


SAANICH POLICE DEPARTMENT

STRATEGIC PLAN 2003-2007



**"The Mission of the Saanich Police Department
is to provide quality police service by working with our
partners to ensure the safety and security of our community."**

Table of Contents

- Message from the Police Board** 3
- Message from the Chief Constable** 5
- The Road Travelled**
 - Introduction** 7
 - Purpose** 7
 - Methodology** 7
 - Organization Chart** 8
 - Values** 11
 - Mission Statement.** 12
 - Vision Statement** 12
 - Strategic Issues** 13
 - External 13
 - Increased Responsibilities and Demands on Time from Other Agencies. 13
 - Economic Concerns. 13
 - Crime Trends. 14
 - Prevention of Crime 15
 - Technology 15
 - Public Expectations 16
 - The Municipality of Saanich. 17
 - Rationalizing and Sharing of Policing Services 17
 - Internal 18
 - Staff Development 18
 - Leadership/Succession Planning. 19
 - Accountability 20
 - Recognition 20
 - Recruiting 20
 - Values 21
 - Communication. 21
 - Technology and Information Systems 22
- The Road Ahead**
 - Introduction** 23
 - Goal 1 Provide the Highest Level of Police Service to the Community of Saanich 26
 - Goal 2 Provide Effective Leadership to Employees of the Saanich Police Department 27
 - Goal 3 Provide an Environment that Supports the Empowerment of Employees and the Community. 29
 - Goal 4 Provide an Environment that Supports Effective Problem Solving 30
 - Goal 5 Provide an Environment that Facilitates the Creation of Effective Partnerships 32
 - Next Steps** 34
 - Activities** 35

Message from the Police Board



It is my pleasure to present the Saanich Police Department 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 Department who serve our community.

The Department 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 objectives contained in the Strategic Plan will once again be not only fulfilled but surpassed.

A handwritten signature in black ink that reads "Frank Leonard".

Mayor Frank Leonard
Chair, Saanich Police Board



Message from the Chief Constable

It is a pleasure to introduce the Saanich Police Department Strategic Plan for 2003-2007. While this plan represents the efforts and contributions of numerous people from both within and outside of the police department, special recognition and thanks must be given to the members of the Strategic Plan Steering Committee, made up of members from all areas of the police department, who spearheaded the development of this plan.



Plan development saw considerable input from many stakeholder groups from both the public and private domains, digested and converted into a clear and realistic plan that will guide the Department in providing the highest quality of service to the community and our staff. I am very proud of all the people who have put so much of themselves into our Strategic Plan development and am highly impressed by the results of their combined effort.

It is further gratifying to see that this Strategic Plan builds on the success of our previous Strategic Plan, and once again reconfirms and reinforces the strong community-focussed traditions of the Saanich Police Department. The operationalization of the previous plan through increased staff, the introduction of advanced technology, improved facilities, Department restructuring, and activities that balanced proactive and reactive policing, and the positive impact these measures had on community safety and policing effectiveness, bodes well for this plan and the future.

A significant component of this plan is how we will evaluate our success in the plan's implementation. All plan activities will identify measurable outcomes, and we will frequently assess how well we are doing, and how we can do better. We are willing to be held accountable for our level of success in achieving our mission, goals and objectives, and look forward to this challenge.

Finally, it is clear that the success of any plan is realized through the people who will carry it out. In this, I am confident that our highly motivated staff, guided by their strong personal values and commitment to the Department and the community they serve, supported by and working with our Police Board and community, will continue to allow the Saanich Police Department to contribute positively to the quality of life enjoyed by all citizens within the Municipality of Saanich.

A stylized, handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke.

D. C. Egan
Chief Constable

THE ROAD TRAVELLED

INTRODUCTION

The Saanich Police Department Five-Year Strategic Plan is an evolutionary document that was originally written in 1995 to guide the activities of our Department and to ensure that the needs of the community were being met in a responsive and responsible manner. The plan has provided direction to assist in our decision-making processes and resource acquisition and allocation. More importantly, the plan has allowed us to improve our community policing and problem-solving initiatives. The 1995 plan recognized that *“Community Policing is simply the path which leads to improved quality of life in the Municipality.”*

PURPOSE

The time is upon us to revise our existing plan in order to ensure that we are still meeting the needs of the community and that we will continue to do so for years to come. The plan presented here is built on the 1995 plan. We intend to continue activities that are meeting the needs of the community, and we have identified new objectives to meet our future needs.

This plan reaffirms our commitment to community policing and to delivering the highest quality police service to the Municipality of Saanich.

METHODOLOGY

In developing the plan, the Executive Officers of the Department selected a committee made up of a representative cross section of the Department to ensure that all perspectives were considered. The committee was given the task of creating the revised plan. The Executive Officers wanted to ensure that there was a proper consultative process to identify the needs of our staff and community. As a result, beginning in 1999 the following steps were taken to assist us in our planning decisions:

- ▶ In an effort to obtain information on both our internal and external environments, the Saanich Police set in motion a process for gathering information from our stakeholders.

The process was initiated with a set of surveys, targeting both internal and external stakeholders. The Department’s external surveys focused on four distinct groups – Saanich residents living within individual geographic police zones, businesses across Saanich, Saanich Block Watch groups, and a *walk up* survey of individuals who shop at the major shopping centres located in Saanich. The surveys were disseminated near the end of April and the beginning of May 1999.

-
- ▶ The Residential, Business and Block Watch surveys sought information on individuals' opinions about their neighbourhood's liveability. Subjects were asked a range of questions about their neighbourhood's appearance, nuisance activity, criminal activity and their general sense of safety. They were questioned as to how they could improve their neighbourhoods or make them safer. A series of questions obtained information on participants' knowledge of crime-prevention programs.

All four surveys solicited information on the subjects' experiences with police contacts under various situations. Finally, participants were asked for their opinions about the quality of police service, and what recommendations they had for improving our service to the public.

- ▶ To gauge the opinions of internal stakeholders, a two-part survey was distributed to all Saanich Police Department employees. In Part I of the survey, employees were asked to rate the importance of 18 different police activities in order to determine what they felt were the primary police responsibilities. Employees were asked their opinions on how effective we are in accomplishing these activities. Finally, recommendations were solicited on how we might improve our service.

In Part II of the Employee survey, staff members were asked to comment on the relevance of the Department's current mission and vision statements. Finally, employees were invited to supply a list of values which they believed should guide the organization's behaviour.

- ▶ The committee embarked on a review of relevant literature to explore opportunities and threats that exist in our external environment. Our existing plan and progress reports were reviewed to determine exactly what had and had not been accomplished. Strategic plans developed by other agencies were reviewed to determine what priorities these agencies had set for themselves. Committee members were assigned particular areas of study, for example, human resources, policing, provincial government, regional government, and demography, in order to identify the major issues arising within these fields. This information was brought back to the committee for discussion.

Once again, we returned to our staff for advice. Employees were asked to identify strategic issues that could affect our organization. Staff members were invited to either submit their comments in writing, or to attend one of two group meetings to discuss the issues. The information acquired through this process assisted the committee in defining the strengths of the organization and some of the challenges we face.

To complete the information-gathering process, the committee arranged a set of meetings with community associations, committees, boards, advisory groups, municipal department heads, and the Mayor and Council. Valuable information was obtained from these meetings, which greatly assisted in clarifying issues of concern identified in the surveys.

Using this information, the committee wished to review the goals and objectives of the Department. Before the goals and objectives could be determined, however, we had to establish our values, mission and vision, which are articulated in the following section.

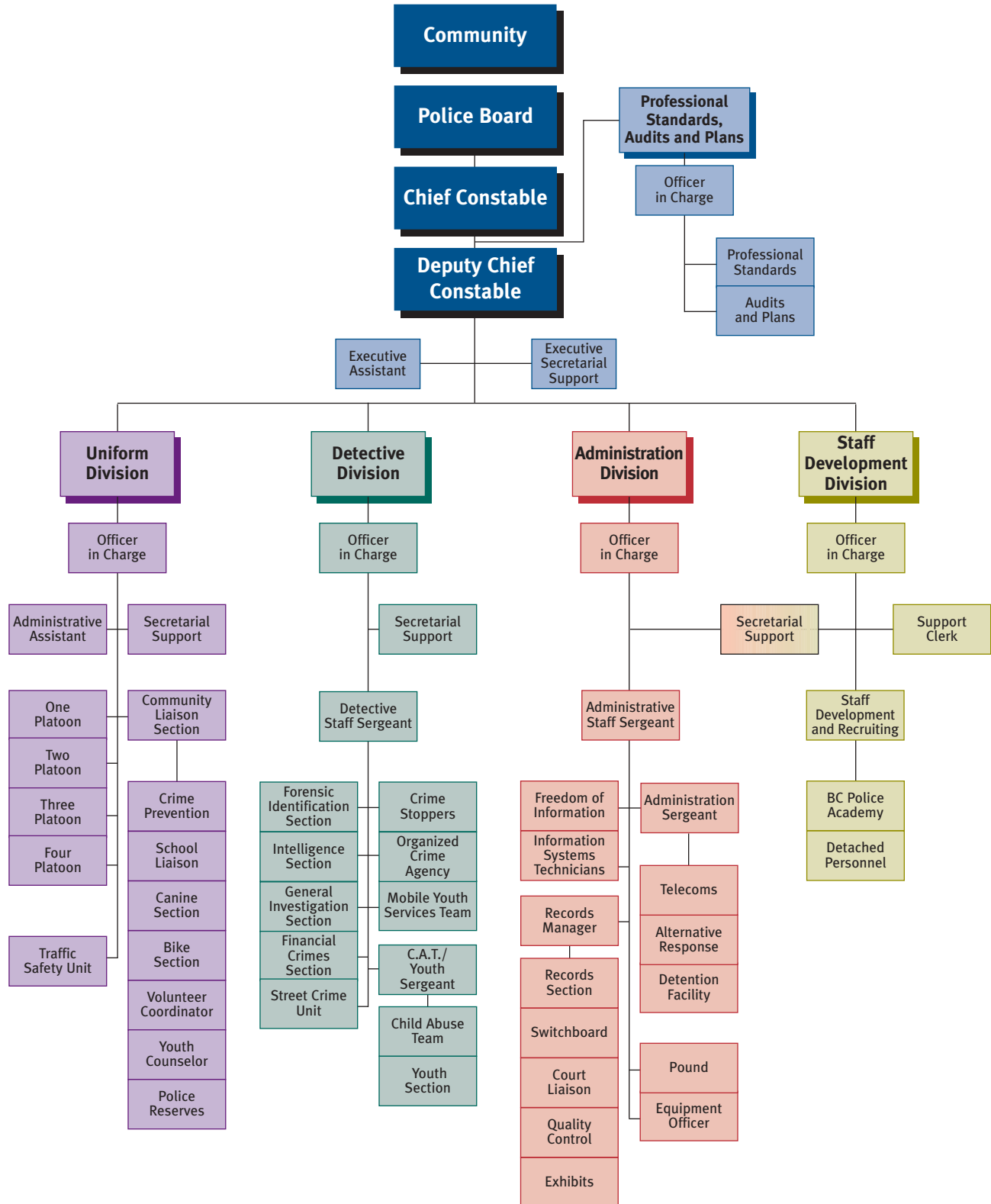
The draft plan was presented to the Police Board and, with consideration of their input, was endorsed in principle and direction. The draft was then presented to the employees of the Department to explain the purpose of the plan, to outline accomplishments resulting from the current plan, and to generate thoughts and ideas that would result in activities to achieve our vision.

The committee conducted twelve sessions involving over 160 staff members. The sessions went well and staff feedback was positive. Staff indicated that they obtained a better understanding of the planning process and purpose, and were thankful for the opportunity to participate. The sessions generated a considerable number of possible ideas that could be developed into activities.

The ideas from the sessions were funnelled through work-unit supervisors to the Inspectors in charge of each division. The Inspectors then met and consolidated these ideas into possible activities that could be undertaken to achieve our vision. These were reviewed by the Chief Constable and Police Board who provided further input. The resulting list of activities is neither exhaustive nor restrictive. It is anticipated that each year the Department will focus on activities that come from staff. These activities may be from the existing list, or they may be newly developed to address the ever-changing needs of our community.

The next sections review our values, mission and vision. We then explain some of the strategic issues that were considered in developing our goals and objectives. Finally, the last section explains our goals and objectives with supporting rationale of the 2003-2007 Strategic Plan.

Saanich Police Department Organization Chart



VALUES



Staff members were surveyed regarding their personal values and what they believed the values of the Department should reflect. A great deal of consistency existed between our personal and organizational values. The committee prepared the following value statement to express the guiding factors that determine our conduct and decision-making in the performance of our duties:

We, the men and women of the Saanich Police Department 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 decisions*

*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 these 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.

MISSION STATEMENT

The internal survey elicited feedback concerning the validity and acceptance of the Department's existing mission statement. There was a general level of acceptance with a few comments directed toward improvement. In public meetings and meetings with staff, there was a further expression that the mission statement seemed somewhat dated, and although the intent of the statement was valid, there was a desire for change. The committee shared this view. The following revised mission statement is believed to be timeless and represents an accurate description of our purpose:

The Mission of the Saanich Police Department is to provide quality police service by working with our partners to ensure the safety and security of our community.

VISION STATEMENT

The vision statement was also reviewed in the course of the internal survey. Again there was a general acceptance of the existing statement with a few recommendations for improvement. These remarks focused primarily on the need to have a vision that is achievable, and to which staff members could commit. Again the committee agreed with some of these remarks and prepared the following vision statement, which we believe accurately reflects how we wish to be seen:

We are known as a police department committed 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.

A significant factor in the development and revision of these statements is that they come from our staff. As a result, there should exist a commitment to their purpose and content.

STRATEGIC ISSUES

Many of the issues identified will have a potential impact on the Department. Several of these issues are of such a nature that there is little the Department can do to counter or exploit their impact. It is important that we are aware of the issues and make a commitment to stay abreast of them in order that we will be able to react at the appropriate time. These issues include such factors as the state of the economy, legislative requirements, downloading of services and the impact of court decisions. Although each of these has some aspect over which we may have control, much of the impact will result in the Department reacting to an issue rather than acting from preplanning.

Our efforts will focus on issues that affect the Department and that are within our scope of control. These are divided into two categories: external and internal factors.

EXTERNAL

Increased Responsibilities and Demands on Time from Other Agencies

It is anticipated that issues beyond the control of the Department will result in an increase in our responsibilities and place greater demands on our time and resources. This has been demonstrated in relation to court decisions and changes in legislation. Case law such as the Feeney decision has resulted in officers having to go through more steps to enter a home or residence to arrest an individual. What used to be a five-minute operation may now take hours. Tele-bail and facsimile Warrants also exemplify responsibilities that have been downloaded to police.

New legislation can result in the need for new positions. In the case of the revised *Police Act of 1997*, the Department created the position of Professional Standards Officer to conduct investigations, and an Inspector position to make decisions on such matters. With the recent change in government, this trend is expected to continue. We recognize, however, that it is difficult to predict with any certainty what will transpire; therefore, we will require a process to ensure that we stay abreast of such issues.

Changes in the *Local Government Act* to allow for a Community Charter may also result in increased responsibilities for police.

Economic Concerns

Although we are currently experiencing a downturn in crime rates, the impact of a recession and the continual threat of massive job cuts in the region may have a significant impact on demands for service. It is generally accepted that a downturn in the economy shifts the rates in different types of criminal activity. When people lose their jobs, there is less likelihood of property crime, as people are home. On the other hand, with more people at home the risk of domestic violence increases. The Department will have to remain in touch with respect to these trends in order to deploy our resources effectively.

A recession will undoubtedly make it more difficult to acquire needed resources. Areas such as the acquisition of staff, equipment and technology may all suffer as a result. It is imperative that our strategic plan ensures the efficient use of all resources and provides us with the ability to determine our exact needs and priorities. We have to be mindful that we are competing for municipal resources, and that we have a responsibility to work cooperatively with other departments within the municipality to ensure that their needs are met as well. This will be a difficult balancing act to maintain.

There is always a potential for new sources of funding. The Province may be willing to fund certain initiatives that result from downloading services; however, we cannot rely on this. Opportunities also exist to have projects funded through the Proceeds of Crime legislation. This avenue was explored for various local initiatives, and should be considered for any major undertakings; however, there is a fairly rigorous criterion for approval. Significant funding will be required to deal with an aging infrastructure for the Saanich Police Department. This is true both in respect of the building itself and its internal components.

Crime Trends

Changes in technology, the economy and demography will all have an impact on crime trends and the type of calls that we respond to as a department. For example, as the population ages, we will have to ensure that our services reflect the needs of the elderly. These changes may influence our crime-prevention programs, the types and numbers of fraud offences, our basic investigative requirements and training at the Uniform Division level.



Technology has changed the nature of some criminal activities as well as the level of expertise required to conduct adequate investigations. With this expertise comes a substantial financial commitment for staff, training and equipment. The Department must decide whether this is a service that we are able to provide effectively, or whether it is best dealt with in some other fashion.

It is expected that any changes with respect to crime trends will be slow in developing and that we will have time to deploy our resources effectively. However, it is again important that we stay current with such trends and that we have the inherent flexibility to respond appropriately.

An increased awareness of certain criminal activities may result in other changes. As the public became more aware of the issue of sexual exploitation of children, more demands were, appropriately, put onto the police department. This has resulted in a draw on both human and financial resources. We can expect this trend to continue. The perception of an increase in incidents of youth violence, for example, may result in an increased demand for seconded officers to fill positions away from the Department. Although it could be argued that we could simply provide funding for these initiatives, it is sometimes difficult to allow other agencies to maintain total control over the direction and focus of such projects.

Prevention of Crime

Prevention of crime is seen to be one of the core functions of policing. The Saanich Police Department has many programs in place that work toward this function. Our Block Watch and School Liaison programs are but two examples. Preventing crime is not viewed as an add-on service; rather, it is a way of doing business. Each division of the Department considers how best to prevent crime when reviewing business processes or developing new initiatives. Officers attending courses develop initiatives grounded in crime prevention as their service improvement projects. Because crime prevention is a core function of policing and part of the way we do business, it is not listed as an overarching goal. However, objectives and activities in our overall plan speak to reducing crime and the fear of crime.

Technology

The issue of technology is one that affects the organization on many levels. Provincial requirements find the Department in need of equipment, training, and resources to adapt to JUSTIN, the court systems database that allows police and the courts to communicate and process files without the duplication of data entry.

Internet crimes require the Department to expend resources on investigative time, training and equipment. Intelligence requirements have the same result. These trends are expected to increase and be a constant draw on resources, the most significant of which will be financial. There is a growing need for officers to be able to communicate with each other outside police departments, the courts and the community. As the demand for cyber communications increases, so too do the budgetary requirements.

Changes in technology result in an ongoing need to upgrade equipment and software, and make new purchases. Each year the costs associated with technology consume increasingly more of our budget for capital expenditures. We will have to be cautious as to what steps are taken with respect to new technological initiatives and directions, and ensure that we are able to stay current within our fiscal restraints.



Public Expectations

This is perhaps the most important of all external factors that the committee reviewed. The external surveys and meetings with various members of the community have told us that the public generally feels the Department is doing a good job and that they are pleased with the levels of service currently being provided. This is not to say, however, that there is not room for improvement.

One trend noticed from our public survey was a call for increased visibility. This issue was explored at public meetings and was found to mean different

things to different people. The interpretations vary from having more police driving down the street, to having police accessible in public venues; for example, people were impressed with the approachability of the bike squad. The committee was left with an overwhelming impression that the issues of accessibility and interaction were of great importance.

The public have expressed what are often qualified as “minor concerns,” yet they were discussed consistently from one venue to the next. The following list shows a sample of these concerns:

There are occasions when police do not call back complainants to advise them of the outcome of their complaint.

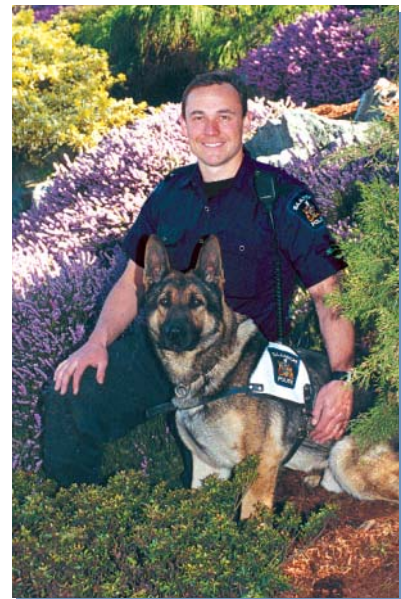
At times, the police do not answer their phones promptly, and when the phone is answered the caller is greeted by an automated attendant.

Traffic complaints are sometimes dealt with as minor, when in fact they are of great concern to the complainant.

The public expects the police to respond to nuisance complaints in a timely manner.

The public feels that youth problems exist within the community and the police have a strong role to play in responding to these problems. There are expectations that we will organize programs and work with other Saanich municipal departments to assist with their programs. Although this is done to some extent now, the process and plan could be more formalized and more publicized.

The police department does not advertise or market its services in a manner that allows people to understand what we do and what choices are available to them in relation to their needs.



This last point raised an interesting issue for the committee. It seemed that when those in attendance at the public meetings were able to hear explanations of either the reasons that police might not respond in the manner they desired, or a description of the alternative choices available to them, their concerns were somewhat alleviated. This suggests that an effort will have to be made to communicate the extent of our services to ensure community satisfaction.

One final observation regarding public expectations relates to the gap between what some police officers and the public identify as policing priorities. While both police and the public agree on the need to respond to criminal activity, the public also places a high priority on nuisance and traffic complaints. There is no suggestion that the priorities identified by police are incorrect; rather, it is important that officers understand what the community believes to be important, to enable us to better respond to their needs. Clearly it is the responsibility of the police department management team to convey and communicate those needs.

The Municipality of Saanich

There is certainly a desire for a more interactive working relationship between the police department and other departments within the municipality. For instance, Parks and Recreation would like to take advantage of the informal cooperation that exists at the line level. On occasion, officers and recreation staff work together to develop youth programs. This has been a positive experience, and one that if formalized could realize a reduction of overlap of efforts and resources.

Other departments spoke of sharing resources and training, as well as working together to strategize over budget allocations to ensure that all municipal priorities are met. Although this is Council's responsibility, there may be an advantage to exploring this further.

Rationalizing and Sharing of Policing Services

Currently, local police departments are examining service delivery models to determine the benefits of rationalization and sharing of policing services. The scope of the review is to examine all services excluding traditional patrol or uniform functions. There is a potential for the Department to benefit from these discussions.

We may see gains in efficiency and improvements in the level of service we provide; however, throughout this process, we must ensure that we are still able to respond to the needs of our community. The challenge we face is in maintaining a balance between the effective rationalization of resources while maximizing the service we deliver.



INTERNAL

The following issues were identified through our internal survey, meetings with staff and input from committee members themselves:

Staff Development

There is a generally recognized need for the Staff Development Division to provide a greater breadth of service. Employees now demand more from employers than they did ten years ago. This is a common phenomenon in the private sector and in the government, and the Saanich Police Department is no exception. These increased demands and expectations will result in the Staff Development Division needing to assess its staffing level and to rethink its business processes. Issues identified that the Staff Development Division will have to respond to include the following:

- A need for clear communication to our employees as to the role and function of the division.
- Although policies dealing with transfers and promotions exist, there are expectations of clearly articulated selection processes for these activities. Included in the processes would be the identification of the competencies that are required in each position, and the manner in which each competency will be recognized.
- Communication of the Department's philosophy regarding how staff members are selected for courses and how funding is allocated to various training needs was requested on several occasions. It seems that some staff do not understand the processes currently in place. There was also concern on the part of some members that there is not a plan for in-service training to meet long-term needs. In general, it seems that we can do better at articulating our processes and plans. This will result in staff being able to take better advantage of training in order to meet their goals and the goals of the Department.

These issues exist for both sworn and civilian employees.

The issue of staff development does not fall solely to the Staff Development Division. It is the responsibility of every member of the Department to take ownership of his or her career, and of supervisors to assist employees in this endeavour. The Department as an organization has a responsibility to ensure that processes and opportunities are in place to allow for career development. In addition to initiatives undertaken by the Staff Development Division, we are currently able to provide people with training and transfer opportunities, as well as short-term secondments to other work units or special projects to meet these needs. It is important that these opportunities continue to exist and are enhanced to meet the needs of employees.

Leadership/Succession Planning

The demographics of our Department demonstrate that a significant number of retirements will likely occur between 2005 and 2007. The issue of succession planning is important, to ensure that employees have the skill sets and knowledge to fill the void that will be created by potential retirements. Leadership abilities are as important as any other operational skills that might be identified, as effective leadership focuses our activities to enable us to achieve our strategic mission. The Department has done much in this regard, but more can be done. Over the last five years, we have hired a significant number of people. This influx, combined with the expected retirements, requires that a concerted effort be made with respect to these issues.

In order to ensure that employees have the appropriate leadership abilities, it is important that the issue of succession planning continues to be addressed. Employees must have an understanding of the succession planning process so that they can plan their careers accordingly. This is not to say that specific people should be identified for specific jobs, however, employees should know the criteria required to qualify for selection pools.

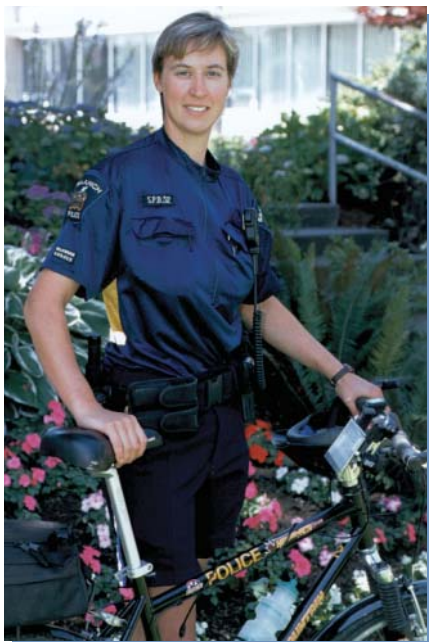
Succession planning refers to more than simply positions of promotion. It is important that positions that are considered critical to the functioning of the Department are identified, and that there are plans in place to ensure an orderly transition of personnel when the need arises. This planning will also prepare the Department for unfortunate incidents that require employees to leave positions suddenly. Efforts to this end should include cross-training, clearly defined and accessible job functions, and manuals that describe how the jobs are performed.

Accountability

The Department has been more accountable to the public since the inception of the revised *Police Act*. This in turn has brought a new focus to the performance of our staff. Through research and experience we have learned that it is important to report each employee's performance accurately, and that when a problem exists, we resolve the issue in a timely manner. Caution must be exercised, however, to ensure that employees do not feel that they are being treated unfairly as a result of the increased levels of accountability. Current efforts to alleviate these concerns through education and awareness will continue.

Recognition

It is understandable that employees want to be treated with respect and recognized for their contributions to the Department. Recognition is a complex issue that is not unique to the Saanich Police Department. Members have different types of needs in this regard and we must continue to ensure, both through our formal honours and awards programs and through day-to-day supervision, that these needs are identified and met. It is also important that the public is afforded the opportunity to recognize our accomplishments both individually and as a department.



Recruiting

The Department recognizes that in the coming years we will be in competition with other police departments and other workforces to hire quality employees. As the competition for employees increases, so too may the workload of the Staff Development Division. Issues such as lateral entry for exempt members (police officers with previous police experience) without a decrease in benefits, and ensuring that our benefit package is competitive with those of other departments, will have to be considered closely in order to ensure an adequate pool of candidates.

Values

Our strategic plan articulates shared individual and organizational values that guide our conduct and decision-making in the performance of our duties. It will be critical to the success of this plan that all staff members remain aware of the origin of our values and the associated expectations, and that we treat the public as we would one another. In order to ensure this, we must hire new employees who support our values. We must reinforce a culture in which our values are more than a statement on a wall; rather, they are the guiding principles by which we measure our actions, and to which we hold ourselves accountable.

Communication

The Saanich Police Department, like all other organizations, must always strive to maintain and improve our lines of communication. This theme arose several times throughout the development of this document. It is recognized that the Department has many methods in place by which to communicate information to employees. We have published Orders, voice-mail, email, supervisors' meetings and many other methods, including the Chief Constable making himself available at a scheduled free forum *brown bag* lunch session, in which any employee can ask about issues of concern.

Our plan addresses methods by which we can effectively improve communication. Efforts in this area will see an improvement in the way in which we share and manage information and knowledge within the organization. We will provide employees with a clear understanding of issues so that they are able to commit to the direction and goals of the Department. It will be important to encourage two-way dialogue throughout the organization, as this will allow for more informed and effective decision-making.

We will have to be mindful of the manner in which our systems interact to allow for open communications. Factors such as our physical accommodations, shift schedules and organizational structure should be considered in developing plans to enhance communication ability.

Technology and Information Systems

Technology was addressed in the discussion of external factors; however, there is also an internal context to this issue. Changes in technology provide us with opportunities to enhance the manner in which we manage our information services. Information refers not only to Record Management Systems, but also personnel documentation, knowledge, skills and abilities possessed by employees, best practices, and our corporate history or memory. Technology can assist other areas such as providing access to shift schedules and allowing for immediate access to operational information relating to crime trends or safety concerns.



Uses and opportunities with respect to technology must be balanced with recognition of the value of personal interaction and the benefits that are realized through face-to-face conversations. Our reliance on technology can undermine these benefits. It is important that these concerns be considered when developing Information Technology plans, and when evaluating issues, such as integration, that might rely on technology for communications.

GOALS

The committee reviewed the goals and objectives of the existing plan with both staff and members of the community. We learned that the intent of our goals was supported by both sectors. In discussions with both, we again found some concern or confusion over the wording of some of the goals. In consideration of the previously mentioned strategic issues, and in keeping with our values, the following five goals were identified in order to achieve our mission and realize our vision:

1. Provide the highest level of police service to the community of Saanich.
2. Provide effective leadership to employees of the Saanich Police Department.
3. Provide an environment that supports the empowerment of employees and the community.
4. Provide an environment that supports effective problem solving.
5. Provide an environment that facilitates the creation of effective partnerships.

OBJECTIVES

A review was conducted of the objectives as set out in the 1995-2000 plan. Admirably, the Department has accomplished much of what we set out to do. Annual Strategic Plan Progress Reports prepared by the Deputy Chief Constable document these accomplishments. There are ongoing objectives that remain in the plan in order to sustain our goals. In consultation with staff and the community, new objectives have been identified and will guide us on the road ahead.

THE ROAD AHEAD

INTRODUCTION

This section articulates each goal, the supporting rationale and the objectives. Each objective is accomplished through a series of activities. An implementation plan will be required to execute each activity. At this stage, the activities range from the general to the specific. The intent is to demonstrate the means by which we hope to accomplish the objectives and, consequently, the goals.

Annually, the Deputy Chief Constable, in consultation with senior officers and staff, will identify activities for the coming year to the Chief Constable. The Deputy Chief Constable will also be responsible for reporting the progress of activities that have been undertaken up to that point each year. The progress report and direction as to our priorities will be published internally, and made available to the public on an annual basis.

All activities will be coordinated through the Deputy Chief Constable to ensure that they are implemented with a systems approach in mind. It is understood that the efforts of one division have an impact on the work of another division. It is further recognized that a systems approach will allow the most effective and efficient use of resources within the Department. As stated above, all activities will require implementation plans defining who will do what and by when. The plans will include a communication plan and will detail what will be accomplished, the benchmarks and indicators of our success.

Activities are to be measurable in some form. Whether through qualitative or quantitative means, the Department must have some way of evaluating initiatives in order to determine their effectiveness and impact. The criteria by which this evaluation will occur will be established when considering implementation plans. It is through this evaluation that employees, the public, and indeed the Department, will recognize whether or not we are accomplishing our goals.

The activities are flexible, in that if in the future they are not considered appropriate, they may be abandoned. If additional activities are identified as a priority they may be incorporated into the plan; in fact this is both encouraged and expected. It is this flexibility that will allow our Department to respond to the ever-changing needs and expectations of the community and the environment in which we operate.

Goal 1

Provide the Highest Level of Police Service to the Community of Saanich

The public is generally very satisfied with the quality of police services that we provide; however, we recognize that there is always room for improvement. There is a need to enhance our delivery of service with respect to issues such as police presence, working with youth and the manner in which we exchange information with the community. The Saanich Police Department is committed to meeting these needs by improving the quality of services we provide.

Objective 1.1 Increase Visibility

Much of our research demonstrates a perceived need for increased visibility in the community. Visibility can mean different things to different people. Some want greater access to officers, while others want to see more officers. We also know that we must balance visibility issues with the effective deployment of resources. We will continue to enhance our accessibility and interaction with the community in consideration of the balance we strive to maintain.



Objective 1.2 Ensure Effective Communications

We will continue to improve the methods by which we inform the community of the services we provide and how they can be accessed. We will also improve our methods of providing feedback on the status of individual cases, crime trends and public safety issues.

Objective 1.3 Increase Responsiveness

We will continue to improve our ability to recognize and respond to the changing needs of the community. We will develop a structure to identify the needs of the community and evaluate our effectiveness in responding to those needs.

Objective 1.4 Prevent Crime to Reduce Fear of Crime and Minimize Injuries and Property Damage

The public's fear of crime is as important as actual crime trends; therefore, we must strive to reduce both. We will improve methods by which the Department decreases the occurrence of crime and communicates realistic crime trends to the community.

Objective 1.5 Improve Clearance Rates

We will explore innovative investigative techniques, in order to continually increase the number of cases that are resolved by charge or other means. It is recognized that this is an ongoing activity and a core responsibility of the Department.

Objective 1.6 Improve General Effectiveness

Through the increased use of the Intelligence Section and Planning and Research personnel and by optimizing the deployment of our resources, we will strive to be aware of the changing needs of our community and will remain flexible in our response to these needs. We will identify alternative service delivery models that will provide a data-driven response as required.

Objective 1.7 Continue Program Evaluation

As we commit to evaluating all of our activities, there will be an increased demand on the audit function of the Department. We will continue to enhance and make use of the abilities of Professional Standards, Audits and Plans in order to facilitate the assessment of all new initiatives and Department programs.

Objective 1.8 Conduct a Facility Assessment

We are currently maximizing the effective use of our police building. We must ensure that we have facilities that support the continual delivery of quality police service.

Goal 2 Provide Effective Leadership to Employees of the Saanich Police Department**2**

We are presented with the opportunity, and an increased demand, to address the needs of our employees. We recognize the importance of employee satisfaction and are committed to addressing their needs so that they may perform to the best of their abilities. We rely on the knowledge, skills and abilities of the people who work within the Department to meet the many challenges that we face today and in the future.

Objective 2.1 Improve Communication

We realize that job satisfaction is often dependent on effective communication and a mutual understanding of expectations. To this end, we will continue to strive to improve the manner in which we communicate with each other. This will also support increased personal motivation and career development.

Objective 2.2 Enhance Succession Planning

Over the next several years, the Department will experience a significant number of retirements. These changes could result in the loss of organizational knowledge, skills and abilities. Efforts are required to understand the impact of the retirements and increase our ability to compensate for those losses.

Objective 2.3 Improve Employee Development

We will provide employees with the information required to effectively manage their careers and understand how to access training. We will continue to encourage continuous learning and employee self-development.

Objective 2.4 Increase Training Effectiveness

All training should be coordinated through the Staff Development Division, not simply to facilitate the training but also to ensure that the training supports the Strategic Plan from a systems perspective. We will improve the delivery of departmental training wherever possible, in an effort to make it more meaningful, timely and effective.

Objective 2.5 Enhance Employee Relations

We will strive to ensure that communication among all employees reflects the core values of the Department.

Objective 2.6 Develop a Sense of Shared Ownership Throughout the Organization

We will continue to encourage and support individual and group initiatives in order to promote a sense of shared ownership, responsibility and accountability. We will effectively communicate these initiatives throughout the Department and encourage input and feedback whenever possible.

Objective 2.7 Enhance Commitment to Employee Wellness

Employees of police departments may be exposed to stress that can have a considerable impact on their quality of life, both on and off the job. The Saanich Police Department is committed to ensuring that employees who are affected by stressful events are treated with respect and compassion. We offer training, policy and programs to minimize and prevent the debilitating effects of stress. We will continue to ensure that we recognize employees who are encountering difficulties in order to enable early intervention.

Goal Provide an Environment that Supports the Empowerment of Employees and the Community

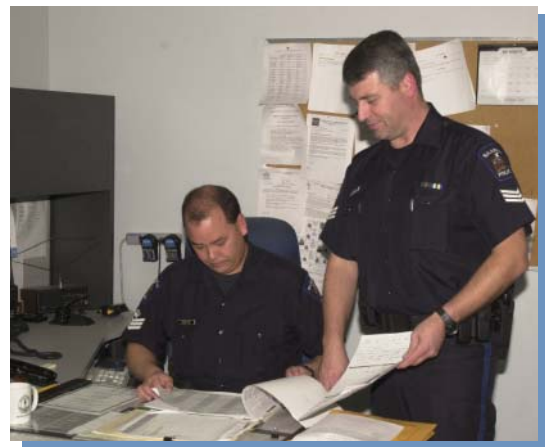
3

The community wants greater interaction with the police. Employees realize that there is a need to establish closer relationships with the community. To this end we will continue to explore the most effective means of helping employees to work together with the community to build relationships.

Both staff and the community wish to have more influence over their contributions toward effective policing. It is important that the Department provide an environment that will facilitate this need.

Objective 3.1 Ensure Effective Time/File Management

We recognize that the demands placed on our employees have increased. To assist employees, our organization will improve time/file management skills.



Objective 3.2 Increase Community Input

We believe community input is important to assist police in resolving community problems. In order to receive this input we need open lines of communication. This will be accomplished through the initiatives listed in Goal 1.

Objective 3.3 Improve the Capturing of Information

We will improve existing systems in order to provide information that will assist in making better-informed decisions.

Objective 3.4 Continue Teambuilding Efforts

To maximize the exchange of information within the Department, we will continue to develop and encourage an environment that promotes communication and effective cooperation between all work groups and employees, both police and civilian.

Objective 3.5 Effectively Use Information Technology

In order to make effective decisions and thus be empowered to act, access to information is essential. We must keep current with changing technology and improve access to information in order to empower our employees and the community.



Objective 3.6 Recruit and Hire According to Community Needs

It is important that all segments of the community are represented adequately in policing. This assists the Department in understanding the needs of our community, and can often give a voice that may not otherwise be heard. The Department will continue to hire according to operational requirements, with consideration given to community demographics and cultural diversity.

Goal 4 Provide an Environment that Supports Effective Problem Solving

4

Providing an environment that supports the empowerment of employees and the community is important but it may not be enough. Essentially the community and police want the same result when a problem arises, that being to ensure the problem is resolved. The resolution may include preventing further problems, reducing the frequency of occurrence, or mitigating the impact of the problem. This means that we must take steps to identify the causes of the problems, rather than just the symptoms. To this end, we will foster an environment where all employees are expected to explore the causes of problems within the community and establish effective long-term solutions.

Objective 4.1 Continue Our Cultural Shift Toward a Proactive Approach to Policing

Employees now have the skill sets and knowledge to effectively employ problem-solving models to respond to complaints. We will continue to encourage and support employees to explore the use of innovative methods in the identification and solution of problems.

Objective 4.2 Ensure the Effective Use of Internal Resources

Through increasing employee awareness, we will encourage the use of departmental resources (e.g. Bike Squad, Crime Analysis, and Intelligence Unit) to improve our problem-solving effectiveness. This systems approach to problem-solving will improve team building and ensure an effective use of resources.

Objective 4.3 Analyze Community Problems

Almost seventy-five percent of our calls for service are related to non-criminal activities that affect neighbourhoods and the quality of life throughout the municipality. Community members often understand the root causes of problems in their neighbourhoods. It is important that we are able to receive their information and use it to assist in resolving the situation and reduce the need for a future response. We will assist and support members of the community in exploring innovative methods to identify and address problems.

Objective 4.4 Make Effective Use of Community Resources

The community has much to offer the Department in the way of resources to deal with issues. Whether through volunteers, funding, use of external facilities, or specific equipment, many benefits can be realized. We will maximize the use of these resources to resolve community problems.



Objective 4.5 Increase Use of Alternative Measures

A move has been made toward making effective use of alternative measures to resolve issues that are minor in nature or when other circumstances dictate a different approach. This is believed to benefit the victims, the offenders, and the community. The use of alternative measures also reduces the amount of time that officers must spend in court. We will continue to make effective use of alternative measures in order to best realize these benefits.

Goal 5

Provide an Environment that Facilitates the Creation of Effective Partnerships

To accomplish our goals we must continually foster existing relationships and establish new ones. Effective partnerships result in improved service both internally and externally.

Objective 5.1 Promote Internal Partnerships

In addition to the activities outlined in previous goals, we will continue to encourage effective working relationships among all levels of the Department to promote cooperation and ensure effective responses to community problems.



Objective 5.2 Work Cooperatively with Intra-Municipal Departments at Line Level

Municipal department heads recognize that we can all benefit from enhanced working relationships. Department heads meet on a regular basis and are able to share information and gain an understanding of issues of common concern. We believe that the same benefits can be realized at the line level, in that there are resources and programs that we can share.

Objective 5.3 Work Cooperatively with Other Police Agencies

We must continually establish and build on existing relationships with other agencies, at all levels, in order to identify and address common issues. Currently, local police departments are examining a variety of service delivery models to determine the benefits of rationalizing and sharing policing services. The scope of the review is to examine all services excluding traditional patrol or uniform functions. The Department could potentially benefit from the gains in efficiency and improvements in the level of service we provide as a result of this examination; however, we must ensure that we are still able to respond to the needs of our community. The challenge we face is that of maintaining a balance between the effective rationalization of resources while maximizing the service we deliver. We will continue to explore these options in order to realize the maximum benefits of these efforts.

Objective 5.4 Work Cooperatively with Non-Police Agencies

We depend on non-police agencies for information and cooperation in acquiring resources and resolving problems. As personnel and mandates change in the agencies we deal with, so too should our relationships. We must continually evaluate the effectiveness of these relationships in order to maximize their benefits. To this end we will improve existing relationships and promote the development of new relationships with both private and public agencies.

Objective 5.5 Improve Relationships with the Public

Our success is measured by the impact we have on our community. If the community feels safe and secure, we have gone a long way toward accomplishing our mission. The community's perception of how effective we are as a police department is often based on what is seen in the media and on information received from persons who have had first-hand dealings with the Department. Our public image is therefore critical to our success. In order to ensure that the public views our Department fairly and in a positive light, we will improve existing partnerships and promote the development of new relationships with residents, business owners and the general public, including the media.



Objective 5.6 Diversity Liaison

It is important that we understand our municipality's needs, and that Saanich is made up of many smaller communities of diverse people. We can make our services more accessible to these many communities of Saanich through various means. We are committed to establishing a working relationship with the many diverse communities of Saanich to ensure that no individual is excluded from accessing our services.

NEXT STEPS

The foregoing goals and objectives provide the guide to realizing our vision and accomplishing our mission. We recognize however, that supporting plans and activities are required to move forward. To this end, we have identified the following next steps:

- ▶ Develop a Technology Plan to accommodate issues of information-sharing, communications, staff development and knowledge management;
- ▶ Develop a Human Resource Plan to meet the increased demands for service, including staffing, training and succession planning;
- ▶ Develop a Financial Plan to adequately fund the required resources to meet our objectives.

Our strategic plan, supported by these next steps, will allow us to provide quality police service by working with our partners to ensure the safety and security of our community.

ACTIVITIES

In order to put our strategic plan into operation, specific and measurable activities are required. Employees throughout the Department have worked together in identifying the following activities. We recognize that these are times of turbulent change, and therefore this list of activities is neither exhaustive nor exclusive. We may add activities that are deemed appropriate, and we may decide that some activities are no longer worth pursuing. It is this flexibility that will allow us to continually identify and address the policing needs of our community.

Whether through qualitative or quantitative means, the Department must have some way of evaluating initiatives in order to determine their effectiveness and impact. The criteria by which this evaluation will occur will be established when considering the implementation of each activity. It is through this evaluation that employees, the public, and indeed the Department, will recognize whether or not we are accomplishing our goals.

We are confident that our suggested activities meet these criteria, and that the hard work of our dedicated staff and community partners will result in the successful implementation of these strategies.

Goal 1 Provide the Highest Level of Police Service to the Community of Saanich

Objective 1.1 Increase Visibility

- Activities**
- 1.1.1 Increase officer presence in the community.
 - 1.1.2 Increase exposure by utilizing the media.
 - 1.1.3 Promote more effective use of the Department website.

Objective 1.2 Encourage Effective Communications

- Activities**
- 1.2.1 Enhance and advertise the Saanich Police Department website. (1.1.3)
 - 1.2.2 Improve media communications. (1.1.2)
 - 1.2.3 Define our police call-back procedure. We will endeavour to advise complainants of the outcome of the call.
 - 1.2.4 Explore alternative methods of informing the community of our services.
 - 1.2.5 Review our automated telephone system to improve service to the public.
 - 1.2.6 Encourage employees to update their voice-mail to reflect their current work schedule.
 - 1.2.7 Create a system whereby we ensure that action is taken regarding any concerns that are raised at Block Watch or other community meetings.
 - 1.2.8 Conduct aggressive recruiting.

Objective 1.3 Increase Responsiveness

- Activities**
- 1.3.1 Conduct scheduled surveys.
 - 1.3.2 Provide problem-solving training to employees in order to respond to the needs of the community.
 - 1.3.3 Create a system whereby we ensure that action is taken regarding any concerns that are raised at Block Watch or other community meetings.
 - 1.3.4 Increase officer presence in the community. (1.1.1)
 - 1.3.5 Support the Regional Diversity Committee (1.2.7)

Objective 1.4 Prevent Crime to Reduce Fear of Crime, and Minimize Injuries and Property Damage

- Activities**
- 1.4.1 Increase the utilization of established and emerging Crime Prevention models, e.g. SARA (Scanning, Analysis, Response and Assessment), CPTED (Crime Prevention Through Environmental Design), POP (Problem Oriented Policing) and Block Watch.
 - 1.4.2 Continue to increase the utilization of the Intelligence Section to identify crime patterns and suspects and effectively communicate that information to all officers.
 - 1.4.3 Engage in activities to publicize successful investigative outcomes in order to increase the sense of public safety.
 - 1.4.4 Enhance existing programs and strategies to reduce and/or prevent youth-related crime and victimization.

Objective 1.5 Improve Clearance Rates

- Activities**
- 1.5.1 Provide training to employees to enhance interviewing, interrogation, file management and investigation skills.
 - 1.5.2 Educate members on administrative requirements to clear files properly.
 - 1.5.3 Utilize current and new investigative tools, techniques and technologies.

Objective 1.6 Improve General Effectiveness

- Activities**
- 1.6.1 Increase internal accessibility to and use of crime analysis and criminal intelligence.
 - 1.6.2 Continue to improve our deployment of resources to address and solve identified problems.
 - 1.6.3 Remain current with alternative service delivery models (e.g. Saanich Community Justice Program), and endeavour to use these models when appropriate.
 - 1.6.4 Utilize in-house expertise to provide required training.

Objective 1.7 Continue Program Evaluation

- Activities**
- 1.7.1 Ensure that any new initiatives have criteria in place to facilitate future evaluations.
 - 1.7.2 Prepare after-action reports for projects and new initiatives. These reports will be retained and catalogued for future reference.
 - 1.7.3 Utilize the Modified Work Unit, other members who have expressed an interest, or outside resources, to perform scheduled program evaluations of departmental activities.
 - 1.7.4 Develop a process by which work units can conduct self-evaluations on performance.
 - 1.7.5 Distribute the Strategic Plan Progress Report prepared by the Deputy Chief Constable each year to ensure that employees have an understanding of their contributions toward our mission.

Objective 1.8 Conduct a Facility Assessment

- Activities**
- 1.8.1 Assess current and future infrastructure needs of the Department.
 - 1.8.2 Develop a business plan that will ensure adequate accommodation for the foreseeable future.

Goal 2 Provide Effective Leadership to Employees of the Saanich Police Department

Objective 2.1 Improve Communication

- Activities**
- 2.1.1 Develop an orientation package for all new employees.
 - 2.1.2 Conduct regular 360-degree appraisals.
 - 2.1.3 Enhance the use of current technology to share information within the Department.
 - 2.1.4 Conduct periodic job-satisfaction surveys.

Objective 2.2 Enhance Succession Planning

- Activities**
- 2.2.1 Continually assess the demographics of the Department to project and meet our future needs.
 - 2.2.2 Encourage individuals to access training in order to perform future supervisory and managerial roles.
 - 2.2.3 Assess staffing levels in the Staff Development Division to ensure effective succession and career-path planning.
 - 2.2.4 Review, update and post tenures and anticipated vacancies to allow long-term career planning.

Objective 2.3 Improve Employee Development

- Activities**
- 2.3.1 Develop and communicate educational and competency requirements in order to facilitate advancement or movement within the Department.
 - 2.3.2 Examine our current recognition program to determine whether it meets the expectations of the organization.
 - 2.3.3 Create further opportunities for cross-training and short-term secondments between work units.

Objective 2.4 Increase Training Effectiveness

- Activities**
- 2.4.1 Ensure that training courses are designed to address areas of demonstrated organizational need.
 - 2.4.2 Identify community courses that meet the needs of the Department and employees.
 - 2.4.3 Endeavour to conduct training courses locally to minimize the cost of delivery and maximize the training opportunities available to employees.
 - 2.4.4 Provide employees with sufficient familiarization training upon transfer to another section.
 - 2.4.5 Ensure that division commanders communicate identified training needs to the Staff Development Division as required.
 - 2.4.6 Establish long-term training goals.

Objective 2.5 Enhance Employee Relations

- Activities**
- 2.5.1 Communicate to all employees the expectations associated with our value statement.
 - 2.5.2 Communicate to all employees the processes that are in place to receive support in dealing with conduct contrary to our value statement.
 - 2.5.3 Ensure that all supervisors are aware of methods of managing conflict.
 - 2.5.4 Allow for interdivisional representation at work unit meetings.
 - 2.5.5 Provide ongoing training (e.g. team-building, value-based policing and ethics).
-

Objective 2.6 Develop a Sense of Shared Ownership Throughout the Organization

- Activities**
- 2.6.1 Ensure that projects are communicated throughout the Department and that appropriate interdivisional resources are involved.
 - 2.6.2 Re-establish the process by which files are passed from one shift to the next to ensure timely follow-up investigation.
 - 2.6.3 Upon completion of recruit training, have officers work with various work units as an orientation to the Department.

Objective 2.7 Enhance Commitment to Employee Wellness

- Activities**
- 2.7.1 Train supervisors to recognize critical incidents and signs and symptoms of employees who are experiencing difficulties.
 - 2.7.2 Develop a process by which information can be used to assist in the identification of employees who may require assistance.
 - 2.7.3 Train supervisors at first-level intervention techniques.
 - 2.7.4 Whenever possible, debrief all staff involved in a critical incident.
 - 2.7.5 Ensure that all employees are aware of the municipal Employee Assistance Program.
 - 2.7.6 Continue to work with the Saanich Police Association to ensure that uniforms and equipment enhance officer safety and wellness.
 - 2.7.7 Provide access to wellness information as required.

Goal 3 Provide an Environment that Supports the Empowerment of Employees and the Community

Objective 3.1 Ensure Effective Time/File Management

- Activities**
- 3.1.1 Conduct training focused on improving time and file management skills.
 - 3.1.2 Promote a flexible environment to accommodate investigations.
 - 3.1.3 Work toward creating report templates for common incidents.
-

Objective 3.2 Increase Community Input

Activities We believe that community input is important in assisting the police to resolve community problems. In order to receive this input, we need open lines of communication. This will be accomplished through the initiatives set out in Goal 1.

Objective 3.3 Improve the Capturing of Information

- Activities**
- 3.3.1 Identify required information and create or modify software to better enable its capture (e.g. time of call, length of call, staff usage or demand for services).
 - 3.3.2 Ensure that when evaluation criteria are developed for new initiatives, methods to record the required information are also developed.
 - 3.3.3 Evaluate the effectiveness of gathering and sharing street-level intelligence.
 - 3.3.4 Evaluate the effectiveness of call-taking procedures.

Objective 3.4 Continue Teambuilding Efforts

- Activities**
- 3.4.1 Provide training days for civilian support staff and, where appropriate, include civilian staff in training traditionally held for officers.
 - 3.4.2 Encourage police/civilian interaction.
 - 3.4.3 Provide team-building training (2.5.5).
 - 3.4.4 Support ongoing initiatives identified by work units and supervisors that enhance team building.
 - 3.4.5 Promote the sharing of best practices of both individuals and workgroups.

Objective 3.5 Effectively Use Information Technology

- Activities**
- 3.5.1 Continue activities in support of an integrated information management system.
 - 3.5.2 Develop an Intranet system as a means of collecting and communicating knowledge and information (e.g. Senior Police Administrators Course papers, police supervisors' course papers, policy and procedures, reviews, audit reports, intelligence, progress reports on strategic initiatives, etc.).
 - 3.5.3 Work toward the digitization of all forms and reports.
 - 3.5.4 Keep the Saanich Police Department website current and meaningful.
-

Objective 3.6 Recruit and Hire According to Community Needs

- Activities**
- 3.6.1 Promote the profession of policing to various cultural groups.
 - 3.6.2 Continue to ensure that the cultural diversity of the Department reflects the make-up of the community.
 - 3.6.3 Encourage qualified persons with disabilities to apply for positions where permitted by the physical requirements of the duties.
 - 3.6.4 Continue to participate in career days and job fairs.

Goal 4 Provide an Environment that Supports Effective Problem Solving

Objective 4.1 Continue Our Cultural Shift Toward a Proactive Approach to Policing

- Activities**
- 4.1.1 Continue to develop the crime-analysis function of the Intelligence Unit. This will be done by providing the Unit with information about community problems identified through meetings and calls for service.
 - 4.1.2 Expand the use of the problem-solving models, e.g. SARA (Scanning Analysis Response and Assessment), to identify and analyze causes of problems and develop solutions. Supervisors will be trained in the various models and will review our response for service to ensure that where appropriate, the models are utilized.
 - 4.1.3 Establish and communicate the Department's expectations regarding officers utilizing a problem-solving process where appropriate.

Objective 4.2 Ensure the Effective Use of Internal Resources

- Activities**
- 4.2.1 Continue the expansion of planning and research capabilities to support problem-solving.
 - 4.2.2 Develop a process by which all new initiatives and existing services are communicated to all employees to ensure optimum utilization.
 - 4.2.3 Develop a database to identify the specific skills, abilities and areas of expertise held by individual employees.
 - 4.2.4 Communicate our successes resulting from the effective use of internal resources.
 - 4.2.5 Develop a process to identify and share best practices and lessons learned.
-

Objective 4.3 Analyze Community Problems

- Activities**
- 4.3.1 Provide accurate information to the community concerning reported problems. This can be achieved through the Internet, local media, and community/Block Watch meetings, and will assist the community in understanding and analyzing problems.
 - 4.3.2 Improve community access to crime-mapping information through use of the Internet.
 - 4.3.3 Establish a feedback mechanism to ensure that concerns raised at community and Block Watch meetings are addressed.

Objective 4.4 Make Effective Use of Community Resources

- Activities**
- 4.4.1 Continue to improve our working relationship with the media in order to enhance our community image and our ability to communicate with the public, thus reducing concerns about public safety.
 - 4.4.2 Increase our ability to conduct research and undertake special projects by continuing to build relationships with educational institutions and by taking advantage of student field placements.
 - 4.4.3 Explore and build relationships with the growing high-tech industry in Saanich, in order to take advantage of pilot projects that will increase our efficiency and effectiveness.
 - 4.4.4 Increase the use of community resources to provide in-house training on specific issues of concern.
 - 4.4.5 Continue to update, expand and distribute the Department resource manual to include available community-based services.

Objective 4.5 Increase Use of Alternative Measures

- Activity**
- 4.5.1 Continue to use the Saanich Community Justice Program as a restorative justice initiative.
-

Goal 5 Provide an Environment that Facilitates the Creation of Effective Partnerships

Objective 5.1 Promote Internal Partnerships

- Activities**
- 5.1.1 Encourage continued participation of the Saanich Police Association in Senior Officer and Police Board meetings to enable a mutual understanding of issues that arise.
 - 5.1.2 Support interdivisional cooperation in order to ensure the most effective use of resources. This will be accomplished through the proper use of problem-solving models that will ensure that appropriate work units are advised of ongoing projects. Each unit will be expected to determine what they can contribute to the project.
 - 5.1.3 Where appropriate, establish interdivisional committees to address issues of organizational concern.

Objective 5.2 Work Cooperatively with Intra-Municipal Departments at Line Level

- Activities**
- 5.2.1 Assess the viability of sharing resources and participating in programs with other Saanich municipal departments.
 - 5.2.2 Encourage employees to develop partnerships with other Saanich municipal departments in order to identify and resolve community problems (e.g. Parks and Recreation, Engineering, and the Fire Department).
 - 5.2.3 Identify key individuals or positions within other Saanich municipal departments who can assist employees in addressing specific problems. This information will be shared throughout the Department.

Objective 5.3 Work Cooperatively with Other Police Agencies

- Activities**
- 5.3.1 Encourage our staff to liaise with officers of corresponding roles in other police departments, to identify current issues and develop best practices to address them.
 - 5.3.2 Work toward establishing a computerized Wide Area Network (WAN) to disseminate and access information posted by local police agencies.
 - 5.3.3 Ensure that any new initiatives which are highly specialized, capital intensive, or multi-jurisdictional in nature are considered from a regional policing perspective.
-

Objective 5.4 Work Cooperatively with Non-Police Agencies

- Activities**
- 5.4.1 Identify agencies that are not presently liaising with the Saanich Police Department. Determine what information and services we are able to exchange, and where appropriate, identify a contact to facilitate the relationship.
 - 5.4.2 Continually evaluate existing relationships to ensure that they are meeting the needs of each agency.

Objective 5.5 Improve Relationships with the Public

- Activities**
- 5.5.1 Further develop systems that facilitate police officer interaction with members of the community.
 - 5.5.2 Enhance media relations by ensuring that there is a mutual understanding of collective needs and strive to meet those needs.
 - 5.5.3 Develop a Public Relations Plan that will coordinate and promote the Department's activities and its image.

Objective 5.6 Diversity Liaison

- Activities**
- 5.6.1 Establish a working relationship with community groups affected by diversity issues.
 - 5.6.2 Establish a working partnership with the Victoria Police Department Diversity Liaison Officer.
 - 5.6.3 Advertise programs and distribute information to ethnic publications.
-



Saanich Police Department

760 Vernon Avenue, Victoria, B.C. V8X 2W6

Tel: (250) 475-4321 Fax: (250) 475-6153

www.saanichpolice.ca