SAANICH POLICE
2012 Annual Work Plan Quarterly Report

Work Plan Year: 2012
Initiative Number: A-01
Initiative Title: Increase revenue and pilot new service delivery model
Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:

| Business Process Analysis |

PROGRESS:
ON TRACK

Initiative Detail:
A pilot project will be run using existing funds to deploy additional relief pound inspectors. Pound inspectors will concentrate on collecting overdue licence fees to increase revenue. Existing and new revenue will be used to deploy pound resources in high impact areas and during evenings and weekends. An assessment will be done to evaluate the ability to fund an additional pound inspector position.

Progress Report Q1:
The goal is underway. Meetings have been held. The Pound section with the assistance of S/Sgt. Nedzelski is developing seasonal enforcement projects to manage chronic recurring problems. A media plan is being developed to announce these projects to the community appropriately. Planning is underway to increase Relief Pound Inspector coverage including how best to collect licenses in arrears (e.g. during enforcement projects or door knocks). A means to reconcile the overdue license list to eliminate outdated information is being sought.

Progress Report Q2:
Work has begun on reconciling the dog licence data base. The Pound has been in discussion with the Municipal Hall to discuss how the licence canvassers function. A plan is in place to engage the media and report on enforcement activities and problem spots. Uniformed officers will assist Pound officers during foot patrols of seasonal problem spots. Greater focus on enforcement of licensing and bylaws in areas where dogs congregate will be engaged. One special area of focus will be Rithet's Bog. A project log will be kept on Pound activities in this area. S/Sgt. Nedzelski has prepared a briefing note outlining proposed actions for the remainder of 2011.

Progress Report Q3:
updated Jan 16, 2012 - ongoing
Work Plan Year: 2012

Initiative Number: A-01 / 2011 A-01

Initiative Title: Pound Services: Increase revenue and pilot new service delivery model

Division Responsible: Administration

Section Responsible: Pound

Key Strategic Priorities:

| Business Process Analysis |

Initiative Detail:

A pilot project will be run using existing funds to deploy additional relief pound inspectors. Pound inspectors will concentrate on collecting overdue license fees to increase revenue. Existing and new revenue will be used to deploy pound resources in high impact areas and during evenings and weekends. An assessment will be done to evaluate the ability to fund an additional pound inspector position.

Progress Report Q1:

Pound Officers have been assigned follow up lists for overdue license fees. Follow up will begin after municipal canvassing has finished. Pound will focus on two problem areas through Q2 - Cedar Hill Golf Course and baseball fields. Pound will liaise with the media information officer to advise the public of license requirements and of enforcement activity in the baseball parks and at Cedar Hill Golf Course. Enforcement will include uncontrolled animals at both locations. Additional shifting involving the Relief Pound Inspector will be added.

Progress Report Q2:

267 License accounts remain outstanding. Collection of these accounts will be pursued during the remainder of 2012. The media liaison officer was requested to advise the public through a media release of the bylaw requirements concerning baseball fields and the golf course. This request has not been completed to date. The media liaison officer has been requested to provide the public with information as soon as possible. Directed patrols completed by Pound Staff during Q2.

MT. TOLMIE PARK PATROL: 12 06 13 - 0922 hrs. 3 dogs. 1 warning (dog at large
AMBASSADOR PARK PATROL: 12 05 25 - 0826 hrs. 0 dogs. 12 06 08 - 1015 hrs. 0 dogs. 12 06 19 - 1345 hrs. 0 dogs.
AMBASSADOR PARK PATROL: 12 05 25 - 0826 hrs. 0 dogs. 12 06 08 - 1015 hrs. 0 dogs. 12 06 19 - 1345 hrs. 0 dogs.
PLAYFAIR PARK PATROL: 12 05 18 - 1142 hrs. 3 dogs. No issues.
MEADOW PARK PATROL: 12 05 01 - 1349 hrs. 0 dogs.
RUDD PARK PATROL: 12 05 01 - 1329 hrs. 1 dog. No issues. 12 05 02 - 1103 hrs. 0 dogs. 12 06 06 - 0841 hrs. 0 dogs.
LOCHSIDE PARK PATROL: 12 04 30 - 1332 hrs. 0 dogs.
ALLENBY PARK PATROL: 12 04 26 - 1159 hrs. 0 dogs. 12 05 01 - 1056 hrs. 0 dogs. 12 06 01 - 1052 hrs. 0 dogs.
LAYRITZ PARK PATROL: 12 04 04 - 1127 hrs. 2 dogs. No issues. 12 04 17 - 1119 hrs. 0 dogs. 12 05 01 - 1130 hrs. 4 dogs. No issues. 12 05 02 - 1330 hrs. 0 dogs. 12 05 03 - 1400 hrs. 2 dogs. No issues. 12 05 16 - 1400 hrs.
4 dogs. No issues. 12 05 23 - 1130 hrs. 0 dogs. No issues. 12 05 29 - 1215 hrs. 0 dogs. No issues. 12 06 12 - 1210 hrs. 3 dogs. No issues.
CEDAR HILL GOLF COURSE/PARK PATROL: 12 03 08 - 1444 hrs. 3 dogs. 1 warning (no leash). 12 05 04 - 1235 hrs. 2 dogs. No issues. 12 05 14 - 1050 hrs. 6 dogs. 1 warning (no leash). 12 06 18 - 0832 hrs. 3 dogs. No issues.
GYRO PARK BEACH PATROL: 12 05 31 - 1050 hrs. 2 dogs, No issues. 12 06 06 - 0930 hrs. 0 dogs. 12 06 11 - 1430 hrs. 0 dogs.
RITHET'S BOG CONSERVATION AREA PATROL: 12 04 16 - 1359 hrs. 2 dogs. 1 warning (no leash). 12 04 27 - 0740 hrs. Bear sighting. 12 04 27 - 0832 hrs. 2 dogs. 1 warning (no leash). 12 04 27 - 1134 hrs. 4 dogs. 1 cat on-leash. No issues. 12 05 01 - 1205 hrs. 1 dog. No issues. 12 05 04 - 1034 hrs. 0 dogs.
LAMBRICK PARK PATROL: 12 01 25 - 1448 hrs. 3 dogs. No issues. 12 01 26 - 0936 hrs. 9 dogs. No issues. 12 05 02 - 1015 hrs. 2 dogs. No issues.

Q3 focus will include Cadboro Bay Beach, Cordova Bay Beach and Mt. Doug Park and Beach. Continued random patrols will be conducted in Ball Parks and the Cedar Hill Golf Course.

Progress Report Q3:

The third quarter shows a decline in the number of outstanding dog licenses from 267 to 102. Efforts to further reduce this number will be made. Significantly, gross revenue from this source continues to rise in line with the strategy of this initiative. There has been an increase in the total numbers of licenses sold to 7398. The use of the relief Pound Inspector was limited to regular shifts. Despite the reduction in strength directed patrols were conducted:

<table>
<thead>
<tr>
<th>Park</th>
<th>Number of patrols</th>
<th>MT'I's</th>
<th>warnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mt. Doug</td>
<td>2</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Cordova Bay Beach</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ambassador</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allenby</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Layritz</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gyro</td>
<td>3</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Rithet's Bog</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lambrick</td>
<td>3</td>
<td></td>
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</table>

The media liaison officer issued a press release which included information about seasonal restrictions on animals in Saanich parks. The media release also reminded drivers that deer are approaching the fall rutting season and will be a crash risk on local roads. A link was established through http://www.saanich.ca/living/bylaw.html, giving the public access to more information.

We have seen approximately a 20% rise in the number of deer incidents to date comparing to the same time last year.
### Work Plan Year:
2012

### Initiative Number:
A-02 / 2011 A-02

### Initiative Title:
Train and integrate new records supervisor into departmental business practices

### Division Responsible:
Administration

### Section Responsible:
Records

### Key Strategic Priorities:
- Competency Development
- Personnel

### Progress:
ON TRACK

### Initiative Detail:
The new Records Supervisor will be trained in relation to all relevant business practices, expectations and culture of the Saanich Police.

### Progress Report Q1:
Training Ongoing

### Progress Report Q2:
Review of Duties and Responsibilities with Supervisor confirms good knowledge of departmental processes. Records Supervisor has demonstrated knowledge and ability to obtain departmental policies and procedures as required. Training is ongoing in systems related to Records Section requirements.

### Progress Report Q3:
Systems training ongoing relating to Record Section requirements. Training is expected to be complete by the end of Q4.
2012 Annual Work Plan Quarterly Report

Work Plan Year: 2012
Initiative Number: A-03 / 2011 A-03
Initiative Title: Train departmental personnel on new software environment
Division Responsible: Administration
Section Responsible: Records

Key Strategic Priorities:
- Competency Development
- Personnel

Progress Report Q1:
Roll out of hardware and software ongoing. IT Section has deployed 45 work stations and provided passwords to 88 new users. Orientation training is delivered when a new user is given windows 7 access. Process has been stalled due to availability of hardware and one significant compatibility issue that has been resolved.

Progress Report Q2:
All necessary hardware has been received. Six general use workstations and 6 Telecom workstations remain to be deployed. Basic usage of the new software systems is almost department wide. 105 users have been trained to date. Some users do not require training as they are already familiar with these systems. Telecom users comprise the largest single group left to be trained. Next steps include providing more in depth instruction in- house to identified user groups and expert training off site for high end user groups.

Progress Report Q3:
Basic training on systems is complete. Intermediate training scheduled for Q4 and employees are actively registering for courses at this time. Requests for advanced training are being forwarded to Staff Development as received and satisfied as funds are made available.
**SAANICH POLICE**

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<table>
<thead>
<tr>
<th>Work Plan Year:</th>
<th>2012</th>
<th>Target Start Date:</th>
<th>2011 Jan 01</th>
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<tbody>
<tr>
<td>Initiative Number:</td>
<td>A-04 / 2011 A-04</td>
<td>Target End Date:</td>
<td>2012 Dec 15</td>
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<tr>
<td>Initiative Title:</td>
<td>Enable RTID civil fingerprint submission</td>
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<td></td>
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<td>Section Responsible:</td>
<td>Administration</td>
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**Key Strategic Priorities:**

| Technology | PROGRESS: COMPLETE |
| Business Process Analysis |

**Initiative Detail:**

Implement the technology, processes and systems required to enable the submission of civil fingerprints through RTID.

**Progress Report Q1:**

Security Matrix discussions ongoing with PRIME. The Saanich Real Time Identification Project (RTID) is complete. Saanich will play a supporting role to other agencies adopting this system.

**Progress Report Q2:**

Saanich continues to play a supporting role to other agencies in preparation for their own "Go-live" on the Civil Booking system. Saanich has participated in the working group to help design Provincial Users and Administrator Manuals.

**Progress Report Q3:**

Support for the Civil Booking system has been minimal. Saanich is operationally working on civil submissions without issue. Complete.
2012 Annual Work Plan Quarterly Report

Work Plan Year: 2012
Initiative Number: A-05 / 2011 A-05
Initiative Title: Detention Facility: Establish space and technology requirements

Division Responsible: Administration
Section Responsible: Cell Block

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Building Remediation</th>
<th>PROGRESS: ON TRACK</th>
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<tbody>
<tr>
<td>Research</td>
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Progress Report Q1:
The architect of choice has been approved by Municipal Council. Planning for the cell block extension is underway. Police will meet with the architect to discuss the conceptual development of the plan on April 4, 2012.

Progress Report Q2:
Meetings with the architect and engineers are ongoing. Technical specifications are being compiled and structural plans are being prepared. Planning is expected to continue throughout the summer. Construction of the facility is not expected to begin until at least September 2012.

Progress Report Q3:
Final review of construction documents are under way in preparation for presentation to contractors during the tender process. Engineering challenges have been resolved. Construction expected to begin in Q4.
Work Plan Year: 2012  
Target Start Date: 2011 Feb 01  
Target End Date: 2012 Dec 15

Initiative Number:  A-06 / 2011 A-06

Initiative Title: Move call logger equipment and data onto the central network

Division Responsible: Administration
Section Responsible: Information Technology

Key Strategic Priorities:  
Technology  
Business Process Analysis

PROGRESS: DELAYED

Initiative Detail:
The information contained on the logger system will be integrated into the Saanich Police information systems network. Once this device is accessible on the network, the majority of responsibility for extracting radio and telephone calls will be removed from the Telecom Sergeant's responsibilities. The responsibility for extraction and archiving of this digital evidence will be combined with the responsibility for extraction and archiving of cell block video and interview footage. The development of a digital evidence management and archiving system is ongoing and will continue throughout 2012.

Progress Report Q1:
Initiative on hold due to other higher priority projects underway.

Progress Report Q2:
Initiative on hold due to other higher priority projects underway. This technology will need to be replaced in the 2013 budget cycle. It is expected that connection with the data networks will occur in late Q3 or Q4.

Progress Report Q3:
Initiative on hold due to other higher priority projects underway. This technology will need to be replaced in the 2013 budget cycle. It is expected that connection with the data networks will occur in Q4.
Work Plan Year: 2012  
Initiative Number: A-07 / 2011 A-07  
Initiative Title: Transition to new software environment  
Target Start Date: 2011 Mar 01  
Target End Date: 2012 Sep 30  
Division Responsible: Administration  
Section Responsible: Information Technology  
Initiative Detail:  
Transitioing Saanich Police to the new software environment with the acquisition and implementation of new applications and server technology. This will include Microsoft Office 2010, Windows 7 and Microsoft Outlook, with the support of Microsoft Exchange. Considerable planning and staff resources will be required for the transition.

Progress Report Q1:
45 work stations and 88 users are online with Windows 7 and Office 2010. An RFP has been concluded and work on the Microsoft Exchange/Outlook E-mail system will begin March 26, 2012. Additional hardware is required to roll out further work stations. Hardware is expected to arrive near the end of April.

Progress Report Q2:
The Exchange/Outlook email system has been installed and the transition to this new technology is complete. All but 12 workstations are operating Windows 7. The remainder of the workstations are expected to be deployed in the coming weeks. Data transfer from the old network to the new network is underway. The majority of personal 'H' drives have been moved and planning is in progress to move divisional data files. The transition to new network Operating Systems (OS) is largely complete.

Progress Report Q3:
Transition complete in all areas except the Communications Center. Communications Center work stations will continue to operate Windows XP software until Windows 7 can be configured to operate in all PRIME BC applications. This delay is of no operational concern.
Work Plan Year: 2012
Target Start Date: 2011 Feb 01
Target End Date: 2012 Dec 15

Initiative Number: A-08 / 2011 A-08
Initiative Title: Ongoing renewal of central network infrastructure and software
Division Responsible: Administration
Section Responsible: Information Technology

Key Strategic Priorities:
Technology

PROGRESS:
ON TRACK

Initiative Detail:
The transition to the new infrastructure will be done in multiple steps, each requiring considerable planning, consultation and time.
- Transfer of data from old network to new network.
- Complete installation of new network infrastructure.
- Continue to create long term digital media storage and management capacity

Progress Report Q1:
Work is ongoing.

Progress Report Q2:
Work is progressing as stated in other work plan reports. We are preparing to begin testing on the digital media management portion of the new network.

Progress Report Q3:
Initiative Title: Develop specifications for in-car video system cameras and network

Division Responsible: Administration

Section Responsible: Information Technology

Key Strategic Priorities:

| Research | Technology |

PROGRESS: DELAYED

Initiative Detail:
A report will be completed with recommendations as to how best move forward. If a decision is made to move forward, an implementation plan will be developed for 2012.

Progress Report Q1:
Saanich Police are satisfied that an acceptable technical solution exists for In Car Video (ICV) at this time. An RFP will be developed and presented during Q3.

Progress Report Q2:
The OIC Administration Division may be transferred to an new Division in early 2013. Until this transfer is clarified, this project is on hold.

Progress Report Q3:
The OIC Administration will be transferred in January 2013. This project is on hold until a new OIC assesses this project's timeline.
Work Plan Year: 2012
Initiative Number: A-10 / 2011 A-10
Initiative Title: Implement new DNA exhibit management procedures to save storage space

Division Responsible: Administration
Section Responsible: Exhibit Control

Key Strategic Priorities:
- Business Process Analysis

PROGRESS:
- DELAYED

Initiative Detail:
In 2011 the Exhibit and Property Control Officer will develop the practices required to implement the policies and processes as recommended by FIS for the management of DNA exhibits.

Progress Report Q1:
On hold.

Progress Report Q2:
On hold

Progress Report Q3:
To be delivered in Q4.
Initiative Title: Implement regional high speed pursuit policy

Division Responsible: Administration
Section Responsible: Telecoms

Key Strategic Priorities:

PROGRESS:
ON TRACK

Initiative Detail:
To develop and implement a regional high speed pursuit policy. This will include drafting a policy for approval of area chiefs of police; implementing policies within each communication centre; and, providing training to communication and front line staff on the new policies and expectation.

Progress Report Q1:
A draft policy has been vetted by the RCMP, Victoria City Police and Saanich Police. A meeting to discuss how to implement the strategy will be held on April 30 at the Saanich Police. The final policy language will be returned to the Area Chief's Meeting afterwards for review and approval. Upon receipt of the area Chief's approval, implementation will begin.

Progress Report Q2:
A regional stake holder meeting was held on April 30, 2012 to assess the language of the policy from the perspective of operational clarity. Agreement on several changes was reached. A basic strategy for implementation was agreed upon. Final version of the policy will be reviewed by the stakeholders and forwarded to the Area Chief's when finalized.

Progress Report Q3:
Cover memo outlining the need for an implementation plan and ongoing training prepared and submitted. Final draft policy created and agreed to by regional stakeholders. Draft policy and cover memo submitted to the Chief to take forward to the area Chiefs for comment.
Work Plan Year: 2012
Target Start Date: 2011 Apr 15
Initiative Number: A-12 / 2011 A-13
Target End Date: 2012 Dec 15
Initiative Title: Continue training dispatchers to use the radio consoles to full capacity

Division Responsible: Administration
Section Responsible: Telecoms

Key Strategic Priorities:
- Competency Development
- Core Functions

PROGRESS:
- ON TRACK

Initiative Detail:
Continue to provide Dispatchers with the required training to make the most effective use of the current radio consoles and dispatch equipment. We will acquire training materials from CREST staff continue to document bi-monthly training sessions with all dispatchers.

Progress Report Q1:
CREST will be introducing its online training modules to emergency service agencies on March 28th. Saanich Police will evaluate the training and discuss how to deliver it to this organization. Included in this training will be the harmonization of Saanich officer's emergency button function with regional practices. RCMP will be adopting the 'Patch' testing practices of Saanich to support their dispatchers and regional policy needs.

Progress Report Q2:
Staff Development has arranged to deliver the subscriber gear training module to officers during Q3. Officers must be aware of how their radios will communicate with them in the new emergency button environment. As training is completed policy will be published on the new emergency protocols and roll call and Telecom training will be delivered. When these issues are addressed CREST will remove the Emergency Channel form Saanich Radios and activate an 'Information Channel'.

Progress Report Q3:
The Police Association will be advising the Chief on the desired emergency button configuration this week. Training of dispatch and police to be delivered in Q4. New radio configuration to be deployed Q4.
Initiative Title: Develop new service delivery model for the front desk

Division Responsible: Administration

Section Responsible: Front Desk

Key Strategic Priorities:

Personnel

Core Functions

Business Process Analysis

PROGRESS:

DELAYED

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.

Progress Report Q1:
On hold until space allocation has been resolved.

Progress Report Q2:
On hold until space allocation has been resolved.

Progress Report Q3:
On hold until space allocation has been resolved.
Initiative Title: Maintain capacity to absorb unexpected demands on time and resources. (Create space)

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
- Personnel
- Core Functions

Initiative Detail:
Constantly monitor demands placed on the Division by assessing the progress of existing projects. Awareness that projects may take more time to complete, experience unanticipated setbacks, or require extensive testing and problem solving will inform the Division's decision to take on further commitments. This awareness will more quickly bring to light environmental pressures that impact staffs general ability to fulfill core functions. A recent example is the dramatic increase of Criminal Record Checks competed by Front Desk Staff. This unexpected demand can be traced to statutory changes and perceived liability of public agencies who require no criminal history on those persons associated with the agency.

Progress Report Q1:
Shaw cable changed the department's IP addresses without sufficient warning and without testing the new addresses. This took a week away from IT productivity as they worked the problem.
Managing compatibility issues with the IPDMA departmental database delayed Windows 7/ Office 2010.

Progress Report Q2:
RTID Upgrades
Sick and Annual Leave IT
Continuing injury to Pound Officer off sick.

Progress Report Q3:
Budget preparation.
Annual leave
Versadex Conference
In house software training
PRIME upgrades
Civilian Hiring
Work Plan Year: 2012

Initiative Number: A-15

Initiative Title: Research and test virtual workstation technology.

Division Responsible: Administration

Section Responsible: Information Technology

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Technology</th>
<th>Business Process Analysis</th>
<th>Competency Development</th>
<th>Research</th>
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</thead>
</table>

PROGRESS: ON TRACK

Initiative Detail:
Research and test virtual workstation connectivity as it applies to the Saanich Police. Research cost and configuration.

Progress Report Q1:
IT Section will be deploying a virtual workstation in the U-Vic Saanich Police office in April. The Deputy Chief's laptop computer will be given remote access to the network through a virtual workstation in April. Further testing and development of virtual workstations through the use of pilot sites will occur in Q3.

Progress Report Q2:
The Uvic remote workstation will be functional in mid-July. The Deputy Chief's laptop remote access is delayed. A full security assessment and report on the impact of future applications of mobile technology and virtual technology will be included in the 2013 budget.

Progress Report Q3:
## Initiative Title:
Purchase and install new portable Mobile Digital Terminals (MDTs)

### Division Responsible:
Administration

### Section Responsible:
Information Technology

### Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Business Process Analysis</td>
<td>ON TRACK</td>
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<tr>
<td>Research</td>
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<tr>
<td>Technology</td>
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<tr>
<td>Post Disaster</td>
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</table>

### Initiative Detail:
Ensure compatibility with new police vehicles.
Purchase new MDT's.
Replace all existing MDT's with new issue.
Install and test and configure new MDT's.

### Progress Report Q1:
Funding has been allocated. This project will be pursued in Q2 or Q3

### Progress Report Q2:
Funding has been allocated. This project will be pursued in Q3

### Progress Report Q3:
All equipment has been ordered. Installation of all new MDT equipment during Q4.
Work Plan Year: 2012  
Initiative Number: A-17  
Initiative Title: Research and test Virtual Private Network (VPN) technology.  
Division Responsible: Administration  
Section Responsible: Information Technology  

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Post Disaster</td>
<td>DELAYED</td>
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<tr>
<td>Research</td>
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<tr>
<td>Business Process Analysis</td>
<td></td>
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<tr>
<td>Competency Development</td>
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</table>

Initiative Detail:
Create a development environment to test the VPN technology.  
Create a small number of pilot sites.

Progress Report Q1:  
Delayed until Q3 or Q4.

Progress Report Q2:  
Delayed until Q3 or Q4.

Progress Report Q3:  
Budget requests prepared and submitted. Remote site operational at Uvic. The majority of developmental work required on this project will occur in 2013.
Work Plan Year: 2012
Initiative Number: A-18
Initiative Title: Research and implement SQL Server technology to support PRIME data warehouse and the Saanich Police personnel database.
Division Responsible: Administration
Section Responsible: Information Technology

Key Strategic Priorities:
- Technology
- Research
- Business Process Analysis
- Investigative Capacity

PROGRESS:
- DELAYED

Initiative Detail:
Select the best proposal submitted after a Request For Proposal (RFP) process.
Implement the chosen solution.
Retain the expertise of a database manager as a support service to the Saanich Police.

Progress Report Q1:
An RFP response has been received. Negotiations on scope underway. Saanich Police will receive an analyst's report on possible options before deciding whether to take further action.

Progress Report Q2:
Consultant's report to be presented the week of July 2.

Progress Report Q3:
Report received. Budget request for 2013 submitted, which if granted, will allow this initiative to move forward.
Work Plan Year: 2012  
Initiative Number: A-19  
Initiative Title: Implement digital media record archival and digital media exhibit preservation.

Division Responsible: Administration  
Section Responsible: Administration

Key Strategic Priorities:

- Investigative Capacity
- Business Process Analysis
- Research
- Technology

PROGRESS: ON TRACK

Initiative Detail:
Test a proposed solution to use the existing network capability to provide for a 'digital record and exhibit control room'. Identify other options to achieve this goal if necessary.

Progress Report Q1:
On hold until network hardware deployed.

Progress Report Q2:
Testing of digital media record and exhibit storage to begin at start of Q3.

Progress Report Q3:
<table>
<thead>
<tr>
<th>Initiative Number:</th>
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<tbody>
<tr>
<td>Initiative Title:</td>
<td>Support and trouble shoot remote monitoring capability for investigative interviews.</td>
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<td>Business Process Analysis</td>
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**Initiative Detail:**
Research and deploy a suitable Virtual Desktop Interface (VDI)
Test and trouble shoot the performance of the VDI until stability is achieved.

**Progress Report Q1:**
Delayed until Q3 or Q4.

**Progress Report Q2:**
Delayed until Q4

**Progress Report Q3:**
This project will be delayed until 2013.
Initiative Title: Implement and support PRIME data warehouse capacity.

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
- Business Process Analysis
- Crime Analysis
- Research
- Technology

Initiative Detail:
Activate the connection between PRIME BC and the Saanich Police. Configure the data warehouse software and the data mining software. Become proficient in the use of data mining software.

Progress Report Q1:
Development delayed due to lack of workstations to deploy.

Progress Report Q2:
Exploring costs and viability of partnership with Vancouver Police.

Progress Report Q3:
Approval received from Chief Chadwick to move forward on this project. Inspector Rhodes will proceed to negotiate an implementation agreement with Vancouver Police.
Initiative Title: Support Information Technology (IT) requirements associated to expanded operational workspace.

Division Responsible: Administration

Section Responsible: Information Technology

Progress Report Q1:
IT Section awaiting direction on where/if new space will be made available.

Progress Report Q2:
IT Section awaiting direction on where/if new space will be made available.

Progress Report Q3:
IT Section awaiting direction on where/if new space will be made available.
### 2012 Annual Work Plan Quarterly Report

**Work Plan Year:** 2012  
**Target Start Date:** 2012 Feb 15  
**Target End Date:** 2012 Dec 31

**Initiative Number:** A-23

**Initiative Title:** Add one computer work station and data cabling to Exhibit Control.

**Division Responsible:** Administration  
**Section Responsible:** Information Technology

**Key Strategic Priorities:**

<table>
<thead>
<tr>
<th>Business Process Analysis</th>
<th>PROGRESS:</th>
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</thead>
<tbody>
<tr>
<td>Investigative Capacity</td>
<td>ON TRACK</td>
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<tr>
<td>Technology</td>
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<tr>
<td>Personnel</td>
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**Initiative Detail:**

Install Cat 6 data cable from server room to Exhibit Control  
Install new computer work station in Exhibit Control

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**Progress Report Q1:**

Delayed until late Q2 or Q3.

**Progress Report Q2:**

Meetings with the fabrication team for the new cabinet have occurred. Construction material selected. Awaiting revised quote with new material cost factored in. Plans to be reviewed by IT to ensure suitable space for computer workstation.

**Progress Report Q3:**

Construction of new work table underway at Saanich municipal yard. Monitor arm ordered and received. Computer ordered and configured ready for installation. Cat 6 cabling installed.
Work Plan Year: 2012  
Target Start Date: 2012 Feb 15  
Target End Date: 2012 Dec 31  

Initiative Number: A-24  
Initiative Title: Install new storage and enlarged exhibit packaging work space in Exhibit Control.  

Division Responsible: Administration  
Section Responsible: Administration  

Key Strategic Priorities:  
- Business Process Analysis  
- Investigative Capacity  
- Personnel  

PROGRESS: ON TRACK  

Initiative Detail:  
Manufacture and install work top and storage drawers.  

Progress Report Q1:  
Delayed until late Q2 or Q3.  

Progress Report Q2:  
Meetings with the fabrication team for the new cabinet have occurred. Construction material selected. Awaiting revised quote with new material cost factored in. Plans to be reviewed by IT to ensure suitable space for computer workstation.  

Progress Report Q3:  
Construction of new work table underway at Saanich municipal yard. Monitor arm ordered and received. Computer ordered and configured ready for installation. Cat 6 cabling installed.
Work Plan Year: 2012
Initiative Number: A-25
Initiative Title: Complete new fencing and storage management for Wire 5 storage compound Exhibit Control.
Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
- Building Remediation
- Business Process Analysis
- Personnel

**PROGRESS:**
- COMPLETE

Initiative Detail:
Install fencing and gates to securely divide the existing space into two distinct compounds. Install shelves to maximize the use of available space.

**Progress Report Q1:**
All completed except curbing to prevent flooding. Awaiting installation by Municipal yard.

**Progress Report Q2:**
Curbing installed. Complete

**Progress Report Q3:**
Work Plan Year: 2012  
Initiative Number: A-26  
Initiative Title: Deliver two day long training sessions to all Telecom Operators.

Division Responsible: Administration  
Section Responsible: Telecoms

Key Strategic Priorities:
- Business Process Analysis
- Investigative Capacity
- Personnel
- Competency Development

Initiative Detail:
Deliver two day long training sessions.  
Document the curriculum and attendance on Telecom Operator's training record through Staff Development Division.

Progress Report Q1:
Online courses are being tested for suitability. Two training days have been identified one in the spring and one in the fall. Confirmation of subject matter to be presented is in progress.

Progress Report Q2:
CPKN course in Crisis Intervention and De-escalation (CID) mandatory for all Telecom Employees. Telecom will have training equal to officers in this subject. This course comprises the first training day. A second training day is being planned at present. Staff Development offered three CPKN courses for review and are assessing their usefulness for Telecom.

Progress Report Q3:
Fall training course on track covering k-9, ERT and Fraud issues that impact communications staff. All communications staff will need to be trained on the PRIME CAD upgrade in Q4 as well. This training cost is unexpected and mission critical.
**Work Plan Year:** 2012  
**Initiative Number:** A-27  
**Initiative Title:** Train three (3) new dispatchers.  
**Division Responsible:** Administration  
**Section Responsible:** Telecoms  
**Key Strategic Priorities:**  
| Business Process Analysis | PROGRESS: ON TRACK |  
| Competency Development |  
| Core Functions |  

**Initiative Detail:**  
Train three new dispatchers during 2012

---

**Progress Report Q1:**  
Delayed until late Q3 or Q4. Relief staff must accumulate the required hours prior to training.

**Progress Report Q2:**  
One new dispatcher trained during Q2. Dispatcher is formally accredited by the department and is currently in the mentorship phase of her development.

**Progress Report Q3:**  
One new dispatcher trained during Q3 for a total of two. A third dispatcher is scheduled to be trained during Q4.
### Initiative Number: A-28

**Initiative Title:** Script all data from a previous records management environment (PIRS) to PRIME (Police Records Information Management Environment)

**Division Responsible:** Administration

**Section Responsible:** Records

#### Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Business Process Analysis</td>
<td>DELAYED</td>
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<tr>
<td>Technology</td>
<td>DELAYED</td>
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#### Initiative Detail:

- Contact Versaterm to get the cost of scripting the old data into PRIME BC
- Create a validation process to ensure that only tombstone data is transferred into PRIME consistent with current standards.
- Cost benefit analysis - decision to proceed or not.
- Transfer the data.
- Conclude relationship with PIRS.

#### Progress Report Q1:

Delayed until late Q2 or Q3.

#### Progress Report Q2:

Initiated communications with Versaterm and RCMP to identify options for scripting or transferring historical case file information from PIRS to PRIME Records Management System (RMS) and determine associated resources and costs.

#### Progress Report Q3:

On hold.
### Work Plan Year: 2012
### Initiative Number: A-29
### Initiative Title: Deliver the CPIC (Canadian Police Information Centre) operator's course to five (5) records staff.
### Division Responsible: Administration
### Section Responsible: Records

#### Key Strategic Priorities:

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<tr>
<th>Priority</th>
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<tbody>
<tr>
<td>Competency Development</td>
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<tr>
<td>Core Functions</td>
<td>DELAYED</td>
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<tr>
<td>Business Process Analysis</td>
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<tr>
<td>Personnel</td>
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#### Initiative Detail:
- Establish cost of training
- Schedule the course CPIC course.
- Identify participants.
- Identify instructors

#### Progress Report Q1:
Delayed until late Q2 or Q3.

#### Progress Report Q2:
Communications have been established with CPIC Field Ops to look at training options and associated costs. Options include sending participants to Chilliwack for future training or have a member from CPIC Field Ops attend Saanich to conduct training. Awaiting reply and cost options from them.

#### Progress Report Q3:
CPIC Field Support advised they do not have the resources to facilitate local training at this time. Three staff have been identified to attend training in Chilliwack when training is available March 2013. It was confirmed that the CPIC Online course is a requirement before registration is accepted for the 5 day operators course. One staff has completed the online portion, two are in progress. All three will be registered to attend the 5 day course in 2013.
Initiative Title: Develop a records management process for judicial pardons.

Division Responsible: Administration
Section Responsible: Records

Key Strategic Priorities:
- Research
- Business Process Analysis
- Competency Development
- Personnel

Initiative Detail:
Comply with PRIME BC policy and ensure that any changes made to police records are tracked so that reversal is possible.
Implement identified procedure and policy.

Progress Report Q1:
In progress. A draft protocol has been developed.

Progress Report Q2:
Draft protocol is being refined by records staff.

Progress Report Q3:
Draft protocol is being refined by records staff. To be complete by end of Q4.
Work Plan Year: 2012
Initiative Number: A-31
Initiative Title: Assist PRIME Technical Services with the development of a Purge/Archive solution for PRIME.
Division Responsible: Administration
Section Responsible: Records
Target Start Date: 2012 Feb 15
Target End Date: 2013 Dec 31

Key Strategic Priorities:
- Technology
- Business Process Analysis

PROGRESS:
- DELAYED

Initiative Detail:
Purge/Retention Committee to review and advise on definitions and process.
Approval for pilot project at Saanich Police to engage in user acceptance testing of identified processes and practices.
Pilot project sign off.
Implement new procedures as identified by PRIME BC.

Progress Report Q1:
Meetings are currently underway with PRIME and Saanich Police Records Section staff.

Progress Report Q2:
Meetings are ongoing. The PRIME Governance has identified the Purge/Archive solution as a high priority project and has recently hired Sierra Systems as the consulting agency to assist with moving this project forward. The work group has drafted a Survey that has been submitted to all police agencies in the Province to gain a better understanding of requirements and responsibilities.

Progress Report Q3:
This project has been placed on hold pending a consultants review.
Work Plan Year: 2012
Initiative Number: C-01
Initiative Title: Block Watch: Expand the program by 10 blocks
Division Responsible: Community Liaison
Section Responsible: Block Watch

Key Strategic Priorities:
Community Engagement

**Initiative Detail:**
Include 10 new blocks in the Block Watch Program.

**Progress Report Q1:**
During the first quarter we have added eight new Blocks to the Block Watch Program and have fourteen pending Blocks. On track for initiative completion.

**Progress Report Q2:**
During this last quarter the Block Watch Program added an additional seven blocks to the Program bringing the new blocks added this year to fifteen. In addition to the new blocks we now have forty seven blocks pending to be processed into the program.

**Progress Report Q3:**
*Completed*: 28 new blocks added. Very successful campaign targeting non-Block Watch neighbourhoods experiencing property crime inviting residents to information sessions. Average before campaign was 3 to 4 new people attending; this has recently been boosted to 30+ attending. Sept 18th session is expecting 40 – 50 people to attend.
Work Plan Year: 2012  
Initiative Number: C-02 / 2011 U-05.1  
Target Start Date: 2012 Jan 01  
Target End Date: 
Initiative Title: Block Watch: Identify and re-activate 10 blocks  
Division Responsible: Community Liaison  
Section Responsible: Block Watch  
Key Strategic Priorities: Community Engagement  
PROGRESS: COMPLETE

Initiative Detail:  
Re-connect with and reactivate 10 dormant blocks to the Block Watch Program.

Progress Report Q1:  
During the first quarter two Blocks have been reactivated and work is being done on reaching out to dormant blocks. On track.

Progress Report Q2:  
At the beginning of June 2012 the summer students have been tasked with canvassing inactive blocks in attempts to identify new Block Watch Captains. Other duties that they will be completing are the delivery of 2nd notices to inactive blocks as well as notice to blocks that will be closed from the Program should they choose to remain inactive. This will give the Saanich Block Watch Program a clearer picture of current ‘active’ blocks as well as identify geographical areas that will require canvassing to continue build our Block Watch Program.

Progress Report Q3:  
A number of Block Watch blocks were identified this year as being inactive in the Program. As of September a total of ten blocks have been reactivated and are now functioning blocks. As a result, this Initiative is complete with ongoing efforts to reactive additional dormant Blocks.
2012 Annual Work Plan Quarterly Report

<table>
<thead>
<tr>
<th>Initiative Number:</th>
<th>C-03 / 2011 U-07.3</th>
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<tbody>
<tr>
<td>Initiative Title:</td>
<td>Business Watch: Increase Business Watch awareness within Uptown</td>
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<tr>
<td>Division Responsible:</td>
<td>Community Liaison</td>
</tr>
<tr>
<td>Section Responsible:</td>
<td>Crime Prevention</td>
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</tbody>
</table>

**Key Strategic Priorities:**

| Community Engagement | PROGRESS: COMPLETE |

**Initiative Detail:**
Increase Business Watch awareness within Uptown and continue building relationships in that development

**Progress Report Q1:**
The Crime Prevention Officer met with the new head of Security manager. The crime Prevention officer is working with Uptown security on improving their report writing.

The Crime Prevention Officer has attended Uptown on numerous occasions to replace PIN watch stickers and give new businesses information on the new Canadian currency and place PIN watch stickers on the point of sale machines. With those visits our Crime Prevention Officer also provides information on how point of sale machines are fraudulently replaced.

**Progress Report Q2:**
Crime Prevention Officer met with the head of security for the Uptown Shopping Centre and has worked building an ongoing relationship with The Centre. Police have been invited to attend the site and walk through of the new area prior to its opening. This is currently being set up by the Crime Prevention Officer.

A situation was identified by patrol members that they were unable to park close to Walmart which was causing concern when moving prisoners from the store to their vehicles. Through the Crime Prevention Officer a designated parking stall has been created which is reserved for police during the course of their duties at the Uptown Shopping Centre.

Our Crime Prevention Officer continues to work with the management team of Uptown to continue with a Business Watch Program as the vacant store fronts and offices are occupied.

**Progress Report Q3:**
Saanich Crime Prevention Officer has worked closely with Uptown Centre throughout both stages of development. There is now free flowing communication between the Saanich Police and Uptown Centre Administration. An example of making police response more effective is when Cst. Dornblut approached Uptown regarding designated police parking in order to respond more effectively when call to the site. Within a week the Administration had designated and marked a stall for police parking in a desirable location for response time. This initiative has been met and can be considered completed although there will always be an ongoing relationship between Uptown Centre and Saanich Police.
**Initiative Title:** Business Watch: Increase the Business Watch program by one new strip mall

**Division Responsible:** Community Liaison

**Section Responsible:** Crime Prevention

**Key Strategic Priorities:**
- Community Engagement

**Initiative Detail:**
Business Watch: Increase the Business Watch program by one new strip mall.

**Progress Report Q1:**
The Crime Prevention Officer goes to businesses that are currently in the Business Watch program and replaces the PIN Watch stickers. Recently there was a point of sale machine that was tampered with and is being investigated by the detective division. Information was sent out to members of business watch regarding this file and for businesses to be cautious.

**Progress Report Q2:**
The Block Watch Coordinator has had a preliminary meeting with the businesses at Tuscany Village. The summer students will be working with this group to identify both a Captain and Co-captain with the intention of having the Business Watch up and running by the end of summer.

**Progress Report Q3:**
In May 2012, Uptown Centre joined the Business Watch program with Saanich Police. This was followed by Cadboro Bay Village in July and Quadra Angle Mall also in July. Tuscany Village continues to be worked with in order to establish the Business Watch Program in their area. This initiative has been completed.
Work Plan Year: 2012  
Initiative Number: C-05 / 2011 U-06.1  
Initiative Title: Increase the Crime Free Multi Housing Program by four buildings  
Target Start Date: 2012 Jan 01  
Target End Date: 2012 Dec 15  
Division Responsible: Community Liaison  
Section Responsible: Crime Prevention  
Key Strategic Priorities: Community Engagement  
PROGRESS: ON TRACK

Initiative Detail:
The Crime Free Multi-Housing Program is effective in reducing the incidence of crime in multi-unit apartment communities. With the actions of the Crime Prevention Officer, we will work co-actively with building owners to expand the Crime Free Multi housing Program by four Buildings.

Progress Report Q1:
On March 29 2012 a phase III celebration will be hosted at 1550 Arrow Rd Mt Douglas Court. This is a 55 plus building which will be a fully certified for Crime Free.

On April 12, 2012, a phase III celebration will be hosted at 3225 Cook St. This is a large residential complex which will be a fully certified for Crime Free.

The Crime Prevention Officer completed a complete CPTED report for 3333 Seaton as part of the phase II process of the program.

A phase III social has been set for another building in Saanich for April.

Progress Report Q2:
On June 20th, 2012 our CFMH program added the latest building to our program. The celebration event for 3333 Seaton occurred on this date between 3:00 and 5:00 pm. This was our third building this year that has been added to the CFMH program within Saanich.

Progress Report Q3:
Three Multi Housing Units have been completed with the final location, 950 Edge Place, having its Crime Free Multi-Housing social celebration mid-October which will complete four buildings for 2012.
Plan an Event to Engage the Diversity Community of Saanich

**Initiative Title:**

Saanich is a culturally diverse community but many people have no reason to attend the police building. The Saanich Police will plan an open house and invite the Diversity Community to visit and learn more about their police department.

**Initiative Detail:**

During the first quarter of 2012, we have been developing relationships with a number of diverse communities. We have been working with the Community Partnership Network executive as well as the general membership to establish contacts throughout the capital regional District’s diverse communities. We have attended a Food, Faith and Dialogue with the Muslim / Ismailia community as well as participated in and spoke at the annual African Community Celebration. The Crime Prevention Officer and Community Liaison Staff Sergeant attended the Victoria Immigrant and Refugee Centre Society Open House and met with a number of community members representing a variety of cultural backgrounds. Saanich Police also attended the Safe Harbour Celebration luncheon in support of the Elimination of Racism in our communities and had the opportunity to speak from the Saanich Police perspective.

**Progress Report Q2:**

During the second quarter of the Saanich Police Annual Work Plan, members of the Community Liaison Division along with other members have continued to build relationships within the various ethno-cultural communities. These relationships are being built one on one as well as with a number of groups and organizations within the Capital Regional District.

A youth Council representing three different youth organizations invited the Saanich Police participation in providing a lecture on the difference between Hate Crimes and Hate Incidents. This lecture led to being invited to a Youth Symposium on Racism and Hate Crimes. Members of the Community Liaison Division, including our School Liaison Officers, were able to participate with approximately 80 youth on a dialogue called Hear, Here.

Being part of the Greater Victoria Police Advisory Committee, Saanich Police were able to meet with and arrange participation in the Aga Khan Foundations, World Partnership Walk. Although there was limited participation this year, relationships have been developed and we look forward to next year’s walk.

In May the Inter-cultural Association Arts Program put on an exhibit featuring a culturally diverse photographic exploration of Greater Victoria. As a member of the Community Partnership Network, Saanich Police were represented at this event and relationships were built.
Members from the Inter-cultural Association as well as a private consulting firm attended Saanich Police and spent one entire day conducting Diversity Training with members of Senior Management as well as other members. This was the third such day-long training that Saanich Police have been part of in 2012 and are using this information to build our relationships in the various communities that we serve.

Mid June saw several members from the Saanich Police attended a morning workshop on the changing demographics within our communities. This was a time to join with various members from the Community Partnership Network to learn who and how better to serve our community.

A date has been tentatively set for October 14th, 2012 to hold an open house at Saanich Police for various ethno-cultural communities. Based on the relationship building that has happened throughout the year, our partners are offering to help us better connect with the communities for an outstanding event.

Progress Report Q3:

The Community Liaison Division has been busy with a number of ethno-cultural diversity events. Since last reporting, Saanich has been involved in three Community Partnership Network meetings, three Diversity Advisory Committee meetings with a variety of community leaders and two days of culturally welcoming training sessions. The Division has had representation at the annual India Fest celebrations as well as the Health Fair sponsored by the Victoria Immigrant and Refugee Centre Society. Planning for a fall Open House at Saanich Police continues with the assistance of the Inter-Cultural Association in identifying and inviting various members of the ethno-cultural communities.
Initiative Title: Develop a secure and effective communication strategy using social networking sites

Division Responsible: Community Liaison
Section Responsible: Block Watch

Key Strategic Priorities:
- Community Engagement
- Technology

Progress Report Q1:
The Community Liaison Division has presented a Social Media Policy document to Research and Planning and we have been advised that this is on hold until an official policy can be established. The Block Watch coordinator is attending a web authoring training seminar for when a policy is in place.
The Community Liaison Inspector attended the Social Media and Internet in Law Enforcement (SMILE) conference in March 2012 to support strategic initiative planning around community engagement through the use of social media.

Progress Report Q2:
On May 4, 2012, A meeting took place between a social media service and the Community Liaison Inspector, Public Information Officer and the Research and Planning Section. Discussion took place on the development of a social media policy with the intention of properly establishing a viable social media presence for the Saanich Police. This will ensure an appropriate and meaningful use of a variety of social media platforms including Facebook, Twitter, YouTube and others.

An environmental scan has taken place to determine best practices in social media strategy. Policy is currently being developed to ensure appropriate use of social media platforms that will enhance community engagement activities as well as assist in operational needs (eg: Crash locations, missing persons).

Progress Report Q3:
A completed Social Media Policy/Strategy draft document has been completed and circulated for final discussion and pending approval by the Saanich Police Senior Officers.
Twitter Accounts have been completed for each School Liaison Officer: @SaanichPDSloSgt, @SaanichPDSLO1, @SaanichPDSLO2, @SaanichPDSLO3 and @SaanichPDSLO4 and for the Community Liaison Div S/Sgt: @SaanichPDCLSSgt.
Our Block Watch Program is also on Twitter, @SaanichBlkWatch
The Saanich Police Facebook page is ready to be launched, as is a Youtube channel.
Initiative Title: Counselor: Internal relationship building to become familiar with front line officers

Division Responsible: Community Liaison
Section Responsible: Family Counselor

Key Strategic Priorities:
- Core Functions
- Seniors Programs
- Working with Youth

Initiative Detail:
Conduct a minimum of six specific familiarization sessions with specific work units within the Saanich Police December 20, 2012.

**Progress Report Q1:**
The Family Counselor has forwarded available dates and times to meet with the various Platoon musters to reintroduce herself and to check in with members. Ongoing.

**Progress Report Q2:**
The Family Counselor attended Musters during the second and third weeks of June. More opportunities will be arranged in the fall.

**Progress Report Q3:**
*Completed*: All musters have been attended by Youth and Family Counselor i/c with Community Liaison NCO or FPU NCO.
2012 Annual Work Plan Quarterly Report

Work Plan Year: 2012  
Initiative Number: C-09  
Initiative Title: Develop curriculum for an Elder Abuse presentation  
Division Responsible: Community Liaison  
Section Responsible: Crime Prevention  

Key Strategic Priorities: Seniors Programs

PROGRESS: COMPLETE

Initiative Detail:
Develop curriculum for an Elder Abuse presentation that provides basic information on how seniors and families can spot elder abuse as well as provide information and strategies on how to stop it.

Progress Report Q1:
The Crime Prevention Officer has 2 bookings for Senior Safety talks in March. In those 2 lectures besides the popular topic of Scams/frauds and Elder Abuse will also be touched upon.

Progress Report Q2:
Cst. Dornblut has been working on a Power Point Presentation and Lesson Plan for a Seniors Safety / Elder Abuse presentation. This presentation will be completed by June 14th, 2012 with the intention of preparing it for roll out in the fall of 2012.

Progress Report Q3:
A Power Point presentation has been developed and completed and is currently being used to make presentations to Seniors regarding abuse and scams that may effect them.
Initiative Title: Identify and train instructors and deliver 10 Elder Abuse presentations in the community.

Division Responsible: Community Liaison

Section Responsible: Crime Prevention

Progress Report Q1:
The Crime Prevention Officer is still working on a full Elder Abuse Presentation and identifying regular and Reserve members to assist in presenting.

Progress Report Q2:
Once the curriculum has finished being developed and approved, a member of Financial Crimes, the Crime Prevention Officer and a member of the Uniform Division will be trained to deliver the program to the various seniors groups.

Progress Report Q3:
The curriculum for Senior/Elder abuse has been completed and Cst. Dornblut has worked with three other officers in presentations to increase their abilities and comfort in doing presentations on their own.

Eight presentations have been completed with Seniors this year and four more presentations are scheduled to be completed prior to mid-December which will exceed the goal set out for 2012.
Initiative Title: Conduct a Team Building Exercise with all Reserve Constables

Division Responsible: Community Liaison

Progress Report Q1:
Conducting a team building exercise on the obstacle course at CFB Albert Head on June 10th, 2012 from 0900 through 1600. This event will be used to bring the new recruit class together with the current serving Reserve Constables.

Progress Report Q2:
A full day Confidence Course had been planned for the Saanich Reserves however only ten members were able to sign up due to a number of commitments on members of the Reserve Program. The Reserve Staff Sergeant is polling the group to see if there is a better time for a similar day to be scheduled or if another activity would be better suited.

Progress Report Q3:
A Team building exercise is scheduled for November 30th at the North Saanich Range and Mt. Newton School. Activities will consist of firearms utilization and taser application and will be designed to promote team building, camaraderie and skill development.
Initiative Title: Increase the opportunities to volunteer with the Saanich Police

Division Responsible: Community Liaison

Section Responsible: Block Watch

Key Strategic Priorities:

- Community Engagement
- Business Process Analysis

Initiative Detail:

Review current programming and identifying where volunteers can be engaged to maximum effectiveness. Once the opportunities are identified we will create an implementation plan to recruit, place, retain, and replace the necessary volunteers.

Progress Report Q1:

Volunteer forms have recently been streamlined and made user friendly. The Speed Watch Program is returning to Saanich as of the end of March 2012 and will afford opportunities for new volunteers to become involved.

Progress Report Q2:

A review of the current volunteer program has been ongoing. A focus on our specialized volunteers, Reserve officers and Camosun students and how to further engage these volunteers has been undertaken.

New opportunities for service have been developed with the renewed Speed Watch Program. Members have been trained by ICBC in order to conduct in house training for our volunteers to work in partnership with ICBC to combat high crash locations.

Progress Report Q3:

Advertising has gone out on Volunteer Victoria for two positions + to take leadership in the deployment and handling of the Saanich Police mascot “ACE”. “ACE” is gaining notoriety and popularity in the Saanich community which has created the need for volunteers to take care of the mascot as well as the deployment and handling. Applications are currently being received.

A new VIP (Volunteers in Policing) page on our website has been established to celebrate our current volunteers and to promote additional volunteer opportunities within the Saanich Police; www.saanichpolice.ca/index.php?option=com_content&view=article&id=570&Itemid=203
Initiative Title: Utilize Student Volunteers to Deliver the Lock Out Auto Crime Program in Saanich Neighbourhoods

Division Responsible: Community Liaison

Section Responsible: Crime Prevention

Key Strategic Priorities:

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<thead>
<tr>
<th>Community Engagement</th>
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Initiative Detail:
The Lock Out Auto Crime program will be expanded from a focus on shopping malls to a focus that includes neighbourhoods where theft from vehicles are known to occur. This program will help engage the community in locking out auto crime. The Saanich Police Summer Student initiative will run from May to August 2012. Students will be tasked to conduct Lock Out Auto Crime activities in at least 6 separate shopping centers and Saanich neighbourhoods identified by our Crime Analyst.

Progress Report Q1:
Currently the students are delivering the Lock Out Auto Crime and the local shopping Centres. They have also been attending the recreation centres and Regional Parks, parking lots.

When the Summer Students start working in May, they will be directed to continue this as well as focus on intelligence led action in areas that have been victimized.

Progress Report Q2:
Our summer students started their employment mid-May and have conducted Lock Out Auto Crime programs at Elk Lake, Beaver Lake, Tillicum Mall and the Lakehill community. These will be ongoing throughout the summer months and will be intelligence driven as it applies to which neighbourhoods should be targeted.

Progress Report Q3:
The summer students averaged 60 man hours of work per month in Saanich residential neighborhoods, malls and local parks. During these hours the Lock Out Auto Crime program was delivered in a professional manner that exceeded our 2012 goal. In all there were:

- 10 shopping malls
- 15 neighbourhoods
- 10 parks

that received this program.
Initiative Title: Bike Squad: Focus Bike Squad activities based on an intelligence led philosophy utilizing data from the Crime Analyst.

Division Responsible: Community Liaison

Section Responsible: Bike Squad

Key Strategic Priorities:

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<thead>
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<th>Initiative Number:</th>
<th>Crime Analysis</th>
<th>Business Process Analysis</th>
<th>PROGRESS:</th>
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Initiative Detail:

Identify the type of data required by the Bike Squad to best fulfill their mandate.

Develop a process and structure with the Crime Analyst by which the data can be gathered and distributed.

Bike Squad staff will develop and act on operational plans to address the identified issues.

Progress Report Q1:

The Bike Section has conducted some brief background research to have a better appreciation of Crime Stats, Trends and Crime 'spikes' in the various geographic zones.

Currently, the intelligence gathering and the resulting data which is gathered and distributed within the Department is meeting operational requirements. These stats are typically distributed through Platoon Musters. Bike Squad Members routinely attend Platoon Musters to garner this information accordingly. This current method of information sharing is meeting operational requirements.

Members have been in contact with the Saanich Police Crime Analyst and advised her to 'flag' the Bike Section accordingly (in addition to the Platoons) with anything of an exigent nature or 'spikes' in specific areas.

Bike Squad Members have taken on specific patrol duties to address some of these issues. (As an example, Bikes routinely frequent the underground parking lots looking for the Theft from/Theft of Auto incidents which typically occur in these areas based on poor lighting conditions and the sheltered view these areas present the general public.)

Progress Report Q2:

The Bike Squad Unit is having an ongoing connection with the Intelligence Section for the purposes of strategically and intentionally directing their deployment into areas affected by crime. The Unit has identified a new Bike Sergeant that will work closely with the Intel Unit and Bike Squad members to fulfill the mandate of the Bike Squad.

Progress Report Q3:
The Bike Squad now has a Sergeant working with the other members who is providing leadership and direction. Sergeant Gurzinski is work with the Crime Analyst in identifying hot spot areas where break-ins and theft from autos are occurring and then having members deploy accordingly.

A recent area that was experiencing a number of thefts from autos was targeted by the bike squad. Although the members did not locate the offender, he was located and the problem stemmed. Visible presence of the bike squad in residential areas, malls and parks has been met with positive responses from the public. This work continues with targeted enforcement.
2012 Annual Work Plan Quarterly Report

**Work Plan Year:** 2012

**Initiative Number:** C-15

**Initiative Title:** Review current programming and create innovative new programming for Saanich schools

**Division Responsible:** Community Liaison

**Section Responsible:** School Liaison

**Key Strategic Priorities:**

<table>
<thead>
<tr>
<th>Key Strategic Priority</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with Youth</td>
<td>ON TRACK</td>
</tr>
<tr>
<td>Business Process Analysis</td>
<td>ON TRACK</td>
</tr>
</tbody>
</table>

**Target Start Date:** 2012 Jan 30

**Target End Date:** 2013 Sep 01

**Initiative Detail:**

Review current programming to determine currency and relevancy. Where appropriate update and refresh existing programming. Where gaps in programming are identified, create appropriate, innovative new programs to meet the identified needs.

**Progress Report Q1:**

**Police Camp**

This program has traditionally represented a heavy workload for the entire SLO section. This year, much of the time-consuming workload has been shared by SLO members from Victoria PD, Oak Bay PD, Central Saanich PD, Sidney North Saanich RCMP and West Shore RCMP.

All in-school camp promotions and interviews of students were done by camp experienced members in those jurisdictions. This resulted in a time expenditure decrease by SPD members on pre-camp administrative duties, and represents a programming shift to become more a “Greater Victoria” police camp model. It is still most efficient to have the administrative base for the camp housed at SPD.

**WITS**

Rock Solid has recently begun to expand the WITS anti-bullying program to a national level. Some changes have been made to the program, which are viewed by many officers and schools as negative: teachers are required to take part in on-line training before any necessary materials are sent to schools by Rock Solid. With the current job action climate, this has resulted in significant delays in schools receiving their WITS kits and in some cases, schools have opted out of the WITS program this year. The area School Boards and police departments still believe in the WITS program, however if Rock Solid continues to make it more difficult to take part in the program an alternative anti-bullying program may be required. At this time, due to teachers’ job action, it is not advisable to make any firm decisions. It would be better to wait until school gets back to a normal state of being, and re-evaluate the feasibility of continuing WITS at that time.

**Internet Safety and Responsible Use**

Youth are predominantly using digital forms of communication once they reach middle school (grades 6-8), including Facebook, Twitter, texting and instant messaging. As technology and social networking evolves, youth find new ways to communicate and, as a result, consistently find themselves involved in situations that require
police interaction. While a uniform program to teach internet safety and responsible use would be an excellent addition, specific training for SLO members on the forms of communication/programs is required prior to implementation.

**Progress Report Q2:**

In August of this year, the newly identified Sergeant for the School Liaison Section will be in place and able to have a hands-on review of current programing with the intention of improving our service delivery.

An area of review that has been identified deals with Social Media and its safe and responsible use. A Power Point Presentation has been developed and the final reviews to the lesson plan will be completed before the end of June. This will allow for the implementation of this new program into the school system for the fall of 2012.

**Progress Report Q3:**

As of August 20th Sergeant Ross has taken over the direct supervision of the School Liaison Section. A review of programs has been completed with the help of a seconded member and this documentation is now under review.

Each member of the School program is now on Twitter and offering communication about what is happening at their schools. An example can be found at https://twitter.com/SaanichPDsloSgt.

The review of programming is offering insight into the best use of officer time and direction for future service.
Initiative Title: Restructuring: Implementation of structure, processes and programming for new Community Liaison Division

Division Responsible: Community Liaison

Section Responsible: Community Liaison

Progress Report Q1:

As the Inspector in charge of the newly created Community Liaison Division, Inspector Fryer has begun a review of the business and communication processes as well as current programs. This was undertaken to identify any gap in the efficient and effective delivery of Saanich Police community engagement initiatives. The initial assessment indicated that a lot of good work was being done by the various Sections within the Division, but the Section as a whole were not always pulling in the same direction. The initial areas for changes related to the following:

1) Inefficient lines of reporting between member of the Division from top down and from bottom up. An example of this included discussion on the same issue several times before any decision were made on actioning the issue.

2) Communication/messaging within the newly formed Division in relation to focusing on the key strategic initiatives for the Division was not clearly defined or effective.

Immediate changes were made by implementing weekly meetings between the OIC and NCO so ensure focus on key strategic and priorities and actions. Focus during these meetings are to prioritize actions on a weekly and monthly basis.

A full Divisional meeting was held on February 29 where the key priorities of the newly completed Strategic Plan and supporting Annual Work Plan were discussed with all members of the Division to ensure everyone was "on the same page" in relation to where the Division is going in relation to community engagement.

Progress Report Q2:

During this quarter, a number of activities took place in support of the ongoing restructuring of the newly created Community Liaison Division designed to enhance the quality of community engagement programming and service delivery:

1) In collaboration with the Staff Development Division, transfer selections took place to identify the best candidates for the newly created Sergeant positions in Bikes, School Liaison and Crime Prevention.
2) Transfer opportunity interviews where also scheduled to identify new Constables for the School Liaison and Crime Prevention Sections.

3) Job Descriptions for the three new Sergeant positions in Crime prevention, School Liaison and Bike Section have been completed. This will ensure an effective and efficient understanding of roles and responsibilities designed to enhance community engagement programming and service delivery.

The names of the successful candidates have been published and transfer dates have now been established.

In addition: Effective June 25, 2012, a member has been seconded to the Community Liaison Division for the purpose of conducting a detailed "inventory" of current programs across all functions of the Division. This information will be used to assist in identifying gaps in service delivery prior to developing work plan initiatives for 2013 designed to support the strategic priorities of the Saanich Police Strategic Plan.

Progress Report Q3:

Created to close previously identified gaps in service delivery, the new School Liaison Sergeant position took effect in August and now has supervisory oversight of the School Liaison Section to ensure that the initiatives of the Strategic Plan can be carried out in a consistent and focused way.

The new Bike section Sergeant took effect in September and also will ensure that the initiatives of the Strategic Plan, relating to the Bike section, can be carried out in a consistent and focused way.

A draft Community Liaison program inventory was completed in September of 2012 and has aligned the current programs that are being delivered with the Key Strategic Priorities of the Saanich Police Strategic Plan. An analysis of this inventory will take place to identify gaps in program delivery. Community Liaison Division Work Plan Initiatives for 2013 will be based, in part, on bridging these gaps.
### Work Plan Year: 2012
### Initiative Number: D-01 / 2011 D-01
### Initiative Title: Reduce victimization of seniors
### Division Responsible: Detective
### Section Responsible: Financial Crimes

### Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Seniors Programs</th>
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### Initiative Detail:
Financial Crimes staff will 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:
The Financial Crimes Section Sergeant has organized and coordinated the first presentation which will be held by the end of March 2012. It's anticipated that additional presentations will be held in the following months depending on case burden.

### Progress Report Q2:
During the months of March-May 2012 the Financial Crimes Section organized and conducted the following presentations:

- **March 27**: Financial Crimes and Crime Prevention staff delivered a joint presentation on fraud prevention to TD (Shelbourne/Cedar Hill X Rd) bank customers.
- **March 28**: Financial Crimes and Crime Prevention staff delivered a joint fraud prevention presentation to seniors of the Royal Oak Community Association.
- **April 20**: Financial Crimes and Community Liaison staff delivered a joint fraud prevention presentation to Law class students at St. Margaret's.
- **May 3**: Financial Crimes and Crime Prevention staff delivered a joint fraud prevention presentation to seniors at the Garden City United Church located at 4054 Carey Rd.

### Progress Report Q3:
The Financial Crime Section and Crime Prevention conducted the following presentations since the second quarter:

- **June 27 2012**: 1:30 pm Cedars Senior Residence at 3710 Cedar Hill Rd
  - Participants: 23

- **July 19 2012**: 7:30 pm Ramada Inn 123 Gorge Rd East
  - Participants: 30
July 25 2012  10:30 am  Harrison Place  
Participants: 05

July 25 2012  2:00 pm  Kensington 3965 Shelbourne St  
Participants: 16

September 12 1:30 pm  1701 Cedar Hill X Rd  Silver Threads group  
Participants: 25
### Initiative Title:
Connecting with community support for elders.

### Initiative Detail:
Through the Family Protection Unit, the Saanich Police will outreach to the senior community through established government and community based groups focusing on seniors issues. Through that outreach we will establish an organizational awareness of programming currently being offered in Saanich and assess how we may interact with or add to what is currently available to the senior community. The focus will be on prevention and investigation of crimes against seniors, but will be in partnership with the Community Liaison Division to ensure all opportunities are understood.

### Progress Report Q1:
The Crime Prevention Officer of the Community Liaison Division, with assistance from Financial Crime Section members has been providing lectures on senior safety and scams to seniors groups in the community. Last year a total of 19 lectures were provided to seniors in community and it is anticipated that a similar number will take place in 2012.

Financial Crimes Section continues to use their partnerships with financial institutions and investigative agencies to assist with investigations of financial scams. They have been providing education to employees of financial institutions to help recognize financial abuse of elders. On the Saanich Police Website under Community Safety information is available for seniors on elder abuse and current scams as well as community contacts for seniors to access.

Saanich Police patrol members have been working in conjunction with the Seniors Outreach Team to address reported incidences of senior abuse and neglect.

### Progress Report Q2:
In June the FPU supervisor liaised with a VIHA Home and Community Care social worker responsible for assessing and reporting suspected and known abuse, neglect, and self-neglect of vulnerable adults under the Adult Guardianship Act. A working relationship has now been established with VIHA Home and Community Care which will further support this initiative.

A meeting was also held with staff at a local women's transition house in an effort to better understand their capabilities to assist seniors and accommodate them if required.

The FPU continues to make referrals to the Seniors Outreach Team which provides assessment and treatment for seniors who have complex mental health and addictions issues.
Progress Report Q3:
In July members from the Family Protection Unit, the Crime Prevention Unit and the Uniform Division met jointly with a representative from the Victoria Women's Transition House to discuss ideas on who best to cooperatively provide information to seniors in the community. Discussion and ideas that flowed from that meeting will help guide future presentations and the delivery of information.
Initiative Title: Increase potential success of cases that SPD investigates outside of our jurisdiction

Division Responsible: Detective

Section Responsible: Detective

Key Strategic Priorities:
Investigative Capacity

Work Plan Year: 2012
Initiative Number: D-03 / 2011 D-02
Target Start Date: 2012 Jan 01
Target End Date: 2012 Dec 31

Initiative Detail:
Investigators will work with Oak Bay Police to ensure there is a shared understanding of roles, responsibilities, and expectations regarding major case files, crime scene protection, evidence gathering and the duties of the first officer on scene.

Progress Report Q1:
Forensic Identification Section (FIS) members have been working with the new OBPD detectives, to discuss scene preservation, evidence protection, and FIS capabilities utilized by Saanich Police. During the second quarter FIS plans on delivering Muster Training for all OBPD Uniform members.

Progress Report Q2:
FIS has continued to work closely with OBPD GIS members by assisting them with investigating several serial offences that occurred during the second quarter. By developing a better understanding of forensic evidence collection, OBPD GIS members have achieved some successes in obtaining confessions to several break and enters and convictions in other investigations.

Progress Report Q3:
FIS members were unable to deliver Muster training to OBPD members during the 3rd quarter. The OBPD Detectives continue to work closely with FIS on a variety of files and attend Saanich Police Detective Musters when available.
2012 Annual Work Plan Quarterly Report

Work Plan Year: 2012
Initiative Number: D-04 / 2011 D-04
Initiative Title: Ensure victim safety and quality investigations incorporating best practices where relationship violence is a factor
Division Responsible: Detective
Section Responsible: Family Protection Unit

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Investigative Capacity</th>
<th>PROGRESS: ONGOING</th>
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<tbody>
<tr>
<td>Core Functions</td>
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Initiative Detail:
Saanich Police will remain connected to the Violence Against Women in Relationships (VAWIR) committee and the Organized Response to Child Abuse (ORCA) committee in 2012. ORCA is still in the planning stage and has yet to realize its goal of providing a coordinated multi-disciplinary response to child abuse cases. The Family Protection Unit (FPU) will be responsible for this goal and in working closely with RDVU.

Progress Report Q1:
During the first quarter three referrals of intimate partner violence files that presented as high risk were made to the Regional Domestic Violence Unit. The Family Protection Unit reviews files where relationship violence is a factor to ensure quality investigations. The Family Protection Unit and other sections within the police department continues to actively refer victims to community based victim service programs in keeping with the Violence Against Women in Relationships Policy.

The Family Protection Unit continues to represent Saanich Police on the Violence Against Women in Relationships (VAWIR) Committee and the Organized Response to Child Abuse (ORCA) Committee.

Progress Report Q2:
FPU continued to make referrals to RDVU throughout the second quarter and worked diligently to ensure victim safety and quality of investigations where relationship violence was a factor. FPU routinely conducts up to 100 monthly domestic file reviews as part of their mandate.

Progress Report Q3:
During the third quarter five referrals of intimate partner violence files that presented as high risk were made to the Regional Domestic Violence Unit. It's anticipated that the recent reduction of staff in the Regional Domestic Violence Unit may have a direct impact on Family Protection Unit resources and caseload.

The Family Protection Unit continues to review files where relationship violence is a factor to ensure quality investigations and that appropriate referrals are being made to resources within the community. The Family Protection Unit works in partnership with the Spousal Assault Victim Support to ensure victims of domestic violence are being provided the necessary support.

The Family Protection Unit continues to represent Saanich Police on the Violence Against Women In Relationships Committee and the Organized Response to Child Abuse (ORCA) Committee.
2012 Annual Work Plan Quarterly Report

Work Plan Year: 2012
Initiative Number: D-05 / 2011 D-05
Initiative Title: Resource investigations requiring computer forensic examination through increased service and reduced waiting times
Division Responsible: Detective
Section Responsible: Street Crime Unit

Key Strategic Priorities:
- Investigative Capacity
- Business Process Analysis

Target Start Date: 2012 Jan 01
Target End Date: 2013 Dec 31

Progress Report Q1:
In January 2012 ESI (private sector computer forensic service) closed its doors, further exacerbating the difficulties faced by the department to forensically examine seized computers and digital devices. A potential alternative has been investigated which involves a private sector company in the Lower Mainland but it has its limitations. Efforts are currently ongoing to find a feasible solution to the problem keeping in mind, cost, time, and security.

Progress Report Q2:
Resourcing investigations requiring computer forensic examination continues to be an issue. Several investigations have required this service which has been performed by VicPD personnel. In one case there was no charge for the service due to the fact that the investigation was cross jurisdictional involving offences perpetrated in both Saanich and Victoria Police jurisdictions.

In other cases an hourly fee was charged. Saanich Police Senior Management has discussed this issue within the context of a staffing plan and its also been brought to the attention of the Saanich Police Board. Chief Chadwick has also explored the idea of an integrated municipal unit with VicPD but that option does not appear to be available at this juncture.

Efforts will continue to find a viable solution by the end of 2012.

Progress Report Q3:
On August 30, 2012 a meeting was held to explore the utility of transferring the seconded Saanich member back to the police department from his current position at the Island District Integrated Tech Crime Unit. A cost estimate was prepared and discussed with respect to purchasing the requisite hardware and software to enable the member to work at Saanich Police in a position dedicated to Saanich files. This proposal will be further explored in 2013 if monies can be made available to accommodate the move. It should also be noted that the member that is currently assigned to the Tech Unit has every confidence that he can be trained in cell phone analysis which would further the department's desire to function independently, reduce outsourcing costs, and potentially generate revenue by contracting out.
Initiative Title: Enhance effectiveness of management and disclosure of electronic files associated to major cases.

Division Responsible: Detective

Section Responsible: Detective

Key Strategic Priorities:
- Investigative Capacity
- Business Process Analysis
- Competency Development

PROGRESS:
- DELAYED

Initiative Detail:
Enhance effectiveness of management and disclosure of electronic files associated to major cases by providing training to appropriate staff. With the anticipated change of staff will come a need to train and cross train new staff members to ensure our capacity in this area is satisfied. The disclosure if electronic file material is for the most part a function that can be performed by civilian staff under the guidance of a trained police file coordinator. In 2011 we have increased our training and understanding as it relates to the function of file coordination within police personnel. This will be extended to civilian support staff in 2012 with consideration given to increasing support positions in the future to perform this function effectively.

Progress Report Q1:
The goal of fully training a replacement staff member in electronic file disclosure will be delayed due to the pending maternity leave of the incumbent. A temporary replacement staff member is being sought to fill the incumbent's position for one year.

Progress Report Q2:
The incumbent began a year leave of absence in June and her replacement will fill the position for one year. The temporary staff member has had some exposure to electronic file disclosure and also received some formal training through a local post- secondary institution. When the incumbent returns from maternity leave in June 2013, the temporary staff member will be in a position to provide relief and will have obtained experience in electronic file disclosure. The shortfall in relief between June 2012 and 2013 will be managed as effectively as possible.

Progress Report Q3:
No change.
Initiative Title: Implement and use i2 Crime Analysis Software to access data available through the PRIME data warehouse

Division Responsible: Detective
Section Responsible: Intelligence Section

Key Strategic Priorities:

- Investigative Capacity
- Technology
- Crime Analysis

Initiative Detail:
Complete testing to ensure our network is capable of receiving information from the data warehouse of PRIME. Install the newly acquired i2 software on the Crime Analyst’s computer to allow preliminary testing to take place. Training will be required to take the Crime Analyst to a higher level to ensure that organizationally we have the capacity to use i2 to the fullest. As the cross training of a second person in i2 was not accomplished in 2011 it will again be a goal for 2012. A request has been made for a second Crime Analyst however, while this is seen as a priority in our five-year staffing plan, resources have not been made available to fill this position.

Progress Report Q1:
Testing of the network to confirm its capability to receive information from the data warehouse of PRIME is ongoing. Once completed, the newly acquired i2 software linking the data warehouse information from PRIME will be installed on the Crime Analyst’s computer. Progress has been made with respect to the i2 plotter which is now fully functional; enabling the printing of large maps for charting crime trends, criminal networks, and persons/evidence linkages in major crime files.

Progress Report Q2:
The independent application i2 software linking the data warehouse information from PRIME has not yet been accomplished by Saanich Police IT and the Administrative Division OIC is currently exploring costs and viability of a partnership with Vancouver Police to move this initiative forward.

Progress Report Q3:
This initiative is still in progress.
Work Plan Year: 2012  
Target Start Date: 2012 Jan 01  
Target End Date: 2012 Dec 31  
Initiative Number: D-08 / 2011 D-08  
Initiative Title: Become more connected with and aware of troubled youth in the community  
Division Responsible: Detective  
Section Responsible: Youth/Child Abuse  

**Key Strategic Priorities:**  
Working with Youth

**PROGRESS:**  
DELAYED

**Initiative Detail:**
To have the Youth Section officers become more connected with and aware of troubled youth in the community. This will be accomplished by proactively targeting the areas where trouble prone and at risk youth are congregating, identifying the young persons, and using the most appropriate means available to discourage unlawful behaviour. The Youth Section’s will increase the number of positive interactions with police through their own initiatives such as meeting with incarcerated youth on an on-going basis while they are serving their sentences and once they are released back into the community.

**Progress Report Q1:**
Youth Section investigators, including the supervisor, remain working in General Investigation Section (GIS) in order to resource a major file. This has been the situation since early in 2011 and has remained unchanged due to the resources required to adequately manage and investigate the file in question.

**Progress Report Q2:**
No change from the first quarter report.

**Progress Report Q3:**
No change from the first and second quarters.
Work Plan Year: 2012
Initiative Number: D-09 / 2011 D-09
Target Start Date: 2012 Jan 01
Target End Date: 2012 Dec 31
Initiative Title: Increase drug enforcement: both locally and in conjunction with regional police partners
Division Responsible: Detective
Section Responsible: Street Crime Unit

Key Strategic Priorities:
Drug Enforcement

PROGRESS: ONGOING

Initiative Detail:
Increase drug enforcement both locally and in conjunction with regional police partners. Work closely with VicPD drug enforcement counterparts and the RCMP.

Progress Report Q1:
The Street Crime Unit initiated or engaged in five regional drug investigation files during the first quarter. One has been concluded and four others are active. Additionally, SCU has an active drug file under investigation that does not involve our regional partners and an additional thirty drug related files in the queue that individual SCU members are working on the bring them up to project status. Communication channels have been maintained with Vic PD on a weekly basis, and with other regional units on an as required basis.

Progress Report Q2:
The Street Crime Unit initiated or engaged in three regional drug investigation files during the second quarter. One has been concluded and two remain active. Additionally, eight new drug files were opened during this quarter. Locally SCU concluded to charges projects on a “dial dope ring”, grow operation and a methamphetamine lab. Thirty three drug related files remain in the queue that individual SCU members are working on to bring them up to project status. Communication channels continue to be maintained with Vic PD on a weekly basis, and with other regional units on an as required basis. Of Note a significant amount of second quarter time for SCU was dedicated to the detective division to assist in a surveillance capacity.

Progress Report Q3:
The Street Crime Unit initiated or engaged in three regional drug investigation files during the third quarter. Two have been concluded and one remains active. One of the regional projects was operation SABOT the Island wide marijuana eradication program. Additionally sixteen new drug files were opened during this quarter. Locally, SCU concluded to charges projects on two “dial dope rings”, a trafficking and firearms file and a grow operation/theft of hydro. Forty one drug related files remain in the queue that individual SCU members are working on to bring them up to project status. SCU members in conjunction with the Intelligence Section conducted muster training to the Patrol shifts on source development and recruitment in an effort to increase information on CDSA activity throughout the region. Communication channels continue to be maintained with Vic PD on a weekly basis, and with other regional units on an as required basis.
Initiative Title: Increase intelligence sharing with regional policing partners

Division Responsible: Detective
Section Responsible: Intelligence Section

Key Strategic Priorities:
- Investigative Capacity

Initiative Detail:
Saanich Police will upload all operational plans, source materials and intelligence bulletins to the Automated Criminal Intelligence Information System (ACIIS). This will be accomplished through sharing protocols in place with Combined Forces Special Enforcement Unit (CFSEU). Intelligence will be shared with local policing partners and the Saanich Police Intelligence Officer will attend local and regional intelligence meetings on a regular basis.

Progress Report Q1:
The Detective Division OIC has been attending monthly intelligence meetings at CFSEU where information is shared with representatives of CFSEU OIC, the RCMP, VicPD, OBPD, and CSPS. Saanich Police will upload all operational plans, source materials and intelligence bulletins to the Automated Criminal Intelligence Information System (ACIIS). This will be accomplished through sharing protocols in place with Combined Forces Special Enforcement Unit (CFSEU). Intelligence will be shared with local policing partners and the Saanich Police Intelligence Officer will attend local and regional intelligence meeting on a regular basis.

Progress Report Q2:
The Detective Division OIC continues to attend monthly intelligence meetings at CFSEU with representatives from the partner agencies. The uploading of all operational plans, source materials and intelligence bulletins to the Automated Criminal Intelligence Information System (ACIIS) has been occurring on a monthly basis through the efforts of the Saanich Police Intelligence Section NCO. Additionally, the Intelligence Section NCO and Crime Analyst have been attending local and regional intelligence meetings to facilitate the sharing of information and critical intelligence.

Progress Report Q3:
No change from the second quarter.
# Initiative Title:
Connect with the business community to reduce victimization

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<thead>
<tr>
<th>Work Plan Year:</th>
<th>2012</th>
<th>Target Start Date:</th>
<th>2012 Jan 01</th>
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<tbody>
<tr>
<td>Initiative Number:</td>
<td>D-11</td>
<td>Target End Date:</td>
<td>2012 Dec 31</td>
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<tr>
<th>Division Responsible:</th>
<th>Detective</th>
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<tbody>
<tr>
<td>Section Responsible:</td>
<td>Financial Crimes</td>
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## Initiative Detail:
To host information sessions for small business owners and store managers, focusing primarily on the malls which will allow us to maximize the number of participants. 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. The members of the Financial Crime Section will identify a contact person for each of the businesses and set up an information session. The session would include any and all of the businesses within a certain location and the participants of this session would then be encouraged to educate their staff on the information provided.

### Progress Report Q1:
Due to caseload, the Financial Crimes Section Sergeant has not yet scheduled the first of four presentations. A recent major credit card fraud file involving four suspects from the Lower Mainland has been a considerable draw on resources which has prevented staff from hosting the initial presentation.

### Progress Report Q2:
Case burden has deferred this initiative to Q3 but efforts are being undertaken to compile a list of business owners and managers operating businesses in malls located in Saanich. When this is done, and case volume is more manageable, it's anticipated that presentations will be delivered. It should be noted that FCS personnel were able to deliver presentations to seniors in relation to initiative D-01.

### Progress Report Q3:
On October 3, 2012 a Fraud Prevention Workshop is scheduled to be held by FCS members in the Saanich Kirby Room.

The purpose of the session will be to educate business owners and managers about financial crime and provide information on how they and their staff can prevent fraud. It's anticipated the presentation will benefit the attendees by giving them a clear understanding of how frauds are planned, committed, and prevented. They in turn will pass the information on to their staff which will reduce overall victimization and calls for service.
Initiative Title: Develop and implement best practices for the management of digital evidence

Division Responsible: Detective

Section Responsible: Forensic Identification

Key Strategic Priorities:

- Investigative Capacity
- Technology

PROGRESS:

- ONGOING

Initiative Detail:

A request has been forwarded for a civilian position intended to manage the totality of digital evidence coming into the possession of the Saanich Police. To date that request has not been met. Forensic Identification Section will continue to work with IT as we move to the new digital data flow through 'gates' ('Uniform', 'Detectives', 'MCM', etc.) to various file folders in the summer of 2012. This will see a standardization of file naming, etc. in accordance with the BCACP /Crown agreement.

Progress Report Q1:

FIS was unable to acquire any new staff in 2012 to facilitate the increasing demands placed on the section with respect to the management of digital evidence. Despite this, FIS incumbents are working diligently to meet current demand and will be working with IT staff during the second quarter to test the reconfigured network as it applies to digital data flow through 'gates' into to various file folders.

Progress Report Q2:

FIS is awaiting the implementation of the new network to test the distribution and naming of electronic files. A backlog is occurring in video analysis work which needs to be overcome in order to meet the BCACP/Crown agreement.

Progress Report Q3:

On Aug 22 a meeting was held with Inspector Rhodes reviewing the concepts for the 'Gates' and 'Docks', and the theory of moving files throughout the network. S/Sgt. Sampson, Sgts. Gosling, Lawless, and Smith were in attendance.

On Sept 5th and 6th a practice file was created and the systems involved were tested by moving data from the "Docks" through the 'Gates' and viewing by members of the individual folders in the file. The tests were successful. Naming conventions for MCM and Non MCM files were discussed, and a variant of the RCMP E&R III naming convention was agreed on. Several changes to the Preservation Order were suggested.

On Sept 13th S/Sgt. Sampson and Sgt. Gosling met with Insp. Rhodes and changes to the Preservation Order were agreed on in order to reduce the amount of work for Uniform Division. The success of the test and future goals were discussed. A template was created for Digital Media requests by Carla Baehler, which will be seen with the PRIME 7.2 upgrade.
Currently, the future goals of this project are:

October 2012 - begin using the new naming conventions for all digital media files going through FIS.

November 2012 - begin using the Digital Media Management system for Detective Division files. (based on a successful upgrade to PRIME 7.2)

January / February 2013 - begin using the Digital Media Management system for Uniform Division files.
Project Title: Team Investigative Approach to Arson Investigations with SFD

Division Responsible: Detective
Section Responsible: Forensic Identification

Key Strategic Priorities:
Investigative Capacity

Target Start Date: 2012 Jan 01
Target End Date: 2012 Dec 31

Progress Report Q1:
During the first quarter a FIS member attended a National Association of Fire Investigators (NAFI) course and is now a NAFI certified fire investigator (and instructor). FIS is currently working towards a joint training exercise in April with SFD in relation to investigating car fires.

Progress Report Q2:
Meetings have been held between the Detective Division OIC, the FIS Supervisor, the SFD Chief and SFD investigative supervisor to discuss perceived problems. Secondary meetings have occurred between SPD FIS personnel and SFD Arson Investigators. Agreement has been reached in principle on a coordinated team approach to the investigation of suspicious fires. A joint training day was held on April 18th that was of benefit to both the FIS Section and SFD Arson Investigators.

Progress Report Q3:
Preliminary discussions have been taking place between FIS and SFD personnel regarding the development of a written protocol (for presentation to Senior Officers) regarding call out, investigative priorities, and jurisdictional issues that may arise during a suspicious fire investigation.
## Initiative Title:
Public Safety Building Remediation Project

## Division Responsible:
Office of the Chief Constable

## Section Responsible:
Office of the Chief Constable

### Key Strategic Priorities:
- Building Remediation

### Initiative Detail:
Secure the commitment and resources required to start planning for improvements to the public safety building. In order to maximize resources efforts will be coordinated with Saanich Fire and appropriate Municipal resources.

### Progress Report Q1:
The municipal staff have undertaken to review of all municipal facilities to determine what infrastructure needs exist for the foreseeable future. From this a list of facilities in need of attention will be identified along with the priority of which that attention is required. It is anticipated that this review may be ready for Council as early as the end of Q2. No further action can be taken until this review is complete.

### Progress Report Q2:
The review is ongoing and may not be ready till fall 2012.

### Progress Report Q3:
No change from Q2
Work Plan Year: 2012  
Initiative Number: O-02 / 2011 0-03  
Target Start Date: 2011 Jan 15  
Target End Date: 2013 Jun 01

Initiative Title: Post Disaster: Development of operational response and recovery plans for a post disaster environment

Division Responsible: Office of the Chief Constable
Section Responsible: Office of the Chief Constable

Key Strategic Priorities:

- Post Disaster

PROGRESS:
- DELAYED

Initiative Detail:
Work with the Saanich Fire Emergency Program Coordinator to develop response and recovery plans that will be aligned with Saanich Fire and the Municipality. If this option continues to be beyond the capacity of existing fire resources, external resources will be engaged.

Progress Report Q1:
A meeting was held of the Emergency Planning Working Group. The need for resources to be applied to this initiative was discussed. The police are in the same position as other municipal departments within Saanich, and the Emergency Program Officer is developing a template that can be used by staff to build out "Departmental Response Plans". Police will await the completion of the template and then assess whether this will be suitable for our needs or whether additional resources will be required to complete this initiative.

Progress Report Q2:
No further progress has been made on initiative as Saanich Fire has not yet completed the template.

Progress Report Q3:
Saanich Fire has committed to start to work on assisting municipal departments with developing operational plans, which will include working with Saanich Police. In the interim and to ensure a fuller capacity to maintain the ability to develop and maintain plans, options are being explored to have staff member trained in the discipline.
Work Plan Year: 2012
Initiative Number: O-03 / 2011 O-03
Initiative Title: Post Disaster: Incident Command Vehicle acquisition

Division Responsible: Office of the Chief Constable
Section Responsible: Office of the Chief Constable

Key Strategic Priorities:
Post Disaster

PROGRESS:
ON TRACK

Initiative Detail:
Plan for and acquire an appropriate Mobile Incident Command Vehicle.

Progress Report Q1:
Police and Fire representatives have met to further discuss the needs of both agencies in relation to a Mobile Incident Command vehicle. In March a similar vehicle owned by Vancouver Fire was demonstrated to senior staff.

In April another meeting is scheduled to fine tune the specs to a point where a process can be identified to move forward.

Progress Report Q2:
A draft Request for Proposal has been prepared with Saanich Fire and Purchasing. It sets out the specifications required for the Command Vehicle and should be ready for processing in July.

Progress Report Q3:
The RFP was put out for submissions. The submission are in the process of evaluation at the time of this report.
Initiative Title: Post Disaster: Ensure sufficient and appropriate staff are trained to assist with EOC operations.

Division Responsible: Office of the Chief Constable

Section Responsible: Office of the Chief Constable

Key Strategic Priorities:
- Post Disaster

Progress Report Q1:
In Q1 a meeting was held with the Emergency Planning Working Group. During this meeting it was identified that some of the personnel currently identified to staff the Emergency Operation Centre (EOC) may be committed to other duties during the initial phases of a disaster. The working group is examining who is best suited to staff the EOC based on the duties they would likely be required to fulfill from an operational perspective. This list will be used to identify which Saanich Police staff will require training.

Progress Report Q2:
Saanich Fire has distributed the request for names to receive training. The training is expected to commence in the fall of 2012.

Progress Report Q3:
Candidates have been identified and commenced pre-course preparation and testing. Dates for training have yet to be identified by Saanich Fire.
Initiative Title: Strategic Plan Implementation

Division Responsible: Office of the Chief Constable
Section Responsible: Office of the Chief Constable

Key Strategic Priorities:
- Core Functions

Initiative Detail:
As the new strategic plan is rolled out we will inculcate the new strategic plan strategies, approach and philosophy throughout the organization, enabling staff to action the plan and serve the community. Specifically, the Chief Constable, Deputy Chief Constable and OIC Professional Standards Audits and Plans, will hold sessions with all staff, providing opportunities for input, to ask questions and to clarify expectations.

The office of the Chief Constable will ensure that annual work plans are produced to capture the initiatives that will be undertaken each year to action the strategic plan. The plans will be held on a database to ensure proper tracking and archiving.

The initiatives, progress and outcomes will be reported to the Saanich Police Board, and made available to the public and staff so we are able to monitor our progress and course correct as necessary.

Progress Report Q1:
The 2012-2016 Saanich Police Strategic Plan was launched on March 29 of this year. Personnel were made aware of the release of the document and provided and electronic copy. In April each staff will receive a hard copy of the document and dates will be set to meet with staff in Q2 and Q3.

Progress Report Q2:
All Strategic Plan Roll Out sessions were completed as of June 28, 2012. Over 220 staff were reached through this initiative.
The sessions went well. Each lasted 4 hours and covered the path taken to develop the plan, the challenges we will be addressing, the 15 key strategic priorities, and our systems approach to moving forward.

Progress Report Q3:
Roll out completed
Initiative Title: Focus on personnel

Division Responsible: Office of the Chief Constable

Section Responsible: Office of the Chief Constable

Key Strategic Priorities: Personnel

PROGRESS:
ON TRACK

Initiative Detail:

Focus on Personnel: To maximize the ability of staff to serve the community there will be renewed focus on staff engagement and employee fulfillment. By taking a systems approach to implementation of new strategies we will consider the impact on staff and provide the training, resources and developmental opportunities necessary to accomplish the new initiatives. This approach will encourage staff to be innovative in finding the most effective and efficient approach to providing the community with the high standard of police service they deserve. The staff aspects of the systems approach includes Accountability; Service Delivery; Values; Sustainability; Staff development/Training; Communication; Employee Fulfillment; Succession Planning; Coaching / Mentoring; Leadership Development; and, Employee Well-being / Balance.

Progress Report Q1:
The Staff Development Division has been tasked with developing a coaching program for supervisors and managers. An agreement has been reached with Royal Roads to deliver this content in Q2 and in Q4, although the second session may be put over to Q1 of 2013.

An officer doing graduate studies will be further examining the data from the Values Survey done for the strategic planning process to examine what personnel were looking for when they discussed coaching and mentoring.

The Staff Development Division has designed an online survey to allow staff to have input into the content of increment training days, specifically targeting content that will address work/life balance in Q3/Q4.

Progress Report Q2:
The coaching sessions are underway as is the graduate studies project. The Staff Development Division is also focusing on delivering training on achieving a balanced lifestyle.

Progress Report Q3:
Training as identified in Q2 has been completed. The research project looking at competencies for supervisors in well underway.
Initiative Title:  Staffing Plan: Complete a conceptual multi-year staffing plan for endorsement and support of the Police Board and Municipal Council.

Division Responsible:  Office of the Chief Constable

Section Responsible:  Office of the Chief Constable

Key Strategic Priorities:

| Core Functions | PROGRESS: | ONGOING |
| Personnel      |           |         |

Initiative Detail:
Staffing Plan: Complete a conceptual multi-year staffing plan for endorsement and support of the Police Board and Municipal Council.

Progress Report Q1:
A draft plan has been completed by senior staff. Supporting documentation will be completed in Q2 in preparation for presentation to the Police Board and Municipal Council. The draft may change based on further research required to prepare for the presentation and in recognition of the pace at which change takes place. It is difficult to know with certainty today what we will require in five years.

Progress Report Q2:
Senior staff met to discuss staffing needs. In short we need several positions to action the fullness of the strategic plan and to address current challenges. The number of positions needed is more than what is reasonably achievable. The Police Board and Council will be presented with the details of this challenge in the fall of 2012 to discuss the best path forward.

Progress Report Q3:
Work is ongoing.
## Initiative Detail:
Financial Plan: Complete a five-year financial plan for endorsement and support of the Police Board and Municipal Council.

### Progress Report Q1:
A draft plan has been started by senior staff and is near completion. Supporting documentation for the conceptual staffing plan will be completed in Q2 in preparation for presentation to the Police Board and Municipal Council. The draft financial plan cannot be completed until there is some agreement on the staffing plan in order to gauge costs.

### Progress Report Q2:
No change.

### Progress Report Q3:
Baseline costs have been estimated to meet anticipated future needs. This information will be developed further once the Board has established what is to be supported as we move forward.
Initiative Title: Restructure Staffing Model: Restructure the staffing model of the TSU, Bike Squad, and Schools to allow for more effective leadership and focus on mandates.

Division Responsible: Office of the Chief Constable

Section Responsible: Office of the Chief Constable

Key Strategic Priorities:
- Business Process Analysis
- Community Engagement
- Road Safety
- Seniors Programs
- Working with Youth

Progress Report Q1:
The Community Liaison Inspector has drafted job descriptions for the two new positions of Bikes and Schools. The Traffic sergeant position will assume existing duties and does not require a new job description.

The Staff Development Division has prepared a list of vacancies in the NCO rank and will post these with the posting for the new positions in Traffic, Bikes and Schools. This will allow staff to make informed decisions as to what position best suits their interest and strengths.

The positions will be posted in Q2 and are intended to be filled in Q4.

Progress Report Q2:
Personnel have been identified to fill the new positions and upcoming vacancies in existing positions. The staffing of the new positions will be completed in September of 2012, and the new Community Liaison Sergeant will be in place in January of 2013.

Progress Report Q3:
The restructuring of the Community Liaison Division is complete. The TSU restructuring will be delayed to Q1 2013 due to staff shortages.
Initiative Title: Business Process Analysis

Division Responsible: Office of the Chief Constable

Section Responsible: Office of the Chief Constable

Key Strategic Priorities:

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<th>Initiative Number</th>
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<tbody>
<tr>
<td>O-10</td>
<td>2011 Jan 01</td>
<td>2012 Sep 30</td>
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**Initiative Detail:**

Business Process Analysis: To ensure that limited resources are deployed effectively and efficiently, new strategies and existing programs will be analyzed in the context of a systems perspective as outlined in the 2012-2016 police strategic plan. This will be accomplished by using the systems filters outlined in the 2012-2016 Strategic Plan to guide the planning and implementation of new initiatives and programs. Aside from staff considerations, the systems approach looks at Accountability; Service Delivery; Budget and Finance; Technology; Adaptability; Statutes; Analysis/evaluation; Sustainability; Innovation; Efficiency and Effectiveness; and Communication.

**Progress Report Q1:**

Building on the accomplishments of 2011 in this area, staff received an electronic copy of the 2012-2016 Strategic Plan in March and will receive a hard copy in April. The plan describes in detail the systems approach that we have committed to and this will be explained further with the Strategic Plan implementation sessions in Q2 and Q3. A formalized process to record systems considerations will be developed once staff have become used to the concepts.

**Progress Report Q2:**

A draft of a form that can be used to discuss systems considerations was developed for the Strategic Plan Roll Out sessions. This form, or a version of it, will allow us to document our thoughts and decisions in regard to what was considered and what decisions were made in relation to the discussions. This will in turn allow us to record and report on action taken to ensure a systems approach is taken in relation to new initiatives and the evaluation of existing programs. This process is new and will take some time to inculcate into the fabric of the organization.

**Progress Report Q3:**

Implementation of the development and formal use of the systems process will be carried forward into 2013.
Initiative Title: Community Engagement

Division Responsible: Community Liaison

Section Responsible: Community Liaison

Initiative Detail:
The Community Liaison Division will consist of School Liaison Section, Crime Prevention Section, Bike Squad, Reserve Police and Volunteers. In February 2012 these functions will fall under the newly created Community Liaison Division and be managed by the new position of OIC Community Liaison Division. With this new focus we will develop strategies and initiatives to maximize community engagement and partnerships. New space will be required to expand the divisional footprint in the community and consideration should be given to off-site workspace to accommodate the need. This is an initiative that began in 2011 and was tracked under 2011 0-1.

Progress Report Q1:
In February 2012 the formal structure of the new Community Liaison Division was put in place. This saw the School Liaison, Crime Prevention, Bike Squad, Reserves and Volunteers migrate from the Uniform Division to Community Liaison Division. Inspector Brett Fryer was identified to manage the Community Liaison Division and took his place as OIC. Discussions are ongoing with regard to securing off-site office space to accommodate this new division.

Progress Report Q2:
The OIC of the Community Liaison Division has been tasked with conducting a complete program evaluation to identify the best path forward to engage the community to take more responsibility for public safety. Once the evaluation is complete, the Community Liaison Division will be identifying specific initiatives for that division and to identify opportunities for staff in other divisions to assist in this regard.

Progress Report Q3:
An inventory of programming has been completed and an analysis of the inventory is underway, with a target for completion in Q4 2012.
Initiative Title: Enter into Partnership with Vancouver Island Integrated Major Crime Unit (VIIMCU)

Division Responsible: Office of the Chief Constable

Section Responsible: Detective

Key Strategic Priorities:
- Competency Development
- Investigative Capacity

PROGRESS:
- ON TRACK

Initiative Detail:
Negotiate with the RCMP for entry into VIIMCU. A MOU is currently being drafted from within the RCMP and we are waiting for the language associated to the MOU to fully understand the staffing impacts and other costs associated to this proposal. The staff required to enter this unit will be new staff as we are not able to facilitate this new endeavour within our current compliment. Discussions have been ongoing with the Police Board and Council to facilitate this request.

Progress Report Q1:
To date we are waiting to receive an updated draft of the MOU relating to our entry into VIIMCU. Until the structure and language around the proposal is finalized little can move forward. This goal will likely move forward in the last 2 quarters of 2012.

Progress Report Q2:
No change.

Progress Report Q3:
No change
Initiative Title: Research/Analysis/Audits and Policy Development

Division Responsible: Office of the Chief Constable
Section Responsible: Office of the Chief Constable

Key Strategic Priorities: Research

Initiative Detail:
Seek approval for a new civilian research position to provide for quality and timely research, policy analysis and audit functions.
A civilian position is desirable as it will enable us to go to the market and obtain an qualified individual who had the skills and educational components to deliver reliable work product.

Progress Report Q1:
Due to limited funding available for to hire personnel, to date we have not been authorized to hire for this need.

Progress Report Q2:
The business case for this position will be put forward to the Police Board during 2013 budget cycle and if approved the position could not be filled until 2013. In the meantime, the current officer filling the position will be provided specific training to increase our capacity to conduct defensible and reliable research. Direction was given to the OIC of PSAP to identify the appropriate training and to schedule our staff on the identified coursing.

Progress Report Q3:
No change
### Initiative Title:
Strategic Plan: Complete and distribute the 2012-2016 Saanich Police Department Strategic Plan.

### Division Responsible:
PSAP

### Section Responsible:
Research and Planning

### Key Strategic Priorities:

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### Progress Report Q1:
Strategic plan roll-out took place on the 29th of March 2012. There was a media event to ensure public awareness and all senior staff attended.

### Progress Report Q2:
1000 copies were printed.

Every officer, civilian employee (full and part time) and reserve officer got a copy, labeled with their name.

Copies were sent by Chief's office in March to all BC RCMP detachments/sections, all BC Municipal police departments, Police Services, JIBC, Civil Forfeiture, CFB Esquimalt, Transit Authority, all municipal councilors and police board members and all municipal department heads (complete list in Chief's office).

Community focus group attendees will be receiving a copy of the plan as well as a thank you letter from the Deputy Chief. This list has been compiled along with addresses and is ready to for delivery at the direction of the Deputy Chief.

Internally, 10 Strategic Plan roll-out sessions have taken place.

220 staff members have attended.

The Strategic Plan is available to the public on the website under “Public Information”.

The Strategic Plan is also available on the intranet under “Strategic Plan”.

### Progress Report Q3:
The community focus group copies have been mailed out and the internal roll-out is complete. The task is complete.
Initiative Title: Strategic Plan: Facilitate research and implementation of ideas & suggestions arising from the 2012-2016 strategic planning process.

Division Responsible: PSAP

Section Responsible: Research and Planning

Key Strategic Priorities:
- Business Process Analysis

Progress Report Q1:
The electronic muster committee made a presentation to senior staff in March 2012. The project is moving along and has seen Detective Division using a combination of paper reports and digital images at their morning musters. "A" Platoon will be trying a similar process for the next 2 months and reporting back on progress through the OIC of Patrol Division.

Progress Report Q2:
An update of the committees that arose as a consequence of the strategic planning process:

- Template Committee - examining the templates associated to PRIME. Completed April 2012.
- Mobile Data Terminal Committee (MDT) - examining the mobility and expanded use of MDT's. Ongoing.
- Muster Committee - examining the delivery of muster material in electronic format. Ongoing.
- Computer Assisted Dispatch (CAD) Committee - examining the conclusion of more files in CAD. Largely completed.
- Summons and Subpoena Committee - examining options to police service of court related documents. Ongoing.
- Community Connections Committee - examining options to connecting with the community outside of Police Post Model. Ongoing.
Progress Report Q3:
The Template Committee was completed in the second quarter.

MDT committee will be consulted on policy governing the use of removable MDT units once installation is complete later in 2012.

Muster Committee - Work is still ongoing to develop the best way to deliver muster information. Two members of the committee traveled to West Vancouver Police to observe there e-parade software. The software is looking encouraging however may require funding.

CAD

The CAD committee has completed their task and the committee is no longer meeting.

The Subpoena Committee has completed its review of the document service process. Some proposals have been made for alternative service methods that are currently under review at the senior staff level. At Present the committee is inactive.

Community Corrections Committee

Patrol Members continue to participate on a regular bases with a community events calendar being updated regularly in the Watch Commanders Officer. We are waiting for an update to the PRIME/CAD database software to enhance the reporting process which will allow members to report their attendance via the MDTs. Current statistics show that there is a significant increase in patrol members participating in more viable community actives than what previously occurred during the old Police Post initiative that was focused on specific times and locations of police attendance.
### Initiative Title:
Policy Review: Inventory all policies to determine which require updating placing priority on those critical to operational effectiveness, efficiency, public and officer safety, and statutory obligations.

### Division Responsible:
PSAP

### Section Responsible:
Research and Planning

### Key Strategic Priorities:

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<td>Research</td>
<td>ON TRACK</td>
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<tr>
<td>Business Process Analysis</td>
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### Initiative Detail:
PSAP will inventory all operational and administrative policies and determine which require updating. Of those that require updating, further examination will be required in order to prioritize the review process for policies critical to operational effectiveness and efficiency, public and officer safety, and statutory obligations. In addition to establishing a prioritized policy review list, in-house subject matter experts will be identified to facilitate the review process thus promoting thoroughness and expediency of review. Effective January 2012, 88 operational and 31 administrative policies have been identified and are undergoing the review process.

### Progress Report Q1:
88 of 159 operational policies or 55% are currently under review.
15 of the 88 or 17% of the assigned operational policies have been reviewed, updated, and posted.

32 of 63 or 51% of the administrative policies are under review.
1 of the 63 or 1.6% of the administrative policies have been reviewed, updated and posted.

Total Progress: 16 of 151 or 11% of the assigned policies have been completed reviewed and updated.

### Progress Report Q2:
PSAP now reviewing 92 of 159, or 58% of the operational policies.
50 of the 92, or 54% of assigned operational policies have been reviewed, updated, and posted.

PSAP now reviewing 44 of 63, or 69% of the administrative policies.
13 of the 44, or 29% of assigned administrative policies have been reviewed, updated, and posted.

Total progress: 63 of 136, or 46% of the assigned policies have been reviewed, updated, and posted.

### Progress Report Q3:
PSAP now reviewing 95 of 161, or 61% of the operational policies.  
57 of the 95, or 60% of assigned operational policies have been reviewed, updated, and posted.

PSAP now reviewing 48 of 65, or 74% of the administrative policies.  
23 of the 48, or 48% of assigned administrative policies have been reviewed, updated, and posted.

Total progress: 80 of 143, or 56% of the assigned policies have been reviewed, updated, and posted.
Initiative Title: Conduct information sessions with sworn staff to ensure compliance with the McNeil decision (R. v. McNeil, 2009 SCC 3).

Division Responsible: PSAP

Section Responsible: Professional Standards

Progress Report Q1:
No activity on this objective. This is planned for quarter 3 and 4.

Progress Report Q2:
No activity on this objective.

Progress Report Q3:
Inspector McColl and Deputy Chief Downie will be conducting muster style information sessions in the last quarter of 2012 to ensure the membership has a full understanding of the impact of R v. McNeil.
Initiative Title: Complete the 2013 Saanich Police Community Report.

Section Responsible: Research and Planning

Key Strategic Priorities:

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<th>PROGRESS:</th>
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Initiative Detail:
Complete the 2013 Saanich Police Community Report

Progress Report Q1:
Some initial planning in terms of time-line have taken place however this is largely an activity that takes place in quarter 3 and 4. I have encouraged staff that have responsibility for this objective to begin in quarter 2.

Progress Report Q2:
Initial concepts and content have been discussed with a general outline to be determined on the approach to Q3, where the Community Report will be completed with an expected release mid Q4.

Progress Report Q3:
A working group has been struck and the theme and general content of the community calendar have been determined. The working group is targeting being at the printer with this project in mid-November.
Work Plan Year: 2012  
Initiative Number: S-01 / 2011 S-01
Initiative Title: Deliver diversity training
Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
- Diversity
- Competency Development

Progress Report Q1:
Ongoing. Cultural Diversity Training session has been scheduled for May 28, 2012. Attendees will include Senior Officers, NCO's and civilian staff.

Progress Report Q2:
Inter-Cultural Association of Greater Victoria held a one day training workshop that focused on Culturally Welcoming Workplaces. Attendees included, Senior Officers, Staff Sergeants, Sergeants and Telecoms Staff. As a result of this workshop, changes were made to the Saanich Police Website that allowed individuals accessing the website to select their preferred language. Additional changes are in progress and will include posting signs in the building entrance that provide direction in various languages.

Plans are in place to have Staff Development attend various cultural events to promote recruiting and build partnerships.

Progress Report Q3:
No change.
**Initiative Title:** Enhance succession planning

**Division Responsible:** Staff Development

**Section Responsible:** Staff Development

**Initiative Detail:**
Continue to enhance our succession plan by identifying future leaders and managers and providing them with educational and developmental opportunities.

**Progress Report Q1:**
1.) One Sergeant who is currently on the Staff Sergeant's Eligibility List attended the Senior Police Administration Course at the Canadian Police College in Ottawa. An additional three Sergeants are scheduled to attend later in the year.

2.) One Sergeant who is currently on the Staff Sergeant's Eligibility List has completed a four day Royal Roads Strategic Leadership Course.

**Progress Report Q2:**
One Sergeant who was scheduled to attend the Senior Administration Course at the Canadian Police College was cancelled due to unforeseen reasons. This individual will be re-scheduled for 2013.

The Canadian Police Knowledge Network has introduced four supervisory courses that are being offered on-line and free of charge for a limited time. Courses are competency based and include: Leadership, Organizational Skills, Performance Management and Self-managing Skills. Members are signing up and taking advantage of the opportunity.

Members continue to access the Educational Assistance Fund as a result of their enrollment in courses being offered by various learning institutions such as: Royal Roads, University of Victoria, Camosun College, Canadian Police Knowledge Network and others. The Educational Assistance Fund helps offset tuition costs associated to enrollment.

**Progress Report Q3:**
All members were recently offered the opportunity to take the Frontline Supervisor CPKN courses entitled Leadership, Organization Skills, Performance Management and Self-managing Skills. Forty-seven members seized this opportunity and the feedback was very positive.

One member has been registered for the Senior Police Administration Course for February 2013. It is anticipated other candidates will be identified and sent in the fall of 2013.
## Initiative Title:
Expand use of mobile shooting range

### Initiative Detail:
The range was demonstrated to two agencies in 2011 and discussions are ongoing in relation to one of them. We will continue to expand the use and effectiveness of the Mobile Indoor Shooting Range (Road Range) by contracting enhanced services to other Police and outside agencies. Encourage members to utilize facility when they are on shift and have time.

### Progress Report Q1:
The Staff Sergeants from TSU and B Platoon have been requested to have Firearms Instructors from their work groups make an effort to have each of their members attend the mobile range at least once over a one month period. At the end of the designated time the initiative will be evaluated to determine if the time dedicated to the mobile range was adequate and beneficial to members. (Has their weapons handling, skills and confidence increased).

### Progress Report Q2:
Members from three Platoons have been active in utilizing the mobile range to enhance members weapon skills and to improve their overall shooting abilities. Sgt. Harris reports feedback from range officers has been positive and the use of the range has increased the opportunity for officers to practice without having to leave the jurisdiction to attend the Malahat venue.

### Progress Report Q3:
During this quarter two members were provided remedial firearms training by firearms instructors over a short period of time at the mobile range. The outcome was that both members were able to improve their score and overall weapons handling skills. With the Fall training days upcoming several members have expressed interest in using the range to enhance their skills. Arrangements are being made to facilitate this.
**Initiative Title:** Crisis Intervention and De-escalation (CID) Training.

**Division Responsible:** Staff Development

**Section Responsible:** Response Options-Training

<table>
<thead>
<tr>
<th>Work Plan Year: 2012</th>
<th>Initiative Number: S-04</th>
<th>Initiative Title: Crisis Intervention and De-escalation (CID) Training.</th>
</tr>
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</table>
|                      |                         | **Target Start Date:** 2012 Jan 12  
**Target End Date:** 2012 Dec 01 |

**Initiative Detail:**
CID Training will be provided in two segments: an online segment and a one day classroom training session. The online segment is provided through the Canadian Police Knowledge Network (CPKN) and members must successfully complete it before attending the classroom training session. Instructions for accessing the on-line portion of this training will be messaged out over the next few weeks by our Force Options sergeant.

The first ten Increment Training Days for 2012 will be dedicated to CID classroom training.

**Progress Report Q1:**
Staff Development has dedicated the first 10 increment training days to qualifying members on the mandatory CID training.
Five members from the Department have been chosen as instructors and are provided the training.
At the end of the first quarter 119 members have completed the online session. Of this number 89 members have completed the CID training (online and classroom).
The goal of Staff Development is to have all operational members certified in CID techniques by the end of the second quarter.

**Progress Report Q2:**
As of June 14, 2012, all front line officers (156) have completed the on-line and classroom training. They are now certified in Crisis Intervention and De-escalation techniques as required by Police Services.
The remaining 3 officers will complete the training in the fall when the program is offered to the Saanich Police Reserves.
In addition, all Telecom staff (24) are in the process of completing the on-line training in Crisis Intervention De-escalation techniques. This will assist Telecoms staff in de-escalating callers who may be in crisis.

**Progress Report Q3:**
Reserve Constables will receive the Crisis Intervention and De-Escalation Training in January 2013.
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<tr>
<td>Section Responsible:</td>
<td>Response Options-Training</td>
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</table>

### Key Strategic Priorities:

- Business Process Analysis

### Initiative Detail:

1. Review and revise existing Policy in regard to OH10 and OH20.
2. Develop business rules for Response Options Instructors. (CID, CEW, G-36, etc.).
3. Develop naming conventions and revise Staff Development Database.

### Progress Report Q1:

In progress.

### Progress Report Q2:

In progress. It's anticipated that full Use of Force draft policy will be completed by the end of 2012.

### Progress Report Q3:

In progress - Conducted Energy Weapon policy draft and Firearms policy draft have been completed. The Handgun Qualifications Standards has been completed.
Work Plan Year: 2012  
Initiative Number: S-06 / 2011 S-06  
Initiative Title: Improve delivery of on-line learning  
Target Start Date: 2011 Mar 30  
Target End Date: 2012 Dec 15  
Division Responsible: Staff Development  
Section Responsible: Staff Development

Key Strategic Priorities:
- Technology
- Personnel

PROGRESS:
- ON TRACK

Initiative Detail:
Enhance selection and delivery of on-line/e-learning training through CPKN and other providers.

Progress Report Q1:
1). Staff Development has increased the use of the Canadian Police Knowledge Network. This was a natural fit as the mandated CID training has an online component to it.

2). Staff Development has registered 30 sworn and non-sworn members to evaluate several online courses offered at CPKN. These include both Health and Wellness courses and courses specific to specialized roles within the Department, such as "Coach and Mentoring for Field Trainers" and Offence-Related Property Fundamentals" for our Exhibit Custodian. In addition, members who were involved in minor police vehicle crashes were enrolled in the CPKN "Preventing Officer Involved Collisions".

3). Preliminary discussions have started with Facilitators at CPKN to look at the possibility of developing a training portal specific to Saanich Police. The benefits include: minimal cost; no maintenance because CPKN is responsible for the portal and assists with developing courses and online training specific to the needs of Saanich Police.

4.) One Webinar course was provided to the Family Protection Unit. Cost was minimal, user friendly and overall the training was valuable and relatively inexpensive.

Progress Report Q2:
The Canadian Police Knowledge Network (CPKN) continues to serve our staff well in providing on-line training that is beneficial to both our staff and the organization. Feedback from staff has been generally positive and many continue to register for additional courses. Recently, CPKN offered 5 courses free of charge designed for front line supervisors. They include: Leadership, Organizational Skills, Performance Management, Self-managing skills and Domestic Violence.

Members from Staff Development met with a representative from CPKN on June 26, 2012, and further discussed the possibility of developing a Saanich Police training portal specific to our organization's needs.

In continuing efforts to educate members on the use of their police radios and provide a better understanding of CREST systems, an on-line training program was developed and will soon be implemented within the Saanich Police Department.

Thursday, October 11, 2012
Police. This on-line program will provide information that will benefit members who use the Crest radio system.

**Progress Report Q3:**

Registrations for CPKN continue to increase. Four investigative courses have been identified as beneficial for members entering investigative sections. All members transferring in 2012/2013 to investigative sections have been registered for these CPKN courses. Feed back has been positive. Staff Development will ensure all members in the future that are transferring to investigative sections receive these courses prior to their transfer.

All recent new recruits were registered for the CPKN Police Officer Avoidable Collisions course. Feedback overall was that the course was not useful. Staff Development will assess this course and determine its suitability.
Initiative Title: Review and update job descriptions.

Initiative Detail:
Job Description updates will occur through a consultative job analysis with incumbents, supervisors and divisional managers. Once revised or, where necessary, developed, they will be adopted and posted to the intranet for ease of access of all members. Members will then be able to use these job descriptions to develop career-pathing and transfer strategies. Job Descriptions can then be linked to specific transfer opportunities when members are eligible to apply.

Progress Report Q1:
In Progress.

For the first quarter of 2012, Job Descriptions for all Staff Sergeant and Sergeant positions are currently being reviewed and in the process of being revised.

Progress Report Q2:
During the second quarter of 2012, Staff Development received 14 revised Job Descriptions that are being reviewed and amended to meet the current requirements. Positions that currently don't have Job Descriptions are a priority and should be in place by 2013. These positions include: seconded positions, Professional Standards/ Audits and Plans and Traffic Safety Unit Staff Sergeant.

Progress Report Q3:
During the third quarter Staff Development collected all existing job descriptions from the Chief's office, the Municipal Hall and binders in the Staff Development Sgt's office. It was determined that the job descriptions did not exist in Microsoft Word; therefore it required the documents be converted allowing them to be forwarded in a format that would allow members to add text and change the document. It is anticipated the remainder of the job descriptions will be forwarded for completion this fall. This initiative will be carried forwarded into 2013.
2012 Annual Work Plan Quarterly Report

Work Plan Year: 2012
Initiative Number: S-08 / 2011 S-08
Initiative Title: Enhance Critical Incident Stress Management to employees
Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
Personnel

Initiative Detail:
Increase training and support to the current Trauma Assistance Group (TAG) to enhance the delivery of Critical Incident Stress Management to members of the Saanich Police. This is supported by current policy and the outcome of the Strategic Plan and results of the recent Employee survey.

Progress Report Q1:
In Progress.

Progress Report Q2:
On April 12, 2012, three members from the Saanich Police Trauma Assistance Group attended a one day workshop at Royal Roads University that was hosted by the Canadian Military. The focus was on Post Traumatic Stress Disorder and Critical Stress Disorder and how it impacts individuals involved in critical incidents. Participants learned more about the disorders and gained an understanding of the issue of victims not receiving appropriate care.

Two members of the Trauma Assistance Group completed an e-learning course offered by the Canadian Police Knowledge Network that related to Critical Incident Stress Management.

Staff Development is planning to facilitate a meeting with the Trauma Assistance Group in the fall that will focus on identifying training needs for 2013.

Progress Report Q3:
No change.
## Work Plan Year: 2012

### Initiative Title:
Identify and implement an electronic based delivery system for promotional and eligibility exams.

### Division Responsible:
Staff Development

### Section Responsible:
Staff Development

### Target Start Date:
2011 Mar 30

### Target End Date:
2012 Dec 15

### Key Strategic Priorities:
- Competency Development
- Personnel

### Initiative Detail:
Implement an electronic based system for the delivery and tracking of promotional eligibility requirements such as the Promotional Examination and Supervisors Knowledge Exam. This transition will allow for an efficient and accountable delivery of testing. It will allow easier access for members and will assist in keeping exams fresh and relevant.

### Progress Report Q1:
The draft proposal completed by Staff Development was forwarded to the Deputy Chief in late 2011. The draft was returned and more work is being done to fine tune the proposal. It is expected the final operating system will be approved by the end of Q 3.

### Progress Report Q2:
Staff Development is currently exploring the possibility of using the Canadian Police Knowledge Network training portal as means to deliver both the promotional exam and the yearly Supervisory Knowledge Exam. Discussions are preliminary and more information will be available over the next quarter.

### Progress Report Q3:
No change
Work Plan Year: 2012  
Initiative Number: S-10  
Target Start Date: 2012 Jan 12  
Target End Date: 2012 Dec 01

Initiative Title: Conducted Energy Weapon (CEW) Training: Ensure alignment of training and policies with new Provincial standards

Division Responsible: Staff Development

Section Responsible: Response Options-Training

Key Strategic Priorities: Competency Development

PROGRESS: ON TRACK

Initiative Detail:
Develop and implement CEW operator training. This will include training instructors.
Review and revise CEW policy.
Identify and qualify/re-qualify CEW operators.

Progress Report Q1:
In progress.

1). Saanich Police are moving forward with developing and maintaining CEW training and standards.

2). Thirteen members have completed the online CEW course.

3.) CEW Instructor course is scheduled for April 2012. Force Option Instructors and Force Option Instructor understudies will be qualified as CEW Instructors. CEW Operator training will likely take place in the second and third quarters.

Progress Report Q2:
Sgt. Harris has completed a draft policy for the operational use of the Conducted Energy Weapon (Taser). In April 2012, nine officers were trained as Conducted Energy Weapon Instructors and are in the process of training members.

As of June 22, 2012, an additional 20 officers were trained and qualified in the use of the Conducted Energy Weapon. Training is comprised of on-line instruction, classroom theory and practical applications. In addition to the 3 hour on-line instruction, the classroom portion is a full day.

Progress Report Q3:
Members from 3 platoons and Traffic Safety Unit are scheduled to complete CEW training during the Fall 2012 training calendar.
Initiative Title: Force Options Instructor training

Division Responsible: Staff Development

Initiative Detail:
Register 2 members on an appropriate Use of Force Instructor Courses offered in 2012. Information from the Justice Institute indicates that an appropriate course will be available in 2012.

Progress Report Q1:
Staff Development has secured one seat on the Ontario Police College Use of Force Instructor course (April 16 to May 4, 2012).

JIBC and Police Services are currently developing a Certified Use of Force Instructor Course that will meet the Provincial Policing Standards. It's anticipated two Saanich members will attend the JIBC course in June.

Progress Report Q2:
1. One member attended the Ontario Police College and successfully completed a three week Use of Force Instructors Course.

2. Three members successfully completed the Fundamentals of Police Instruction at the Justice Institute which is a pre-requisite to the Certified Use of Instructors Course that is anticipated to be held later this fall.

Progress Report Q3:
In progress - The October 2012 Certified Use of Force Instructors Course (CUFIC) course has been cancelled. The anticipated launch of this course is February 2013. Other Agencies are being considered if the February CUFIC course is cancelled. This includes OPC and PRTC.
Initiative Title: Internal training for identified field trainers.

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
- Competency Development
- Core Functions

Progress Report Q1:
The Staff Development Sergeant has initiated a procedure where all Field Trainers must meet with her prior to training their respective recruit. Specific topics covered include: documentation recruit progress, learning styles and department expectations.

Discussions with Field Trainers continue during the training and conclude with a feedback interview once the training period as concluded.

Recruit manuals are reviewed by the Staff Development Sergeant at least three times during the training period.

An audit of the number of active Field Trainers was undertaken and determined there is an insufficient number of Field Trainers available. Majority of trained members are currently in specialized sections or promoted to other ranks. New Field Trainers are being identified and will be sent on the Field Trainer's Course as the courses come available.

Progress Report Q2:
The Staff Development Sergeant met with six active Field Trainers that were directly involved in the training of the last four police recruits. Discussions with the trainers focused on expectations, training techniques, communications skills and documentation. Each trainer in conjunction with the Staff Development Sergeant developed personal goals and strategies to assist the trainers in the future.

In addition, the Staff Development Sergeant met with all four police recruits and received valuable feedback regarding their training. Suggestions were made to assist other recruits which included: creating an instruction manual that addresses the operation of the Mobile Data Terminal and a check sheet to ensure elements of PRIME files are complete.

Progress Report Q3:
Now that the new recruits have been on the road for several months the Staff Development Sergeant met with them to address any issues they may be having. All report feeling supported by the members on the platoon and their supervisors. No issues were identified.

The Staff Development Sergeant met with a Field Trainer who has agreed to create the instruction manual for recruits. This will include MDT instructions, examples of common reports, and templates. It is anticipated this will be completed by early 2013.
### Initiative Detail:
Research what staff meant when they articulated a need for improved coaching and mentoring in the Saanich Police. Conduct research to determine what educational programs / materials are available for the organization to meet the identified needs. Upon completion of the required research develop and implement appropriate programs for staff.

#### Progress Report Q1:
In progress.

1.) Field Trainers are now completing the online course "Coach and Mentoring".

2.) Currently developing a Coach and Mentoring program that will be facilitated by Royal Road University. This will include pre-course readings and classroom participation. Anticipated the first session will take place in June of 2012.

#### Progress Report Q2:
The first Coaching and Mentoring program was delivered to 21 officers holding the rank of Sergeant and above. The session took place over June 11 - June 12th, and involved classroom instruction, role playing and syndicate work. Over the next two months, the participants will work together in their syndicates and apply their knowledge to practical exercises. The participants will meet with the facilitators in September for a final session.

Feedback provided from the participants is currently being assessed by Royal Roads staff. This information will be extremely valuable and will assist the facilitators when modifications are made for the next group of participants that are scheduled to take the course in October.

Field Trainers continue to take the Canadian Police Knowledge Network course, "Coach Officer Training". This course is mandatory for all active Field Trainers.

#### Progress Report Q3:
The third and final session for the first group of participants was completed on September 10, 2012. Information exchanged at this session provided Royal Roads staff an opportunity to hear from the candidates and incorporate this knowledge into programs being delivered in the last quarter of 2012.

Most of the syndicates were able to meet over the summer months to discuss various work related issues. This allowed the participants to practice some of what they learned in the earlier training.
The second group of 24 students are scheduled to take the 2.5 day "Coach Approach" course on October 1-2 and December 3, 2012. This session will involve participants from both police and civilian side of the organization.

Feedback provided from participants from the last session was evaluated and as a result of the information provided, changes were made to the program that will be delivered to the new group.
Initiative Title: Work / Life Balance: Research, develop and implement appropriate Work / Life Balance education program for staff.

Division Responsible: Staff Development

Progress Report Q1:
Currently 19 sworn and non-sworn members are completing Health and Wellness courses offered on CPKN. The members are asked to evaluate the courses and provide feedback to Staff Development. If the course feedback is positive preparations will take place to registered other members who wish to take specific Health and Wellness courses.

Currently eight Work / Life Balance topics have been identified and plans are in place to offer several of these topics during the 2012 Fall Increment training. HR staff from the Saanich Hall and the Program Manager from Commonwealth Pool are assisting with this initiative.

Progress Report Q2:
In May of 2012, a Work/Life Balance Survey was prepared and delivered to all Saanich Police staff. Approximately 50% of the staff responded and provided feedback that allowed Staff Development to select a set of topics that were representative of staff needs.

Three training days have been set aside to deliver a variety of topics that relate to Work/Life Balance and Health and Wellness.

Progress Report Q3:
In July 2012 the Fall Work Life Balance Schedule was added to the Saanich Police Intranet. The response has been overwhelming. Two additional Yoga/Strength/Running Clinic sessions had to be added. As well the Healthy cooking class filled in 3 hours. October 4th is the first day the of the Work Life Balance sessions with Nov 1 being the final day.
## Work Plan Year: 2012

### Initiative Number: U-01

### Initiative Title:
Use Intelligence Led Policing to improve Crime Reduction Strategies

### Division Responsible:
Uniform

### Section Responsible:
Patrol

### Key Strategic Priorities:
- Crime Analysis
- Business Process Analysis

### Initiative Detail:
Use Intelligence Led policing to focus patrol resources on areas of increased crime.

### Progress Report Q1:
Since the end of February the Crime Analyst has been generating a weekly statistical report for specific crime types. When increases or spikes are observed this information is passed onto members of the Uniform Division so crime reduction/prevention strategies can be developed. This is a new initiative and will be used more in the future.

### Progress Report Q2:
The Crime Analyst identified a spike in thefts from autos in the Lakehill area. A response plan was put in place across all platoons to help address this issue. A suspect came to light and once he was arrested the theft from autos in this area stopped. This was a success story and it is hoped there will be more positive results in the future.

### Progress Report Q3:
The Crime Analyst continues to identify localized areas that are experiencing an increase in criminal activity and patrol resources are responding accordingly.
Initiative Title: Work with Staff Development to Develop a Coaching and Mentoring Program

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:
Competency Development

PROGRESS:
ONGOING

Initiative Detail:
Work with Staff Development to implement a coaching and mentoring program that addresses the specific needs of the Uniform Division.

Progress Report Q1:
Staff Development has been developing this initiative and a training course will be ready in the second quarter.

Progress Report Q2:
Staff Development has collaborated with Royal Roads to develop a program to educate senior staff in coaching and mentoring. During the second quarter 3 S/Sgts and 3 Sgts completed the program. Content learned in the course will be put to practical use in the near future.

Progress Report Q3:
The second wave of Sgts and Acting Sergeants attended the Royal Roads course on Oct 1-2, 2012. This group will begin the four practice sessions with an end result being discussed at Royal Roads in December. Feedback from many of the participants was this training was very worthwhile.
Initiative Title: Create more uncommitted time for Patrol officers

Division Responsible: Uniform

Section Responsible: Patrol

Key Strategic Priorities:
- Business Process Analysis
- Personnel

Progress Report Q1:
In progress.

Progress Report Q2:
By implementing the recommendations of the various committees from a year ago it is hoped that more uncommitted time will be created for patrol officers. Examples of this are having the dispatch staff conclude more of the low end calls in CAD instead of the members writing an entire report. Efforts to continue to find more ways to create uncommitted time.

Progress Report Q3:
Efforts to create more uncommitted time for patrol officers are being focussed in the area of an alternative subpoena serving process and using CAD to conclude files.
Work Plan Year: 2012  Target Start Date: 2012 Jan 30
Initiative Number: U-04  Target End Date: 2012 Dec 15
Initiative Title: Complete implementation and evaluation of the Community Connections Program.
Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Community Engagement</td>
<td>ONGOING</td>
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<tr>
<td>Business Process Analysis</td>
<td>ONGOING</td>
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Initiative Detail:
As part of the Community Connections program, patrol officers will identify the best locations and events to interact with the community in a meaningful way. This will include dropping in at organized community events. The purpose of the interaction will be for the public to engage with police, ask questions they may have, and get to know their police better, and for officers to better understand the needs of the people we serve.

Progress Report Q1:
In progress.

Progress Report Q2:
The Community Connections program has been successful to date with 17 "connections" being made in 2012. Most of these drop in visits are being made at public events in Saanich such as the Pearkes Boat show and an Elk Lake Rowing Regatta. The committee responsible for the program is making some modifications to make it even more effective in the future.

Progress Report Q3:
In the 3rd quarter (July, August, September) there were 59 Community Connections made within Saanich. Examples of these drop in visits were at various parks, Rec Centres, public events such as Strawberry Festival or Greekfest.
Work Plan Year: 2012
Initiative Number: U-05 / 2011 U-02.4
Initiative Title: Increase the visible presence of Saanich Police at UVIC
Target Start Date: 2012 Jan 15
Target End Date: 2012 Dec 15
Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:
- Road Safety
- Core Functions
- Working with Youth

Progress Report Q1:
The IT Section is working on computer connectivity between the U-Vic office and the Saanich Police Headquarters.
The Traffic Safety Unit has been doing enforcement projects around the campus targeting bike helmets.
Work is on-going.

Progress Report Q2:
Proactive patrols in and around the student residences at the end of April helped to reduce the amount of mischief caused in the final weeks of the school year.
Plans are in place to have the computer operational by the end of the summer in anticipation of having the office be fully functional by the start of the school term.

Progress Report Q3:
The Traffic Safety Unit conducted a two week project at Uvic at the start of the school year. The focus was on seatbelts, bicycle helmets and distracted driving. Total enforcement hours: 28.75, Total violation tickets issued: 90. Total warning tickets issued: 9

The remote access computer has been installed in the Uvic office. A number of security issues are being worked out and then the office will be up and running.
Initiative Title: Evaluate the Use of Force Reporting Process

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities: Business Process Analysis

Progress Report Q1:
Systemtek Consulting is working on creating one Use of Force Report form to take the place of the three forms currently in place.

Progress Report Q2:
Two meetings have been held with Systemtek Consulting. The design of the form is on-going.

Progress Report Q3:
In September, Systemtek Consulting provided the first version of the new Use of Force form. Modifications are being made to this version with the hope of having it ready to go for testing in the 4th quarter.
<table>
<thead>
<tr>
<th>Work Plan Year:</th>
<th>2012</th>
<th>Target Start Date:</th>
<th>2011 Mar 01</th>
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<td>Initiative Number:</td>
<td>U-07 / 2011 U-01.1</td>
<td>Target End Date:</td>
<td>2012 Dec 15</td>
</tr>
<tr>
<td>Initiative Title:</td>
<td>Hold a divisional meeting including all NCO’s (Sergeants and Staff Sergeants)</td>
<td>Division Responsible:</td>
<td>Uniform</td>
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<tr>
<td>Section Responsible:</td>
<td>Patrol</td>
<td>Key Strategic Priorities:</td>
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<td>Core Functions</td>
<td>PROGRESS: ONGOING</td>
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<td>Competency Development</td>
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**Initiative Detail:**
Hold a meeting of all Uniform Division NCOs (Sgt and S/Sgt) to discuss the new Strategic Plan and what it means to the front line officers of the Saanich Police.

**Progress Report Q1:**
No progress to date on this initiative. A meeting will be held in conjunction with the Strategic Plan roll out.

**Progress Report Q2:**
Considerable time has been spent by the Executive Officers in meeting with all work groups in the Department to discuss the new Strategic Plan. As such, a larger meeting of all Uniform Division NCO’s will not be held. On-going meetings are held with the Uniform Division Staff Sergeant group to ensure consistent practice across all platoons.

**Progress Report Q3:**
A Division wide NCO meeting has not been held to date.
Initiative Number: U-08

Initiative Title: Evaluate Future Patrol Vehicles

Division Responsible: Uniform

Section Responsible: Patrol

Key Strategic Priorities:
Research

PROGRESS:
ON TRACK

Initiative Detail:
Evaluate the various police car manufacturers’ models to determine the vehicle that will best meet the needs of front line patrol officers in the future.

Progress Report Q1:
The police vehicle review has been underway for a three months and the initial report will be prepared early in the second quarter.

Progress Report Q2:
The report received from the Vehicle Evaluation Committee was very well researched and written. It provided a fair assessment of the Chevrolet Caprice, Dodge Charger, Ford Interceptor and Ford Utility. The final recommendations was that the Saanich Police should purchase one Dodge Charger, one Ford Interceptor sedan and one Ford Utility SUV. This will allow each of the vehicles to undergo further evaluation under operational conditions so a more informed decision can be made on what the final choice of future vehicle will be. The order for these three models will be placed in the near future.

Progress Report Q3:
The order for the three new models of vehicle was placed in September with delivery scheduled for November.
Initiative Title: Purchase a boat for patrol of local lakes

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Key Strategic Priorities</th>
<th>PROGRESS:</th>
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<tbody>
<tr>
<td>Research</td>
<td>ONGOING</td>
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<tr>
<td>Core Functions</td>
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Initiative Detail:
Purchase the new Zodiac style boat and train Uniform Division members to operate it on the local lakes.

Progress Report Q1:
Awaiting approval of the police budget before purchase plans proceed.

Progress Report Q2:
The budget was approved at the end of May. The municipal Purchasing Department will be involved in identifying the supplier of the new police boat.

Progress Report Q3:
A Quotation was sent out by the Purchasing Department in July and that process is still underway to find a suitable boat.
Initiative Title: Conduct Corridor Enforcement on 8 key thoroughfares leading to the top 20 crash sites in Saanich

Division Responsible: Uniform

Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
- Road Safety

Initiative Detail:
Using the TTEP database and crash data from ICBC, enforcement action will be set up and monitored along eight main thoroughfares that lead to the top 20 crash sites in Saanich. The eight corridors have been identified as: Highway 17, Trans Canada Highway, Shelbourne St., Quadra St., McKenzie Ave., Interurban Rd., Burnside Rd. and Blanshard St.

Progress Report Q1:
Enforcement action continues at the thoroughfares leading up to the top 20 crash sites in Saanich. The Targeted Traffic Enforcement Program database is also being modified to capture more valuable statistics.

Progress Report Q2:
Enforcement action continues at the thoroughfares leading up to the top 20 crash sites in Saanich. The Targeted Traffic Enforcement Program database is also being modified to capture more valuable statistics.

Progress Report Q3:
Enforcement action continues at the thoroughfares leading up to the top 20 crash sites in Saanich. The Targeted Traffic Enforcement Program database is also being modified to capture more valuable statistics.
### Initiative Title:
Target key crash sites

### Division Responsible:
Uniform

### Section Responsible:
Traffic Safety Unit

### Key Strategic Priorities:
- Road Safety
- Business Process Analysis

### Initiative Detail:
Initiative U-10 targets the corridors leading to the top 20 crash sites. Using the TTEP database and crash data from ICBC, enforcement action will also be focused specifically on our top 20 crash sites targeting violations that result in collisions. By increasing enforcement in these areas, it is anticipated there will be a reduction in the number of crashes and therefore a reduction in the number of injuries caused by crashes.

### Progress Report Q1:
Enforcement action continues at the thoroughfares leading up to the top 20 crash sites in Saanich. The Targeted Traffic Enforcement Program database is also being modified to capture more valuable statistics.

### Progress Report Q2:
Enforcement action continues at the thoroughfares leading up to the top 20 crash sites in Saanich. The Targeted Traffic Enforcement Program database is also being modified to capture more valuable statistics. This is ongoing and part of a long-term strategy.

### Progress Report Q3:
Enforcement action continues at the thoroughfares leading up to the top 20 crash sites in Saanich. The Targeted Traffic Enforcement Program database is also being modified to capture more valuable statistics. This is ongoing and part of a long-term strategy.
Initiative Title: Conduct three Commercial Vehicle Safety Enforcement projects

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities: Road Safety

Initiative Detail:
Members of the Traffic Safety Unit trained in commercial vehicle safety examinations will work with our partners, the CVSE Inspectors, to conduct roadside checks of commercial vehicles. A minimum of three such roadside checks will be conducted in the course of the year.

Progress Report Q1:
No progress on this initiative to date. Projects will be set up in second and third quarters.

Progress Report Q2:
The Traffic Safety Unit and Commercial Vehicle Inspectors have conducted four deployments this quarter with a total of 7 enforcement hours. This initiative is a great opportunity to increase awareness of commercial vehicle safety. Further projects are expected for July 23, August 21 and September 18, 2012.

Progress Report Q3:
The Traffic Safety Unit and Commercial Vehicle Inspectors have conducted 3 deployments this quarter with a total of 3.5 enforcement hours. More projects are planned for the last quarter.
Initiative Title: Implement two Collision Analyst training days per year

Division Responsible: Uniform

Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
- Competency Development
- Road Safety

Initiative Detail:
Implement two Collision Analyst training days per year so they can maintain their qualifications and improve communication to ensure consistent practices.

Progress Report Q1:
The first training date is set for April 18, 2012.

Progress Report Q2:
First training session was conducted April 18 and was attended by members of several police and fire agencies as well as FIS. This session included measurements on skid to stop using the FLIR technology and a live action staged crash. Another training session is being planned for the 3rd quarter.

Progress Report Q3:
The second training session is currently being planned and will take place in the last quarter.
Initiative Title: Implement the use of Automatic Licence Plate Recognition (ALPR) technology

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Progress Report Q1:
The final revisions of the ALPR operational policy are being completed. RCMP Enhanced Security clearances are required so Saanich Police members can access the ALPR data from the IRSU RCMP computers. Ongoing.

Progress Report Q2:
Completed. ALPR is now operational and an evaluation is underway.

Progress Report Q3:
Completed in the second quarter.
Initiative Title: Promote and expand the K9 Business Assistance Program

Division Responsible: Uniform
Section Responsible: Canine

Key Strategic Priorities:
Community Engagement

Initiative Detail:
Identify new businesses that will allow the Canine Officers to train in after hours. The plan is to increase participation in this program by 5-10% by year end.

Progress Report Q1:
The Saanich Police website has been modified to allow businesses to submit program applications on-line.

Progress Report Q2:
One new business has been added to the program this quarter. Another was added but has since been removed as the business was sold and building renovated.
Both these businesses were sourced by K9 members and not as a result of the upgrade to the web site.

Progress Report Q3:
We did not receive any new interest in our K9 Business Patrol this quarter.
There have been no applications for the program through the enhanced web site.
New decals have been requested in the 2013 budget to update the program look.
### Initiative Title:
Conduct containment training with all members of the Uniform Division

### Division Responsible:
Uniform

### Section Responsible:
Canine

### Key Strategic Priorities:
- Competency Development

### Work Plan Year: 2012

<table>
<thead>
<tr>
<th>Initiative Number:</th>
<th>U-16</th>
<th>Target Start Date: 2012 Jan 30</th>
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<tr>
<td>Target End Date:</td>
<td>2012 Dec 15</td>
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### Initiative Detail:
Conduct containment training exercises with each platoon so all members of the Uniform Division are trained to set up containment in a consistent manner.

### Progress Report Q1:
No action taken to date.

### Progress Report Q2:
Three of the four shifts received containment training lectures this quarter. This consisted of approx 45 minutes after Muster discussing the principles, policy and procedure around the setting of containment. This discussion was followed later in the evening by conducting practical scenario based training. To date it appears to be very well received. "C" platoon did not receive the training this quarter but that training is scheduled to happen next week.

### Progress Report Q3:
The fourth shift (C Platoon) received containment training during this quarter. This consisted of approx 45 minutes following Muster discussing the principles, policy and procedure around the setting of containment. This discussion was followed later in the evening by conducting practical scenario based training. The training was well received.
Initiative Title: Planning to Host the 2013 Canadian Police Canine Championships

Division Responsible: Uniform
Section Responsible: Canine

Key Strategic Priorities:
- Community Engagement

Progress Report Q1:
Planning has been ongoing for a venue to host the Canine Trial and seeking sponsorships.

Progress Report Q2:
Planning is slowly progressing. The committee has still not been able to secure a public day venue (within Saanich) which remains the biggest hurdle. Fund raising has been extremely difficult with businesses showing interest but most not being in a position to be cash sponsors at this time.

Progress Report Q3:
Planning continues to be a slow process. Securing a public day venue remains a number one priority and as such we are making inquiries to secure the Save-on-Foods Center. Fund raising has been very difficult in tough economic times with cash being hard to come by. To date we have raised 20% of our cash goal. We are now 1 year from the event and efforts will be ramped up in all areas to ensure this event is successful. We remain confident that we will meet our target goal.