



The Corporation of the District of Saanich | Mayor's Office

770 Vernon Avenue Victoria BC V8X 2W7 | T 250-475-5510 | F 250-475-5440 | www.saanich.ca

Annual Address

Mayor Richard Atwell, District of Saanich

January 25, 2016

INTRODUCTION

I would like to welcome everyone and thank you once again for attending this meeting of Saanich Council.

First, let us all acknowledge and respect that we are within the Coast Salish traditional territories. We have not only a rich history to explore but we continue to be part of a greater community and this year the District will extend its hand to First Nations on South Vancouver Island in an effort to strengthen our ties to the land and the people.

It has been a little more than a year, since this Council was sworn into office, and on behalf of Council, I wish to reflect on some of our accomplishments from the past year as well as to lay out the path that we will follow in the coming weeks and months ahead.

OPEN GOVERNMENT

Previously, as I had stated in my Inaugural Address to the community, effective governance includes public accountability, responsiveness, transparency, and efficiency and of this builds political legitimacy for democracy.

Government must be capable, reliable, and transparent in order to meet the expectations of the community and if we are to keep pace with progress within our region.

To that end, the District commits itself to making our entire operation in the District more open, transparent and accessible to all residents and I am pleased to report that we have taken several important steps in fulfilling the inaugural mandate.

Last April, Council adopted a more citizen-friendly approach embodied in our Council Procedure Bylaw by inviting members of the public to speak on a greater number of Council agenda items. This has helped to further connect the business of Council with our residents and has increased the level of awareness that we as Council members must acquire in order to make sound decisions that are supported by our residents.

The bylaw was further expanded to invite delegations to come and speak to Council and just like tonight, we are honoured to hear from you and we continue to extend this invitation to all organizations and community groups to come forth and interact with Council.

I personally have made good on my promise to engage you through an open door policy which has greatly served to increase my contact with a variety of residents, community associations, local organizations and non-profits, elected representatives, government officials, business people and many others.

It has not just merely been a pleasure to meet these groups and individuals but it has also been enlightening for me and has fostered in me a greater appreciation for the diversity, dedication and devotion that exists within our community.

We have an amazing community here in Saanich and we are part of an amazing region and I will continue to devote my time, in part, to reaching out across our District and the region to bring new ideas, develop opportunities and learn how we can work together to make our District an even better place to live, work and play.

ONLINE ACCESS

During 2016, we will take two leaps forward in the area of online access.

The first component will be the long awaited update to our website. This is an essential tool for citizens that serves as the online access point for our District. Residents expect no less than an award winning website and as we get closer to its release, staff will ensure that the expectations of our residents are met through a beta-testing process or whatever means is best employed to ensure that we deliver a website that is not just useful, but welcomes and attracts online visitors to Saanich.

We must set ourselves the goal of fostering increased access to information, especially regarding Council agendas, reports and minutes. Citizens must be able to easily access material well in advance of Council meetings and be able, through efficient recall, to locate the reasoning behind the decisions that we as elected officials have made using their tax dollars. Therefore, it remains my view that we must continue to develop the tools that form the platform of openness if we are to move forward on the major issues.

A second component that will help to fulfill this mandate will be to deliver meetings via webcasting and this must be accomplished by the middle of 2016.

Webcasting has become a prevalent online service of local government within this region for working families and others who cannot attend meetings. Webcasting at Saanich will empower citizens to participate and to be engaged from home, work or from far away but it will also create a permanent video record of Council meetings that will one day be searched and viewed alongside other valuable materials stored in our archives.

ENVIRONMENT

It bears repeating that Saanich has a rich history and we are now in our 110th year as a municipality.

During that time, Saanich has transformed from farms and fields and meadows into the largest municipality on Vancouver Island and our population has increased by roughly 110,000 or 1,000 people for every year of incorporation.

We can expect this trend to continue and we will continue to manage with vigilance, the delicate balance between development and preserving the natural beauty and charm of Saanich but sometimes this duty proves to be challenging to say the least.

In March of 2012, Saanich Council adopted the Environmental Development Permit Area (EDPA) bylaw with an objective of protecting areas of highest biodiversity within Saanich.

Who could have predicted that four years later, this bylaw would be causing so much discontent within our community. It is now unfortunately pitting residents against each other in an almost hegemonic battle over stewardship of the environment, straddling both park land and private land and to the waterfront and elsewhere.

We have held two open houses on the EPDA which led to a town hall meeting last November and because of overwhelming demand, a second town hall meeting will soon follow which will culminate at a Council meeting, where after having listened to the public, we must, at that time follow through on the best advice and act accordingly to improve the bylaw and moreover to re-instill public confidence.

The level of public awareness and education is increasing daily around this issue and Council will be applying itself in the coming weeks and months to develop an approach that brings us back together on this sensitive issue and leads us in a constructive way forward.

SEWAGE TREATMENT

What address would be complete without mentioning the topic of sewage treatment? Good news regarding this project, which has been nearly 10 years in the planning phase, continues to elude us all. The rebooted effort of the last year has produced a number of conceptual designs based on a centralized plant at Rock Bay in Victoria that start at just shy of one billion dollars. This is almost a doubling of the cost for the local taxpayer compared to the failed McLoughlin-based project that preceded it.

Saanich makes up roughly 1/3rd of the population in the Capital Regional District (CRD), contributes roughly 1/3rd of the sewage flows and our residents will be paying roughly 1/3rd of the bill, in both capital, long-term debt and yearly operating and maintenance costs.

At the CRD, we continue to struggle with imposed deadlines around funding and difficulties with siting and conceptual designs that are lacking not only in innovation but now come with a price tag that our residents simply cannot afford.

No amount of public consultation is going to gain support for a project this costly and so as elected officials, we must apply ourselves to the scrutiny and oversight of this project to ensure that a design and accompanying budget result in a reasonable increase in taxation for the effort expended and the environmental outcome achieved.

If the CRD cannot get its act together during 2016, of which we at Saanich play a large part by sending five Directors to the CRD, I will recommend to Council that we evaluate a made-in-Saanich solution for treating either liquid waste or the solid waste that is the by-product from wastewater treatment plants or both because the technology has advanced to the point where an affordable community-based solution is now within reach.

GOVERNANCE

Saanich has embarked on a process of a governance review through a broad-based citizen's advisory committee that will spend the next 18 months advising and ultimately providing recommendations to Council on how we can not only improve service delivery for our residents but better partner with our neighbours. The formation of this committee was Council's preferred approach to addressing the outcome of last election's ballot question and Council will closely monitor the progress of this advisory committee.

Last November, the Minister of Community, Sport and Cultural Development invited all 13 mayors of the region to a meeting to discuss service delivery within the region. It was a historic meeting of sorts, with a general agreement amongst all the mayors to return at a later date and develop an approach to better understanding service delivery within our region.

I will have more to report on this after the next meeting which has yet to be scheduled.

TRANSPORTATION

Last year we concluded two more Complete Streets projects in Saanich, on Tillicum Road and Cook Street, the latter of which received the Public Works Project of the Year Award from the Public Works Association of British Columbia. This project was recognized for successfully integrating safety, environmental and social benefits and a balance of transportation modes with its innovative design.

Improvements to Carey Road and Glanford Avenue are currently underway and we will soon be starting work on Wilkinson Road and many other streets and traffic corridors identified in our Capital Works Project Plan for 2016.

Last July, at a pleasant surprise announcement, the Federal and Provincial governments committed \$85 million in funding towards a highway interchange at McKenzie/Admirals and Hwy 1 to much cheer and hurrah from residents all over the region.

This major infrastructure project will encompass a long overdue upgrade to Hwy 1 that intersects our community. Saanich's Engineering Department is currently coordinating with the Ministry of Transportation and Infrastructure (MOTI) and our community associations to ensure that the final design which is anticipated to be announced later this year, conforms to our needs and allows traffic to flow more easily throughout our community.

However, traffic problems do not begin and end at the highway. While traffic congests from the highway accesses into many areas of Saanich, there is great need to accelerate our plans to deal with the congestion at the Wilkinson/Interurban intersection and other problematic intersections and I would like us as a Council to focus on these areas in our upcoming strategic planning process and to prioritize them.

CONCLUSION

In closing, I wish to commend staff and Council and our protective services for their accomplishments during the past year which will appear as appendices attached to this speech. We are just 1/4 of the way though our mandate and we have much to accomplish over the next three years.

In addition, Council would like to recognize the many leaders in our community, service organizations and community associations and our citizens especially those citizen volunteers who work so diligently to keep Saanich beautiful and accessible. Your dedication is noted and we honour your service to our community.

Thank you.

Richard Atwell
Mayor of Saanich
January 25, 2016

2015 Accomplishments (arranged by theme)

Environmental Integrity - Sustainable Environment

- **Implemented the 2015 work plan on the invasive species management strategy**
Best management practices and other protocols for inventory, monitoring and record keeping are on track.
- **Continued to implement the Urban Forest Strategy**
Operations manual on track for year end with roll out thru 2016
Development of a comprehensive tree planting program is ongoing and slated for completion Q3 2016
Tree Protection Bylaw education continues through responses to inquiries from developers and property owners
- **Finalizing the completion of the Rithet reservoir.** Expected to be completed by the early new year. Rithet reservoir is a vital piece of infrastructure for residents in the Royal Oak area. In addition to ensuring an adequate supply of potable water, the reservoir provides water for fire suppression. Reconstructing the reservoir will deal with existing seismic deficiencies and significant water loss due to fractures in the bedrock base.
- **Greener Garbage program's first year is a success.** *In the first year the greener garbage program collected over 8000 tonnes of kitchen scraps and yard waste.*
- **Fast Charging Station**
The region's first DC Fast Charging station for electric vehicles was installed in 2015 as part of a collaborative partnership with Uptown Mall.
- **Strategic Energy Management Plan**
Staff completed the Saanich Strategic Energy Management Plan (SEMP) and received recognition as a top 3 performing municipality in the BC Hydro Energy Manager Program. Projects implemented to date have saved over 700,000 kWh and accessed \$290,000 in funding from BC Hydro.
- **"Bike Kitchens"**
Six new "bike kitchens" were installed throughout the community and a series of free bike repair workshops on how to use the new equipment were held for new and seasoned cyclist.

Environmental Integrity - Balanced Transportation

- **Completed the Cook Complete Street project that received the Public Works Project of the Year award.** *Cook Street between Maplewood to Quadra has been transformed to provide separated cycle tracks, sidewalks, traffic calming measures, a pedestrian plaza, rain gardens, new trees, and much more.*
- **Progressing with Tillicum Complete Street project which is scheduled to be completed by the end of the year.** Once completed, the project will provide enhancements to all modes of transportation, improvements to stormwater management, and rehabilitation of underground services.
- **Continued participation in the Douglas Street bus rapid transit as well as McKenzie Interchange projects.**

2015 Accomplishments (arranged by theme)

Social Well-Being - Healthy Community

- **Undertook the triennial citizen and business surveys**
The 2015 citizen and business surveys were completed in the first quarter to help guide financial and strategic decision making for both Council and staff. Overall the survey results were very positive with many of the services offered by Saanich having significantly higher satisfaction ratings than the normative benchmark. An overwhelming 99 percent of citizen respondents and 98 percent of business respondents rating the quality of life in Saanich good or very good, while 94 percent of business owners indicate that Saanich is a good or very good place to operate a business.
- **Strategies to support active lifestyles and cultural participation for diverse age populations**
 - Youth Development completed and will be presented to Council on Dec. 14
 - Work on Older Adult Strategy is initial stages with completion planned for Q4 2016
- **Plans for the management and use of parks and open spaces**
 - Comprehensive management plan for Cuthbert Holmes Park was completed and adopted by Council on September 14
- **Craigflower Bridge Public Art**
A juried competition was completed and a new work of public art is being installed on the Craigflower Bridge in the coming weeks. The work, completed by artist Blake Williams, is influenced by the natural environment and integrates local history.
- **Affordable Housing**
Planning staff continue to work with BC Housing and a range of other housing and service providers in the Nigel Valley as they developed a long range land use plan for the area. This project will include affordable and supportive housing and associated services.

The Saanich Affordable Housing fund will continue to be built up through contributions from the developer community. Grant money is and continues to be made available for affordable housing projects within Saanich.

Additional Accomplishments Parks/Recreation

Parks

- New playgrounds at Brodick and Emily Carr Parks
- Reconstruction of parking lots at Glanford and Cadboro-Gyro Parks
- Stream restoration projects along Douglas and Swan Creeks
- Plan completed for pathway renovation at Playfair Park
- Strong cost-sharing partnerships with sports clubs resulting in a new field house at Layritz Park, and sidewalk and fencing upgrades at Hampton Park
- Replacement of tennis courts at Copley Park West together with irrigation around the playground and park frontage
- Wayfinding trail markers and signs installed in Mount Douglas Park and Rithet's Bog

Recreation

- Completion of major energy efficiency upgrades to the G.R. Pearkes ice plant
- Cedar Hill Recreation Centre change room upgrades
- Gordon Head Recreation Centre front desk improvements
- Creation of Inclusion Statement
- PlayBox installation in McMinn, Rudd and Rutledge parks

2015 Accomplishments (arranged by theme)

Golf

- Introduction of FootGolf, attracting new patrons to the course
- Food and beverage efficiency improvements
- Course drainage work to improve year round playability

Social Well-Being - Safe Community

Fire Department

- **Suppression/Rescue:** Responded to 4,522 incidents for fire, medical, motor vehicle incidents, marine, hazardous materials and technical rescues where 90% of the time the first apparatus arrived within 8 minutes of the request for service
- **Fire Inspections:** 2,715 public building inspections completed, 201 pre-fire and new construction plans reviewed and 496 oil burner and tank inspections carried out.
- **Community Safety:** Fire Department members installed 26 smoke alarms and provided 18 battery checks for residents requesting assistance as part of the department's ongoing public safety program for every home to have a working smoke alarm.

- **Public Education:** 99 fire and life-safety programs provided to more than 12,000 participants of all ages (i.e. Learn Not to Burn, Grade 5 Fire Expo, Fire Prevention Week events).
- **Community Outreach:** Suppression/Rescue attended 44 community events (i.e. Music in the Park, Strawberry Festival, Community Association Days) and provided 40 fire station tours attended by 11,716 participants.

Emergency Program

- **Emergency Management Training:** 107 municipal staff provided with Emergency Operations Centre and/or Incident Command System training.
- **Community Engagement and Education:** 73 community presentations were provided to 2,116 citizens, including 28 Grade 4 and 42 emergency preparedness presentations attended by 1,104 citizens, businesses and community groups.
- **Community Outreach:** Emergency Program staff worked with the Province and the Victoria Division of Family Practitioners to determine how their expertise and resources can be utilized following a major disaster. All volunteer components and a group of citizens participated in an evacuation exercise in Cordova Bay. Cordova Bay 55 plus was exercised as an emergency reception center.
- **Joint Partnerships:** Worked with other local government, CRD and provincial government staff to create a proposal for an Integrated Partnership for Regional Emergency Management. Emergency Program staff requested to represent local government in key components of provincial catastrophic earthquake planning.

Please note that additional Safe Community Accomplishments are contained in 2015 Police Services Accomplishments – Appendix C

Economic Vibrancy - Vibrant, Connected Economy

- Achieved sustainable infrastructure replacement levels for both Water and Transportation. This has been a long-term objective of Council for many years. Council has remained firm in order to become a sustainable community. Spending on replacement of the remaining community infrastructure categories continues to increase and is on target to reach sustainable levels by 2019.

2015 Accomplishments (arranged by theme)

- Received both the Distinguished Budget Presentation and the Financial Reporting awards for another year from the Government Finance Officers Association.

Economic Vibrancy – Service Excellence

- **Proceeded as planned to improve the management of records**

Work on the records management program continued during 2015 with the final phase of the new records classification system roll-out. The next three-year phase of the program will begin in 2016 with a focus on a restructure of the local area network and the implementation of a corporate electronic document management system.

2016 Initiatives (arranged by theme)

Environmental Integrity - Sustainable Environment

- Continued implementation of Invasive Species Management Strategy in relation to the noxious weed bylaw, best management practices and monitoring, mapping and inventorying
- Continued implementation of the Urban Forest Strategy focusing on tree planting and education on the various aspects of the Tree Protection Bylaw.
- **Home Energy Coaching**
A new home energy coaching program for residents and heating oil tank rebates was initiated, by accessing funding from Natural Resources Canada and the Province.
- **Energy Efficiency**
Saanich has several significant energy efficiency improvements planned for municipal facilities in 2016. As a part of this work, the Municipality will be exploring the feasibility of 100% renewable energy integration into municipal buildings by 2025.
- **Marine Backshore Stewardship**
- In an effort to both encourage and support property owners living along the oceanfront, educational material will be prepared on stewardship tips for the Marine Backshore.
- **Electric Vehicles**
Four new electric vehicles will be added to the municipal fleet in early 2016, bringing the fleet total to nine.
- **Residential Retrofit Strategy**
A Residential Retrofit Strategy will be finalized and implemented in 2016, with new programs designed to help residents improve the energy efficiency and carbon footprint of their homes.
- **Haro Creek Watershed (Cadboro Bay Neighbourhood)**
Staff will continue to work on the development of a partnership with Oak Bay and the CRD on an inter-local government process to improve the Hobbs Creek Watershed. UVICs participation will also be sought. This project would be similar in approach to that undertaken for Bowker Creek.

Environmental Integrity - Balanced Transportation

- Complete the Wilkinson bridge replacement project including adding new bike lanes, sidewalks, and extending the Colquitz River Trail.
- Undertake the Active Transportation Plan to provide the District with a comprehensive document that sets goals, policies, and guides future investments until the year 2040.
- Continue as an active stakeholder in the McKenzie Interchange project and seek solutions for improved walking, cycling and transit connections, consider impacts on the environment, protect Cuthbert Holmes Park and improve overall safety.
- **Shelbourne Valley Action Plan**
It is anticipated that a final Plan will be presented to Council for consideration for adoption in 2016. This plan will provide a comprehensive 30-year vision to guide the development of a complete community that is transit friendly. The Plan will be implemented through a series of short, medium and long term actions.

2016 Initiatives (arranged by theme)

Social Well-Being - Healthy Community

- **Agriculture and Food Security Plan**
A study has been initiated to develop a comprehensive action plan to address agriculture and food security issues in Saanich. This plan will be completed in conjunction with a task force of local experts over the course of 12 months.
- **A New Approach for Updating Local Area Plans**
In 2015 staff presented a number of options to Council on how to tackle the updating of the 12 Local Area Plans. Council has requested additional ideas on how to undertake the project even more quickly. Options will be presented to Council in early 2016.

Social Well-Being - Safe Community

- **Saanich Remembers World War One and Saanich Census Projects**
These two community initiatives are being undertaken by Archives with the help of volunteers and will continue through 2016. Saanich Remembers World War One is a multi-year commemorative project to mark the centennial of the First World War. Its purpose is to remember and honour the hundreds of Saanich residents who served and to learn more about the impact of the war on the community. The Saanich Census Project is also multi-year. Since October 2013, more than seventy volunteers have transcribed the text from the 1911 and 1921 census. The census data will contribute to an understanding of Saanich in the first two decades of the 20th century and support the World War One project.
- Stakeholder and community engagement will commence for the Older Adult Strategy, focusing on the provision of relevant recreation programs and services. Presentation to Council planned for the fall
- Following on the completion of the Cuthbert Holmes Park Management Plan, work will start on a subsequent major park management plan, with the specific park being determined later in December or early in the new year

Parks Departmental

- Undertake various parks capital projects relating to playground replacement, beach accesses, natural areas management and trails
- Continue with the ongoing interpretive and way finding sign program, including signage for Cadboro Gyro Park
- In 2016, planning and design work will take place for reception counter upgrades at Saanich Commonwealth Place and Cedar Hill Recreation Centre in 2017. These projects will improve efficiency and ergonomics in these areas
- The focus on energy efficiency improvements will continue at Saanich's recreation centres

Fire Department

- **Increase municipal emergency management capabilities.** Work with Police, Public Works and Corporate Services to develop and implement a strategy to provide timely public communications in a major emergency. The strategy includes the effective use of social media and the municipal website to engage the community and allow for the sharing and dissemination of vital information.
- **Migrate to Industry Canada's dedicated public safety radio frequencies.** Work collaboratively with Capital Region Emergency Services Telecom (CREST) to support a safe and effective transition to a Project 25 standard technology platform for emergency communications which will support all emergency communications for Saanich Fire, Police and its dispatch clients.

Emergency Program

2016 Initiatives (arranged by theme)

- **Emergency Management Systems:** Support municipal departments to develop and implement Department Operation Centre plans to operate during an emergency.
- **Joint Partnerships:** Work with provincial government and stakeholders to establish and implement a Regional Emergency Management Partnership to enhance emergency management across the Capital Region.

Please note that additional Safe Community Goals are contained in 2016 Police Services Goals – Appendix D

Economic Vibrancy - Vibrant Connected Economy

- Achieve sustainable infrastructure replacement levels. This program provides needed infrastructure for local business and supports the local economy through job creation and capital investment. Sustainable levels of capital spending are intended to be achieved by 2019.
- **Uptown-Douglas Corridor Plan**
A study was formally initiated for the Uptown-Douglas Corridor area of Saanich. The development of this plan will provide guidance for growth and change in this vital regional hub, with the goal of creating a walkable urban environment, providing opportunities for economic development and planning for future rapid transit on Douglas Street.
- **Former Trio Gravel Site in Cordova Bay**
A significant redevelopment is being proposed for the former Trio Gravel Site in Cordova Bay. The project is in the early review stage and will likely appear before Council in mid to late 2016.

Economic Vibrancy - Service Excellence

- **Upgrade JD Edwards, our enterprise resource planning software.**
This is a major undertaking as the EFP software affects all Departments and it will enhance our inquiry and reporting capabilities, as well as, allow for process improvements in various parts of the business.
- **Integrate and improve the management of electronic records**
A key component of an effective and efficient records management program is an electronic document management. The next three-year phase of the program will begin in 2016 with a focus on a restructure of the local area network and the implementation of a corporate electronic document management system.
- **Implement webcasting of Council meetings and agenda management software**
A multi-disciplinary team will continue its work to have the necessary technologies installed to allow greater access to the decision-making process and promote openness and transparency. Phase 1 of the project is the webcasting and phase 2 is the agenda management software.
- **Implement a more comprehensive privacy management program**
The work to achieve a more comprehensive privacy management program began in 2015 and will continue in 2016 with additional corporate training, the appointment of a privacy officer, and the implementation of new policies and procedures.

2015 Police Services Accomplishments

Social Well-Being - Safe Community

- Engagement initiatives amongst community, youth, seniors and the homeless were a success in 2015:
 - Community Engagement: 18 new Block Watch neighbourhoods, 3 new participants to the Business Watch Program, and 2 new buildings to the Crime Free Multi-Housing program were added. 4 additional buildings are in the process of being certified, bringing the total number of buildings in the program to 20.
 - Youth Engagement: Saanich Police continued to engage *at risk youth*. Officers regularly attended the Children's Development Centre and Alternative Learning Program. Group home visits with youth and staff occurred; all in an effort to help youth at risk develop strategies to break the cycle of negative choices. Working with our community partners through engagement, empowerment and enforcement, youth at risk continue to be supported in our community.
 - Seniors' Engagement: In an effort to reduce victimization through education, Crime Prevention and Financial Crime Officers held 9 presentations to seniors groups, educating this vulnerable sector of the community on how to protect themselves against financially based frauds.
 - Care of the Homeless: Bike Squad Officers have met over 40 people this year who identify as being homeless and living on the streets of Saanich. Building relationships with this group of vulnerable persons, the Bike Officers have been able to identify where they live and sleep, and together with our community partners, have offered education and assistance to provide necessary support.
- Saanich Police continue to develop capacity in emergency disaster response as they move toward creating a holistic response to disaster in our community. Saanich Police has a presence at the Regional Emergency Planners Advisory Commission (REPAC). Working closely with Saanich Fire Department Emergency Program, evacuation plans and Departmental Operations Centre (DOC) plans are nearing completion.
- Saanich Police has a long history of collaboration and integration with our regional policing partners. In 2015 the Integrated Tech Crime Unit was created. Four other areas of potential integration are currently under review. We continue to work with our regional partners, and where there is potential for mutual benefit in terms of improvements in efficiency, effectiveness and economics, integration will be considered.
- In 2015 Saanich Police took over responsibility for the Greater Victoria Crime Stoppers program. Revitalization of the program was undertaken to maximize its benefits to police and the community. With the aid of a Civil Forfeiture grant a new vehicle and other promotional materials were purchased to kick off a media campaign. The Crime Stoppers web site has also been revamped. Calls to the Tip Line are up over 44% from the same reporting period the previous year.
- Accountability requires a reliance on research based evidence to make informed decisions. To facilitate a greater capacity to conduct research, the Research Office of the Professional Standards Division was expanded in 2014. The Research and Policy Analyst has conducted research, undertaken audits and authored numerous reports to aid strategic decision-making, resource allocation and financial planning.
 - The Saanich Police Traffic Safety Unit working with ICBC has been reviewing crash configuration data. This data has assisted officers in identifying locations that experience the highest frequency of crashes that result in the most significant injuries. These locations have been the subject of targeted enforcement to reduce the specific driving behaviors that result in these significant crashes

2016 Police Services Initiatives

Social Well-Being - Safe Community

2016 KEY PRIORITIES

Priority Strategic Initiatives Include:

- Improve transportation safety at high risk intersections
- Development of the Saanich Police 2017-2021 Strategic Plan
- Continue engagement with the community by expanding the use of the Summer Student Program
- Use intelligence-led policing to target prolific offenders and problem areas
- Develop Departmental Operations Centre and Response and Evacuation Plans
- Continue developing relationships and partnerships to enhance services
- Continue working with regional partners exploring opportunities to improve effectiveness and efficiency through further integration

Priority Departmental Initiatives include:

Item	Description	Supports Corporate Strategic Plan
1. Road Safety Initiatives	The Traffic Safety Unit will continue to work with ICBC to reduce the frequency and severity of crashes by targeting locations that experience the highest volume of the most severe crashes, which result in the greatest number of injuries.	C6 Safe Community
2. Development of our 2017-2021 Strategic Plan	Saanich Police Department's 2012 - 2016 Strategic Plan is in its last year, resulting in the need to prepare a 2017 - 2021 plan. The Saanich Police Board will work with staff and the community to ensure the Strategic Plan is updated to identify and address the needs of the community as they relate to public safety and community well-being. There will be a continued focus on community engagement, collaboration and partnerships, service excellence, and making the most efficient and effective use of resources as the next plan is developed.	C6 Safe Community
3. Building Space Acquisition	Building on the facility needs assessment from 2008 a second review is underway that will help the Municipality to better understand police space requirements for today and into the future. In the short-term Saanich Council has supported the Police Board to acquire additional space. It is planned that appropriate sections will moved into new space by the end of the second Q2 in 2016.	C6 Safe Community
4. Use intelligence-led Policing to improve crime reduction strategies	Police will continue to expand their capacity to use insight gained through data analysis to identify when and where crimes and other problems are occurring, and who is possibly responsible for these activities. By directing limited resources into the identified areas, and targeting prolific offenders, Saanich Police are delivering more effective and efficient services.	C6 Safe Community

2016 Police Services Initiatives

5. Community Engagement	All Divisions of the Saanich Police Department will be working to further partnership with the public and other organizations. Initiatives are underway to work closer with, seniors, the homeless, Probation Officers, Island Health, Saanich Recreation, Saanich Community Association Network and others. The Community Engagement Division (CED) is responsible for the development and delivery of programming that will provide opportunities for members of the community to be involved in and accept responsibility for community safety. In 2016 the CED will explore further opportunities to improve these programs, leverage the power of volunteers, and provide even more opportunities for people to make a difference.	C6 Safe Community
6. Safe Schools	Working with School Districts, School Liaison and Youth officers will be working to develop and implement safety policies and protocols. Training is being provided to front line officers on current school lock down procedures. Youth officers continue to work with at risk youth in our community, delivering programs to help them make smart choices.	C6 Safe Community
7. Integration Opportunities	Saanich has a long history of collaboration and integration with regional partners to provide the highest level of police services. Opportunities identified in 2015 will continue to be explored with regional partners in 2016 to determine the viability of further integration.	C6 Safe Community
8. Emergency Operations / Evacuation Plans	Departments within the Municipality are tasked with preparing individual plans for Departmental Operations Centres (DOC) that will complement the Municipal Emergency Operations Centre plan. With the assistance of the Saanich Fire Department, Saanich Police will develop a DOC, and response and evacuation plans.	C6 Safe Community
9. Create efficiencies in the processing of Police Act Complaints	Increases in police accountability, oversight, and changes to legislation, have placed greater demands on Professional Standards Investigators. Currently, investigators are spending an inordinate amount of time processing the both informal and formal complaints. In 2016 a new support position will streamline the process and improve how complaints are processed.	C6 Safe Community