**Initiative Title:** Jail Guard Training Program

**Division Responsible:** Administration Division

**Unit Responsible:** Administration

**Target Start Date:** 2018 Jan 01

**Target End Date:** 2018 Dec 31

**Initiative Number:** A-06 / 2017 A-06

**Progress:** ONGOING

**Initiative Complete:** No

**Carry Forward:** Yes

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**Background / Issue being addressed:**

This initiative has been carried forward for several years and was not achieved because of Capacity issues and the availability of the Commissionaire Guards for training. Some administrative training was achieved in 2017 on fingerprinting procedures and records management. Commissionaire Guards are now on a four day rotational schedule and available for training. This is a priority for 2018 will progress anticipated by Q2.

**Initiative Detail:**

The design and implementation of a Commissionaire training program in 2018.

**Objective / Desired Outcome:**

Independent Training of the Commissionaire Guards.

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**Year End Summary:**

Although there has been progress regarding this initiative, such as PRIME Arrest and Booking training, this initiative is still ongoing. With the temporary restructuring of the organization to support our Strategic Plan and succession planning the division was unable to meet the 2018 deadline due to staff capacity. The vacant Staff Sergeant position will be filled starting April 2019 and this initiative will be a priority for 2019.
2018 Annual Work Plan Year-End Summary

Work Plan Year: 2018  Target Start Date: 2011 Jan 01  Initiative Complete: ✓  Carry Forward: □
Initiative Number: A-09 / 2017 A-09  Target End Date:

Initiative Title: Develop a new service delivery model for the front desk

Division Responsible: Administration Division  Unit Responsible: Front Desk

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 front desk reception area renovations complete, the Civilian Fingerprinting service has relocated to the front desk area, a Police Service Representative has been added to the Front Desk staff and a ‘take a number’ system has been added. These changes and/or added services have created a more effective and efficient service model.

This initiative is complete.
Cell Phone Replacement/MDM deployment

Division Responsible: Administration Division
Unit Responsible: Information Technology

Background / Issue being addressed:
Traditional Blackberry devices and the associated management system are passed end of life and require replacement.

Initiative Detail:
In consultation with partner agencies, Android based phones have been the preferred replacement for Blackberries. This initiative will implement new management platform and facilitate the replacement of all current devices with and Android based smart phone. These phones will be used in conjunction with the Airwatch Mobile Device Management (MDM) system that will provide management and security in line with provincial standards.

Objective / Desired Outcome:
A new Mobile Device management system and replacement of all cellular devices.

Year End Summary:
Project completed. Remaining users not yet issued new phones as of Dec/2018 will be treated as routine business.
Work Plan Year: 2018  
Initiative Number: A-42  
Initiative Title: Information Management and Retention Policy  
Division Responsible: Administration Division  
Unit Responsible: Administration  
Target Start Date:  
Target End Date:  
Initiative Complete:  
Carry Forward:  
PROGRESS:  
ONGOING

Background / Issue being addressed:
In 2017 both IT security and Information Privacy reports were received with recommendations to improve process by establishing clearer retention policy of electronic information on departmental systems.

Initiative Detail:
There has been an increased use of electronic data collection for case material and other business processes. As this trend is relatively new there has been little need at this point to archive and purge electronic data. In 2017 there was a massive increase in storage requirements due to better technology and increased use. As more technology is deployed (i.e., more and better cell phones) there will be considerable technical and financial strain on the organization to hold this data in the methods we do today.

Objective / Desired Outcome:
Establish new policy and processes for de-duplicating, rationalizing, and archiving electronic data to provide efficient and cost effective operations.

Year End Summary:
Email retention has not yet been implemented.
Initiative Title: Community Engagement: Diversity and Inclusion

Division Responsible: Community Engagement Division
Unit Responsible: Community Engagement

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

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

Objective / Desired Outcome:
The desired outcome of this initiative is that the level of awareness and understanding of diversity and inclusion issues will be increased across all employees of the Saanich Police Department. This increased awareness will help the department engage with all members of the Saanich community.

Year End Summary:
The objective for this year's initiative was to increase the level of awareness and understanding about diversity and inclusion issues among a larger cross-section of our department employees. Throughout the year, officers, volunteers and support staff participated in several dozen diversity and inclusion-related events in Saanich and within the region. One example is that nine officers from three divisions - Community Engagement, Administration and Patrol - took part in the Victoria Pride Parade.

Through our membership with the Canadian Centre for Diversity and Inclusion (CCDI), we hosted an internal webinar and a Community of Practice learning event on topics including intercultural competence and how to include employee wellness within our workplace strategies on diversity and inclusion. Instead of just having officers from our Community Engagement Division involved, these initiatives included additional officers and support staff from the Administration, Patrol, Staff Development and Detective Divisions.
Background / Issue being addressed:
The overdose epidemic related to fentanyl and other drugs continues across the province. People are dying in record numbers and there is no indication this is going to stop. There are many approaches to trying to address the problem but there is no sure fire way to make it stop. The Saanich Police will continue enforcing current Canadian drug laws but there is more the police department can do. Talking about drug use with the members of the Saanich community is another approach that the Saanich Police can employ to build awareness of the issue and educate people.

Initiative Detail:
Members of the School Liaison Section will spend time in Saanich high schools talking to youth about drugs including fentanyl. They will engage in honest dialogue with students and answer the questions they have about drugs. In addition, a larger community forum will be held to reach the wider Saanich audience including adults and youth.

Objective / Desired Outcome:
To hold conversations in each of the Saanich high schools about fentanyl and other drugs.

To hold a community discussion to reach a wider audience including the adult population of Saanich.

Year End Summary:
The School Liaison Officers presented to a variety of audiences during the year including students, faculty, administration and some parent groups. The requests for our officers to deliver this information seem to have been overtaken by the new federal and provincial cannabis legislation which was introduced in the later part of the year. Officers will continue to deliver and present on this subject on an as required/as needed basis.
### Initiative Title:
Develop a Social Media Strategy

### Division Responsible:
Community Engagement Division

### Unit Responsible:
Community Engagement

### Work Plan Year:
2018

### Target Start Date:
2018 Jan 01

### Target End Date:
2018 Dec 31

### Initiative Number:
C-38

### Background / Issue being addressed:
Sharing information with the community in a timely manner is important to the Saanich Police. Various social media platforms are currently in use by a select few officers but more can be done in this area. Having a consistent communication strategy across all Divisions of the department is important to how we share our messages with the public.

### Initiative Detail:
A social media strategy will be developed and will help to guide the communication of the police department.

### Objective / Desired Outcome:
Create a social media strategy that will be adopted by all users in the department.

### Year End Summary:
Progress was made to further the development of a departmental Social Media Strategy. In addition to incorporating some best practices learned at the 2017 Social Media in Law Enforcement (S.M.I.L.E.) conference in the United States, an environmental scan of social media policy and strategy documents form a variety of North American police departments were incorporated into a draft document that is moving through the internal approval process. This policy will be implemented early in 2019.
Work Plan Year: 2018  
Target Start Date: 2018 Jan 01  
Target End Date: 2018 Dec 31  
Initiative Number: C-39  
Initiative Title: Measurement of Police Contact with Individuals Experiencing Homelessness  
Initiative Complete: ✔  
Carry Forward: ☐  
Unit Responsible: Bike Section  

**Background / Issue being addressed:**

The community’s level of awareness surrounding homelessness in Saanich has increased over the last few years. At the municipal level, the police are the agency primarily responsible for the initial response. The police response often includes attempting to connect the individual experiencing homelessness with services. One contributing variable is the shortage of housing, which results in numerous individuals living in parks, private property and on sidewalks / regional trails. At this time it is unknown how much time police officers are spending in contact and assisting people experiencing homelessness.

**Initiative Detail:**

To develop an internal process to accurately capture the number of work hours police officers spend responding to and assisting individuals experiencing homelessness in Saanich.

**Objective / Desired Outcome:**

A database of hours spent by police personnel in relation to homelessness which can be used for future decisions on resource allocation.

**Year End Summary:**

This initiative was created during a time when the Bike Section was the primary point of response to individuals experiencing homelessness in Saanich. The discussions on how to measure the amount of time spent by police officers resulted in a decision to develop an accurate and efficient process for the Bike Section members, given the complexities of tracking for the Patrol Division. However, the Saanich Police has now moved to a model where Patrol Division officers are the primary point of response to individuals experiencing homelessness, tracking and producing reliable data from the Bike Section may be difficult. This initiative will be concluded.
Background / Issue being addressed:
In 2015, the Truth and Reconciliation Commission made a number of Calls to Action, and although none was expressly made towards police departments, there is an opportunity to raise awareness and education of Saanich Police Department employees on these issues. In 2017 – 2018, the Murdered and Missing Women and Girls Inquiry is examining the relationship between the police and indigenous people, and it is anticipated that the Inquiry’s recommendations will focus heavily upon the police.

Initiative Detail:
To provide learning opportunities for Saanich Police Department employees on indigenous history, the relationship between Indigenous People and the Police, and the path towards reconciliation. The initiative would include a committee that would engage with local Indigenous groups to seek ideas and opportunities for collaboration. The committee would then develop goals to improve the awareness and capacity of employees on the relationship between indigenous people and the police.

Objective / Desired Outcome:
A set of goals / initiatives the department could work towards to continue building a strong relationship between the Saanich Police Department and First Nations people.

Year End Summary:
This initiative was designed to ensure that the department continues to build strong trust and relationships between the Saanich Police Department and Indigenous people.

Many local and regional events and activities were attended by Community Engagement Division officers throughout the year. This includes a large number of visits to the Victoria Native Friendship Centre in Saanich.

The staff sergeant from Community Engagement Division was invited to and participated in the Victoria Urban Reconciliation Dialogue (V.U.R.D.) Advisory Panel Gathering, which included sponsors and organizers from the Victoria Native Friendship Centre, the BC Ministry of Aboriginal Relations and Reconciliation, Indigenous Services Canada, the Capital Regional District and the Metis Nation of Greater Victoria.

This initiative will continue in 2019 with training having already being approved for employees to receive San’yas Indigenous Cultural Safety Training.

Further work remains to be done on the creation of a working group.
Initiative Title: Older Adult Awareness Training

Background / Issue being addressed:
According to recent surveys conducted within Saanich, the current population consists of over 20 percent of residents over the age of 65. This population is growing and there are increasing numbers of residents who are staying at home with the assistance of family or community resources.

As first responders, police are often the first contact with some older adults who may not be healthy or who have not had access to resources. Some of these people may be suffering from some age related physical or mental illness or they may have other health concerns and other professionals may have overlooked some of their needs. The circumstances are always unique and police need to find a way to deliver the most appropriate service the most effectively.

It has been recognized that there is an opportunity to train police to better communicate with older adults and to refer them to the appropriate community resources if there is no need for a criminal investigation.

Initiative Detail:
Moving forward, this new training initiative will be implemented by a panel of experts put together by the Crime Prevention office during a training day. Each of the experts will represent their particular area of concern to the Saanich Police in an effort to increase understanding. Officers will be provided with tools to more effectively deal with older adults in the community and how to better provide service to all residents of Saanich.

Objective / Desired Outcome:
By the end of the first quarter of 2018, all Saanich Police officers will have completed the training day on “Older Adults”. There will be an increased understanding on the part of the Saanich Police employees about the issues and concerns surrounding older adults and the aging population. This is in keeping with the designation of Saanich as a designated World Health Organization (WHO) “Dementia Friendly Community” and is vital in the context of what will be a continuous increase in the population of Saanich over the age of 65.

Year End Summary:
The delivery of Older Adult Awareness Training to Saanich Police officers was successfully completed. Our Crime Prevention Officer coordinated with community partners, Saanich Recreation, Alzheimer Society, Island Health and the Public Trustee, and our Financial Crimes Unit to provide specific information about aspects of aging. This training has provided an increased understanding on the part of the Saanich Police employees about the issues and concerns surrounding older adults and the aging population.
Initiative Title: Community Paint Outs to Remove Graffiti

Division Responsible: Community Engagement Division

Unit Responsible: Bike Section

Target Start Date: 2018 Jan 01
Target End Date: 2018 Dec 31

Year End Summary:
This initiative was not completed in 2018 due to the extensive resources involved with Regina Park. This initiative will continue in 2019 with the graffiti coordinator using Q1 to plan paint-outs in Q2 and Q3.

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

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

Objective / Desired Outcome:
By the end of the year the Bike Section will have organized 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.
2018 Annual Work Plan Year-End Summary

Work Plan Year: 2018  Target Start Date: 2015 Jan 01  Initiative Complete: □
Initiative Number: D-03 / 2017 D-03  Target End Date:  
Initiative Title: Create Redundancy for Strategic Crime Analyst Position  Carry Forward: ☑

Division Responsible: Detective Division
Unit Responsible: Detective

PROGRESS:
ONGOING

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:
SAANICH POLICE

2018 Annual Work Plan Year-End Summary

This initiative continues to be delayed as greater staffing priorities have been identified and funding for new positions has yet to be approved.

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<th>Target Start Date:</th>
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<td>Target End Date:</td>
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Initiative Title: Revision of the Major Case Management Business Rules

Division Responsible: Detective Division

Unit Responsible: Detective

PROGRESS:

ONGOING

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

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

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

Objective / Desired Outcome:
To publish new Major Case Management Business Rules that are consistent with best practices and conform to relevant policy.

Year End Summary:
This initiative will be carried forward to 2019. The changes to MCM best practices are continuing to be discussed at the provincial level and will be implemented when decisions have been made. The department has identified and implemented all of the current 2019 policing standards. As further standards are identified they will be incorporated into MCM business practices.

The business rules will be completed when the provincial government selects the platform that agencies will be operating on.
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 Division

Unit Responsible: Financial Crimes

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:
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.

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

Year End Summary:
The Financial Crimes Section presented three times to the University of Victoria international students as part of their orientations session. The section has also been invited to take part in the January, April and September 2019 sessions. As these presentations now form an established business practise for the Financial Crimes Section, this initiative will be concluded.
### Initiative Title:
Connect with the business community to reduce victimization

### Division Responsible:
Detective Division

### Unit Responsible:
Financial Crimes

### 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:
Although only one presentation for this initiative was conducted in 2018, over the past several years the section has taken part in several presentations to local businesses and will continue to do so as this is now an established business practice. This initiative will now be concluded.
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:
Over the past eight years, the Financial Crimes Section has presented to various older adult groups both within and outside of Saanich. This initiative has been extremely successful over the years and one that the section will continue to partake in, as it is an important part of fraud prevention. As this initiative is now being categorized as a established business practice, initiative D-11 will now be concluded.
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 Street Crime Unit will be continuing with this initiative throughout 2019. Unfortunately the January meeting has been cancelled so it will have to wait until Q2 reporting for the updates for our new offenders.
## Background / Issue being addressed:

Although we do not know which population group utilizes Crime Stoppers the most, it is fair to say that youth are likely the least knowledgeable about it and may even think they can’t use it because of their age. It is also fair to say that youth live in a culture where ‘ratting’ someone out is not the way to make friends and be accepted. There could be a certain degree of fear in telling an adult about something a peer or worse, a friend is doing, thus leaving youth feeling like there are no options other than ignore. This degree of fear is likely compounded when it is an adult or even parent who is committing the crime.

This initiative is intended to provide youth with a safe, secure, entirely anonymous means of reporting crime, abuse and even bullying to authorities, which in turn empowers them to make positive impacts in their world.

## Initiative Detail:

Greater Victoria Crime Stoppers Coordinators have prepared a presentation directed toward youth, that educates them on what Crime Stoppers is, how it works and how they can use it. In the Spring of 2017, the Coordinators successfully delivered this presentation to five (5) classes – two (2) to Law students (Grade 11 and 12) at Belmont Secondary School and three (3) to Planning students (Grade 10) at Claremont Secondary School. These presentations were facilitated by School Liaison Officers from WSRCMP and SPD.

As we move into the new school year (2017/2018), the Coordinators will again connect with the regions high schools (using School Liaison Officers to help facilitate when necessary) and request opportunities to present. And in situations where a formal presentation can’t be scheduled, the Coordinators will seek opportunities to educate youth through posters inside their schools.

The presentation is tailored to youth aged 15-17. Depending on the success of this initiative though, it could be expanded to capture younger people, possibly even those in Middle School. This will be assessed at a later date though.

Evaluating the success of the initiative will be the challenge and solid statistics will not be available...for obvious reasons. Therefore success will be measured on how many connections/presentations are made.

## Objective / Desired Outcome:

To increase awareness in youth that they can utilize Crime Stoppers to make positive impacts to themselves and those around them, while remaining safe and entirely anonymous. We hope this will empower youth and even build their trust in authorities, such as police, to help with situations that they may feel are too small to get help from adults for, or are so overwhelming that they don’t know where to turn.
Year End Summary:
This initiative has been a complete success. Over the year, Crime Stoppers attended 5 secondary schools and presented to approximately 600 students between Grades 10-12. The schools included:

- Reynolds Secondary
- Royal Bay Secondary
- Esquimalt Secondary
- Oak Bay High
- Belmont Secondary

Crime Stoppers began presenting to youth in 2017 and have already completed a presentation at Artemis Place Secondary in 2019. Several more sessions have been booked for the coming months, with very positive feedback being received from both staff and students. This initiative has developed to such an extent that it now forms part of the Crime Stopper mandate and is not being carried over into 2019 as an AWP Initiative.
Initiative Title: Building Crime Stoppers Connections with First Nations

Division Responsible: Detective Division
Unit Responsible: Intelligence

Background / Issue being addressed:
Reporting of crime by First Nations people is believed to be lower than other social/ethnic/religious groups in Canada. Yet they are just as affected, if not more affected, by crime. The gap between the impact of crime on their communities and the reporting of this crime to authorities needs to be narrowed. This is where a program like Crime Stoppers can step in, offering a safe, anonymous option to get help.

Initiative Detail:
Greater Victoria Crime Stoppers has already paired up with the RCMP First Nations liaison team, and created promotional material specific to First Nations. They have also created initial connections with some of our local First Nations band leaders. The next step will be for GVCS to solidify those connections, attend First Nations Reserves and present a Crime Stoppers awareness campaign to as many members as possible.

It is hoped that by personally attending, building rapport and trust, and raising the awareness of how Crime Stoppers can be used to improve their communities, that more crime will be reported, prevented and stopped.

As with any Crime Stoppers initiative designed to increase reporting, there will be no statistical measure of its success. Rather, success will be valued through subjective assessments from the Coordinators along with the number of contacts/presentations made.

Objective / Desired Outcome:
It is hoped that through outreach and education, First Nations communities across the region will embrace Crime Stoppers as an alternative option to report and solve crime that affects them. And in turn, by having more crime reported and investigated, their communities become safer and trust in police and other authorities could increase.

Year End Summary:
This initiative is concluded. Crime Stoppers and local First Nations leaders met with a brief overview of our program being presented to them. There was interest from Band leaders to have Crime Stoppers further promoted within their communities, however additional presentations could not be arranged.
Work Plan Year: 2018  Target Start Date: 2018 Jan 01  Initiative Complete: ✓
Initiative Number: D-28  Target End Date: 2018 Dec 31  Carry Forward: 
Initiative Title: Implement a JIBC Approved Fire Cause & Origin 1 Course for Forensic Identification Officers
Division Responsible: Detective Division
Unit Responsible: Forensic Identification

Background / Issue being addressed:
The Saanich Police Forensic Identification Section (FIS) currently has four trained Forensic Identification Technicians. They are responsible for gathering, preparing and presenting forensic/criminal evidence. Fire investigation, sometimes referred to as origin and cause investigations or Arson Investigations, is the analysis of fire-related incidents. After firefighters extinguish a fire, an investigation is launched to determine the origin and cause of the fire. Investigations of such incidents require a systematic approach, knowledge of basic fire science, fire scene safety and security, burn pattern analysis, evidence collection and then documentation of that fire cause.

SPD Forensic Investigators work in partnership with Fire Investigators from the Saanich Fire Department (SFD). SFD have a Fire Investigator who teaches Fire Cause and Origin for the JIBC. This Fire Investigator has offered to instruct a course locally in Greater Victoria.

The SPD Forensic Section currently only has one officer who has received basic training from the Justice Institute of British Columbia (JIBC) in Fire Cause & Origin. This officer is the Sergeant in Charge and is due to rotate out the FIS in January 2019. The incumbent Sergeant is has not received training in Fire Cause & Origin, nor are the other three FIS Officers. There are also other local Forensic Identification Officers, from neighboring law enforcement agencies, who have not received this training.

Initiative Detail:
The Justice Institute of BC offer a Fire Cause & Origin 1 course. This course introduces candidates to the roles and responsibility of being a fire investigator and investigating fire scenes.

SPD FIS will take the lead and working with the JIBC have a Fire Cause & Origin 1 course held within Greater Victoria in 2018.

Objective / Desired Outcome:
This initiative will have all members of the SPD Forensic Identification Section receive training in Fire Cause and Origin. Partnering Police and Fire Departments in the region will also receive this training. The outcome of this specialized training will assist in possibly solving crimes where fire has occurred. A course in Greater Victoria, for local agencies, will also ensure associated costs are reduce for the members to attend.

Year End Summary:
Initiative completed June 7, 2018.
**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 construction of the new E-Comm building was completed in December with a plan to transition over to E-Comm in the first quarter of 2019.

Because the resource requests for the ACT and ICE positions were unsuccessful in the 2018 budget proposal, the 2019 budget includes both positions, in addition to a new civilian position in the Integrated Tech Crime Unit (ITCU).

As a result of the E-Comm project flowing into 2019, the 2019 budget resource requests for the ACT, ICE, and ITCU positions, ongoing discussion over the formation of an integrated Cybercrime Unit, and the desire by SPD to integrate Canine services, this initiative will continue into 2019.
### Public Safety Building Remediation Project

**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 is a long term AWP initiative that will carry into 2019 and beyond. This will ensure the construction of a new "Post-Disaster structure", that meets current building code requirements, remains a high priority as articulated in the District of Saanich Draft Strategic Facilities Master Plan (April 2018).
Work Plan Year: 2018  
Target Start Date: 2012 Jan 01  
Initiative Complete: ☐  
Target End Date:  
Initiative Number: O-04 / 2017 O-05  
Initiative Title: Work with the Saanich Police Board and Council to implement a multi-year staffing plan.  
Unit Responsible: Office of the Chief Constable  
Division Responsible: Office of the Chief Constable  
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:**

As stated in Q3, changes resulting from the municipal election have influenced this AWP initiative resulting in the need to carry it into 2019.
Initiative Title: Information Management

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

Background / Issue being addressed:
Historically, internal communication within the Saanich Police Department is based on mediums which include person to person, e-mail, voice mail, Daily Orders, the Intranet, and hand held devices. Due to the volume of information through these various mediums, mission critical information/messages often becomes "white noise," is not received, or not received and interpreted as intended.

Initiative Detail:
We will review existing business practices and research new methods and technologies to determine where improvements can be achieved in relation to internal communication.

Objective / Desired Outcome:
To implement new or alternative business practices and related technologies to improve efficiency and effectiveness in relation to internal communication.

Year End Summary:
The activities discussed in first, second, and third quarters were conducted to meet the objectives of this initiative. This AWP initiative will continue into 2019.

Initiative Complete: ☐
Carry Forward: ☑

Target Start Date: 2018 Jan 02
Target End Date: 

Initiative Number: O-06

PROGRESS:
ONGOING
### Background / Issue being addressed:

One of the key strategic priorities in the 2018-2022 Saanich Police Strategic Plan is "Diversity". Diversity was also a key strategic priority in the last strategic plan, both within the context of an internal and external priority. The purpose of this initiative is to expand our efforts toward diversity by being more intentional with respect to inclusion and gender equality in the workplace.

### Initiative Detail:

All Divisions will make it a priority to promote gender equality, inclusion, and diversity in all capacities through day-to-day work activities and Annual Work Plan initiatives.

### Objective / Desired Outcome:

A work environment that promotes gender equality, inclusion, diversity, psychological safety, and the awareness/elimination of unconscious bias.

### Year End Summary:

Three female applicants, one of whom is Muslim, were interviewed by the Chief and Deputy in December. All three were hired as new police recruits who will attend the JIBC Police Academy in January 2019.

As this is an ongoing initiative with more work to do, this AWP initiative will continue into 2019.
Work Plan Year: 2018  
Target Start Date: 2012 Feb 15  
Initiative Complete: □
Initiative Number: P-08 / 2017 U-08  
Target End Date: 2019 Jun 30  
Carry Forward: ✓
Initiative Title: Increase time for Patrol officers to conduct self-initiated, pro-active, intelligence-led initiatives.
Division Responsible: Patrol Division
Unit Responsible: Patrol

**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 officers' 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.

**Year End Summary:**
This initiative was created by a previous OIC and monitored by two subsequent OIC's of the division. Staffing challenges have continued to impact every platoon and traffic resources have been directed to patrol to maintain operational levels. This initiative will be carried into 2019. Most of the NCO's have turned over in the division and I will look to them to help identify strategies to increase discretionary time for officers to conduct pro-active patrols and focus on issues that need attention within their areas of responsibility (Crime Reduction, Community Concerns, Road Safety).
Background / Issue being addressed:
The Saanich Police Canine Section was first formed in 1962, consisting of 2 dog teams, both of which were retired in 1969. In 1985, the Canine Section was re-established.

The success of the teams during the 1990's and into the 2000's are considerable and noteworthy. The Section is historically responsible for hundreds of arrests and for the recovery of thousands of dollars worth of recovered stolen property. The Canine Teams can be used as effective tools to assist with numerous types of investigations.

They primarily respond to high priority "in progress" calls such as break and enters, theft of autos, theft from auto, purse snatchings and armed robberies. K9 teams also provide support for the other police divisions such as the Detective Division and Community Engagement Section as required.

Each team is mobile and able to respond to any call 7 days a week, 24 hours per day. The dogs are housed at their handler's residence in kennels provided by the Saanich Police. The primary deployment area for the K9 Unit is in the municipalities of Saanich and Oak Bay however they routinely attend other areas in the CRD when dog services are requested by neighbouring police agencies.

There have been minimal changes to the mandate of the Saanich Police Canine Section for a number of years. In 2015, a new Provincial Standard for Canine competencies was implemented within the Province of BC which has impacted where, when, and how Canine Teams can be deployed.

In order to most effectively utilize the Canine Teams, a clearly defined mandate and updated schedule are being developed.

Initiative Detail:
In order to effectively utilize the services of the Saanich Police Canine Teams, it is important to have a clear understanding of when and where the Teams can be utilized. The success of a Canine Team is dependent on ongoing training and development, some of which can take place during regular working shifts.

As part of the newly defined mandate, training for all Patrol members / NCO's is planned. This training is intended to provide a better understanding of where Canine Teams can be deployed, as well as provide insight into the training requirements and time committed to the ongoing training and development of the Team.

The mandate will include information relating to where the Canine Section can assist other Sections for tasks that would not be considered to be "operational". This will include school visits, public displays, and educational discussions.
Part of the development of the mandate includes the development and implementation of a new working schedule for the four Canine Section Teams. This will be developed with consideration given to staffing during identified peak periods. Furthermore, research will be completed and information gathered from other Canine Sections throughout BC and Western Canada, including the RCMP, relating to shifting, best practices, and current trends.

The mandate will also outline ongoing competency development (training) of the Canine Teams, as well as identification and development of other members interested in assisting the Canine Section with tasks (ie: quarry work).

**Objective / Desired Outcome:**
By the end of 2017, have a clearly defined mandate for the uses of the Saanich Canine Section. This will include a work schedule, training schedule, and training of NCO's/Platoons of where and when a Canine Team can be utilized.

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**Year End Summary:**
Review of the Canine Section mandate and schedule will carry over into 2019 as an initiative. Efforts to advance this initiative have been limited by injuries and organizational staffing priorities. A new canine officer will begin training in January of 2019 and focused discussions will be held with the NCO in charge as well as all of the canine handlers.
Background / Issue being addressed:
The Ministry of Public Safety and Solicitor General, Road Safety BC, is currently developing an initiative to increase road safety, accessibility of justice services for citizens and stakeholders and justice and public safety sector in an effort to create efficiency and capacity through the implementation of an electronic ticketing system. Pilot projects will begin throughout the Province in the fall of 2017 and it is anticipated that Saanich Police will begin to implement the initiative in 2018.

Initiative Detail:
In Partnership with Road Safety BC, the Saanich Police will work to implement system that will integrate with PRIME BC and ICBC databases that will allow Saanich Police Officers to issue provincial violation tickets electronically.

Objective / Desired Outcome:
This initiative will enhance road safety and allow for greater efficiencies and reduce errors on violation tickets. Outcome will include additional traffic fine revenue and the creation of additional time for police officers to conduct more traffic enforcement and education.

Year End Summary:
The S/Sgt. of TSU and A/S/Sgt. of the Administration Division have been working with Road Safety BC on the e-ticketing project. While this is a provincial initiative, there are individual challenges faced by each individual agency. Currently our IT Section, PRIME Coordinator and Police Mechanic are discussing solutions with respect to installation, hardware and training. Conclusion of this project will be achieved in 2019. This initiative will be carried into 2019.
2018 Annual Work Plan Year-End Summary

Initiative Title: Conduct targeted enforcement and educational activities at locations throughout Saanich.

Division Responsible: Patrol Division
Unit Responsible: Traffic Safety Unit

Target Start Date: 2018 Jan 01
Target End Date: 2018 Dec 28

Background / Issue being addressed:
Road safety is a priority of the Saanich Police. Through the strategic planning process, the community continues to identify 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 locations throughout 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 focus on reducing speeding, distracted driving, and impaired driving thus supporting the overall outcome of a creating safer community.

Year End Summary:
The Traffic Safety Unit accomplished this objective by working with our partners (Victoria Police Traffic Section and the Commercial Vehicle Safety and Enforcement Agency) on traffic projects in high traffic areas that aligned with the 2018 BC Provincial Traffic Enforcement Campaigns. Some of those campaigns included distracted driving, summer and winter impaired driving, and high risk driving campaigns. Our officers issued many distracted driving violation tickets and issued many excessive speeding tickets which resulted in vehicle impoundments.

Our traffic officers also responded to over 1,565 driving complaints of motorists speeding, driving while distracted, driving while impaired, or driving in a dangerous manner. Some of those complaints resulted in violation tickets being issued. As part of educating drivers, many of those complaints resulted in letters being sent to the owners of those suspect vehicles to educate them on any offences they may have committed while driving.
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:
Final draft of this plan for re-submission following DOC activation is still being authored. As the plan is not yet approved or tested this initiative will be carried into 2019.
Initiative Title: Dissemination of public information in a major emergency.

Division Responsible: Professional Standards Division

Unit Responsible: Professional Standards

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:
Discussion with Saanich Emergency Program Manager has resulted in a plan to connect all communications partners - Corporate, Police, Fire and Parks - to discuss how each can leverage the other for dissemination of messaging. This project will continue to be led by police, with coordination to be assisted through SEP.

This project will be carried through 2019.
# 2018 Annual Work Plan Year-End Summary

**Work Plan Year:** 2018  
**Initiative Number:** PS-18 / 2017 P-18  
**Initiative Title:** Upgrade the Saanich Police Web page  
**Division Responsible:** Professional Standards Division  
**Unit Responsible:** Research and Planning  

## 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:

RFP to be published in early 2019 to determine if a new website can be deployed within budget.
Work Plan Year: 2018  
Target Start Date: 2018 Jan 01  
Initiative Complete: ✓

Initiative Number: PS-20  
Target End Date: 2018 Dec 31

Initiative Title: Implement a risk based policy review schedule

Division Responsible: Professional Standards Division
Unit Responsible: Research and Planning

Objective / Desired Outcome:
An ongoing assessment will be conducted to determine the risk factor associated to each of the Departments policy sections. Based on this risk assessment, timely reviews will be conducted to ensure that our policies and procedures are in line with current practices, law, and public expectations.

Year End Summary:
Implementation of the risk matrix will continue, coinciding with initiative P-21. This initiative is complete.

Background / Issue being addressed:
The Saanich Police Department Policy and Procedure Manual has 246 individual policy sections which govern the various administrative and operational functions of the Department. Many of these policy sections are reviewed on an as needed basis, or as deficiencies are noted.

The Department will take a proactive approach to ensure that the policies and procedures of the Department are kept modern and in line with changing law, court decisions, practices of other police agencies as well as with requirements from Police Services.

Initiative Detail:
The Research & Planning Section will review the Department Policy and Procedure Manual and assign a Risk Value to each of the sections within the Manual. Based on these values a review schedule will be implemented.
Background / Issue being addressed:
Implementation of the 2018-2022 Strategic Plan including, the Communication Plan and an examination of the Annual Work Plan initiatives to ensure we are progressing in the goals identified within the plan.

Initiative Detail:
The 2018-2022 Strategic Plan Communication Plan will be implemented. Annual Work Plan initiatives will be examined to ensure they are aligned with the Key Strategic Priorities and goals identified within the plan.

Objective / Desired Outcome:
An effective launch of the new Strategic Plan and ongoing monitoring to ensure alignment between the plan and Annual Work Plan initiatives.

Year End Summary:
This initiative is considered complete. Work related to implementation of the 5-year strategic plan will continue until 2022.
2018 Annual Work Plan Year-End Summary

Work Plan Year: 2018  Target Start Date: 2018 Jan 01  Initiative Complete: 
Initiative Number: PS-24  Target End Date: 
Initiative Title: Information Sharing-Coordination and Accountability

Division Responsible: Professional Standards Division
Unit Responsible: Research and Planning

Background / Issue being addressed:
In late 2017, an examination of what statistical information is being shared and reported out on, to various stakeholders, was initiated. The intention is to coordinate and increase information sharing to enhance communication and ensure accountability and transparency. The examination will also include a review of the department’s capacity to increase the information being shared.

Initiative Detail:
An environmental scan will be conducted to determine the information being shared and reported out, by other police agencies. Best practices will be determined through and examination of recommendations from the British Columbia Association of Chiefs of Police, the Canadian Association of Chiefs of Police and the Auditor General for Local Government’s report on Policing Services Assessment.

Best practices will be discussed and capacity to implement recommendations will be determined. Further stakeholder consultation will be required.

Objective / Desired Outcome:
To increase communication and engagement, while ensuring accountability and transparency.

Year End Summary:
Implementation of new engagement and public reporting measures will be examined in 2019 and it is anticipated that this initiative will partly be addressed through the development of a new annual report.
Initiative Title: Create a database of model FIR and IR documents

Division Responsible: Professional Standards Division

Unit Responsible: Professional Standards

Background / Issue being addressed:
Presently, there seems to be no standard for FIR and other PSO reports. Investigators must rely on previous reports created within their department. By creating a database of example reports from other departments, investigators could create reports that meet a provincial standard.

Objective / Desired Outcome:
Have a database of generic reports where investigators could draw upon to aid in writing their reports.

Year End Summary:
Initiative concluded in Q3.
Work Plan Year: 2018  
Target Start Date: 2017 Jan 01  
Target End Date: 2018 Dec 31  
Initiative Complete: ✓  
Initiative Title: Deliver "British Columbia Fair and Impartial Policing" (BC FIP) training to Saanich Police personnel  
Division Responsible: Staff Development Division  
Unit Responsible: Response Options-Training

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:
Initiative complete.
Initiative Title: Implement the IACP's "Leadership in Police Organizations" (LPO) program as developmental training for Saanich Police supervisors.

Division Responsible: Staff Development Division

Unit Responsible: Staff Development

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:
The Recruiting Sergeant made efforts through the Provincial Training Advisory Committee ("PTAC") to gather feedback and evidence as to the value and learning outcomes of the Leadership in Police Organization ("LPO") program. It is evident that the program has been running in lower mainland police agencies for several years, but there is no available data that would assist in evaluating the program. Given that this program runs over 3 stages, each lasting one week, the program requires significant investment in terms of resources and financial support.

The Recruiting Sergeant has spoken with A/Superintendent of Delta Police Department. Delta PD and Transit Police are collaborating to run an LPO program through the Spring 2019, with 12 members from each agency participating. The Recruiting Sergeant made a request for 2 seats on the program, but those agencies were unable to accommodate the request. Feedback has been requested from the Delta PD members at the conclusion of the program. The feedback will allow us to conduct an informed cost/benefit analysis. The feedback will be available
around May 2019.
**Background / Issue being addressed:**

In 2016 a major Annual Work Plan Initiative was the introduction of the "Road to Mental Readiness" (R2MR) emotional and mental wellness training program for all Saanich Police personnel. The success of this initiative has underscored the need to maintain the momentum of R2MR in educating staff on reducing stigma for mental health concerns in first responders, reducing barriers to care, and improving mental health outcomes by encouraging early access to care. Part III Order #3055 concluded with the following statement: "The R2MR program is consistent with our organizational commitment to the welfare of our personnel, but it is just a first step. We look forward to maintaining this commitment and building on this success in the years ahead." The 2018-2022 Strategic Plan states that we will, "Support a healthy and appropriate work/life balance for all of our employees and continue our focus on physical and mental health of staff."

**Initiative Detail:**

R2MR training was endorsed by the Canadian Association of Chiefs of Police and the Mental Health Commission of Canada as a model program for promoting police personnel mental health resilience and stigma reduction. Many Canadian police agencies have since followed up R2MR with other training or initiatives to build on the progress made and to maintain the commitment to positive mental health outcomes. This initiative will ensure that we build on the positive momentum and culture shift started with R2MR by researching national and provincial best practices for policies, practices, or programs that promote positive employee mental health and continue education for staff on increasing awareness and confidence and reducing stigma. One example is Mental Health First Aid (MHFA), another Mental Health Commission of Canada Program introduced by several Canadian police agencies.

**Objective / Desired Outcome:**

The objective of this initiative is to identify next steps in our organizational commitment to supporting employee mental health and wellness. The desired outcome is the introduction or implementation of a program that will follow up and build on the success of R2MR to maintain the positive momentum achieved in recent years.

**Year End Summary:**

| Work Plan Year: | 2018 | Target Start Date: | 2018 Jan 01 | Initiative Complete: | □ |
| Initiative Number: | S-29 | Target End Date: | 2018 Dec 31 | Carry Forward: | ✔ |
| Initiative Title: | Personnel Mental Health and Wellness |
| Division Responsible: | Staff Development Division |
| Unit Responsible: | Staff Development |

**PROGRESS:**

ONGOING
S-29, the mental health and wellness initiative, will be carried forward into 2019. The Recruiting Officer met with a physician from the University of Victoria, who is a leader in the country in PSTD research and how building resiliency. The physician is interested in working with the Saanich Police Department, but further planning and scheduling are required.

OIC COMMENTS:
S-29 Will be carried forward into 2019 to document ongoing program and process enhancements to improve staff mental health and wellness.

The Trauma Resiliency Program will receive its own Staff Development AWP Initiative number in 2019 to document the development, delivery, and evaluation of this program for our staff.
**Background / Issue being addressed:**

The JIBC Assessment Centre was discontinued in August 2016. Through inquiries with the Police Training Advisory Committee, it was learned that most BC municipal police agencies responded to the elimination of this behavioral assessment tool by enhancing their respective recruitment processes. Examples included revising or adding interview questions, introducing an additional step such as a peer panel interview, or enhancing the quality of pre-employment background investigations. During the past year many departments have successfully hired new recruit officers without the benefit of having them attend the JIBC Assessment Centre. The loss of this important recruiting step creates both an opportunity and an obligation to review our existing process, compare it against that of other provincial agencies, and consider any potential changes that will ensure our ability to identify the best possible candidates for employment.

**Initiative Detail:**

As above.

**Objective / Desired Outcome:**

The objective of this initiative is to assess our current recruitment process against those of other provincial agencies and determine whether there are any recommendations for new or revised steps. The desired outcome is a recruitment process that includes a behavioral assessment tool or steps that compensate for the loss of the JIBC Assessment Centre.

**Year End Summary:**

The department has adopted the practice of using a ride-along as a means of observing recruit applicants over a 6 - 8 hour period on patrol. The applicants are asked to complete a minimum of 2 ride along shifts, usually from 7 pm to midnight. We have been diligent in using senior constables and, where possible, experienced field training officers, in order that we collect objective and evidence-based observations about the applicant. This practice has resulted in valuable feedback about the applicants and how the applicants may (or may not) fit into our organization.

**OIC COMMENTS**

This initiative has proven valuable to the Staff Development Division in the selection and screening of new applicants (both recruit and exempt). This initiative will be converted to a "Core Practice" in 2019.