Work Plan Year: 2017  
Initiative Number: A-01 / 2016 A-01  
Initiative Title: Workstation Replacement  

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.
2017 Annual Work Plan Initiatives

Work Plan Year: 2017          Target Start Date: 2015 Jan 01          Initiative Complete: □
Initiative Number: A-03 / 2016 A-03          Target End Date:
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.
<table>
<thead>
<tr>
<th>Work Plan Year:</th>
<th>2017</th>
<th>Target Start Date:</th>
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<th>Initiative Complete:</th>
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<tbody>
<tr>
<td>Initiative Number:</td>
<td>A-05 / 2016 A-05</td>
<td>Target End Date:</td>
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<tr>
<td>Initiative Title:</td>
<td>Purchase a New Phone System for the Police Building</td>
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<tr>
<td>Division Responsible:</td>
<td>Administration</td>
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<tr>
<td>Section Responsible:</td>
<td>Telecoms</td>
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**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.
2017 Annual Work Plan Initiatives

Work Plan Year: 2017
Initiative Number: A-06 / 2016 A-06
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.
## 2017 Annual Work Plan Initiatives

**Work Plan Year:** 2017  
**Target Start Date:** 2011 Jan 01  
**Initiative Number:** A-09 / 2016 A-09  
**Target End Date:**  
**Initiative Complete:**  
**Carry Forward:**

### 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.
SAANICH POLICE
2017 Annual Work Plan Initiatives

Work Plan Year: 2017  Target Start Date: 2017 Jan 01  Initiative Complete: 
Initiative Number: A-32  Target End Date: 2017 Dec 01  Carry Forward: 
Initiative Title: Development of Training Video(s) and Instruction for Members.

Division Responsible: Administration
Section Responsible: Records

Key Strategic Priorities:
Competency Development

Background / Issue being addressed:
Develop on-line accessible training videos and instruction for members on PRIME related functions.

Initiative Detail:
See Diane Peirce

Objective / Desired Outcome:
See Diane Peirce
2017 Annual Work Plan Initiatives

Work Plan Year: 2017  Target Start Date: 2016 Jul 01  Initiative Complete: □
Initiative Number: A-33  Target End Date: 2017 Jan 31  Carry Forward: □

Initiative Title: Creation of an exempt IT Manager in Information Technology

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:

Personnel

Background / Issue being addressed:
The duties of the IT Supervisor have developed into those more suited to an IT Manager. Currently the IT Supervisor is primarily responsible for Planning and Design, Policy, Budgeting, Project Management and Technical Solution Development.

Initiative Detail:
Recognizing that IT plays a key role in the delivery of police services, an IT Manager will be expected to lead in the application of innovative practices while planning for future enhancements to our technology practices and operations. Working with Human Resources and CUPE we work to create an except position of IT Manager to replace the current IT Supervisor in January of 2017.

Objective / Desired Outcome:
A new IT Manager position for 2017.
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Initiative Title:</td>
<td>The addition of a PRIME Coordinator</td>
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<tr>
<td>Work Plan Year:</td>
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<tr>
<td>Target Start Date:</td>
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<td>Target End Date:</td>
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<td>Administration</td>
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<tr>
<td>Section Responsible:</td>
<td>Records</td>
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</table>

**Background / Issue being addressed:**
See Carla Baehler

**Initiative Detail:**
See Carla Baehler

**Objective / Desired Outcome:**
See Carla Baehler
Initiative Title: Expansion of the WI-FI Network to the rear parking lot. (Linked to A-06)

Division Responsible: Administration
Section Responsible: Information Technology

Key Strategic Priorities:
Technology

Background / Issue being addressed:
The addition of "external" wireless access will allow for IT to use both "Net-Motion" and "Mobicontrol" (A-06) to update the MDT’s remotely while parked in the rear parking lot. This will eliminate the need for IT to touch each MDT for updates and afford members reliable access to policy, procedures, maps, and resources.

Initiative Detail:
Throughout the later portion of 2016 and early 2017 the Saanich Police will be implementing a security and mobile network connection product called Net motion. This will enable connection from the MDT’s in the cars to SPD’s main data network via the current “Prime” cellular network. Netmotion can also operate via a WI-FI network that can be located and service the back parking lot where the police cars reside. By utilizing the WI-FI network data costs that would be incurred over the cellular network would be eliminated. Also bandwidth and reliability of the WI-FI network over the cellular would also be greatly improved. This proposed Wi-Fi network will be an extension of our current existing Meraki wireless network. The infrastructure for this new WI-FI network already exits and it just needs the addition of “external” wireless access points.

Objective / Desired Outcome:
Expanded capabilities for remote access and updates.
<table>
<thead>
<tr>
<th>Initiative Title:</th>
<th>Purchase Mobicontrol</th>
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<tr>
<td>Division Responsible:</td>
<td>Administration</td>
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<tr>
<td>Section Responsible:</td>
<td>Information Technology</td>
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**Background / Issue being addressed:**

Mobicontrol is a product which manages remote devices. It has the ability to enforce security settings and provides enhanced security. It also provides administrators with the ability to remotely update devices that are managed by this service.

**Initiative Detail:**

Mobicontrol is a product which manages remote devices. It has the ability to enforce security settings and provides enhanced security. It also provides administrators with the ability to remotely update devices that are managed by this service. There are at least 2 Police agencies using this product on the lower mainland Vancouver Police and Abbotsford. Saanich Police currently have 2 uses for this product:

- Manage the MDT’s in the cars.
- Manage remote devices attaching to SPD’s main data network. (Laptops, Surface Pro’s etc.)

**Objective / Desired Outcome:**

Remote security and management of MDT’s and other remote devices (laptops).
2017 Annual Work Plan Initiatives

SAANICH POLICE

Work Plan Year: 2017
Initiative Number: A-39
Initiative Title: Fentanyl Handling Kits

Division Responsible: Administration
Section Responsible: Exhibit Control

Background / Issue being addressed:
See Ron Stewart

Initiative Detail:
See Ron Stewart

Objective / Desired Outcome:
See Ron Stewart
### 2017 Annual Work Plan Initiatives

**Work Plan Year:** 2017  
**Target Start Date:** 2017 Jan 01  
**Initiative Complete:**  
**Initiative Number:** C-29  
**Target End Date:** 2017 Dec 31  
**Carry Forward:**  
**Initiative Title:** Crime Prevention: Assessment of CORPP  

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

#### Background / Issue being addressed:

In late 2015 and early 2016 the Crime Prevention Constable became responsible for a new initiative to help end issues with problem properties called CORPP - Coordinated Response to Problem Properties. This program is believed to be successful in its goal of having joint responses from stakeholders in public health and safety come together to rid neighbourhoods of problem houses.

CORPP is now well established as a common duty of the Crime Prevention Constable. The Crime Prevention Sergeant will evaluate the program to determine if the amount of resources applied to this problem is generating a positive result in the community. The evaluation will include a review of the number of hours each CORPP project takes from start to finish.

#### Initiative Detail:

An overall evaluation of the program will be conducted including a review of calls for service pre and post CORPP and an assessment of the hours committed by all of the resources involved.

#### Objective / Desired Outcome:

The evaluation of CORPP will determine if the CORPP is achieving what it was intended to achieve. It will also determine if the resource of the Crime Prevention Constable is appropriate or if the program can or should be resourced from other areas of the Department.
### Initiative: Bike Section: Graffiti - Community Paint-Out

**Work Plan Year:** 2017  
**Initiative Number:** C-30

**Initiative Title:** Bike Section: Graffiti - Community Paint-Out

**Division Responsible:** Community Liaison  
**Section Responsible:** Bike Squad

**Target Start Date:** 2017 Jan 01  
**Target End Date:** 2017 Dec 31

**Key Strategic Priorities:** Community Engagement

### Background / Issue being addressed:
Graffiti in Saanich continues to draw attention in the neighbourhoods where the graffiti is most prevalent. The eradication of graffiti is important as failure to remove graffiti often results in more graffiti incidents occurring in the same area. Community “paint-outs” are an effective way to involve citizens, create partnerships and remove graffiti in a timely and cost effective method. A “paint-out” involves coordination between a community group, the municipality and the police to target a specific area where graffiti is prevalent.

### Initiative Detail:
The Bike Section will work with the community, Saanich Public Works, Saanich Parks and Recreation, Block Watch and other community partners to complete two community “paint-outs” during Q2 and Q3.

### Objective / Desired Outcome:
By the end of the year the Bike Section will have organized two community “paint-outs” during the period covered by Q2 and Q3. The “paint-outs” will continue to strengthen the relationship between the police and the community by demonstrating the police response to a community issue and involve the community and partners in working together to remove graffiti in the community.
Initiative Title: Bike Section: Park Watch - Gorge Park

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 171 parks with over 825 hectares of parkland and 100 kilometers of trails.

The police recognize and appreciate that they can not be in all places at all times. Having extra eyes and ears in the parks makes the community a safer place for everyone to enjoy the outdoors.

Initiative Detail:
Park Watch will incorporate key elements from Block Watch, but with a focus on parks. Key stakeholders will include Saanich Police, community members and community associations, and Saanich Parks and Recreation. Park users along with nearby residents will be educated and encouraged to contact the police to report suspicious or illegal activity, homeless camps of concern and property crimes such as vandalism and graffiti.

Objective / Desired Outcome:
During the year the Bike Section will have implemented a pilot project in Gorge Park. The pilot project will focus on strengthening the relationship between the police and the community by demonstrating communication and response to issues in Gorge Park. The goal of the Park Watch program is building a relationship between the police, the park users and the community around Gorge Park. The pilot project will be measured by the following criteria:

1) The number of residents surrounding the Gorge Park that opt to enroll in the Park Watch email bulletin. This is not measured by a specific threshold however there should be a significant number of residents who are receiving the information via the Park Watch email bulletin.

2) The number of Park Watch bulletins that are distributed in relation to the number of incidents reported to the police. This is measuring the responsive communication by the police to the community.

3) A survey to the Block Watch groups surrounding Gorge Park on the perceived effectiveness of Park Watch.

4) A survey to the Gorge Park Community Garden Society and the Gorge Tillicum Community Association on the perceived effectiveness of Park Watch.
2017 Annual Work Plan Initiatives

Work Plan Year: 2017  Initiative Number: C-32  Initiative Title: Community Engagement: Increased Focus on Vulnerable Seniors

Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:
- Seniors Programs
- Community Engagement

Background / Issue being addressed:
Seniors make up a large and ever-growing proportion of Saanich residents. While Saanich has a relatively low crime rate and is one of the safest communities in Canada, crimes against the elderly are always a concern.

There are various types of elder abuse, for example. This includes financial crimes committed by strangers and crime and abuse committed by both relatives and caregivers, whether at home or in an institutional setting. The many types of crime and abuse can include physical, sexual and emotional abuse along with financial exploitation and neglect.

For several years we have focused on providing fraud, financial and Internet crime prevention education to a number of seniors groups. This has become a regular and expected part of our crime prevention mandate and will continue to occur.

Moving forward, this new initiative will focus more specifically on those segments of the senior population who we would refer to as the most vulnerable seniors.

We recognize that some of the most vulnerable seniors in our community may not have been reached in the past through our focus on crime prevention talks delivered through retirement homes, libraries, recreation centres and supportive care facilities. Some individuals can be socially isolated on a number of levels, with challenges including but not limited to dementia, housing, transportation and language.

Identifying some of the most vulnerable seniors and reaching them with support, education and referrals will be the focus of this revised initiative.

While there are various definitions and opinions regarding what age group defines a senior, for this initiative we will focus on those individuals in the community who are 65 years old or beyond.

Initiative Detail:
In addition to the crime prevention talks which are regularly presented and repeated to seniors groups in retirement homes and public facilities such as libraries and recreation centres, our new focus will be to identify and present to more vulnerable seniors in the community. Our present and future involvement in helping to formulate the new Older Adults Strategy led by Saanich Parks and Recreation will help to identify and reach out to some of the people who can be missed or overlooked due to these gaps. This will further enhance our delivery of seniors programs, in keeping with this area being one of the key Strategic Priorities in our current Strategic Plan.

Objective / Desired Outcome:
In addition to 2017 crime prevention talks which are delivered to the same groups which have been reached during 2016, the objective will be to provide at least one additional talk per quarter which has for its focus a more vulnerable seniors group.

**Initiative Title:** Youth & Schools: Social Media and the Internet - Safe Choices

**Division Responsible:** Community Liaison

**Section Responsible:** School Liaison

**Background / Issue being addressed:**
There have been several incidents regarding youth in middle schools making poor choices with certain Social Media sites. Some of the incidents were of photo sharing and improper accessing of personal data. Some youth are making poor decisions on what they send over social media. School administrators feel students need more education regarding cell phone use, social media and the internet and the hazards and consequences associated with their use.

**Initiative Detail:**
Educate students in middle schools regarding the hazards and pitfalls of accessing Social Media sites, posting personal photos and personal information.

**Objective / Desired Outcome:**
Educate students to make smart choices when using Social Media. The School Liaison officers will deliver this program to the 4 middle schools in Saanich in this school year.
### Initiative Title:
Youth & Schools: Personal Protection & Awareness Program - Mount Douglas Secondary School

### Division Responsible:
Community Liaison

### Section Responsible:
School Liaison

### Background / Issue being addressed:
A personal protection orientation program has been presented at the University of Victoria over the past few years where new students are made aware of the dangers of drugs, binge drinking and personal safety in compromising situations. School Liaison officers recognize that this information could be introduced and shared at an earlier age, with high school students. As a result, this program will be delivered as a pilot project at Mount Douglas Secondary School.

### Initiative Detail:
Instruct students on the hazards of binge drinking, drug use, personal safety regarding situations at parties, leaving drinks unattended, leaving a party with friends you came with rather than a stranger. Students will be made aware of how to recognize compromising situations and about the safe choices and actions they can take to avoid getting in these situations. Cst. Robinson will be the primary developer and presenter of this material.

### Objective / Desired Outcome:
A pilot project will be delivered at Mount Douglas Secondary School during the 2016/2017 school year. The objective of this program is to better prepare young students to protect themselves against the dangers of drugs and binge drinking in compromising situations. Participant feedback will be requested and evaluated in order to assess the value and effectiveness of this project.
Youth & Schools: Identify accessibility gaps in the addiction and mental health programs for high risk youth.

Division Responsible: Community Liaison

Section Responsible: Youth

Background / Issue being addressed:
Several youths who have been dealt with over the past year have been unable to access treatment programs pertaining to addiction and mental health. Youth charged with criminal acts are eligible to access fully funded programs. Some of these youth have not been charged with a criminal act thus are not a candidate for these fully funded programs. These programs are voluntary thus there is no legislation in place to mandate the participation of these youth.

Initiative Detail:
Determine where there are accessibility gaps in the provision of addiction and mental health programs to high risk youth. Discuss these issues with the high risk youth and with other stakeholders who work with them. Try to determined the reasons for the gaps and, where appropriate, make suggestions on how to improve wider access to the programs that are needed.

Objective / Desired Outcome:
Identify gaps surrounding the lack of access by some high-risk youth to addiction and mental health programs. Determine if there are local or systemic reasons for the gaps and, where appropriate, begin a conversation with the key stakeholders on how to provide wider accessibility.
2017 Annual Work Plan Initiatives

Work Plan Year: 2017  Target Start Date: 2017 Jan 01  Initiative Complete: 
Initiative Number: C-36  Target End Date: 2017 Dec 31  Carry Forward: 

Initiative Title: Community Engagement: Diversity and Inclusion

Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:

Diversity

Background / Issue being addressed:
The Strategic Plan has Diversity as one of its key strategic priorities. We are already doing many events in the community through our involvement with the Greater Victoria Police Diversity Advisory Committee but there is more that can be done on an internal level to help bring awareness to diversity issues. Through an increased awareness of what diversity and inclusion really mean the Saanich Police will be better able to engage the entire community we serve.

Initiative Detail:
The Saanich Police recently joined the Canadian Centre for Diversity and Inclusion (CCDI). This is the leading non-profit organization in Canada that is working to help organizations like the Saanich Police become more diverse and inclusive. CCDI offers access to a vast library of information on diversity and inclusion, webinars on diversity topics, conferences and work shops. Members of the Saanich Police Community Engagement Division will participate in some of the programs offered through CCDI and then will communicate out to the rest of the organization on their findings to raise awareness of diversity and inclusion issues throughout the department.

Objective / Desired Outcome:
The desired outcome of this initiative is that the level of awareness and understanding of diversity and inclusion issues will be increased across all employees of the Saanich Police Department. This increased awareness will help the department engage with all members of the Saanich community.
Work Plan Year: 2017
Initiative Number: D-03 / 2016 D-03
Initiative Title: Create Redundancy for Strategic Crime Analyst Position

Key Strategic Priorities:
- Investigative Capacity
- Crime Analysis

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

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

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

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

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

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

Objective / Desired Outcome:
To identify, train and provide experience in the field of crime analysis to an existing resource.
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

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<tr>
<th>Key Strategic Priorities:</th>
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<tr>
<td>Investigative Capacity</td>
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<td>Community Engagement</td>
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**Background / Issue being addressed:**

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

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

**Initiative Detail:**

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

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

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

**Objective / Desired Outcome:**

Reduce the victimization of seniors and other vulnerable sectors of society through education.
### 2017 Annual Work Plan Initiatives

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<thead>
<tr>
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<th>2017</th>
<th>Target Start Date:</th>
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<td>Target End Date:</td>
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#### 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.
## Work Plan Year: 2017
### Initiative Number: D-11 / 2016 D-11
### 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.
Work Plan Year: 2017
Initiative Number: D-14 / 2016 D-14
Initiative Title: Target Prolific Offenders

Division Responsible: Detective
Section Responsible: Street Crime Unit

Key Strategic Priorities:
Investigative Capacity

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

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

Objective / Desired Outcome:
To reduce crime being committed by prolific offenders through intelligent led policing and enforcement strategies. To also continue to monitor prolific offenders as the need arises. The Street Crime Unit currently monitors two prolific offenders but this list may increase or decrease in the future as the working group decides who may be added or subtracted from the list.
Work Plan Year: 2017  
Initiative Number: O-01 / 2016 O-01

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 process used for identifying the existing security risks, provides recommendations to address each risk, and prioritizes the urgency that each risk should be attended to.

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

Objective / Desired Outcome:
To implement security measures that improves overall internal and external building security.
SAANICH POLICE
2017 Annual Work Plan Initiatives

Work Plan Year: 2017  Target Start Date: 2015 Jan 01  Initiative Complete: □
Initiative Number: O-03 / 2016 O-03  Target End Date:  
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.
2017 Annual Work Plan Initiatives

SAANICH POLICE

Work Plan Year: 2017
Target Start Date: 2011 Jan 01
Initiative Complete: ☐

Initiative Number: O-04 / 2016 O-04
Target End Date:

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

**Work Plan Year:** 2017  
**Target Start Date:** 2012 Jan 01  
**Initiative Complete:** □  
**Initiative Number:** O-05 / 2016 O-05  
**Target End Date:**  
**Initiative Title:** Work with the Saanich Police Board and Council to implement a multi-year staffing plan.  
**Division Responsible:** Office of the Chief Constable  
**Section Responsible:** Office of the Chief Constable  
**Key Strategic Priorities:**  
- Personnel  
- Core Functions

**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.
Work Plan Year: 2017  Target Start Date: 2015 Jan 05  Initiative Complete: □
Initiative Number: P-02 / 2016 P-02  Target End Date:  Initiative Complete:
Initiative Title: Develop a Saanich Police Departmental Operations Centre (DOC) Plan

Division Responsible: PSAP
Section Responsible: Research and Planning

Key Strategic Priorities:
Post Disaster

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

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

Objective / Desired Outcome:
To have a DOC in place that compliments the EOC by year end.
Work Plan Year: 2017  Target Start Date: 2014 Jan 06  Initiative Complete:  
Initiative Number: P-05 / 2016  P-05  Target End Date:  Initiative Complete:  
Initiative Title: Dissemination of public information in a major emergency.  Carry Forward:  
Division Responsible: PSAP  
Section Responsible:  
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:
Development of the 2017-2021 Saanich Police Strategic Plan

### Division Responsible:
PSAP

### Section Responsible:
Research and Planning

### Key Strategic Priorities:
Core Functions

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

### Objective / Desired Outcome:
Completion of the 2017-2021 Saanich Strategic Plan
Restructuring of the Annual Work Plan

Work Plan Year: 2017  
Initiative Number: P-16

Target Start Date: 2017 Mar 01  
Target End Date: 2017 Jul 31

Initiative Title: Restructuring of the Annual Work Plan

Division Responsible: PSAP

Section Responsible: Professional Standards

Key Strategic Priorities:
Business Process Analysis

Background / Issue being addressed:
As a result the 2016 Inspector’s competition and the May 2016 senior staff meetings it was brought to the Senior Officers attention that the annual work plan could and should be revamped to become more efficient and provide for meaningful measurable initiatives.

Objective / Desired Outcome:
The objectives of modifying the Annual Work Plan are:
- to make it more efficient
- to make initiatives more reflective of our key strategic priorities
- to ensure that key initiatives are measurable
- to allow for clear and concise public and staff reporting
- to ensure initiatives are cross referenced
- to increase staff awareness of the Annual Work Plan and its objectives
- to provide training to staff on the changes and how to use the database
Initiative Title: Upgrade the Intranet search capability functions.

Division Responsible: PSAP

Section Responsible: Research and Planning

Key Strategic Priorities:

Technology

Background / Issue being addressed:
When compared with other search engines the search functions of the Saanich Police Intranet are noted to be very limited. The Research and Planning section will look to upgrade the Intranet search engine and make it more user friendly.

Initiative Detail:
The Research and Planning constable will work with outside consultants to review the different options for increasing search capabilities for the Intranet. When the best option has been identified implementation and training will be completed.

Objective / Desired Outcome:
The Saanich Police Intranet will become more user friendly.
**Initiative Title:** Upgrade the Saanich Police Web page

**Division Responsible:** PSAP

**Section Responsible:** Research and Planning

**Key Strategic Priorities:**
- Technology
- Community Engagement

**Background / Issue being addressed:**
The Saanich Police web page was developed in XXXX and is currently in need of an upgrade.

**Initiative Detail:**
The Research and Planning constable will work with outside consultants to review the different options for updating the Saanich Police Web page. When the best option has been identified implementation will be completed.

**Objective / Desired Outcome:**
The goal of this initiative is the development of a more modern website for the Saanich Police Department. Additional tools such as interactive surveys or web poles may be added to enhance community engagement through the web page.
Initiative Title: Additional Civilian Research and Policy Analyst

Division Responsible: PSAP
Section Responsible: Research and Planning

Background / Issue being addressed:
Seek approval for an additional civilian Research and Policy Analyst

Initiative Detail:
Saanich Police Professional Standards Division workload has increased dramatically as a greater demand has been placed on police throughout North America to make and justify decisions on reliable evidence based research. With the addition of one Research and Policy Analyst in 2014 we have only begun to scratch the surface of the demand in this area. When this position was created in 2014 it was envisioned that policy analysis and auditing would be a strong component of the job responsibilities. What we have found to date is, because of the demands for research, policy analysis and auditing responsibilities are only being completed on a priority basis. The current workload for one Research and Policy Analyst is not sustainable. We do not have the capacity to conduct proactive policy analysis or audits leaving the department exposed to potential risk and litigation. The addition of a second position will allow us to keep up with demand and be proactive in areas that often come under high scrutiny.

Objective / Desired Outcome:
Increase capacity to be proactive in the areas of policy review, auditing and performance measurement.
Work Plan Year: 2017  Target Start Date: 2015 Jan 01  Initiative Complete: □  
Initiative Number: S-04 / 2016 S-04  Target End Date:  
Initiative Title: Firearms Instructor First Aid Training  
Initiative Description: 

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

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

Objective / Desired Outcome: 
Ensure compliance with required workplace safety standards and provide the best available first aid to officers in the event of a medical emergency during firearms training.
### Work Plan Year: 2017
### 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 identify a process that is consistent with industry standards.

#### Objective / Desired Outcome:
Implement a medical testing process that meets industry standards.
Initiative Title: Deliver "British Columbia Fair and Impartial Policing" (BC FIP) training to Saanich Police personnel

Division Responsible: Staff Development

Section Responsible: Response Options-Training

Key Strategic Priorities:
- Personnel
- Competency Development
- Community Engagement

Background / Issue being addressed:
In October 2016 the Policing and Security Branch announced that they are launching a new course entitled British Columbia Fair and Impartial Policing (BC FIP), in partial response to recommendation 4.12 from the Missing Women Commission of Inquiry requiring police training concerning vulnerable community members. This course is based on the science of human bias and the premise that all people, even well-intentioned people, have biases. BC FIP creates an understanding of how implicit bias can impact police decision-making and provides practical tools to recognize bias and reduce its influence on decision-making.

Initiative Detail:
BC FIP consists of one day of classroom-based training to be delivered in-house. This course is "strongly recommended" for all serving police officers in British Columbia. All members of the target group should complete this course within three years of the course being launched. Monitoring of officer attendance will form part of a suite of provincial performance measures for the promotion of unbiased policing in the province. BC FIP is also suitable and encouraged for all police employees who may have contact with the public.

Objective / Desired Outcome:
To deliver the BC Fair and Impartial Policing course to all Saanich Police officers and all employees who may have contact with the public in fall 2017 / spring 2018.
Introduce "Leadership in Police Organizations" (LPO) Program as leadership development training for Saanich Police supervisors

Background / Issue being addressed:
The 2012-2016 Saanich Police Strategic Plan states, "We recognize that we need to be more intentional in regard to developing our future leaders. We need to create opportunities and strategies to ensure that our staff understand and are competent to take on new leadership roles before being placed in those positions. As we move forward, we will ensure that mentoring and coaching, as well as leadership development opportunities, are identified and maximized in any new initiative or strategy."

Initiative Detail:
The "Leadership in Police Organizations" (LPO) Program is the IACP's flagship leadership development program. The program is three weeks long and offers a scientific understanding of what leadership is. LPO is modeled after the training concept of dispersed leadership ("every officer a leader") and delivers modern behavioral science concepts and theories uniquely tailored to the law enforcement environment. Training curriculum focus includes: Leading Change, The Individual System, Effective Followership, Group Socialization, Intergroup Conflict Management, Fair and Impartial Policing, Communication and Counselling Skills, and Creating an Ethical Culture.

Objective / Desired Outcome:
The objective of this initiative is to explore the most efficient and cost-effective options for delivering the LPO program for Saanich Police personnel, and to assess the viability of this program as our preferred leadership development training for the future.

The desired outcome is to prepare future supervisors for leadership responsibility through the LPO training program.
Initiative Title: Use Intelligence-led Policing to improve Crime Reduction Strategies

Division Responsible: Uniform

Section Responsible: Patrol

Key Strategic Priorities:

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

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

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

Long-term: To reduce crimes and other problems in the areas of Saanich. Minimally there should be a reduction in the specific areas or problems that were targeted.
2017 Annual Work Plan Initiatives

Work Plan Year: 2017  
Initiative Number: U-08 / 2016 U-08  
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:
- Business Process Analysis
- Core Functions
- Personnel

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.
2017 Annual Work Plan Initiatives

Work Plan Year: 2017  
Initiative Number: U-09 / 2016 U-09  
Initiative Title: Platoon Staffing and Resource Tracking  
Target Start Date: 2014 Jan 01  
Target End Date:  
Initiative Complete:  
Carry Forward:  

Division Responsible: Uniform  
Section Responsible:  

Key Strategic Priorities:  
- Investigative Capacity  
- Personnel  

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.
Work Plan Year: 2017  
Initiative Number: U-12 / 2016 U-12  
Initiative Title: Develop and provide training to patrol officers on the Adult Guardianship Act and its application regarding older persons that are vulnerable and/or at risk.

Division Responsible: Uniform  
Section Responsible: Patrol

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

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:**
- Business Process Analysis
- Personnel
- Technology

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

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

**Objective / Desired Outcome:**
**Work Plan Year:** 2017  
**Target Start Date:** 2016 Jan 01  
**Initiative Complete:**  
**Target End Date:**  
**Carry Forward:**

### Initiative Title:
Purchase and deploy a new Traffic Safety Unit crash and crime scene mapping system that is supported by an unmanned aerial vehicle (UAV)  

### Division Responsible:
Uniform  

### Section Responsible:
Traffic Safety Unit  

### Key Strategic Priorities:
- Road Safety  
- Technology  
- Investigative Capacity  

### 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: Develop a Skills Assessment Tool newly hired Exempt Officers and Officers returning to Patrol

Key Strategic Priorities:
- Competency Development
- Personnel

Background / Issue being addressed:
The objective of this initiative is to identify the most efficient and effective method of ensuring that we thoroughly research a suitable training program for experienced police officers coming to the Saanich Police from outside agencies.

Objective / Desired Outcome:
The desired outcome is the implementation of a training program for experienced officers transferring to the Saanich Police.
### 2017 Annual Work Plan Initiatives

**Work Plan Year:** 2017  
**Initiative Number:** U-31  
**Initiative Title:** Active Threat Planning - University of Victoria and Camosun College

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

**Target Start Date:** 2017 Jan 01  
**Target End Date:** 2017 Dec 31

**Initiative Complete:** □  
**Carry Forward:** □

**Key Strategic Priorities:**
- Community Engagement
- Investigative Capacity

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**Background / Issue being addressed:**
An active threat is an individual actively engaged in attempting to harm people in a confined space or other populated areas. Recent world events indicate that public institutions, such as the University of Victoria, are at potential risk. In most cases, active threats use weapons and there is no pattern or method to their selection of victims. Active threat situations are unpredictable and evolve quickly. Active threats usually will continue to move throughout a building or area until stopped by police, suicide or other intervention.

**Initiative Detail:**
Work collaboratively with the University of Victoria in developing a response procedure that will culminate with a tabletop type exercise.

**Objective / Desired Outcome:**
To provide faculty, staff and students with an improved understanding on how to predict, prepare, and respond to and active threat event through the delivery of specific protocol that is designed to enhance community safety and wellbeing.
2017 Annual Work Plan Initiatives

SAANICH POLICE

Work Plan Year: 2017
Initiative Number: U-32

Initiative Title: Conduct Targeted Traffic Enforcement Activities

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
- Road Safety
- Core Functions

Background / Issue being addressed:
Road safety is a priority of the Saanich Police. We are proud of our accomplishments and the progress made since our last strategic plan. Through the strategic planning process, the community has once again identified road safety as a key priority. We recognize that keeping our roadways safe requires a collaborative approach through enforcement and education. As a result, the Saanich Police will focus on strategies that help reduce the frequency and severity of crashes.

Initiative Detail:
In collaboration with our community partners, the Traffic Safety Unit will conduct targeted enforcement and educational activities at 20 key crash locations in Saanich. This activity will focus on both high crash intersections and key thoroughfares throughout the Municipality as identified through the use of data analysis.

Objective / Desired Outcome:
This initiative will see a reduction in the frequency and severity of crashes thus supporting the overall outcome of creating a safer community.

Target Start Date: 2017 Jan 02
Target End Date: 2017 Dec 29
Initiative Complete: No
Carry Forward: No