2019 Annual Work Plan Initiatives

Work Plan Year: 2019
Initiative Number: A-01
Initiative Title: Pound Vehicle Research

Division Responsible: Administration Division
Unit Responsible: Administration

Key Strategic Priorities:

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<thead>
<tr>
<th>5.3</th>
<th>EMPLOYEE WELLNESS AND DEVELOPMENT</th>
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<tbody>
<tr>
<td>Goals:</td>
<td>Continue to develop resource plans that meet the needs of our staff and support sustainable workload levels</td>
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<tr>
<th>13.4</th>
<th>TECHNOLOGY</th>
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<tr>
<td>Goals:</td>
<td>Manage the significant cost implications of new organizational technology through long-term planning and ongoing evaluation</td>
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Background / Issue being addressed:
The current Pound Section vans are twelve years old and do not meet the demands that the Pound Officers put them through. The vans have reached their end of service life and new vehicles are required. Consideration must be given to what type of vehicle will best serve the Pound Officers to perform their duties in a safe and effective manner.

Initiative Detail:
Research replacement options for the current vans with a vehicle that is suitable and cost effective.

Objective / Desired Outcome:
Purchase a suitable vehicle for the Pound Officers that meets the needs of the job.
Work Plan Year: 2019  
Initiative Number: A-02
Initiative Title: RFID Equipment tracking

Division Responsible: Administration Division
Unit Responsible: Administration

Key Strategic Priorities:

2.3 EFFECTIVENESS, EFFICIENCY AND INNOVATION

Goals: Conduct regular audits of departmental functions and policing activities to support the effective allocation of resources

13.3 TECHNOLOGY

Goals: Maintain capacity to support the efficient functioning of our department through advancement in organizational technology

Background / Issue being addressed:

With the failure of the dated asset tracking system, a new system was required. In late 2018 the WiseTrack RFID assets tracking system to control and manage pooled property was purchased. This new system has the capability of providing several options to accurately track, manage and control equipment.

Recent audits have determined we need a better process to accurately account for our equipment. A higher level of accountability and compliance is also required.

Initiative Detail:

The initial stages of rolling out a new asset tracking system is complete. The initiative will continue to expand by providing asset tracking readers at pre-determined areas within the Public Safety Building to properly track equipment.

Objective / Desired Outcome:

To accurately track, manage and control all pooled equipment and to ensure compliance and accountability of all members.
Online Police Information Checks

Division Responsible: Administration Division
Unit Responsible: Administration

Key Strategic Priorities:
2.0 EFFECTIVENESS, EFFICIENCY AND INNOVATION

Goals:

Background / Issue being addressed:
Police Information Checks currently require the public to attend the Saanich Police Department in person to complete the application because an online version is not offered.

This process is time-consuming and potentially inconvenient for the public. It also impacts workload for front desk officers.

Initiative Detail:
Investigate and determine if an online version can be offered to the public and address work flow.

Objective / Desired Outcome:
Online version of Police Record Checks.
Initiative Title: South Island Dispatch Tracking

Division Responsible: Administration Division
Unit Responsible: Administration

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:
Initiative Title: Evaluate Current Practices for Custom Tailor

Division Responsible: Administration Division
Unit Responsible: Administration

Key Strategic Priorities:

| 2.0 | EFFECTIVENESS, EFFICIENCY AND INNOVATION |

Goals:

Background / Issue being addressed:
Members of our organization are attending multiple locations for tailor services due to the limited hours of our current tailor. Contract with Oak Bay Tailors to be reviewed.

***Initiative Complete*** update to follow.

Initiative Detail:
Review and determine if an alternate tailor location with flexible hours is both feasible and cost effective.

Objective / Desired Outcome:
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  
Initiative Number: A-05

Initiative Title: Research upfitting process for front line vehicles.

Division Responsible: Administration Division
Unit Responsible: Administration

Key Strategic Priorities:

| 2.0 | EFFECTIVENESS, EFFICIENCY AND INNOVATION |

Background / Issue being addressed:

When new front-line police vehicles are purchased there is a requirement to up-fit the vehicles to meet the specific requirements of an operational ready front-line patrol vehicle. The continual increase in specialized equipment needed by our front-line officers to perform their core duty of keeping the public safe has created time delays in rolling out these new vehicles and putting them into service by our police mechanics. This is further impacted by the mechanics also being responsible to maintain our fleet, perform mechanical inspections during crash scene investigations and other high priority tasks.

Initiative Detail:

Trial an up-fitting vendor to determine if this type of purchasing model is effective and efficient.

Objective / Desired Outcome:

Create a more efficient model for up-fitting frontline patrol vehicles.
2019 Annual Work Plan Initiatives

Initiative Title: Digital Evidence Workflow Development

Division Responsible: Administration Division

Unit Responsible: Information Technology

Target Start Date: 2018 Oct 22

Target End Date: 2019 Nov 01

Key Strategic Priorities:

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Background / Issue being addressed:
Current provincial initiatives for disclosure and increases in volume of digital evidence require new tools and strategies.

Initiative Detail:
PRIME BC has been engaged to act as the procurement body for a provincial digital evidence management system. An Expression of Interest (RFEOI) was developed in December 2018 for issue in 2019. The goal is to have a vendor selected and at least a pilot group of users for Early/Mid 2019. The system will be hosted by the selected vendor as a 'Cloud' Service. It is expected this system will support most document formats (word, pdf) as well as video, audio, and still images.

Objective / Desired Outcome:
A single online system accessible from SPD devices (desktop, cell phones) that would allow for the collection, processing and submission of digital evidence.
Initiative Title: Develop Business Continuity and Disaster Recovery plan (IT)

Division Responsible: Administration Division

Unit Responsible:

Key Strategic Priorities:

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<td>12.0</td>
<td>DISASTER PLANNING AND RESPONSE</td>
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Background / Issue being addressed:

Current business processes have a high reliance on technology. Downtime and alternate service plans have not been updated to reflect increased technology reliance.

Initiative Detail:

Previous work on Business Continuity Planning (BCP) and Disaster Recovery (DR) need to be refreshed due to organizational changes such as the move of dispatch, and the changes in use of technology within the department.

Objective / Desired Outcome:

A formal BCP and DR plan that is updated by the end of 2019.
Body Worn Camera Trial and Testing

**Division Responsible:** Administration Division

**Unit Responsible:** Administration

**Key Strategic Priorities:**

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**Goals:**

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**Goals:** Maintain capacity to support the efficient functioning of our department through advancement in organizational technology

**Background / Issue being addressed:**

While Saanich Police consistently maintain very high levels of community support and confidence (96%) Body Worn Cameras (BWCs) have been claimed to increase police accountability, therefore improving the community trust in our officers. With the changing landscape of our community and continued requirement of our officers to engage more confrontational persons and respond to actively aggressive situations there is also a requirement to protect our officers and provide the best evidence in doing so.

**Initiative Detail:**

Pilot project for deployment of body worn cameras to evaluate the effectiveness of this technology in the changing landscape, the impact it will have on the capacity of the Department to support such a program, and the advantages and disadvantages of such a program.

**Objective / Desired Outcome:**

The pilot project will assist in assessing whether to adopt this technology on a permanent and broader basis.
Work Plan Year: 2019  
Initiative Number: A-09  
Initiative Title: CO-OP program for IT  
Target Start Date: 2019 Mar 01  
Target End Date: 2019 Sep 30  
Initiative Complete:  
Carry Forward:  
Division Responsible: Administration Division  
Unit Responsible: Information Technology  
Key Strategic Priorities:
1.0 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT  
Goals:  
6.0 CONNECTING WITH YOUNG PEOPLE  
Goals:  
13.3 TECHNOLOGY  
Goals: Maintain capacity to support the efficient functioning of our department through advancement in organizational technology  
Background / Issue being addressed:  
Availibility of future employees is a long term risk to our ability to operate our technical infrastructure. Developing a co-op student program within IT will provide a way to risk manage expected and unexpected job vacancies. 
Initiative Detail:  
The SPD already partners with other educational programs to provide co-op and volunteer opportunities. By expanding this to the IT area we hope to provide staff augmentation while exposing local students to civilian work within the police department. The availability of trained IT staff in the Victoria market is an ongoing issue. Saanich Municipality regularly has multiple positions that remain open for extended periods of time. Given our small staff any unexpected loss of staff or extended inability to recruit new staff will significantly impact the department's operation. 
Objective / Desired Outcome:  
Saanich police department will partner with Camosun College to offer a summer work term for an IT related student on an annual basis.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  
Initiative Number: A-10  
Initiative Title: Equipment and Furniture Inventory Control - RFID Tracking System

Division Responsible: Administration Division  
Unit Responsible: Administration

Key Strategic Priorities:

| 2.4 | EFFECTIVENESS, EFFICIENCY AND INNOVATION |

Goals: Streamline processes and use civilian resources where possible to reduce the administrative burden on front-line officers and increase time for proactive policing

Background / Issue being addressed:

Under the old inventory system the Executive Assistants used a tag system for tracking purchased items that related to an inventory list. Desks, chairs, and office equipment were tagged and at times, new items were not properly inventoried. This becomes time consuming and ineffective in properly accounting for office equipment and furniture.

Initiative Detail:

Expanding upon the recently purchased WiseTrack RFID tracking system will provide for an accurate account of office equipment and furniture and track items to exact locations. This will provide a more effective and efficient method to account for our assets.

Objective / Desired Outcome:

Streamline the inventory and audit of equipment in the building utilizing the RFID system.
Initiative Title: Replacement of our current internal phone system with a voice over internet protocol (VOIP) phone solution.

Division Responsible: Administration Division

Unit Responsible: Information Technology

Background / Issue being addressed:
The current phone system is outdated and is becoming increasingly difficult to maintain and manage. Infrastructure is in place to move to a voice over internet protocol (VOIP) system however there are challenges when the phone system is part of or includes a public-safety answering point (PSAP). It is anticipated that the Saanich Police Telecommunications Centre will be transitioned into the new South Island Consolidated Dispatch Centre in February of 2019.

Initiative Detail:
Our IT Manager has expertise in this area and was part of a team who moved VIHA to a VOIP phone solution. The manager has been determining our needs and will be well positioned to move on this initiative once the Communications Centre transition is complete.

Objective / Desired Outcome:
The installation of a new VOIP phone solution for the Saanich Police.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  Target Start Date: 2018 Jan 01  Initiative Complete: 
Initiative Number: A-12  /  2018  A-06  Target End Date:  
Initiative Title: Jail Guard Training Program  Carry Forward: 
Division Responsible: Administration Division  
Unit Responsible: Administration  

Key Strategic Priorities:

| 5.0 | EMPLOYEE WELLNESS AND DEVELOPMENT |

Goals:

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 the Admin Staff Sergeant for 2019.

Initiative Detail:
The design and implementation of a Commissionaire training program in 2019.

Objective / Desired Outcome:
Independent training of the Commissionaire Guards.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019

Initiative Title: Purchase Netmotion (WAS Mobicontrol)

Division Responsible: Administration Division

Unit Responsible: Information Technology

Key Strategic Priorities:

13.3 TECHNOLOGY

Goals: Maintain capacity to support the efficient functioning of our department through advancement in organizational 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 two police agencies using this product on the lower mainland (Vancouver Police and Abbotsford). Saanich Police currently have two 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).
Initiative Title: Security Review and Assessment of our Network

Division Responsible: Administration Division
Unit Responsible: Information Technology

Key Strategic Priorities:

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<td>Manage the significant cost implications of new organizational technology through long-term planning and ongoing evaluation</td>
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Background / Issue being addressed:
A proactive assessment of our network security to ensure that our systems are best protected from cyber attacks and ransomware.

Initiative Detail:
Digital Boundary Group is a company that operates out of London Ontario that provides network security services. They have provided a network security assessment for the Saanich Police Department on two previous occasions, the latest occurring in the fall of 2012. The latest review occurred 5 years ago and there have been radical and rapid changes to the network that have occurred during this time. I believe it to be prudent to employ the services of DBG to review SPD’s current security posture for 2017.

Objective / Desired Outcome:
A robust, stable and secure network.
Background / Issue being addressed:
In 2017 both IT Security and Information Privacy reports were received with recommendations to improve process by establishing clear retention policy of electronic information on departmental systems.

Initiative Detail:
There has been 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 (ie: 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.
### Work Plan Year: 2019
### Initiative Number: C-01
### Initiative Title: Bicycle Registry

**Division Responsible:** Community Engagement Division  
**Unit Responsible:** Crime Prevention

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<tr>
<th>Key Strategic Priorities</th>
<th>Goals</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>1.2</strong> COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT</td>
<td>Partner with other police departments in the region to integrate where services and effectiveness can be improved, and efficiencies or cost savings can be realized</td>
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<tr>
<td><strong>1.3</strong> COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT</td>
<td>Incorporate the values of service excellence into all aspects of our work with the community</td>
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<tr>
<td><strong>2.5</strong> EFFECTIVENESS, EFFICIENCY AND INNOVATION</td>
<td>Focus on business practices that maximize efficiencies in service delivery from a regional perspective</td>
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<td><strong>3.1</strong> EFFECTIVE COMMUNICATION</td>
<td>Foster a strong connection between Saanich Police and the community through increased education and outreach</td>
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<tr>
<td><strong>10.1</strong> INVESTIGATIVE EXCELLENCE</td>
<td>Support strategies to manage crime and utilize crime analysis to strategically inform police activities</td>
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<tr>
<td><strong>13.2</strong> TECHNOLOGY</td>
<td>Provide specialized training to effectively manage technological barriers that impede or limit positive investigative outcomes</td>
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**Background / Issue being addressed:**
The Saanich Police take in lost and recovered stolen bicycles each year but only a small percentage of those are returned to their proper owners. There are a variety of reasons for that but having a bike registry is expected to increase those numbers. The Saanich Police are looking to make a bicycle registry available to the citizens of Saanich.

**Initiative Detail:**
The purpose of a bicycle registry is to provide citizens with a means to register their bicycles through the Saanich Police Department. The bicycle registry would be searchable by police which would enable them to be more effective in returning stolen property and found bicycles to their rightful owners.

**Objective / Desired Outcome:**
The objective is to establish a bicycle registry available for use by the citizens of Saanich to better enable Saanich Police to return stolen property to the rightful owners.

The desired outcome would be to return a higher percentage of stolen and found bicycles.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  Target Start Date: 2019 Jan 01  Initiative Complete:  
Initiative Number: C-02  Target End Date: 2019 Dec 31  Carry Forward:  

Initiative Title: Volunteer Programs

Division Responsible: Community Engagement Division
Unit Responsible: Community Engagement

Key Strategic Priorities:

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Background / Issue being addressed:

Presently there are limited opportunities for adults to volunteer at the Saanich Police Department. The current programs include Block Watch, Student Volunteers, the Ace Team and the Reserves. There are Block Watch members and other adults of varying ages in the community that that would like to be involved in volunteering with the Saanich Police. The nature and requirements of the present volunteer positions can restrict their capacity to volunteer.

Initiative Detail:

To explore volunteer programs for adults in other police departments and determine what would be the best fit for adults wanting to volunteer in our department and give back to the community.

Objective / Desired Outcome:

To establish what would be the best options for creating volunteer opportunities for adults of varying ages and backgrounds within the Saanich Police Department.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  Target Start Date: 2019 Jan 01  Initiative Complete: 
Initiative Number: C-03  Target End Date: 2019 Dec 31  Carry Forward: 

Initiative Title: Review of the referral process to the Greater Victoria Police Victim Services.

Division Responsible: Community Engagement Division
Unit Responsible: Community Engagement

Key Strategic Priorities:

1.3 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT
Goals: Incorporate the values of service excellence into all aspects of our work with the community

2.4 EFFECTIVENESS, EFFICIENCY AND INNOVATION
Goals: Streamline processes and use civilian resources where possible to reduce the administrative burden on front-line officers and increase time for proactive policing

2.5 EFFECTIVENESS, EFFICIENCY AND INNOVATION
Goals: Focus on business practices that maximize efficiencies in service delivery from a regional perspective

13.2 TECHNOLOGY
Goals: Provide specialized training to effectively manage technological barriers that impede or limit positive investigative outcomes

Background / Issue being addressed:
Evaluate the victim of crime referral process to determine if there are any efficiencies available to streamline the process and minimize potential delays in making referrals.

Initiative Detail:
Review the current internal process of referring victims to the Greater Victoria Police Victim Services and determine if the process can be streamlined. Once a best practice is established, the new referral process can be implemented through roll call training and related internal forms can be updated.

Objective / Desired Outcome:
To create a referral process to the Greater Victoria Police Victim Services which is efficient and minimizes delays in the referral process.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  
Initiative Number: C-04  
Initiative Title: Coordinated Response to the Parks Management and Control Bylaw

Division Responsible: Community Engagement Division  
Unit Responsible: Bike Section

Key Strategic Priorities:

1.1 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT  
Goals: Work collaboratively with diverse community service providers and residents to address issues including homelessness, mental health, and problematic substance use

1.3 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT  
Goals: Incorporate the values of service excellence into all aspects of our work with the community

2.1 EFFECTIVENESS, EFFICIENCY AND INNOVATION  
Goals: Expand on our ability to use an evidence based approach to decision-making and policy development while promoting and engaging in innovative thinking

2.2 EFFECTIVENESS, EFFICIENCY AND INNOVATION  
Goals: Develop performance metrics to measure outcomes and monitor the effectiveness of policing activities and programs

3.3 EFFECTIVE COMMUNICATION  
Goals: Increase the effectiveness of communication through the development of new communication strategies

Background / Issue being addressed:

In 2018 the Saanich Parks Management and Control Bylaw #7753 was amended to allow for temporary overnight sheltering in a number of Saanich parks. This legislative change has resulted in a change in practice for the police and Saanich Parks staff who are the frontline response to complaints.

Initiative Detail:

To develop and implement a coordinated plan to efficiently and effectively pro-actively enforce and respond to complaints of individuals in contravention of the bylaw.

Objective / Desired Outcome:

A detailed plan that identifies the roles and responsibilities for Saanich Police Bike Section members, Saanich Police Patrol members and Saanich Parks staff.
**SAANICH POLICE**

**2019 Annual Work Plan Initiatives**

Work Plan Year: 2019  
Initiative Number: C-05  
Initiative Title: Multilingual Community Presentations  
Divison Responsible: Community Engagement Division  
Unit Responsible: Crime Prevention

Key Strategic Priorities:

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<td>Goals:</td>
<td>Continue to build positive working relationships with people from diverse backgrounds who live or spend time in Saanich, and increase our understanding of local issues through ongoing engagement with a diverse range of community members</td>
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<td>Goals:</td>
<td>Work to ensure that our workforce is representative of the community we serve and support recruitment practices that attract people with different backgrounds and perspectives</td>
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<th>7.1</th>
<th>CRIME AND VICTIMIZATION PREVENTION FOR OLDER ADULTS</th>
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<tr>
<td>Goals:</td>
<td>Develop positive and supportive relationships with older adults by providing relevant workshops and educational materials</td>
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Background / Issue being addressed:

Diversity is one of the Key Strategic Priorities in our Strategic Plan. The 2016 Census Profile for Saanich by Statistics Canada confirms that many of our residents speak languages other than English. In addition, many of our police officers and volunteer reserve officers speak additional languages including French, Punjabi, Hindu, Arabic, Cantonese, Mandarin and more. Our past and present model for delivering crime prevention and community engagement presentations in the community has been to speak in English. This has created a situation where non-English speaking residents are not provided with the same opportunities to hear the police deliver educational talks in person.

Initiative Detail:

The first phase of this initiative will see officers from the Community Engagement Division consult with diverse community members through our associations with groups such as the Inter-Cultural Association of Greater Victoria (ICA), the Victoria Immigrant & Refugee Centre Society (VIRCS), the Greater Victoria Police Diversity Advisory Committee (GVPDAC) and the University of Victoria. Presentations with a focus on crime prevention, community engagement and diversity engagement will be scheduled and delivered in non-English languages to interested groups. This will be a pilot project involving multilingual police officers and reserve officers from the Community Engagement Division, but the roll-out will be flexible and can be easily expanded to include other interested officers from the Department.
Objective / Desired Outcome:
The objectives are to conduct community consultation followed by the delivery of multilingual community presentations. Desired outcomes are to create and deliver educational and engagement opportunities for individuals and groups who have had minimal or no previous opportunities of this nature.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  Target Start Date: 2019 Jan 01  Initiative Complete: □
Initiative Number: C-06  Target End Date: 2019 Dec 31  Carry Forward: □
Initiative Title: Cannabis Education for Middle & High School Students

Division Responsible: Community Engagement Division
Unit Responsible: Youth & Schools

Key Strategic Priorities:

1.1 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT
Goals: Work collaboratively with diverse community service providers and residents to address issues including homelessness, mental health, and problematic substance use

1.3 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT
Goals: Incorporate the values of service excellence into all aspects of our work with the community

3.1 EFFECTIVE COMMUNICATION
Goals: Foster a strong connection between Saanich Police and the community through increased education and outreach

6.1 CONNECTING WITH YOUNG PEOPLE
Goals: Work with schools to encourage young people to make choices that positively impact their lives

9.2 ILLICIT DRUG USE PREVENTION
Goals: Educate young people and other members of our community on the harms associated with use

Background / Issue being addressed:
Canada legalized cannabis in October 2018.
There are still many unanswered questions in relation to Federal legislation vis-à-vis provincial legislation and their intricacies as well as how these will affect the youth of British Columbia in and out of school.
It is imperative that students be educated with the most current and up to date legislation that directly affect them as well as educating school administration, faculty and parents.

Initiative Detail:
The School Liaison Section will author a lesson plan addressing the legalization of marijuana in Canada, any disparities with provincial initiatives and provide lectures to middle and high school students and the legalities of marijuana.

Objective / Desired Outcome:
This initiative will provide the necessary information to students, faculty, administration and possibly parents about the new legislation and rights of individuals.
Work Plan Year: 2019  
Target Start Date: 2017 Jan 01  
Initiative Number: C-07 / 2018 C-36  
Target End Date:  
Initiative Title: Community Engagement: Diversity and Inclusion

Division Responsible: Community Engagement Division  
Unit Responsible: Community Engagement

Key Strategic Priorities:

1.3 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT
Goals: Incorporate the values of service excellence into all aspects of our work with the community

3.1 EFFECTIVE COMMUNICATION
Goals: Foster a strong connection between Saanich Police and the community through increased education and outreach

4.1 DIVERSITY
Goals: Continue to build positive working relationships with people from diverse backgrounds who live or spend time in Saanich, and increase our understanding of local issues through ongoing engagement with a diverse range of community members

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.
Work Plan Year: 2019 Target Start Date: 2018 Jan 01 Initiative Complete:  
Initiative Number: C-08 / 2018 C-40 Target End Date:  
Initiative Title: Awareness about the Relationship between Indigenous People and the Police 

Division Responsible: Community Engagement Division 
Unit Responsible: Community Engagement 

Key Strategic Priorities: 

1.3 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT 

Goals: Incorporate the values of service excellence into all aspects of our work with the community 

3.1 EFFECTIVE COMMUNICATION 

Goals: Foster a strong connection between Saanich Police and the community through increased education and outreach 

4.1 DIVERSITY 

Goals: Continue to build positive working relationships with people from diverse backgrounds who live or spend time in Saanich, and increase our understanding of local issues through ongoing engagement with a diverse range of community members 

Background / Issue being addressed: 
In 2015, the Truth and Reconciliation Commission made a number of Calls to Action, and although none were 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 examined 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.
Work Plan Year: 2019  Target Start Date: 2018 Jan 01  Initiative Complete: □
Initiative Number: C-09 / 2018 C-42  Target End Date:  
Initiative Title: Community Paint Outs to Remove Graffiti

Division Responsible: Community Engagement Division
Unit Responsible: Bike Section

Key Strategic Priorities:

1.3 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT
Goals: Incorporate the values of service excellence into all aspects of our work with the community

3.1 EFFECTIVE COMMUNICATION
Goals: Foster a strong connection between Saanich Police and the community through increased education and outreach

10.1 INVESTIGATIVE EXCELLENCE
Goals: Support strategies to manage crime and utilize crime analysis to strategically inform police activities

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.
Initiative Title: Older Adult Awareness

Division Responsible: Community Engagement Division
Unit Responsible: Crime Prevention

Key Strategic Priorities:

2.1  EFFECTIVENESS, EFFICIENCY AND INNOVATION

Goals: Expand on our ability to use an evidence based approach to decision-making and policy development while promoting and engaging in innovative thinking

7.2  CRIME AND VICTIMIZATION PREVENTION FOR OLDER ADULTS

Goals: Increase our capacity to effectively prevent, detect and respond to cases of elder abuse

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 that may have been overlooked. The circumstances are always unique and police need to find a way to deliver the most appropriate service the most effectively.

Early in 2018, Saanich Police patrol officers received some training with respect to older adults and some of the diseases of ageing. With the training, members used some of the information they learned to be able to make the right referrals and to recognize the need for supports when they encountered an older adult in need.

Initiative Detail:
Building on the earlier sessions, continued training will be completed within the context of patrol and detective muster during 2019.

The PRIME coordinator will be consulted on ways to analyse the current data existing in the PRIME system in order to determine the level and nature of the existing issues facing older adults in Saanich. This information will make sure we are providing the care to the people who are most vulnerable in our community.

In order to ensure a complete and timely response to our older residents, the Crime Prevention officer will continue to build upon the relationships formed with community partners such as VIHA, the Public Guardian’s office and the CRD. These valued partnerships continue to be important to the Saanich Police Department in their response to the needs of all residents of Saanich.

Objective / Desired Outcome:
1. Conduct six muster training presentations on older adult awareness.
2. Attempt to analyse the data already collected in the PRIME system to learn the nature and volume of older adult crimes occurring in Saanich.
3. Strengthen the relationships with all local community stakeholders that have a role in serving and protecting older adults.
2019 Annual Work Plan Initiatives

**Initiative Title:** Fraud and Elder Abuse Prevention

**Division Responsible:** Detective Division

**Unit Responsible:** Financial Crimes

**Initiative Detail:**

The section has been liaising with Mellisa Mills, a Graphic Communications teacher at Camosun College, and are set to work with one of her upcoming 2018/2019 classes to create print/graphic material, designed to bring public awareness to elder abuse and financial frauds. The project will make up part of the student’s grade and the Saanich Police Department will have input into the final product(s). The product(s) will be provided in the form of a template that can be taken to any print shop and printed in the form of posters, brochures and/or two sided rack cards, to be handed out to the public during fraud presentations, community events or by front line patrol officers.

In 2018 the Financial Crimes Section teamed with Crime Stoppers and one of Mellisa Mills classes to bring awareness to the use of Crime Stoppers for reporting incidences of Elder Abuse. This project was a huge success and Crime Stoppers will once again be taking part in a similar project with another of her 2018/2019 classes.

**Objective / Desired Outcome:**

background / issue being addressed:

The Financial Crimes Section has recognized a need for our department to have access to relevant and up to date printed material that is available to the public and focuses on the topics of fraud and elder abuse prevention and reporting. Currently the material available is either out of date or no longer being printed and therefore will soon be unavailable once the current supply runs out. Over the past several years the Financial Crimes Section has taken part in hundreds of fraud prevention presentations and uses printed material to hand out to participants. The printed material is extremely popular among those who do not have access to or know how to access social media and provides easy access to valuable information.

**Key Strategic Priorities:**

3.2 **EFFECTIVE COMMUNICATION**

**Goals:** Increase public awareness of the department’s policing functions and public safety issues through social media, media relations and other mechanisms

7.1 **CRIME AND VICTIMIZATION PREVENTION FOR OLDER ADULTS**

**Goals:** Develop positive and supportive relationships with older adults by providing relevant workshops and educational materials

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7.2 **CRIME AND VICTIMIZATION PREVENTION FOR OLDER ADULTS**

**Goals:** Increase our capacity to effectively prevent, detect and respond to cases of elder abuse

7.3 **CRIME AND VICTIMIZATION PREVENTION FOR OLDER ADULTS**

**Goals:** Promote awareness of elder abuse among the public through education and outreach

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Tuesday, May 14, 2019
The main objective for this initiative is to ensure that the public has access to relevant educational material focused on fraud and elder abuse prevention and reporting. Social media provides a great platform for education and awareness, however some members of the community who do not have access to, or know how to access social media are overlooked. Providing educational material that is printed and readily available will increase public awareness of these topics and assist in the prevention of these types of frauds.

**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.
Monitor Civil Forfeiture referrals for the calendar year

Background / Issue being addressed:
The Province enables the police to make a referral to the Civil Forfeiture Office in order to seize personal property if acquired through criminal means.

Initiative Detail:
To apply to Civil Forfeiture on files when it is practicable to seize personal property.

Objective / Desired Outcome:
Reduce criminal activity in the Municipality of Saanich by using an alternate method of deterrence along with the criminal justice system.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  
Target Start Date: 2019 Jan 01  
Initiative Complete: □

Initiative Number: D-03  
Target End Date: 2018 Dec 31  
Carry Forward: □

Initiative Title: Family Protection Unit And School Liaison Presentations

Division Responsible: Detective Division

Unit Responsible: Family Protection Unit

Key Strategic Priorities:

3.2 EFFECTIVE COMMUNICATION

Goals: Increase public awareness of the department’s policing functions and public safety issues through social media, media relations and other mechanisms

6.1 CONNECTING WITH YOUNG PEOPLE

Goals: Work with schools to encourage young people to make choices that positively impact their lives

Background / Issue being addressed:

Over the two past years the Saanich Police Family Protection Unit has seen an increase in school-age kids sending sexually explicit images to one another and to males on the internet. Those images are then being shared with other members of the school or potentially other males online, both of which would constitute a criminal offence of Distributing Child Pornography. When the images are shared the Saanich Police have seen an increase in the cases of “sextortion”. This is where the offender is threatening to share the images with other people or the child’s parents if more sexually explicit images are not sent. Youth as young as 12 are engaging in online communication with males around the world, engaging in sexually explicit conversations, and sharing sexually explicit images without knowing the true consequences. There needs to be more education about the long-term effect of sharing sexually explicit material.

Initiative Details: The Family Protection Unit will work with the School Liaison Officers to organize school presentations relating to sexting, child pornography, and the negative effects of sending sexual images of themselves over the internet. The primary goal of the presentations will be educational; in hopes of reducing the offence of child luring, sextortion, and the likelihood of youth being re-victimization once sexual images are shared online.

Initiative Detail:
The Family Protection Unit will work with the School Liaison Officers to organize school presentations relating to sexting, child pornography, and the negative effects of sending sexual images of themselves over the internet. The primary goal of the presentations will be educational; in hopes of reducing the offence of child luring, sextortion, and the likelihood of youth being re-victimization once sexual images are shared online.

Objective / Desired Outcome:
Track the number of presentations being done and collect feedback on the effectiveness of the presentations.
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.
**2019 Annual Work Plan Initiatives**

**Work Plan Year:** 2019  
**Target Start Date:** 2019 Jan 01  
**Initiative Complete:**  
**Initiative Number:** D-05  
**Target End Date:** 2019 Dec 31  
**Carry Forward:**  

**Initiative Title:** FIS Provide Forensic Identification Lectures to Schools/Youth Programs

**Division Responsible:** Detective Division

**Unit Responsible:** Forensic Identification

**Key Strategic Priorities:**

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<thead>
<tr>
<th>3.1</th>
<th>EFFECTIVE COMMUNICATION</th>
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<td><strong>Goals:</strong></td>
<td>Foster a strong connection between Saanich Police and the community through increased education and outreach</td>
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<tr>
<th>6.1</th>
<th>CONNECTING WITH YOUNG PEOPLE</th>
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<tbody>
<tr>
<td><strong>Goals:</strong></td>
<td>Work with schools to encourage young people to make choices that positively impact their lives</td>
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**Background / Issue being addressed:**

The Forensic Identification Section (FIS) members have been fortunate to receive advance training/courses in crime scene analysis and investigations. They work in crimes scenes to collect evidence such as fingerprints, fibers, hair, blood and shoe impressions. They then return to the SPD Laboratory in order to analyze some of those items utilizing a variety of chemical agents and forensic lighting/techniques; which then allow the members to testify about their findings at a criminal trial. Over the years, television shows such as “CSI: Crime Scene Investigation”, “NCIS” and associated spin-offs have made this field of study interesting for many young persons.

In the past, FIS members have attended Saanich schools, including Middle, Secondary and Post-Secondary to talk about their field of expertise. The coordination of these talks have generally taken place in working with the SPD School Liaison Officers. However, requests have also come directly from other Officers and outside civilian agencies, including the Boy Scouts, Girl Guides and Youth CIS Camps in the summer months.

It is felt these important community connections should be reported to reflect/advised that SPD stands by our Strategic Plan.

**Initiative Detail:**

SPD FIS members will provided Forensic Identification lectures to school and youth programs whenever requested. These will also include requests from University of Victoria, Camosun College and the Oak Bay Police Department for their youth/school programs.

**Objective / Desired Outcome:**

This initiative will ensure Saanich Police provide effective communication and are fostering strong connections with the young people of our community.
**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.
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.
### 2019 Annual Work Plan Initiatives

**Work Plan Year:** 2019  
**Initiative Number:** D-07CP / 2018 D-11  
**Initiative Title:** Reduce victimization of seniors  

**Division Responsible:** Detective Division  
**Unit Responsible:** Financial Crimes

### Background / Issue being addressed:

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

### Initiative Detail:

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

### Objective / Desired Outcome:

The objective is to conduct Sixteen presentations to seniors.

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

A long-term outcome will be a reduction of seniors being victimized by crimes, however a methodology to establish a baseline and measure this outcome will need to be developed by our research staff. Even with effort it is recognized it is difficult to measure crimes that do not occur.
# 2019 Annual Work Plan Initiatives

| Work Plan Year: | 2019 | Target Start Date: | 2019 Jan 01 | Initiative Complete: | [ ] |
| Initiative Number: | D-09 | Target End Date: | 2019 Dec 31 | Carry Forward: | [ ] |

**Initiative Title:** Forensic Identification Members Continued Training in Fire/Arson Investigations through JIBC Fire Cause and Origin Level 2 and 3 Courses

**Division Responsible:** Detective Division

**Unit Responsible:** Forensic Identification

## Key Strategic Priorities:

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<thead>
<tr>
<th>Goal</th>
<th>Strategic Priority</th>
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<tr>
<td>10.0</td>
<td>INVESTIGATIVE EXCELLENCE</td>
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<td>10.2</td>
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<td>TECHNOLOGY</td>
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**Goals:**

**10.0 INVESTIGATIVE EXCELLENCE**

- Take an intelligence-led analytical approach, including the development of predictive policing models, to inform resource allocation and minimize victimization

**10.2 INVESTIGATIVE EXCELLENCE**

- Provide specialized training to effectively manage technological barriers that impede or limit positive investigative outcomes

**13.2 TECHNOLOGY**

- Provide specialized training to effectively manage technological barriers that impede or limit positive investigative outcomes

## Background / Issue being addressed:

Annual Work Plan Initiative 2018: D-28 began to address an investigative deficiency within FIS for fire/arson investigations. FIS took the lead in working with the JIBC Fire Program, and a local offering for the Fire Cause and Origin Level 1 course was organized. In June 2018, the three current FIS Constables, the incoming FIS Sergeant, and two GIS members received the Level I course which was hosted at SFD/SPD. By organizing the course in this manner, FIS was able to send three of its members on course while maintaining one member on regular duty, while minimizing additional expenditures related to travel, etc.

While the Level 1 course was entirely classroom based, the Level 2 course includes hands-on practical skills development associated with fire investigation and would greatly enhance the investigative proficiency of FIS members in this discipline. As this course requires a facility to conduct controlled burn scenarios, SFD/SPD would be unable to host it. Feedback following the Level I course in June 1018 indicated that there is high interest amongst the attendees in continuing the training and there are several Lower Island agencies capable of and interested in hosting this course.

The Level 3 course is the last portion of the Fire Cause and Origin program which covers major fire scene investigation and case management, as well as court testimony. Upon completion, candidates would receive certification with International Fire Service Accreditation Congress and ProBoard Seals to the National Fire Protection Agency 1033 standard. This would allow an investigator to potentially provide expert testimony in court. It would be beneficial to have one if not two FIS members qualified to this level.

## Initiative Detail:

The Justice Institute of BC offers both Fire Cause & Origin 2 and 3 courses, which continue the candidates fire investigation training with hands-on skill development and scenario based learning.

SPD will work with the JIBC to, wherever possible, organize these courses within Greater Victoria or the Lower Island.

## Objective / Desired Outcome:

Tuesday, May 14, 2019
The initiative will further augment the investigative capabilities of the SPD Forensic Identification Section and qualify members to the national standard for Fire Investigation. This will allow police investigators to form expert opinions in relation to criminal fire investigations without having to rely so heavily on the findings of non-investigative partner agencies. The Key strategic priorities addressed include Effectiveness, Efficiency and Innovation, Investigative Excellence and Employee Wellness and Development. Furthermore, organizing courses in Greater Victoria will ensure that associated costs are reduced for members to attend.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019
Initiative Number: D-10
Initiative Title: Forensic Identification Section 3-Dimensional Crime Scene Diagram Capability

Division Responsible: Detective Division
Unit Responsible: Forensic Identification

Key Strategic Priorities:

2.0 EFFECTIVENESS, EFFICIENCY AND INNOVATION

10.1 INVESTIGATIVE EXCELLENCE
Goals: Support strategies to manage crime and utilize crime analysis to strategically inform police activities

13.2 TECHNOLOGY
Goals: Provide specialized training to effectively manage technological barriers that impede or limit positive investigative outcomes

Background / Issue being addressed:

Crime scene diagrams are an important aspect of any major crime investigation such as a homicide, and are traditionally produced by Forensic Identification Specialists as part of the crime scene examination. These diagrams have evolved from pencil on paper drafted documents, to computer assisted drafting (CAD) two dimensional diagrams, to three dimensional (3D) scanned diagrams. 3D scanned scene diagrams are now the standard preferred by the courts.

Currently, SPD does not currently possess the capability to produce 3D scanned scene diagrams. During the most recent homicide investigation involving FIS members, VIIMCU requested a 3D scanned scene diagram and VicPD FIS were able to provide this service over two days.

3D scanning systems can cost up to $100,000, and it is not uncommon for yearly software license renewals to be costly. A new 3D scanning system would likely be cost prohibitive for FIS at this time.

The SPD Traffic Safety Unit Collision Analyst program employs an Unmanned Aerial Vehicle (UAV) with associated Pix4D software. The current Pix4D software license allows for registration to two computers, and the Collision Analyst group currently has only one computer capable of fully operating the program. The software is compatible with nearly any digital camera system, and the company’s website contains a wealth of information and training videos which suggest the software could be used to produce indoor 3D scanned images using a stationary camera with GPS capabilities.

FIS will conduct further research into the software’s capabilities, including the use of different camera systems, to determine if the Pix4D software is a viable solution to producing 3D imaging in-house. This would require cross-training with the SPD Collision Analysts to learn how to use the software. Attempts would be made to borrow any associated equipment for testing. Should the software prove to be suitable, it is anticipated that equipment expenditures to complete the system would be far more cost effective than the $100K 3D scanning systems.

Initiative Detail:

FIS members to work with Collision Analysts using Pix4D software to determine if it would serve as an effective 3D scanning application for producing crime scene diagrams.
Objective / Desired Outcome:
Using software already owned by SPD, the Forensic Identification Section will develop the capability to produce 3D scanned crime scene diagrams, which is the standard currently expected by the courts. Should the software prove to be unsuitable for this purpose, alternative solutions would then be explored. This initiative addresses Key Strategic Priorities addressed in this initiative include Effectiveness, Efficiency and Innovation, Investigative Excellence and Technology.
Initiative Title: Forensic Identification Section Underwater Video Camera Proficiency

Division Responsible: Detective Division
Unit Responsible: Forensic Identification

Key Strategic Priorities:

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Background / Issue being addressed:

In 2017, the SPD Forensic Identification Section purchased a new high definition video camera as well as an underwater housing system for that camera.

In 2018, the underwater housing and camera were successfully control tested with the SPD Dive Unit at Commonwealth Pool. Since that time, a deployment kit for the underwater housing has been created to facilitate field use.

The housing has not yet been field tested in open water, and further training/testing is required to ensure FIS and Dive Unit members are proficient in its use, and the full capabilities of the camera under water are known.

Initiative Detail:

FIS will coordinate with the SPD Dive Unit to deploy the camera in the field during dive training days.

Objective / Desired Outcome:

SPD Forensic Identification Section and Dive Unit members will become proficient in the deployment and functionality of the FIS video camera and underwater housing system. The Key Strategic Priorities addressed in this initiative include Investigative Excellence and Technology.
2019 Annual Work Plan Initiatives

**Work Plan Year:** 2019  
**Initiative Number:** D-13  
**Initiative Title:** RVU-TIP Interview Room

**Division Responsible:** Detective Division  
**Unit Responsible:** Relationship Violence Unit

**Key Strategic Priorities:**

- **1.3 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT**
  - **Goals:** Incorporate the values of service excellence into all aspects of our work with the community

- **10.0 INVESTIGATIVE EXCELLENCE**
  - **Goals:**

- **11.0 INFRASTRUCTURE RENEWAL**
  - **Goals:**

**Background / Issue being addressed:**

Recently, the Relationship Violence Unit NCO was asked to participate in a survey distributed by the Canadian Association of Chiefs of Police. The survey related to the March 2016 National Framework for Collaborative Police Action on Intimate Partner Violence (IPV). Prior to taking the survey, the NCO reviewed the Framework an additional time as it was last distributed to the unit the previous year. During the completion of the survey and review of the Framework, it was determined the Saanich Police Department policy, procedures, and investigative guidelines were overall, in alignment with the recommendations of the Framework. One area where Saanich Police could improve practice was in addressing a Trauma Informed Police Response to victims of intimate partner violence. Specifically, the Saanich Police Department interview room being utilized for victim interviews.

**Initiative Detail:**

An effective trauma-informed police response involves promoting trauma awareness in all police response, training, and protocols. Understanding trauma better prepares police officers to assist trauma victims and decreases the potential for re-victimization and harm. An individual’s response to trauma can be affected by the individual’s environmental context which can lead to varied responses in how they experience and express trauma. The current interview rooms being utilized for victim interviews are not consistent with trauma informed practice. The Relationship Violence Unit will assess the current interview rooms located at 760 Vernon Avenue and make recommendations to remain consistent with Trauma Informed Police Response to Victims of intimate partner violence.

**Objective / Desired Outcome:**

Address and improve the interview room currently being used for victims of IPV to remain consistent with Trauma Informed Practice.
SAANICH POLICE
2019 Annual Work Plan Initiatives

Work Plan Year: 2019
Target Start Date: 2015 Jan 01
Initiative Number: D-14 / 2018 D-03
Target End Date: Initiative Complete: □
Initiative Title: Create Redundancy for Strategic Crime Analyst Position

Division Responsible: Detective Division
Unit Responsible: Detective

Key Strategic Priorities:

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<thead>
<tr>
<th>2.1</th>
<th>EFFECTIVENESS, EFFICIENCY AND INNOVATION</th>
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<tbody>
<tr>
<td><strong>Goals:</strong></td>
<td>Expand on our ability to use an evidence based approach to decision-making and policy development while promoting and engaging in innovative thinking</td>
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<th>10.1</th>
<th>INVESTIGATIVE EXCELLENCE</th>
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<tbody>
<tr>
<td><strong>Goals:</strong></td>
<td>Support strategies to manage crime and utilize crime analysis to strategically inform police activities</td>
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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.
2019 Annual Work Plan Initiatives

Initiative Title: Revision of the Major Case Management Business Rules

Division Responsible: Detective Division

Unit Responsible: Detective

Key Strategic Priorities:

2.4 EFFECTIVENESS, EFFICIENCY AND INNOVATION

Goals: Streamline processes and use civilian resources where possible to reduce the administrative burden on front-line officers and increase time for proactive policing

10.0 INVESTIGATIVE EXCELLENCE

Goals:

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.
Initiative Title: Liaise with VIRCC regarding drug trafficking into the gaol

Initiative Detail:
SCU drug investigation members will connect with staff at VIRCC to build an ongoing relationship to assist in the detection and interception of illicit substances into the gaol. As well, any related education of gaol staff members will be undertaken by SCU investigators as necessary. Issues including identification of drugs, collection of drug exhibits and initial steps to take to support an investigation will be discussed. SCU and VIRCC staff will endeavor to open lines of communication with regard to the sharing of intelligence.

Objective / Desired Outcome:
SCU will collaborate with VIRCC staff to reduce the flow of illicit substances into the institution, thereby creating a safer environment for staff and inmates. Some measurable outcomes include numbers of assaults and quantity of seizures being made by staff in the institution.
FIS Orientation for Block 2 Recruits

Background / Issue being addressed:
British Columbia Municipal police officers receive their recruit training at the British Columbia Justice Institute (JIBC). Officers return to their agencies after several months of training to begin a block 2 phase and work directly with a fully qualified Officer, prior to returning to the JIBC for their last portion of training. It is during this Block 2, the new officer are exposed to a variety of policing calls, including attending crime scenes.

In the past, new recruits have attended the Forensic Identification Section, when possible. However, their attendance is not mandatory. Recruit officers have then returned to the JIBC, without receiving an overview of forensic investigative techniques/items they should look for and consider. These officers eventually graduate and then begin their policing career. There have times when newly trained officers were unsure of what to look for when at crime scenes and/or if they should be contacting a Forensic Identification Officer for assistance. These same officers, over time, become field trainers themselves for new recruits.

The Forensic Identification Section are also responsible for all Digital Media storage for SPD, and a Digital Media Technician is employed with the section. There are specific forms, which are required to be completed by officers, for the media to be secured. Electronic media also comes in several various different formats and these formats require proper attention/conversion for Crown Counsel disclosure.

Initiative Detail:
Officers who are in their Phase 2 of their block training attend SPD Forensic Identification Section with their field trainer to receive a mandatory introduction and information session to what the Forensic Identification Section can provide. This includes both crime scene attendance/investigation and the gathering of digital media from scenes and the submittal of that media for storage/disclosure.

Objective / Desired Outcome:
This initiative will ensure both the police recruits and their field trainers are aware of current forensic investigative techniques they can employ themselves at crime scenes, when they should be contacting a Forensic Identification Officer for assistance and how to properly deal with any digital media. This will help ensure investigative excellence at all levels.
2019 Annual Work Plan Initiatives

Initiative Number: D-18

Division Responsible: Detective Division

Unit Responsible: Relationship Violence Unit

Initiative Title: Prevention and Public Education of IPV

Target Start Date: 2019 Jan 01
Target End Date:

Key Strategic Priorities:

1.1 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT

Goals: Work collaboratively with diverse community service providers and residents to address issues including homelessness, mental health, and problematic substance use

3.2 EFFECTIVE COMMUNICATION

Goals: Increase public awareness of the department's policing functions and public safety issues through social media, media relations and other mechanisms

10.1 INVESTIGATIVE EXCELLENCE

Goals: Support strategies to manage crime and utilize crime analysis to strategically inform police activities

Background / Issue being addressed:

In 2018, the Relationship Violence Unit NCO was asked to participate in a survey distributed by the Canadian Association of Chiefs of Police. The survey related to the March 2016 National Framework for Collaborative Police Action on Intimate Partner Violence (IPV). Prior to taking the survey, the NCO reviewed the Framework an additional time as it was last distributed to the unit in 2017. During the completion of the survey and review of the Framework, it was determined the Saanich Police Department policy, procedures, and investigative guidelines were overall, in alignment with the recommendations of the Framework. It was identified in the Framework that Police Proaction refers to a preventative, anticipatory approach to policing rather than strictly a reactive response to IPV. It presents an opportunity to prevent future harm and victimization by taking initiatives improving police intervention. Current leading practices for an effective approach to IPV includes Prevention and Public Education of IPV.

Initiative Detail:

Comprehensive responses to IPV should include a prevention strategy and community education to encourage people to speak out against violence in relationships and families, as well as provide information for accessing supports and services. Saanich Police does not currently have a public education and prevention program for IPV. The initiative would explore resources and programs to provide community outreach, prevention and education.

Objective / Desired Outcome:

Prevention and public education of IPV program for delivery to the community.
Initiative Title: VIRCC intelligence and training working group

Division Responsible: Detective Division

Unit Responsible: Intelligence

Target Start Date: 2019 Jan 01
Target End Date: 2019 Dec 31

Key Strategic Priorities:

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<tr>
<th>1.2</th>
<th>COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT</th>
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<tbody>
<tr>
<td>Goals:</td>
<td>Partner with other police departments in the region to integrate where services and effectiveness can be improved, and efficiencies or cost savings can be realized</td>
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<tr>
<th>3.1</th>
<th>EFFECTIVE COMMUNICATION</th>
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<tbody>
<tr>
<td>Goals:</td>
<td>Foster a strong connection between Saanich Police and the community through increased education and outreach</td>
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<tr>
<th>9.4</th>
<th>ILLICIT DRUG USE PREVENTION</th>
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<tr>
<td>Goals:</td>
<td>Continue to support harm reduction initiatives that combat the negative effects of substance, including instances of overdose through our Naloxone Program</td>
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<tr>
<th>10.3</th>
<th>INVESTIGATIVE EXCELLENCE</th>
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<tr>
<td>Goals:</td>
<td>Prioritize the use of regional partnerships for specialized investigations</td>
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Background / Issue being addressed:

A working group with senior VIRCC staff and the Saanich Police was established in 2016. The initial intent was to address issues of drug smuggling into the jail at that time. This has now evolved into a collaborative working group to address intelligence collection and sharing, and to examine any training needs for jail staff. The intelligence and training issues will now be maintained by the Intelligence NCO.

Initiative Detail:

Sgt. Jantzen will meet regularly with the VIRCC working group on an as needed basis. An open dialogue about events and intelligence from within the jail are to be discussed. Some training needs have been identified including confidential informer handling and officer note taking.

Objective / Desired Outcome:

The objective of this initiative is to keep open lines of communication and to continuously work to improve and maintain relationships with our public safety partner. Training will be provided in areas where it is felt necessary.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  Target Start Date: 2019 Feb 28  Initiative Complete:  □  Target End Date: 2019 Dec 31  Carry Forward:  □

Initiative Number: D-22

Initiative Title: Review of CI handling policy, practices, administration and procedures

Division Responsible: Detective Division

Unit Responsible: Intelligence

Key Strategic Priorities:

2.3 EFFECTIVENESS, EFFICIENCY AND INNOVATION

Goals: Conduct regular audits of departmental functions and policing activities to support the effective allocation of resources

9.3 ILLICIT DRUG USE PREVENTION

Goals: Proactively enforce drug laws to cut the supply of illicit drugs into our community

Background / Issue being addressed:
Intelligence NCO to conduct an audit of all relevant practices, policies, administration, and procedures in relation to the handling of confidential informers by the department. Information from informers is valuable and can accelerate an investigation, thereby reducing time spent and costs. It is also a very high risk function for the department, requiring supervision and robust procedures.

Initiative Detail:
There are few confidential informer handlers with active reporting informers. Most of the handling practices and procedures are paper based and appear archaic. The Intelligence NCO will conduct an environmental scan to seek best practices in this sector. Further, some training and information about the program will be developed and delivered to the department in some form in 2019.

Objective / Desired Outcome:
The objective is to confirm current procedures as adequate or make identified changes as necessary. Further, to increase the profile of the program and the number of informers actively reporting on crime to the department.
### Initiative Title: Record of Core Function Budget Requirements

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

#### Background / Issue being addressed:

#### Initiative Detail:

#### Objective / Desired Outcome:
Work Plan Year: 2019  Target Start Date: 2016 Feb 02  Initiative Complete:  
Initiative Number: O-02 / 2018 O-01  Target End Date:  
Initiative Title: Enhance building security  
Division Responsible: Office of the Chief Constable  
Unit Responsible: Office of the Chief Constable  

Key Strategic Priorities:

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<th>5.0</th>
<th>EMPLOYEE WELLNESS AND DEVELOPMENT</th>
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<td>Goals:</td>
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<th>11.0</th>
<th>INFRASTRUCTURE RENEWAL</th>
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<td>Goals:</td>
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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 improve overall internal and external building security.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  Target Start Date: 2015 Jan 01  Initiative Complete: □
Initiative Number: O-03 / 2018 O-02  Target End Date:  Initiative Complete:  Carry Forward: □
Initiative Title: Review of Integration Opportunities

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

Key Strategic Priorities:

1.2 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT

Goals: Partner with other police departments in the region to integrate where services and effectiveness can be improved, and efficiencies or cost savings can be realized

2.5 EFFECTIVENESS, EFFICIENCY AND INNOVATION

Goals: Focus on business practices that maximize efficiencies in service delivery from a regional perspective

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.
SAANICH POLICE
2019 Annual Work Plan Initiatives

Work Plan Year: 2019
Initiative Number: O-04 / 2018 O-03
Initiative Title: Public Safety Building Remediation Project

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

Key Strategic Priorities:

| 11.1 | INFRASTRUCTURE RENEWAL |

Goals: Work with the municipality to ensure a new infrastructure plan supports the growth of our programs, is seismically sound and operationally efficient in the event of a disaster, and meets the standards of a modern police department

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

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

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

Objective / Desired Outcome:
To identify the earliest opportunity to become engaged with municipal staff in planning for the remediation of the public safety building and to remain current with the status of the priority of this project in consideration of other municipal infrastructure priorities.
Work Plan Year: 2019  
Initiative Number: O-05 / 2018 O-04  
Initiative Title: Work with the Saanich Police Board and Council to implement a multi-year staffing plan.

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

Key Strategic Priorities:

2.1 EFFECTIVENESS, EFFICIENCY AND INNOVATION
Goals: Expand on our ability to use an evidence based approach to decision-making and policy development while promoting and engaging in innovative thinking.

2.4 EFFECTIVENESS, EFFICIENCY AND INNOVATION
Goals: Streamline processes and use civilian resources where possible to reduce the administrative burden on front-line officers and increase time for proactive policing.

5.3 EMPLOYEE WELLNESS AND DEVELOPMENT
Goals: Continue to develop resource plans that meet the needs of our staff and support sustainable workload levels.

Background / Issue being addressed:
The Saanich Police 2018-2022 Strategic Plan focused on 13 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. Many of the positions in the plan were filled through restructuring, some were filled with new resources, and many were not addressed.

In support of the 13 Key Strategic Priorities, the a new conceptual staffing plan was drafted. This plan sets a framework for building a multi-year staffing plan to guide and predict staffing needs each year. Work is required through the Office of the Chief Constable to take this framework and verify staffing requirements, develop innovative strategies to make the most effective and efficient use of resources, and seek the endorsement of the Saanich Police Board to move the plan forward.

Initiative Detail:
Work with the Saanich Police Board and Council to develop and 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 staff positions necessary to achieve the desired outcomes where alternatives are not practical or feasible.
### Initiative Title:
Information Management

### Division Responsible:
Office of the Chief Constable

### Unit Responsible:
Office of the Chief Constable

### Key Strategic Priorities:

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<tr>
<th>Number</th>
<th>Priority</th>
<th>Goals</th>
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<tr>
<td>2.0</td>
<td>EFFECTIVENESS, EFFICIENCY AND INNOVATION</td>
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<tr>
<td>3.0</td>
<td>EFFECTIVE COMMUNICATION</td>
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<tr>
<td>13.0</td>
<td>TECHNOLOGY</td>
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### 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.
Work Plan Year: 2019  Target Start Date: 2018 Jan 02  Initiative Complete: □
Initiative Number: O-07 / 2018 O-07  Target End Date:  Initiative Complete: □
Initiative Title: Promoting gender equity, inclusion, and diversity in the workplace

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

Key Strategic Priorities:

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<th>DIVERSITY</th>
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Goals: Continue to create an inclusive and supportive workplace culture where all employees feel valued and supported

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 equity, 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.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  Target Start Date: 2019 Feb 12  Initiative Complete: ☐
Initiative Number: O-09  Target End Date:  Initiative Complete:  Carry Forward: ☐
Initiative Title: Develop a Performance Measurement Framework

Division Responsible: Office of the Chief Constable
Unit Responsible:

Key Strategic Priorities:

2.2  EFFECTIVENESS, EFFICIENCY AND INNOVATION

Goals: Develop performance metrics to measure outcomes and monitor the effectiveness of policing activities and programs

Background / Issue being addressed:

Measuring performance in the public sector is a difficult but necessary activity to ensure organizations are functioning in a fiscally responsible manner that promotes effective and efficient use of resources and personnel to meet strategic objectives. Effective police performance measurement (PPM) includes developing a framework of evaluative methodologies that connect inputs, activities, outputs, and outcomes.

Initiative Detail:

A PPM Working Group will be formed to research, design, and implement a PPM framework specific to Saanich Police.

Objective / Desired Outcome:

Design a performance measurement framework to facilitate the collecting, analyzing, and reporting on streams of data that will assist in measuring organizational performance.
SAANICH POLICE

2019 Annual Work Plan Initiatives

Work Plan Year: 2019
Initiative Number: O-10
Initiative Title: Efficiency Review

Division Responsible: Office of the Chief Constable

Key Strategic Priorities:

2.3 EFFECTIVENESS, EFFICIENCY AND INNOVATION

Goals: Conduct regular audits of departmental functions and policing activities to support the effective allocation of resources

2.4 EFFECTIVENESS, EFFICIENCY AND INNOVATION

Goals: Streamline processes and use civilian resources where possible to reduce the administrative burden on front-line officers and increase time for proactive policing

2.5 EFFECTIVENESS, EFFICIENCY AND INNOVATION

Goals: Focus on business practices that maximize efficiencies in service delivery from a regional perspective

Background / Issue being addressed:

In 2013 Public Safety Canada convened a Steering Committee to develop a “Shared Forward Agenda”, to "help make policing in Canada more efficient and effective by focusing on best practices and research." This resulted in an examination of the economics of policing through various summits, conferences, research papers, working groups, and the development of a research portal. Further, the Standing Committee on Public Safety and National Security and the Council of Canadian Academies released reports in relation to the role of the police and how the delivery of policing services can be improved. The Standing Committee examined the economics of policing with a focus on how to improve effectiveness and efficiency of policing in Canada.

The Saanich Police wish to embark on a similar journey for the purpose of gaining efficiencies in service delivery and overall operation of the police department.

Initiative Detail:

The purpose of this initiative is to conduct research to assist in the development of a framework for auditing current business processes of the Saanich Police Department.

Objective / Desired Outcome:

Develop an auditing framework to facilitate organizational efficiency reviews. This AWP initiative will link closely to AWP initiative 2019:O-09.
Work Plan Year: 2019  Target Start Date: 2017 Jan 01  Initiative Complete: 
Initiative Number: P-02 / 2018 P-29  Target End Date: 2019 Dec 31  Carry Forward: 
Initiative Title: Canine Section Mandate

Division Responsible: Patrol Division
Unit Responsible: Canine Section

Key Strategic Priorities:

2.0 EFFECTIVENESS, EFFICIENCY AND INNOVATION
Goals:

2.3 EFFECTIVENESS, EFFICIENCY AND INNOVATION
Goals: Conduct regular audits of departmental functions and policing activities to support the effective allocation of resources

10.2 INVESTIGATIVE EXCELLENCE
Goals: Take an intelligence-led analytical approach, including the development of predictive policing models, to inform resource allocation and minimize victimization

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.
2019 Annual Work Plan Initiatives

**Work Plan Year:** 2019

**Initiative Number:** P-03 / 2018 P-33

**Initiative Title:** Electronic Ticketing

**Division Responsible:** Patrol Division

**Unit Responsible:** Traffic Safety Unit

**Target Start Date:** 2018 Mar 01

**Target End Date:** 2019 Dec 31

**Initiative Complete:**

**Carry Forward:**

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**Key Strategic Priorities:**

<table>
<thead>
<tr>
<th>2.5</th>
<th>EFFECTIVENESS, EFFICIENCY AND INNOVATION</th>
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</thead>
<tbody>
<tr>
<td>Goals:</td>
<td>Focus on business practices that maximize efficiencies in service delivery from a regional perspective</td>
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<tr>
<th>13.0</th>
<th>TECHNOLOGY</th>
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<tr>
<td>Goals:</td>
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**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 with intergrate with PRIME BC and ICBC databases that will allow 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. Outcomes will include additional traffic fine revenue and the creation of additional time for police officers to conduct more traffic enforcement and education.
Initiative Title: Patrol Supported Road Safety and Enforcement

Division Responsible: Patrol Division
Unit Responsible: Patrol

Key Strategic Priorities:

2.2 EFFECTIVENESS, EFFICIENCY AND INNOVATION
Goals: Develop performance metrics to measure outcomes and monitor the effectiveness of policing activities and programs

8.1 ROAD SAFETY
Goals: Reduce the frequency and severity of motor vehicle collisions through strategic road safety initiatives, education, enforcement, and stakeholder collaboration

Background / Issue being addressed:
Road Safety has consistently been identified as a top priority by Saanich citizens and the community. While enforcement is among the primary responsibilities of the Traffic Safety Unit, road safety is a priority for all members of the Saanich Police. Uniformed Patrol Officers are best positioned to support the Traffic Safety Unit in keeping Saanich Safe through targeted road safety initiatives and public safety campaigns.

From the 2018 budget the Saanich Police invested in two (2) directional sensing moving police radar devices. These have been installed in front line patrol vehicles and members are currently being trained in their use. These radar devices are an additional tool that will assist patrol officers conduct proactive speed enforcement and help keep roadways safe.

In 2019 all members of the Patrol Division will be asked for more focused efforts to support road safety through enforcement.

Initiative Detail:
The NCO i/c of the Traffic Safety Unit will provide all Patrol Platoons and Canine Section with violation ticket production numbers from 2017 and 2018. These will be broken down by quarter and can be used by the NCO's as a baseline to measure their productivity moving forward.

Each new quarter beginning April 1, 2019 the NCO's from each work unit will be provided production numbers from the previous quarter. These numbers can be used by the NCO's to ensure that their focused effort is reasonable and proportionate to others.

Objective / Desired Outcome:
The desired outcome of this initiative is to keep our roadways and those who use them safe. We hope to contribute to this outcome by meeting our objective of more focused efforts to support road safety through increased enforcement.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019  
Target Start Date: 2019 Jan 01  
Target End Date: 2019 Dec 31  
Initiative Complete:  
Carry Forward:  
Initiative Title: Proactive Impaired Driving Enforcement

Division Responsible: Patrol Division  
Unit Responsible: Patrol

Key Strategic Priorities:

1.2 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT

Goals: Partner with other police departments in the region to integrate where services and effectiveness can be improved, and efficiencies or cost savings can be realized

8.2 ROAD SAFETY

Goals: Undertake proactive enforcement to combat impaired, distracted and dangerous driving

Background / Issue being addressed:

With the legalization of marijuana, members have been challenged with changes to impaired driving legislation for both alcohol and drug affected drivers. Mandatory in-house and on-line training has been provided however there is a need to develop investigative confidence and proficiency in the application of the new legislation in the field.

Initiative Detail:

Working with our RCMP partners we continue to train additional Drug Recognition Experts (DRE's) and build our investigative capacity to detect drug-impaired drivers and conduct drug-impaired driving investigations.

Each Platoon will be asked to conduct two (2) proactive impaired driving road blocks each month, engaging SFST trained officers and if possible, a DRE. At the end of each quarter, NCO's from these individual work unit's will report out on the proactive enforcement efforts taken over the previous three months. This information will then be evaluated and shared collectively with a view to develop balanced and sustainable enforcement and eventual core practice.

Objective / Desired Outcome:

The desired outcome of this initiative is to keep our roadways and those who use them safe. We will contribute to this outcome by meeting our objective of proactive impaired driving enforcement and initiatives in support of road safety and our overall mission to keep Saanich safe.
Initiative Title: Development of Annual Report

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

Key Strategic Priorities:

1.0 COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT

3.1 EFFECTIVE COMMUNICATION
Goals: Foster a strong connection between Saanich Police and the community through increased education and outreach

3.2 EFFECTIVE COMMUNICATION
Goals: Increase public awareness of the department’s policing functions and public safety issues through social media, media relations and other mechanisms

Background / Issue being addressed:
The department will develop its first annual report to share key information with stakeholders as well as updates on the strategic plan. This initiative will support public trust and accountability through the sharing of public safety data and important organizational information.

Initiative Detail:
The division will work closely with the Office of the Chief Constable to determine the plan’s overall concept and content. It is anticipated that the development of an annual report will serve as the primary public reporting mechanism for the department and replace the publication of the AWP on the website.

Objective / Desired Outcome:
Increased public awareness of departmental services and functions.
Initiative Title: Public Engagement Surveys

Division Responsible: Professional Standards Division

Unit Responsible: Research and Planning

Key Strategic Priorities:

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<tr>
<th>1.0</th>
<th>COMMUNITY ENGAGEMENT AND PARTNERSHIP DEVELOPMENT</th>
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<tbody>
<tr>
<td>3.1</td>
<td>EFFECTIVE COMMUNICATION</td>
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<td>3.3</td>
<td>EFFECTIVE COMMUNICATION</td>
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Goals:

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<tbody>
<tr>
<td>3.3</td>
<td>EFFECTIVE COMMUNICATION</td>
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Goals:

- Foster a strong connection between Saanich Police and the community through increased education and outreach
- Increase the effectiveness of communication through the development of new communication strategies

Background / Issue being addressed:

The department will encourage meaningful public feedback on its activities and initiatives through the delivery of public surveys.

Initiative Detail:

The division has expressed interest in receiving public feedback more often than every four to five years when engagement occurs during the strategic planning cycle. Details of the public surveys will be explored in collaboration with the Office of the Chief Constable.

Objective / Desired Outcome:

This initiative will help ensure that the department's services are relevant and informed by the community's needs.
### Part II Order / Policy Alignment

**Division Responsible:** Professional Standards Division  
**Unit Responsible:** Research Audits and Policy Section

#### Background / Issue being addressed:
Part II Orders historically are issued 30-40 times per year on an annual average. A Part II Order consist of instructions/direction from Department Management that do not form part of the SPD Policy & Procedure Manual.

Part II Orders are disseminated to all staff via a 1-time email message, then stored on the Department Intranet for future reference. Many of these Orders contain instructions/direction that are relied upon on a long term basis, that may pre-date the employment start of many of the Department employees, or may have been received but not necessarily read.

#### Initiative Detail:

**Objective / Desired Outcome:**
The Professional Standards Division will investigate solutions and develop a core practice where Part II Orders will be diary dated for review to determine if any changes to policy/procedure need to be made, or if the contents of the Order can become normal business practice. This will reduce employees reliance on locating Part II Orders that may be several years old but have not been addressed in such a manner.
Initiative Title: Develop a Saanich Police Departmental Operations Centre (DOC) Plan

Division Responsible: Professional Standards Division

Unit Responsible: Research and Planning

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 complements the EOC by year end.
2019 Annual Work Plan Initiatives

Work Plan Year: 2019 Target Start Date: 2014 Jan 06 Initiative Complete: 
Initiative Number: PS-05 / 2018 PS-05 Target End Date:
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.
### Upgrade the Intranet search capability functions.

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

**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.
Upgrade the Saanich Police Web page

Professional Standards Division
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.
**Background / Issue being addressed:**

With 246 individual sections covering various topics, the Policy and Procedure Manual is a cumbersome document that contains a vast amount of information. Over the years, as policies have been amended, or new policies have been created, sub-sections within each individual policy section have not been updated or moved to new and more appropriate sections.

**Initiative Detail:**

A comprehensive, section by section, audit will be conducted to ensure that the correct information is contained within each policy section.

**Objective / Desired Outcome:**

At the end of this audit, recommendations will be made to amend the entire policy manual to ensure that the correct information is located within each policy section and that such information is easy to locate.
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 include 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.
<table>
<thead>
<tr>
<th>Initiative Title</th>
<th>Review and determine if the current medical testing utilized for candidates is consistent with current standards.</th>
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<tbody>
<tr>
<td>Division Responsible</td>
<td>Staff Development Division</td>
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<tr>
<td>Unit Responsible</td>
<td>Staff Development</td>
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<tr>
<td>Background / Issue being addressed</td>
<td>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.</td>
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<tr>
<td>Initiative Detail</td>
<td>To research the various testing options available and identify a process that is consistent with industry standards.</td>
</tr>
<tr>
<td>Objective / Desired Outcome</td>
<td>Implement a medical testing process that meets industry standards.</td>
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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.