

# SAANICH POLICE STRATEGIC PLAN 2018-2022



*Keeping Saanich Safe*





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# MESSAGE FROM THE POLICE BOARD

Members of the Saanich Police Board are privileged to present our 2018-2022 Five-Year Strategic Plan. It reflects the Board's commitment to community-based policing, the Saanich Police Department's strong values and the extensive engagement and consultation which has taken place with our partners in the community – residents, businesses, and voluntary associations – and with members of the department.

The plan balances the expectations of Saanich's citizens with the skills, dedication and capacities of the staff, while it focuses on goals common to the community policing model – efficiency and effective management, innovation, transparency and engagement with the public – plus integration of efforts with other agencies in our region. These goals are all necessary for the Saanich Police Department to thrive and be sustained.

The plan addresses the priorities expressed by the community and aligns these with the priorities of the Board and the Department under Chief Downie's leadership. The plan also recognizes the needs of the civilian and sworn members of the Police Department for a respectful workplace, work-life balance, and support during and after times of stress. It recognizes the Board's commitment to the professional development and the physical and mental well-being of all its employees.

We have established human resources, finance and governance structures to address key priorities: succession planning, recognizing that a number of our department's long-serving members will reach retirement during this timeframe; efficiency and effectiveness, to ensure that taxpayers' dollars are wisely spent; and best practices in reporting, accountability, and linkages with stakeholders.

The Board members appreciate the work of the women and men of the Saanich Police Department and are proud of their record of service and sacrifice. As volunteers appointed under the provincial *Police Act*, we are honoured to provide the civilian oversight that ensures the Saanich Police Department is and remains independent, accountable and effective.

As we move forward to implement this plan, we welcome your ideas. With the support of the community, municipal council, and members of the department, the plan will evolve to achieve our ambitious goals.



# MESSAGE FROM THE CHIEF CONSTABLE



I am honoured to present the Saanich Police Department's 2018-2022 Strategic Plan. In presenting this plan, it is important to acknowledge that our department operates in a municipality that lies within the traditional territories of the Xwsepsum, Lkwungen, and WSANEC peoples.

We believe the plan embodies the values of our community and reflects the diversity of voices we heard throughout our planning process. With this plan, we remain committed to providing the highest quality service possible, with special consideration given to the effective and efficient use of resources through measures like regionalization.

We accomplished a great deal through our last strategic plan. We strengthened our capacity for intelligence-led policing and improved our investigative capacity. With the generous support of Council and the acquisition of much needed new building space, we are now better able to deliver our programming. We have also built strong and lasting relationships with our community partners, including those working in mental health and criminal justice, and we have supported our employees' well-being by providing programs like our Road to Mental Readiness mental health training.

We attribute much of this success to our employees who understand our purpose and are committed to making a difference. It is only through their efforts that this plan will be achieved.

Policing is increasingly complex. Costs are on the rise, greater civilian resources are required to support police administrative functions, and emerging criminal activity, including cyber-crime and bullying, online fraud and harassment, and the radicalization of youth, require specialized skillsets. Additionally, there is still work to do in response to issues of gender-based violence, the Inquiry into Murdered and Missing Indigenous Women and Girls, as well as the underreporting of crime, in particular sexual assault. Through trauma-informed practices, our department will continue to support victims of crime with compassion.

In policing, I believe public trust must be earned. As our population ages and becomes increasingly diverse, we will remain dedicated to earning your trust through transparency, accountability and professionalism, and by being responsive to your needs.

By investing in our workforce, building sustainable partnerships and keeping the people of Saanich and the region at the heart of what we do, we can move forward confidently knowing that this plan will support the people we serve through our organization's long-term goals and vision.

Thank you for your ongoing support and confidence in the Saanich Police Department. I promise you we will never take it for granted as we keep you safe in the years to come.

A stylized, handwritten signature in black ink, appearing to be 'B Downie', with a long horizontal flourish extending to the right.

Bob Downie  
Chief Constable, Saanich Police

# EXECUTIVE SUMMARY

The 2018-2022 Saanich Police Strategic Plan is a roadmap that lays out how we will engage with and protect you going forward.

Through our strategic planning process we heard from hundreds of Saanich residents, students, seniors and businesses as well as our community and policing partners. Through online surveys, focus groups and face-to-face engagement, you told us how we could build on our strengths and improve our services.

We remain committed to investing in our people, as we believe that a competent and engaged workforce is our greatest strength.

Through internal surveys, focus groups and discussion forums, we were able to identify strategies to address issues that impact our employees.

We also complemented our strategic planning process with an environmental scan that identified some of the primary factors impacting policing.

By grounding our strategic planning in community engagement, internal consultation and research, we are better able to make evidence-based decisions that will benefit Saanich in the years to come.



## MISSION STATEMENT

The Saanich Police Department is committed to providing quality police service by working with the community to keep Saanich safe.

## VISION STATEMENT

We are known for our commitment to excellence.

We are responsive to the changing needs of our community.

We provide leadership that optimizes performance, service delivery and organizational effectiveness.

We encourage open communication that creates effective partnerships.

We treat all individuals in a manner that is consistent with our values.

## OUR VALUES

We hold true certain values that guide how we provide our service and direct the manner in which we treat each other and the community:

We treat all people with **Respect**, regardless of circumstance

We act in a manner that allows other to **Trust** in what we do

We act with **Integrity** in all situations

We are all **Accountable** for our decisions

We are **Compassionate** in our dealings with others

We ensure **Fairness** guides our actions

We are committed to **Open Communication**

We build **Community Partnerships** through **Teamwork** and collaboration

We stand behind our values and offer them as the standard by which our actions may be measured to ensure that we provide the highest quality service to the Municipality of Saanich.

## GOALS

The goals of the Saanich Police are to provide:

The highest quality police service;

Effective leadership to staff and the community;

A culture of learning that supports innovation and problem solving;

An environment that enables staff and the community to take action; and

A foundation to build and strengthen effective partnerships with the community.

# STRATEGIC PLAN PURPOSE

The purpose of this plan is to publicly express our priorities for the next five years. Building on our last plan, this document lays out 13 key strategic priorities for our organization. The strategic plan also serves as a set of guidelines for staff when considering how best to deliver services. The plan will ensure that our decisions align with our strategic direction.

Policing and the environment we operate in are constantly changing. We are often presented with new and complex challenges related to emerging issues, crime trends and calls for service. In consideration of this, there will be times when we have to shift our priorities to meet new demands.

Each year we will create work plans to ensure we are evaluating and responding to emerging issues, and making any required course corrections. As we go through these planning processes, we will also assess whether opportunity exists to integrate any of our services with our regional partners. Our progress will then be reported to the public on a quarterly and annual basis both to increase public awareness and to support confidence in the services we provide as we keep Saanich safe.





# ABOUT THE SAANICH POLICE

The Saanich Police Department operates under the direction of the Saanich Police Board, the civilian governing body responsible for selecting the Chief Constable and for providing oversight of our strategic plan, policy and finances. The department currently has 161 police positions and 60 civilian positions. It is further broken down into six divisions with functions ranging from operations to administration, each under the command of an inspector reporting to the Office of the Chief Constable.

Our organization is further complemented by a range of volunteers, including our crime prevention students, those in our Block Watch and ACE programs, as well as our Reserve Constables who dedicate their time, energy and expertise in a variety of functions such as road safety, crime prevention and community engagement.

As an organization, we are always pursuing new ways to achieve efficiencies. This is reflected in our participation in integrated units such as the Integrated Road Safety Unit; the work of the Chief Constable at the provincial and national levels, such as the Canadian Chiefs of Police Research Foundation; and our use of students to undertake special projects. Where appropriate, we also incorporate environmentally friendly practices into our work.

Our department operates within a diverse municipality that has recently seen increased economic development. Changes include new growth in business, the expansion of the

urban core area with the Uptown Shopping Centre, and an increasing number of residents who primarily speak a language other than English at home. In addition to serving nearly 20,000 elementary and secondary students, Saanich is home to two post-secondary institutions: the University of Victoria and Camosun College.

Under the *Police Act*, municipalities with a population of 5,000 and over must provide their own law enforcement either by forming their own department, contracting with an existing department, or contracting with the provincial government for RCMP services. We are proud to be one of 11 independent municipal police departments in the province.

Our 2017 annual operating budget of \$32,334,100 provided funding to cover personnel and operating costs, and other expenses needed to deliver services. Saanich Police remain committed to financial transparency and fiscal prudence, and we will continue our efforts to contain costs in a way that still allows us to provide appropriate service delivery.

2015 marked a unique year for crime trends across Canada as the national crime rate (measured as the number of criminal code offences, excluding drug and traffic offences, per 1,000 people) increased for the first time in over a decade. The crime rate in Saanich is 39 offences per 1,000 people compared to the provincial crime rate of 78.

Calls for service decreased between 2006 and 2013. However, we are now seeing an increase in the number of calls for service. This increase is consistent with trends in other jurisdictions. In 2014 we responded to 25,555 calls, however, this number increased to 28,576 in 2015 and 29,486 in 2016. This trend is expected to continue.

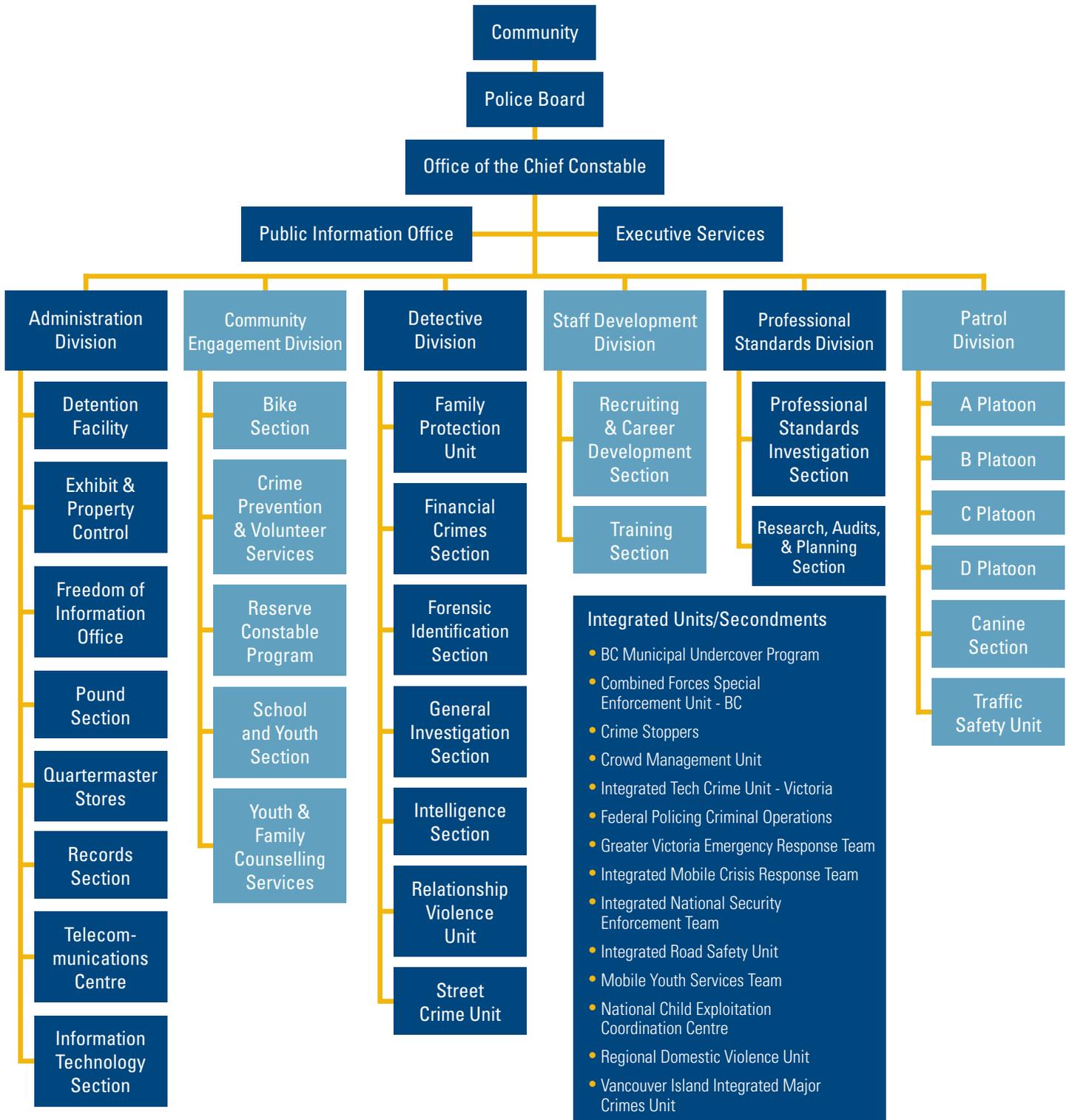
The ongoing work of the Saanich Police has contributed to strong support for our department. The District of Saanich's 2015 Citizen and Business survey showed that 97% of survey respondents were satisfied with the quality of police services in Saanich.



**“A new building that’s seismically sound and has enough space to accommodate staff will help us deliver programs to the community now and into the future.”**

*-Employee Survey Respondent*

# SAANICH POLICE ORGANIZATIONAL CHART



**“Focus on community development, education and prevention of crime at the grassroots.”**

*-Community Survey Respondent*



# OUR ENVIRONMENT

An environmental scan provides information on the internal and external factors impacting an organization. The purpose of environmental scanning in policing is to identify relevant information that could influence the direction, strategic planning or goals of a police department. Our environmental scan identified a number of key issues that were considered in the development of this plan. These issues are referenced throughout the plan and are reflected in our key strategic priorities.

## Population Changes

- ▶ The number of households in Saanich has grown over the last decade, as has the number of seniors. Currently in Saanich, 20.8 percent of residents are over the age of 65. At 19 percent, the percentage of youth aged 19 and younger in Saanich has declined slightly since 2011 when those under age 19 accounted for 20 percent of the population.
- ▶ A growing population of older adults could impact the rate of elder abuse in Saanich. Addressing this will require focused resources to educate people on recognizing the signs of elder abuse, conducting investigations and referring victims to community resources.
- ▶ The percentage of Saanich residents who primarily speak a language other than English at home is increasing. This shift requires that Saanich Police invest in being able to provide culturally relevant and language-appropriate service.

## Technology

- ▶ Technology impacts police resources and the cost of policing. Crimes that involve technology, or take place online, make investigations complex. High volumes of data require significant time and resources for analysis and disclosure. Police are also required to invest in ongoing training to develop personnel with expertise in technology-based crime, cyber-crime, data retrieval and computer forensics. New technology such as body-worn cameras and Next Gen 9-1-1 also have significant resource, training and financial implications.
- ▶ Technological advancements present unique challenges for police as we may have limited capacity to intercept offenders' digital communications, including text messages and internet traffic. This presents public safety issues as investigations can be stalled or thwarted.
- ▶ Online criminal activity knows no boundaries as it can occur or impact people in multiple geographic areas. It is also a growing trend that will have implications for police departments at local, national and international levels. This type of crime requires a collaborative approach supported by police at the local level.

## Cost of Policing

- ▶ The increased cost of policing requires departments to articulate the return on investment for taxpayers. Police must be able to demonstrate the difference they are making and be accountable for their decisions.
- ▶ The department has limited control over many of the drivers of operational costs, including higher costs for equipment, transportation and fuel, mandatory training, increased overtime and emerging crime. Addressing these factors requires careful planning, ongoing evaluation of priorities, and the capacity to make evidence-based decisions.

## Homelessness in Saanich

- ▶ In our 2016 Community Survey, Saanich residents identified that police have a role to play in addressing homelessness.
- ▶ The number of older adults experiencing homelessness across Canada is growing with people over the age of 50 making up 24.4 percent of shelter users.
- ▶ People experiencing homelessness often seek shelter in public spaces, including parks in the Saanich area. Although police help homeless people stay safe by conducting welfare checks and

making referrals to community services, homelessness also presents challenges for police. Many people expect police to “fix the problem,” however, police are not equipped to provide sustainable long-term solutions to the underlying issues that result in homelessness. This is a social issue that requires a collaborative community-based approach involving stakeholders across multiple sectors.

## Legislative Changes and Supreme Court of Canada Decisions

- ▶ Supreme Court of Canada decisions, provincial police policies and other legislative changes have a significant impact on policing, as they affect the demands placed on officers and the amount of administrative work required by police.
- ▶ Provincial policing standards are binding standards on police practices and policies, ranging from firearms use and specialized investigations, to use of force and training. As a department, we are continuously working to adhere to current standards and ensure we are prepared to meet new ones.
- ▶ The obligation to disclose evidence to the Crown has expanded over the last two decades. This has resulted in processes becoming more complex and a significant demand being placed on staff resources.

*Working with our partners from Community Living Victoria to keep our vehicles looking ready for the road.*





**“Build partnerships with local business owners and create an environment where the public can interact with officers.”**

*-Community Survey Respondent*

# METHODOLOGY: OUR PLANNING PROCESS

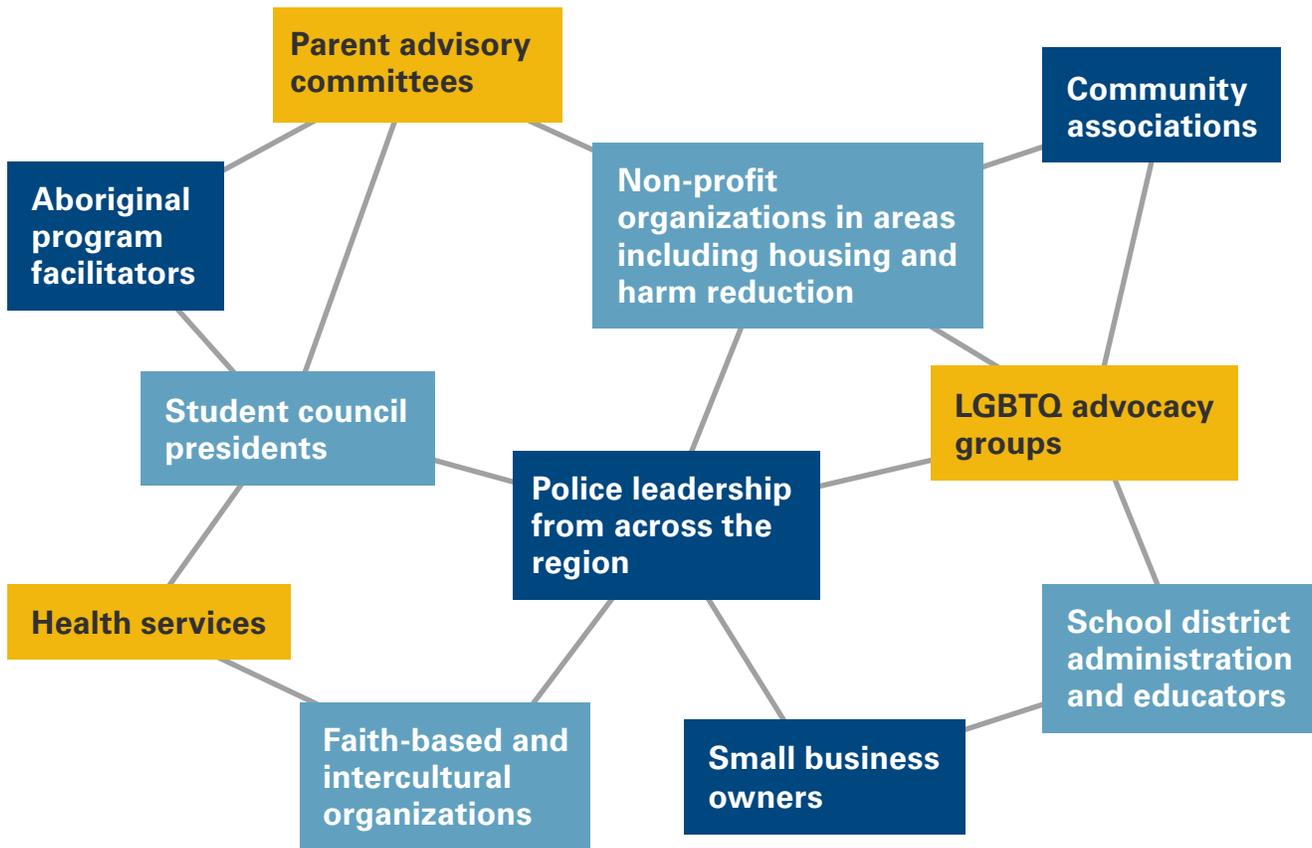
## Public Engagement

Developing the 2018-2022 Strategic Plan was a comprehensive process. Throughout 2016, we undertook extensive community engagement with a wide range of individuals and partner agencies.

Our Community Survey was completed by over 900 people and a shortened version of the survey, which was delivered by officers and summer students at public locations throughout Saanich, reached another 500 people. In addition, our School Liaison Officers attended high schools in Saanich and over 250 students completed our Youth Survey.

To build on what we heard in the surveys and delve deeper into the concerns of the public, we held multiple focus groups with a range of participants, including Saanich citizens, educators, volunteers, social service organizations and our partners in public safety.

Focus group attendees included representatives from the following stakeholder groups:



Throughout the consultation process, Saanich officers also presented at community association meetings to increase awareness of our planning process, receive feedback and encourage participation.

## Employee Consultation

We recognize that it is only with the support of a healthy and committed workforce that we are able to provide the services necessary to keep Saanich safe. Knowing this, we approached our internal consultation as an equally valuable component of the planning process, one which has already led to positive change. Our internal employee survey asked staff to provide their views on a number of organizational topics, including:

- ▶ Our effectiveness at achieving organizational initiatives and responding to criminal activity
- ▶ Our organizational strengths and potential areas of improvement
- ▶ Our workplace culture, including work-life balance and working conditions

Through our internal surveys, we learned that Saanich Police employees experience challenges with workload burden. This finding supports broader research on job satisfaction among Canadian police, which shows that Canadian police officers report experiencing stress due to competing demands at work, workload and work-life balance issues.

# KEY STRATEGIC PRIORITIES

Our key strategic priorities focus on serving Saanich and strengthening our organization. Many of these priorities do not fit into one distinct category but instead relate to both our internal processes and our service delivery.

Please click [here](#) for an introduction from Chief Constable Downie to our key strategic priorities.



Through our data gathering, the environmental scan, and consultation with the public, our employees and stakeholders, we have identified 13 key strategic priorities for 2018-2022. These priorities will support our department as we navigate the challenges of 21st century policing, and ensure that our core focus remains on serving you as effectively as possible.

While we have identified 13 areas that will guide our organization, it is important to remember that we will continue to dedicate resources to a number of high-priority areas. These areas include investigating cases and protecting victims of domestic and family violence, and targeting prolific offenders of property crime.

With limited resources we have to make difficult decisions about our priorities. We believe that by improving our internal processes, connecting with the community and using the best available evidence to make decisions, our new priorities combined with our core practices will help us to work smarter, rather than simply working harder.



## Community Engagement and Partnership Development

The communities that make up Saanich are at the heart of the work we do. Our role to serve and protect the public is not possible without the help of those who understand the problems facing our community best – residents, business owners, partner agencies and others. Over the next five years, we will continue to encourage and promote relationship building with people who live, work or spend time in Saanich. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Work collaboratively with diverse community service providers and residents to address issues including homelessness, mental health, and problematic substance use
- ▶ 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
- ▶ Incorporate the values of service excellence into all aspects of our work with the community

## Effectiveness, Efficiency and Innovation

Improving the way we do business by evaluating our internal processes, developing performance metrics, and seeking out the best available evidence will benefit our organization and improve the quality of the service we deliver. In order to maintain public confidence, we must continue to deliver high-quality services, develop policies and practices that are grounded in evidence, and seek out innovative solutions to both old and new challenges. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Expand on our ability to use an evidence-based approach to decision-making and policy development while promoting and engaging in innovative thinking
- ▶ Develop performance metrics to measure outcomes and monitor the effectiveness of policing activities and programs
- ▶ Conduct regular audits of departmental functions and policing activities to support the effective allocation of resources
- ▶ Streamline processes and use civilian resources where possible to reduce the administrative burden on front-line officers and increase time for proactive policing
- ▶ Focus on business practices that maximize efficiencies in service delivery from a regional perspective

## Effective Communication

Recognizing the role of effective two-way dialogue in initiating change, we will focus on improving our external communication strategies to maintain public confidence and learn from you how we can better meet your needs. Internally, we will focus on how we can share information more effectively so that we are better able to build on our successes and learn from the challenges we encounter. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Foster a strong connection between Saanich Police and the community through increased education and outreach
- ▶ Increase public awareness of the department's policing functions and public safety issues through social media, media relations and other mechanisms
- ▶ Increase the effectiveness of communication through the development of new communication strategies

## Diversity

Supporting diversity both internally and externally increases our ability to take into consideration the wide range of issues facing Saanich community members. By embracing new perspectives, we support our intention to work smarter rather than harder and we set ourselves up to provide more relevant and appropriate services to the community. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ 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
- ▶ 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
- ▶ Continue to create an inclusive and supportive workplace culture where all employees feel valued and supported

*Officers and members of the Greater Victoria Police Diversity Advisory Committee share in the celebration at Victoria's 2017 Pride Parade.*





Through a Civil Forfeiture Crime Prevention and Remediation Grant, our Community Engagement team partnered with the Victoria Native Friendship Centre on the Seaton Splash Mural, a graffiti crime prevention project painted by Indigenous youth showcasing different visual representations of reconciliation.

## Employee Wellness and Development

We recognize that our employees are the foundation of our department. We need healthy, committed, engaged employees to provide the consistently high-quality service we are known for. In the spirit of sustainable service delivery and in support of a committed and healthy workforce, we will continue to develop strategies that support the sustainable development of our employees. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Support a healthy and appropriate work-life balance for all of our employees and continue our focus on physical and mental health of staff
- ▶ Provide training opportunities and mentorship to support competency, career development, and succession planning for all of our employees
- ▶ Continue to develop resource plans that meet the needs of our staff and support sustainable workload levels

## Connecting with Young People

Police have an important role to play in the healthy development of young people. We will continue our efforts to reduce victimization, hold young offenders accountable and develop positive relationships with young people, both within and outside of the school environment. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Work with schools to encourage young people to make choices that positively impact their lives
- ▶ Support the health and social development of youth in our community to prevent and discourage them from becoming or remaining involved in the criminal justice system
- ▶ Work with our community partners to ensure high-risk youth are connected to the appropriate resources

## Crime and Victimization Prevention for Older Adults

As the number of older adults in Saanich increases, we will focus on protecting those who are vulnerable to crime. By working in collaboration with community partners, we will also build greater awareness among the public of criminal activity that targets older adults and increase our capacity to hold those responsible to account. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Develop positive and supportive relationships with older adults by providing relevant workshops and educational materials
- ▶ Increase our capacity to effectively prevent, detect and respond to cases of elder abuse
- ▶ Promote awareness of elder abuse among the public through education and outreach

## Road Safety

Road safety has consistently been identified as a top priority by Saanich citizens and we will proudly continue to invest in resources that keep our roadways, and those who use them, safe. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Reduce the frequency and severity of motor vehicle collisions through strategic road safety initiatives, education, enforcement, and stakeholder collaboration
- ▶ Undertake proactive enforcement to combat impaired, distracted and dangerous driving
- ▶ Protect vulnerable road users' safety through targeted road safety initiatives and public safety campaigns

**"I would like to see more road safety targeted toward pedestrians, cyclists and scooters as well as motorists."**

*-Business Survey Respondent*





## Illicit Drug Use Prevention

Drug-related overdoses and deaths have drastically increased in B.C. due largely to the opioid substance fentanyl. We recognize the devastating impact of drug-related overdoses and deaths on individuals and their families. Because of this, it is crucial that police increase their understanding of trends in illicit drug use and work collaboratively with community partners to prevent the distribution of illicit drugs and reduce the harms associated with use.

We recognize that there are legitimate uses of certain drugs, however, misuse poses a risk to health and safety. As we continue to collaboratively address Canada's growing opioid crisis, resources will also be required to enforce compliance with the government's regulatory framework for legalized cannabis. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Develop strategies to prevent and reduce illicit drug use
- ▶ Educate young people and other members of our community on the harms associated with use
- ▶ Proactively enforce drug laws to cut the supply of illicit drugs into our community
- ▶ Continue to support harm reduction initiatives that combat the negative effects of substance, including instances of overdose through our Naloxone Program

## Investigative Excellence

In order to address the increasing complexity of crime, we must make the most effective use of our resources while still seeking out new opportunities to improve the way we investigate crime. As new crime trends emerge, we are committed to investigative excellence in all aspects of our criminal investigations, particularly crimes against persons, and crimes that involve complex digital evidence, or span multiple jurisdictions. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Support strategies to manage crime and utilize crime analysis to strategically inform police activities
- ▶ Take an intelligence-led analytical approach, including the development of predictive policing models, to inform resource allocation and minimize victimization
- ▶ Prioritize the use of regional partnerships for specialized investigations

## Infrastructure Renewal

Since our last strategic plan, we have acquired additional building space to meet our growing program delivery needs. Moving forward, we will continue to focus on how we can meet the community's future needs by working on a long-term infrastructure plan to support our department's anticipated growth. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ 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

## Disaster Planning and Response

In order to be well prepared in the event of a natural disaster, we will continue to work collaboratively with the Saanich Fire Department, the District of Saanich, and other stakeholders to increase our overall capacity to effectively respond to and manage the risks to public safety associated with a disaster. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Focus on emergency preparedness initiatives, including training and improvements in infrastructure and response practices
- ▶ Support the emergency preparedness of our staff at home to ensure they are prepared to effectively respond to community needs in the event of a natural disaster

## Technology

Technological advancements continue to impact criminal behaviour as we see new and increased means for criminals to victimize people online. These advancements have also resulted in increasing complexity surrounding digital evidence and have implications for police investigations where digital communications play a role. Internally, new and needed technologies also have a significant impact on our current and future budgets.

Over the next five years, we will focus on the role of technology in crime as well as the need for new organizational technology that supports our day-to-day operations in areas such as information sharing and data management. A video outlining this priority can be viewed [here](#).

### WE WILL:

- ▶ Continue to enhance technological expertise and increase capacity to investigate internet-based crimes and effectively manage digital evidence
- ▶ Provide specialized training to effectively manage technological barriers that impede or limit positive investigative outcomes
- ▶ Maintain capacity to support the efficient functioning of our department through advancement in organizational technology
- ▶ Manage the significant cost implications of new organizational technology through long-term planning and ongoing evaluation

*The Saanich Command Vehicle assists with BC wildfires.*



**“Ensure workloads do not exceed capacity and continue to focus on work-life balance.”**

*-Community Survey Respondent*



## HOW WE DO BUSINESS

We recognize that the decisions we make as an organization have an impact on the people we serve, our employees, other organizations, and society as a whole. Taking into consideration the interconnectedness of our police department with the public and other external bodies, we take a systems approach to business to ensure the most effective and efficient use of resources and that our policies and practices positively impact those around us.

We strive to ensure that every decision we make is grounded in the best available evidence or current best practices. While

we are committed to engaging in evidence-based decision making, we are also committed to innovation. As a forward-looking organization, we are constantly seeking out new or emerging research that could benefit our department, and those we serve, by streamlining processes and making the most of our time and resources.

By balancing our planning efforts with ongoing assessment of the potential impact of our decisions, we are well positioned to be a responsible yet responsive municipal police department.

## Performance Measurement

Currently in Canada, there are no legislative requirements or industry-approved measures to evaluate the performance of police.

While some individual provinces require police departments to report out on their performance using certain metrics, British Columbia currently has no such requirement.

Performance measurement in policing focuses on using indicators to measure police services and programs, improve outcomes and control service delivery costs. Because the range of services police provide is wide, and the role of police is complex, there is no single indicator that can be used to measure a police department's performance. Addressing this requires a comprehensive approach and the development of multiple indicators.

Our Annual Work Plans partly address the need to measure performance. These plans track activities associated with our strategic priorities and progress made is evaluated on a quarterly basis. The department also engages in widely accepted methods for determining community priorities, including SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses and environmental scanning.

Like many public sector entities, we are often challenged to accurately measure the outcomes and impact of our initiatives. Moving forward, we will focus on increasing our capacity to undertake more comprehensive performance measurement and will continue to publicly share our results. We will also continue to work with and monitor the provincial government for the development of a standardized provincial performance measurement framework.





**“Saanich police have shown they’re moving forward by taking the time to engage with the community.”**

*-Focus Group Participant*

## **PROGRESS MADE**

Since the development of our last strategic plan, our department has worked diligently to serve the community through a range of policing initiatives. Whether delivering fraud prevention workshops to seniors, expanding our Block Watch program, or investigating complex crimes, we ensured the services we invested in were aligned with our strategic priorities.

Presented below is a small sample of the progress we made in relation to our last strategic priorities.

## Community Engagement and Partnerships

- ▶ We have undertaken extensive work to keep people experiencing homelessness safe and provide referrals to community services when appropriate. Our Bike Section has also worked alongside community groups and municipal planners to address community concerns related to homelessness in Saanich. Through these collaborative efforts, we have hosted stakeholder meetings and facilitated park cleanups.
- ▶ We focused on increasing accessibility to our leadership team and encouraging two-way dialogue with members of the public. Our “Ask the Chief” initiative created new opportunities for the Chief and Deputy Chief to personally engage with members of the public during community events and to listen and learn from their comments and concerns.

## Diversity

- ▶ We continue to participate in the Greater Victoria Police Diversity Advisory Committee and are represented at several regional events celebrating diversity, including the Victoria Pride Parade.
- ▶ By working with our partners in mental health, we have been able to develop strategies, practices and training to ensure we are able to provide the highest level of care for people who are in crisis as a result of mental illness. We also continue to participate on the Island Health and Police Partnership Committee to ensure ongoing collaboration on mental health issues.

## Working with Youth

- ▶ We reorganized our Youth Section to focus on high-risk youth and provide them with early intervention supports. Officers in this section have developed positive working relationships with youth probation officers and other community partners who work with youth to ensure a collaborative approach to providing services.

## Seniors Programs

- ▶ Our Community Engagement officers focused on visiting seniors activity centres to develop relationships with older adults in the community and provide them with personal safety information aimed at reducing criminal victimization.

## Investigative Capacity

- ▶ We increased our capacity to respond to property- and drug-related crime by increasing the size of our Street Crime Unit.
- ▶ We improved the oversight of all units within our Detective Division with the addition of a new Staff Sergeant position.

## Personnel

- ▶ We successfully delivered the Road to Mental Readiness mental health training program to Saanich Police employees and our leadership team. This training focused on reducing the stigma of mental illness and increasing resiliency among police employees.

## Building Remediation

- ▶ In order to meet growing program delivery needs, we acquired much needed additional building space. Located at 57 Cadillac Avenue, our new facility provides space for units like the Regional Domestic Violence Unit and Family Protection Unit, as well as the entire Community Engagement Division.

# NEXT STEPS

With this plan, we have set our direction for the next five years and publicly committed to 13 key strategic priorities that will benefit the community and our employees. Moving forward, we are committed to evaluating our priorities and reporting on our progress through our annual work plans. These updates can be accessed online through our website at [www.saanichpolice.ca](http://www.saanichpolice.ca).

We remain committed to engaging with our community and the diverse perspectives within it so that our programs and priorities are a true reflection of the needs of Saanich. Building on the accomplishments of our employees and our longstanding role in the community, over the next five years the Saanich Police Department will reach out to the community regularly to make sure our services, and the strategic priorities identified in this plan, continue to represent your interests.



# ACKNOWLEDGEMENTS

We would like to acknowledge the people and organizations whose involvement in the strategic planning process has helped shape the future of the Saanich Police:

- ▶ The citizens of Saanich who shared their perspectives and identified their priorities by completing one of our surveys and participating in one of our focus groups
- ▶ Our community stakeholders, policing and other sector partners, Saanich Police volunteers, and Saanich councillors who provided input and feedback throughout the planning process
- ▶ All Saanich Police employees for their ongoing dedication to strengthening our workforce and serving our community
- ▶ The Saanich Police Strategic Plan Steering Committee for their oversight and support of the strategic plan's development
- ▶ Members of the Saanich Police Board for their guidance and input throughout the planning process
- ▶ The employees, volunteers and members of the public whose photos appear in this plan



*Two of our Saanich Reserve Constables who volunteer their time to support crime prevention and community policing initiatives.*

# SAANICH BY THE NUMBERS

Our police department has been keeping Saanich safe for **112** years since **1906**

We serve over **114,000** Saanich residents through a range of crime prevention and enforcement activities

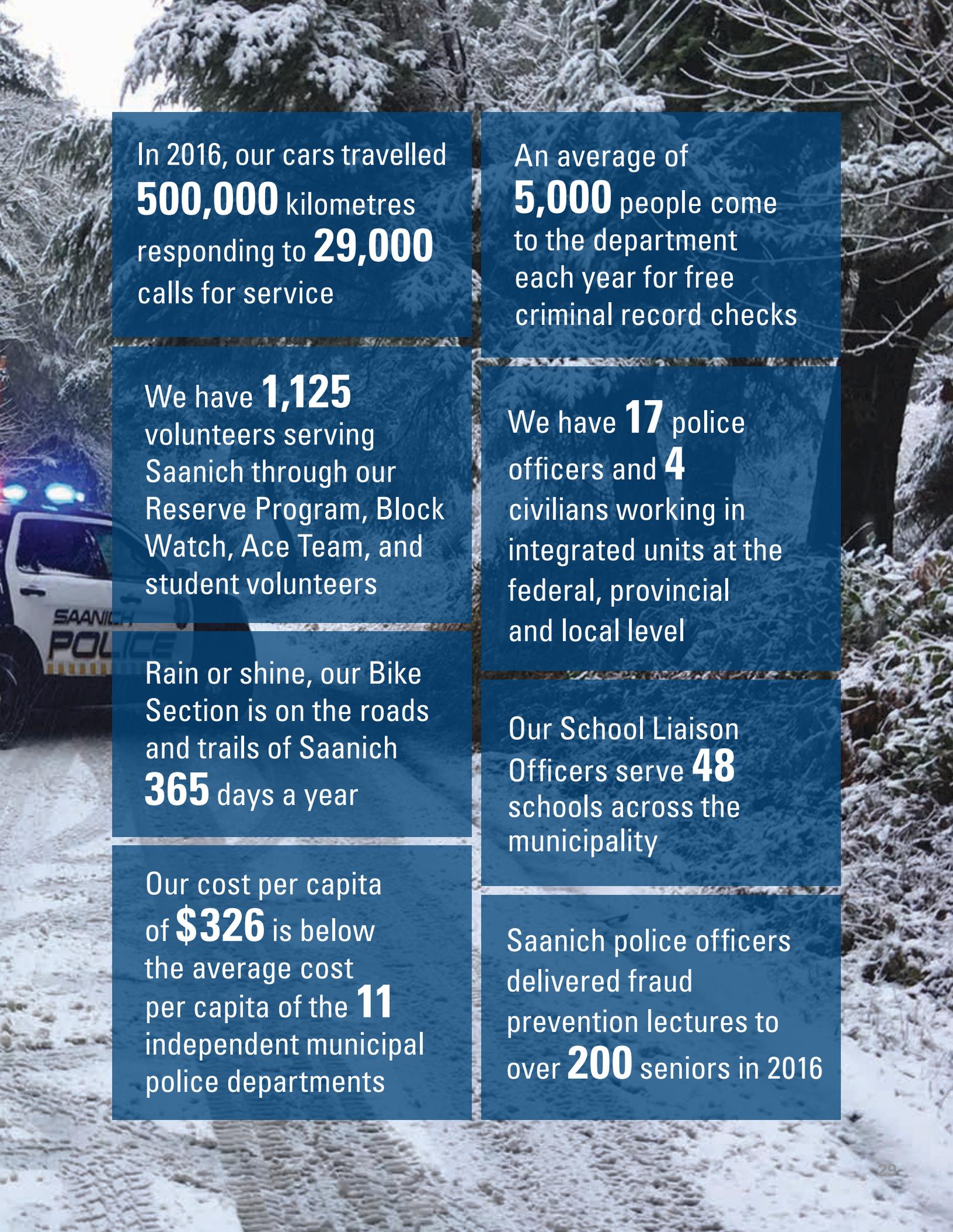
We patrolled Saanich's **600** kilometres of roads in 2016 responding to **1,260** motor vehicle collisions and writing **6,577** violation tickets

2017 was our **20th** year supporting Cops for Cancer Tour de Rock. Since 1996, we've had a total of **56** riders participate

Our Block Watch program is one of the largest in the province with **23%** of Saanich households participating. This includes over **700** blocks and **10,700** homes

Our Pound Investigators responded to over **1,400** calls in 2016

We have **161** police positions and **60** permanent civilian positions



In 2016, our cars travelled **500,000** kilometres responding to **29,000** calls for service

An average of **5,000** people come to the department each year for free criminal record checks

We have **1,125** volunteers serving Saanich through our Reserve Program, Block Watch, Ace Team, and student volunteers

We have **17** police officers and **4** civilians working in integrated units at the federal, provincial and local level

Rain or shine, our Bike Section is on the roads and trails of Saanich **365** days a year

Our School Liaison Officers serve **48** schools across the municipality

Our cost per capita of **\$326** is below the average cost per capita of the **11** independent municipal police departments

Saanich police officers delivered fraud prevention lectures to over **200** seniors in 2016



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