### 2013 Annual Work Plan Year-End Summary

**Work Plan Year:** 2013  
**Initiative Number:** A-01 / 2012 A-01  
**Initiative Title:** Pound Services: Increase revenue and pilot new service delivery model  
**Target Start Date:** 2011 May 01  
**Target End Date:** 2013 Dec 31  
**Initiative Complete:** ✓  
**Carry Forward:** ☐  
**Division Responsible:** Administration  
**Section Responsible:** Pound

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#### Background / Issue being addressed:

The Saanich Pound Section has been staffed with two employees since the 1960's. Workload and demands for service have increased significantly since then. Increased staffing is required to improve service delivery and meet demands for service. With limited funding available for staff increases a new strategy is required.

#### 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.

#### Objective / Desired Outcome:

- Increase the number of hours provided by Pound Inspectors
- Increase revenue to Saanich to fund additional staff to improve overall service delivery.

#### Year End Summary:

A new Pound Officer was hired in the latter part of 2013. Through the service delivery model involving another Pound Inspector we expect the enforcement of bylaws to increase. We now have the ability to cover weekends and a greater number of hours during the day. Saanich saw an increase in the number of licensed dogs from 6975 in 2012 to 7145 in 2013.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2011 Mar 01  Initiative Complete: ✔
Initiative Number: A-02 / 2012 A-05  Target End Date: 2013 Sep 30  Carry Forward: ☐

Initiative Title: Detention Facility: Complete construction of expanded detention facility

Division Responsible: Administration
Section Responsible: Cell Block

Key Strategic Priorities:
Core Functions

PROGRESS:
COMPLETE

Background / Issue being addressed:
The Saanich Police Cell block was built in the 1960s. The capacity within the cellblock no longer meets the requirements for today's demands. There is no capacity to house females or young offenders. Other police in the region have a reduced ability to assist Saanich in housing prisoners that exceed our capacity. In 2012 specifications were developed to enable the expansion of the current detention facility to house female and young offender prisoners in Saanich.

Initiative Detail:
Expand the detention facility to meet the identified specifications and the standards of a modern facility that will be able to house all demographics of prisoners and that incorporates the Provincial standards for CCTV.

Objective / Desired Outcome:
The detention facility is expanded to meet our immediate needs in relation to female and young offenders while meeting all current provincial standards.

Year End Summary:
The new Detention Facility was opened in October and the Saanich Police now have the ability to lodge male, female, transgendered and youth prisoners. This initiative is complete.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013
Initiative Number: A-03 / 2012 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

PROGRESS:
- COMPLETE

Target Start Date: 2011 Feb 01
Target End Date: 2013 Feb 28
Initiative Complete: ☑
Carry Forward: ☐

Background / Issue being addressed:
The call logger equipment used to record and retrieve police phone and radio communications was shared with Saanich Fire until the end of 2011. The equipment is self-contained in the Communications Centre which allowed access for police and fire; however, because of the physical location and the need to provide access to Saanich Fire, the information was not accessible through the Saanich Police network. This results in only staff in the communication centre being able to access and retrieve information. There is a high demand for the retrieval of such information and the responsibility falls onto the sergeant in the communication centre, taking time away from supervisor and staff development duties. Data stored outside of the network increases security risks. With Saanich Fire no longer requiring access to this system, much needed changes can be made.

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 into early 2013.

Objective / Desired Outcome:
The data held in the logger system will be accessible on the Saanich Police network.
A digital evidence management and archiving system will be developed.

Year End Summary:
The NICE voice logger system was implemented successfully in January 2013 and has performed very well through the first year of operation.
Work Plan Year: 2013
Initiative Number: A-04 / 2012 A-09
Initiative Title: Assess the impact of and create a plan to implement an in-car video system

Division Responsible: Administration
Section Responsible: Information Technology

Key Strategic Priorities: Technology

PROGRESS: DELAYED

Background / Issue being addressed:
There is an increased expectation that police will use available technology to record their activities where possible, both to preserve evidence and to enhance police accountability. In 2009 Police Services Division of the Ministry of the Solicitor General provided funding to police agencies to purchase in-car video systems for front line police vehicles. The money provided was for the purchase of the camera equipment. While this initiative was laudable, it did not provide sufficient resources to fully implement the desired outcome. The hardware in the vehicles is actually a small part of the overall system and infrastructure required for full implementation of an in-car video system. The capture, movement, storage, indexing and retrieval of the digital images from in-car video systems is complex and expensive to research, design, implement and maintain. Significant work is required to position the department for a move toward the implementation of an in-car video system.

In 2011 IT and Administration staff researched the requirements for the implementation of an in-car video system for the Saanich Police. This included: testing various systems in vehicles; establishing expected data volumes; establishing the network support required; and, establishing the cost of hardware, software and support.

A report was completed with recommendations as to how best move forward. The report clearly identifies other infrastructure that is required to support this project. Much of the work that is necessary is required for other initiatives, and will take most of 2013 to complete.

Initiative Detail:
Upon completion of the several IT projects planned for 2013 a decision will made as to whether to move forward with this initiative, and if so, an implementation plan will be developed for either the end of 2013 or into 2014. Issues of organizational impact and availability of resources in the context of other priorities will be considered.

Objective / Desired Outcome:
Short-term: A decision will be made as to the viability and scope of the implementation of this initiative in the context of other IT needs and limited resources. An implementation plan will be developed for the end of 2013, or 2014.

Long-term: If implemented, Saanich will be using an in-car video system that will capture supportive evidence of various incidents and crimes. The system will be designed to minimize impact on resources while providing the most effective tools to officers and the courts.

Year End Summary:
No action has taken place on this initiative in 2013. In car video is a complex issue and if the technology infrastructure is in place and if/when it makes sense to proceed with the project in the future it will be initiated again at that time.

**Work Plan Year:** 2013  
**Target Start Date:** 2011 Mar 30  
**Target End Date:** 2014 Mar 30  
**Initiative Title:** Implement regional high speed pursuit policy  
**Division Responsible:** Administration  
**Section Responsible:** Telecoms  
**Initiative Number:** A-05 / 2012 A-11  
**Initiative Complete:** ✔  
**Carry Forward:** □

**Background / Issue being addressed:**

In 2010-2012 a great deal of work was done on the development of a regional policies to address interoperability issues and to ensure the most effective operations in relation to multi-jurisdictional high speed/dynamic events such as pursuits. Saanich Police led discussions with staff from other regional police agencies. There is much agreement on the practices and protocols required to manage these events effectively and these have been incorporated into policy. Implementation of the policy has been delayed due to a technical problem with the CREST radio system.

**Initiative Detail:**

To resolve the CREST technical issues and implement a regional high speed pursuit policy. This will include implementing policies within each communication centre and providing training to communication and front line staff on the new policies and expectation.

**Objective / Desired Outcome:**

Full implementation of a regional high speed pursuit policy  
All appropriate operational trained on the policy and expectations.

**Year End Summary:**

Testing of the new policy has been successful and the final draft of policy has been approved by the Area Chiefs. Implementation of the new policy will begin in the early part of 2014.
Work Plan Year: 2013  
Initiative Number: A-06 / 2012 A-13  
Initiative Title: Develop new service delivery model for the front desk

Division Responsible: Administration  
Section Responsible: Front Desk

Key Strategic Priorities:
- Business Process Analysis

Background / Issue being addressed:
The Front Desk of the Saanich Police is staffed by one constable from the Administration Division Monday to Friday dayshift, and a constable from the on-duty platoon 24 hours a day 7 days a week. In 1997 the Saanich Police was reorganized to allow for the support of the Administration Division position. The position was put in place to deal primarily with calls for service that required a police officer, but that could be handled over the phone. This was referred to as the Alternative Call Response position. Since then the position has evolved, and over time, taken on responsibilities that were never envisioned for this position, including conducting and process criminal record checks and retrieving digital media from CCTV. At the same time, foot traffic at the front desk has increased as more people have a need to process applications and follow up with investigators. Consequently, today, there is almost no capacity to perform the duties of alternative call response. The Strategic Planning process recognized this shortcoming and called for change in practices in order to enhance services in relation to meeting the needs of people coming to the front desk and providing phone service to free up time for officers on the road, which in turn allows more time for self-initiated police work.

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

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

Objective / Desired Outcome:
Anticipated outcomes include: improved service delivery model for Front Desk services; improved coordination of Summons and Subpoenas / Telebail and other front desk duties; less waiting for citizens attending the front office; improved capacity for police to deal with calls for service over the phone; and improved time for officers on the road to conduct self-initiated police work.

Year End Summary:
The Business Process Reviews has not been completed in 2013 but will conclude in the first quarter of 2014. At that time it is hoped a realignment of work can be looked at for the Front Desk. This initiative will been carried over to 2014.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  
Initiative Number: A-07 / 2012 A-15  
Initiative Title: Initiate a pilot project for virtual workstation technology.

Division Responsible: Administration  
Section Responsible: Information Technology  

Key Strategic Priorities: Technology

Target Start Date: 2012 Feb 15  
Target End Date: 2013 Dec 15  
Initiative Complete: ✓  
Carry Forward: □

Background / Issue being addressed:
Virtual workstation technology can reduce the number of physical computer work stations deployed throughout the Saanich Police. By reducing the number of physical work stations deployed, purchasing, operating, and maintenance costs can be reduced. Virtual workstation technology is also a component of providing mobile connectivity to the departmental network. This technology also has the potential to contribute to the maintenance of post disaster emergency communications. In 2012 much work was done in this regard including researching and testing of virtual work station connectivity as it applies to the Saanich Police, and researching cost and configuration.

Initiative Detail:
Conduct a pilot initiative to test the implementation of virtual workstation technology.

Objective / Desired Outcome:
Short-term: based on the results of the pilot project, and if appropriate, create a proposal for the effective implementation of virtual work station technology in the Saanich Police

Long-term: if implemented, to provide a foundation for more efficient and effective access to information while reducing capital outlay and maintenance cost for information technologies.

Year End Summary:
The infrastructure to implement this pilot project has been installed and is operational as of this date. The next phase for this project is to allow time for technical staff to train on its use and administration, and to test the various methods available to implement this technology.
VDI is a key component to providing secure remote access and is the final piece of the infrastructure to provide this service to be deployed. As such it will be developed along with the Emergency Command Vehicle which is expected to arrive in early 2014.

The production version of VDI will be deployed along with the new Storage Area Network refresh, which will supply the horsepower needed to support it. We will have the ability to grow the system over the next 4 year refresh cycle for up to 150+ users if so desired.

This initiative has progressed to the point that it will now be concluded.
### Initiative Title:
Complete implementation of Virtual Private Network (VPN) technology.

### Division Responsible:
Administration

### Section Responsible:
Information Technology

### Key Strategic Priorities:
- Technology

### Progress:
COMPLETE

### Initiative Detail:
Further develop the environment to test the VPN technology by creating a small number of pilot sites. Implement VPN technology upon successful development and testing.

### Objective / Desired Outcome:
**Short-term:** complete implementation of the VPN

**Long-term:** provide better access to information systems and increase mobility of the Saanich Police

### Year End Summary:
The Virtual Private Network (VPN) technology has been implemented and testing thus far has been successful. This technology will be further refined in concert with the VDI project. This initiative is complete.
Work Plan Year: 2013  
Initiative Number: A-09 / 2012 A-18  
Target Start Date: 2012 Feb 15  
Target End Date: 2013 Dec 30  
Initiative Title: Implement SQL Server technology to support PRIME data warehouse and the Police personnel database.

Division Responsible: Administration  
Section Responsible: Information Technology  

Key Strategic Priorities: Technology

PROGRESS: DELAYED

Background / Issue being addressed:
The Saanich Police require the ability to administer and maintain large amounts of data contained in departmental databases. SQL Server is a powerful tool that reduces the amount of active administration required by the database. SQL Server also assists in creating a more robust environment for the database to operate in. The Saanich Police also require the ability to analyze and report on information that is collected. The analysis of large amounts of data requires SQL Server to assist with revealing hidden relationships contained in the information. The ability to understand these relationships directly impacts the efficient delivery of police service and may also help to solve complex criminal events.

In 2012 a request for proposal was developed and a contract was awarded for implementation.

Initiative Detail:
Implement the chosen solution and retain the expertise of a database manager as a support service to the Saanich Police.

Objective / Desired Outcome:
SQL Server technology installed and operating stably by the end of 2013.

Year End Summary:
The plan was to upgrade the Police Personnel database from an Access back-end to a SQL server back-end, this was to provide needed security and added stability to the system. The stability issue resolved itself somewhat with the migration of the network from Novell to a Microsoft architecture. The security issues remain and the robustness of the database still needs to be addressed. Therefore, this initiative will be carried over into 2014 and completed as time permits for the IT Section.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2012 Feb 15  Initiative Complete: ✓
Initiative Number: A-10 / 2012 A-19  Target End Date: 2013 Dec 30  Carry Forward: □

Initiative Title: Implement digital media record archival and digital media exhibit preservation.

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
Technology

Background / Issue being addressed:
The Saanich Police require the ability to collect and preserve digital records and exhibits in a manner consistent with the collection and preservation of physical exhibits. Long term storage of this material is required for certain types of ongoing investigations. The solution must allow for the packaging and presentation of digital material to the courts. The solution must also be scalable and fiscally responsible. Ideally the solution should be non-proprietary.

A pilot project commenced in 2012 with very limited files to allow for the system to be tested in a working environment.

Initiative Detail:
Continue testing of the proposed solution using the existing network capability to provide for a 'digital record and exhibit control room'.

Conduct a pilot project in 2013 to determine the resources required to manage the increasing number of digital exhibits.
Identify other options to achieve this goal if necessary.

Objective / Desired Outcome:
A fully functional capacity to manage digital exhibits and records is in place by the end of 2013.

Year End Summary:
The Digital Media Management pilot project was a success. A job description has been created and a job posting has been issued to fill the job on a full time basis. Multiple work units are now using the system and it will soon be expanded to all members of the Department. This initiative is complete.
Support and trouble shoot remote monitoring capability for investigative interviews.

Division Responsible: Administration

Section Responsible: Administration

Key Strategic Priorities:
Technology
Investigative Capacity

PROGRESS:
COMPLETE

Background / Issue being addressed:
The Saanich Police require the ability to invite subject matter experts located anywhere in the world to monitor investigative interviews in real time. Access to subject matter experts during investigative interviews will assist investigators in achieving success during those interviews that involve subjects involved in complex or high profile crimes.

Initiative Detail:
Research and deploy a suitable Virtual Desktop Interface (VDI)
Test and trouble shoot the performance of the VDI until stability is achieved.

Objective / Desired Outcome:
Subject matter experts are able to monitor and provide guidance during high value investigative interviews by the end of 2013.

Year End Summary:
The VPN and the VDI projects are progressing but are not yet complete. The ability to have remote monitoring of interviews will be achieved when these other technologies are operational. As such, this initiative will be concluded in 2013.
Support Information Technology (IT) requirements associated to expanded facilities.

Division Responsible: Administration

Section Responsible: Information Technology

Key Strategic Priorities:
- Building Remediation
- Technology

PROGRESS: DELAYED

Background / Issue being addressed:
When additional workspace is available to the Saanich Police, Information Technology staff will be required to purchase and install the needed computer equipment and networking.

Initiative Detail:
Assess space available for network drops and connectivity.
Determine the number of devices that are required.
Deliver and install the computer devices purchased for the new workspace.

Objective / Desired Outcome:
New police work areas have computing technology installed when needed.

Year End Summary:
The old library building was identified in the 3rd quarter as the new facility to house a portion of the police department. There is still a large amount of work needed to be done on the building before the IT needs will be identified. This initiative will be carried forward into 2014.
Work Plan Year: 2013  
Target Start Date: 2012 Feb 15  
Initiative Number: A-13 / 2012 A-28  
Target End Date: 2013 Dec 30  
Initiative Title: Carry forward 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:  
Core Functions

PROGRESS:

COMPLETE

Background / Issue being addressed:
In previous years the Saanich Police managed incident reporting in PIRS (Police Information Retrieval System). PIRS is maintained by the RCMP and is approaching the end of its technical support. Saanich Police have not actively used PIRS for several years. Records employees no longer maintain a broad expertise in the use of PIRS and the statistical information included in the system is less available to the organization every year. There is a need to bring the remaining statistical data forward into PRIME BC so that it is accessible in the current reporting environment.

Initiative Detail:
Determine the most efficient and effective means to ensure data captured in PIRS is brought forward to be available in PRIME. Strategies will include:

- contacting Versaterm to get the cost of scripting the old data into PRIME BC;
- creating a validation process to ensure that only tombstone data is transferred into PRIME consistent with current standards;
- conducting a cost benefit analysis to reach a decision whether to proceed;
and if appropriate,
- transfer the data and conclude our relationship with PIRS.

Objective / Desired Outcome:
If appropriate, data transfer completed and validated by April 2014.

Year End Summary:
Transferring files from PIRS to PRIME has been identified as a manual process to ensure critical data is transferred into PRIME and validated without overriding current Persons information. All homicide files will have been transferred as at 2013.12.31. We will continue to manually transfer all long retention files as time permits until it is completed. This initiative will not be carried forward into 2014 although work continues on it.
Work Plan Year: 2013  
Initiative Number: A-14 / 2012 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:

Core Functions

PROGRESS: COMPLETE

Target Start Date: 2012 Feb 15  
Target End Date: 2013 May 30  
Initiative Complete: ✓  
Carry Forward: □

Background / Issue being addressed:

To maintain business continuity it is important for Records Support Clerks to be competent at any of the Court Clerk or CPIC desks. The Records Section needs to build redundancy due to recent employee turnover in the workgroup.

This was planned to occur in 2012 however instructional staff were not available.

Initiative Detail:

Arrangements have been made to have instructional staff attend to the Saanich Police in May of 2013 to provide CPIC training to key staff.

Objective / Desired Outcome:

Successful completion of course by five candidates

Year End Summary:

CPIC course was provided to five Saanich employees and was concluded at the end of second quarter. This initiative is complete.
Work Plan Year: 2013  Target Start Date: 2012 Feb 15  Initiative Complete: ✓
Initiative Number: A-15 / 2012 A-31  Target End Date:  
Initiative Title: Assist PRIME Technical Services with the development of a Purge/Archive solution for PRIME.

Division Responsible: Administration
Section Responsible: Records

Key Strategic Priorities: Core Functions

PROGRESS:
COMPLETE

Background / Issue being addressed:
There is a requirement to comply with statutory regulations in relation to the destruction and retention of police records. The Provincial police records management system (PRIME BC) does not yet have the technology in place to allow for this although a PRIME BC working committee is looking into this requirement.

The PRIME Governance Council 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.

The project is unable to move forward until the completion of the consultant's review.

Saanich Police have representation on the Working Committee and Governance Council and will offer support during any pilot project that is proposed.

Initiative Detail:
Continue working with the Purge/Retention Working Committee to review and advise on definitions and process.

Provide approval for a pilot project at Saanich Police to engage in user acceptance testing of identified processes and practices.

Complete and sign off pilot project.

Implement new procedures as identified by PRIME BC.

Objective / Desired Outcome:
Purge/retention process is accepted and old information is regularly assessed, retained or purged from PRIME records. Target date December 31, 2013, or as determined by consultant.

Year End Summary:
Testing is continuing by PRIME Business Applications Team to address ongoing issues identified in the multi-jurisdictional functionality and diversity of the purge process. Although they are working through systems issues this initiative is delayed. The Purge/Retention Committee will reconvene once there is successful confirmation into the functionality of the systems. This goal relies on many other agencies beyond the control of the Saanich Police. This goal will be completed in due course but it will no longer be tracked in the AWP process and therefore it will not be carried over into 2014.
Initiative Title: Administration Division Business Process Review

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
- Business Process Analysis

Background / Issue being addressed:
Changes to PRIME (records management system) and many other aspects of the functions of the Administration Division, have resulted in an imbalance in the workload of staff within the Division. In addition, the front desk of the Saanich Police is performing work that may be better aligned with other functions of the Administration Division. Requests have come forward for an increase in staffing levels in certain areas. Before acting on these requests, an analysis is required to ensure we are maximizing use of existing resources and operating as effectively and as efficiently as possible.

Initiative Detail:
Conduct a Business Process Review of all functions of the Records Section and Front Desk operation of the Administration Division.

Objective / Desired Outcome:
Complete the Business Process Review of aspects of the Administration Division.

Identify opportunities to gain efficiencies and effectiveness within the Records Section and Front Desk.

Understand the optimum resources required to meet immediate and future needs of the Records Section and Front Desk operations.

Year End Summary:
Delays from the Business Process Review survey and results have impacted the completion date of the project and its final report. We expect to have the final report in early 2014 at which time work will begin on implementing some of the recommendations. This initiative will be carried over to 2014.
SAANICH POLICE

2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2013 Jan 07  Initiative Complete: □
Initiative Number: C-01  Target End Date: 2013 Dec 20  Carry Forward: ☑
Initiative Title: Creating a culturally welcoming and inclusive environment at the Saanich Police

Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:

Diversity
Community Engagement

PROGRESS:
ONGOING

Background / Issue being addressed:
The Municipality of Saanich has the highest population of ethno-cultural diversity on Vancouver Island. As such, we are committed to maintaining a welcoming and inclusive environment as people attend the Saanich Police, and to developing ongoing and coactive relationships with our partner agencies based on our shared understanding of community needs.

Initiative Detail:
The Saanich Police will work with our diversity partners to create a welcoming and inclusive environment by:

1) Placing digital signage in the lobby entrance of the Saanich Police building to present information to inform various ethno-cultural communities of services and events that may pertain to their communities.

2) Building relationships and getting a better understanding of the needs of our diverse communities, including working with cultural associations, the Native Friendship Centre, the GLBT community, our homeless and hard to house, and many others.

Objective / Desired Outcome:
The objective is to create a welcoming, culturally sensitive environment for our diverse communities as they attend the Saanich Police and to be engaged in relationships that allow us to understand the needs of our community.

Year End Summary:
A 47 inch digital signage TV has been obtained. It will be used on a portable basis at community engagement events to message out various activities. Lobby installation to be reviewed in early 2014.

In November Saanich Police was a finalist in the Safe Harbour Certified Location award category (AMSSA - Affiliation of Multicultural Societies and Services Agencies of BC).

Monthly meetings and planned activities continued to occur with the Greater Victoria Police D.A.C. (Diversity Advisory Committee) and the Community Partnership Network (CPN). Both of these working groups fall under the umbrella of the Inter-Cultural Association of Greater Victoria (ICA).

See the Year End Summary of C-17 for information about innovative partnerships between Saanich Police and the ICA which resulted in a joint theatre project during Q4.
Continuing initiative for 2014.

**Work Plan Year:** 2013  
**Initiative Number:** C-02  
**Target Start Date:** 2013 Jan 15  
**Target End Date:** 2013 Dec 15  
**Initiative Complete:** ✔  
**Carry Forward:** □

**Initiative Title:** Enhance relationships with police School Liaison Sections within the CRD

**Division Responsible:** Community Liaison  
**Section Responsible:** School Liaison

**Key Strategic Priorities:**  
- Community Engagement  
- Working with Youth  
- Business Process Analysis

**PROGRESS:** COMPLETE

**Background / Issue being addressed:**
A common theme in law enforcement is that there are very few boundaries for the travel, communication and interactions between specific groups of individuals that Police deal with or interact with. Youth in our society belong to a much larger community than we once experienced. Our youth are more mobile, use better and more immediate communication methods and are more informed in many ways through the internet.

**Initiative Detail:**
The response to keep up to this trend is to enhance communication between the various Police School Liaison Sections in the CRD and the create opportunities to share information, programs and issues that may affect multiple jurisdictions or assist in the delivery of the section's mandate.

**Objective / Desired Outcome:**
The objective will be to arrange four meetings over the course of 2013 that will involve opportunities to share information or combined training opportunities to the Police School Liaison Sections in the Capital Regional District.

The desired outcome is to ensure that program delivery is meeting the strategic priorities of the 2012-2016 Saanich Police Strategic Plan and that we are making the most efficient and effective use of our collective resources through collaboration.

**Year End Summary:**
The objective of this initiative has been reached and will be ongoing. This is demonstrated by a collaborative approach to youth issues in three school districts with the three police jurisdictions and the School Districts working towards a solution and response including enforcement, education and support for the youths at risk.
**Initiative Title:** Police vs. Students Basketball games

**Division Responsible:** Community Liaison

**Section Responsible:** School Liaison

**Key Strategic Priorities:**

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<td>Working with Youth</td>
<td>ONGOING</td>
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<td>Community Engagement</td>
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<td>Diversity</td>
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**Background / Issue being addressed:**

In 2011 and 2012 the School Liaison Section organized three basketball games between Saanich Police Members and High schools in the Municipality of Saanich. The games were in conjunction with various charitable causes chosen by the students at each school. It was very well received and one event in particular raised thousands of dollars for a family in Saanich that was dealing with some medical health issues of their child. The event provided a great opportunity to showcase some of the athletic talent in the Department, and to provide a positive interaction between the players, spectators and the Police Officers actively participating. It also provided an opportunity to allow other members to attend on or off duty and enjoy interaction with the public and students in the stands.

**Initiative Detail:**

The School Liaison Section will be actively seeking out interested Middle and Senior High schools to coordinate 5-10 basketball games between students and police.

**Objective / Desired Outcome:**

The objective is to participate in 5-10 basketball games between students and police.

The desired outcome is to build relationships with students, parents, and the schools. The focus will be on having fun and raising money for good causes and on demonstrating the Saanich Police is a caring and involved organization.

**Year End Summary:**

This initiative is ongoing due to the timing of the school year and the school basketball season itself.
Work Plan Year: 2013  Initiative Number: C-04
Target Start Date: 2013 Jan 15  Target End Date: 2013 Dec 15
Initiative Title: Engaging Youth through Social Networking

Division Responsible: Community Liaison
Section Responsible: School Liaison

Key Strategic Priorities:
Working with Youth

PROGRESS:
COMPLETE

Background / Issue being addressed:
Youth of today have truly become citizens of the world through their access to the internet, various social networking platforms, and means of electronic communication including texting, BBM, Facebook, Skype and Twitter, to name a few. These forms of communication create a dynamic and instant social environment for the peer groups. For police to effectively engage the youth of Saanich it will be necessary stay current in the ever-changing world of the internet and the tools used for communication, and to seek out opportunities to use these tools to connect with youth.

Initiative Detail:
The Saanich Police School Liaison Section Officers (SLOs) will be trained on the use of the recently created Twitter accounts. The officers will document school events through Twitter and provide information and updates relevant to the school community.

Objective / Desired Outcome:
The objective is for SLOs to tweet appropriate information five times during the regular school week. The SLOs will also set goals to have 100 followers on their Twitter accounts by the end of 2013.

The desired outcome is to strengthen police-youth relations through an enhanced ability to effectively communicate with our youth regarding safety and other appropriate messaging. One indicator of success will be to monitor the level of two-way interaction between police and youth through these tools, and to see an increase in this activity.

Year End Summary:
This initiative is concluded. The five School Liaison Officers are connected, routinely tweet and interact through Twitter. Activity will be ongoing.
Work Plan Year: 2013  
Initiative Number: C-05  
Initiative Title: Sponsor a youth Rugby Seven's tournament

Division Responsible: Community Liaison  
Section Responsible: School Liaison

Key Strategic Priorities:
- Working with Youth
- Community Engagement

Background / Issue being addressed:
The Saanich Police in the past had sponsored a volleyball Tournament in conjunction with the University of Victoria and their varsity volleyball program. When the volleyball program was discontinued at the University of Victoria the tournament was also lost. Since then, the Saanich Police have not sponsored a major youth athletic tournament.

The Saanich Police acknowledge the value of such an event to the participants, spectators and the Community. In addition, they develop opportunities to foster positive interactions between Youth and Police through the planning process and the during the course of the event itself.

Initiative Detail:
The Saanich Police School Liaison Section will sponsor a Rugby Seven's Tournament. The event will be sponsored by the Saanich Police and will enlist School and or National Rugby team personnel to plan a Rugby Seven's tournament. The Saanich Police will provide funding for trophies, media assistance and sponsorship to the event. Rugby sevens is a modified version of the full sided Rugby game and has recently been added to the Olympic games as a test sport.

Objective / Desired Outcome:
The objective is to have youth engage with police in hosting and sponsoring a Rugby Seven's Tournament with 8 - 10 high school teams participating in 2013.

The desired outcome is to further strengthen the relationship between schools, youth and police, and to demonstrate that the Saanich Police are committed to engaging youth in positive activities.

One measure of success will be whether there is a desire on the part of youth to hold the event, and then to move forward to have another event in 2014.

Year End Summary:
Objective met and will be ongoing for 2014.
Work Plan Year: 2013  Target Start Date: 2013 Jan 15  Initiative Complete: 
Initiative Number: C-06  Target End Date: 2013 Dec 15  Carry Forward:

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:

| Community Engagement | PROGRESS: |
| Core Functions       | OBJ ACHIEVED/ONGOING |
| Crime Analysis       |

Background / Issue being addressed:
Theft of and from automobiles is an ongoing crime that effects a significant number of people. Some statistics indicate that motor vehicle theft alone is 34% higher in BC compared to other Provinces. The Lock Out Auto Crime Program, sponsored by ICBC is designed to remind people about keeping their vehicle and contents safe. The program sees summer students targeting mall parking lots seeking opportunities to educate vehicle owners who have left their vehicle vulnerable to thefts.

As many of the theft from vehicles occurs on streets in Saanich neighbourhoods there is a need to expand the program to specific areas that are known to be targeted by criminals.

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.

Objective / Desired Outcome:
The objective is to conduct Lock Out Auto Crime activities between the months of May and August 2013 in a minimum of 6 separate shopping locations and 4 neighbourhoods.

The desired outcome is to reduce victimization of people caused by theft from vehicles, and in turn, to reduce the number of calls for police services.

One measure of success will be to see a reduction in theft from vehicles when compared to the trend of the previous five-year average.

Year End Summary:
Annual objectives were exceed by the end of August. Volunteer criminal justice students (Camosun College partnership) continued to exceed program delivery through the last two weeks of November and the first week of December.

Seven students delivered nine sessions of four hours each. Focus was on shopping centres and rec centres. This included Tillicum Centre, Shelbourne Place, University Heights Shopping Centre, Uptown Centre and Saanich Centre.

Continuing program partnership with ICBC in 2014.
Work Plan Year: 2013  
Initiative Number: C-07  
Initiative Title: Block Watch: Expand the program by 15 blocks

Division Responsible: Community Liaison  
Section Responsible: Block Watch

Key Strategic Priorities:  
Community Engagement

Background / Issue being addressed:

It is essential that the community takes responsibility for reducing crime and in building safe neighbourhoods. An effective Block Watch program can create an environment that enables staff and the community to take action; and, builds a foundation to maintain effective partnerships and a communication network with the community. The participants of the Block Watch program have historically enjoyed lower property crime rates and have reported that they enjoy stronger relationships with their neighbours. Expansion of the Block Watch program is an ongoing priority for the Saanich Police. Other benefits of the Block Watch program include assisting people feeling safe in their homes, increased ownership in accepting responsibility for looking after one another, and decreasing crime by making neighborhoods increasingly unattractive to offenders.

Initiative Detail:

Based on targeted recruitment, public events and general education, we can add 15 new blocks in the Block Watch Program in 2013.

Objective / Desired Outcome:

The objective is to increase the number of participating blocks in the Block Watch Program by a minimum of 15 new blocks by December 15, 2013.

The desired outcomes include: reduced victimization in Block Watch neighbourhoods; a reduction calls for police services relating to reported crime and minor events, with a potential increase in calls reporting tips and suspicious activity; a greater sense of responsibility and safety in participating neighbourhoods.

Year End Summary:

The Block Watch Coordinator reports there are nine (9) new Block Watch neighbourhoods in this reporting period. This brings the 2013 total to twenty eight (28), exceeding the target of fifteen (15) new Block Watch neighbourhoods.

There are fifty six (56) pending Block Watch neighbourhoods which have expressed interest in becoming a part of this program. This is an ongoing process that will carry over to 2014.
Background / Issue being addressed:
Financial scams and various frauds are growing at an alarming rate in Canada. Seniors, who may be experiencing changes in health, or who are isolated, can be especially at risk of victimization.

Initiative Detail:
Tipsters, including seniors, are trained by the Saanich Police in collaboration with the BC Securities Commission to recognize and report scams and fraud. Volunteers will:

- Go through newspapers looking for advertisements and/or announcements of investment seminars;
- go to the seminars that sound ‘too good to be true;
- gather information from seminars – get names of presenters, what the deal being offered is, get handouts etc.;
- take notes;
- look up companies on the internet and get more information; and,
- report to the Saanich Police and the BC Securities Commission

Objective / Desired Outcome:
The objective is to train a minimum of 5 Saanich Police volunteers who will begin reporting investment scams and frauds to the British Columbia Securities Commission. These volunteers will include members of the senior community.

As an outcome, the program is intended to reduce victimization; especially for those seniors who are at risk of being targeted.

Year End Summary:
The 2013 objective of training a minimum of five (5) volunteers as tipsters has been achieved. A review of the program revealed that no alleged scams were reported to the BC Security Commission. In 2014 a review should be completed to determine the effectiveness of the program, and whether any of the new Reserves are interested in being trained.
### Initiative Title:
Elder Abuse Prevention programming

### Division Responsible:
Community Liaison

### Section Responsible:
Crime Prevention

### Key Strategic Priorities:
- Community Engagement
- Seniors Programs

### Background / Issue being addressed:
The issue of elder abuse is becoming more of a concern for citizens than what we have seen in the past. This is partially due to factors such as an increased demographic of seniors in our community, increased pressures on adult children to care for their aging parents, more frequent and intensive awareness campaigns, and a general heightened awareness of the issue. Elder abuse can be seen in many forms, including, physical or sexual, psychological and emotional, financial, withholding of necessities, and neglect, to name a few.

The Saanich Police are committed to doing what we can to reduce the occurrence of elder abuse. The best approach is to prevent the abuse from occurring in the first place. This can be achieved, in part, through education, increased awareness of what leads to abuse and the signs of abuse, resources available to caregivers, and after the fact, resources for seniors to prevent the recurrence of abuse. Education and prevention programming depends on partnerships and community engagement.

While we have engaged in many different programs for seniors over the years, these programs are being refreshed to meet the needs of today. A new crime prevention program targeting Seniors was developed in 2012. This program provides education on Elder Abuse and Financial Scams. This initiative will continue in 2013 and involve meeting with Senior’s organizations to promote the Crime Prevention programs on Elder Abuse.

### Initiative Detail:
In partnership with officers from the Financial Crimes Section, conduct 10 presentations focusing not just on financial abuse, but to include other issues, including physical abuse and neglect.

### Objective / Desired Outcome:
The objective is to work in partnership with the Financial Crime Section to deliver a minimum of 10 Elder Abuse Prevention Presentations by December 15, 2013.

As an outcome, this initiative is intended to reduce the number of seniors who are victimized by both financial and physical abuse. It is also intended to identify other issues, such as neglect and psychological abuse, that may require follow up by police or our other community partners who work with seniors.

### Year End Summary:
The 2013 objective of conducting ten (10) presentations has been achieved. A total of twelve (12) presentations have been made to seniors groups.

The Crime Prevention Sergeant twice attended VIHA training sessions related to the Adult Guardianship Act and working with Police. The attendance at these training sessions was valuable for both the Police and VIHA staff.

With the success of the presentations, and the need to continue to inform seniors of ways to protect themselves, this initiative should be continued in 2014.
Work Plan Year: 2013  
Initiative Number: C-10  
Initiative Title: Mature Driving program for seniors

Division Responsible: Community Liaison  
Section Responsible: Crime Prevention

Key Strategic Priorities:  
- Seniors Programs  
- Road Safety

Background / Issue being addressed:
Nearly a quarter of all licensed drivers in B.C. today are considered seniors, and as the 'baby boomer' generation ages, the percentage of mature drivers on our roads will no doubt grow. As people age, there are a number of changes that occur which may effect their ability to drive safely.

Initiative Detail:
Continue with the Mature Driving program for seniors. Host two classes at Saanich in the year (one in the spring and one in the fall) Continue to work closely with BCAA and continue that partnership for the program.

Objective / Desired Outcome:
Deliver one Spring and One Fall mature driving programs by December 2013.

This initiative is intended to provide seniors with an understanding of how their ability to drive may change as they age. This understanding will work to reduce the number of motor vehicle incidents involving seniors.

Year End Summary:
With the 2013 objective of presenting two (2) mature driving classes exceeded early this year, no further classes were planned. A review of this program will be completed to determine its viability for 2014.
### Work Plan Year: 2013  
### Initiative Number: C-11  
### Initiative Title: Increase the number of Crime Free Multi-Housing locations.

**Division Responsible:** Community Liaison  
**Section Responsible:** Crime Prevention  

#### Key Strategic Priorities:
- Community Engagement
- Crime Analysis

#### Background / Issue being addressed:
One of the key concepts of building safe communities is that the community needs to accept responsibility for their role in policing. The Crime Free Multi-Housing Program (CFMHP) is a solution oriented crime prevention initiative designed specifically to help apartment owners, managers, residents, police and other agencies work together to keep illegal and nuisance activity off rental properties. The Crime Free Multi-Housing Program is effective in reducing the incidence of crime in multi-unit apartment communities.

#### Initiative Detail:
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 three Buildings.

Priority will be given to buildings where residents are experiencing a high frequency of victimization or complaints, and to those who have expressed an interest in the program.

#### Objective / Desired Outcome:
Increase the CFMH program by three new buildings by December 15, 2013 and work more closely with those buildings that are in the Phase II process of the program and get them certified.

As an outcome, the CFMH program is intended to reduce victimization, the occurrence of crime, and frequency of nuisance complaints for the building's occupants, and in turn calls for police service.

The program will also build a sense of community and safety for participants. A more engaged community may also increase the frequency in which they call police to report tips on crimes that have occurred or to report suspicious activity.

We need to be to distinguish between calls to report being victimized and calls to assist police. This will be more easily done with a more robust crime analysis function and better access to information.

#### Year End Summary:
The 2013 objective of three (3) new CMFH buildings or complexes has been achieved. The Crime Prevention Officer has continued to work hard and has two (2) more buildings currently working on phase II of the program. More recently, a phase I training session was held for managers wanting to have their buildings certified as crime free housing.

This initiative should be carried over to 2014 with the objective to certify three (3) more housing complexes.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013
Initiative Number: C-12
Initiative Title: Business Watch

Target Start Date: 2013 Jan 07
Target End Date: 2013 Dec 15

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

Key Strategic Priorities:
- Community Engagement
- Crime Analysis

PROGRESS:
OBJ ACHIEVED/ONGOING

Background / Issue being addressed:
The Business Watch Program is designed to help owners and managers of business property keep illegal activity off their property and to provide a safer, more habitable environment for employees and the public. The benefits of this Program include reduced costs for business owners and the reduction in overall crime and calls for police service relating to criminal acts. We now have extensive Business Watch locations within the Municipality, as most of the shopping in Saanich is concentrated in certain areas. We currently have 15 Business Watch blocks including the new Uptown Development.

Initiative Detail:
Add one new strip mall to our already substantial business watch groups.
Priority will be given to malls and plazas that are experiencing a high frequency of victimization or complaints, and to those who have expressed an interest in the program.

Objective / Desired Outcome:
Increase the Business Watch program by one new strip mall by December 15, 2015.

As an outcome, the Business Watch program is intended to reduce victimization to participating businesses. This in turn can result in a reduction of calls for policing services, freeing up time for police to do more pro-active, self-initiated work.

Year End Summary:
The Burnside Plaza, Felltham Village, and Saanich Corridor have become Business Watch Centres this year. Along with updating contact information, many businesses were visited to maintain relationships and deal with concerns specific to businesses or locations. This is a valuable initiative that should be continued in 2014.
Work Plan Year: 2013  
Initiative Number: C-13  
Initiative Title: Counselor: Master’s degree practicum student opportunity  
Target Start Date: 2013 Jan 01  
Target End Date: 2013 Dec 15  
Initiative Complete: ☐  
Carry Forward: ✓

**Division Responsible:** Community Liaison  
**Section Responsible:** Crime Prevention

**Key Strategic Priorities:**
- Community Engagement  
- Competency Development

**Background / Issue being addressed:**
The Saanich Police Youth and Family Counselor position was created so that individuals, children, youth, adults and families who have been involved with the Saanich Police and Fire Department can access individual and/or family counseling sessions as well as referral services. This service is designed to deliver short term counseling with the goal of building family/individual capacity to cope with stressors/problems and to increase problem solving skills. This position is in an advantageous position to undertake a Social Work or Child and Youth Master’s student. To date the current counselor has taken two practicum students who have successfully completed their practicums under her supervision.

**Initiative Detail:**
Accept a Social Work or Child and Youth Master’s degree student for practicum completion from the University of Victoria.

**Objective / Desired Outcome:**
Benefits will include: Providing a rich learning environment for a University of Victoria School of Social Work or School of Child and Youth Care Master’s student; providing an opportunity for the counselor to review her own methods and practice with a view to breaking these methods and practices into practicable components for a student counselor or social worker; and, providing an opportunity for ongoing community building with the University of Victoria Faculty of Human and Social Development. This will also strengthen the mutual relationship between the University of Victoria and the Saanich Police to foster future initiatives such as co-op students and research projects.

**Year End Summary:**
Our Youth and Family Counselor generously offered to be a practicum supervisor during the fall 2013 term of the University of Victoria. This did not work out, but is a worthwhile offer to make again in 2014. Developing such a partnership between Saanich Police and UVIC would be mutually beneficial in terms of relationship-building and sharing expertise.
Initiative Title: Bike Squad: Deployment of the Bike Squad to monitor the location and safety of homeless street persons.

Division Responsible: Community Liaison

Section Responsible: Bike Squad

**Key Strategic Priorities:**

- Community Engagement

**Background / Issue being addressed:**

Homeless street persons are being seen in many areas of Saanich, whether on the streets, around shopping centers or in the parks and other recreational or rural areas. Saanich Police have identified some of these marginalized members of our community as needing more attention to ensure their safety in respect to the basic necessities of life. Knowing the location of the homeless street persons in Saanich is challenging as they are constantly being pushed out of sight by society. Homeless street persons are often located in Saanich parks in make shift shelters or camps that are not only in contravention to the municipal by-laws, but also unsafe for the surrounding park users, and the park itself.

**Initiative Detail:**

The bike squad will patrol known and other areas of Saanich to ensure homeless street persons are safe, warm, have to work toward finding adequate and legal shelter. The members will also provide assistance where appropriate to assist the homeless street persons to improve their situation.

**Objective / Desired Outcome:**

To further develop a detailed analysis and understanding of the Who, What and Where (the scope) of the homeless/street person situation in Saanich. Ideally, with this knowledge and understanding, and the appropriate intervention strategies, a reduction of the number of homeless street persons camping in local parks or living on the streets will be realized.

This effort will also assist those homeless street persons who wish to do so, to improve their circumstances while living in Saanich. As with many aspects of policing social issues, this will be more difficult to assess.

**Year End Summary:**

There were active checks conducted by members of Patrol during early December when the Extreme Weather Protocol was activated. The Native Friendship Centre was open and well used during this activation brought on by a severe cold weather period.

This initiative should be continued in 2014 to ensure the vulnerable members of our municipality are cared for and provided access to all the resources they need.
Work Plan Year: 2013  
Target Start Date: 2013 Jan 01  
Target End Date: 2013 Dec 31

Initiative Number: C-15 
Initiative Title: Bike Squad: Reduction in the incidence of and reporting of graffiti.

Division Responsible: Community Liaison
Section Responsible: Bike Squad

Key Strategic Priorities:
- Community Engagement
- Core Functions

PROGRESS: ON TRACK

Initiative Complete: No  
Carry Forward: Yes

Background / Issue being addressed:
The incidence of graffiti in Saanich continues to get the attention of residents in the neighbourhoods where the graffiti is being placed. Although the numbers of complaints received has fallen from 180 in 2011 to 115 in 2012 (YTD at 12.11.13), these calls for service take a significant amount of time. Further time is required to ensure the graffiti is removed as per municipal by-laws. There is a program in place that allows residents of Saanich to pick up graffiti removal kits free of charge, however the awareness of this program and the by-laws themselves are not well known. The eradication of graffiti is important, as failure to remove graffiti often results in more graffiti incidents occurring in the same area.

Initiative Detail:
The bike squad will work with Saanich Public Works, community partners, block watch organizations, and residents to educate citizens of Saanich about reporting, cleaning and preventing graffiti in their neighbourhoods.

Objective / Desired Outcome:
A continued reduction in the number of graffiti offences and better organization of the removal of graffiti. Improved relationships with the community who are effected by graffiti, as evidenced by a willingness to participate in graffiti eradication.

Year End Summary:
The Crime Prevention Sergeant attended a graffiti conference in Nanaimo in October 2013. There were many ideas, strategies, guidelines, and products gained from the attendance. The information will be used to further the reduction of graffiti in Saanich through 2014.

A meeting was held with the Esquimalt Together Against Graffiti (ETAG) group. In attendance with the ETAG group were representatives from Saanich Police, Saanich Public Works, and Saanich Engineering. A meeting will be held in January 2014 with the Saanich personnel to review the information received and determine if Saanich could start a similar program - Saanich Together Against Graffiti (STAG).
Initiative Title: Bike Squad: Targeted education and enforcement relating to vulnerable road users.

Division Responsible: Community Liaison

Section Responsible: Bike Squad

Key Strategic Priorities:
- Road Safety
- Community Engagement
- Crime Analysis

Background / Issue being addressed:
Cyclists, pedestrians, skaters and rollerbladers are considered vulnerable road users as they have little or no protection when involved in collisions with motor vehicles. The Bike Squad is in a unique position to engage these road users because of their mobility and accessibility. This accessibility presents an opportunity to educate the vulnerable road users of their responsibility for their own safety. This will also include enforcement of the relevant Motor Vehicle Act sections where appropriate.

Initiative Detail:
Identify locations where vulnerable road users are not using the roads responsibly. This can be done either through patrols or information received from the Traffic Safety Unit.

Develop a course of action to educate the vulnerable road users using enforcement where appropriate.

Objective / Desired Outcome:
The objective is to conduct monthly (Minimum of 12) educational and enforcement campaigns.

The outcome is to increase compliance of Cyclists and pedestrians with the Motor Vehicle Act. An indicator of success in this will be reduced tickets for violations after a baseline is established.

Another outcome is a reduction in the frequency and severity of collisions involving vulnerable road users. ICBC and PRIME stats will be used to measure this impact in comparison to the previous five-year average.

Year End Summary:
Saanich Police launched the Reflectivity Campaign in October 2013. This campaign was a partnership between Saanich Police, Saanich Engineering, and ICBC. Two (2) media events were held to highlight the messaging, along with education and enforcement at high pedestrian and bicycle crash locations. One further deployment was conducted to further the campaign.

The majority of the deployments in 2013 were educational in nature. It is recommended that this initiative be continued in 2014 with increased enforcement and targeting of the high crash locations involving pedestrians and cyclists.
Work Plan Year: 2013  
Initiative Number: C-17 / 2012 C-06  
Initiative Title: Develop intentional activities that will assist the Saanich Police to engage the Diversity Community of Saanich.

Division Responsible: Community Liaison  
Section Responsible: Community Liaison

Key Strategic Priorities:
- Diversity
- Community Engagement

Background / Issue being addressed:
Our current Strategic Plan acknowledges that we serve a very diverse community. Over 17 percent of the Saanich population is considered to belong to an ethnically or culturally distinct background (2009). Additionally, there are many people who live diverse lifestyles. We believe that all of our differences should be honoured and understood. This requires intentional efforts to build relationships. One strategy to do this is to engage the community through outreach initiatives.

Initiative Detail:
Saanich is a culturally diverse community yet many people have no opportunity to build relationships with the police. Saanich Police will work with the diverse communities to visit and learn more about both their communities and relationship to the police.

Objective / Desired Outcome:
Work with the Inter Cultural Association (ICA) and other community partners to attend various ethno-cultural events to as an opportunity for the police to learn more about other diverse cultures and groups, and to strengthen the mutual relationship between the ICA and the Saanich Police to foster future diversity initiatives.

Year End Summary:
The innovative Police and Community Theatre Project between the ICA (Inter-Cultural Association) and Saanich Police was planned delivered during departmental training days and to the CPN (Community Partnership Network) Diversity Summit. Transformational theatre techniques were used to explore the relationship between new immigrants and the police. The objectives are to build mutual trust and reduce the likelihood of discrimination. These presentations were very well-received by all audiences.

The Greater Victoria Police D.A.C. (Diversity Advisory Committee) continues to meet monthly. Strategic brainstorming sessions were held in Q4. Funding formulas and a mandate delivery review are making strong progress. Planning for 2014 quarterly objectives and specific event activities is well underway.

Continuing initiative for 2014.
Work Plan Year: 2013  
Initiative Number: C-18 / 2012 C-07  
Target Start Date: 2011 Jan 01  
Target End Date: 2013 Dec 31  
Initiative Title: Develop a secure and effective communication strategy using social networking sites  
Initiative Complete: ✔  
Carry Forward: ☐

Division Responsible: Community Liaison  
Section Responsible: Block Watch

Key Strategic Priorities:
- Community Engagement
- Technology

Background / Issue being addressed:
The Coordinator of Volunteers and the Block Watch program is looking for ways to use social networking sites to communicate with people in the programs. Social networking sites (Facebook and Twitter) are everywhere in today's society but for security reasons the police must be cautious of moving forward in this area.

Initiative Detail:
Develop a secure and effective communication strategy using social networking sites

Objective / Desired Outcome:
The objective is to implement a more efficient communication strategy with volunteers and Block Watch participants, through social media, by December 20, 2013.

The outcome will be to strengthen the relationship between the community and the Saanich Police and will ensure timely messaging of safety alerts and general information.

Year End Summary:
Social media activity through Twitter continued to grow through the end of the year. In Community Liaison Division, all five School Liaison officers are active on Twitter - along with the divisional staff sergeant, Block Watch and the department's mascot, Ace.

An authorized list of Saanich Police social media accounts was created in December as part of our social media strategy. New Twitter accounts are being planned for Saanich Police Reserves and Bike Squad in early 2014.

Block Watch created a Facebook account in November. Increasing Block Watch contributions to both Twitter and Facebook are objectives for 2014. Another 2014 objective is to increase Ace contributions on Twitter through the use of our Ace Team volunteers.

This initiative will be carrying over through 2014.
Work Plan Year: 2013  Target Start Date: 2011 Jan 01  Initiative Complete: ✓
Initiative Number: C-19 / 2012 C-12  Target End Date: 2013 Dec 31  Carry Forward: □
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

PROGRESS:

Background / Issue being addressed:
The Strategic Plan calls for a focus on community engagement, and promotes the concept that the community has a responsibility for public safety. The plan also recognizes the importance of making the most efficient and effective use of resources.

Saanich Police also recognize that members of our community have expertise and skill sets that they are able and willing to share in an effort to give back to the community. Expanding the opportunities for volunteers to work with the Saanich Police will allow for the community to both be engaged, contribute in a meaningful way, and take steps toward keeping Saanich Safe.

Much work has been done in 2012 including enlisting volunteers to manage our mascot "Ace", but more work is required.

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.

Objective / Desired Outcome:
An increased inventory of opportunities for volunteers.
A defined process and sufficient resources to engage volunteers.
In the long term, develop an infrastructure that sees volunteers assisting Saanich Police to engage additional volunteers and maintain a system of support that is sustainable.

Year End Summary:
The volunteer fair at Camosun College in September resulted in 23 new student volunteers. Eleven new mascot volunteers brought the total number up to 22. This increase was needed to keep up with increased requests to appear at community events.

The Reserve recruiting process was completed in November. Twenty volunteer Reserve Constables were selected. The training course began in November. The new Reserves will graduate in March 2014.

Office space and transportation needs for our volunteers will be reviewed in early 2014.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  
Initiative Number: C-20 / 2012 C-16  
Initiative Title: Review the organizational structure the Community Liaison Division to ensure the most effective and efficient use of resources.

Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:
- Business Process Analysis
- Community Engagement

PROGRESS:
ONGOING

Target Start Date: 2013 Jan 31  
Target End Date: 2013 Dec 31  
Initiative Complete: ☐
Carry Forward: ☑

Background / Issue being addressed:
2012 marked the first year of the new Community Liaison Division. A number of significant changes and actions have taken place in relation to structure, processes and programming to ensure the effective and efficient management of the Saanich Police community liaison functions. These changes and actions are designed to ensure that the Saanich Police are delivering on the key strategic priorities identified in the Saanich Police 2012-2016 Strategic Plan. These changes and actions included:

1) Implementation of a new NCO (Sergeant) structure for the Community Liaison Division to manage the 3 main sections of the division, being Crime Prevention, School Liaison and the Bike Section. This has allowed for a more effective application of resources and monitoring of performance.

2) A complete inventory review of all programs was carried out and gaps in program delivery were identified.

3) Development of strategies in the 2013 Work Plan Initiatives to fill identified gaps in areas relating to the key strategic priorities.

4) A marked increase in public enrollment of programs that rely on community support including Block Watch, Business Watch, Crime Free Multi-housing, Reserve Police and Volunteer programs.

With these changes now in effect, the Division will look at the current allocation of resources to determine if the existing structure is best to meet our strategic priorities.

Initiative Detail:
Review the current structure and deployment model of the Community Liaison Division to determine if there is a more effective resource allocation model.

Objective / Desired Outcome:
Short-term: Identify a process, resources, and plan to undertake a review of the existing structure and deployment of resources of the Community Liaison Division.

Long-term: To complete a review of the current structure and deployment model for the Community Liaison Division to better understand the most effective and efficient model of service delivery.

Year End Summary:
Ongoing. One significant change was made in relation to the Greater Victoria Police Camp and the significant amount of resources needed to run the program annually. After reviewing the program, the decision was made to not run a Police Camp in 2014. This is to allow our School Liaison Officers to re-allocate a significant amount of additional time and resources to the various schools they serve. We are committed to working with our community partners in focusing on young people to keep them safe and to prevent them from coming into conflict with the criminal justice system.
Initiative Title: In collaboration with community partners, develop a program to help youth make smart decisions.

Division Responsible: Community Liaison

Section Responsible: School Liaison

Key Strategic Priorities:
- Working with Youth
- Community Engagement

Background / Issue being addressed:
Often when people are charged with offences or become involved as an offender within the Criminal Justice System there is a tendency to look back for signs of where things went wrong, and what could have been done differently to have prevented the event from occurring, or as likely, prevent the person from ever becoming an offender. Research, including that coming from the UK, and closer to home in Prince Albert Saskatchewan, make it clear that if we can recognize young people who have the potential for becoming an offender later in life, an early intervention strategy from community partners can make a difference. This takes effort, commitment and coordination.

Initiative Detail:
Work with key community partners such as Schools, the Ministry of Children and Families, housing agencies, and VIHA to develop a program to assist youth who, either through their actions and decisions, their environment, or their associations, have indicators of being at risk for potentially becoming a client of the Criminal Justice System. Assistance would be in the form of a coordinated community approach to provide the appropriate level of support to mitigate the risk.

Objective / Desired Outcome:
Short-term: A commitment will be made by the appropriate partners to engage in a process to identify youth who may be at risk of becoming a client of the Criminal Justice System with the intent of providing support and assistance to mitigate or reduce the risk, and to develop the plans and strategies required to move forward.

Long-term: To make a difference in the lives of young people who are at risk of becoming a client of the Criminal Justice System. This will be difficult to determine and more difficult to measure; however this challenge will have to be addressed in the planning phase.

Year End Summary:
The Pacific Centre has begun the Youth Gang Evaluation Support Program with the adoption of a new name. The Crime Reduction and Education (CRED) was adopted to allow reference with a negative connotation or creating unneeded attention for the youth involved in the program.

There is now an active referral form, assessment tool, resources to provide to the youth and their families and participation from school districts.

The Saanich Police School Liaison Section will explore opportunities to partner with community partners to foster relationships with youths at risk, create an environment that could allow mentoring and a positive influence by police. This year the Saanich Police made a decision to step back from our lead role in the Police Camp. This was done in an attempt to provide more opportunities to enhance programs we are already involved in and to explore new programs that could improve the success of this initiative.

This objective is ongoing with several initiatives in the planning stage for implementation in 2014.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  
Target Start Date: 2012 Jan 01  
Target End Date: 2013 Dec 15  
Initiative Title: Reduce victimization of seniors  
Initiative Number: D-01 / 2012 D-01  
Initiative Complete:  
Carry Forward: ✓

Division Responsible: Detective  
Section Responsible: Financial Crimes  
Key Strategic Priorities: Seniors Programs

Background / Issue being addressed:
The elderly are often targeted by criminals, especially in relation to financial crimes. There continue to be incidents where seniors are taken advantage of in crimes such as Internet Fraud, Identity Thefts, and scams of various types. Since 2011, several presentations have been made to a variety of groups in an attempt to reduce this type of victimization. In fact in 2012 alone the Crime Prevention Officer, in conjunction with the Financial Crime Section members, gave 15 Lectures to over 336 seniors, bank customers, and other citizens associated with various seniors groups, senior facilities, and organizations. These presentations focused on senior groups and were very well received. Despite this ongoing effort, the issue of senior victimization continues and therefore this initiative must continue.

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

Objective / Desired Outcome:
The objective is to conduct Sixteen presentations to seniors.

The outcome will be to raise awareness of risks and provide strategies to reduce victimization in relation to crimes against seniors. The level of awareness will be assessed through participant evaluations.

A long-term outcome will be a reduction of seniors being victimized by crimes, however a methodology to establish a baseline and measure this outcome will need to be developed by our research staff. Even with effort it is recognized it is difficult to measure crimes that do not occur.

Year End Summary:
On October 9, FCS attended the Cedar Hill Golf Club to speak to the Saanich Newcomers Group about fraud, scams and identity theft.
Participants: 70

In 2013 members of the Financial Crime Section worked with the Community Liaison Division and provided 14 lectures to over 700 participants.

Members will continue to meet with seniors to raise awareness on the risk they face and provide them with strategies to avoid being victimized by financial crime.

The goals set out in the Saanich Police Strategic Plan and key strategic priorities to deliver crime prevention programming for seniors is being met and exceeded.
### Initiative Number: D-02  
### Initiative Title: New Position - Strategic Crime Analyst

#### Work Plan Year: 2013  
#### Target Start Date: 2013 May 01  
#### Initiative Complete:  
#### Target End Date: 2014 May 01  
#### Carry Forward: ✓

**Division Responsible:** Detective  
**Section Responsible:** Detective

**Key Strategic Priorities:**  
- Crime Analysis

#### Background / Issue being addressed:
Access to information about crime patterns, public order issues, neighbourhood problems, collisions, and other forms of victimization is essential to understanding what is taking place in Saanich and ensuring the appropriate response and preventative measures are taken to reduce victimization.

Saanich Police has had one crime analyst position since the late 1990s. The duties for this position have evolved over time from clerical data input and analysis to being more focused on operations and identifying offenders.

Since PRIME became the record management system in 2004 there has been limited access to statistics and information on trends and patterns of behaviours and activities that affect police decisions in relation to strategies and deployment of resources. In 2013 police will have greater access to this information as a result of the i2 data warehouse initiatives.

There is a greater need than ever before for police to make the most efficient and effective use of resources. With increased accountability and very limited resource availability in tough economic times it is imperative that we have access to information and are able to properly inform our decisions with respect to the programs and strategies we engage in, and the deployment of resources. Further, we need to understand the impact we are having as a result of these efforts.

Additional crime analysis capacity is required to work with research staff to properly inform our decision making processes.

#### Initiative Detail:
Work toward enhancing crime analysis capacity by gaining efficiencies through the use of i2 and data warehouse and to ensure adequate resources are available to conduct proper analysis of available information.

#### Objective / Desired Outcome:
To increase the resources available to conduct crime analysis and provide better access to and understanding of data and information required to make decisions and measure performance in relation to programming, strategies and the deployment of resources.

#### Year End Summary:
This objective has not been met and will continue into 2014.
Background / Issue being addressed:
Saanich Police provide contracted services to the Oak Bay Police including the investigation of major crimes. Oak Bay officers will always be the first on scene at a major crime and are responsible for preserving the scene and gathering initial evidence. Best practices must be established and followed to ensure positive outcomes in investigations. Ongoing training is required to ensure Oak Bay and Saanich officers have a mutual understanding of roles and responsibilities, shared expectations and best practices.

Much training has taken place in this regard since 2011, and this will continue into 2013 as new staff come into both Oak Bay Police and the Saanich Forensic Identification (FIS) and General Investigation (GIS) Sections.

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.

Objective / Desired Outcome:
FIS will deliver a presentation that was prepared in 2011 to members of the Oak Bay Police. The presentation will clarify services available through Saanich Police Forensic Identification Services. The focus will be on scene preservation, evidence protection and FIS capabilities. FIS will coordinate with Oak Bay Police Detective Section to deliver the material to as many Oak Bay Police staff as possible.

Year End Summary:
Saanich Police provide contracted services to the Oak Bay Police including the investigation of major crimes. Oak Bay officers will always be the first on scene at a major crime and are responsible for preserving the scene and gathering initial evidence. An open communication with Oak Bay PD patrol officers and detectives ensures operational effectiveness between departments.

In 2014 Saanich Police FIS continued to be successful at identifying suspects for Oak Bay crimes. SPD FIS officers submitted well over 80 man hours to working specifically on Oak Bay PD files. These included Break and Enters, arsons, recovered stolen vehicles and several robberies.

Oak Bay Detectives attended Saanich Detective musters and the FIS office to gather intelligence and forensic information concerning personnel who are committing those crimes in their municipality. As there are no municipal borders for criminals and this continued collaborative approach will endeavour to solve crimes for both departments.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2012 Jan 01  Initiative Complete: 
Initiative Number: D-04 / 2012 D-04  Target End Date: 2013 Dec 30  Carry Forward: 
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:
- Core Functions
- Investigative Capacity

Background / Issue being addressed:
Saanich Police are committed to working with our regional partners to provide the highest level of services and are committed to pursuing best practices in the area of relationship violence. The Family Protection Unit works in concert with the Regional Domestic Violence Unit (RDVU) was formed in the summer of 2010. In order to provide the most effective services, continual effort is required to ensure adherence to best practices. For the last 3 years members of the Saanich Police have been working with the Organized Response to Child Abuse (ORCA) organization which seeks to take a regional and integrated approach to child abuse cases. Our connection to ORCA, Violence Against Women in Relationships (VAWIR) and RDVU are critical to ensure we are delivering the best possible response to relationship violence issues.

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.

Objective / Desired Outcome:
- All Saanich files involving relationship files are handled according to best practices, both locally and those files referred to RDVU.
- Saanich is involved in creating the structure of ORCA to ensure we are able to participate at a level that improves service levels to Saanich and the region, thus implementing best practices for child abuse cases.
- Maintain a seat on VAWIR.

Year End Summary:
The Family Protection Unit continues to explore available resources to maintain and enhance victim safety. Throughout 2013 the Family Protection Unit met with other domestic violence units in the province to discuss best practices in offender and victim management. Child Abuse investigators had the opportunity to attend a local training day hosted by the BC Integrated Child Exploitation Unit.

In 2014 an additional investigator will be added to the Family Protection Unit.

The Family Protection Unit continues to be connected to the Violence Against Women in Relationships (VAWIR) Committee and the Organized Response to Child Abuse (ORCA) committee.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2012 Jan 01  Initiative Complete: ☐
Initiative Number: D-05 / 2012 D-05  Target End Date: 2013 Dec 30  Carry Forward: ☑
Initiative Title: Resource investigations requiring computer forensic examination through increased service and reduced waiting times

Division Responsible: Detective
Section Responsible: Detective

Key Strategic Priorities:

| Investigative Capacity | Technology |

Background / Issue being addressed:
Computer forensic services continue to be an area of concern for Saanich Police and policing in general. Limited resources result in long wait times to process evidence from computer hard drives and other forms or computer storage devices. This can and has resulted in files being stayed by Crown for unreasonable delay. Saanich has one officer working with the RCMP Computer Forensic Section, and while Saanich files now have some priority, there are still unreasonable delays in processing exhibits through that unit. In 2011 most cases were contracted a private sector computer forensic service. This has proven to be largely efficient however due to cost and long-term control issues is not sustainable to the long-term.

Efforts have been made to find alternative service delivery models including:

Partnering with VicPD's resources which VicPD did not see as a viable option at this time;
Bringing the Saanich resource back to Saanich which incurs capital and training expenses that are currently borne by the RCMP, and is challenged by finding physical space for this resource in a building where space allocation is already maximized; and
Building further relationships with the private sector to assist in meeting our needs. The one contract that was engaged no longer provides these services locally resulting in a significant challenge.

Initiative Detail:
Saanich Police will continue to examine alternate methods of service delivery for Computer Forensic examinations. A solution to effectively ensure a reasonable turnaround time for examinations will be sought in 2013.

Objective / Desired Outcome:
The objective is to fully explore alternative service delivery methods with respect to computer forensic examinations.

The desired outcome is to develop a plan to enhance services and decrease turn around times for computer forensic exhibits, and to either implement that plan or be in the process of moving forward by year end.

Year End Summary:

Tuesday, March 25, 2014
Throughout 2013 several options were identified and examined in an effort to improve our ability to conduct forensic examinations of technological devices, including mobile phones. In January 2014 the Saanich member seconded to the RCMP Island District Tech Crime Unit (IDTCU) will be trained in advanced mobile forensic analysis to align with a new device he uses at the IDTCU. Having a Saanich member trained in this capacity will be very valuable and will also facilitate his eventual transition back to Saanich Police or, alternatively, his participation in a regional Tech Crime Unit.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2013 Jan 01  Initiative Complete: □
Initiative Number: D-06  Target End Date: 2014 Jun 30  Carry Forward: ✓
Initiative Title: Structural Analysis of Division, Role, and Responsibilities

Division Responsible: Detective  Section Responsible: Detective

Key Strategic Priorities:
- Business Process Analysis

Progress:

ON TRACK

Background / Issue being addressed:

The Strategic Plan identified numerous challenges Saanich Police are facing, or will face, over the next five years. Economic and technological challenges figure prominently as factors that are impacting investigations conducted by the Detective Division. These factors compel us to undertake efforts to analyze our business practices to ensure we're able to meet these challenges and continue to provide the high standard of service delivery our stakeholders receive and expect.

The current structure includes a staffing model where members or groups of members work in specific sections of the division. These sections include the following: Forensic Identification Section (FIS), Intelligence Section, Street Crime Unit (SCU), General Investigation Section (GIS), Youth Section, Family Protection Unit (FPU), Financial Crimes Section (FCS), and Computer Forensics.

A structural analysis of our current personnel and resource allocation will be undertaken to ensure maximum utility is achieved.

Initiative Detail:

The Inspector in Charge (OIC) of the Detective Division will be responsible for ensuring an analysis is conducted of the current structure of the Division, including rank, role, and responsibility to ensure alignment with the goals and objectives of the 2012-2016 Strategic Plan. Evaluating the existing structure will promote optimization of resource allocation within the Division.

Objective / Desired Outcome:

It's anticipated that an in-depth evaluation and analysis of the current structure and staffing model will ensure divisional personnel and resources are efficiently allocated to achieve the highest level of service delivery in the following areas: gathering and sharing intelligence, identifying and predicting crime patterns, developing strategies to solve crime and solving crime.

Year End Summary:

The case burden analysis was completed in late 2013 resulting in a Resource Request for an additional position in 2014. The request received tentative approval which should result in the creation of a 4th position in the Family Protection Unit (FPU) before the start of the 2014 budget cycle.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013
Initiative Number: D-07 / 2012 D-07
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:
- Crime Analysis
- Technology

Target Start Date: 2013 Jan 01
Target End Date: 2013 Dec 30
Initiative Complete: □
Carry Forward: ✓

Background / Issue being addressed:
The Crime Analyst in the Intelligence Section is trained on the use of i2 Analyst Note book. This is a software tool that provides the ability to produce charts and analyze large quantities of data to establish linkages. At present the direct downloading of information from PRIME to i2 is not possible. This will enhance our capabilities to interpret data we are presently gathering and take us to the next level of crime analysis.

The initiative was placed on hold till 2013 as the Saanich Police and Vancouver Police explored the opportunity for a partnership to enable Saanich Police access to the data warehouse through established VPD business practices and pathways. This agreement was reached early in 2013.

The required Crime Analyst training has not been completed in light of the delays in moving forward. When the partnership with Vancouver PD is realized training may be done using the VPD expertise and VPD personnel.

Initiative Detail:
The planned cross training of a second person in the i2 Software was not accomplished due to personnel changes and will be planned for 2013 keeping in mind the need for an additional crime analyst position. The long-term plan for a second analyst continues to be a part of the five-year staffing plan, and the implementation awaits confirmation of resources to be made available to fill this position.

Objective / Desired Outcome:
Objectives:
To finalize the details and an agreement with Vancouver Police to provide access to the data warehouse and training for the i2 Software.
To pursue the second crime analyst position.
To ensure that redundancy is provided for the current crime analyst position.

Outcome: To have ongoing and meaningful access to, and analysis of, data to inform police operations.

Year End Summary:
The Senior Crime Analyst has been fully trained in the use of the CRIME system, i2 software and ArcGIS. Accessing CRIME is occurring on a regular basis and has formed part of the regular routine for reviewing files, preparing charts, bulletins, learning associations, preparing statistics and providing quality analysis to help police operations. This outcome has therefore been fully met and will continue into the future.

The second crime analyst position has not yet been achieved.
Initiative Title: Become more connected with and aware of troubled youth in the community

Division Responsible: Detective
Section Responsible: Youth

Key Strategic Priorities: Working with Youth

Background / Issue being addressed:
The Youth Section's primary mandate is to hold youth accountable for their actions and reduce the number of incidences of youth related crime in the Municipality. The Youth Section's secondary mandate is creating an atmosphere of trust and mutual respect with the most troubled of youth through on-going impromptu meetings with the youth in both a custodial and community setting. The Youth Section investigators recognize that the vast majority of young persons that are in the criminal justice system rarely, if ever, have positive interaction with police. Over the last few years major investigations have required Youth Officers to be pulled away from their mandates, and as such attention is now required to provide the services expected from our Youth Section. Youth Section investigators are currently working in General Investigation Section (GIS) in order to resource a major file. This has been the situation since early in 2011.

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.

Objective / Desired Outcome:
If Youth Section staff are released to their primary mandate in 2013 they will focus on establishing a stronger relationship with youth in the community in general and at risk youth specifically. A year-end report will detail the number and quality of interactions to set a baseline for subsequent years.

Year End Summary:
This objective has not been met and will continue into 2014.
Work Plan Year: 2013  Target Start Date: 2013 Jan 01  Initiative Complete: □
Initiative Number: D-09  Target End Date: 2013 Jan 30  Carry Forward: ✓
Initiative Title: Increase Drug Enforcement through the use of undercover operations

Division Responsible: Detective
Section Responsible: Street Crime Unit

Key Strategic Priorities: Drug Enforcement

PROGRESS: ON TRACK

Background / Issue being addressed:
The 2012-2016 Saanich Police Strategic Plan has identified Drug Enforcement as a Key Strategic Priority. To support this Key Strategic Priority the Street Crime Unit has identified that enforcement could be increased by utilizing undercover operatives to make purchases of Controlled Substances.

Initiative Detail:
The Street Crime Unit will increase drug enforcement through the use of covert operator purchases.

Objective / Desired Outcome:
Increase covert operator purchases to increase criminal contacts thereby leading to more opportunities for source recruitment and intelligence lead enforcement strategies.

Year End Summary:
During the year SCU maintained its commitment to using undercover operations. Although only one covert drug purchase was attempted in 2013, this technique proved valuable in a variety of files which including assisting Patrol, Family protection Unit, Detectives as well as other Police Agencies. SCU members were used in both cover and operator capacities in 15 different files which resulted in property being recovered and Criminal Code charges being forwarded.

The outlined goal was achieved by SCU and the continued support of undercover operations and the BCMUP will remain a priority.
SAANICH POLICE

2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013
Initiative Number: D-10 / 2012 D-10
Initiative Title: To continue with uploading of source materials, operational plans and significant intelligence bulletins to ACIIS by year end.
Division Responsible: Detective
Section Responsible: Intelligence Section

Key Strategic Priorities:

- Investigative Capacity
- Technology

PROGRESS:

COMPLETE

Target Start Date: 2012 Jan 01
Target End Date: 2013 Dec 30
Initiative Complete: ✔
Carry Forward: ☐

Background / Issue being addressed:

Regional access to information is critical to effective policing in a multi-jurisdictional area such as the Capital Regional District. The free flow and access to critical information is essential to ensure officer safety and to maximize our effectiveness in policies endeavors.

Over the course of 2012, the Intelligence Section NCO and Crime Analyst attended weekly or monthly meetings at the Regional Crime Unit (RCU), VicPD, and Saanich Probation. The Intelligence Section also hosted bi-monthly meetings for the purpose of intelligence sharing with a vast array of municipal, provincial, and federal partners. Additionally, intelligence materials were consistently uploaded to the Automated Criminal Intelligence Information System (ACIIS) through the Combined Forces Special Enforcement Unit (CFSEU).

The 2012 goal in this area was to have 100% compliance with uploading of source materials, operational plans and significant intelligence bulletins to ACIIS by year end. This has been achieved and will be maintained. At this time Saanich does not have access to the ACIIS database.

Initiative Detail:

The practice of attending/hosting regional meetings, sharing information and intelligence, and uploading intelligence information to the Automated Criminal Intelligence Information System (ACIIS) will continue into 2013.

Further work will be done to provide access to the ACIIS database at Saanich Police headquarters.

Objective / Desired Outcome:

A sustainable practice and processes for the sharing of appropriate information, both between personnel of regional police services and into the ACIIS database, and to have access to the database from Saanich Police headquarters.

Year End Summary:
At the end of November 2013 ACIIS was installed onto the Intelligence Sergeant's computer by an RCMP ACIIS technologist. The next step to be completed in early 2014 is for the Intelligence Sergeant to complete the CPKN ACIIS Query Online Course which will grant access to the system and train the member on the use of it. With this, the Intelligence Sergeant will be able to upload intelligence on-site which will allow a more timely sharing of the information.

Over the course of 2013 the Intelligence Section continued to host bi-weekly intelligence meetings and attended weekly/monthly/quarterly meetings with partner agencies including VicPD, Saanich Probation and RCU. Outside of scheduled meetings, information and intelligence has been shared as appropriate and in a timely manner to partner agencies locally, regionally, provincially and nationally.

Despite this initiative not being fully realized in 2013, a significant step forward was made with the installation of ACIIS into the department. Training will complete this process. Into 2014, the Intelligence Section will maintain the strong relationships built with our partner agencies to ensure a multi-jurisdictional approach to maximize policing effectiveness.
Initiative Title: Connect with the business community to reduce victimization

Division Responsible: Detective
Section Responsible: Financial Crimes

Key Strategic Priorities:
Community Engagement

Background / Issue being addressed:
In 2012 the Financial Crime Section (FCS) put forward an initiative to educate business owners, managers and staff to have them become more knowledgeable and aware of how to recognize and prevent financial crime in their businesses and be encouraged to take a pro-active approach to protecting themselves and their customers. FCS believe that this education would reduce victimization arising from financial crimes in participating businesses, and in turn, calls of service to the Saanich Police. The intent is to focus primarily on the malls which will allow us to maximize the number of participants and to identify a contact person for each of the businesses to set up information sessions. The sessions would include any and all of the businesses within a certain location and the participants of the sessions would then be encouraged to educate their staff on the information provided.

Workload reduced the ability to conduct the four sessions that were hoped for, however one session was held in October at Saanich Police headquarters. Staff are committed to holding more sessions in 2013.

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

Objective / Desired Outcome:
The Financial Crime Section will host 4 information sessions for business owners and managers during the year. Through feedback from the businesses the value of this program will be evaluated to determine if it is continued in future years.

A measure of success will be a reduction in financial crimes at participating businesses.

Year End Summary:
On November 19, 2013 FCS and CLS attended the Office of the Chief Information Officer, 4000 Seymour Place, to speak at their ‘Security Day’ about fraud, scams, and identity theft. The event was presented to over 60 persons at that facility as well as being webcast to 208 sites across Canada and in 11 communities within the Province.
Participants: Over 1000

In 2013 members of the Financial Crime Section worked with the Media Officer, Community Liaison Officer, and Professional Standards, Audits & Planning Officer, and provided 7 information sessions to over 1500 participants and spoke about fraud on two occasions for CFAX radio shows.

The 2013 FCS initiative to host information sessions for small business owners and store managers in Saanich was not successful. The FCS hosted a session in the fall of 2012 for business personnel and only eight attended.

During the summer of 2013, with the assistance of the Community Liaison Officer and the Saanich Police Summer Students, an attempt was made to organize a second meeting with Saanich businesses. The feedback from the business community indicated that a second information for fraud prevention was not required.

After considering the utility of hosting additional information sessions in 2014, it was decided that FCS Members would not continue with the initiative but would continue to communicate with the businesses community and provide information regarding financial crime prevention for employees and customers as requested or when other opportunities availed themselves.
### Initiative Title:
Develop and implement best practices for the management of digital evidence

### Division Responsible:
Detective

### Section Responsible:
Forensic Identification

### Key Strategic Priorities:

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<th>Investigative Capacity</th>
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<td>Business Process Analysis</td>
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<td>Technology</td>
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### Background / Issue being addressed:

Saanich Police have developed a system to allow for the collection, preservation, and disclosure of evidence that is captured in digital formats. In 2011 this type of evidence included CCTV images, 911 recordings, the desired in-car video images, recordings interviews and interrogations and a growing number of requests from the legal community largely associated to impaired driving investigations.

The Forensic Identification Section (FIS) became the focal point for management of digital evidence. This has proved to be a challenge in terms of resourcing given limited staff and increased workload. The business practice around this area continued to develop throughout 2012 and a new processes for the management of digital evidence within our network was established.

By the end of 2012 the established processes were piloted in limited cases within the Detective Division. In 2013 it will be necessary to complete phasing in the implementation of the system. This will have a detrimental impact on FIS resourcing, as the staff managing digital evidence is working at capacity.

### Initiative Detail:

Continue the implementation of the digital evidence management process.

Provide sufficient staff resources to FIS to manage and assess the increased workload.

Prepare a report articulating the resources required to manage our digital evidence management system.

Secure appropriate permanent resources to manage digital evidence for the Saanich Police.

### Objective / Desired Outcome:

The objectives are to continue establishing business processes and best practices to further refine our management of digital evidence, to secure the appropriate staff resources for the effective management of digital evidence based on established needs, and to maximize the effectiveness of current staffing levels and capacities.

The outcome will be the ability to manage the collection, preservation, and disclosure of digital evidence in a sustainable manner that complies with regulations and the commitments of the memorandum of understanding between Crown Council and the BC Association of Chiefs of Police.

### Year End Summary:

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<th>Initiative Number</th>
<th>Target Start Date</th>
<th>Target End Date</th>
<th>Initiative Complete</th>
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<td>D-12 / 2012 D-12</td>
<td>2012 Jan 01</td>
<td>2013 Dec 30</td>
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PROGRESS: ON TRACK
A Digital Media Manager (DMM) position was identified as being a requirement at the beginning of 2013 due to the increasing volume of internal and external digital video media evidence that SPD must retain. Saanich Police developed a system to allow for this collection, preservation, and disclosure of evidence that is captured in digital formats. The SPD Forensic Identification Section (FIS) became the focal point for management of this digital evidence.

In March 2013 a civilian employee was identified for the DMM on a pilot project basis. He began training/working in FIS in a half-time position in April. During the pilot project the entire Detective Division, which also includes the Family Protection Unit and Financial Crime Section, began utilizing the "gates/docks" digital evidence system which was managed by the DMM position. In October it became apparent the workload for the DMM position required a full-time commitment and the hours were changed accordingly.

In December 2013 a job description for the DMM position was created and the position renamed to "Digital Evidence Technician". The job will be posted and filled in January/February 2014 as a temporary full time position until funding is approved for a regular position.

In early 2014 the Uniform Division will receive training in digital media preservation and their submissions/requests will also be added to the workload of the DMM.
Background / Issue being addressed:
Suspicious fires that occur in Saanich are attended by both Saanich Fire Department (SFD) and Saanich Police. The scene is then turned over to elements of SFD Investigation Division and Saanich Police Forensic Identification Section (FIS). Training, mandates, experience and capacities are varied between the two work groups and it is important these are harmonized to ensure interoperability.

In 2012 a commitment was made to have FIS take the lead and develop protocol with SFD to ensure that best practices are being followed and to discuss and align training requirements to ensure both agencies are operating from the same base line. The desire was to find a common ground to ensure that investigative procedures and requirements are fully understood by the respective agencies and that we are respecting each other’s needs to ensure best possible outcomes.

A great deal of work has been done in relation to this commitment and a draft protocol is being prepared to complete this initiative.

Initiative Detail:
Continue developing a protocol with Saanich Fire to ensure effective interoperability in relation to fire scene investigations.

Develop a stronger working relationship between Saanich Police and Fire investigators with the goal of a new understanding of how we can both work together to achieve our respective goals.

Incorporate where practicable investigative procedures into Saanich Police policy.

Objective / Desired Outcome:
The objective will be to complete the development and implementation of a protocol between Saanich Police and Fire to ensure effective interoperability for fire scene investigations.

The outcome will be the more effective management of fire scene investigations and in particular, improved capacity to determine causation of fires and, where appropriate, for the gathering and preservation of evidence required to support criminal investigations.
The Saanich Police Forensic Identification (FIS) and Saanich Fire Department (SFD) both attend and investigate suspicious fires that occur in Saanich. As with any two different organizations, training, mandates, experience and capacities are varied. To ensure these two departments are harmonized, the development and implementation of a protocol between Saanich Police and Fire was to be completed to ensure effective interoperability for fire scene investigations.

In April 2013 SPD FIS and Saanich Fire investigated a series of serious arsons within the Municipality. They worked collaboratively on the investigation, including conducting 'test burns' to support working theories for these arsons.

SPD FIS members are continually taking on-line courses in relation to fire and arson investigations. In June 2013 an FIS member attended the Forensic Fire Death Investigation course. In February 2014 another FIS member will be attending the Justice Institute of BC for a Fire Cause and Origin course.

A written protocol was being developed by SFD Arson Investigators, however, due to a serious unforeseen injury to the primary author, this document has been postponed until 2014.

Saanich Police FIS and Saanich Fire will continue to work together in the management of fire scene investigations.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2013 Jan 01  Initiative Complete: ☐
Initiative Number: D-14  Target End Date: 2013 Dec 30  Carry Forward: ☑
Initiative Title: Improve in-house training for FIS members

Division Responsible: Detective
Section Responsible: Forensic Identification

Key Strategic Priorities:
Competency Development

PROGRESS:
ONGOING

Background / Issue being addressed:
Ongoing training for FIS members currently consists of the standard updating courses of footwear examination, blood spatter, etc. There are many reports of new forensic techniques that are published in the journals of the International Association for Identification and the Canadian Identification Society, and the CIS is also beginning a ‘certification’ process for fingerprint and footwear examiners. To date we have not organized times when the section can allocate portions of a day (based upon call load) to testing some of the new techniques or discussing the new certification processes.

Initiative Detail:
While any attendance for a certification process should be arranged through the Training Section, there are no available workshops to routinely update FIS members on the new published techniques. Initially, we would like to attempt to allocate a four hour block each month for in house training.

Objective / Desired Outcome:
To ensure that FIS members are aware of the procedures for using new techniques in order to provide the highest level of service possible to the Department.

Year End Summary:
The Saanich Police Forensic Identification (FIS) members are continually perfecting their craft and knowledge base through professional courses, forensic publications, and training. At the beginning of 2013 a need to conduct more in-house training with its members was identified. There are some FIS members who possess qualifications in specific forensic techniques, while others do not; therefore in-house FIS training assists in bringing that knowledge to all its members.

The year 2013 was an extremely busy year for the section which limited the ability to conduct in-house training. FIS also had a change in the Sergeant position due to an unforeseen illness. The current Constables in FIS began training the new Sergeant on forensic/digital media practices, which had come into fruition since his departure from the section as a Constable three years prior.

FIS was still able to attend a lecture at UVIC, conduct chemical experiments for locating fingerprints, and continue on-line courses in relation to fire and arson investigation.

In December 2013 a new FIS member was identified for replacement of a senior FIS Constable who will be returning to the Uniform Division in 2015. This new member will be begin their apprenticeship in the section in the
summer 2014, and will be attending the Forensic Identification Course at the Canadian Police College in the fall. The new FI member will receive mentorship from all members during the next few years.

FIS will conduct in-house training sessions in 2014.
Background / Issue being addressed:
The previous strategic plan called for a facility assessment. The assessment has confirmed that Saanich Police is in need of additional building space, and that the majority of existing space is no longer suitable for ongoing operations. The most recent strategic planning process also identified significant issues with the Saanich Police building and reaffirmed the need for additional and improved accommodations. It is recognized that this is a long term initiative. In the short term we need to secure the commitment and resources required to start planning for improvements to the public safety building.

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. As of the end of Q4 2012 the resulting report had not been completed or presented to Council. When the report is completed and finalized through Council Saanich Police will move forward in accordance with the direction of Council.

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.

Objective / Desired Outcome:
By September 2013, to have a commitment in place from Saanich Council to make the remediation of the public safety building an immediate priority and authority to move forward with planning for the project.

Year End Summary:
The public safety building has been identified as a priority for remediation, be it enhancements or replacement, along with other municipal assets. The municipality will be formulating a long-term plan to address these issues in the context of other priority issues. In the short-term additional space has been allocated to police as a result of the GV Library moving out of 3500 Blanshard St. This initiative will be documented in 2014 through the Community Liaison Division who will take lead on the project.
## 2013 Annual Work Plan Year-End Summary

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<th>2011 Jan 15</th>
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<td>Target End Date:</td>
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<td>Initiative Title:</td>
<td>Post Disaster: Development of operational response and recovery plans for a post disaster environment</td>
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### Background / Issue being addressed:

The first phases of the Saanich Police Post Disaster plan was to provide staff with appropriate training to deal with such issues and sufficient equipment to ensure first responders are able reach all areas of the municipality. In order to continue to build the Saanich Police capacity to manage and respond in a post disaster environment, the development of response and recovery plans are included in the focus of the next phase of the Police Post Disaster Plan.

The Emergency Planning Working Group discussed the need for resources to be applied to this initiative. 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 given the scope of our operations. In addition, Saanich Police are having a staff member trained in Emergency Management and who will be responsible for developing and maintaining plans.

### Initiative Detail:

Continue working with the Saanich Fire Emergency Program Coordinator to develop response and recovery plans that will be aligned with Saanich Fire and the Municipality.

Train one staff member in Emergency Management who will be responsible for developing and maintaining plans.

### Objective / Desired Outcome:

The objective is to have completed post disaster response and recovery plans in place that are aligned with Saanich Fire and the Municipality.

The outcome is to be prepared and able to respond effectively in a post disaster environment to keep Saanich safe.

### Year End Summary:

The constable enrolled in the Royal Roads MA in Disaster and Emergency Management program is nearing the end of the instructional portion of the course and will be turning his attention to his Major Research Project. He is also participating in and a member of the Regional Emergency Planners Advisory Commission and the Saanich Emergency Information Working Group. Over the course of 2013 the constable has developed a much closer relationship with Saanich Fire and other CRD partners and will be focusing on the development of the Saanich Police Emergency Response Plan in the later part of 2014. This initiative will be carried forward into 2014.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2011 Jan 15  Initiative Complete: ✓
Initiative Number: O-03 / 2012 O-03  Target End Date: 2013 Dec 15  Carry Forward: ☐

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:

| COMPLETE |

Background / Issue being addressed:
The first phases of the Saanich Police Post Disaster plan was to provide staff with appropriate training to deal with such issues and sufficient equipment to ensure first responders are able reach all areas of the municipality. In order to continue to build the Saanich Police capacity to manage and respond in a post disaster environment, acquisition of a Mobile Incident Command Communications Vehicle is included in the focus of the next phase of the Police Post Disaster Plan.

Saanich Police and Fire staff developed specifications for the Emergency Command Vehicle required to replace the existing Saanich Fire Command Bus. An RFP process was undertaken resulting in the awarding of contract to build the vehicle. It is anticipated the vehicle will be completed by the end of Q4 2013. Throughout 2013 staff will be engaged in activities to provide ongoing input into details relating to options, technology, equipment placement, policy and use of the vehicle.

Initiative Detail:
Complete the construction of a new Mobile Incident Command Vehicle

Complete training for command and operational staff to run the vehicle

Make the vehicle available at a regional level.

Objective / Desired Outcome:
Acquisition of a Mobile Incident Command Vehicle suited to meet the command and communication needs of Police and the municipality in an emergency or post disaster environment.

Another outcome will be to ensure the command vehicle is available as a regional resource.

Year End Summary:
The Command Vehicle was constructed in 2013. This project involved considerable collaboration between police, fire, municipal staff, and the contractor. Construction was completed in December and delivered for final inspection in January 2014. It is anticipated the vehicle will arrive in Saanich in early February. This project will be considered concluded. The implementation of the vehicle will be reported in the 2014 Annual Work Planning through the Administration Division who will have responsibility for coordinating training, policy development, operational guidelines, and regional considerations.
Work Plan Year: 2013  Target Start Date: 2011 Mar 15  Initiative Complete:  
Initiative Number: O-04 / 2012 O-06  Target End Date: 2013 Dec 30  Carry Forward: ✓ 
Initiative Title: Focus on personnel 

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

Key Strategic Priorities:  
Personnel

Background / Issue being addressed:
It is clear that there are limited resources and we have to maximize our efforts within existing budgets. We know we will only be able to ask for additional resources when all other avenues have been exhausted. Staff who are fully engaged and who have the competencies and tools they need to serve the community will perform at a higher level. A shift in the new strategic plan is to focus our efforts on ensuring our staff have the tools and resources needed to do the great work we signed up for, that being serving the community and keeping Saanich safe.

Several initiatives were undertaken in 2012 including providing all supervisory and management staff with a course in coaching and mentoring, ensuring increment training days included a focus on employee health and lifestyle balance, and incorporating a competencies framework into the promotion process for sergeants and staff sergeants.

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.

Objective / Desired Outcome:
To ensure the systems approach set out in the Strategic Plan is used to maximize opportunities to build on the competencies, development, and growth of our personnel, and provide a culture that enables staff to have rewarding careers, and a healthy work / life balance.

Year End Summary:
A graphic visualization and form have been developed to assist with the inculcation of the systems approach for documenting and making decisions in the Saanich Police. Further implementation will be a focus in 2014.
Work Plan Year: 2013  
Initiative Number: O-05 / 2012 O-07  
Initiative Title: Work with the Saanich Police Board and Council to implement a multi-year staffing plan.

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

Background / Issue being addressed:
The Saanich Police 2012-2016 Strategic Plan focuses on 15 key strategic priorities. Included in the plan is a commitment to make the most efficient and effective use of our resources. It is clear however that we will not be able to accomplish much of what we have set out to do without additional resources. In fact, with the changing complexities and increased demands for service, it will be difficult to maintain current service levels with existing resources. In order to meet existing and future demands for service additional staff will be required. A conceptual staffing plan was developed in 2012 that will guide staffing requests for the next several years. The plan is conservative and sets out the need for requested positions in support of specific key strategic priorities. The plan is a living document that will change as each year passes and as priorities shift. While positions have been identified in the plan, each year any requested position will have to be appropriate for circumstances at that time, and will only be possible if appropriate funding is available.

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

Objective / Desired Outcome:
Ensure the Saanich Police are able to meet current and future demands for service.

Demonstrate our commitment to making the most efficient and effective use of resources and only request staffing positions necessary to achieve the desired outcomes where alternatives are not practical or feasible.

Year End Summary:
The Saanich Police Board was made aware of the long-term staffing needs for the Saanich Police. It was recognized that is will be very difficult to meet these needs in consideration of ongoing economic constraints. That said, in 2013 Saanich Police received approval to hire for a research position, have realigned existing staff to allow for an additional officer to be assigned to the Family Protection Unit for 2014, have staffed a temporary position to manage digital evidence, and staffed a temporary Information Technology position. The Digital Evidence Management and IT positions were filled out of necessity and will be included in 2014 budget submissions as a top priority. No further positions will be requested in 2014, instead there will be continued efforts for realignment of resources and examination of regional collaboration. This initiative will remain in effect for 2014.
Work Plan Year: 2013  Target Start Date: 2011 Jan 01  Initiative Complete: ☐
Initiative Number: O-06 / 2012 O-10  Target End Date: 2013 Dec 30  Carry Forward: ☑
Initiative Title: Business Process Analysis

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

Key Strategic Priorities:
Business Process Analysis

**Background / Issue being addressed:**
Limited resources necessitate the need to be mindful of the continued effective deployment models. Our strategic planning process identified several areas where processes and practices could be improved to make better use of resources. Analysis is required to ensure we are making the most effective use of our resources and that inefficiencies are reduced wherever possible. As with our focus on developing staff, we know we will only be able to ask for additional resources when all other avenues have been exhausted.

Staff were exposed to concepts of systems thinking and a process to consider new initiatives and programs from a systems perspective prior to implementation. This was done through the strategic plan roll out sessions and the considerations are documented in the Strategic Plan.

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. It is clear that this process is new and will take some time to inculcate into the fabric of the organization.

Implementation of the development and formal use of the systems process will be carried forward into 2013.

**Initiative Detail:**
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 approach as 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.

**Objective / Desired Outcome:**
Inculcation of a systems approach resulting in the most effective use and deployment of police resources.

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**Year End Summary:**
Efforts relating to Business Process Analysis included:
-streamlining and enhancing the management of digital evidence;
-conducting a business process review in the Administration Division looking for gaps in service, redundancies, and gains in efficiencies and effectiveness;
-A further examination of programs in the Community Liaison Division resulting in a shift in focus for the Schools Liaison Section whereby resources will be shifted from Police Camp to at risk youth and seniors; and,
-the realignment of existing operational staff to allow for an additional position for the Family Protection Unit for 2014.

Efforts will continue into 2014.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2012 Jan 03  Initiative Complete: ☑
Initiative Number: O-07 / 2012 O-12  Target End Date: 2013 Apr 01  Carry Forward: ☐
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:
COMPLETE

Background / Issue being addressed:
The complexity and scope of certain homicide investigations makes it logical for the Saanich Police to partner with other police agencies and enter the Vancouver Island Integrated Major Crime Unit (VIIMCU). The impact that a significant investigation has on the organization in terms of service delivery in other areas is concerning. Youth Section over the years has been continually dissolved to service the needs of a major crime investigations. Support sections such a Street Crime Unit and Bike Squad also get folded into the mix as resources are drawn together to facilitate a major case. The front end loading of a major file will continue to impact on these section in the short term however, after that initial front end load, the various support units will be in a better position to return to their respective mandates as VIIMCU takes conduct of the case.

The Saanich Police worked with the RCMP and other partners in the Vancouver Island Integrated Major Crime Unit to reach an agreement on Saanich Police participating in the unit. As of the time of this report, Saanich is awaiting the final approval of the 2013 budget to ensure adequate funding is in place to support the additional staff and equipment required to be a partner in the Unit. Police are also awaiting the signing of the finally Memorandum of Understanding to be approved by the RCMP. It is anticipated Saanich will be fully participating by the end of Q1 2013.

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.

Objective / Desired Outcome:
Examine and approve the MOU currently being drafted by RCMP legal.
Receive approval for additional staff required to enter VIIMCU.
Enter a partnership with VIIMCU in the 1st quarter of 2013.

Year End Summary:
The MOU has been signed and staff have been selected to fill the police positions. Staff started in April and a competition has identified a civilian support position. Funding was approved for the initiative in May of 2013, and the initiative is now complete.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  
Target Start Date: 2012 Jan 01  
Target End Date: 2013 Jun 01

Initiative Number: O-08 / 2012 O-13  
Initiative Complete: ✓  
Initiative Title: Research/ Analysis/Audits and Policy Development  
Carry Forward: □

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

Key Strategic Priorities:
Research

Background / Issue being addressed:
Over time we have not kept pace with the demand for reliable research to guide our decision making. Research tasks are being done by personnel with little training and off the side of a desk as time allows. In today’s environment of significant scrutiny and oversight, our decisions must be based on best practices and backed with strong research and business cases. Due to resources shortages, audits are not being conducted on regular intervals, resulting in potential exposure to risk. Policy analysis and updating is being done by various NCO’s and OICs across the organization. It is being done as time permits and without the element of consistency that is desired. Defensible well researched policy will reduce our exposure to risk and litigation.

Due to limited funding available to hire personnel, to date we are not authorized to hire for this need in 2012. The business case for this position was put forward to the Police Board during the 2013 budget cycle and approved for inclusion in the 2013 budget. In the meantime, the current officer filling the position is being provided specific training to increase our capacity to conduct defensible and reliable research.

It is anticipated this position will be filled in Q2 of 2013 if the budget is approved by Municipal Council. 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.

Initiative Detail:
Seek approval for a new civilian research position to provide for quality and timely research, policy analysis and audit functions.

Objective / Desired Outcome:
The immediate objective is to obtain approval for a civilian research / policy position and then to hire for the position in 2013.

The outcome will be an increased ability to conduct quality and timely research, policy analysis, and audit functions. Another benefit will be the ability to design measurable outcomes for new and existing programs.

Year End Summary:
This position was approved by the Police Board and included in the 2013 budget submission. The funding for this position was approved. The Research position was be staffed by a Co Op student from the School of Business Administration at the University of Victoria until year end and will be filled full-time in q-1 OF 2014.
Initiative Title: Coordinate an ongoing process of review of the organizational structures and deployment models of Saanich Police Operations

Division Responsible: Office of the Chief Constable

Section Responsible: Office of the Chief Constable

Key Strategic Priorities:
- Business Process Analysis

Background / Issue being addressed:
The Saanich Police Strategic Plan identifies 15 Key Strategic Priorities. “The priorities identify where we will focus our attention to improve service levels, be it through improvements in resources, developing personnel, or improving our processes and practices to gain efficiencies and increase effectiveness. We are committed to serving the community as best we can within the constraints of our environment, and only requesting additional resources where it is deemed necessary after all avenues of analysis and alternatives have been considered.”

While the historical structure of the Saanich Police has proven successful, and has been effective in our mission to keep Saanich safe, the pace of change requires ongoing vigilance to remain satisfied that we continue to take the right approach in the delivery of services and deployment of resources.

Initiative Detail:
Each of the operational divisions within the Saanich Police will undertake activities to start examining the manner in which we deliver services, with a focus on our ability to provide essential core services, target the key strategic priorities within the Strategic Plan, and to assess the effectiveness and efficiencies of our operations and programs. Included in the review will be an examination of deployment models, organizational structure of the division, mandates, roles and responsibilities.

This will be an ongoing process conducted with limited staff who have other priorities. As such, it is anticipated the initial phase will result in the identification of processes to undertake such reviews, with plans and timelines to follow. As Saanich acquires resources to assist with the process, the timeline and results may be accelerated.

Objective / Desired Outcome:
Short-term: To identify processes and plans to commence reviews of existing structures, deployment models, mandates, roles and responsibilities of operational divisions.

Long-term: To have an understanding as to the most effective and efficient organizational structure for the operational divisions of Saanich Police, and where appropriate, to effect identified necessary change.
The Uniform Division is examining and implementing new processes to allow for a continued focus on quality service, while shifting response strategies to allow for a more focused effort on pro-active, intelligence-led strategies. This will be an ongoing initiative leading to an increased use of crime and data analysis. The strategies are on track and have been well received, and the focus now is to ensure calls for service are effectively managed, while maintaining the same high quality service to the public.

The Administration Division is preparing an RFP to conduct a Business Process Review of functional positions and duties within the division to look for increased efficiencies and effectiveness.

The Administration Division has prepared a Request for Proposals for the business Process Review and this is now with purchasing to facilitate process.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  
Initiative Number: O-10  
Initiative Title: Conduct analysis of factors that will influence resource deployment

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

Key Strategic Priorities:
Business Process Analysis

Target Start Date: 2013 Mar 01  
Target End Date: 2014 Apr 01  
Initiative Complete: □  
Carry Forward: ✓

Background / Issue being addressed:
Each division of operations within the Saanich Police is undertaking to examine their existing structures, practices, deployment and resource allocation to ensure the most effective and efficient service delivery. In 2013 they will develop plans and processes to take on this challenge, and in some cases will implement reviews and change strategies. In order to understand the best course of action moving forward, division commanders, managers, and staff will require current and relevant information regarding calls for service, crime trends, community problems, demographics, resource allocation models, population distribution and other factors to assist in these processes.

2013 will see the Saanich Police complete the implementation of i2 and achieve access to essential PRIME data. It is anticipated that Saanich Police will expand its resources in regard to research in 2013. And in 2014, additional resources will be asked for in relation crime analysis.

Initiative Detail:
Research staff will be tasked with developing a methodology for delivering essential information to decision makers regarding the effective deployment of resources.

The Saanich Police Crime Analyst will access appropriate information from i2 and other sources to support the methodologies of the research staff.

This information will be synthesized and provided to the appropriate commanders, managers, and staff, providing a foundation for examining the organizational structure of Saanich Police operations and the effective deployment of resources.

Objective / Desired Outcome:
The objective will be to acquire and make sense of necessary information to examine the organizational structure of Saanich Police operations, and make that information available to the appropriate staff.

The outcome will be that staff are better informed to make decisions relating to the organizational structure, business practices, and deployment of resources within their divisions.

Year End Summary:
This initiative is delayed until 2014 when an officer will examine this issue in the context of a research project for a UVic Masters in Public Administration Degree program.
Initiative Title: Enhance succession planning for the senior officer and executive ranks.

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

Key Strategic Priorities:

- Competency Development
- Personnel

Background / Issue being addressed:

Much work has been done within the Saanich Police to ensure that police officers are prepared to progress in rank and to possess the competencies required to perform at a high level in new ranks. The focus to date has been primarily on the progression to the sergeant and staff sergeant ranks. The Police Sector Council has done extensive research on the competencies required to perform the duties at all ranks in policing in Canada. They have developed competency framework models for each rank. The competency framework has been endorsed by the Canadian Association of Chiefs of Police. The competency models for sergeants and staff sergeants have been incorporated into the Saanich Police promotional process, and will be considered in the performance management review process.

The competency framework has not yet been incorporated into practice or policy for developing the ranks of inspector, deputy chief constable or chief constable.

Initiative Detail:

Engage in a process to assess the competency framework developed by the Police Sector Council for the ranks of inspector, deputy chief constable, and chief constable to determine appropriateness and applicability to the Saanich Police.

Develop and implement a process to incorporate the appropriate competencies into the selection process for each rank for approval of the Saanich Police Board.

Ensure staff understand the competencies required to perform the duties of these ranks, the activities and opportunities available to develop the competencies, and the criterion and process that will be used to make selections for promotion.

Objective / Desired Outcome:

The objective is to incorporate the Police Sector Council competency framework into the development and selection processes for the ranks of inspector, deputy chief constable and chief constable.

The outcome will be to enhance succession planning by providing the information and opportunities necessary to develop the required competencies to move into the senior officer and executive ranks.

Year End Summary:
Senior Officers reviewed the competency framework developed by the HRDC Police Sector Council and supported by the Canadian Association of Chiefs of Police. The framework is being used for the sergeant and staff sergeant promotional processes, and is being used by senior officers to select candidates seeking promotion to inspector. The Police Board was provided with the competencies for senior and executive officers and for consideration as to how, in the long-term, these competencies could be used to the promotional processes for inspector, deputy chief constable and chief constable.

The Police Board agreed that the competency framework will serve to guide staff as to what competencies would be considered by the Board in future senior officer selection processes. The Board recognized that staff will need to time to develop, and this framework will assist officers coming up through the sergeant and constable ranks as they have the time ahead of them to develop the competencies over the next few years.

There were promotions within the senior officer ranks in 2013 and both the inspector and deputy chief processes incorporated the PSC competencies into the selection process. The chief constable competition relied on a revised role profile for the position that was largely consistent with the PSC competencies.

The focus going into 2014 will be to find and create developmental opportunities for senior staff and those interested in moving into the senior officer ranks.

In addition, in Q-3 the Staff Development Division put out a call for a PDA committee. This committee will include in their activities, consideration of how Personnel Development Appraisals (PDAs) will be used to develop staff in the context of succession planning.
### Work Plan Year: 2013

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<td>Key Strategic Priorities:</td>
<td>Building Remediation</td>
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**Background / Issue being addressed:**

A great deal of work has been undertaken to address the long term facility needs for the Saanich Police. This initiative will take several years to see completion. In the meantime literally every square foot of space is being used for a specific purpose, and there are immediate needs that require Saanich Police to find additional building space to ensure ongoing effective operations. Issues that need to be addressed include; there are several staff who are either without workspace or are moving from one workspace to another; there is no room for program growth; there is limited capacity to meet commitments of the strategic plan, including a focus on community engagement, there is no space for volunteers or Reserves to work; and, there is limited space for training and meetings. We cannot wait several years to address these and other issues.

**Initiative Detail:**

Identify and secure additional office space for police operations that will meet needs until the police building remediation issues are resolved.

Plan for the most effective use of new and existing space.

Move into the new space and re-allocate existing space.

**Objective / Desired Outcome:**

The objective is to secure and occupy additional office space.

The outcome will be to allow for effective program delivery and to meet the commitments of the strategic plan.

This initiative is being transferred to the Community Liaison Division for 2014 to manage implementation.

**Year End Summary:**

The Greater Victoria Library branch located at 3500 Blanshard Street is moving to the Uptown Mall in early 2014. Plans are in place to move a portion of the Saanich Police operations into that site after a consultation process and renovation are complete. This project will be managed through the Community Liaison Division throughout 2014.
**Work Plan Year:** 2013  
**Target Start Date:** 2013 Jan 01  
**Target End Date:** 2013 Dec 30  
**Initiative Title:** Conduct 3 audits within the Saanich Police.  
**Division Responsible:** PSAP  
**Section Responsible:** Research and Planning  
**Key Strategic Priorities:**  
| Business Process Analysis |

**Background / Issue being addressed:**  
Audits are necessary to ensure we are meeting the standard that is set down within our own internal policies as well as standards established by Police Services Division for policing in British Columbia. At the discretion of the OIC of PSAP and as staff are available to undertake such activities, areas of high risk and or concern will be audited for compliance and accuracy. With only one staff for both planning and audits it is unreasonable to expect that staff member to conduct audits outside of his regular duties. As a consequence the auditing function will rely on the availability of staff to realize this goal.

**Initiative Detail:**  
Under the direction of the OIC of PSAP Division audits will be undertaken as opportunities arise. Audits may also be conducted as a result of a situation that exposed a deficiency or business practice that may require change.

**Objective / Desired Outcome:**  
Complete 3 audits in 2013.

**Year End Summary:**  
Over the course of 2013 the PSAP division was able to conduct two audits. These audits were possible as a consequence of a staff member being assigned to the division for several months in an administrative capacity. These audits related to firearms and seized drugs in the possession of the Saanich Police and are considered to be areas of higher risk and liability. Minor recommendations to policy and procedure have been undertaken as a consequence of the findings. The initiative is now concluded.
Strategic Plan: Facilitate research and implementation of ideas & suggestions arising from the 2012-2016 strategic planning process.

Background / Issue being addressed:
Numerous ideas and suggestions for improving efficiency and effectiveness arose out of the stakeholder consultation process during the research component of the 2012-2016 strategic plan.

The following list, although not exhaustive, represents ideas and suggestions that have and will be examined:
- removing duplication in PRIME templates
- writing files off in CAD
- reviewing business practices that restrict the mobility of vehicle MDTs
- review community based policing initiatives like Police Post
- utilizing Telecoms to complete templates
- improving the summons and subpoena process
- researching alternatives of using police to transport animals to shelters
- reviewing residential alarm response procedures
- improving and digitizing Muster
- improving the Telebail process
- improving the Criminal Records check service
- improving signage and layout of the front office
- developing on-line tutorials to educate parents and children on Internet crimes
- improving the driving complaint process
- researching community based initiatives to combat graffiti.

Since the end of 2010 a number of committee's were struck and resulted in significant progress and good energy on a wide variety of initiatives. Some of the initial committee's have largely completed their tasks with others still working on longer term problems and implementation of new ideas and strategies. This will carry over into 2013 and should see the majority of the committees conclude their activities. It is expected that as these committees conclude their activities, other committees will be formed and commence new projects. It has been encouraging to see the energy and fresh ideas that come from empowering segments of the organization with looking at problems from a different perspective.

Initiative Detail:
Facilitate research and implementation of ideas & suggestions arising from the 2012-2016 strategic planning process.

Objective / Desired Outcome:
By the end of 2013 all of the 2010/2011 suggestions examined by working committees have been implemented where appropriate and new committees are formed to address some of the remaining and or new issues that need attention.

Year End Summary:
In 2013 the vast majority of the committee work undertaken following the implementation of the strategic plan has been completed. The Muster Committee is still working towards a solution and in the 4th quarter of 2013 met several times with significant progress being made. A presentation is planned for the senior staff in early 2014. During 2013 several other committees were struck and are working on initiatives such as Personal Development Appraisals, police vehicle markings and dress and deportment. This initiative is being concluded with the understanding that as required, committees will be struck to deal with concerns arising within the organizational structure.
Work Plan Year: 2013
Initiative Number: P-03 / 2012 P-03
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:
- Research
- Business Process Analysis

Background / Issue being addressed:
When this initiative started the Policy and Procedure Manual consisted of 163 Operational policies and 63 Administrative policies. The Professional Standards Audits and Plans Division consists of only a few staff resources. Consequently, policy review and updating is largely triggered by issues coming to light as a result of operational needs or, in some cases, statutory obligations. Many of the current policies have not been reviewed for long periods of time and the need for review is overdue.

PSAP committed to creating an inventory all operational and administrative policies to determine which required updating. This inventory was completed in 2012. Of those policies identified as requiring updating, further examination was conducted 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 were identified to facilitate the review process thus promoting thoroughness and expediency of review.

As a result of ongoing efforts, there are now 161 operational policies and 66 administration policies after reviews, re-alignment and the creation of 9 new policies in 2012. A review of these policies is ongoing. To date or 70% of the assigned policies were reviewed, updated, and posted. Several remain in the review process, not yet having met all levels of approval.

The policy review schedule will be a yearly initiative, with 38 operational policies already identified for review in 2013.

Initiative Detail:
Continue to review and update all Saanich Police policies.

Objective / Desired Outcome:
Compete a review of a minimum of 36 policies.
71 of 161 Operational Policies, or 44% were assigned for review.
17 of 71, or 24% were reviewed, updated, and posted.

28 of 67 Administrative Policies, or 42% were assigned for review.
8 of 28, or 29% were reviewed, updated, and posted.

Total progress 25 of 99, or 25% of the assigned policies were completed in 2013.
Work Plan Year: 2013  
Initiative Number: P-04 / 2012 P-04  
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

Key Strategic Priorities: 
| Core Functions |  |
| Personnel      |  |

Background / Issue being addressed:
In 2011 PSAP implemented business practices to ensure compliance with the McNeil decision, which requires the disclosure to the courts of police disciplinary files in certain situations. An officer with a disclosed discipline record is sometimes referred to as a “McNeil Officer”. These practices included the creation of a McNeil database and the drafting of Part II Order #400 and policy AC150. Concerns from staff have been raised about how the McNeil decision will impact their privacy, their careers, and their ability to serve the community. It is important that staff have a complete understanding of these issues and how Saanich Police intend to manage them. To facilitate this understanding, information sessions are required regarding the impacts and business practices resulting from the McNeil decision.

Due to circumstances beyond the control of the Saanich Police, this training was delayed until 2013.

Initiative Detail:
Conduct information sessions with sworn staff to ensure they have an understanding of the impacts and intended management practices to ensure compliance with the McNeil decision (R. v. McNeil, 2009 SCC 3).

Objective / Desired Outcome:
Ensure all sworn staff are briefed on Part II Order #400, policy AC150, how PSO manages "McNeil Officers," and an understanding of related issues that are relevant to ensuring compliance with the McNeil decision (R. v. McNeil, 2009 SCC 3).

Year End Summary:
In the last quarter of 2013 the Chief, Deputy Chief and the OIC of Professional Standards Audits and Plans (PSAP) spoke to the last of the work groups with regard to R. v McNeil. During the course of the year the majority of the staff have been updated and exposed to the impact of the McNeil decision both personally and organizationally and now have a stronger understanding of how PSAP division is managing this process. The initiative has been completed and is now concluded.
Initiative Title: Deliver the 2013 Community Report / 2014 Calendar.

Division Responsible: PSAP
Section Responsible: Research and Planning

Key Strategic Priorities:
- Core Functions
- Community Engagement

Background / Issue being addressed:
Each year the Saanich Police produce a Community Report describing accomplishments for the previous year. This work falls to Professional Standards Audits and Plans, and requires considerable staff time to produce the document, which has traditionally been produced in the form of a calendar. The report is distributed to homes in Saanich via the Saanich News.

Initiative Detail:
Complete the 2014 Saanich Police Community Report

Objective / Desired Outcome:
The objective is to have the calendar completed by the end of November 2013.

The ongoing outcome is intended to provide information to Saanich citizens that allows them to understand our ongoing priorities, and where they are able to assist in keeping Saanich safe.

Year End Summary:
The Saanich Police Community Report / Calendar was completed in mid-December on time. The theme for the 2014 calendar highlights the police canine program from inception in 1962 through to present day. This initiative is complete.
Work Plan Year: 2013  
Initiative Number: S-01 / 2012 S-01  
Target Start Date: 2013 Jan 01  
Target End Date: 2013 Dec 30  
Initiative Complete: No  
Carry Forward: Yes

Initiative Title: Cultural Diversity

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
- Community Engagement
- Diversity
- Competency Development

Background / Issue being addressed:
Saanich Police recognizes the importance of identifying new staff and officers that will reflect the community in which Saanich Police serves.

Initiative Detail:
Attend Community Partnership Network workshops and learn effective ways to promote recruiting amongst cultural diverse groups.

Objective / Desired Outcome:
The objective is to attend a minimum of four workshops or community events by the end of 2013.
The outcome will be to have staff who are better informed and better able to effectively recruit within culturally diverse groups, ultimately leading to a workforce that appropriately represents the make up of our community.

Year End Summary:
The collaboration between Staff Development and Community Liaison Division has increased training and awareness amongst the members of the Saanich Police Department through a variety of workshops and interactive training sessions. Two training sessions with the Intercultural Association of Victoria that included police officers, 911 operators, and staff from an outside police agencies attended.

In 2014, five training sessions will be delivered to staff of the Saanich Police that will be specific to the First Nations community. Presenters from the Caring for First Nations Children Society and the Victoria Friendship Center will provide the lectures.
Work Plan Year: 2013  
Initiative Number: S-02 / 2012 S-02  
Initiative Title: Succession Planning  
Target Start Date: 2011 Mar 30  
Target End Date: 2013 Dec 30  
Initiative Complete:  
Carry Forward: 
Section Responsible: Staff Development  
PROGRESS: ONGOING 

Background / Issue being addressed:
An analysis of the seniority of employees within the Saanich Police indicates that approximately 40 Officers (26%) at all ranks, but specifically Staff Sergeants and Senior Management, will be eligible to retire between the years 2013-2017. This loss of experience and job knowledge will have significant impact on the Saanich Police. As a result of these pending retirements, it is important for Staff Development to prepare for appropriate succession planning well in advance.

Initiative Detail:
Deliver specific leadership and developmental training initiatives to all ranks within the organization including:

- Provide educational funding to a minimum of 12 members by December 2013.
- Increase the number of members attending the JIBC Police Leadership Development Course from 3 in 2012 to 8 in 2013.
- Secure 8 seats for the Justice Institute of British Columbia 3 day Preparation for Promotion course which is a program new to Saanich Police.
- Secure 8 seats for the Justice Institute of British Columbia 3 day "Interviewing for Performance Managers" course that teaches junior supervisors how to address performance management issues within the workplace.
- Continue to identify members for the Seniors Police Administration Course offered by the Canadian Police College.

Objective / Desired Outcome:
The objective is to provide the opportunities listed and, through these opportunities continue to enhance our succession plan by identifying future leaders and managers and providing them with educational and developmental opportunities.

Year End Summary:
During the process of determining courses for members, Staff Development worked closely with Section Supervisors and individual members to ensure training being provided was suited to the appropriate candidates based on both personal and organizational needs.

A number of officers in 2013 attended a variety of Leadership courses in 2013 that included: Justice Institute of BC Police Leadership Development Course (6 members), the Police Leadership Conference in Vancouver (11 members) and one Sergeant who attended the Senior Police Administration Course held at the Canadian Police College.

Thirty-nine staff members received funding from the Educational Assistance Fund to support their on-going education.

Staff Development will continue to provide training and development opportunities for members that are seeking transfers, preparing for promotion and entering new leadership roles.
Work Plan Year: 2013  Target Start Date: 2013 Jan 01  Initiative Complete: ❑
Initiative Number: S-04 Target End Date: 2013 Dec 31 Carry Forward: ✓

Initiative Title: Standardize Data Input on the Staff Development Training Database.

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities: Business Process Analysis

PROGRESS:
ONGOING

Background / Issue being addressed:
The Staff Development Division database has evolved over many years and has existed using different platforms. Consequently much of the information entered into the system has taken on different forms and conventions. The historical differences make the retrieval of information difficult and inconsistent. There is an identified need to harmonize existing data and ensure a consistent format and convention of data structure moving forward. As Saanich now has an integrated personnel data management application (IPDMA) that will be in use for the foreseeable future, the time is right to convert the data.

Initiative Detail:
To work with the IPDMA designer to standardize data entry protocols ensuring the consistency of information entered in the future and accessibility to existing data.

Objective / Desired Outcome:
The objective is to create and implement standardized data protocols.
The outcome is to have consistent and accurate training records.

Year End Summary:
The Staff Development Division database has evolved over many years. Currently Saanich Police use an integrated personnel data management application (IPDMA) through an Access program. With the continued requirement to capture data and technological advancements there was an identified need to harmonize existing data and ensure a consistent format and convention of data structure moving forward. During 2013 several modifications and updates were made to the Staff Development training database that has improved efficiency. Staff Development will continue to modify the training database as the need arises.
Initiative Title: OH-20 Use of Force Policy Review and Implementation.

Division Responsible: Staff Development
Section Responsible: Response Options-Training

Key Strategic Priorities:
- Business Process Analysis
- Technology

Background / Issue being addressed:
Saanich Police are required to comply with both internal and external policies and procedures in relation to appropriate force response options. As with other areas of policy, policy OH-20 requires review, updating to reflect current expectation, laws and practices. Training and communication will be required to implement any changes to existing practices. The subject matter experts in this area work in the Staff Development Division.

Saanich Police have developed access to the Canadian Police Knowledge Network (CPKN) for the purpose of training and examinations. This technology is available to train staff on policy changes where appropriate.

Initiative Detail:
Review and revise policy OH-20 to reflect current laws, regulations, expectations and practices.

Use the CPKN to train staff on any changes that stem from the review.

Objective / Desired Outcome:
The objective is for policy OH-20 to be updated and current and disseminated through the Canadian Police Knowledge Network (CPKN) training portal.

The outcome will be that all appropriate staff members are familiar with and able to comply with policy OH20.

Year End Summary:
During 2013 Saanich Police policy OH20 (Use of Force) was reviewed and where necessary changes were made to ensure policy reflected current law and practices. The updated policy is currently in its draft stage and under review by the Senior Management Team. Upon approval the intention is to upload OH20 onto the Saanich Police e-learning training portal on the Canadian Police Knowledge Network (CPKN) for the purpose of training and examinations. The objective is to ensure all appropriate staff members are familiar with and able to comply with policy OH20.
| Work Plan Year: | 2013 | Target Start Date: | 2013 Jan 01 | Initiative Complete: | ✔ |
| Initiative Number: | S-06 / 2012 S-06 | Target End Date: | 2013 Dec 31 | Carry Forward: | ☐ |
| Initiative Title: | Improve delivery of on-line learning by implementing CPKN Training Portal and other e-learning providers. |
| Division Responsible: | Staff Development |
| Section Responsible: | Staff Development |

**Key Strategic Priorities:**

- Technology
- Competency Development

**Background / Issue being addressed:**

It is recognized that a significant amount of training can be delivered using on-line technology. This training is often referred to as e-learning. The use of E-learning is increasing and has shown to be very successful. This is demonstrated through the various courses delivered to officers through the Canadian Police Knowledge Network. This training was found to be cost effective and provided greater accessibility.

Saanich Police has joined the Canadian Police Knowledge Network (CPKN) through a training portal specific to our organization. This portal will allow the Saanich Police to develop training modules specific to organizational needs as well as give direct access to CPKN's course developers.

It is anticipated that the portal will be launched in January 2013. This new training portal will not only provide training through CPKN but also allow us to provide internal training specific to Saanich Police.

Of note, members completed over 450 on line courses offered through CPKN in 2012. By comparison in 2011, members completed 238.

**Initiative Detail:**

Enhance selection and delivery of on-line training through the dedicated Saanich Police portal facilitated by the Canadian Police Knowledge Network.

**Objective / Desired Outcome:**

To enhance course offerings to staff and develop training materials specific to Organizational needs that will be launched through the new training portal (e.g. pursuit policy, use of force policy).

**Year End Summary:**

In February 2013, Staff Development Division in partnership with Canadian Police Knowledge Network (CPKN) launched the Saanich Police E-learning Training Portal. This initiative has provided the Organization the ability to deliver National Police related courses and training specific to the needs of the Saanich Police such as the Saanich Police Supervisors Knowledge Exam and Pursuit Policy Exam.

This initiative has been met, assessed and will continue to be an integral part of Saanich Police's training program and allow for more integrated training opportunities for all Saanich Police members.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2012 Jan 13  Initiative Complete: □
Initiative Number: S-07 / 2012 S-07  Target End Date: 2013 Dec 31  Carry Forward: ✔
Initiative Title: Review and update job descriptions.

Division Responsible: Staff Development  Section Responsible: Staff Development

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

PROGRESS:
ON TRACK

Background / Issue being addressed:
Job descriptions are written statements that describe the duties, responsibilities, required qualifications, and reporting relationships of a particular job. Job descriptions facilitate member understanding of the competencies and skills required to accomplish needed tasks, and the needs of the organization to produce work within a particular job function. They are an essential component of career pathing and identifying appropriate candidates for transfer opportunities.

While CUPE Union job descriptions are kept up to date through the municipal JE Program, current job descriptions for police positions were found to be in need of review. Although the CUPE job descriptions are available on the municipal intranet, the police positions are not centrally located in an electronic format to facilitate ease of access for staff.

In 2012 a review of all Job Descriptions for Constables, Sergeants, and Staff Sergeant's was conducted through a consultative job analysis with incumbents, supervisors and divisional managers. To date approximately 25% are in the draft phase and will be circulated and reviewed in the first quarter of 2013. This initiative is more complex than first anticipated.

Initiative Detail:
Staff Development is hopeful the majority of job descriptions will be reviewed, completed, and published by the end of 2013. 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.

Objective / Desired Outcome:
The objective is to complete the review and update of job descriptions for the ranks of Constable, Sergeant and Staff Sergeant by December 31, 2013. Once updated, they will be posted to the intranet for the accessibility of all members.

Year End Summary:
Approximately 20 job descriptions have been reviewed and updated in 2013. Analyzing existing job descriptions to ensure they are current and accurate has been an ongoing process and this initiative will continue in 2014.
Background / Issue being addressed:
Employees whose duties involve prolonged exposure to traumatic events will benefit from preventative measures designed to assist them in dealing with critical incident stress and ensure fitness for duty. Pro-active measures allow an employee time to develop appropriate coping strategies. In addition, early intervention with regard to critical incident stress is more effective than reactive measures taken after a critical incident occurs. In accordance with its commitment to a pro-active approach to critical incident management and employee wellness, the Saanich Police will provide annual debriefing sessions with health professionals trained in critical incident stress management for employees whose assignments involve prolonged exposure to traumatic events.

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, the Strategic Plan, and results of the recent Employee survey.

Objective / Desired Outcome:
In 2013, provide additional training opportunities for members of the Trauma Assistance Group (TAG).

Schedule a Trauma Assistance Group (TAG) work group meeting to set goals, training objectives, business practices and discuss succession planning for 2013.

Year End Summary:
During 2013 the Saanich Police Critical Incident Stress Management Team (formerly called Trauma Assistance Group) developed new policy in regard to the delivery, requirements and mandate of the team. Four team members attended the International Critical Incident Stress Foundation training conference in September 2013. Additionally, in accordance with its commitment to a pro-active approach to critical incident management and employee wellness, the Saanich Police provides annual debriefing sessions with health professionals trained in critical incident stress management for employees whose assignments involve prolonged exposure to traumatic events. Moving forward, increased training and support to the current Critical Incident Stress Management Team will continue as the need arises.
### Initiative Title:
Implement promotional and supervisors knowledge exam through Canadian Police Knowledge Network (CPKN) training portal.

### Division Responsible:
Staff Development

### Section Responsible:
Staff Development

### Key Strategic Priorities:
- Technology
- Personnel

### Background / Issue being addressed:
Saanich Police require officers who fill supervisory roles to complete annual examinations. Currently the exams are paper-based and as such are completed and processed manually. This system is inefficient and takes valuable time away from the Career Pathing Sergeant's responsibility to both prepare and grade the exams. It is also a process that is not environmentally friendly.

There is a need for and an opportunity to deliver the exams in an electronic format that will improve the efficiency, effectiveness, and environmental impact of the entire process. In addition, having the exams available electronically will provide greater access to all staff that are affected, less time will be spent completing the exam, and results will be immediate.

### Initiative Detail:
Implement an electronic based system for the delivery and tracking of promotional eligibility requirements such as the Promotional and Supervisors Knowledge exams. 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.

### Objective / Desired Outcome:
In 2013, develop and implement an electronic process (CPKN) for the Saanich Police Promotional and Supervisors Knowledge exams.

### Year End Summary:
Implementation of an electronic based system for the delivery and tracking of promotional eligibility requirements such as the Promotional and Supervisors Knowledge exams was identified during 2013. With the launch of the Saanich Police e-learning training portal on the Canadian Police Knowledge Network this initiative become real. Saanich Police officers competing for promotion are required to complete the Saanich Police Supervisors Knowledge exam annually. This exam is now delivered through our e-learning portal. The Saanich Police promotional exam is currently in draft form and it is anticipated the exam will be launched on the e-learning portal in 2014.
**2013 Annual Work Plan Year-End Summary**

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<tr>
<th>Work Plan Year:</th>
<th>2013</th>
<th>Target Start Date:</th>
<th>2012 Jan 20</th>
<th>Initiative Complete:</th>
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<tbody>
<tr>
<td>Initiative Number:</td>
<td>S-10 / 2012 S-14</td>
<td>Target End Date:</td>
<td>2013 Dec 01</td>
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<tr>
<td>Initiative Title:</td>
<td>Work / Life Balance: Research, develop and implement appropriate Work / Life Balance education program for staff.</td>
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<td>Division Responsible:</td>
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**Key Strategic Priorities:**

| Personnel |

**Background / Issue being addressed:**

During the 2012-2016 Strategic Plan focus group sessions and employee surveys it was identified that there was a strong need to focus on ensuring staff are able to achieve an appropriate work / life balance. Saanich Police is committed to providing support and education in this regard.

2012 saw a lot of work being done in this area. Overall, feedback has been positive in regard to the work / life balance training sessions offered to date. As this was identified as a priority within the Strategic Plan, Work/Life Balance sessions will continue in 2013.

Staff Development intends on publishing a survey to ask staff to evaluate the individual sessions. This survey will ensure all topics are relevant to the needs of all staff and the organization.

**Initiative Detail:**

Continue to research/ develop and implement additional programs that would assist staff to maintain a healthy work / life balance.

Use surveys to ensure topics are relevant and beneficial.

**Objective / Desired Outcome:**

The objective is to continue providing effective work/life/balance sessions that meet the needs of staff.

The outcome will be a group of employees who report having a greater sense of achieving a balance between the demand of work and their personal lives.

**Year End Summary:**

In 2013 four work/life balance sessions were offered to all staff members to participate in. This included nutritional classes, fitness classes, team building opportunities, to name but a few. In addition, Staff Development conducted a survey and invited all staff members to provide feedback in regard to the ongoing training and to identify other areas to explore in regard to maintaining that healthy balance. Although this was a 2012/2013 initiative Staff Development recognizes the importance of maintaining that work/life balance and will continue to support it as we move forward.
2013 Annual Work Plan Year-End Summary

<table>
<thead>
<tr>
<th>Initiative Title:</th>
<th>Force Options Instructor training</th>
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<td>Work Plan Year:</td>
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<td>Initiative Number:</td>
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<td>Staff Development</td>
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**Background / Issue being addressed:**

The Saanich Police are required by both internal and external regulation to train members in force options that are both defensible and appropriate to maintain public safety. A Certified Use of Force Instructor Course (CUFIC) has not been available from the Justice Institute of BC for several years. Current instructors are officers who perform this duty part time on top of their regular duties. At times these instructors are over burdened trying to balance their time to meet training needs, their daily workload and their personal time off. More instructors are required.

For the most part this initiative has been delayed due to course cancellations. At present, a Certified Use of Force Instructor course is scheduled for April 2013. Two members are registered to attend this training course. In 2012 one officer was qualified at OPC. This addressed part of the initiative. JIBC is proposing a CUFIC course in April 2013.

**Initiative Detail:**

Register at a minimum two officers on the JIBC CUFIC course. If this course is not made available register one officer on an appropriate Use of Force Instructor Courses offered in 2013. OPC offers this course annually and CPC (PRTC) is a potential option.

**Objective / Desired Outcome:**

The short-term objective is to have at least one additional officer who will be qualified as a Force Options Instructor in 2013.

The long-term objective is to have sustainable access to resources to train Force Options Instructors.

The outcome will be to have a sustainable, cost effective, accessible resources for force options training, resulting reduced cost to ensure staff remain qualified in force options.

**Year End Summary:**

The need to identify and train a selected number of Use of Force Instructors was started in 2012 and carried on into 2013. In May 2012 and again in April 2013 three members were qualified as Use of Force Instructors. These three members are now part of the Use of Force Instructor cadre and deliver force options training to all police officers for Saanich Police.

In addition to training these new instructors, Saanich Police, through a directive from BC Police Services has complied with the newly mandated certification standards for all Use of Force Instructors for the Province. Currently Saanich Police has 11 certified Use of Force Instructors who provide the required training to our police officers.
Initiative Title: Internal training for identified field trainers.

Division Responsible: Staff Development

Section Responsible: Staff Development

Key Strategic Priorities:
- Competency Development
- Core Functions

Background / Issue being addressed:
Field trainers are the officers who train recruits when they come out of the Police Academy at the JIBC. They are identified by the platoon Staff Sergeants, who know better than anybody else as to their "fit" for this critical role. The current field trainers course is offered by the JIBC and is one week long. It was recommended that Staff Development deliver ongoing internal training to create consistency amongst the field trainer's training practices and also to address potential issues field trainers are faced with. This initiative was undertaken in 2012 and much work was done and documented in the 2012 quarterly reports.

This initiative has further developed our field training program and will continue to grow in 2013. Over the course of 2012 field trainers and recruits identified a need to create a "Recruit Manual" that will better prepare recruits in the field. Topics will include, MDT, PRIME instructions as well as templates and examples of common reports. Implementation of this manual is scheduled for 2013.

Initiative Detail:
Continue having Staff Development deliver ongoing internal training to create consistency amongst the field trainer's training practices that are Saanich Police specific and also address potential issues field trainers are faced with to maximize recruit potential.

Create a "Recruit Manual" that will better prepare recruits in the field.

Objective / Desired Outcome:
Deliver ongoing internal training to every member selected to be a field trainer for recruit constables and create a recruit manual to better prepare recruits for the field.

Year End Summary:
Field trainers historically receive initial training through a week long course offered by the JIBC. During 2012 and 2013 Staff Development undertook the task of further developing our police field trainers. Feedback interviews were conducted with field trainers and recruits to gain a better understanding of were improvements could be made. Ongoing internal training to create consistency amongst the field trainer's training practices was recommended and is in place. A second recommendation is the creation of a Field Trainer’s Manual to assist field trainers and ensure consistency among the recruits. The manual is still in progress and is anticipated to be completed in 2014.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013
Initiative Number: S-13 / 2012 S-13
Initiative Title: Coaching and Mentoring: Research, develop and implement appropriate coaching and mentoring programs.
Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
- Personnel
- Competency Development

Target Start Date: 2012 Jan 20
Target End Date: 2013 Jun 01
Initiative Complete: ✓
Carry Forward: □

Background / Issue being addressed:
Through the 2012-2016 Strategic Plan focus group sessions and employee surveys it was identified that there was a strong need to develop an enhanced coaching/mentoring program for members of the Saanich Police. This was one of the most important areas that required attention as identified through the values surveys.

In 2012 the majority of managers, sergeants, staff sergeants and senior officers were trained in coaching and mentoring theory and practice through a program entitled the "coach Approach" developed by Royal Roads for the Saanich Police.

Initiative Detail:
Continue to deliver Coaching and Mentoring through programs such as the "Coach Approach" program offered by Royal Roads University, Canadian Police Knowledge Network e-learning courses, and the Justice Institute of British Columbia.

Expand the program to officers who are on the promotional eligibility list.

Objective / Desired Outcome:
The objective is to complete the Implementation of appropriate mentor and coaching programs.

The outcome is to have supervisors and managers use effective coaching and mentoring to help develop staff for the future, enhance job satisfaction and provide skills that can be used to serve the community.

Year End Summary:
During 2012 and 2013 the majority of managers, sergeants, staff sergeants and senior officers were trained in coaching and mentoring theory and practice through a program entitled the "Coach Approach" developed by Royal Roads for the Saanich Police.

Staff Development continues to deliver various Coaching and Mentoring Programs through Royal Roads University, Canadian Police Knowledge Network e-learning courses, and the Justice Institute of British Columbia. In total twelve officers attended the Coaching course offered through the Justice Institute of British Columbia in 2013 with more being planned for 2014.

The overall objective is to adopt coaching and mentoring as part of the Saanich Police training culture which in turn will help develop staff for the future, enhance job satisfaction and provide skills that can be used to serve the community.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013
Initiative Number: U-01 / 2012 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

PROGRESS:
ON TRACK

Target Start Date: 2012 Feb 15
Target End Date: 2013 Dec 30

Initiative Complete: □
Carry Forward: ✓

Background / Issue being addressed:
Through data analysis insight is gained into when and where crimes and other problems are occurring and possibly who is responsible for these activities. By directing our resources to specific areas where specific problems are occurring there should be a corresponding reduction in those problems.

Initiative Detail:
Use data analysis to allow for Intelligence Led policing strategies, which will focus patrol resources on areas where crimes and other problems occur.

Objective / Desired Outcome:
Short-term: To make more effective use of data to inform the strategic deployment of patrol resources.

Long-term: To reduce crimes and other problems in the areas of Saanich. Minimally there should be a reduction in the specific areas or problems that were targeted.

Year End Summary:
The Crime Analyst is scheduled to attend the joint NCO meeting in February 2014 to demonstrate the i2 CRIME system and its capabilities. The platoons have begun to deploy an 'Intel' car on night shifts. This team of two officers is designed to ensure organizational knowledge and 'street policing skills' are transferred from senior officers to junior officers prior to significant numbers of retirements being realized. Target areas will be provided by the Crime Analyst to the Intel Car for further enforcement activity and intelligence collection. This is a first step toward engaging middle managers in the assessment of crime trends and the allocation of policing resources consistent with available evidence.
Work Plan Year: 2013  
Target Start Date: 2012 Feb 15  
Initiative Complete:  
Target End Date: 2013 Dec 30  
Carry Forward:  

Initiative Title: Increase time for Patrol officers to conduct self-initiated, pro-active, intelligence-led initiatives.

Division Responsible: Uniform

Section Responsible: Patrol

Key Strategic Priorities: Business Process Analysis

Personnel

Core Functions

Background / Issue being addressed:
Officers have so many responsibilities and demands on their time that they are often reacting to calls for service that require an immediate or urgent response. This often results in officers having very little opportunity to do pro-active police work, or to work on problems requiring further attention or need a more long-term focus.

In 2012 some progress was made through the use of dispatchers concluding files in CAD, rather than have officers spending time on writing up certain files. This was a good start and has had a positive impact; however, there more work required to increase officer's uncommitted time to do proactive police work.

As time becomes available for proactive strategies staff will be encouraged to target problem areas that require additional attention or alternative strategies to deal with issues.

One example of such a strategy is to make use of unmarked vehicles and patrol officers in plainclothes. This allows for effective crime prevention/reduction strategies. Officers will be able to proactively search out people involved in activities such as drug dealing, graffiti, stealing from vehicles or many other crimes, and then take steps to intervene and reduce the occurrence of such incidents.

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

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

Objective / Desired Outcome:
Short-term: Identify strategies to streamline processes, create efficiencies and increase effectiveness to increase the discretionary time required to be pro-active and deal with issues that need a more long-term or strategic response; and, increase the use of innovative crime and problem reduction strategies.

Long-term: Reduce overall crime and victimization by allowing officers to get creative about how they approach crime problems and conduct pro-active, strategic patrol-based initiatives.

Year End Summary:
The 'Service Car' deployment model is showing great promise. The Service Car is designed as a resource that can attend calls for service where extensive investigation is not required. The platoon's document service may be accomplished by the Service Car. In 2014, platoons will test sharing the responsibility for the Service Car with the Traffic Safety Unit (TSU). In this program the Service Car will be provided by TSU when requested on Monday, Tuesday and Wednesday. In turn platoon's will provide an equal number of hours of traffic enforcement during their shift as directed by TSU. The goal of these initiatives is to allow for the majority of administrative duties and file management to occur on day shift, freeing time on night shift for the platoons to engage in evidence led enforcement strategies. The Communications Center and NCO's have made great progress 'triaging' calls which has reduced the misallocation of resources and decreased the time required to clear some calls for service.
Initiative Title: Hold a divisional meeting including all NCO’s (Sergeants and Staff Sergeants)

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:
- Core Functions
- Competency Development

Background / Issue being addressed:
The new Strategic Plan is a roadmap for the future of the Department. After the plan was delivered to all staff, it was planned to have further meetings across all ranks in the Uniform Division to discuss what it means to the Uniform Division officers.

Meetings were held with Staff Sergeants during 2012 but a meeting including Sergeants was not held due to the in-depth review of the plan by Executive Officers. As the plan unfolds, such a meeting will be required to monitor and determine the ongoing impacts to the Uniform Division.

Initiative Detail:
Hold a meeting of all Uniform Division NCOs (Sgt. and S/Sgt.) to specifically discuss the new Strategic Plan and what it means to the front line officers of the Saanich Police.

Objective / Desired Outcome:
To allow room for the NCOs of the Uniform Division to discuss how the strategic plan will be operationalized within the Division, ensuring a complete understanding of expectations and a consistent approach to our strategies.

Year End Summary:
Seven meetings in total have been called. Five of these meetings will include only the Staff Sergeants and two will include both the Sergeants and Staff Sergeants. In Q1 one (1) joint NCO meeting and one (1) Staff Sergeant meeting were held. The December Staff Sergeant meeting was cancelled due to scheduling conflicts. Regular meetings scheduled for 2014. Initiative complete.
Initiative Title: Evaluate Future Patrol Vehicles

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:
Research

Background / Issue being addressed:
The Saanich Police has operated Ford Crown Victoria police cars for more than a decade. Ford is no longer producing the Crown Victoria model effective the end of 2012, which means we have to make a change in what police car we drive. There are a number of manufacturers who make a police vehicle but there are pros and cons to each. The key will be to conduct a proper evaluation of each model to determine which vehicle meets the needs of the front line officers.

This issue was assigned to a group of staff who volunteered to conduct the necessary research. They recommended that three vehicles be purchased for 2013 and evaluated to determine the appropriate future fleet vehicle. The Ford Utility, the Ford Interceptor, and Dodge Charger will each be evaluated in 2013.

Initiative Detail:
The Ford Utility, the Ford Interceptor, and Dodge Charger will each be evaluated in 2013 to determine the appropriate future fleet vehicle(s).

Objective / Desired Outcome:
A complete evaluation will be completed by staff resulting in a report articulating the vehicle(s) to be used in the Saanich Police fleet after 2013.

Year End Summary:
Survey complete. Suitable vehicles identified. Initiative complete.
Background / Issue being addressed:
In April 2001, the BC Provincial Court decided court services were no longer going to be available to the police on weekends and statutory holidays. Instead, a provincial Justice Centre was created where a Judicial Justice of the Peace (JJP) conducts bail hearings for arrested people over the telephone. A police officer prepares the written documentation, faxes it to the JJP then holds the hearing over the telephone to determine if an accused person is held in custody or released on conditions of bail. Since 2001 the Saanich Police have always used the on-duty Staff Sergeant, Sergeant, or Senior Constable to conduct the Telebail hearings. It takes an officer between two and four hours to prepare and conduct a Telebail hearing which prevents the officers from attending to administrative or supervisory duties.

A five year average shows Saanich Police conducting 102 Telebail hearings per year but some weekends days required more than one hearing a day. There are 52 Saturdays and Sundays and 12 Statutory holidays in a year for a total of 116 days. In an average year, Telebail hearings were conducted on 34 Saturdays, 39 Sundays with another 5 being done on statutory holidays. An alternative method of performing this function is required to make the most effective use of our limited resources.

Initiative Detail:
Explore alternative methods of performing the Telebail function.

Objective / Desired Outcome:
Short-term: Determine a sustainable alternative to performing the Telebail function at the Saanich Police. Ideally this will be completed by September to allow consideration of any impacts to the budget.

Long-term: Eliminate the burden of conducting Telebail hearings from the Platoon NCO’s providing more time to complete administrative and supervisory tasks.

Year End Summary:
This initiative is on hold due to other more urgent initiatives. Funding is also a concern at present.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2013 May 01  Initiative Complete: □
Initiative Number: U-06  Target End Date: 2013 Sep 30  Carry Forward: ☑
Initiative Title: Alternative Subpoena Service Strategy

Division Responsible: Uniform  
Section Responsible: Patrol

Key Strategic Priorities:
- Business Process Analysis

PROGRESS: DELAYED

Background / Issue being addressed:
The Sheriffs Service used to serve subpoenas in the Province of BC. This function was downloaded to police when government decided Sheriffs would no longer perform the function. No increases to police resources were ever provided to absorb this duty.

The Saanich Police currently serve approximately 125 subpoenas per month. All of these documents are served by sworn police officers in an very time consuming process. It takes approximately one hour of administrative work per subpoena and potentially more hours serving the document on the witness depending on the number of attempts required.

Serving subpoenas places a large demand on the time of patrol officers and is a very expensive activity when hourly wages are considered. An alternative solution for delivering subpoenas is required. Ideally the Sheriff Service should assume this responsibility as it used to be. If this is not possible then Saanich will have to engage in an alternative strategy that will be less of a draw on police resources.

Initiative Detail:
Explore alternative methods for the service of subpoenas.

Objective / Desired Outcome:
Short-term: Determine a sustainable alternative for the delivery of subpoenas. Ideally this will be completed by September to allow consideration of any impacts to the budget.

Long-term: Eliminate the burden of serving subpoenas from patrol officers thereby creating a significant amount of their time for proactive and strategic initiatives.

Year End Summary:
Two of four platoons have dedicated subpoena service to the Service Car. Results to date indicate that members of these platoons no longer are required to serve subpoenas while on general duty. As many of these documents have traditionally been served in the evening, this development should contribute to creating more time for evidence led enforcement strategies.
## 2013 Annual Work Plan Year-End Summary

**Work Plan Year:** 2013  
**Target Start Date:** 2012 Jan 01  
**Target End Date:** 2013 Dec 30  

### 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

### Background / Issue being addressed:
The Collision Analysts require in-house training in order to maintain their expertise in conducting crash investigations. Opportunities were provided in 2011 and 2012, although 2012 only saw one day being organized. While resource intensive, these training opportunities are very beneficial and will continue into 2013.

### Initiative Detail:
Implement two Collision Analyst training days per year so they can maintain their qualifications and improve communication to ensure consistent practices. Once the training is an annual commitment it will come off the Annual Work Plan.

### Objective / Desired Outcome:
Hold two training days and improve the Analyst's skill level.

### Year End Summary:
One collision analyst training day took place in the 1st quarter. Victoria Police participated in the training and there was also a large contingent of observers from ICBC, SFD and VFD. Due to the TSU Sgt's transfer to Administration Division a second training day was not possible. A Constable has been identified as the TSU Sgt's successor and will take over this responsibility for 2014.

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**PROGRESS:** DELAYED
### Initiative Title:
Improve Traffic Safety Unit Officers access to information

### Key Strategic Priorities:
- Road Safety
- Competency Development

**PROGRESS:**
COMPLETED

### Background / Issue being addressed:
The laws and regulations relating to the Motor Vehicle Act and traffic enforcement change frequently. It is sometimes difficult for officers to remain current given the pace of change. Traffic Safety Unit officers are expected to be subject matter experts and are often seen as to people for others in the Saanich Police. A Traffic Enforcement Reference Manual is available and provides easy access to current information.

### Initiative Detail:
Issue the Traffic Enforcement Reference Manual to all TSU members.

### Objective / Desired Outcome:
This will enhance productivity, increase job knowledge and provide members with more options for enforcement throughout the course of their duties, and will allow them to be subject matter experts for other police officers to draw on.

### Year End Summary:
Completed in the first quarter. The Traffic Enforcement Reference Manual has been issued to all members of the Traffic Safety Unit.
Work Plan Year: 2013  
Initiative Number: U-09 / 2012 U-10  
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

Background / Issue being addressed:
Using the in-house TTEP database and crash data from ICBC, enforcement action will continue to be set up and monitored along eight main thoroughfares that lead to the top 20 crash sites in Saanich. 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. 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.

This started in 2012 and collisions involving injuries or fatalities were lower in 2012 (up to Dec 11) than in 2011.

Objective / Desired Outcome:
Short-term: Through focused enforcement, dedicate resources to conduct enforcement activities to identified corridors.

Long-term: By increasing enforcement in the main corridors, 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.

Year End Summary:
Enforcement action continues at the thoroughfares leading up to the top 20 crash sites in Saanich. Using the in-house TTEP database and crash data from ICBC, enforcement action will continue to be set up and monitored along eight main thoroughfares that lead to the top 20 crash sites in Saanich.

Year end statistics:
Hwy 17; project hours 260.7, VTs 797
Hwy 1; project hours 293.25, VTs 736
Shelbourne St; project hours 92.05, VTs 165
Quadra St; project hours 121.05, VTs 287
McKenzie Ave; project hours 262.74, VTs 788
Interurban Rd; project hours 69.8, VTs 203
Burnside Rd W; project hours 26.75, VTs 68
SAANICH POLICE

2013 Annual Work Plan Year-End Summary

Blanshard St; project hours 46.25, VTs 145
TOTAL PROJECT HOURS BY TTEP CORRIDOR: 1314.17 (all corridors)
TOTAL TICKETS BY TTEP CORRIDOR: 6177 (all corridors)

Work Plan Year: 2013
Initiative Number: U-10 / 2012 U-11
Initiative Title: Target key crash sites

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
Road Safety
Business Process Analysis

PROGRESS: ON TRACK

Background / Issue being addressed:
The Traffic Safety Unit (TSU) has identified the key crash sites that require the most enforcement activity. The mandate of the TSU is to reduce the frequency and severity of crashes in Saanich. In order to do this we need to target the locations where we will have the greatest impact. Initiative U-09 targets the corridors that lead to the top 20 crash sites in Saanich. In addition to this focus, specific attention needs to be placed on the 20 site locations.

Initiative Detail:
Using the TTEP database and crash data from ICBC, enforcement action will also focused specifically on our top 20 crash sites targeting violations that result in collisions.

Objective / Desired Outcome:
Short-term: Through focused enforcement, dedicate resources to conduct enforcement activities to identified corridors.

Long-term: A reduction in the crash rate for each of the locations where enforcement action is focused. The impact of this initiative will be measured over the long term with the benchmark being the five year trend prior to 2011.

Year End Summary:
Enforcement action continues at the 20 top crash locations. Year end statistics

TOTAL PROJECT HOURS BY TOP CRASH LOCATIONS: not available/faulty data
TOTAL TICKETS BY TOP CRASH LOCATIONS: 884
TOTAL PERSON HOURS BY TOP CRASH LOCATIONS: 559.4
<table>
<thead>
<tr>
<th>Initiative Title:</th>
<th>Conduct three Commercial Vehicle Safety Enforcement projects</th>
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</thead>
<tbody>
<tr>
<td>Division Responsible:</td>
<td>Uniform</td>
</tr>
<tr>
<td>Section Responsible:</td>
<td>Traffic Safety Unit</td>
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</tbody>
</table>

**Background / Issue being addressed:**

Collisions involving large commercial vehicles often result in severe damage or injury. Inspecting and removing unsafe commercial vehicles from the roadways will lead to safer roads in the community. A commitment was made in 2012 to conduct 3 enforcement projects with the CVSE staff. This was accomplished and seen as worthwhile to do again in 2013.

**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 conducted in the course of the year.

**Objective / Desired Outcome:**

Increase road safety by inspecting and removing dangerous commercial vehicles from the highways.

**Year End Summary:**

Six commercial vehicle projects were conducted this year. This is an ongoing initiative and will continue in 2014. This is also done in conjunction with truck route by law enforcement.
2013 Annual Work Plan Year-End Summary

Work Plan Year: 2013  Target Start Date: 2012 Jan 15  Initiative Complete: ✓
Initiative Number: U-12 / 2012 U-17  Target End Date: 2013 Sep 30  Carry Forward: □
Initiative Title: Planning to Host the 2013 Canadian Police Canine Championships

Division Responsible: Uniform
Section Responsible: Canine

Key Strategic Priorities:
Community Engagement

PROGRESS:
COMPLETE

Background / Issue being addressed:
Each year a different Canadian police department hosts the national canine championships. It is a large event that attracts canine teams from across Canada. There are many public portions to the trials and it is a great community event in addition to challenging the canine teams on their skills and abilities.

Initiative Detail:
Continue planning for, and host the 2013 Canadian Police Canine Championships.

Objective / Desired Outcome:
To host an outstanding Canadian Police Canine Championship.

Year End Summary:
Championship completed. Reports indicate the event was well received. Saanich K9 placed first overall. Initiative concluded.
## SAANICH POLICE

### 2013 Annual Work Plan Year-End Summary

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<tr>
<th>Work Plan Year:</th>
<th>2013</th>
<th>Target Start Date:</th>
<th>2012 Jan 30</th>
<th>Initiative Complete:</th>
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<td>U-13 / 2012 U-16</td>
<td>Target End Date:</td>
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<td>Carry Forward:</td>
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<td>Initiative Title:</td>
<td>Conduct containment training with all members of the Uniform Division</td>
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</tbody>
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**Division Responsible:** Uniform  
**Section Responsible:** Canine

### Key Strategic Priorities:
- Competency Development

### Background / Issue being addressed:
At almost all critical incidents or crimes in progress one of the first actions the police take is to contain the area where the incident is occurring. Containment prevents suspects from escaping and outsiders entering the critical area. Each platoon needs to practice containment drills so everyone understands what is required of them when a critical incident occurs. Members of the Canine Section use containment to assist them when tracking a fleeing suspect. As such, they develop specific knowledge in this area. The Canine Officers now conduct training exercises with all uniform officers so each work group is operating in the same manner.

In 2012 five training sessions were conducted and were very well received. This training will be done on an annual basis to maintain skill sets.

### 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. Once the training is an annual commitment it will come off the Annual Work Plan.

### Objective / Desired Outcome:
All work groups in the Uniform Division will set up containment in a consistent manner.

### Year End Summary:
This initiative is complete. Containment training was delivered on the following dates: Feb 13 C Platoon; Feb 26 B Platoon; June 25 A Platoon; June 30 D Platoon.