

Saanich Police
STRATEGIC PLAN
2012–2016



Keeping Saanich Safe

Mission Statement

The Mission of the Saanich Police is to provide quality 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 effective leadership that ensures the sustainability of our organization and the services we provide. We encourage open communication that creates effective partnerships. And we treat all individuals in a manner that is consistent with our values.

Values Statement

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 others to **Trust** in what we do

We act with **Integrity** in all situations

We are **Accountable** for our actions

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

We ensure that **Fairness** guides our actions

Through **Teamwork**, we strive to build **Community Partnerships**

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 police service to the Municipality of Saanich.

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Message from the Police Board



It is my pleasure to present the 2012–2016 Saanich Police Strategic Plan on behalf of myself and members of the Saanich Police Board. We are very proud of the men and women of the Saanich Police who serve our community.

Saanich Police has a tradition of excellence and a long-established culture of community policing and these strengths are reinforced by the current officers and the employees who support them.

I am confident that the mission statement, goals and priorities contained in the Strategic Plan will once again be not only fulfilled but surpassed.

A handwritten signature in black ink that reads 'Frank Leonard'. The signature is written in a cursive, flowing style.

Mayor Frank Leonard
Chair, Saanich Police Board



Message from the Chief Constable



I am pleased to present our strategic plan for 2012–2016. This commitment to excellence builds upon the foundation established throughout our previous plans and will continue to shape our organizational culture. It guides the ultimate focus of our work: keeping Saanich safe. We have accomplished much since our last strategic plan was created in 2003: increases in staff; renovations to our building; increased participation in integrated policing initiatives throughout the Capital Region; and acquisition of post-disaster critical equipment and infrastructure, to name just a few. These accomplishments would not be possible were it not for the efforts and support of the men and women of the Saanich Police, our Police Board and our Municipal Council.

The creation of a strategic plan is not an easy task. In putting this plan together, we needed to consider and understand our current environment, as well as determine future needs for service that will impact public safety. Developing this strategic plan required countless hours of research and review from a large number of dedicated and highly talented people from within and outside our organization. In the end, this strategic plan represents a truly collaborative effort between our organization and the community we have sworn to keep safe...one committed to the values that we hold true: respect, trust, integrity, accountability, compassion, fairness, teamwork and community partnerships.

I am proud of the document you have before you. It represents a commitment to the community – a promise to you – that the Saanich Police will do all we can to ensure those who live, work and play in Saanich can do so in safety. Thank you for your support over the years and for the support I know we can count on in the future.

A handwritten signature in black ink that reads "M Chadwick". The signature is fluid and cursive.

Mike Chadwick
Chief Constable, Saanich Police



SAANICH
POLICE

Executive Summary

We are pleased to present the 2012–2016 Strategic Plan, which sets out our strategic direction for the next five years. The Saanich Police engaged in an extensive consultation process to identify the needs of our community, the challenges we are facing in policing and a number of strategies to allow us to move forward in serving the citizens of Saanich.

We met with hundreds of people in more than 50 community meetings and surveyed over 1,000 residents, students, business people and staff. We also held focus groups with our stakeholders to discuss our findings, challenges and potential strategies. This document represents what we learned throughout the process and sets out the key strategic priorities we will follow to enhance our service to the community.

This plan sees a shift in our thinking as we move forward. Our organization is made up of great people who are committed to serving the citizens of Saanich. In meeting this commitment, we are going to focus on our organizational culture from a systems perspective, which will in turn help us to ensure our members are equipped with the resources needed to do their jobs to the best of their abilities. We know that highly committed, highly competent and wholly engaged personnel will better serve the community. Our strategies encourage the growth and development of our staff so we are better able to provide the highest quality of police service and, in doing so, keep Saanich safe.

Our Mission and Goals

The Mission of the Saanich Police is to provide quality service by working with the community to keep Saanich safe.

The goals of the Saanich Police are to **Provide:**

The highest quality of 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 maintain effective partnerships with the community.

We will work toward our mission by staying current with the needs of the community. We will examine everything we do from a systems perspective to ensure we fully understand and maximize the impact of our decisions on the community and across our organization. We will evaluate whether we are meeting the needs of the community, and we will continually assess our capacity to engage in certain activities. Where there is limited capacity to take on a new initiative, we will be prepared to make alternative choices to promote the highest quality of police service possible under the circumstances. Throughout, we will ensure we are adhering to our values and creating the culture necessary to properly serve the community.

As we move forward we will focus on the following 15 *Key Strategic Priorities* identified during our planning process:

Table 1: Key Strategic Priorities

External Focus	Internal Focus
Community Engagement/Partnerships	Business Process Analysis
Diversity	Research
Seniors' Programs	Crime Analysis
Working with Youth	Investigative Capacity
Drug Enforcement	Competency Development
Technology	Personnel
Post Disaster	Remediation of Building
Road Safety	

We discuss each of these priorities more fully in the following pages. Our priorities as laid out in the 2012–2016 Strategic Plan focus on improving or enhancing service in areas identified by our consultative and reflective process, and on overcoming anticipated challenges.

You will see that this plan does not set a list of “activities” to engage in over the next five years. Nor does it set out a list of measurable outcomes. The world we live in is dynamic and ever-changing. Rather than set lists and outcomes, we have chosen to focus on strategic priorities and our approach to doing business. We recognize, however, that targets and measurables are important. Each year we will create an annual Saanich Police Work Plan – with commitments from each work unit – to identify initiatives we intend to undertake in support of our key strategic priorities. These initiatives will be specific and measurable. We will report on them quarterly to enable the Saanich Police Board to monitor our progress and to ensure we are on track.

Our commitment to serving the public and working in partnership with the community is evident throughout this strategic plan. We know the people of Saanich appreciate the work we do and consider public safety to be of significant importance. We also understand there are limited and diminishing resources available to police, and that we must make the most of what we have. To do this, we need to develop our staff and provide the skills, tools and resources required for them to meet the ever-increasing demands of our complex policing environment. Through the responsible management of resources and the continued support and engagement of the people we serve, we will be successful in keeping Saanich safe.

Introduction

The 2012–2016 Strategic Plan builds on the existing plan which served as a guiding document for our organization. In 2010 we engaged the community and staff in a comprehensive strategic planning process which carried into 2011 with the Saanich Police Board. Our planning process identified current and future policing needs, as well as these challenges we will face to meet those needs. We have developed strategies to overcome these challenges and have set the direction for the Saanich Police to move forward.

The 2012–2016 Strategic Plan guides us in our mission to “*provide quality service by working with the community to keep Saanich safe*”. While our mission, vision, values and goals remain relatively the same, you will see a different approach in this plan. Our process has identified what is important to the community and areas where we can enhance services. The process has also clearly identified that the only way to provide a quality police service is through staff who are committed to serving the community. We have great people working at the Saanich Police who have expressed their desire to serve. It will be important to ensure staff have the tools and resources needed to do the job. As such, in this plan you will see a strong focus on staff development and growth. We will create a culture that allows us to do the great work we signed up for, that being to serve the community and keep Saanich safe.



Purpose

The purpose of the strategic plan is to publicly declare our key strategic priorities. This informs our stakeholders of policing challenges and our strategies to address them. The plan also serves as a compass to guide us in fulfilling our mission. With a clear understanding of our strategies and priorities, we will ensure our activities are meeting the needs of the community, and that they support our goals and mission. By focusing our energies on carrying out our commitments as outlined in the strategic plan, we are ensuring we remain dedicated to providing the necessary conditions for success required to effectively meet the challenges of modern-day policing.

While this is a five-year plan, it is understood this is a living document that is subject to change and adjustment to allow us to respond to the ever-shifting landscape of policing. Our annual work plans add another level of specificity by identifying initiatives that will carry out the key strategic priorities as set out in this document. Our initiatives will be measurable and we will report on our progress each year. This enables the Saanich Police Board to monitor our commitment to the plan and to serving the community. At the end of five years, we will enter into another formal process to ensure our priorities are still guiding us in serving the community to the best of our abilities.





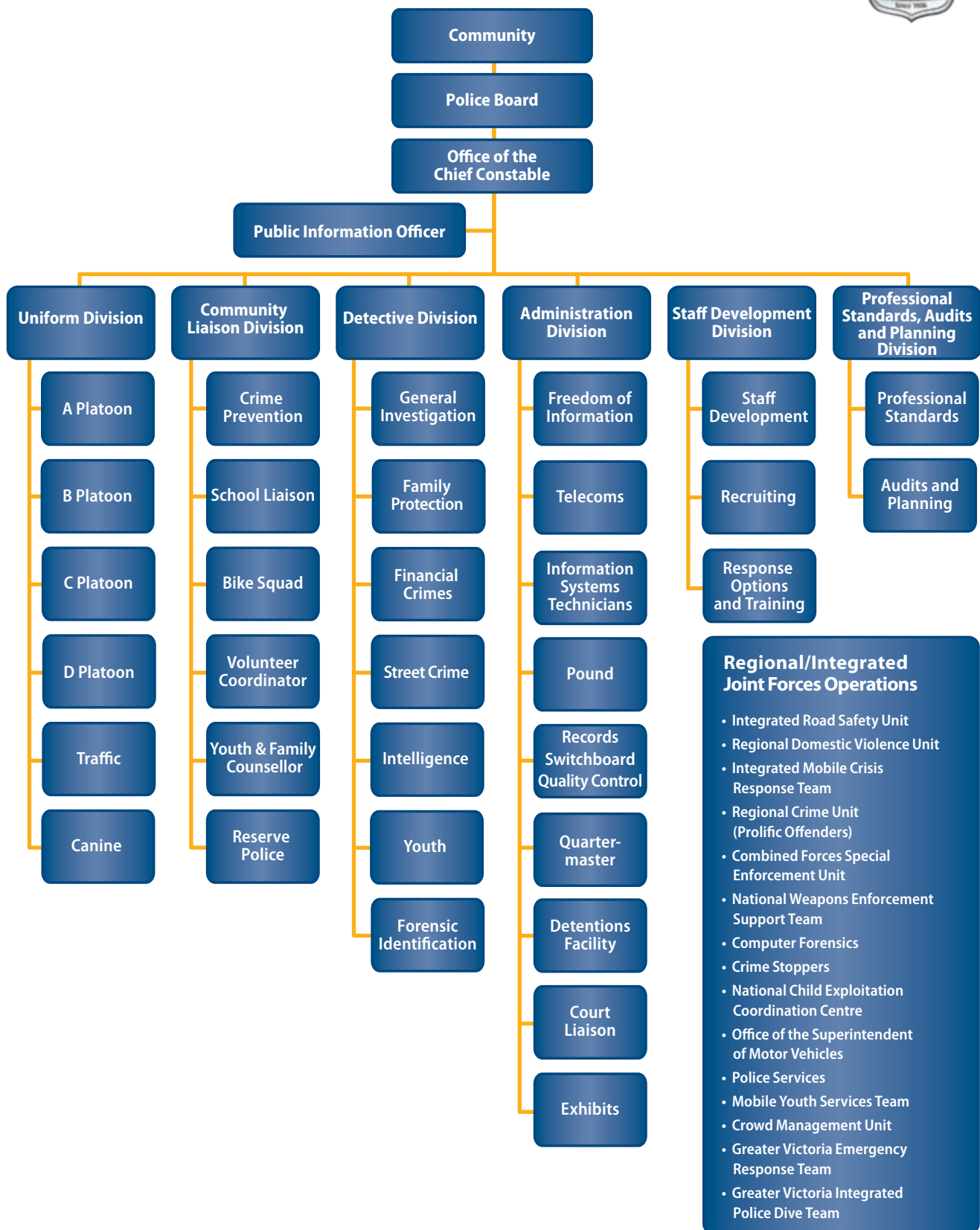
About the Saanich Police

Saanich is the largest municipality on Vancouver Island, covering over 103 square kilometres. Saanich is home to just over 113,000 people. Since 1906, the municipality has been served by the Saanich Police – an independent, full-service police organization. Today, the Saanich Police consists of 220 staff, including 152 sworn police officers working alongside full-time and part-time civilian staff. Our staff is supported by 50 volunteer reserve constables, as well as many student and community volunteers. Together with the public, we work as a team to keep Saanich safe.

Our annual budget of just over \$24 million provides funding to cover capital and operating costs, wages and other expenses required to deliver services. We are fiscally responsible and strive to provide effective and efficient police services. We are proud of our achievements; 2009 figures demonstrate that we have one of the lowest policing cost-per-capita rates in the province at \$205 per person, compared to a provincial average of \$299; we have one of the lowest crime rates in the province at 52 criminal code offences per 1000 persons, compared to a provincial average of 76; and we have one of the lowest case burdens in the province at 39 criminal cases per officer, compared to the provincial average of 46. Saanich Police manage in excess of 30,000 calls for service annually, ranging from minor requests to assist the public, to responding to all types of major crime. Only 25 percent of our calls for service are associated with criminal activity. The policing model and philosophies of the Saanich Police contribute to a safe and healthy community.



Saanich Police Organization Chart



► **Saanich Police Board**

The Police Board is a civilian governing body that receives its authority under the *Police Act*. The Police Board comprises the Mayor, who chairs the Board, and four community volunteers who provide their time and expertise to represent the community of Saanich. As the employer for the Saanich Police, the Police Board is responsible for selecting the Chief Constable and providing oversight of our strategic plan, policy, finances and conduct.

► **Office of the Chief Constable**

The Office of the Chief Constable consists of the Chief Constable, the Deputy Chief Constable, the Public Information Officer and support staff. Through this Office, the Chief Constable is responsible for the superintendence of all operations and administrative functions carried out within each division. The divisions are as follows:

- ***Uniform Division***

The Uniform Division is the largest of the six divisions and prior to 2012 was responsible for both our front-line police services and crime prevention activities, including the following sections: Patrol, Traffic Safety Unit, Community Liaison, Crime Prevention, School Liaison, Canine, Bike Squad, Family Counselling services, Volunteer Programs, and the Reserve Police Program. The beginning of 2012 saw the reorganization of the Uniform Division. While Crime Prevention is the responsibility of all officers, this division is now focused primarily on operational front-line policing activities, with the following sections: Patrol, Traffic Safety Unit, and Canine.

- ***Community Liaison Division***

The Community Liaison Division was established at the start of 2012. This division works to ensure members of the Saanich Police can dedicate the appropriate time, energy and resources to working with our citizens and community partners to enhance our community policing philosophy and success. This division includes the following sections: Crime Prevention Office, School Liaison, Bike Squad, Family Counselling services, Volunteer Programs and the Reserve Police Program.

- ***Detective Division***

The Detective Division conducts numerous types of investigations and intelligence gathering through the following sections: General Investigation, Intelligence Section, Financial Crimes, Street Crime Unit, Family Protection Unit, Youth Section and the Forensic Identification Section.

- ***Professional Standards, Audits and Plans Division***

This division is dedicated to promoting and maintaining the highest standard of police professionalism. It provides direct oversight of the formal complaint process, and conducts the research and analysis required to keep Saanich Police policies and practices current and effective.

- ***Administration Division***

The Administration Division includes the following sections: Records Management, Telecommunications (911), Information Technology, Freedom of Information, Exhibit & Property Control, Quartermaster (equipment) and Pound (animal control).

- ***Staff Development Division***

Staff Development is responsible for recruitment, selection, hiring, training, performance management, internal transfers, promotional competitions and all related human resource management activities.

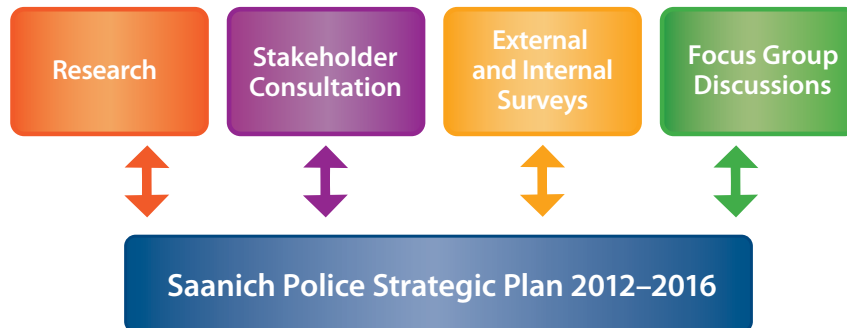
- ***Local and National Integrated Units***

In addition to the six divisions within the Saanich Police, we also participate in the following local, provincial and national integrated units: Combined Forces Special Enforcement Unit (CFSEU); Computer Forensics; Crime Stoppers; Crowd Management Unit ; Greater Victoria Emergency Response Team (GVERT); Greater Victoria Integrated Police Dive Team; Integrated Mobile Crisis Response Team (IMCRT); Integrated Road Safety Unit (IRSU); Mobile Youth Services Team (MYST); National Child Exploitation Coordination Centre (NCECC); National Weapons Enforcement Support Team (NWEST); Office of the Superintendent of Motor Vehicles; Police Services; Regional Crime Unit (RCU) and Regional Domestic Violence Unit (RDVU).



Methodology: Strategic Planning Process

The planning process for the 2012–2016 Strategic Plan went far beyond revitalizing the previous plan through rudimentary review and update. Instead, we engaged in a thorough and comprehensive process, which included significant research, stakeholder consultation and collaboration with the community, our professional partners and our staff. The following provides a brief overview of the process and activities we undertook in relation to our research and stakeholder consultation:



Research

Environmental Scan

- Conducted to help identify and understand political, economic, social and technological trends and challenges to facilitate future planning.
- Provided valuable insight into the changing environment in which the Saanich Police operates as well as issues that may emerge.
- Included a review and analysis of the previous strategic plan.

Stakeholder Consultation

Steering Committee Formation

- Formed from a cross-section of civilian and police staff of various ranks, experience and expertise. These individuals were consulted throughout the strategic planning process. They facilitated activities during the different phases of planning, and helped foster inclusion, transparency, accountability and teamwork.

PAC and Community Group Meetings

- First component of the external stakeholder consultation process.
- Police managers attended over 50 Parent Advisory Council (PAC) and community meetings throughout Saanich.
- Purpose: to provide information about the Saanich Police and our policing priorities philosophy; to inform these community representatives about our strategic planning process; and to encourage participation.

Surveys

External – Community, Business and Youth Surveys ***Internal – Workload, Values and Employee Surveys***

- Both external and internal surveys were conducted to elicit opinions, attitudes, beliefs, perceptions and expectations in relation to the services we provide, the manner in which we conduct business, community safety and strategies to improve our overall service delivery to the community.
- Community and business surveys: administered by mailing 2,000 randomized Saanich residents and 1,000 Saanich non-home-based businesses to request their participation. The survey itself was conducted online.
- Youth survey: administered by placing posters in Saanich schools inviting youths to visit the police website and complete the online youth survey.
- Workload survey: conducted to better understand the nature, type and volume of work currently undertaken by our staff in their respective roles.
- Values survey: designed by an outside consultant to gain a clear picture of our individual and organizational values.

Focus Group Discussions

Community Stakeholders and Staff

- Final component of the stakeholder consultation process.
- The focus group discussions totalled ten sessions: six for community stakeholders and four for staff. All were facilitated by a private consulting firm, which promoted open and honest dialogue.
- Focused on our overall approach to the strategic planning process and reviewed the results of a number of internal and external surveys.
- “Table conversations” answered questions designed to solicit input about trends, strategies and the priorities to develop in the 2012–2016 Strategic Plan.
- Designed to invite feedback and input from the following stakeholder groups:
 - Saanich municipal government employees
 - Educators and administrators from K-12 and post-secondary institutions
 - Parent Advisory Councils
 - Criminal justice system workers
 - Community service agencies
 - Ethno-cultural groups
 - Faith-based groups
 - Businesses
 - Community residents
 - Block Watch program volunteers
 - Police reserve volunteers

Moving Forward

Extensive research and consultation with our community stakeholders and staff members has enabled the Saanich Police to develop a strong guiding document for the next five years. The 2012–2016 Strategic Plan guides us in the development of our organizational culture, keeps us alert to the considerations of policing in a rapidly changing world and reflects our commitment to serving the citizens of Saanich.

We feel confident that the Saanich Police 2012–2016 Strategic Plan provides a clear roadmap for us to follow in fulfilling our mission and vision, in honouring our values, and in achieving our goals.



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Goals

This plan maintains the goals set forth in our previous strategic plan. The goals are sound and continue to be supported by the community and our staff. It is important to understand that rather than being set out in a hierarchical fashion, our goals are intertwined and interdependent. In other words, the goals work together to keep Saanich safe.

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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 maintain effective partnerships with the community.

We recognize that in order to provide the highest quality of police service we must provide effective leadership that enables effective problem solving within the organization, and through this, within the community. In partnership, the community and our staff must feel enabled to develop and implement innovative strategies and solutions.

Key Strategic Priorities

Our key strategic priorities will guide us in addressing our challenges and continuing to provide the highest quality police service. The priorities identify where we will focus our attention to improve service levels, be it through improvements in resources, developing personnel, or improving our processes and practices to gain efficiencies and increase effectiveness. We are committed to serving the community as best we can within the constraints of our environment, and only requesting additional resources where it is deemed necessary after all avenues of analysis and alternatives have been considered.

It is important to understand that we are already providing a high quality of service to Saanich. This has been confirmed through our strategic plan consultation process. There are many programs, initiatives and practices in place that work in terms of keeping Saanich safe. Many of these programs and initiatives are not referred to in this plan. This is not to say they are not important; rather, it is an acknowledgement that we have these so ingrained in our policing philosophy and our approach to doing business that there is no need to focus more attention in these areas. To list all of the policing priorities that are important to the Saanich Police would take more space than is appropriate for a document such as this.

The key strategic priorities that will guide the Saanich Police for the next five years are divided into those with an external focus and those with an internal focus. The Saanich Police 2012–2016 key strategic priorities are as follows:

External Focus

Community Engagement / Partnerships

Sir Robert Peel wrote of the historic tradition that the police are the public and the public are the police. Peel's words reflect the need for police to be part of the community, and for the community to also accept responsibility for policing. While Peel wrote these words in 1826, they are no less true today. We cannot do this alone.

We have seen the benefits of our Block Watch program, which currently serves over 20 percent of the Municipality. Block Watch demonstrates that participants enjoy better relationships with their neighbours, an increased sense of responsibility for one another and an enhanced sense of community. We have seen a reduction in property crime in our Block Watch neighbourhoods; we have also



seen increased ownership in post-disaster preparedness and responsibilities. Block Watch demonstrates that people can look after themselves and each other.

It is this sense of ownership and community commitment that we need to build on. We rely on volunteers to manage Block Watch blocks, we rely on reserve police to assist in our crime prevention and public order efforts and we rely on student volunteers to assist with public education. All these measures have proven successful. We are committed to expanding Block Watch and our use and reliance on community volunteers.

Many of the increased demands on police can be met by well-trained, committed community volunteers. This is a sensible way to move forward, as increased ownership of the Block Watch program means citizens themselves step up to meet the demands of the community. While this approach alleviates demands on paid police resources, our staff is still required to plan for and manage volunteer recruitment, retention, engagement and functions. We will increase our capacity in this area.

Diversity

We serve a very diverse community. Over 17 percent of the Saanich population is considered to belong to an ethnically or culturally distinct background. Additionally, there are many people who live diverse lifestyles. All of our differences should be honoured and understood. Our consultation process brought forward numerous suggestions as to how we can better serve our many diverse communities. These suggestions range from recruiting practices to outreach strategies – and while it was recognized that we are respectful of the diversity of Saanich, more can be done. Over the next five years we will undertake initiatives that will enhance our capacity to serve in this regard.

Seniors' Programs

There is a growing demand for crime prevention programming for seniors. As this demographic grows, so does the opportunity for criminals to victimize seniors. Our capacity to investigate low-value financial crimes is limited due to the number of high-value crimes we must look into. That said, we recognize that for many seniors, a low-value financial crime can have a tremendous impact. Other crimes and policing issues associated with seniors include elder abuse, traffic safety and managing personal safety issues associated with aging (including those associated to dementia and Alzheimer's).

The best way for us to reduce the impact of these issues on seniors and consequently reduce the impact on demands for police services is through preventative programming. This strategic plan commits to a greater focus on seniors' programming. Over the next five years, the Saanich Police will engage in innovative strategies to increase our capacity to deliver such programs.

We will

engage in innovative strategies to increase our capacity to deliver seniors' programs



Working with Youth

We recognize the importance of working with youth in our community, and our School Liaison and Youth officers are dedicated to this mandate. Educators, parents and young people want to see a greater police presence in our schools and community. They expect police to help youth make smart decisions and to reduce the risks they face in relation to issues such as alcohol, driving, drugs, internet safety, and sexual exploitation. Over the years, however, our Youth Section has been reduced and investigators are often pulled away from their mandate of preventing and investigating youth-related crimes in order to assist with other major crimes investigations. This diminishes our capacity to respond to increased demands for youth-related services.

With the advent of the *Youth Criminal Justice Act*, the time required to investigate youth-related crimes has increased. While supported, the requirement for police to use alternative measures (diversion and restorative justice, for example) to deal with youth-related crime has also placed additional demands on police resources.

All of these issues require focused attention, resources and intentional strategies to ensure that we are able to protect our youth and hold them accountable when necessary. We will continue to engage the community in developing strategies in this context.

Drug Enforcement

The public, our community partners and our staff all recognize that we need to increase our focus on drug enforcement. While Saanich may not have the visible indicators of drug use on our street corners, Saanich Police actively conduct drug investigations, including marihuana grow-operations and dealing. Drug enforcement and prevention are critical to ensuring our community is safe, vibrant and healthy.



We have a solid approach to drug education through our School Liaison Program. To ensure our youth are able to make smart choices about the dangers of drugs, our School Liaison and Youth Officers will maintain their commitment to increasing drug awareness. We have few resources, however, that focus primarily on drug enforcement. This mandate, while shared across our front-line staff, is the responsibility of our Street Crime Unit. This unit is pulled in many different directions with a primary mandate of investigating property crime offences. With limited resources, the Street Crime Unit finds itself largely involved in providing surveillance and investigative support to other units and other police agencies for specific projects. They do an excellent job, but have little time for proactive drug enforcement activity.

Drug enforcement is an important issue. Drug dealers and distributors have connections to organized crime and enable drug users to the point where they are often doing themselves harm, both intentionally and as a result of deteriorating health. Further, it is well documented that many people who are involved in committing property crimes are doing so to support drug habits. We also know drugs are sold to our youth in parks and at schools. We understand the scope of effort that is required to have a significant impact in this regard, and while there is much debate on the effectiveness of the “war on drugs”, we are obligated to increase our capacity in this regard. To achieve this, we will increase our capacity for drug enforcement, both at a local and regional level, with an overall goal to reduce the impact of drug use.

Technology

As we move forward into the next five years, it is clear that our reliance on technology to conduct business will increase. It is just as clear that as technology advances, so will the challenges in keeping abreast of it. We are seeing an increased means for criminals to victimize people through the use of technology; we are also seeing an enhanced ability for criminals to use technology to hide evidence of their crimes. Increased resources are needed to remain current with the technology required to investigate crimes, analyze data and communicate effectively with the public. We will consider new technology that can improve our ability to serve the public while being mindful of the impact on staff, resources and existing technology and systems.

Post Disaster

Our last strategic plan called for an increase in our capacity to serve the public in a post-disaster environment. Over the years, we accomplished much of what we set out to do. We were able to acquire specific resources to ensure our mobility and access to all areas of the municipality. We also engaged in significant training for our staff, including our ability to assist in the Emergency Operations Centre. We used our Block Watch network to assist Saanich Fire to deliver their Emergency Preparedness Programming. Yet, while much has been accomplished, there is more to be done. In the next five years we will undertake initiatives to continue with training and improving our infrastructure, and to ensure effective emergency management operations and communications in a post-disaster environment.

Road Safety

Road safety has always been a priority of the Saanich Police. We are proud of our accomplishments and the progress made since our last strategic plan. Through the strategic planning process, the community has once again identified road safety as a key priority. We recognize that keeping our roadways safe requires a collaborative approach in the three “E”s of road safety: Education, Enforcement and Engineering. As we move forward, the Saanich Police will focus on strategies that help reduce the frequency and severity of crashes.

We will

consider new technology that can improve our ability to serve the public while being mindful of the impact on staff, resources and existing technology and systems



Internal Focus

Business Process Analysis

As we continue to work in a constrained economic environment with limited resources, it is more important than ever that we scrutinize our business practices and decisions as to how we approach our duties. We have to make the most efficient and effective use of time and existing resources. Demands on time is a significant issue across the organization. In most cases, staff report they are working to capacity, which is supported by our workload study.

We will

engage in activities to analyze and evaluate our current practices to ensure we are pursuing the most efficient and effective strategies available to us

One of the most critical areas impacted by time is our ability to conduct proactive policing functions. In the mid 1990s, we enjoyed an appropriate level of uncommitted time for our front-line staff. This time was used for self-initiated activities such as patrolling neighbourhoods, conducting property checks, enforcing traffic laws, checking suspicious persons and getting to know the residents and businesses within an assigned zone. Ideally, we would like to see 30 percent of an officer's time be unencumbered, at an appropriate time of day and with minimal interruption so he or she can focus on proactive initiatives. We have lost much of this capacity with the advent of the provincial records management system known as PRIME (Police Records Information Management Environment). Other factors that reduce our officers' allocation of time include:

higher levels of accountability; complexity of investigations requiring a greater depth of reporting; additional burdens placed on police with respect to disclosure; changing laws; changing policies associated with reviews; inquests; and inquiries.

Over the next five years we will engage in activities to analyze and evaluate our current practices to ensure we are pursuing the most efficient and effective strategies available to us. Any future endeavours will be scrutinized to minimize impact on resources while still ensuring our capacity to deliver services.

Research

We have limited capacity to conduct research and audits, as this function is staffed with one police officer who is assigned from other duties. The need for research has continually increased over the years, as has our need for a capacity to develop proper program measures, data collection and analysis methodology. As more reporting out on programs is expected, the demands increase on our research staff. In today's economy it is increasingly important that we conduct research to identify best practices and proven strategies to ensure we make the most effective use of our limited resources.

Further, with increased levels of accountability, it is critical that our policies are current and valid, and that they meet the changing expectations that flow from changes to law and other government direction. Policy must be researched and supported so that staff and the organization can have confidence that we are meeting public expectations. We will undertake initiatives to increase our capacity for research in order to support many of the strategies contained in the 2012–2016 Strategic Plan.

Crime Analysis

In order to ensure we are deploying our resources to the areas and issues that most require our attention, we need to increase our capacity to identify and understand trends and patterns in Saanich. Our current crime analysis resources are often focused on individual crimes that require urgent attention, which leaves little time to analyze trends. Further, existing resources do not have the capacity to extract meaningful data from PRIME and to develop strategies to address identified trends. Staff who are equipped to develop innovative strategies to address problems are constrained without meaningful real-time information. In the next five years we will work toward enabling better access to meaningful data. We will also undertake strategies that allow for the development of innovative strategies and the effective deployment of resources.

Investigative Capacity

Much of what police deal with are issues of public order rather than matters that are criminal in nature. Yet it is the criminal matters that require the greatest effort, have the most serious consequences, garner the most public interest and result in the greatest demand on resources. Many factors increase demands for resources with respect to conducting criminal investigations. These include public expectations, changes in law, disclosure requirements, advances in technology and changes in government policy.

Our organization is structured with a Detective Division to support uniformed officers. This division has several investigative units, each with its own specialized mandate. While there has been modest growth in the division, it has not kept pace with the demands for service. When investigative units are under-resourced, it creates an environment that requires investigators to assist with files that are not within their mandate.

The ability to deploy appropriate investigative resources to a major file is important. When a serious incident takes place, we draw resources from other investigative units within the Saanich Police to work on the file. Thus far, we have been successful with this approach. The difficulty with relying on this model, however, is that the mandates of the other investigative units suffer. This is not normally a problem for short-term investigations, but as investigations become more complex, they take longer to resolve.

Over the course of this plan, we will work toward increasing our investigative capacity. This involves adding resources to existing units and establishing new investigative units to address issues that require specialized attention. We will also work with our regional partners to ensure we are not duplicating efforts, and that we are maximizing resources and service levels wherever possible.

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Competency Development

In order for us to meet our increased demand for service and to maintain service levels in the ever-changing environment of policing, it is paramount that we understand what knowledge, skills and abilities are required to move forward. While we have done much to identify the competencies an individual requires to progress through the organization, a great deal remains to be done. We will continue to undertake initiatives that work toward ensuring we have the competencies required to both serve the community and to provide long and rewarding careers.

Personnel

Saanich Police do the best job we can with the resources available to us. The strategic planning process has driven home certain realities for us. The first – and perhaps most important – is that we must shift our focus from working harder to working smarter. The only way we can do this is through our staff.

We are absolutely committed to serving the people of Saanich. We know we can accomplish anything with committed, engaged staff. With this mindset and recognition comes an organizational obligation to assist staff members in developing and reaching their potential, to provide training and opportunities that ensure we are able to meet our challenges, and to provide effective leadership that ensures an environment of open communication, trust and respect.

This plan requires us to consider the internal impact of change, and to develop strategies and processes that allow staff to influence our initiatives and direction as we move forward. We need to ensure that our people feel they are able to get the most out of their work, that their contributions are valued, and that those contributions make a difference.

It is also important that we maintain adequate staffing levels so we can continue to deliver expected services, meet our high standards of professionalism and share the increased demands placed upon us. A heavy workload is the enemy of staff engagement and quality service. If we overburden staff, we will not be able to maintain our high standard of quality service, nor will we have the time to share knowledge, train, or develop skills. While we will always strive to find the most effective way to deploy our resources, we will also strive to ensure we have sufficient staff to meet our obligations to the community.

Remediation of Building

The police building was identified as a priority in the previous strategic plan, with Objective 1.8 calling for an assessment of our facilities. This assessment has been completed and the report advises that our facilities are not sufficient to meet our current or future needs.

Perhaps the most immediate concern is that much of our building is not seismically sound. The 1960s portion of the building cannot be seismically remediated and will not survive an earthquake of any significance. The 1970s portion of the building can be remediated to the point where it may be survivable after an earthquake, but not necessarily functional for operations. We are fortunate that the Municipality of Saanich added a new wing to house our administrative and crime prevention functions in 1997 and built a new communication centre in 2008. These portions of the building are seismically sound and will continue to serve the Saanich Police.

Another concern is our existing detention facility. Built in 1960, it requires remediation to bring it up to the standards expected of a modern facility. Prisoner and officer safety are issues in the aging cell block, as is the capacity to house the increased number of male prisoners, and provide the required segregated accommodation for female and youth prisoners.

There is no space in our current building to accommodate growth, training, storage or increased demands for service. Literally every square foot of space has been assigned and is being used for a specific function. Additionally, the general working conditions within the building are inadequate. They are potentially unhealthy in terms of mechanical issues relating to airflow and noise, and the condition of washrooms, locker room and lunchroom facilities. Overall, the building does not present a professional image of the Saanich Police.

The facility assessment has set out several options to move forward that will allow for the building to be refurbished to meet our needs for today, tomorrow and beyond. We need to move forward to plan for and resource this project. We need the commitment of Council and the taxpayers to provide a level of accommodation that allows us to meet our obligations to keep Saanich safe.

We will

continue to undertake initiatives that will work toward ensuring we have the competencies required to both serve the community and provide long and rewarding careers

Taking a Systems Approach



We recognize that any initiatives to action our key strategic priorities will have a system-wide impact in terms of service levels, personnel, resources, business practices and other initiatives. In order to understand and minimize the system-wide impact of our decisions, we look at our strategies from a systems perspective. This approach allows us to ensure we are making the most effective use of our limited resources and to plan and prioritize our initiatives, selecting strategies that have the greatest positive impact on the community we serve and on the organization as a whole.

With systems in mind, we consider every new initiative or undertaking in terms of what its impact will be on each of the following three areas:

- Maintaining quality police service. We must be aware of any initiative's impact on serving the public and meeting the needs of our community.
- The business practices and effectiveness of the Saanich Police.
- Our personnel.

It is clear that in order to keep Saanich safe we need community engagement; committed, engaged, well-trained staff; adequate resources; and sustainable business practices. Therefore, this framework is designed to ensure that we consider impacts on our systems as a primary focus while seeking to find the most effective means to deliver the highest quality of service that is possible within the framework.

This structure allows us to make balanced decisions. We will be able to define the highest quality of police service in terms of what is achievable and sustainable within the organization while meeting the needs of the community.

Over the next several pages, we provide a full analysis of our systems approach, based on the three areas of consideration.

Quality Police Service

Values

In order for any of our strategies and plans to work, we must act in a manner that is consistent with our values. This includes the values that are important to the men and women who make up the Saanich Police, the values explicit in our values statement and the values implied by our mission and vision statements. As noted in our values statement, we stand behind our values and offer them as the standard by which our actions may be measured, to ensure we provide the highest quality police service to the Municipality of Saanich. Both the public and our staff can trust that we are accountable to this commitment. To ensure this as we move forward, we will examine each new initiative, strategy and decision for alignment with our values.

Accountability

The public rightfully expects police to be accountable, both for our decisions in relation to the level of service we provide and for our conduct. The men and women of the Saanich Police accept this premise, and, as members of the community, maintain the same expectations. The community expects police to provide levels of service that are sufficient to keep the community safe, prevent crimes and disorder through programs and education, and detect crimes and apprehend criminals through modern policing techniques. Staff expect that we are accountable to the public and each other for our decisions, our conduct and living our values. Any initiative we take under consideration must ensure that we remain accountable for our decisions and the performance of our duties.





Service Delivery

We are committed to providing the highest level of police service we can achieve while maintaining a balance between the demands on our resources and meeting the community's needs. When considering new initiatives, we must consider whether we are improving our level of service to Saanich. Minimally, we will ensure that we maintain our quality and level of service, and where possible avoid decisions that erode these.

Statutes

Police are governed and regulated by many statutes. Statutes set out expectations on behalf of the public, and both restrict and direct police activities. Statutes can define service levels and levels of accountability, have an impact on resources, and create demands on personnel. As we address our key strategic priorities, it is important to ensure that we continue to meet our statutory obligations.

Fiscal/Budget

Fiscal and budgetary restrictions are significant constraints limiting the ability to address our key strategic issues and provide the highest quality police service. The economic environment is such that we must be extra vigilant in making choices

that will impact our budget. Major capital projects or initiatives that require increases to staffing levels have a direct impact on the budget, yet these are often the very resources we require to grow and provide quality police services. As we consider our strategic priorities, we must be prudent in exercising our fiduciary responsibility and only consider increasing our budgetary needs when required.

Sustainability

It is important that the concept of sustainability be applied to our strategies. New initiatives must embrace practices that are sustainable in terms of our capacity to deliver the service, their long-term impact on resources, and, where relevant, their impact on our physical and natural environment. By ensuring our efforts are sustainable, we minimize negative impacts and bring a sense of stability to our business practices and programs.

Business Practices and Effectiveness

Adaptability

When developing solutions and strategies, we will take an approach that allows us to adapt to the changing landscape of policing. In order to ensure that our strategies remain current and relevant, and that they address our changing realities, they must be designed to allow for evaluation and modification. We have identified the need to take an adaptive approach as we move forward. Developing flexible programs and plans will allow external stakeholders and staff to be confident that their feedback will make a difference, and lets us build an environment that promotes innovation.

Innovation

The Saanich Police accepts the obligation to make the most effective use of its resources and to create programming that is adaptable, relevant and current. To do this, we need to take an innovative approach to carrying out our duties. We recognize that we have to try new approaches and strategies, and that we have to be willing to take risks and think outside of the traditional policing box. As we move forward, and when considering new initiatives, we will ensure that there are opportunities to be creative and to experiment, and that we do not impede progress with unnecessary bureaucracy, processes and traditions.

Analysis/Evaluation

In order to understand whether we are achieving our desired outcomes, we need to evaluate our activities, strategies and programs. We will rely on proper analysis in terms of crime analysis, problem analysis and analysis of our program evaluations. This requires that data be available to inform new initiatives, and that said initiatives clearly define their objectives, desired outcomes and indicators of success. Analysis and evaluation take time and resources to ensure a balanced approach and achievable outcomes.

We will

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Effectiveness/Efficiency

With limited resources in terms of time, personnel and finances, it is imperative that we gain efficiencies wherever possible. Perhaps the most important consideration in this regard is whether we are creating time for proactive policing initiatives. We will consider whether a situation warrants providing specific services exclusively within the resources of the Saanich Police, or whether we should partner with the community, volunteers or other police agencies through regional integration efforts. The driving factor behind these decisions will be what best serves the people of Saanich, balanced with our regional responsibility to keep the larger community safe.

Communication

Communication was identified as being of critical importance to the success of the Saanich Police. When looking at problems or considering change, we must take the time to engage staff and the appropriate community partners. Only through effective communication can we ensure we are meeting the needs of the community, allowing for innovative approaches to developing strategies, and proceeding with an informed understanding of what we are doing, why we are doing it, and what we hope to accomplish. The enemy of communication is a shortage of time. Over the next five years, we will work hard to commit the time required for effective communications.

Information Technology

Any new initiative must be examined to determine the impact it will have on Information Technology (IT) systems. All too often, initiatives are implemented and it is only after the fact the impact on our IT systems is understood. The impact may be as simple as a requirement for additional phone lines – or as complex as restructuring a network. Considering our IT needs at the front end of planning will reduce delays and ensure that unintended consequences are minimized.

Personnel

Staff Development/Training

In order to meet the demands placed on police, address the challenges ahead and provide the highest quality of police service, it is imperative that we remain current in modern policing techniques. This can only be accomplished through training and education, and by allowing staff to develop through experiential opportunities. To meet our commitment to be a learning organization, we will examine new strategies and initiatives to take full advantage of staff development opportunities and to ensure that we are properly trained to meet any new demands or challenges.

Coaching/Mentoring and Leadership Development

Mentors and coaches can help staff to learn new jobs, understand how and why we do business in certain ways and be better equipped in general to serve the public. We recognize that we need to be more intentional in regard to developing our future leaders. We need to create opportunities and strategies to ensure that our staff understand and are competent to take on new leadership roles before being placed in those positions. As we move forward, we will ensure that mentoring and coaching, as well as leadership development opportunities, are identified and maximized in any new initiative or strategy.

Employee Fulfillment

We know that employees who are satisfied with their work and excited to have a career that is more of a calling than a job will perform at a higher level. They are committed and more engaged in their work, which results in the public being better served. People choosing to work for the Saanich Police expect a long and rewarding career where they will be able to contribute in a meaningful way and make a difference within their community. Bureaucracy, business processes, external influences and other factors can impact our ability to serve. When taking on a new initiative or program, or when examining current business practices, we will provide opportunities for staff to be fully engaged in developing strategies that will impact their work. This level of engagement and influence will add to an already rewarding career.

Succession Planning

The term *succession planning* carries different meanings to people depending on its context. It speaks to planning for succession of leadership within an organization; it speaks to the ability to retain corporate memory and pass on knowledge during times of transition; and it speaks to ensuring that our systems and programs are designed to be stable over the long term. When addressing our key strategic priorities and when examining our current processes, programming and business practices, we will ensure that we consider succession planning in all three contexts, and that we take reasonable steps to capitalize on the opportunities we find.

Employee Well-being/Balance

Today people are more alive to the need to look after themselves, stay healthy and maintain a balance between home and work. Complex investigations, ongoing training and administrative burdens all require staff to work additional hours beyond their normal work week. This can have a negative impact on their personal lives. As we move forward and consider our business practices, we must take steps to ensure staff are able to maintain their health and an appropriate work/life balance.

We will

ensure that mentoring and coaching, as well as leadership development opportunities, are identified and maximized in any new initiative or strategy

Next Steps

This document will serve as the compass on our journey forward, guiding our actions for the next five years. Work plans, created by staff in each work unit on an annual basis, identify the initiatives required to support the Saanich Police key strategic priorities. Specific and measurable, these initiatives will ensure we are reflecting on the impact of our actions and decisions. We will report on our annual initiatives quarterly, so that the Saanich Police Board may monitor our progress. These reports will be available on our website.

In 2016, we will reassess our progress and enter into another consultation process, ensuring that we continue to meet the needs of the community.

Our committed staff, our clear values and goals, our strategic plan and our desire to remain nimble and responsive in the face of a rapidly changing world all work together to support our mission to provide quality service by working with the community to keep Saanich safe.

Concluding Remarks

Every step of creating this strategic plan demanded teamwork and communication. We met with numerous stakeholder groups, and asked ourselves what is important. We discussed the resources we have to work with and how best to use them. And, we developed ideas to continue moving forward, serving our community to the best of our abilities in a rapidly changing world.

The Saanich Police 2012–2016 Strategic Plan is the solid, forward-looking result of all that communication. It gives us a clear roadmap for the foreseeable future, and acts as a strong guiding document for the next five years. It represents our evolution toward a culture of engagement, growth and innovation. It builds on our reputation as an organization that stands for competence and trustworthiness. It highlights areas of concern that we will work to address as we go forward. And, it underscores our belief that, through the support of strong and lasting partnerships with members of our community, we will keep Saanich safe.

Acknowledgements

Saanich Police thanks the following people and organizations for their contribution to this Strategic Plan and for helping keep Saanich safe.

BC Muslim Association
BC Sheriffs
BC Transit
Beaver Lake/Westwood Vale Community Association
Blenkinsop Valley Community Association
Broadmead Area Residents Association
Cadboro Bay Residents Association
Calliope Learning
Camosun College
Camosun Community Association
CFBase Esquimalt – Military Police
Capital Regional District
Cedar Hill Golf Course
Central Saanich Police Service
Colquitz Estuary Society
Community Corrections
Cordova Bay Community Association
Corporation of the District of Saanich
CREST BC
Falaise Community Association
Gordon Head Recreation Centre
Gordon Head Residents' Association
Gorge Tillicum Community Association
Goward House
Individual Learning Centre
Intercultural Association of Greater Victoria
Island Deaf & Hard of Hearing
Ismaili Community
Jewish Federation of Victoria
John Howard Society
Kam Shergill
Kimmik Group
La Société Francophone de Victoria
Mount Tolmie Community Association
Mount View Colquitz Community Association
North Quadra Land Use Protection Association
Our Place
Pacific Christian School
Pacifica Housing Advisory Association
Police Services
Portage Inlet Sanctuary
Prospect Lake & District Community Association
Quadra/Cedar Hill Community Association
Rainbow Park Ratepayers Association
Reber Creative
Royal Oak Centennial Rotary
Royal Oak Community Association
S.I.D.E.S.
Saanich Fire Department
Saanich Municipal Council
Saanich Municipal Staff
Saanich News
Saanich Police Association
Saanich Police Block Watch Participants
Saanich Police Board
Saanich Police Employees
Saanich Police Reserves
Saanich Police Senior Officers
Saanich Police Volunteers
Saanich Rotary Club
School District #61 – Parent Advisory Councils
School District #61 – Staff and Teachers
School District #62 – Parent Advisory Councils
School District #62 – Staff and Teachers
St. Andrews School
St. Joseph's School
St. Margaret's School
St. Michaels University School
Strawberry Vale Residents' Association
Community Survey Participants
University of Victoria
Victoria Cool Aid Society
Victoria Crown Counsel
Victoria Disability Resource Centre
Victoria Parole
Victoria Police Department
Victoria Probation
Victoria Youth Custody Services
VIHA - IMCRT, Seven Oaks



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