Initiative Title: Jail Guard Training Program

Division Responsible: Administration Division

Unit Responsible: Administration

Key Strategic Priorities:

- Employee Wellness and Development
- Effectiveness, Efficiency and Innovation

Initiative Detail:
The design and implementation of a Commissionaire training program in 2018.

Progress Report Q1:
This initiative is ongoing. This will occur on completion of the Front Desk Reception area, as this will mitigate disruption to the Jail staff while they conduct their daily responsibilities.

Progress Report Q2:
With the completion of the Front Desk Reception area and the hiring of two relief Commissionaire Guards, training is anticipated to begin during Q3.

Progress Report Q3:
PRIME Arrest and Booking Training completed in Draft and currently being used for Jailer Training. Balance of core training in progress.
### Initiative Title:
Develop a new service delivery model for the front desk

### Division Responsible:
Administration Division

### Unit Responsible:
Front Desk

### Key Strategic Priorities:
- Effectiveness, Efficiency and Innovation  
- Infrastructure Renewal

### Initiative Detail:
Examine the service delivery model for the front desk and develop a new model that makes the most effective use of available resources while improving services to those coming to the front desk. The focus of the review will be on those people looking for assistance, citizens who need to speak with police without requiring police attendance, in order to provide resources on the road with more time for self-initiated police work.

Potential strategies include: finding a solution to manage the high volume of criminal record checks; incorporating volunteers into the front office; and reviewing the work being conducted by front desk staff

### Progress Report Q1:
The Front Desk reception area renovation is in full swing and close to completion. The change to the overall configuration of the reception area may result in a change in practice of our service delivery model to ensure we provide the best service possible to the public. This initiative will continue to be monitored.

### Progress Report Q2:
Monitoring of this initiative is continuing.

### Progress Report Q3:
With the Front Desk Reception area renovations complete. The Civilian Fingerprinting service has relocated to the front desk area, a Police Service Rep has been added to the Front Desk staff and a take a number system has been added. These changes and/or added services has created a more effective and efficient service model.
### Initiative Title:
Development of Training Video(s) and Instruction for Members.

### Key Strategic Priorities:
- Employee Wellness and Development (PROGRESS: ONGOING)
- Effective Communication
- Effectiveness, Efficiency and Innovation

### Initiative Detail:
See Diane Peirce

### Progress Report Q1:
Awaiting PRIME Coordinator position to start project.

### Progress Report Q2:
Awaiting PRIME Coordinator position to start project.

### Progress Report Q3:
PRIME Coordinator working on standard training materials and reviewing historical data to build on.
Initiative Title: Cell Phone Replacement/MDM deployment

Initiative Detail:
In consultation with partner agencies, Android based phones have been the preferred replacement for Blackberries. This initiative will implement new management platform and facilitate the replacement of all current devices with and Android based smart phone. These phones will be used in conjunction with the Airwatch Mobile Device Management (MDM) system that will provide management and security in line with provincial standards.

Progress Report Q1:
Related to A-43. The Airwatch Mobile Device Management system has been purchased and will be operationg early into Q2. Vendor pricing is being reviewed on Samsung devices to replace Blackberry devices. A decision is expected in Q2.

Progress Report Q2:
A formal project team was stood up to manage the deployment of the Blackberry replacement this includes A-41 and A-43. The project timeline has an expected completion by November 1. In Q2 we established a 12 person working group of Sworn and Civilian members to trial the solution and provide feedback. A final go/no go decision is expected in July with a roll out to start (if approved) in August.

Progress Report Q3:
Testing and Working Group evaluations have been conducted. Phones were issued to the majority of the users the week of Oct 15. BES server will be shut down in January.
Work Plan Year: 2018                Target Start Date:               
Initiative Number: A-42               Target End Date:               
Initiative Title: Information Management and Retention Policy               
Division Responsible: Administration Division               
Unit Responsible: Administration               

Key Strategic Priorities:
| Effectiveness, Efficiency and Innovation | PROGRESS: | ONGOING |
| Technology | |
| Infrastructure Renewal | |

Initiative Detail:
There has been an increased use of electronic data collection for case material and other business processes. As this trend is relatively new there has been little need at this point to archive and purge electronic data. In 2017 there was a massive increase in storage requirements due to better technology and increased use. As more technology is deployed (ie: more and better cell phones) there will be considerable technical and financial strain on the organization to hold this data in the methods we do today.

Progress Report Q1:
Implementation complete for new process to archive, delete, and ultimately dispose of old email accounts for departed members.

Progress Report Q2:
In Q2 we received approval to no longer archive Deleted Items and Sent Items from members email. These items will no longer be retained after 365 days. This will be communicated in Q3 and implemented Jan 1.

Progress Report Q3:
New email retention policy has been approved and will be communicated in September for Jan 1 implementation. Deleted Items will not be retained after 365 days.
The Saanich Police recently joined the Canadian Centre for Diversity and Inclusion (CCDI). This is the leading non-profit organization in Canada that is working to help organizations like the Saanich Police become more diverse and inclusive. CCDI offers access to a vast library of information on diversity and inclusion, webinars on diversity topics, conferences and workshops. Members of the Saanich Police Community Engagement Division will participate in some of the programs offered through CCDI and then will communicate out to the rest of the organization on their findings to raise awareness of diversity and inclusion issues throughout the department.

Progress Report Q1:
Officers attended many diversity events during Q1. This included a service at the Masjid Al-Iman to commemorate the Quebec City mosque tragedy from one year ago. For Black History Month in February, an officer attended the opening reception at Victoria City Hall along with a dinner and dance held by the African Heritage Association of Vancouver Island. A community meeting was held at Saanich Police headquarters to seek community participants for an anti-racism and anti-hate committee being organized by the provincial government. Also hosted was an internal webinar, "What to do to be Interculturally Competent," through the Canadian Centre for Diversity and Inclusion (CCDI) attended by 15 employees and two more from Saanich Recreation. Several officers attended an Aboriginal Youth LGBTQ2 conference at the Victoria Native Friendship Centre (VNFC), including a presentation by one of the officers. Officers also attended a regional "Welcome Day" celebration for newcomers, immigrants and refugees and staffed a police diversity tent with displays.

Progress Report Q2:
Several officers participated in the inaugural Turban Day events at both campuses of Camosun College, hosted by the Sikh Youth of Victoria. A community meeting was hosted at headquarters in support of the provincial government's initiative for the establishment of a regional anti-racism and anti-hate committee. A presentation by the BC Hate Crime Team was also hosted at the Department. At the invitation of the Muslim Students' Association, an officer participated in a Fast-a-Thon which was followed by a group meal, at the University of Victoria. A group of newcomer young people from the Victoria Immigrant & Refugee Centre Society were provided with a police station tour. Officers helped to plan, deliver and participate in a regional Multicultural Youth and Police Sports Day, which was held in Esquimalt. For National Indigenous Peoples Day, officers participated in a number of events at the Victoria Native Friendship Centre along with a large canoe paddling event.

Progress Report Q3:
Nine employees from the Department participated in the Victoria Pride Parade, including the Inspector from Community Engagement Division. The Victoria Pride Society endorsed the involvement of police officers from the various departments in Greater Victoria, although their decision was not supported by some people from the LGBTQ2 communities due to issues including historical mistrust.

In the spirit of reconciliation and increased understanding of our history, a number of officers participated in Orange Shirt Day events at local schools including Craigflower Elementary. The Department has invited employees and community members to a mid-October Community of Practice learning opportunity presented by the Canadian Centre for Diversity & Inclusion (CCDI). This educational session will explore how workplace strategies on diversity and inclusion often overlook the key intersecting factor of employees' wellness.
Initiative Title: Fentanyl and the Overdose Epidemic Awareness Conversations

Division Responsible: Community Engagement Division

Initiative Detail:
Members of the School Liaison Section will spend time in Saanich high schools talking to youth about drugs including fentanyl. They will engage in honest dialogue with students and answer the questions they have about drugs. In addition, a larger community forum will be held to reach the wider Saanich audience including adults and youth.

Progress Report Q1:
School Liaison has prepared an initial outline of the information needed to be imparted. Several connections have been made with experts in the field and are now awaiting survey information that is being compiled by School District 61 after having been sent out to the parents detailing their specific concerns. Once received, a complete lesson plan will be prepared.

Progress Report Q2:
School Liaison is prepared to provide education to stakeholders in the community. They have been presenting to middle and high schools on the subject and continue to update their dialogue with the most recent information available. Still waiting for direction from School District 61 after receiving initial PAC statistics.

Progress Report Q3:
School Liaison is back for another school year and is making arrangements with respective schools to present in a variety of schools, and community stakeholders. Parent Advisory Committee (PAC) groups will be approached through the school administrations to determine their needs.
### Initiative Title:
Develop a Social Media Strategy

### Division Responsible:
Community Engagement Division

### Unit Responsible:
Community Engagement

### Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Effective Communication</td>
<td>ONGOING</td>
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<tr>
<td>Community Engagement and Partnership Developmei</td>
<td>ONGOING</td>
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### Initiative Detail:
A social media strategy will be developed and will help to guide the communication of the police department.

### Progress Report Q1:
The Public Information Officer has completed an environmental scan of social media policy and strategy documents from a variety of other police departments. A draft document has been created and a meeting in April has been scheduled with Community Engagement Division staff to review this initial work.

### Progress Report Q2:
A meeting was held with the Public Information Officer (PIO), the Officer-in-Charge of the Community Engagement Division and the senior supervisor in Community Engagement to review the PIO’s initial draft Social Media Strategy document. Additional edits are under consideration and will be reviewed during Q3.

### Progress Report Q3:
Development of our departmental Social Media Strategy was delayed until the fall due to the organizational demands related to the Regina Park encampment of individuals experiencing homelessness. Further progress is planned during the fourth quarter of the year.
**SAANICH POLICE**

**2018 Annual Work Plan Quarterly Report**

<table>
<thead>
<tr>
<th>Work Plan Year:</th>
<th>2018</th>
<th>Target Start Date:</th>
<th>2018 Jan 01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiative Number:</td>
<td>C-39</td>
<td>Target End Date:</td>
<td>2018 Dec 31</td>
</tr>
<tr>
<td>Initiative Title:</td>
<td>Measurement of Police Contact with Individuals Experiencing Homelessness</td>
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<td>Division Responsible:</td>
<td>Community Engagement Division</td>
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<tr>
<td>Unit Responsible:</td>
<td>Bike Section</td>
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**Key Strategic Priorities:**

<table>
<thead>
<tr>
<th>Effectiveness, Efficiency and Innovation</th>
<th>PROGRESS:</th>
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<tbody>
<tr>
<td>Community Engagement and Partnership Development</td>
<td>ONGOING</td>
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</table>

**Initiative Detail:**

To develop an internal process to accurately capture the number of work hours police officers spend responding to and assisting individuals experiencing homelessness in Saanich.

**Progress Report Q1:**

Bike Section officers have continued to document all of their contacts with individuals experiencing homelessness in Saanich, and have reviewed the reports of patrol officers that have had contact with homeless individuals. An increasing amount of management and supervisor time has been spent on stakeholder contacts, collaboration and communication within the Community Engagement Division. This includes regular updates to Parks staff, Municipal Council and other interested parties. Measurement options regarding police contact hours are being considered for a trial period implementation.

**Progress Report Q2:**

The Bike Section Sergeant has held preliminary discussions with the Saanich Police Research Analyst and measurement of police activity is challenging given that police officers perform various tasks during the course of a shift. The work hours responding to and assisting individuals experiencing homelessness is spread across work units within the police department. One option would be to focus on the work hours spent by the Bike Section members who have the primary responsibility to respond and assist individuals experiencing homelessness. A process to accurately and efficiently track work hours of the Bike Section members will be developed in Q3.

**Progress Report Q3:**

There has been little progress during Q3 as resources were dedicated to the police response to individuals experiencing homelessness at the Regina Park encampment.
Work Plan Year: 2018  
Initiative Number: C-40  
Initiative Title: Awareness about the Relationship between Indigenous People and the Police  
Division Responsible: Community Engagement Division  
Unit Responsible: Bike Section  

<table>
<thead>
<tr>
<th>Initiative Number: C-40</th>
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<tr>
<td><strong>Initiative Title:</strong></td>
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<td><strong>Division Responsible:</strong></td>
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<td><strong>Unit Responsible:</strong></td>
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### Initiative Detail:

To provide learning opportunities for Saanich Police Department employees on indigenous history, the relationship between Indigenous People and the Police, and the path towards reconciliation. The initiative would include a committee that would engage with local Indigenous groups to seek ideas and opportunities for collaboration. The committee would then develop goals to improve the awareness and capacity of employees on the relationship between indigenous people and the police.

### Progress Report Q1:

A Q1 meeting took place within Community Engagement Division including the Initiative Lead from Bike Section, who is now away on a temporary Leave of Absence. A request for interested employees who would like to take part in an Indigenous Relations Working Group will be published in early April.

### Progress Report Q2:

The Community Engagement Division spent time during Q2 gathering information on how the formation of the proposed working group would come to fruition. One of the main considerations is ensuring the group is representative of Indigenous individuals who currently work for the Department. The Officer in Charge of the Community Engagement Division has been the police representative on the Interdepartmental Truth and Reconciliation Working Group. This participation will allow the police to be aware of initiatives at the municipal level as well as ensure the police committee is not duplicating efforts towards the relationship with Indigenous people.

Two activities related to education were: 1) Members of the Department watched a webinar from the Canadian Centre for Diversity and Inclusion on Indigenous inclusion in the police workplace. 2) The Bike Sergeant participated in the Provincial Health Services Authority online San’yas Indigenous Cultural Safety training. This training is an eight-week module that is designed to provide information on Indigenous culture, the impact of colonization and how to bring cultural safety to the workplace. The participation was an evaluation of the value that this could provide members of the Department. Communication with Indigenous members of the Department will occur in Q3 and the members of the group will be established.

### Progress Report Q3:
The Community Engagement Division - Officer in Charge has communicated with individuals within the department who are interested in participating on the committee.

A budget request was submitted for the BC Provincial Health Authority - San’yas Indigenous Cultural Safety Training. This training would allow interested members the opportunity to increase knowledge, enhance self-awareness, and strengthen the skills of when interacting directly and indirectly with Indigenous people.

Q4 will be used to identify the committee members and set goals for 2019.
### Initiative Title:
Older Adult Awareness Training

### Initiative Detail:
Moving forward, this new training initiative will be implemented by a panel of experts put together by the Crime Prevention office during a training day. Each of the experts will represent their particular area of concern to the Saanich Police in an effort to increase understanding. Officers will be provided with tools to more effectively deal with older adults in the community and how to better provide service to all residents of Saanich.

### Progress Report Q1:
The delivery of Older Adult Awareness Training to Saanich Police officers was successfully completed. Our Crime Prevention Officer coordinated with community partners, Saanich Recreation, Alzheimer Society, Island Health and the Public Trustee, and our Financial Crimes Unit to provide specific information about the aspects of ageing. This training has provided an increased understanding on the part of the Saanich Police employees about the issues and concerns surrounding older adults and the aging population.

### Progress Report Q2:
This initiative was completed during Q1.

### Progress Report Q3:
This initiative was completed during Q1.
Work Plan Year: 2018  
Target Start Date: 2018 Jan 01  
Initiative Number: C-42  
Target End Date: 2018 Dec 31  
Initiative Title: Community Paint Outs to Remove Graffiti  
Division Responsible: Community Engagement Division  
Unit Responsible: Bike Section

Progress Report Q1:
Bike Section officers have continued to keep in regular communication with municipal staff to share information about the areas where graffiti has been removed. The first Community Paint Out event has not been planned as a result of inclement winter weather. Planning for the first Paint Out event of the year will start during Q2.

Progress Report Q2:
Planning for the first Community Paint Out to remove graffiti has been delayed due to the Bike Section's increasing level of involvement with many community issues related to the large encampment of individuals who are experiencing homelessness at Regina Park.

Progress Report Q3:
The Community Paint Out did not occur in Q2 or Q3 as resources were dedicated to the police response to individuals experiencing homelessness at the Regina Park encampment.

The weather in Q4 is not conducive to painting outside. The Community Paint Outs will carry over into 2019.
Initiative Title: Create Redundancy for Strategic Crime Analyst Position

Division Responsible: Detective Division

Unit Responsible: Detective

Key Strategic Priorities:
- Investigative Excellence
- Effectiveness, Efficiency and Innovation

Initiative Detail:
Work toward maintaining the current level of service provided by the crime analyst by ensuring there is no void in service when this position is vacant due to leave or other circumstances.

Progress Report Q1:
This initiative has been delayed due to other staffing priorities.

Progress Report Q2:
This initiative continues to be delayed due to other staffing priorities.

Progress Report Q3:
This initiative continues to be delayed due to other staffing priorities.
Work Plan Year: 2018
Initiative Number: D-04 / 2017 D-04
Initiative Title: Revision of the Major Case Management Business Rules
Division Responsible: Detective Division
Unit Responsible: Detective

Key Strategic Priorities:
- Investigative Excellence
- Effectiveness, Efficiency and Innovation

Unit Responsible: Detective

Progress Report Q1:
The MCM business rules have been worked on but are currently waiting for Police Services to identify an investigative platform before this can proceed. The methodology of the information management will change, dependent on the chosen platform. As a result a review of general practices has been taking place. This includes changes to templates and media gate management in preparation for the new 2019 standards. The members of the detective division have been approved for on-line training of MCM and Introduction to Disclosure in the past month. We are presently identifying training dates for MCM and file coordination for the detective division in order to meet the 2019 standard. This training will develop a cadre of members who will then in turn be able to assist in training more members throughout the department.

There are working groups in the province working on best practices. The SPD Detective Division is in regular communication with these groups to ensure the SPD business rules are consistent with the highest investigative standards in the province. One working group is the Investigative Documentation Standards for Operational Patrol and General Duty Police Officers in BC. This working group is looking at standardized report writing styles for officers which will be incorporated into the business rules.

It is anticipated that as issues are identified, changes will occur and be documented in our new business rules to ensure our compliance with the 2019 standards.

Progress Report Q2:
The business rules are being continually updated as changes to policy and practices are being implemented. After a review of current processes, a number of required changes have been identified. These required changes require alteration of some past practices, new forms and workflow processes. These changes are being discussed and tested before systemic implementation. All of the proposed changes are being considered only after a review of policies and OISP best practices. A number of our members have been sent to training courses and more have been identified for the immediate future. Two more members will be trained in September and three more in November. There is also the possibility of holding a Saanich exclusive training course if required.

Progress Report Q3:
As of January 2019, a number of business practices have been implemented and processes have been changed to prepare for more efficient information management. Many of the members in the detective division have now attended and been trained on Prime MCM by Sgt Douglas and the Victoria Police Department. The platform that will be used moving forward has not yet been decided and the 2019 MCM date has been pushed back for many of these decisions. We anticipate decisions occurring early in 2019 and will be able to transition quickly to whatever platform has been chosen. We have further dates for the File Coordination training in Victoria and will be sending the remainder of the GIS investigative section throughout the year.
Work Plan Year: 2018
Target Start Date: 2015 Jan 01
Initiative Number: D-07 / 2017 D-07
Target End Date:
Initiative Title: To Educate the Vulnerable Members of the Community in Relation to On-Line Dating, Fraud and Door to Door Solicitation Scams.
Division Responsible: Detective Division
Unit Responsible: Financial Crimes

Key Strategic Priorities:
- Community Engagement and Partnership Development
- Crime and Victimization Prevention for Older Adults
- Effective Communication
- Diversity

Initiative Detail:
1. Financial Crimes Staff will identify and liaise with outside agencies whose clients are, or could be the targets of frauds. A plan will then be formulated to provide programs to raise awareness on the risks they face and strategies to avoid being victimized.

Progress Report Q1:
The members of the Financial Crimes Section participated in the UVIC International Student orientation session and presented to approximately eighty students. A twenty minute presentation was given that provided students with information on current scams that could affect them (overpayment, computer, online dating, and immigration scams) and also provided tips to prevent the theft or unauthorized use of their credit and debit cards.

This is the second year that the section has been involved in this type of training and are scheduled to actively participate in the next orientation session being held on April 11, 2018.

Progress Report Q2:
On April 11, 2018 the members of the Financial Crimes Section attended a second International Student Orientation session at UVIC. Approximately 100 student were in attendance and as in previous presentations the information provided was simplified as English is the second language for these students. The topics of discussion included computer viruses, on-line dating, immigration scams, as well as identity theft and credit and debit card safety.

Future presentations are expected over the summer months.

In addition to this presentation, the section attended an apartment complex in Saanich which is operated by BC Housing. The participants included older adults, persons with mental illness and adults with developmental and physical disabilities. The members had just been dealing with one of the residents who suffered from a brain injury and had fallen victim to a number of mail and phone scams, and felt that this was a worthwhile event to take part in. After the presentation, the Community Developer for the building posted the information provided by the members in the building for those residents who could not attend.

Progress Report Q3:
The Financial Crimes Section and Crime Prevention Section attended a third International Student Orientation session at Uvic. Approximately 150 students were in attendance and the presentation which was geared toward participants with limited English vocabulary, included information on computer scams, phishing emails, online dating and immigration scams, virtual kidnapping and credit and debit card protection.
## Initiative Title:
Connect with the business community to reduce victimization

### Initiative Detail:
To continue hosting information sessions for small business owners and store managers. The purpose of these sessions would be to educate the owners and managers about financial crime trends affecting local businesses and to provide information on how they and their staff can prevent fraud.

### Progress Report Q1:
In Q1, members of the Financial Crimes Section provided a fraud presentation to the owners of five businesses located within Cadboro Bay Village. The topics included debit and credit card fraud detection and prevention, point of sale device theft and compromises, counterfeit currency detection, and reporting procedures for frauds. The participants were extremely involved in the presentation and the members have been asked to take part in second presentation as a number of business owners who were interested in attending were not available for the date that had been scheduled. A second date has yet to be set.

### Progress Report Q2:
During Q2, the business owners of Cadboro Bay Village had requested a second presentation, but a date that worked for all participants could not be finalized. No other requests have been made although the section routinely offers this service to business who are noted on PRIME as being heavily targeted by fraudulent activity.

### Progress Report Q3:
During Q3 no business presentations were conducted.
SAANICH POLICE
2018 Annual Work Plan Quarterly Report

Work Plan Year: 2018
Initiative Number: D-11 / 2017 D-11
Initiative Title: Reduce victimization of seniors
Division Responsible: Detective Division
Unit Responsible: Financial Crimes

Target Start Date: 2012 Jan 01
Target End Date:

Key Strategic Priorities:

- Crime and Victimization Prevention for Older Adults
- Community Engagement and Partnership Development
- Effective Communication

Initiative Detail:

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

Progress Report Q1:

In Q1, the Financial Crimes Section ("FCS") presented to a women's group called "Group Elle," which consisted of approximately 40 women ranging from 55-95 years old. The officers provided information on current scams (CRA, Computer, and Bitcoin), identity theft and elder abuse. In addition, the group was provided a number of handouts which contained the contact numbers for various resources, including the Canadian Anti-Fraud Centre, Equifax and Transunion.

The FCS received two additional requests for presentations from participants of this group. Dates have been set in April 2018.

The FCS were invited to present at a regular meeting of the Canadian Bar Association which included members of the Beacon Law Centre, Quadra Legal Centre and other civil lawyers from within the CRD on the topic of elder abuse. The officers provided information on elder abuse recognition, how to support a client who is a victim of elder abuse, and what guidelines to follow for reporting incidences to the police and other designated agencies. Since this presentation, one participant of the group has reached out to the FCS for assistance with a client.

Progress Report Q2:

Since March the section has taken part in 3 presentations to older adults, two of which were a result of presentations during the first quarter. One of the groups included the Victoria General Hospital Auxiliary members who are comprised of residents throughout Victoria ranging from 50-90 years old (30 Participants). The second was for the Cridge Club Church of Our Lord which is located on Blanshard Street (100 Participants). Both presentations consisted of current scams, information on recognizing and preventing identity theft and elder abuse awareness and prevention. After the presentation, the attendees were given handouts which provided general information on fraud and fraud prevention.

The third presentation took place after Sgt. Phillips was invited to be a guest speaker for a panel discussion that addressed the topic of financial elder abuse. Also part of the panel was Isobel MacKenzie, Senior's Advocate and Charles Palmer, a retired Financial Advisor. The event took place over the May long weekend at a local church and was attended by approximately 20 people. The goal of this panel was to define elder abuse, to educate the public on
the warning signs and to provide information on who to report these incidence to and how to report them. The coordinator for this event has expressed interest in future sessions.

June 15, 2018 was World Elder Abuse Awareness Day. The Financial Crimes Section partnered with the Crime Prevention Section, Crimestoppers, the Community Response Network and Island Savings to host a two hour event at Uptown Mall. The goal of the event was to bring awareness to the global issue of elder abuse by speaking to members of the public and providing them with resource material and information relating to the recognition and prevention of all forms of elder abuse. The public was receptive to the attendance of the above mentioned group and over the two hour period of the event, many conversation took place and stories shared.

On June 21, 2018, members of the Financial Crimes Section, Crimestoppers and Island Savings took part in a second Elder Abuse Awareness event at Mayfair Mall. The format was the same as the one held on June 15, 2018.

Progress Report Q3:

The section has taken part in three presentations to older adults. On June 26, 2018, Sgt. Phillips was invited to be a guest speaker for Scotiabank Wealth Management clients at the Oak Bay Beach Hotel. Twenty three clients all of whom were retired, attended this session which consisted of information on internet scams and safety, identity theft and prevention and elder abuse. The attendees were provided with handouts that referenced fraud prevention tips, resources and reporting guidelines for identity theft.

On September 18, 2018, members attended the Berwick Seniors Home on Shelbourne Street to present to approximately 40 residents. Both this location and the Berwick House on Elk Lake Drive regularly request the members to attend. On this occasion the topic of discussion was the CRA, internet and grandparent scams and tips to recognize and report these incidences. Also included was information on identity theft prevention and elder abuse awareness and reporting. Several hand outs were provided which summarized the material presented on this date.

On October 2, 2018, members were invited to speak to SHARPS (Sincerely Happy Association of Retired Persons), after a referral was received by one of their members friends. Approximately 25 people were in attendance and were provided information on current scams, identity theft, debit and credit card fraud prevention and elder abuse.

All three of these presentations were well attended and the participants were active in discussing the topics being presented and sharing personal experiences whether positive or negative to the group.
Work Plan Year: 2018
Initiative Number: D-14 / 2017 D-14
Initiative Title: Target Prolific Offenders

Division Responsible: Detective Division
Unit Responsible: Street Crime Unit

Key Strategic Priorities:
- Investigative Excellence
- Effectiveness, Efficiency and Innovation

Progress Report Q1:
The Street Crime Unit currently monitors four prolific offenders. Two will be removed in Q2 as both have relocated outside of Greater Victoria. Two new offenders will be added once the committee has reached a consensus. This information is expected to be confirmed in Q2.

Progress Report Q2:
Nothing has changed for this quarter. The Street Crime Unit is currently still monitoring four offenders and anticipate a change possibly by the next quarter with dropping certain offenders and adding new ones.

Of note the Street Crime Unit has recently charged a well known prolific property crime suspect with break and enter as well as possession of stolen property. The suspect was observed on surveillance video at the scene of a break and enter along with his truck and cargo trailer. At the time of his arrest the truck and trailer were seized for civil forfeiture. Inside the trailer was a stolen marine radar display as well as numerous tools and equipment believed to be stolen. File 18-5068 refers.

Progress Report Q3:
As the new year year begins into 2019, the Street Crime unit will be adding new offenders to this initiative for monitoring. These offenders will be identified at the next meeting of the Prolific Offender Team. New members from the Street Crime Unit have been identified and will monitor the offenders due to transfers.
## Initiative Title:
Crime Stoppers Youth Education

## Division Responsible:
Detective Division

## Unit Responsible:
Intelligence

### Key Strategic Priorities:
- Connecting with Young People
- Community Engagement and Partnership Development
- Effective Communication

### Initiative Detail:
Greater Victoria Crime Stoppers Coordinators have prepared a presentation directed toward youth, that educates them on what Crime Stoppers is, how it works and how they can use it. In the Spring of 2017, the Coordinators successfully delivered this presentation to five (5) classes – two (2) to Law students (Grade 11 and 12) at Belmont Secondary School and three (3) to Planning students (Grade 10) at Claremont Secondary School. These presentations were facilitated by School Liaison Officers from WSRCMP and SPD.

As we move into the new school year (2017/2018), the Coordinators will again connect with the regions high schools (using School Liaison Officers to help facilitate when necessary) and request opportunities to present. And in situations where a formal presentation can’t be scheduled, the Coordinators will seek opportunities to educate youth through posters inside their schools.

The presentation is tailored to youth aged 15-17. Depending on the success of this initiative though, it could be expanded to capture younger people, possibly even those in Middle School. This will be assessed at a later date though.

Evaluating the success of the initiative will be the challenge and solid statistics will not be available...for obvious reasons. Therefore success will be measured on how many connections/presentations are made.

### Progress Report Q1:
As the school year progressed, Crime Stoppers began receiving invitations to speak to various classes. As of March 29th, 2018, Crime Stoppers has presented to the following schools:

1. February - presentation to one (1) grade 12 Law class at Reynolds Secondary;
2. February/March - presentations to five (5) grade 10 Planning classes at Royal Bay Secondary;
3. March - presentation to two (2) grade 10 Planning classes at Esquimalt Secondary.

It is estimated that Crime Stoppers has connected with 240 students across Greater Victoria during February and March 2018.

Crime Stoppers is scheduled to present to six (6) classes at Oak Bay Secondary in April 2018, thus potentially reaching another 200 youth.

The feedback thus far has been positive and suggests that youth awareness of the use of Crime Stoppers has increased.
Progress Report Q2:

In April 2018, Crime Stoppers presented to six (6) grade 11 Planning classes at Oak Bay High School.

No other presentations were done in May and June due to school schedules with end of year exams. Contacts have been made though with Royal Bay High School for more presentations next Fall and there is interest from other high schools in the region to have Crime Stoppers back.

Additionally, Crime Stoppers has reached out to alternative youth educations programs and are making plans to attend those programs during the next school year.

Progress Report Q3:

With summer over and school back in, Crime Stoppers has been able to re-connect with the high schools and so far have presentations booked at Reynolds Secondary for November, Belmont Secondary for December, and Oak Bay Secondary in January. They are waiting on responses from the other schools, who are reviewing their schedules. Additionally contact has been made with Artemis Place Secondary and soon SJ Willis will be offered this presentation.
**Initiative Title:** Building Crime Stoppers Connections with First Nations

**Division Responsible:** Detective Division

**Unit Responsible:** Intelligence

**Key Strategic Priorities:**

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<tr>
<th>Community Engagement and Partnership Development</th>
<th>PROGRESS: ONGOING</th>
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<tr>
<td>Diversity</td>
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**Initiative Detail:**

Greater Victoria Crime Stoppers has already paired up with the RCMP First Nations liaison team, and created promotional material specific to First Nations. They have also created initial connections with some of our local First Nations band leaders. The next step will be for GVCS to solidify those connections, attend First Nations Reserves and present a Crime Stoppers awareness campaign to as many members as possible.

It is hoped that by personally attending, building rapport and trust, and raising the awareness of how Crime Stoppers can be used to improve their communities, that more crime will be reported, prevented and stopped.

As with any Crime Stoppers initiative designed to increase reporting, there will be no statistical measure of its success. Rather, success will be valued through subjective assessments from the Coordinators along with the number of contacts/presentations made.

**Progress Report Q1:**

Crime Stoppers has made minimal progress on this initiative to date. RCMP liaison officers have been working hard to help build contacts for Crime Stoppers but as of yet, no invitations by any local First Nations Band leaders have been received.

Efforts to establish meaningful connections and to deliver Crime Stoppers information will continue throughout Q2.

**Progress Report Q2:**

Nothing new to report from Q1. Crime Stoppers has reached out to alternative youth programs that serve First Nations teens and hope to make a connection that way. An update on that will hopefully be available by year end.

**Progress Report Q3:**

Nothing new to report.
2018 Annual Work Plan Quarterly Report

Work Plan Year: 2018
Initiative Number: D-28
Initiative Title: Implement a JIBC Approved Fire Cause & Origin 1 Course for Forensic Identification Officers
Division Responsible: Detective Division
Unit Responsible: Forensic Identification

Key Strategic Priorities:
- Employee Wellness and Development
- Effectiveness, Efficiency and Innovation
- Investigative Excellence

Progress Report Q1:
In January 2018, SPD Forensic Identification Section (FIS) began conversations with the Justice Institute of BC, Fire & Safety Division, and with the Saanich Fire Department (SFD) Lead Arson Investigator about hosting a JIBC Fire Cause & Origin 1 Course at the Saanich Police Department. SPD FIS contacted other policing agencies and local fire departments about the offer of this potential course, as there was a minimum class candidate requirement to hold a course, outside of the normal JIBC course calendar.

The JIBC worked with SPD FIS and SFD. In February, JIBC advised that with the background work SPD FIS had conducted to gain the prerequisite candidates, a Cause & Origin 1 course would be held within the Emergency Operations Centre at SFD on June 5-7, 2018. Saanich Police are scheduled to have four Forensic Officers, along with two members of the Detective Division attend this course. There are will be other Forensic Identification members and Police investigators from collaborating agencies attending the course.

This AWP is on-track, should be successful and concluded by the Q2 reporting period.

Progress Report Q2:
The JIBC Fire Cause & Origin Level I course was held June 5-7, 2018, at the Saanich Fire Department Emergency Operations Centre. This course was specially requested of the JIBC by SPD FIS, and negotiated to take place in Greater Victoria, on days of the week which would allow FIS to maintain minimum operational staffing levels while maximizing enrollment of FIS Members requiring the course. The JIBC required a minimum of 10-12 students enrolled to ensure the course would run.

The Fire Cause & Origin Level I course is the first in a three-part course designed to meet National Fire Protection Association 1033 Professional Qualifications for Fire Investigation, which is the recognized standard in British Columbia. This three day classroom based course is a basic introduction to fire investigation and covered topics including: Roles, Duties and Responsibilities of the Fire Investigator, Fire Chemistry, Fire Behaviour and Building...
Twenty-two students attended the course, with approximately 75% of those being from police agencies on Vancouver Island including: Saanich Police Department, Victoria Police Department FIS, and RCMP representation from Port McNeill, Campbell River, Comox Valley, Port Alberni, Duncan, and Sidney. Five fire department investigators from Vancouver Island and the Lower Mainland were also present. Saanich PD was represented by four members from FIS and two from GIS.

By working with the JIBC to hold this course in Greater Victoria on dates favorable to the FIS schedule, SPD were able to achieve this training for six of our own members with no additional costs beyond the JIBC tuition fees. In addition, the success of this course spearheaded by SPD will enhance our relationship with the JIBC Fire and Safety Division and increase the potential for successive courses in this qualification series being hosted in Greater Victoria.

**Progress Report Q3:**

Initiative Completed June 7, 2018
### Initiative Detail:

To meet with regional partners to identify areas where there is potential for mutual benefit in terms of improvements in efficiency, effectiveness and economics. Consistent with the Strategic plan, we will not commit to any initiative that will, upon analysis, be seen to diminish service levels to any of the partner jurisdictions.

### Progress Report Q1:

Discussions continue on potential integration opportunities.

### Progress Report Q2:

Discussions continued during Q2 which included a draft proposal from VicPD regarding an integrated Cybercrime Unit.

### Progress Report Q3:

Chief Downie and Chief Manak continued to discuss the need for a Cybercrime Unit with a vision to stand up a unit in 2020/2021. The ability to do so will be dependent on having the appropriate resources available within each agency to support establishing the unit. Without the dedicated resources in this area of investigation, police will be left to tell victims "we cannot help you."
**Work Plan Year:** 2018  
**Initiative Number:** O-03 / 2017 O-04  
**Target Start Date:** 2011 Jan 01  
**Target End Date:**  

**Initiative Title:** Public Safety Building Remediation Project  
**Division Responsible:** Office of the Chief Constable  
**Unit Responsible:** Office of the Chief Constable  

**Key Strategic Priorities:**  
- Infrastructure Renewal  

**PROGRESS:**  
- ONGOING  

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

**Progress Report Q1:**  
No change from Q4 of 2017.

**Progress Report Q2:**  
No change.

**Progress Report Q3:**  
No change.
Work Plan Year: 2018

Initiative Number: O-04 / 2017 O-05

Initiative Title: Work with the Saanich Police Board and Council to implement a multi-year staffing plan.

Division Responsible: Office of the Chief Constable

Unit Responsible: Office of the Chief Constable

Key Strategic Priorities:

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<tr>
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<td>Employee Wellness and Development</td>
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Initiative Detail:
Work with the Saanich Police Board and Council to implement a multi-year staffing plan.

Progress Report Q1:
Target goal of October 2018 has been set for the completion of this plan.

Progress Report Q2:
Target goal of October 2018 remained in place during Q2.

Progress Report Q3:
A number of new positions will be sought for 2019 and are included in the 2019 budget proposal. The Municipal election resulted in Councillor Haynes being elected as the new Mayor of Saanich, effective November 5, 2018. Mayor elect Haynes will replace Mayor Atwell as Mayor and as such will also assume the role of Chair of the Saanich Police Board. Discussions in relation to the multi-year staffing plan will commence with Mayor Haynes after November 5th, 2018.
Initiative Title: Information Management

Division Responsible: Office of the Chief Constable

Unit Responsible: Office of the Chief Constable

Key Strategic Priorities:

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<th>PROGRESS:</th>
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<td>Effective Communication</td>
<td>ONGOING</td>
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<td>Technology</td>
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<td>Effectiveness, Efficiency and Innovation</td>
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Initiative Detail:

We will review existing business practices and research new methods and technologies to determine where improvements can be achieved in relation to internal communication.

Progress Report Q1:

On March 7, 2018 a "Senior Leaders Meeting" was held at an off-site venue. Participants included: SPD Executive and Senior Officers, Staff Sergeants and Staff Sergeant promotional list candidates, Manager of IT Services, and the Manager of Administrative Services. The purpose of the meeting was to discuss strategic priorities, provide updates on Divisional business, enable staff the opportunity to ask questions and communicate any issues of concern, and investigate opportunities to improve internal communication. Another meeting is scheduled for June 4, 2018.

In addition, progress was made in the video conferencing project. The goal of the project is to install hardware and software to enable video conferencing in the Chief's Office, Department Operations Center, and other potential locations within the department.

Progress Report Q2:

The second Senior Leaders meeting was held on June 8, 2018 and embraced by participants. Discussion focussed on the Regina Park Encampment, feedback from the previous meeting, key strategic priorities, information and technology, E-Comm, and departmental restructuring initiatives.

Further progress was made in the video conferencing project including the installation of various hardware components in the Chief's Office and Department Operations Center (DOC). Webex licencing and configuration will be pursued over the next quarter.

Progress Report Q3:

During Q3 the SPD Information and Technology Section designed and rolled out a solution for SPD Police Board members to securely share sensitive documents and e-mail. IT also researched and installed a new application on desktop PCs and mobile work devices of SPD personnel to improve the security of information exchange and document sharing.
Initiative Title: Promoting gender equity, inclusion, and diversity in the workplace

Division Responsible: Office of the Chief Constable

Unit Responsible: Office of the Chief Constable

Key Strategic Priorities: Diversity

Progress Report Q1:
This initiative is a priority for the Police Board, the Chief's Office and the department at large. An LGBTQ presentation by Vancouver PD for the Police Board and staff occurred on April 10, 2018. Other educational opportunities and workplace initiatives will be considered and implemented as the year progresses. It should also be noted that single stall washrooms at 57 Cadillac Ave., and 760 Vernon Ave., have been remarked from "Men's" or "Women's" to "Universal."

Progress Report Q2:
Numerous staff participated in the annual Pride Parade in July which was embraced and supported by event organizers. All opportunities to support gender equity, inclusion, and diversity in the workplace will continue into 2018.

Progress Report Q3:
During Q3 six (6) members attended the International Association of Women in Policing (IAWP) Conference in Calgary AB. This resulted in a desire to form a Women's Police Association at the local regional level.
**Initiative Title:**
Increase time for Patrol officers to conduct self-initiated, pro-active, intelligence-led initiatives.

**Division Responsible:**
Patrol Division

**Unit Responsible:**
Patrol

**Key Strategic Priorities:**

- Core Functions
- Effectiveness, Efficiency and Innovation
- Employee Wellness and Development

**Initiative Detail:**
Continue to identify strategies to increase the discretionary time officers have to focus on the issues that need attention in their areas of responsibility.

Use discretionary time to engage in innovative strategies to further reduce crimes and other problem activities.

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**Progress Report Q1:**
During Q1 the Patrol OIC worked closely with the Staff Development OIC to address any vacancies resulting in personnel shortages on the four Patrol platoons. Ensuring staff levels are maintained at 14 constables per platoon will support the goal of affording officers with discretionary time. At the end of Q1 there was only one remaining vacancy on the platoons. Work will continue to redevelop the Traffic Safety Unit schedule in a way that more effectively matches staff levels to call load.

**Progress Report Q2:**
During Q2, some unforeseen organizational pressures resulted in personnel shortages in every Patrol Division work unit. The primary driver was the need to supplement the Telecommunications Centre with sworn personnel. Combined with several long-term medical-related absences, this situation has resulted in three vacancies in the Canine Section, three vacancies in the Traffic Safety Unit, and reduced staffing levels on all four platoons. Patrol Division officers will continue to pursue self-initiated, proactive and intelligence-led initiatives; however, their available uncommitted time to engage in long-term and strategic responses to crime and other community problems has been limited by these staffing factors. These pressures should be largely resolved by the end of Q3 or early in Q4, and efficiency and effectiveness will remain a Patrol Division strategic priority.

**Progress Report Q3:**
Staffing pressures remain and effect each Patrol Division work unit. Patrol Division officers will continue to pursue self-initiated, proactive and intelligence-led initiatives; however, their available uncommitted time to engage in long-term and strategic responses to crime and other community problems has been limited by these staffing factors. These pressures will remain through the balance of the year but should resolve in Q1 of 2019. This initiative will remain in 2019 and strategies developed to best measure and report out.
### Initiative Title:
Canine Section Mandate

### Division Responsible:
Patrol Division

### Key Strategic Priorities:
- Effectiveness, Efficiency and Innovation  
- Effective Communication  

### Initiative Detail:
In order to effectively utilize the services of the Saanich Police Canine Teams, it is important to have a clear understanding of when and where the Teams can be utilized. The success of a Canine Team is dependent on ongoing training and development, some of which can take place during regular working shifts.

As part of the newly defined mandate, training for all Patrol members / NCO's is planned. This training is intended to provide a better understanding of where Canine Teams can be deployed, as well as provide insight into the training requirements and time committed to the ongoing training and development of the Team.

The mandate will include information relating to where the Canine Section can assist other Sections for tasks that would not be considered to be "operational". This will include school visits, public displays, and educational discussions.

Part of the development of the mandate includes the development and implementation of a new working schedule for the four Canine Section Teams. This will be developed with consideration given to staffing during identified peak periods. Furthermore, research will be completed and information gathered from other Canine Sections throughout BC and Western Canada, including the RCMP, relating to shifting, best practices, and current trends.

The mandate will also outline ongoing competency development (training) of the Canine Teams, as well as identification and development of other members interested in assisting the Canine Section with tasks (ie: quarry work).

### Progress Report Q1:
During Q1 the Patrol Division OIC held individual interviews in support of this initiative with the Canine Section NCO and the Canine training officer. Planning was also conducted in conjunction with the OIC Staff Development for a selection process to identify a new Canine officer to fill an anticipated vacancy in January 2019. During Q2 further interviews will be conducted with all Canine Section staff.

### Progress Report Q2:
No progress during Q2, due in large part to the temporary reassignments of half of the Canine Section to backfill the Patrol platoons. This initiative, including a review of the Canine Section mandate and schedule, will transition to the new Patrol Division OIC in Q3.

### Progress Report Q3:
Review of the Canine Section mandate and schedule will carry over into 2019 as an initiative. Efforts to advance this initiative have been limited by injuries and organizational staffing priorities. A new canine officer will begin training in January of 2019 and focused discussions will be held with the NCO in charge as well as all of the canine handlers.
Initiative Title: Electronic Ticketing

Division Responsible: Patrol Division

Unit Responsible: Traffic Safety Unit

Key Strategic Priorities:
- Road Safety
- Technology

Initiative Detail:
In Partnership with Road Safety BC, the Saanich Police will work to implement a system that will integrate with PRIME BC and ICBC databases that will allow Saanich Police Officers to issue provincial violation tickets electronically.

Progress Report Q1:
Pilot project to be launched by CRD Integrated Road Safety Unit during Q2. No activity to report.

Progress Report Q2:
No update available for this initiative until the results of the CRD IRSU pilot are shared and evaluated. This is not currently an active initiative for the Saanich Police Department, and the timelines for electronic ticketing to be introduced at SPD remain undetermined.

Progress Report Q3:
The NCO I/C of the Traffic Safety unit is now part of a working group moving towards electronic ticketing. This initiative will be carried over into 2019.
Initiative Title: Conduct targeted enforcement and educational activities at locations throughout Saanich.

Division Responsible: Patrol Division

Unit Responsible: Traffic Safety Unit

Key Strategic Priorities:

- Road Safety
- Community Engagement and Partnership Development
- Connecting with Young People
- Effective Communication

Initiative Detail:
In collaboration with our community partners, the Traffic Safety Unit will conduct targeted enforcement and educational activities at locations throughout Saanich. This activity will focus on both high crash intersections and key thoroughfares throughout the Municipality as identified through the use of data analysis.

Progress Report Q1:
The Patrol OIC has held meetings with all Patrol Division Staff Sergeants to reinforce the understanding that targeted enforcement in support of crash reduction is a division-wide responsibility. Meetings have been held with TSU NCO, Deputy Chief, and Research & Planning, to review how targeted enforcement is reported and to identify efficiencies and improvements. Quarterly enforcement results to be gathered and shared with Staff Sergeants in support of this initiative.

Progress Report Q2:
Ongoing. No specific update for progress in Q2.

Progress Report Q3:
Ongoing. No specific update for Q3.
Initiative Title: Develop a Saanich Police Departmental Operations Centre (DOC) Plan

Division Responsible: Professional Standards Division

Unit Responsible: Research and Planning

Key Strategic Priorities:
- Disaster Planning and Response

Initiative Detail:
The research and planning component of the Professional Standards Division (PSD) will, using the Saanich Fire Department DOC template, create a Saanich Police DOC that will compliment the municipal EOC. PSD will work with Saanich Fire and other departments of the municipality as necessary to create a DOC.

Progress Report Q1:
Building renovations are ongoing, with the construction of the DOC space to begin once the present phase is complete. Timeline for phase one is presently on track.

Progress Report Q2:
Renovations appear to be completed for the DOC space. The DOC plan was submitted in 2016 and awaits testing in the new facility.

Progress Report Q3:
The DOC has been activated within Q3 for a series of planned operations and in the limited activation has shown potential for further operational usage. Formal approval of the written plan is expected in Q4.
Initiative Title: Dissemination of public information in a major emergency.

Division Responsible: Professional Standards Division

Unit Responsible: Professional Standards

Key Strategic Priorities:

| Disaster Planning and Response | PROGRESS: ONGOING |
| Effective Communication         | PROGRESS: ONGOING |

Initiative Detail:
Promote collaboration amongst Saanich Emergency Program, Police, Fire, Corporate Services, and other Municipal Departments to develop policies and capacities for the dissemination of public information in a major emergency—including the effective use of social media and other mediums to engage the community and allow timely and accurate two-way information sharing.

Progress Report Q1:
No activities have taken place towards this initiative in Q1.

Progress Report Q2:
Two Long Range Acoustic Devices (LRAD) have been acquired by SPD. Testing and training have been completed with trained individuals assigned to develop standardized messages.

A functional exercise is scheduled for October 2018 whereby communications is a key component being coordinated and tested. At present there is no municipal policy in place for responsibilities or roles.

Progress Report Q3:
The functional exercise held Oct 2018 provided operational testing of present state operations. The debrief reveal tools and written agreements required to further improve dissemination in a timely manner. Further discussion to be held through remainder of Q3 and Q4 to develop Department and inter-Department alignment.
2018 Annual Work Plan Quarterly Report

Work Plan Year: 2018
Initiative Number: PS-18 / 2017 P-18
Initiative Title: Upgrade the Saanich Police Web page
Division Responsible: Professional Standards Division
Unit Responsible: Research and Planning

Key Strategic Priorities:
- Technology
- Community Engagement
- Effective Communication

Initiative Detail:
The Research and Planning constable will work with outside consultants to review the different options for updating the Saanich Police Web page. When the best option has been identified implementation will be completed.

Progress Report Q1:
A nation-wide comparative analysis is being conducted to determine services and content other police agencies provide via their web portals. This will aid in preliminary website design which should begin in Q2/3 of 2018.

Progress Report Q2:
A redesign concept has been created and presented to management for input. Consultation with management will occur in Q3 followed by live testing.

Progress Report Q3:
Presentation to Department management was well received on the general concept of a new saanichpolice.ca website design. As a result of this presentation, a RFP is being developed to identify solutions and vendors to complete the task. The RFP will also include a request for P-17 Intranet.
2018 Annual Work Plan Quarterly Report

Work Plan Year: 2018
Initiative Number: PS-20
Initiative Title: Implement a risk based policy review schedule
Division Responsible: Professional Standards Division
Unit Responsible: Research and Planning

Key Strategic Priorities:
- Effectiveness, Efficiency and Innovation
- Effective Communication

Progress Report Q1:
A draft concept of a risk matrix has been developed and forwarded to management for input. Once a final model is approved, implementation of this initiative will begin.

Progress Report Q2:
Risk matrix was presented to management and scheduled for discussion in Q3. This initiative is expected align with P-21 by end of Q4.

Progress Report Q3:
The risk matrix was approved in principle by senior management. Management would like the matrix to include "Quality of Service". This can easily be included into the existing matrix.

A Co-Op Student is working with the Professional Standards Division and in the process of attempting to identify if this process is being used elsewhere in the police universe. To date, she has been unable to locate any examples of other use. This does not mean it is not being used elsewhere, but it hasn't been reported. She has also compared the developed risk matrix to similar matrices in the corporate world, but found it difficult to draw direct comparisons due to the different nature of police work.

As a result of the policy audit that is being conducted under initiative P-21, the Policy Manual will be consolidated into a single document and changes will be made. The implementation of the risk matrix will continue under that initiative. This initiative will be concluded.
Work Plan Year: 2018
Initiative Number: PS-23
Initiative Title: Implementation of the 2018-2022 Strategic Plan
Division Responsible: Professional Standards Division
Unit Responsible: Research and Planning

Key Strategic Priorities:
- Effective Communication
- Effectiveness, Efficiency and Innovation

Initiative Detail:
The 2018-2022 Strategic Plan Communication Plan will be implemented. Annual Work Plan initiatives will be examined to ensure they are aligned with the Key Strategic Priorities and goals identified within the plan.

Progress Report Q1:
In order to assess the alignment of new Annual Work Plan (AWP) initiatives with the goals identified in the strategic plan, Research and Planning is in the process of developing an Excel tracking sheet. This document will help track activities identified in the AWP and identify potential gaps where key strategic priorities and their associated goals are not being addressed.

Progress Report Q2:
Research and Planning worked with Annual Work Plan database consultant Sally Horton to create a revised version of the plan that will allow employees to create new AWP initiatives that align with the new strategic plan’s KSPs and their associated commitments. It is anticipated the new database will be launched for 2019 initiatives. The database will support implementation of the plan as it will ensure staff are creating new initiatives that further the objectives of the plan and take action the public commitments made. The new database will also allow for tracking.

The Excel tracking sheet is no longer required due to capabilities of the revised 2019 AWP.

Progress Report Q3:
Three divisions have now been trained in the revisions to the Annual Work Plan (AWP) with department-wide training expected to continue into Q4. A new "Core Practice" form has also been created for employees to track business practices that have otherwise never been tracked, were tracked informally in a non-centralized system, or were created as AWP initiatives but have since been adopted as ongoing business practices.

For 2019, the Professional Standards Division will be responsible for monitoring and reporting progress of the implementation of the strategic plan to the Office of the Chief Constable. This will be achieved through public engagement and analysis of AWP initiatives.
Initiative Title: Information Sharing-Coordination and Accountability

Division Responsible: Professional Standards Division

Initiative Detail:
An environmental scan will be conducted to determine the information being shared and reported out, by other police agencies. Best practices will be determined through and examination of recommendations from the British Columbia Association of Chiefs of Police, the Canadian Association of Chiefs of Police and the Auditor General for Local Government’s report on Policing Services Assessment.

Best practices will be discussed and capacity to implement recommendations will be determined. Further stakeholder consultation will be required.

Progress Report Q1:
A draft report was completed in Q1 and delivered to Senior Officers for their review. The report contained the findings of the jurisdictional scan, items for discussion/consideration, as well as a list of recommended actions.

Progress Report Q2:
No further progress has been made. Awaiting feedback from Senior Officer team.

Progress Report Q3:
This initiative has been delayed to 2019.
Initiative Title: Create a database of model FIR and IR documents

Division Responsible: Professional Standards Division

Unit Responsible: Professional Standards

Key Strategic Priorities:

Community Engagement and Partnership Development

PROGRESS:

ONGOING

Initiative Detail:
Colaborate with other municipal departments to create a database of example reports.

Progress Report Q1:
On April 18, 2018 a Professional Standards sergeant attended the Professional Standards Section JMT in Delta, BC. Prior to this meeting, an agenda item was proposed by the sergeant, to determine whether there are standards for FIR and other investigations, and if so, could these reports be redacted and made available as a reference for other PSS investigators. The results of this JMT discussion will be included in the Q2 progress report.

Progress Report Q2:
The PSS JMT members said rather than having a place for reference, a PSO can simply phone any agency and ask for a similar redacted FIR. The consensus was that sharing and exchanging information on how to proceed in any PSO investigation was the best strategy.

Progress Report Q3:
The PSS JMT members said rather than having a place for reference, a PSO can simply phone any agency and ask for a similar redacted FIR. The consensus was that sharing and exchanging information on how to proceed in any PSO investigation was the best strategy. This initiative is concluded.
Work Plan Year: 2018  
Initiative Number: S-27 / 2017 S-27  
Initiative Title: Deliver "British Columbia Fair and Impartial Policing" (BC FIP) training to Saanich Police personnel  
Division Responsible: Staff Development Division  
Unit Responsible: Response Options-Training

Key Strategic Priorities:
- Community Engagement and Partnership Development
- Investigative Excellence
- Employee Wellness and Development

Progress Report Q1:
On Jan. 6, 2018, the Saanich Police Department rolled out the first of 14 BC Fair and Impartial (FIP) training sessions. The first two sessions were scheduled explicitly for the Reserve Constable volunteer group.

To date, 165 personnel have attended eight BC FIP training dates. Six more dates are scheduled throughout April and May of 2018 where it is expected the remaining staff, approximately 110, will complete the training.

Progress Report Q2:
On Sept. 22, 2018 the fifteenth and final offering of Fair and Impartial Policing will be presented to personnel of the Saanich Police Department. The class will mostly be comprised of members from the new Reserve Constable class that graduated in May 2018. At the conclusion of this training session, all sworn members of the Saanich Police Department will have completed the training and nearly every civilian member. At the time of this quarterly report, a total of 278 Saanich Police Department personnel have completed the mandatory training.

Progress Report Q3:
As of December 31, 2018 a total of 295 Saanich Police personnel have completed the provincially mandated Fair and Impartial Policing (BC FIP) training. This initiative is now complete and concluded.
Initiative Title: Implement the IACP's "Leadership in Police Organizations" (LPO) program as developmental training for Saanich Police supervisors.

Division Responsible: Staff Development Division

Initiative Detail:
The "Leadership in Police Organizations" (LPO) Program is the IACP's flagship leadership development program. The program is three weeks long and offers a scientific understanding of what leadership is. LPO is modeled after the training concept of dispersed leadership ("every officer a leader") and delivers modern behavioral science concepts and theories uniquely tailored to the law enforcement environment. Training curriculum focus includes: Leading Change, The Individual System, Effective Followership, Group Socialization, Intergroup Conflict Management, Fair and Impartial Policing, Communication and Counseling Skills, and Creating an Ethical Culture.

Progress Report Q1:
In Q1, the current Staff Development OIC met with the former OIC to discuss a vision for the delivery of IACP LPO training to SPD staff as a part of our commitment to leadership development and investigative excellence for the Saanich Police Department.

In Q2, the Staff Development OIC will liaise with Senior Officers in the Vancouver Police Department (VPD) who have previously participated in this IACP training for their members. In addition, contact will be made with VPD Research and Planning to determine if any program evaluation was completed with their members following the implementation of this training in Vancouver.

Progress Report Q2:
No new progress in Q2. Taskings moved to Q3.

Progress Report Q3:
In October 2018 Sgt Davies spoke with Sgt Chris Burnham (Education and Training Unit, Vancouver Police Department). Their next LPO course is likely to be in September 2019, although the course is not yet confirmed.

Sgt Davies discussed the LPO program at the PTAC meeting on October 24th, 2018. Delta Police will be sending 12 members to the LPO program in collaboration with Transit Police and New West Police Department, starting in January 2019 (Transit Police are the hosts). There are currently no spare seats available. Insp. Craig New (Delta PD) has committed to providing feedback on the program to Sgt Davies later in 2019.
**Initiative Title:** Personnel Mental Health and Wellness

**Division Responsible:** Staff Development Division

**Initiative Detail:**
R2MR training was endorsed by the Canadian Association of Chiefs of Police and the Mental Health Commission of Canada as a model program for promoting police personnel mental health resilience and stigma reduction. Many Canadian police agencies have since followed up R2MR with other training or initiatives to build on the progress made and to maintain the commitment to positive mental health outcomes. This initiative will ensure that we build on the positive momentum and culture shift started with R2MR by researching national and provincial best practices for policies, practices, or programs that promote positive employee mental health and continue education for staff on increasing awareness and confidence and reducing stigma. One example is Mental Health First Aid (MHFA), another Mental Health Commission of Canada Program introduced by several Canadian police agencies.

**Target Start Date:** 2018 Jan 01

**Target End Date:** 2018 Dec 31

**Progress Report Q1:**
In Q1, progress has been made towards our goal of ensuring the ongoing mental health, wellness, and resiliency of our valuable staff, consistent with our key strategic priority of ensuring “employee wellness and development”.

**CISM TEAM ENHANCEMENTS**
**LEADERSHIP** - The importance of this team to our wellness framework cannot be underestimated. To that end, the current CISM team leader was encouraged to consider the nomination of a Team 2i/c to support her in meeting the operational and administrative needs of CISM. One officer has since been nominated by her team to serve in this capacity.

**TRAINING** – Staff Development has approved funding for two more CISM members (one civilian and one sworn) to attend formative training in May 2018, which will add to the existing compliment of CISM staff resources. CISM members participated in a team training Webinar provided by Lexipol, which focused on the importance of “caring for the care givers”. Additional training opportunities are being discussed for later this year.

**RESOURCE SHARING** - An email distribution of a CISM newsletter (every 4 months) has been approved by Staff Development. The focus of the newsletter is to provide all staff with periodic updates on resources to empower staff for mental health, wellness, and resiliency. The newsletter will also facilitate the regular distribution of resource lists and contacts that may be of value to our staff and their families.

**INCREASED NUMBER OF PSYCHOLOGICAL DEBRIEFS**
One outcome of recent CISM training has been Staff Development’s decision to add CISM members to our Department’s identified “High Risk Assignments” per section 19 of Policy AB140 – Employee Assistance Program. This recognition will facilitate annual psychological debriefs for CISM members to help ensure their wellness and resiliency in support of our staff.
On the recommendation of Detective Division NCOs, Q1 also saw the addition of GIS officers and civilian staff serving in GIS and FIS to our list of High Risk Assignments to facilitate ongoing support and annual debriefing given the challenging nature of their work on serious crime files.

PROGRAM REVIEW AND EVALUATION
In Q2, the Staff Development OIC will be reviewing the first iteration of R2MR training provided by the department and making an assessment of potential next steps for additional program implementation and evaluation.

Progress Report Q2:
The Saanich Police Training Section is in the process of examining a Trauma Resiliency Training initiative developed by the Wounded Warrior Foundation of Canada. Sgt Walt has spoken with the Vancouver Police Department training section who are in the beginning stages of initiating the training to their members. Further work is still needed in this initiative to determine whether or not this program is appropriate for the Saanich Police Department.

Progress Report Q3:
The resiliency training identified in Q2, offered through Wounded Warrior Foundation, was determined not to be a fit for Saanich Police at this time. The primary concern was the time required to operate the program successfully. Two full days of initial training and subsequent half-day follow-up training sessions are necessary throughout the year; hence, Staff Development is not currently in a position to dedicate the required time for this particular program.

In November 2018 Sgt Walt and five other members attended the half-day workshop, Building Resiliency on the Front Lines, at the University of Victoria. The workshop was led by Dr. Tim Black, who specializes in Post Traumatic Stress Disorder (PTSD) and trauma resiliency. Sgt Walt will be meeting with Dr. Black in January 2019 to determine whether or not the Building Resiliency on the Front Lines workshop can be brought to Saanich Police for autumn increment training in 2019.
Initiative Title:  Review Recruiting Process

Division Responsible:  Staff Development Division

Unit Responsible:  Staff Development

Key Strategic Priorities:
- Employee Wellness and Development  PROGRESS: ON TRACK
- Effectiveness, Efficiency and Innovation  PROGRESS: ON TRACK

Initiative Detail:
As above.

Progress Report Q1:
On February 16, 2018, the SPD recruiting sergeant attended a meeting at the Justice Institute of British Columbia. The meeting was hosted by the Director at Police Academy, and there were more than 80 recruiters present. Discussion took place surrounding the loss of the recruit assessment center (“RAC”).

The representative from Abbotsford Police Department stated that in order to evaluate applicants more effectively they insist that the applicant completes 3 Ride-Along shifts, and on each shift the applicant is partnered with an experienced Field Trainer. The Field Trainer is required to complete a feedback report at the end of the shift, making observations about the behavior of the applicant as it relates to the competency profile. This was seen as a legitimate behavioral assessment tool.

The SPD recruiting sergeant has had conversations with recruiting staff at Victoria Police Department about the potential for a partnership approach to setting up an assessment center for Vancouver Island applicants. It is clear that the logistical demands (role players, qualified assessors, facilitators and venue) would be prohibitive at this time.

The Staff Development Division will continue to explore and evaluate the Abbotsford model. This issue will be raised by the recruiting sergeant at the next Staff Sergeant meeting.

OIC COMMENTS
It has been confirmed there is no current appetite to establish a regional Assessment Centre for local police partners given anticipated challenges of time, resources, and funding. Anecdotal feedback suggests that Departments have adjusted their recruiting evaluation practices to address this gap in their selection processes with a degree of success. Leveraging internal HR resources (Field Trainers) to provide evidenced-based qualitative assessments of candidates in operational settings has the potential to add value to our selection process at a nominal cost. Resources are planned to be allocated to the recruiting section to ensure that the evaluative framework developed for SPD recruiting aligns with best practices for HR and behavioural observation methods.

Progress Report Q2:
The recruiting Sergeant has made arrangements for three applicants to complete ride-along shifts as means of evaluating competencies. The applicants will be invited to complete two ride-along duties, each with an experienced Field Trainer Officer (where possible).

In order to gain value from this process, the Field Trainer Officers will be briefed on the purpose of the ride-along and will be asked to make evidence-based observations on the applicant. As a means of assisting the members they will be asked a series of questions about each applicant, as follows:

- Does the applicant communicate clearly, including the use of body language, tone of voice, language, and listening skills?
- Does the applicant demonstrate an open minded attitude, and a positive mindset?
- Does the applicant speak and demonstrate a straightforward, honest and trustworthy manner?
- Does the applicant listen to the views of others and recognize team goals?
- Does the applicant demonstrate any knowledge of our organization / rules and culture?
- Does the applicant demonstrate awareness of stress and the need to use effective coping mechanisms to deal with stress?
- Does the applicant demonstrate initiative, creativity and rationale when discussing a policing problem?
- Does the applicant recognize different levels of risk?

These questions are consistent with the Police Sector Council competency list for the Constable rank, and they are intended to guide the member in providing the most useful feedback.

The recruiting Sergeant has attended the Staff Sergeant meeting to brief all Watch Commanders on this initiative. It is important that Watch Commanders fully understand the reasoning behind the initiative and the objectives. All Watch Commanders expressed support for the initiative.

This initiative is on-going.

**Progress Report Q3:**

As of August 8th, 2018, this process has been used with 3 applicants and in each of those cases the feedback was evidence-based and instructive. Sgt Davies (Recruiting Sergeant) believes that this process allows our organization to effectively evaluate applicants outside the normal interview environment. The process has no financial implications, and it makes use of the resources in our Patrol Division. It also allows the applicant to gain insight into our organizational culture and operations.

Sgt Davies has discussed this initiative with Insp. Warren (OIC Staff Development Division) and it is agreed that applicants should be required to complete the ride-along shifts after they have completed a Sergeants interview, but prior to being invited to an Inspector Panel interview. The ride-along should be adopted as an ongoing part of our recruiting system.