure the most effective and efficient use of resources.

Division Responsible: Community Liaison

Section Responsible: Community Liaison

Key Strategic Priorities:

- Business Process Analysis
- Community Engagement

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.
2016 Annual Work Plan Initiatives

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

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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016
Initiative Number: C-21 / 2015 C-16
Initiative Title: Community Engagement: Further increase our Seniors Engagement

Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:
- Community Engagement
- Seniors Programs

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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016
Initiative Number: C-22 / 2015 C-17

Initiative Title: Community Engagement: Host Community Open House activities during National Police Week.

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

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.
2016 Annual Work Plan Initiatives

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

Division Responsible: Community Liaison  
Section Responsible: Bike Squad  

Key Strategic Priorities:
- Community Engagement  
- Core Functions  
- Community Engagement  

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.
SAANICH POLICE

2016 Annual Work Plan Initiatives

Work Plan Year: 2016
Initiative Number: D-00
Initiative Title: Record of Core Function Budget Requirements

Division Responsible: Detective
Section Responsible:

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:
Background / Issue being addressed:
Vancouver Island Regional Correctional Centre (VIRCC), is located in the Municipality of Saanich and therefore all Court ordered DNA collection is the responsibility of the Saanich Police. Prior to January 1, 2014, the BC Sheriffs Service was managing the DNA Collection Program. In 2013, the BC Sheriffs Service executed over 300 DNA Orders at VIRCC. Now that BC Sheriffs have withdrawn this service the Saanich Police Forensic Identification Section (FIS) are responsible for executing all orders at VIRCC.

As of August 2014, FIS members have spent over 130 hours on processing DNA Orders. However, due to staffing/work load of the FIS officers, there are times when only half of the DNA Orders received get processed prior to the inmates being transferred or released. There is a need to find a solution to ensure that all DNA Orders are being acted upon in a timely and efficient manner.

SPD FIS presently have a two civilian staff working in the section. One member is the Administrative Secretary and the other is the Digital Evidence Technician. It is feasible that these two individuals could be utilized in both the administrative duties and possibly the collection of DNA from VIRCC, in some capacity. This in turn would allow the FIS members to spend more time working on criminal investigations.

Initiative Detail:
The FIS Administrative Secretary will be trained to complete the DNA Order administrative documents associated to an inmate that is released into the community or transferred to another correctional facility.

Exploring the option of training The Digital Evidence Technician in the collection, execution and administration of DNA Orders at VIRCC.

Objective / Desired Outcome:
DNA Orders would be executed prior to inmates release or transfer to another correctional facility and FIS officers could spend more of their working time on criminal investigations.
Initiative Title: Forensic Video Technician Certification

Division Responsible: Detective

Section Responsible: Forensic Identification

Key Strategic Priorities:
- Technology
- Investigative Capacity

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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016
Initiative Number: D-03 / 2015 D-03
Initiative Title: Create Redundancy for Strategic Crime Analyst Position

Division Responsible: Detective
Section Responsible: Detective

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.
SAANICH POLICE

2016 Annual Work Plan Initiatives

Initiative Title: Revision of the Major Case Management Business Rules

Division Responsible: Detective

Section Responsible: Detective

Key Strategic Priorities:
Business Process Analysis

Background / Issue being addressed:
The Major Case Management Business Rules used for major investigations are in need of revision to ensure our practices are current and meet the provincial standard. With the new Digital Media System in place there is also a need to include this piece within the revised business rules.

Updating the business rules will also ensure that our practices are consistent with Crown Counsel's newest policy on disclosure.

Initiative Detail:
Revise and update the Major Case Management Business Rules.

Objective / Desired Outcome:
To publish new Major Case Management Business Rules that are consistent with best practices and conform to relevant policy.
To Enhance the Investigative Capacity within the Family Protection Unit

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 will 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.
Work Plan Year: 2016
Initiative Number: D-06 / 2015 D-06
Initiative Title: Explosive Forced Entry Coordinator Duties

Division Responsible: Detective
Section Responsible: Forensic Identification

Key Strategic Priorities:
Personnel

Background / Issue being addressed:
In the past two years, the Greater Victoria Emergency Response Team (GVERT) has obtained an Explosive Forced Entry (EFE) capability. Recently, both EFE and Explosive Ordnance Disposal (EOD) duties have been designated to fall under the operational command of GVERT. Under the current command structure, the Police Explosive Technicians have been operating without an official budget for training and operations. Training has been funded individually by the Staff Development Sections for both the Saanich Police Department and Victoria Police Department, while capital purchases have been funded by GVERT.

A defined EFE/EOD command role has been established because of the recent integration of these duties. With the implementation of this command structure, there will be an increase in tracking and reporting of workload. The appointment of an overall EFE/EOD coordinator responsible to the GVERT Team Leader will allow for tracking of work hours, providing increased efficiency and accountability to commanders.

Initiative Detail:
The Saanich Police Forensic Identification Section currently has a Police Explosive Technician who has been appointed as the EFE/EOD Coordinator. As part of this new position, he will maintain a detailed digital log of work hours spent in the coordination of the GVERT EFE and EOD programs. This member will report on training/equipment status, and operational readiness to both the Team Leader and Officer In Command of GVERT.

Objective / Desired Outcome:
Careful tracking of hours and expenditures will allow for a comprehensive review of the GVERT EFE/EOD budget by Senior Officers. This will establish a framework of procedures and best practices for maintaining the explosive component under an integrated budget.
To Educate the Vulnerable Members of the Community in Relation to On-Line Dating, Fraud and Door to Door Solicitation Scams.

Division Responsible: Detective
Section Responsible: Financial Crimes

Key Strategic Priorities:
- Investigative Capacity
- Community Engagement

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 workshop.

Objective / Desired Outcome:
Reduce the victimization of seniors and other vulnerable sectors of society through education.
Work Plan Year: 2016  
Initiative Number: D-08 / 2015 D-09  
Initiative Title: Increase Drug Enforcement through the use of undercover operations  

Division Responsible: Detective  
Section Responsible: Street Crime Unit  

Key Strategic Priorities: Drug Enforcement

Background / Issue being addressed:
The 2012-2016 Saanich Police Strategic Plan has identified Drug Enforcement as a Key Strategic Priority. To support this Key Strategic Priority the Street Crime Unit has identified that enforcement could be increased by utilizing undercover operatives to make purchases of Controlled Substances.

Initiative Detail:
The Street Crime Unit will increase drug enforcement through the use of covert operator purchases.

Objective / Desired Outcome:
Increase covert operator purchases to increase criminal contacts thereby leading to more opportunities for source recruitment and intelligence lead enforcement strategies.
Initiative Title: Increase potential success of cases that Saanich Police investigates outside of our jurisdiction

Division Responsible: Detective

Section Responsible: Detective

Key Strategic Priorities:

Investigative Capacity

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

Much training has taken place in this regard since 2011, and this will continue as new staff come into both Oak Bay Police and the Saanich Forensic Identification (FIS) and General Investigation (GIS) Sections.

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

Objective / Desired Outcome:
FIS will deliver presentations to members of the Oak Bay Police. The presentations will clarify services available through Saanich Police Forensic Identification Services. The focus will be on scene preservation, evidence protection and FIS capabilities. FIS will coordinate with Oak Bay Police Detective Section to deliver the material to as many Oak Bay Police staff as possible.
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.
Initiative Number: D-11 / 2015 D-12
Initiative Title: Reduce victimization of seniors

Division Responsible: Detective
Section Responsible: Financial Crimes

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.
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<th>Human Source Development</th>
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<tr>
<td>Section Responsible:</td>
<td>Street Crime Unit</td>
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<tr>
<td>Key Strategic Priorities:</td>
<td>Drug Enforcement</td>
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**Background / Issue being addressed:**
Solving crime is often assisted by the use of source information.

**Initiative Detail:**
In conjunction with the previous initiative of drug enforcement and the use of undercover operations, source development can be achieved. With a stated goal of recruiting and using sources within the SCU there should also be a benefit to the Major Crime section if a larger pool of sources exits within SPD.

**Objective / Desired Outcome:**
Recruit sources through drug enforcement.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  
Initiative Number: D-13  
Initiative Title: Reduce Victimization of Seniors and Other Vulnerable Sectors

Division Responsible: Detective  
Section Responsible: Financial Crimes

Key Strategic Priorities:  
Seniors Programs

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 not able to clearly examine a situation 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 members will continue to work in conjunction with the Crime Prevention Officer, to provide fraud prevention workshops/programs to seniors. These will assist in raising their awareness of the risks they face and strategies they can use to avoid being victimized.

2. Financial Crimes Staff will continue to liaise with outside agencies whose clients are, or could be the target of frauds and provide fraud prevention workshops/programs. These will assist in raising their awareness of the risks they face and strategies they can use to avoid being victimized.

Objective / Desired Outcome:
The objective is to conduct sixteen presentations in 2016 to seniors and/or other vulnerable groups, in order to raise awareness of the risks they face and provide strategies to reduce victimization in relation to frauds.

The desired outcome is the reduction of seniors and/or other vulnerable groups being victimized by fraud. The value of this program will be evaluated through feedback from the participants.
Background / Issue being addressed:

Managing tips that come into the Greater Victoria Crime Stoppers program has previously all been done via 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/reports that can be used to assess the performance of the program. The drawback to solely utilizing this platform is that it cannot be customized to a particular program’s needs or wants. 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 last 10 months, it has come to light that the statistics provided by TipSoft do not sufficiently evaluate how our program is doing and are open to a variety of interpretations. It has also been learned that the response rate of disposition information for tips from investigating 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”.

Thursday, February 4, 2016
### 2016 Annual Work Plan Initiatives

**Initiative Title:** Target Prolific Offenders  

**Division Responsible:** Detective  

**Section Responsible:** Street Crime Unit  

**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.

#### Key Strategic Priorities:

- Investigative Capacity
Initiative Title: Record of Core Function Budget Requirements

Division Responsible: Office of the Chief Constable

Section Responsible:

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:
2016 Annual Work Plan Initiatives

Initiative Title: Enhance building security

Division Responsible: Office of the Chief Constable

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 processes 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.
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<th>Initiative Title:</th>
<th>Acquisition of Additional Building Space</th>
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**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
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.
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.
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

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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  
Initiative Number: P-00  
Initiative Title: Record of Core Function Budget Requirements

Division Responsible: PSAP  
Section Responsible: 

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:
### 2016 Annual Work Plan Initiatives

**Work Plan Year:** 2016  
**Initiative Number:** P-01 / 2015 P-01  
**Initiative Title:** Smart Phone Research  
**Division Responsible:** PSAP  
**Section Responsible:** Research and Planning

### Key Strategic Priorities:
- 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.
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 complement 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 complement 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.
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.
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.
### Work Plan Year: 2016

#### Initiative Title:
Dissemination of public information in a major emergency.

#### Division Responsible:
PSAP

#### Key Strategic Priorities:
- Post Disaster

#### 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.
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

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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  Target Start Date: 2014 Sep 02  Initiative Complete: 
Initiative Number: P-07 / 2015 P-08  Target End Date: 
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

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 developing and maintaining plans.

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.
Initiative Title: Developing 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
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

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.
Initiative Title: Introduction to the Police Act training for all newly hired police officers.

Division Responsible: PSAP
Section Responsible: Professional Standards

Key Strategic Priorities:
Personnel

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.
Work Plan Year: 2016  Target Start Date:  2016 Jan 01  Initiative Complete:  
Initiative Number:  P-11  Target End Date:  2016 Dec 31  Carry Forward:  
Initiative Title: Roll Call training for all officers on the top pitfalls that lead to Professional Standards Investigations

Division Responsible: PSAP
Section Responsible: Professional Standards

Key Strategic Priorities:
- Competency Development
- Personnel

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 the top pitfalls with officers so that they learn to adapt better skills to help avoid PSO complaints down the road.

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

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.
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**Background / Issue being addressed:**

**Initiative Detail:**

**Objective / Desired Outcome:**
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<tr>
<th>Initiative Title</th>
<th>Deliver &quot;Road To Mental Readiness&quot; (R2MR) emotional and mental wellness training for Saanich Police personnel</th>
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**Background / Issue being addressed:**

**Initiative Detail:**

**Objective / Desired Outcome:**
Initiative Title: Reallocate human resource functions from Manager of Executive Services to Staff Development Division

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
- Business Process Analysis

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:
Initiative Title: Certified Use of Force Instructor Succession Planning

Division Responsible: Staff Development

Section Responsible: Response Options-Training

Key Strategic Priorities:
- Competency Development

Background / Issue being addressed:
The Saanich Police are required by both internal and external regulations to train members in the use of different force options which are defensible and appropriate to maintain public safety. Saanich Police have a cadre of eight instructors who provide annual training to members to ensure these standards are met. Current instructors are officers who perform this duty on a part-time basis in addition to their regular duties. Many of these instructors have been with the Use of Force program for many years and over time, changes in rank and/or responsibilities have made it difficult for some instructors to meet their duties as an instructor. Additionally, other instructors are due to retire over the next few years which will create vacancies. There is a need to train and certify additional Use of Force Instructors.

Initiative Detail:
Develop a Use of Force Role Player and Understudy Program in 2015.

Objective / Desired Outcome:
The short-term objective is to certify two Use of Force Instructors in 2015.

The long-term objective is to support succession planning by replacing departing and retiring Use of Force Instructors.
**2016 Annual Work Plan Initiatives**

**Work Plan Year:** 2016

**Initiative Number:** S-04 / 2015 S-02

**Initiative Title:** Firearms Instructor First Aid Training

**Division Responsible:** Staff Development

**Section Responsible:** Response Options-Training

**Key Strategic Priorities:**

- Competency Development

**Background / Issue being addressed:**

Currently Department Firearms Instructor participate in annual first aid, CPR and AED training. Although this training meets the requirements for our officers a need has been identified to add another level of training to our instructors. The training will focus on trauma such as gunshot wounds and specific protocols on how to transport trauma patients to area hospitals. An expanded first aid kit which will include oxygen and other specialized items will be required.

**Initiative Detail:**

Develop and implement a Firearms First Aid training program starting in 2015.

**Objective / Desired Outcome:**

Short-Term objective will be to train firearms instructors to properly treat trauma patients.

Long-term goal will to adopt this training as mandatory for all firearms instructors.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  
Target Start Date: 2015 Jan 01

Initiative Number: S-05 / 2015 S-03  
Target End Date:  
Initiative Complete: 

Initiative Title: Replace outdated Recruit Intake Exam  

Division Responsible: Staff Development  
Section Responsible: Staff Development  

Key Strategic Priorities:  
Personnel  
Business Process Analysis  

Background / Issue being addressed:  
The current Recruit Intake Exam in use by the Saanich Police Department was introduced in 1984. It has become outdated and contains elements that do not assist the Recruiting Sergeant in identifying the best possible police officer candidates. The exam is also time-consuming to administer and mark and is not an efficient tool. Most other police agencies in the province have revamped or replaced their Recruit Intake Exam and we have fallen behind the industry standard in this area.

Initiative Detail:  
Research and evaluate best practices of other local and Canadian police agencies and make recommendations for alternatives to the current Saanich Police Recruit Intake Exam.

Objective / Desired Outcome:  
Identify and introduce a new Recruit Intake Exam.
### 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

### Background / Issue being addressed:
During 2015 the model of Approved Screening Device (Alco-Sensor IV-DWF) currently in use will be replaced by a newer model which will be the provincial standard. The RCMP Lab will discontinue their support of the current model, which is based on older technology. The new unit includes features that will improve the quality assurance of the breath testing program. Saanich Police members will need to be trained in the operation of the new instrument in order to maintain our impaired driving enforcement initiatives.

### Initiative Detail:
The Staff Development Division will be responsible for working with the department's Master Instructor to develop and deliver a training program for all front-line officers. As the older Approved Screening Devices are phased out, officers must have successfully completed the conversion training before the new instruments can be introduced.

### Objective / Desired Outcome:
Ensure that all officers whose duties include impaired driving enforcement are trained in the operation of the new Approved Screening Device.
Work Plan Year: 2016  
Initiative Number: S-07 / 2015 S-08  
Initiative Title: Development of Less Lethal Bean Bag Program

Division Responsible: Staff Development  
Section Responsible: Staff Development

Key Strategic Priorities: Core Functions

Background / Issue being addressed:
Saanich Police officers will only use force which is reasonably necessary to effectively and safely bring an incident under control while protecting the life of the public, another officer, or the officer applying the response option. Police officers are responsible for their response to situations, and are required to justify both the need for force and the level of force used to resolve a matter.

The Saanich Police recognize there are specialized options which officers could use to effectively and safely bring an incident under control. One such option, not currently available to Saanich Police, is the use bean bag technology, which can meet the need for a extended range intermediate weapon option. Research into this area suggests that Bean Bag Technology is a desirable less lethal use of force option for the Saanich Police.

Initiative Detail:
Submit a written proposal which will address, cost, timing, integration into existing response options.

Identify and qualify instructors.

Develop policy and train operators.

Objective / Desired Outcome:
The objective is to have the Less Lethal Bean Bag program approved and implemented in 2014.

The 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.
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

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 implement a process that is consistent with industry standards.

Objective / Desired Outcome:
Implement a medical testing process that meets industry standards.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016
Initiative Number: S-09 / 2015 S-13
Initiative Title: Develop a Personal Development Appraisal system consistent with the competency profiles used in the 2014-2015 Promotional Competition process.
Division Responsible: Staff Development
Section Responsible: Staff Development
Initiative Detail:
Establish a working committee that will research and recommend a new Personal Development Appraisal process.
Objective / Desired Outcome:
In 2015, implement a new Personal Development Appraisal process.

Background / Issue being addressed:
Current Personal Development Appraisal system is outdated and needs to be revised. The process is not aligned with the competencies that are currently being utilized in the promotional system.
Initiative Title: Record of Core Function Budget Requirements

Division Responsible: Uniform

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:
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

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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  Target Start Date: 2012 Jan 01  Initiative Complete: 
Initiative Number: U-02 / 2015 U-07  Target End Date: 
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.
Work Plan Year: 2016  Target Start Date: 2012 Jan 30  Initiative Complete: □  
Initiative Number: U-03 / 2015 U-09  Target End Date:  
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.
**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.
Initiative Title: Conduct three Commercial Vehicle Safety Enforcement projects

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
Road Safety

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.
### 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

#### 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.
**Initiative Title:** Use Intelligence-led Policing to improve Crime Reduction Strategies

**Division Responsible:** Uniform

**Section Responsible:** Patrol

**Key Strategic Priorities:**
- Crime Analysis
- Business Process Analysis

**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 these 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.
Work Plan Year: 2016  
Initiative Number: U-08 / 2015 U-14  
Target Start Date: 2012 Feb 15  
Target End Date:  
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 plainclothes. 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.
SAANICH POLICE

2016 Annual Work Plan Initiatives

**Work Plan Year:** 2016  
**Initiative Number:** U-09  
**Initiative Title:** Platoon Staffing and Resource Tracking

**Division Responsible:** Uniform  
**Section Responsible:**

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<th>Key Strategic Priorities:</th>
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**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.
2016 Annual Work Plan Initiatives

Work Plan Year: 2016  
Target Start Date: 2016 Jan 01  
Initiative Complete:  
Target End Date:  
Initiative Complete:  
Initiative Number: U-10  
Initiative Complete:  
Carry Forward:  
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  
Section Responsible:  
Key Strategic Priorities:  
Community Engagement  
Investigative Capacity  

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.
Monitor the frequency and relative complexity of reported calls for service attended to by officers assigned to the Patrol Division.

Division Responsible: Uniform

Key Strategic Priorities:
- Research
- Crime Analysis

Background / Issue being addressed:
A significant draw on operational police resources may arise when high complexity, low frequency (low volume/high risk) events occur, as well as when low complexity, high frequency (high volume/low risk) events occur. If confluence exists between these types of events, demand for deployable operational resources may be further heightened.

An understanding of how and when these types of events cluster, will illustrate the degree to which complexity and/or volume contribute to peak demand for operational police service.

Initiative Detail:
Monitor the global call load of patrol through the use of an interpretive instrument.
Collect data on patterns of call dispersion, complexity and volume.

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.
### Initiative U-12: 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  
**Section Responsible:** Patrol

**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.
Initiative Title: Upgrade work environment and furnishings of the Staff Sergeant's office.

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:

- Technology
- Personnel
- Business Process Analysis

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 seemlessly occur.

Objective / Desired Outcome:
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:

Key Strategic Priorities:

Investigative Capacity
Technology
Road Safety

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

Division Responsible: Uniform

Section Responsible:

Key Strategic Priorities:
- Community Engagement
- Research
- Business Process Analysis
- Competency Development

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.