Work Plan Year: 2017  
Initiative Number: A-01 / 2016 A-01  
Initiative Title: Workstation Replacement  
Target Start Date: 2016 Jan 01  
Target End Date: 
Initiative Complete: ✓  
Carry Forward: □  

Division Responsible: Administration  
Section Responsible: Information Technology  

Key Strategic Priorities:  
Technology  

PROGRESS: COMPLETE  

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

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

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

Year End Summary:  
All computer work station have been replaced. This initiative is complete.
**Initiative Title:** Develop Training Video and Instructions for online learning.

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

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

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

**Year End Summary:**
Completed in Q1. Initiative concluded.
### 2017 Annual Work Plan Year-End Summary

<table>
<thead>
<tr>
<th>Initiative Title:</th>
<th>Purchase a New Phone System for the Police Building</th>
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<tbody>
<tr>
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<td>2017</td>
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<tr>
<td>Initiative Number:</td>
<td>A-05 / 2016 A-05</td>
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<tr>
<td>Target Start Date:</td>
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<td>Target End Date:</td>
<td>2019 Apr 30</td>
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<td>Division Responsible:</td>
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<td>Section Responsible:</td>
<td>Telecoms</td>
</tr>
<tr>
<td>Key Strategic Priorities:</td>
<td>Technology</td>
</tr>
</tbody>
</table>

**Background / Issue being addressed:**

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

**Initiative Detail:**

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

**Objective / Desired Outcome:**

Purchase and install a new phone system in the police building.

---

### Year End Summary:

PROGRESS: DELAYED
2017 Annual Work Plan Year-End Summary

Work Plan Year: 2017  Target Start Date: 2015 Jan 01  Initiative Complete: ✓
Initiative Number: A-06 / 2016 A-06  Target End Date: 
Initiative Title: Develop Jail Guard Training Program

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
Personnel

PROGRESS: DELAYED

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

Initiative Detail:
Design a jail guard training package.

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

Year End Summary:
This initiative is ongoing. The Jail guard schedule has been restructured to allow for planned training with less impact to the work group. A training course is being completed by the Admin Div. Staff Sergeant with implementation in 2018. This will occur after the completion of the Front Desk Reception area, as this will mitigate disruption to the Jail staff as they conduct their daily responsibilities.
<table>
<thead>
<tr>
<th>Initiative Title:</th>
<th>Develop a new service delivery model for the front desk</th>
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<tbody>
<tr>
<td>Division Responsible:</td>
<td>Administration</td>
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<tr>
<td>Section Responsible:</td>
<td>Front Desk</td>
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</table>

**Background / Issue being addressed:**

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

**Initiative Detail:**

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

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

**Objective / Desired Outcome:**

Anticipated outcomes include: improved service delivery model for Front Desk services; improved coordination of Summons and Subpoenas / Telebail and other front desk duties; less waiting for citizens attending the front office; improved capacity for police to deal with calls for service over the phone; and improved time for officers on the road to conduct self-initiated police work.

**Year End Summary:**

With the renovation to the Front Desk reception area to start in early 2018, this initiative will continue to be monitored. The change to the overall configuration of the reception area may result in a change in practice of our service delivery model to ensure we provide the best service possible to the public.

This initiative is ongoing and will continue to be reviewed.
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

Year End Summary:
Related to A30 and on hold pending resources.
Work Plan Year: 2017  
Initiative Number: A-33  
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.

Year End Summary:
COMPLETE
### Work Plan Year: 2017

<table>
<thead>
<tr>
<th>Initiative Title:</th>
<th>The addition of a PRIME Coordinator</th>
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<td>Division Responsible:</td>
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<tr>
<td>Section Responsible:</td>
<td>Records</td>
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<tr>
<td>Key Strategic Priorities:</td>
<td>Personnel</td>
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</table>

#### Background / Issue being addressed:

There is a greater need to have a operational and systems support using the PRIME RMS and related systems, system administration, and training and development for all users of the system. Although challenging, the work is currently being shared between the Administration Staff Sergeant, Manager of Administrative Services and Records Supervisor.

#### Initiative Detail:

Saanich is the only agency in the Province without a dedicated PRIME Coordinator. The work has been generally managed by Administrative Staff, Manager of Administrative Services and Records Supervisor. Regular training initiatives are not being met and is currently done on an urgent requirement basis.

#### Objective / Desired Outcome:

Ensure there is dedicate knowledge transfer and effective support services in place at multiple levels to ensure system standards, policies and procedures are followed and training is proactive and beneficial for all users.

#### Year End Summary:

PRIME Coordinator posting is on hold pending funding. Initiative to be carried forward into 2018.
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 "Mobicontrl" (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.

Year End Summary:
The equipment required to expand WIFI to the back parking lot was installed and WIFI has been expanded into the back parking lot. This initiative is concluded.
Initiative Title: Purchase Netmotion (WAS Mobicontrol)

Division Responsible: Administration
Section Responsible: Information Technology

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).

Year End Summary:
The Netmotion licensing was renewed and is ready for uninstallation. Vendor assistance to stand up the new server was not available in December and has been rescheduled for January. We expect to have the service in place prior to the replacement of MDTs in mid 2018.
Initiative Title: Naloxone Kits

Division Responsible: Administration
Section Responsible: Exhibit Control

Key Strategic Priorities:
- Personnel
- Community Engagement

PROGRESS: COMPLETE

Background / Issue being addressed:
With the current state of Fentanyl overdoses to the public and the risk of serious harm or death to the public and our officers it has been determined that Naloxone Kits can be a preventative measure in preventing this harm. Naloxone is a pure opiate antagonist that prevents or reverses the effects of opioids (i.e. Fentanyl), including respiratory depression, sedation, hypotension, and death.

Initiative Detail:
In an effort to reduce the risk of Fentanyl overdose by members of the public, and to safeguard our staff against inadvertent exposure to Fentanyl that could result in serious harm or death, Naloxone kits are now part of our Quartermaster Stores inventory. Frontline officers (Patrol, TSU, Canine, SLO and Bike Squad) members are required to deploy with a kit while on duty.

All sworn members are required to complete the recognized Canadian Police Knowledge Network course in order to administer Naloxone.

Additional training will be provided by certified Saanich Police trainer.

Objective / Desired Outcome:
To decrease the risk of harm or death fro the public and our officers.

Year End Summary:
COMPLETE
2017 Annual Work Plan Year-End Summary

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 benchmarking 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.

Year End Summary:
This initiative is concluded at year end 2017. CORPP has proven to be an effective tool for dealing with troublesome properties in the municipality that had generated numerous calls to police as well as other stakeholder agencies.

To date, with all the CORPP projects completed there has not be a single instance of a problem property reactivating.
Work Plan Year: 2017  Target Start Date: 2017 Jan 01  Initiative Complete: ✓
Initiative Number: C-30  Target End Date: 2017 Dec 31  Carry Forward: □
Initiative Title: Bike Section: Graffiti - Community Paint-Out
Division Responsible: Community Liaison
Section Responsible: Bike Squad

Key Strategic Priorities:
Community Engagement

PROGRESS:
COMPLETE

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.

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.

Year End Summary:
The Seaton Ascension Mural was a great success in a number of ways. The project aligned well with the Civil Forfeiture Crime Prevention grant criteria that was fundamental to financially supporting the mural. The project was made possible by the strong partnerships between the Saanich Police, the Victoria Native Friendship Centre and the District of Saanich. The project spanned a great amount of time in 2017 from the planning stage, to approval from Saanich Arts and Heritage Committee and Saanich Council, painting by the youth artists and the unveiling ceremony. The mural was well received by the community and is being viewed as a model to reduce graffiti in other areas in the municipality.
2017 Annual Work Plan Year-End Summary

Work Plan Year: 2017  
Initiative Number: C-31  
Initiative Title: Bike Section: Park Watch - Gorge Park

Division Responsible: Community Liaison  
Section Responsible: Bike Squad

Key Strategic Priorities:
Community Engagement

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

Initiative Complete: ✓  
Carry Forward: □

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.

Year End Summary:
In 2017 the Park Watch program was piloted in Gorge Park. The project was not successful due to a number of factors, one of the main reasons being that most of the residences or apartments do not physically edge the park. This geographical distance (Gorge Road West and Tillicum Road) appears to be the cause for low interest and engagement by residents in the immediate area. Mid year residents near Bryden Park requested to create a Park Watch program due to youth complaints in the park. The residents are satisfied with the connection between the police and the neighbourhood and park will continue to operate in 2018.
2017 Annual Work Plan Year-End Summary

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

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

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:

Target Start Date: 2017 Jan 01  
Target End Date: 2017 Dec 31  
Initiative Complete: Yes  
Initiative Number: C-32  
Section Responsible: Crime Prevention  
PROGRESS: COMPLETE
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.

**Year End Summary:**

The new Crime Prevention constable delivered a number of presentations to vulnerable seniors and developed strong working relationships with many important stakeholder groups in the community. A proposal to coordinate and help deliver Vulnerable Seniors training and education to our front-line police officers was approved and will involve subject matter experts from several of these partner agencies. There are five training dates scheduled during the first two months of 2018 including Vulnerable Seniors topics.
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.

Year End Summary:
Over the 2017 school year, approximately 25 presentations on the topic of safe cyber behavior and proper social media presence were taught in Saanich schools. Although the initiative was meant to deal with middle schools it was found that this issue was prevalent in all schools; therefore, presentations were delivered in elementary, middle, and high schools.

In elementary schools, the focus was on the basics of a social media presence, including not posting personal information and personal pictures to make you vulnerable online. In terms of cyber safety, the younger students discussed “being nice” to people and how to seek help if you were experiencing cyber aggression. In middle schools, these themes were expanded on and explored further. In high schools, the dialogue turned to more graphic issues, including counselling suicide, publication of intimate images without consent, and the consequences of those actions, both legally and socially.

Given the on-going nature of cell phone and social media issues amongst students these presentations will continue in 2018 and likely beyond.
Initiative Title: Youth & Schools: Personal Protection & Awareness Program - Mount Douglas Secondary School

Division Responsible: Community Liaison
Section Responsible: School Liaison

Key Strategic Priorities:
- Working with Youth

**Background / Issue being addressed:**

Administration at Mt Doug Secondary School initiated conversation with the Saanich Police School Liaison Section regarding opportunities to instruct Self Defence seminars to the female students attending the school. These conversations evolved into the development of a Personal Protection program that would be rolled out as a pilot program within the girls grade 9 & 10 Physical Education classes.

Through administrative experience with student incidents, police exposure to community behavior and recent Canadian study on women's safety programming and personal safety success rates, this program appears relevant, required and welcomed by the school, students and parents.

This initiative will be lead by members of the School Liaison Section that are Certified Provincial Response Options Instructors. This will add both expertise and credibility to the content being presented.

**Initiative Detail:**

The intent of this program is to educate these young women firstly on productive decision making, situational awareness and how to acknowledge environmental warning signs through their "women's intuition". Evolving past the theory component of this program, the students will be taught the benefits of body language, voice command and personal boundaries. A further evolution will be hands on techniques taught to keep these young female community members as safe as possible during times of unwanted or spontaneous conflict.

Areas of instruction covered will consist of:
- Environmental Position
- Stances
- Body Language
- Body Positioning
- Identifying Escape Routes
- Wrist Grab Releases
- Clothing Grab Releases
- Hair Grab Releases
- Choke Defence
- Hand Strike Techniques
- Leg Strike Techniques
- Ground Fighting Defence (associated to sexual assaults)

At the conclusion of the initial 8 week program, the class will be promoted to grade 11 and 12 female students to attend, on their spare time, during "flex block".
Objective / Desired Outcome:
The objective of this initiative is to give understanding and competence to the Mt Doug female students relating to their personal safety. Self confidence, self worth and self respect are measureable attributes. Program feedback from both the students and administration will confirm the success and continuation of this program.

Year End Summary:
The objectives of this program were to first educate young high school women about how to improve their decision-making, situational awareness and threat recognition, followed by learning the benefits of body language, voice command and personal boundaries and finally to develop the physical skills to keep themselves safe in a worst-case scenario.

Throughout the school year, compelling written feedback was received from the students and school administration that confirmed the program was achieving and exceeding expectations. The instructing officer has begun to transfer and share his instructional knowledge and techniques with another officer who will be replacing him in the section by mid-year in 2018. This succession planning will help to ensure program continuity.
Work Plan Year: 2017  
Target Start Date: 2017 Jan 01  
Target End Date: 2017 Dec 31  
Initiative Number: C-35  
Initiative Complete: ✔  
Carry Forward: □

Initiative Title: Youth & Schools: Identify accessibility gaps in the addiction and mental health programs for high risk youth.

Division Responsible: Community Liaison

Section Responsible: Youth

Key Strategic Priorities:
- Working with Youth

PROGRESS:
COMPLETE

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.

Year End Summary:
Over the past year, several gaps were identified within the systems pertaining to youth. These gaps were identified in the following areas:
- Continual reports of fights and assaults occurring at the Burnaby Youth Detention Centre. It is unknown if having no Youth Correctional Centre on Vancouver Island has contributed to these assaults.
- Difficulty for substance addicted youth in accessing local detox centres, and being prescribed suboxone or methadone.
- Limited number of mental health services available for youth who are in crisis and in need of assistance.
- Lack of structure, security, and counselling/assistance for youth who have been deemed to have completed a full time attendance program.

These gaps were identified and discussed with the various stakeholders. Overall, the awareness of the issues was raised between the stakeholders but it is acknowledged that most issues are systemic in nature and there are no quick fixes to be had. These conversations will continue but this initiative will be concluded as the goal of raising awareness has been met.
**SAANICH POLICE**

**2017 Annual Work Plan Year-End Summary**

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<td>Initiative Title:</td>
<td>Community Engagement: Diversity and Inclusion</td>
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**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 workshops. 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.

**Year End Summary:**

Every month of the year included a variety of community engagement events, activities and presentations with a focus on diversity and inclusivity. Some of the main highlights were new educational sessions obtained through our membership in the CCDI (Canadian Centre for Diversity and Inclusion), Truth & Reconciliation-themed training and collaboration with the Indigenous community, the implementation of gender-free single stall restrooms in both police buildings and an eight-team soccer tournament involving local police departments and the Masjid Al-Iman Muslim community, which included a large number of our police officers and support staff.
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.

Year End Summary:
At this point a second staff member has not been identified to backfill the Crime Analyst position. Additional options are being explored but a decision has not been reached. This initiative will be carried forward to 2018.
Initiative Title: 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:

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<th>Investigative Capacity</th>
<th>PROGRESS: OBJ ACHIEVED/ONGOING</th>
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<tr>
<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.

Year End Summary:

Over the past year, the Financial Crimes Section has taken part in three orientation sessions for the University of Victoria International Program, providing valuable tools to assist these students in recognizing financial frauds and providing them with the tools needed to prevent and report these incidences. These sessions have been successful and the section is currently scheduled for two additional dates one January 10, 2018 and the second April 11, 2018. Based on the continued success of this initiative the section has recommended its continuation for 2018.
Work Plan Year: 2017  
Initiative Number: D-10 / 2016 D-10  
Initiative Title: Connect with the business community to reduce victimization

Division Responsible: Detective  
Section Responsible: Financial Crimes

Key Strategic Priorities:
Community Engagement

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

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

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

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

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

Year End Summary:
In the past year the Financial Crimes Section teamed with the coordinator of Business Watch to notify local businesses through the group email of the fraud prevention presentations the section can provide to their staff. The section had in previous years tried to promote these presentations by handing out flyers to local businesses, however these efforts resulted in limited responses.

Two businesses responded to the recent notification, one of which requested two separate sessions, one at the end of September and the other in October, to ensure maximum participation for their supervisory staff from 5 different store location both within and outside of Saanich. These sessions were well attended and the information provided was based on the types of frauds that the section was currently seeing, such as credit and debit card fraud and counterfeit currency. The second business is located in Cadboro Bay and they are still in the process of trying to schedule a presentation date in order to include other businesses that surrounds them. We are hopeful that this will take place in the next month or two.

Although the section had hoped for a better response from the businesses, the timing of the notification that was sent out through Business Watch may have been a factor, given its proximity to the summer months. As such the section is continuing to work with the Business Watch coordinator to send out additional notifications to the businesses about these sessions.

The section has requested the continuation of this initiative into 2018 and will evaluate the response and requests received to determine if the initiative will continue beyond this year.
Background / Issue being addressed:
The elderly are often targeted by criminals, especially in relation to financial crimes. There continue to be incidents where seniors are taken advantage of in crimes such as Internet Fraud, Identity Thefts, and scams of various types. Since 2011, several presentations have been made to a variety of groups in an attempt to reduce this type of victimization. In fact in 2012 alone the Crime Prevention Officer, in conjunction with the Financial Crime Section members, gave 15 Lectures to over 336 seniors, bank customers, and other citizens associated with various seniors groups, senior facilities, and organizations. These presentations focused on senior groups and were very well received. Despite this ongoing effort, the issue of senior victimization continues and therefore this initiative must continue.

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

Objective / Desired Outcome:
The objective is to conduct Sixteen presentations to seniors.

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

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

Year End Summary:
In 2017, the Financial Crimes Section and the Crime Prevention Officer conducted seven presentations to seniors group. This is less than in previous years, however the number of participants in these sessions has remained consistent and the feedback from these sessions is positive and the message being delivered is relevant.

The section however continues to receive files and notifications from patrol relating to senior citizens who have been a victim of fraud. These individuals fall outside of the groups who attend these presentations and even with the media notices and web site information that the Saanich Police Department puts out, still fall victim. The section takes every effort to speak to these individuals one on one and provide them or the investigating officer with the necessary tools and appropriate resources to assist them. Most often recognizing that mental decline is a contributing factor in what is happening to them.

In 2018, the Financial Crimes Section will be taking part in training sessions for members of the Saanich Police Department, geared toward the aging population in Saanich and will provide the members with the knowledge, tools and resources to deal with issues surrounding our senior population. The section will also continue to provide fraud prevention presentations in conjunction with the Crime Prevention Officer to local seniors groups in 2018.
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.

Year End Summary:
The Saanich Police Street Crime Unit currently monitors four members of the community that have been identified as Prolific Offenders. Each time one of these offenders is arrested and is facing new charges a bail package is included in the Report to Crown Counsel which is updated currently by Cst. Symonds of the Street Crime Unit. These packages reflect the most up to date PRIME files as well as criminal convictions. It is believed that with support from the courts these packages aid in the sentencing of the Prolific Offenders. At year end currently two of our Offenders are incarcerated at VIRCC, a third is facing new charges and will more than likely be sentenced in the future. Our fourth Offender is living elsewhere in the Province and will most likely be dropped from the program and the Saanich Police Street Crime Unit will monitor a new Offender.

This initiative will continue into 2018.
2017 Annual Work Plan Year-End Summary

Work Plan Year: 2017  
Target Start Date: 2016 Feb 02  
Initiative Complete:  
Target End Date:  
Initiative Complete:  
Carry Forward:  
Initiative Number: O-01 / 2016  
Initiative Title: Enhance building security

Division Responsible: Office of the Chief Constable
Section Responsible:  
Key Strategic Priorities:  
Building Remediation  
PROGRESS:  
ONGOING

Background / Issue being addressed:
In late 2014 Chief Constable Downie ordered the creation of a Building Security Committee. Under the chairmanship of Inspector Edwards, the committee was charged with identifying, studying, and making recommendations regarding the building's internal and external physical security deficiencies.

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

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

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

Year End Summary:
The tender process completed during the fourth quarter and a successful proponent was identified. Construction is scheduled to begin during the second week of January 2018. As a result, this AWP initiative will carry over into 2018.
2017 Annual Work Plan Year-End Summary

Work Plan Year: 2017  Target Start Date: 2015 Jan 01  Initiative Complete: □
Initiative Number: O-03 / 2016 O-03  Target End Date:  Carry Forward: ☑
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

PROGRESS:
ONGOING

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

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

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

Year End Summary:
The consolidated dispatch centre (E-Comm) is under construction by the CRD with a targeted completion date of early 2019. The integration of intelligence and/or other services will continue to be explored in 2018, in addition to potential opportunities for amalgamating resources. This AWP initiative will continue into 2018.
**Work Plan Year:** 2017  
**Target Start Date:** 2011 Jan 01  
**Initiative Number:** O-04 / 2016 O-04  
**Target End Date:**  
**Initiative Complete:**  
**Carry Forward:** √

**Initiative Title:** Public Safety Building Remediation Project

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

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

**Key Strategic Priorities:**
- Building Remediation

**Background / Issue being addressed:**

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

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

**Initiative Detail:**

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

**Objective / Desired Outcome:**

To identify the earliest opportunity to become engaged with municipal staff in planning for the remediation of the public safety building,

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

**Year End Summary:**

This AWP initiative remains active and will be carried into 2018.
2017 Annual Work Plan Year-End Summary

Work Plan Year: 2017  Target Start Date: 2012 Jan 01  Initiative Complete: □
Initiative Number: O-05 / 2016 O-05  Target End Date:  Carry Forward: ✔

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

PROGRESS: ONGOING

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

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

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

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

Year End Summary:
The budget approval process will be complete in the spring of 2018 at which time decisions will be made regarding the disposition of the new positions being sought. This AWP initiative will continue in 2018.
Initiative Title: Develop a Saanich Police Departmental Operations Centre (DOC) Plan

Division Responsible: PSAP
Section Responsible: Research and Planning

Key Strategic Priorities:
Post Disaster

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

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

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

Year End Summary:
DOC space is being used as temporary office space for ongoing renovations. Upon completion of the renovations the DOC furniture will arrive and the DOC will be operational. Targeted opening will be Q2 2018.
Work Plan Year: 2017  
Initiative Number: P-05 / 2016 P-05  
Target Start Date: 2014 Jan 06  
Target End Date:  
Initiative Title: Dissemination of public information in a major emergency.  
Initiative Complete: ☐  
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.  

Year End Summary:  
The Disaster Communication plan is managed by the Emergency Program Office for the municipality. Professional Standards staff have provided input but the plan remains under construction.
Work Plan Year: 2017  Target Start Date: 2016 Jan 01  Initiative Complete: ✓  Carry Forward: □
Initiative Number: P-08 / 2016 P-08  Target End Date:
Initiative Title: Development of the 2017-2021 Saanich Police Strategic Plan

Division Responsible: PSAP  
Section Responsible: Research and Planning

Key Strategic Priorities:
Core Functions

PROGRESS:
COMPLETE

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

Initiative Detail:

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

Year End Summary:
The strategic plan was finalized and a printer was identified. Full roll out of the plan will begin in Q1 of 2018. This initiative will be concluded and a new 2018 initiative will be started for the implementation of the communication plan when a release date has been determined.
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.

Initiative Detail:
After further consultation about the proposed modifications the Annual Work Plan will be revamped with the assistance of Sally Horton.

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

Year End Summary:
Work on this initiative continued throughout 2017. Completion has been somewhat delayed due to capacity. This initiative will be carried forward into 2018.
Work Plan Year: 2017  
Initiative Number: P-17  
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.

Year End Summary:
Funding for a replacement of the Intranet system was not included in the 2018 budget. This initiative will carry forward into 2018.

Staff will identify areas where improvements can be made to the existing system by streamlining existing pages to make information easier to access and by reducing the redundancy of information which hampers the existing capabilities.
**SAANICH POLICE**

**2017 Annual Work Plan Year-End Summary**

**Work Plan Year:** 2017  
**Initiative Number:** P-18

**Initiative Title:** Upgrade the Saanich Police Web page

**Division Responsible:** PSAP  
**Section Responsible:** Research and Planning

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

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

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

**PROGRESS:** DELAYED

**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 polls may be added to enhance community engagement through the web page.

**Year End Summary:**

This initiative will carry forward into 2018. Research and discussion will be conducted to determine the needs of the Department and Board, and examples of existing police sites will be presented to stimulate that discussion.

Once a consensus is reached by Department management, a vendor will be selected via Request for Proposal.
Initiative Title: Additional Civilian Research and Policy Analyst

Division Responsible: PSAP

Section Responsible: Research and Planning

Key Strategic Priorities:
Research

**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.

**Year End Summary:**
The additional full time Civilian Research and Policy position was not approved in the budget at the Municipal Council level. Due to workload demands the Police Board has approved funding the additional position on contract out of the current police budget until June 2018. A resource request for the new position will be forwarded again for the 2018 budget.
This initiative will be carried over into 2018.
Initiative Title: Firearms Instructor First Aid Training

Division Responsible: Staff Development

Section Responsible: Response Options-Training

Key Strategic Priorities:

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Background / Issue being addressed:

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

Initiative Detail:

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

Objective / Desired Outcome:

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

Year End Summary:

This initiative is considered concluded. The objective of ensuring compliance with required workplace safety standards and providing the best available first aid to officers in the event of a medical emergency during firearms training has been achieved. All 16 current departmental Firearms Instructors have been trained as Level 1 Occupational First Aid attendants. Direction regarding whether Level 1 OFA must be present during off-duty firearms training is not available from WorkSafe BC.
SAANICH POLICE

2017 Annual Work Plan Year-End Summary

Work Plan Year: 2017
Initiative Number: S-08 / 2016 S-08
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

Target Start Date: 2014 Jan 02
Target End Date: 
Initiative Complete: □
Carry Forward: ✔

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

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

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

Year End Summary:
This initiative will be carried forward into 2018 for an assessment of the implications of adopting the pre-employment medical screening introduced by most other BC municipal police agencies. Considerations include whether and how the more detailed medical information resulting from the enhanced pre-employment examinations can be used in employment decisions. There will also be significant budget implications if the enhanced medical examinations are adopted in 2018.
Work Plan Year: 2017  
Initiative Number: S-27  
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.

### Year End Summary:
During Q4, Part II Order #625 introduced BC Fair and Impartial Policing as mandatory training for all sworn and non-sworn Saanich Police personnel. The training will be delivered to Saanich Police reserves in January 2018. All other personnel will attend one of 12 full-day sessions scheduled throughout Q1 and Q2 of 2018. Sign up is underway and the training schedule has been added to the Saanich Police Intranet. This initiative will be carried forward into 2018 for implementation and completion.
SAANICH POLICE

2017 Annual Work Plan Year-End Summary

Work Plan Year: 2017          Target Start Date: 2017 Jan 01          Initiative Complete: 
Initiative Number: S-28      Target End Date: 2017 Dec 31          Carry Forward: 
Initiative Title: Introduce "Leadership in Police Organizations" (LPO) Program as leadership development training for Saanich Police supervisors

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:

Personnel
Competency Development

PROGRESS:
DELAYED

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 Counseling 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.

Year End Summary:
No progress made on this initiative during Q3 or Q4. LPO remains an intriguing option for training to prepare future supervisors for leadership responsibility, and further research into opportunities to introduce LPO for Saanich Police members is required. This initiative will be carried forward into 2018.
2017 Annual Work Plan Year-End Summary

Work Plan Year: 2017
Initiative Number: U-07 / 2016 U-07
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 those problems.

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

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

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

Year End Summary:
This initiative will be concluded in 2017 as the associated activities now form a part of regular Patrol Division operations. Patrol members continue to use crime data created through PRIME as analyzed by the Department's Intelligence Section to identify prolific offenders and crime hot spots in the municipality. This allows the purposeful focusing of resources.
Initiative Title: Increase time for Patrol officers to conduct self-initiated, pro-active, intelligence-led initiatives.

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.
This initiative will be ongoing. Further activities will take place in 2018 to identify strategies to streamline processes, create efficiencies and increase effectiveness to increase the discretionary time required to be proactive and deal with issues that need a more long-term or strategic response; and, increase the use of innovative crime and problem reduction strategies.

<table>
<thead>
<tr>
<th>Work Plan Year:</th>
<th>2017</th>
<th>Target Start Date:</th>
<th>2014 Jan 01</th>
<th>Initiative Complete:</th>
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<tr>
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<td>U-09 / 2016 U-09</td>
<td>Target End Date:</td>
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<tr>
<td>Initiative Title:</td>
<td>Platoon Staffing and Resource Tracking</td>
<td>Carry Forward:</td>
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**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.

**Year End Summary:**

This activity is ongoing. Further analysis of shift schedules and deployment models will take place in 2018 and will be based on the previous workload studies.
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:

<table>
<thead>
<tr>
<th>Priority</th>
<th>PROGRESS</th>
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<tbody>
<tr>
<td>Crime Analysis</td>
<td>COMPLETE</td>
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<tr>
<td>Competency Development</td>
<td></td>
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<tr>
<td>Seniors Programs</td>
<td></td>
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</tbody>
</table>

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

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

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

Year End Summary:
This initiative is being concluded for continued action under the 2018 Community Engagement Work Plan Initiative C:41 2018 and 2018 mandatory training on senior exploitation that will be delivered 2018.
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

PROGRESS:
ONGOING

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

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

Objective / Desired Outcome:

Year End Summary:
Planning and cost analysis for this initiative has now been completed. Work is expected to begin January 2018.
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:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Road Safety</td>
<td></td>
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<tr>
<td>Technology</td>
<td>COMPLETE</td>
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<tr>
<td>Investigative Capacity</td>
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</tbody>
</table>

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

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

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

Year End Summary:
This Initiative is complete. The UAV program is now operational and has been used on several occasions including the 2017 Remembrance Day Operational Plan.
Work Plan Year: 2017  Target Start Date: 2017 Jan 01  Initiative Complete: ✔
Initiative Number: U-28  Target End Date: 2017 Dec 31  Carry Forward: ☐
Initiative Title: Develop a Skills Assessment Tool newly hired Exempt Officers and Officers returning to Patrol

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:

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<tr>
<th>Competency Development</th>
<th>PROGRESS: COMPLETE</th>
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<tr>
<td>Personnel</td>
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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.

Initiative Detail:

Objective / Desired Outcome:
The desired outcome is the implementation of a training program for experienced officers transferring to the Saanich Police.

Year End Summary:
Initiative is now completed. A new development tool, in the form of a written competency log and guide, is being used on a newly hired Exempt Officer.
SAANICH POLICE
2017 Annual Work Plan Year-End Summary

Work Plan Year: 2017  Target Start Date: 2017 Jan 01  Initiative Complete: ✓
Initiative Number: U-31  Target End Date: 2017 Dec 31  Carry Forward: □
Initiative Title: Active Threat Planning - University of Victoria

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Community Engagement</th>
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<tr>
<td>Investigative Capacity</td>
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PROGRESS: COMPLETE

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 table top type exercise.

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

Year End Summary:
Initiative implemented and completed during Q1. A successful Active Threat table top exercise occurred at the University of Victoria on March 7, 2017.
2017 Annual Work Plan Year-End Summary

Work Plan Year: 2017  
Initiative Number: U-32  
Initiative Title: Conduct Targeted Traffic Enforcement Activities

Target Start Date: 2017 Jan 02  
Target End Date: 2017 Dec 29  
Initiative Complete: ✔  
Carry Forward: ☐

Division Responsible: Uniform  
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:  
- Road Safety  
- Core Functions

PROGRESS: COMPLETE

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.

Year End Summary:
Activities in Q4:

1. The 2016 Saanich Police Strategic Plan Citizen Community Survey continues to show that residents in Saanich deem road safety as a high priority. A large number of comments submitted by residents are directly related to road safety.

The Traffic Safety Unit (TSU) continues to work with Saanich residents to determine areas in Saanich in which residents believe there are speeding issues. This has been done, in part, with the use of speed-reader boards. Residents submit what they believe are areas of concern. The TSU has been deploying the boards in those areas to gather data and is using that evidence to determine if there are speeding issues. If an issue is identified, speed enforcement is conducted in an effort to reduce this high-risk driving behaviour.

2. Speeding, distracted driving, and impaired driving are the three highest risk driving behaviours that lead to crashes.

The TSU continues to do enforcement in those areas as well as train its members as Drug Recognition Experts and in the use of Standardized Field Sobriety Testing. Three TSU officers will be trained in those areas in December.
2017. This allows officers to conduct impaired driving investigations related to both alcohol and drugs.