<table>
<thead>
<tr>
<th>Initiative Title:</th>
<th>Upgrade to PRIME Version 7.3</th>
</tr>
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<tbody>
<tr>
<td>Division Responsible:</td>
<td>Administration</td>
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<td>Records</td>
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**Key Strategic Priorities:**

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<th>Technology</th>
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**Initiative Detail:**

Work with the Saanich Sustainment Team to ensure testing, support, and training is in place as we go through upgrades and change processes to ensure effective transition for each of the components. The Sustainment Team will work with the PRIME BC Business team to determine upgrades, implementation, workload and transition dates as agreed upon with the various clients.

**Progress Report Q1:**

The upgrades to PRIME are being deferred by PRIME Corp while they migrate to E-Comm. At this time it is unknown when the upgrade to 7.3 will be initiated.

**Progress Report Q2:**

The upgrades to PRIME are being deferred by PRIME Corp while they migrate to E-Comm. At this time it is unknown when the upgrade to 7.3 will be initiated.

**Progress Report Q3:**

The upgrades to PRIME are being deferred by PRIME Corp while they migrate to E-Comm. At this time it is unknown when the upgrade to 7.3 will be initiated.
Initiative Detail:

In order to recognize the work that has been complete over the past 10 years and to celebrate our success, Records Section will host an Open House for the various Platoons and sections of the Saanich Police. During the Month of February, 2014 specific dates will be determined to conduct an "Open House" for each of the Platoons, various Sections and Regional Units that will allow interaction and information relating to the various components of PRIME and Records Section support.

Progress Report Q1:

The Records Section hosted Open House sessions on February 11, 14, 24, and 25 for the various Platoons and sections of the Saanich Police. Many police members along with civilian staff of the Department attended the sessions. A fun name and job title association game was played by people who attended as way for them to interact and get to know the Records Section staff and be able to associate a face to a name. There was also a power point presentation to demonstrate helpful hints in report writing in PRIME. Overall, the Open Houses were well supported and the goals of the initiative to build relationships and celebrate success were achieved. This initiative is complete.

Progress Report Q2:

This initiative is concluded.

Progress Report Q3:
Work Plan Year: 2014  
Initiative Number: A-03  
Initiative Title: Business Process Review Recommendations  
Division Responsible: Administration  
Section Responsible: Records  

Key Strategic Priorities:  
Business Process Analysis

Progress Report Q1:
Tantus Solutions Group began the Business Process Review in September 2013. The process took longer than anticipated due to the creation of a survey to be completed by outside agencies. Once the survey was created it had to be sent to the other organizations and they required time to complete it. The results of the survey were compiled by Tantus and their final report was received by the OIC of the Administration Division in March 2014.

The Tantus final report makes six recommendations for change in the Records Section. Some of the recommendations relate to shifting of work between different staff and some relate to the creation of new staff positions for example creating another Quality Control Reader. An analysis of the report and the recommendations will now be undertaken to determine what recommendations will be acted on and under what timeline.

It is anticipated the analysis will be complete in the second quarter.

Progress Report Q2:
An executive summary has been completed in draft and will be reviewed with the Admin Inspector prior to conducting a presentation to the Chief Constable.

Progress Report Q3:
Recommendations have been provided to Chief Constable Downie and were reviewed for consideration. Records is in the process of re-allocating resources by: (1) removing a vacant Record Support Clerk Position and creating an Information Check Clerk position, (2) supporting a proposed Modified Work Week Proposal as a pilot process to be reviewed prior to 2015, and (3) redistributing work from various desks to balance workloads.
Initiative Title: Implementation of Two Factor Authentication Security Measure

Division Responsible: Administration
Section Responsible: Records

Key Strategic Priorities:
Technology

Initiative Detail:
Participate in the 2FA working group and Provincial Information Technology working group to review business options and determine the appropriate solution in order to ensure compliance with CPIC 2FA requirements.

Progress Report Q1:
PRIMECorp is working with E-Comm and RCMP Ottawa to identify standard set up of 2FA. Pilot testing has taken place with Abbotsford Police with no reported results. PRIMECorp is asking for an extension of time to implement 2FA for the Municipal Police in BC.

Progress Report Q2:
PRIMECorp is continuing to work with E-Comm and RCMP Ottawa to identify a standard set up of 2FA. Pilot testing is in progress with Abbotsford Police and we are awaiting final results. PRIMECorp has asked for an extension of time to implement 2FA for the Municipal Police in BC. Saanich is tentatively scheduled to implement the rollout of 2FA in August/September 2014 pending technical approvals.

Progress Report Q3:
PRIMECorp is continuing to work with E-Comm and RCMP Ottawa to identify a standard set up of 2FA. Pilot testing is in progress with Abbotsford Police and we are awaiting final results. PRIMECorp has asked for an extension of time to implement 2FA for the Municipal Police in BC. Tentative dates for scheduled rollouts have been deferred to implement the rollout of 2FA pending technical approvals.
Initiative Title: Electronic Fingerprint Submission RTID Project

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
Technology

Initiative Detail:
As one of the lead agencies on the Real Time Identification pilot project Saanich Police have been collecting digital fingerprints since May 2010 and working with PRIME Corp to participate in the pilot project implementation for the I-Book C216 electronic submissions to Ottawa CCRTIS.

Progress Report Q1:
PRIMECorp is working with the vendor Morpho to resolve issues identified with the I-Book product. The RTID project is on hold pending the next PRIME Governance meeting scheduled for April 2014.

Progress Report Q2:
PRIMECorp is working with the vendor Morpho to resolve issues identified with the I-Book product. The RTID project is on hold pending outcomes of Morpho testing of a new fingerprint scanner and confirmation from RCMP.

Progress Report Q3:
PRIMECorp is working with the vendor Morpho to resolve issues identified with the I-Book product. The RTID project is on hold pending outcomes of Morpho testing of a new fingerprint scanner and confirmation from RCMP.
### Initiative Title:
Update Abandoned 911 Policy

### Division Responsible:
Administration

### Section Responsible:
Telecoms

### Key Strategic Priorities:
- Core Functions

### Work Plan Year: 2014

<table>
<thead>
<tr>
<th>Initiative Number</th>
<th>A-06</th>
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<tr>
<th>Target Start Date</th>
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<tr>
<td>Target End Date</td>
<td>2014 Jul 01</td>
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### Initiative Detail:
Current abandoned 911 call policy will be reviewed along with current call-taker manual guidelines with respect to this issue.

### Progress Report Q1:
One of the senior Telecom Operators has begun an assessment of the current policy and will begin working with the NCO in the second quarter to start drafting new policy.

### Progress Report Q2:
The identified Telecom Operator has forwarded suggested policy changes to the Telecom Sergeant. Staff Development has temporarily assigned a Constable to assist Telecoms in completing this policy. That Constable has progressed and come up with draft policy. The policy draft has been forwarded to the policy and procedure manual administrator for input. The next step will be to incorporate that input into the policy and forward it to Inspector Edwards for his review.

### Progress Report Q3:
A final review is being conducted of the suggested policy changes, with a goal to implement the changes in the fourth quarter.
Work Plan Year: 2014  
Initiative Number: A-07  
Initiative Title: Training New Telecom Operators  
Division Responsible: Administration  
Section Responsible: Telecoms  

Key Strategic Priorities:  
Personnel  

PROGRESS: COMPLETE

Initiative Detail:  
Train two new Telecom Operators during 2014.

Progress Report Q1:  
A job posting was advertised in February with the assistance of the municipal HR staff and numerous applications were received. Testing of a selected number of applicants is currently underway in March 2014 to determine the suitability of some applicants proceeding further in the process. This process will continue with a target of the successful applicants being selected in April and training to follow in the second or third quarter.

Progress Report Q2:  
Four applicants were identified to attend the call taker training held in house. The three week course completed as of June 23rd and all four applicants were successful. The four applicants are now moving on to the next stage which is practical training.

Progress Report Q3:  
Over the summer three new Relief Telecom Operators have completed their training. The course is now complete.
Initiative Title: SAN and Server Refresh

Target Start Date: 2014 Apr 01

Target End Date: 2014 Oct 31

Progress Report Q1:
An RFP was issued in March to identify the supplier for the new upgraded SAN equipment. The successful company has been selected and the purchase of the equipment is moving forward in anticipation of the SAN equipment being received and installed in the second quarter.

Progress Report Q2:
All of the components related to this storage infrastructure refresh have been received, cabled and are running within the current SPD infrastructure. The physical and virtual architecture that SPD has developed and deployed has been reviewed by Think technologies and found to be of sound design. The SPD IT team is currently developing the system and learning the new technologies. The migration of data from the old system to the new should be complete near the end of September.

Progress Report Q3:
Training on the new SAN is on-going and data migration will begin by the end of September.
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<thead>
<tr>
<th>Initiative Title:</th>
<th>Administration Division Business Process Review</th>
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<td>Division Responsible:</td>
<td>Administration</td>
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<td>Section Responsible:</td>
<td>Administration</td>
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**Initiative Detail:**
Conduct a Business Process Review of all functions of the Records Section and Front Desk operation of the Administration Division.

**Progress Report Q1:**
Initiative A-3 was created to track the implementation of the recommendations of the Business Process Review.

This initiative, A-9, was a carry over from 2013 as the review had not been completed by the end of the year. As of March 31, 2014, the final report has been received from Tantus Solutions and therefore this initiative will be concluded. Any further actions taken on the Business Process Review will be tracked in 2014 under initiative A-3.

**Progress Report Q2:**
Final recommendations of the BPR have not been determined at this time. Efforts are on-going.

**Progress Report Q3:**
The final report of the Tantus consultant, and recommendations stemming from that report, were reviewed and approved for further action. The Business Process Review is now concluded.
| Initiative Title: | Operationalize the IT network in the Emergency Command Vehicle |
| Division Responsible: | Administration |
| Section Responsible: | Information Technology |

**Initiative Detail:**
Understand the capabilities of the new technology in the vehicle and conduct training on how to use it effectively.

**Progress Report Q1:**
The Saanich Command Vehicle was received by the Department on March 24, 2014. IT staff are preparing to test the functionality of the equipment. Further training from the manufacturer is scheduled for the second quarter.

**Progress Report Q2:**
Training on the SCV from the manufacturer was completed in April. All of the IT systems were tested and were functional. Training for the end user is one of the next steps.

**Progress Report Q3:**
IT members have continued to be active in the training of the SCV Support Team. IT also participated in the training of the camera system.
**Initiative Title:** Integrate CCTV and Data networks  
**Division Responsible:** Administration  
**Section Responsible:** Information Technology  

**Key Strategic Priorities:** Technology  

**Progress Report Q1:**  
New switches need to be purchased and integrated into the current network. Target is to have this equipment purchased and installed by the third or fourth quarter.

**Progress Report Q2:**  
The plan is to purchase the equipment this summer and deploy the changes in the fourth quarter.

**Progress Report Q3:**  
Due to other IT priorities this project is delayed until the spring of 2015.
Initiative Title: Roll out of the Saanich Command Vehicle

Division Responsible: Administration

Initiative Detail:
Train users on the technology and equipment in the vehicle so it can be operationally deployed.

Progress Report Q1:
The new Saanich Command Vehicle was received on March 24, 2014. A series of open houses have been set up to allow all staff in the Department to walk through and see the inside of the vehicle.

An Implementation Committee has also been formed and select members will be receiving training on the operation of the vehicle at the end of April. After that initial training has taken place a training plan will be developed for the remainder of the staff. In addition, a policy manual and an operator's manual will be created.

Progress Report Q2:
The Implementation Committee received “train the trainer” instruction on the vehicle from the manufacturer and is now developing a user manual in conjunction with the Fire Department. Policy and training needs are also being developed. Implementation will continue in the third quarter.

Progress Report Q3:
A SCV Support Team made up of six members has been formed. Their in-house training was conducted September 11-12 and training on the camera system was also completed in September. As of the end of September, the vehicle will be available for operational deployments.
Initiative Title:
Develop a new service delivery model for the front desk

Division Responsible:
Administration

Section Responsible:
Front Desk

Key Strategic Priorities:
Business Process Analysis

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

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

Progress Report Q1:
This initiative to develop a new service delivery model at the front desk of the Department will be considered in conjunction with the recommendations of the Business Process Review. No action took place on this initiative in the first quarter.

Progress Report Q2:
This initiative to develop a new service delivery model at the front desk of the Department will be considered in conjunction with the recommendations of the Business Process Review. No action took place on this initiative in the second quarter.

Progress Report Q3:
A change in staffing practice is anticipated, bringing new opportunities to this area. A committee is being formed to examine this issue further.
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 |

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

Progress Report Q1:
The new SAN upgrade equipment has been ordered and once it has been installed and tested this new SQL equipment will be installed. Given the reliance on the new infrastructure to be operational, this initiative may not take place until the 3rd quarter.

Progress Report Q2:
This project is delayed until the third quarter due to other IT priorities.

Progress Report Q3:
This project is delayed until the fourth quarter due to other IT priorities.
Initiative Title: Support Information Technology (IT) requirements associated to expanded facilities.

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.

Progress Report Q1:
The new facility at 3500 Blanshard Street has been identified and an architecture firm has been hired to begin work on designing the building renovation needs for the police use. IT will begin to get involved in this project in the 2nd quarter.

Progress Report Q2:
Preliminary conversations around IT needs in the new building have begun and this work will continue in the third quarter.

Progress Report Q3:
This initiative is on hold until a decision is made on a new location for police staff to occupy.
Initiative Title: Community Liaison: Complete a Reserve Police Training Class

Division Responsible: Community Liaison

Section Responsible: Crime Prevention

Key Strategic Priorities:
- Community Engagement
- Personnel

Progress Report Q1:
On March 29th, 2014, 19 individuals graduated as Certified Saanich Police Reserve Constables. This was the conclusion of over 4 months of extensive training and assessment. These new members will now join the ranks of over 30 currently serving Saanich Police Reserves. The Program now has a total of 50 Reserve Constables who are now ready to be deployed in a variety of policing activities to help keep Saanich safe.

Progress Report Q2:
Newly-graduated Reserve officers are all contributing significant volunteer hours every month, through patrol shifts as well as numerous community events. This objective has been met successfully.

Progress Report Q3:
Newly-graduated Reserve officers are all contributing significant volunteer hours every month, through patrol shifts as well as numerous community events. This objective has been met successfully.
Initiative Title: Community Liaison: Conduct a Reserve Police Team Building Exercise

Division Responsible: Community Liaison

Section Responsible: Crime Prevention

Key Strategic Priorities:

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<th>Priority</th>
<th>Progress</th>
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<tr>
<td>Community Engagement</td>
<td>COMPLETE</td>
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<tr>
<td>Personnel</td>
<td>COMPLETE</td>
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Initiative Detail:

Conduct a team building exercise (TBD) to bring the new recruit class together with the current serving Reserve Constables. The staff sergeant in our Reserve program has suggested that the “Confidence Course” would be worth serious consideration as an appropriate team-building exercise.

Progress Report Q1:

Pending. This initiative will take place in either the Q1 or Q2 period so that the March 31, 2014 graduating Reserve class has the opportunity to merge with the currently serving Reserve members.

Progress Report Q2:

Our Reserve class graduated at the end of March. We welcomed 19 (nineteen) new Reserves to our program, bringing us to a total of approximately 50 (fifty) now. A formal group photograph of all the Reserves was taken at the end of May. Planning for a large team-building event has been deferred to the third quarter.

Progress Report Q3:

Objective met, team building event held August 13th, 2014.
Initiative Title: Community Liaison: Create a social media Twitter account for Reserve Police.

Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:
- Community Engagement
- Personnel

Progress Report Q1:
A Saanich Police Reserves Twitter account was started in early February. One of our Reserve Constables has taken on full responsibility. The account has been a tremendous success. There have been over 200 "tweets" and over 165 "followers" in less than two months. Our year-end objective for followers has already been exceeded.

Progress Report Q2:
The Reserves Twitter account continues to exceed expectations. There have been 657 "tweets", 72 photos posted and 290 "followers" as of late June. Other departmental Twitter accounts are being used to re-post many of the Reserve "tweets." Reserve involvement in numerous Saanich community events is being shared with the public like never before.

Progress Report Q3:
The Reserves Twitter account continued to grow during the third quarter. As of mid-September, there had been 1012 "tweets", 110 photos posted and 393 "followers." Twitter has proven to be a very effective way to share examples of the Reserves' community engagement, along with road safety information and other key priorities.
Initiative Title:
Community Liaison: Continue strong engagement with the various Diverse communities.

Division Responsible:
Community Liaison

Section Responsible:
Community Liaison

Key Strategic Priorities:

- Community Engagement
- Working with Youth
- Community Engagement
- Diversity

Initiative Detail:
Saanich is a culturally diverse community, yet many of our diverse people have limited opportunities to build relationships with the police. Saanich Police will proactively work with the diverse communities. This will enable us to visit and learn more about both their communities, and will encourage the building of enhanced, positive relationships with the police.

The divisional staff sergeant will continue to serve as the Chair of the Greater Victoria Police Diversity Advisory Group (DAC). Frequent opportunities for diversity engagement are realized as a direct result of the major role that Saanich Police has played in the DAC over the past few years.

Progress Report Q1:
The Greater Victoria Police Diversity Advisory Committee (DAC) continues to be meet monthly at Saanich Police and is chaired by our divisional Staff Sergeant. The DAC recently expanded by adding representatives from the Victoria Native Friendship Centre, Victoria Pride Society, India Canada Cultural Association (ICCA) and the Ismaili Muslim community. Numerous community events and seminars were attended during this quarter. Five Saanich Police officers took part in a large regional diversity forum held at the Songhees Wellness Centre. At the University of Victoria, the two-day Provost's Diversity Research Forum and the Ideas Fest "Trans 101" workshop were attended. Our Saanich Police mascot 'Ace' also went to a Chinese New Year Gala held at the University of Victoria.

Progress Report Q2:
Numerous diversity events were attended during this quarter. This includes the 25th Anniversary of VIRCS (the Victoria Immigrant and Refugee Centre Society), AfricaFest, the World Partnership Walk and the Victoria Native Friendship Centre (VNFC) Family Night. The May and June meetings of the Greater Victoria Police Diversity Advisory Committee (GVPDAC) were held at the VNFC and the Songhees Wellness Centre, helping to build strong engagement with the local First Nations communities.

Once again, we have partnered with Community Living Victoria (a not-for-profit Society that advocates for developmentally challenged adults and teens) to have our police cars washed at the rear of the building.

Progress Report Q3:
Saanich Police had very strong representation at a number of diversity events over the summer. This included "Nurturing Our Spirits" at the Victoria Native Friendship Centre (VNFC), the Victoria Pride Parade and India Fest (Mela). A Saanich Police Reserves representative joined the Greater Victoria Police Diversity Advisory Committee (GVPDAC). The GVPDAC meeting for September is being held at the Victoria Immigrant & Refugee Centre Society (VIRCS). The police mascot "Ace" continues to be used at a number of Saanich diversity events.
Work Plan Year: 2014
Initiative Number: C-05 / 2013 C-01
Initiative Title: Community Liaison: Expand our culturally welcoming and inclusive environment at Saanich Police.
Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:
- Diversity
- Community Engagement

PROGRESS:

ON TRACK

Initiative Detail:
This initiative seeks to enhance the welcoming, culturally sensitive environment that we provide for all individuals from diverse communities when they come to our police station. Further, we will continue to be proactively engaged in relationships that allow us to better understand the needs of our community. This involves building on the 2013 "Safe Harbour" achievements, such as having multilingual welcome lettering at the front entrance of Saanich Police headquarters.

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 (signage already budgeted and obtained).

2) Building relationships and getting a better understanding of how we can further enhance our culturally welcoming and inclusive environment for visitors to our police station. Canvass and determine the needs of our diverse communities, including working with cultural associations, the Native Friendship Centre, the GLBTQ community, our homeless and hard to house, and many others.

3) Enhancing and expanding the variety of multilingual brochures and statement forms which are available at the main counter of police headquarters.

Progress Report Q1:
In addition to the many diversity events listed under initiative C-04, the Africa Heritage Association of Vancouver Island (AHAVI) were Black History Month guests at the February meeting of the Greater Victoria Diversity Advisory Committee (DAC). Our divisional Staff Sergeant was the guest speaker at AHAVI's "Africa Celebrates!" gala and our divisional Inspector spoke at the annual ICCA banquet (India Canada Cultural Association). In March our Inspector participated in the "Safe Harbour: Champions of Diversity Lunch & Celebration for Champions of Diversity." Additional meetings and diversity engagement was done with the Inter-Cultural Association of Victoria (ICA) and the Community Partnership Network (CPN), both of which have very strong relationships with Saanich Police. The digital signage initiative will be updated during the Q2 period.

Progress Report Q2:
The digital signage monitor has not been installed yet in the police station lobby. The most appropriate location still needs to be determined. Our Community Liaison Division Summer Students, have begun collecting various photographs to create community-related and culturally-related displays to be shown on the monitor. Consultation will occur with the Greater Victoria Police Diversity Advisory Committee in the fall for suggestions about culturally-welcoming improvements at the police station.

**Progress Report Q3:**
The digital signage monitor will either be installed in the police station lobby or possibly at a yet-to-be-completed secondary police facility due for occupancy in the New Year. Our summer student Crime Prevention Workers have compiled a large number of photographs to eventually be shown when the monitor has been installed.
Initiative Title: Community Liaison: Participate in Adopt-a-Highway litter clean-up program.

Division Responsible: Community Liaison

Section Responsible: Community Liaison

Initiative Detail:
This divisional initiative will involve a combination of police officers, civilian support staff and volunteer Reserve Constables and Camosun College students. Necessary equipment and support is provided and the Community Liaison Division would adapt a minimum two kilometre portion of a provincial highway for a minimum of two years.

The program expectation is that litter is picked up along the identified section of highway an average of four times per year and that the volunteer group will follow the Adopt a Highway Safety Rules. Insurance and WorkSafeBC coverage will be confirmed. The Ministry will install a sign which acknowledges the volunteer group responsible for a specific stretch of highway.

Progress Report Q1:
Preliminary approval was received from the Adopt a Highway Program. Saanich Police will be responsible for a stretch of Highway 17, known as 'Pat Bay Highway.' This stretch begins near the Broadmead Village exit and continues north to the Central Saanich border, near Tanner Road. Final arrangements are pending with the Ministry of Transportation and Infrastructure, who administer this program.

Progress Report Q2:
This initiative has been delayed due to quarterly focus on a number of large community events and diversity-related events. The application for Adopt-a-Highway will be completed and submitted over the summer.

Progress Report Q3:
Implementation of this initiative has been postponed until the fourth quarter, due to the summer months being full of numerous community engagement events.
Initiative Title: School Liaison: Engage in formal In-School Mentoring/Reading Programs

Division Responsible: Community Liaison

Section Responsible: School Liaison

Initiative Detail:
The School Liaison Officers will make connections with the School Librarian and develop a program that may meet the unique needs of the school in relation to promoting the love of reading. As stated above it could be attending existing reading clubs or groups or creating new ones to fill a void. The school liaison officer can arrange to read to classes or smaller groups whether as part of the regular classroom routine or within an reading recovery program.

Progress Report Q1:
The School Liaison Section has partnered with Big Brothers Big Sisters (BBBS) and have joined the In-School Mentoring Program. The five School Liaison Officers and our divisional Staff Sergeant met their Little's the week of Mar 24, 2014 and began this journey.

The program will be active until June, 2014 with a summer break and then continue in September when school begins for the 2014/2015 school year. There is a wide variety of activities that can be done within the school and grounds. There is a Reading Literacy component at some schools and then the Mentor and Little can then choose arts & crafts, sports, games or baking. The goal is to mentor the Little and act as a positive role model while having fun! This is a one-on-one scenario and the program will be reviewed and possibly expanded in the future.

The School Liaison Officers have also been active with participation in various reading activities in the schools. Reading to classes, Book Clubs, Family Literacy Day to name some of the opportunities. This has been very popular with the students and staff supporting both school based reading objectives, but also Provincial Literacy Programs.

Progress Report Q2:
The Big Brothers Big Sisters (BBBS) In-School Mentoring program has concluded as scheduled for the end of the school year, but will continue in September 2014. The plan is to explore options to expand the interaction from one-on-one to multiple students with a School Liaison Officer. This approach would support the School Liaison mandate in a more effective way.

The involvement in reading has continued and feedback on a Lochside Boys Book Club from the Teacher Librarian and the group's classroom teacher was extremely positive. There was anticipation from the students every Thursday as the reading session approached and enthusiastic participation from all the boys in the reading and discussion segments each week.

Progress Report Q3:
The School Liaison members continued with their involvement in reading and literacy in the summer months, attending the Greater Victoria Public Library (GVLP) Programs offered through the Saanich branches. There was a wide variety of programs which included reading and activities related to the themes of the stories.

The school year has been put on hold due to the job action, but upon the school year beginning this initiative will be continued with the same framework as Q1 and Q2 notations.
Work Plan Year: 2014
Initiative Number: C-08 / 2013 C-05
Initiative Title: School Liaison: Rugby 7’s Tournament
Division Responsible: Community Liaison
Section Responsible: School Liaison

Key Strategic Priorities:

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<th>Working with Youth</th>
<th>PROGRESS: ONGOING</th>
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<tr>
<td>Community Engagement</td>
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<td>Working with Youth</td>
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<td>Community Engagement</td>
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Initiative Detail:
The 2013 Rugby 7’s Tournament was a very successful undertaking partnering with the Greater Victoria High School Rugby league and community partners to complete this initiative. The reason for the 2014 initiative is to expand the original idea from eight senior boys team to add a girl's division.

Progress Report Q1:
This event is in the final stages of planning and has expanded on the senior boys side. There are plans to include a girls division this year and a middle school division which are still in the planning stages and may be successful for this year's event.

This event will continue to be supported with the collaboration between the various school districts, the Saanich Police Department, Saanich Police Athletic Association and the Saanich Police Association.

Progress Report Q2:
The 2014 Rugby 7 Tournament was held at UVIC Centennial Stadium on April 13, 2014. There were eight Senior Boys teams and two Senior Girls teams that participated in perfect weather and field conditions. The Boys Division served as a provincial qualifier for the Provincial Championships scheduled for Vancouver two weeks later. The girls division had been planned to include a full complement of girls teams, but a field scheduling issue limited the participating teams for this year's event. The 2015 Rugby 7 Tournament will be expected to have two full schedules of Boys and Girls teams.

The Saanich Police, Saanich Police Association and Saanich Police Athletic Association were all sponsors of the event and during the event there was a notable presence of uniformed members from the School Liaison Section, Patrol, Traffic and Reserves. The event was covered by local media including television, newspaper and highlights were shared through social media platforms throughout the day long event. This initiative is complete.

Progress Report Q3:
A draft debrief of the event has been authored by a School Liaison member and during Q4 this draft will be finalized. The planning for the 2015 fixture will begin as soon as the school year has begun and Tournament Director has been identified. A member of School Liaison will take the lead as the Tournament liaison from the Saanich Police Department.
### Initiative Title:
School Liaison: Student vs. Police Basketball Games

### Division Responsible:
Community Liaison

### Section Responsible:
School Liaison

### Key Strategic Priorities:
- Working with Youth
- Community Engagement
- Diversity

### Initiative Detail:
This initiative will continue as in the past for some of the schools. In addition we will attempt to introduce wheelchair basketball game showcasing wheelchair athletes and providing a platform to discuss some of the obstacles individuals in wheelchairs experience in their everyday lives.

### Progress Report Q1:
We have had a shift in this initiative in that there continues to be interest in basketball games, with a very successful event against Spectrum Community School on February 19, 2014. Several high schools have opted to try different fundraising events with the plan to alternate each year. There is a soccer game of students vs. police which the school requested rather than basketball. This is not specifically within this initiative as a different sport, but will garner the same positive relationships and community engagement as the basketball games.

We will be open to any activity that will assist with our goals and objectives.

### Progress Report Q2:
Several events were completed during this quarter and they all demonstrate the wide variety of activities that can be used to connect with youth. A soccer game against Reynolds and a floor hockey game against Royal Oak Middle School were two of the marquee events of the year.

Of note, was the participation of the School Liaison Officers in the SD61 City Wide Track Championships at UVIC Centennial Stadium on May 27, 2014. Though not actually running any of the events we stepped up and assisted with the bell ringing on the final lap, place judging and mingling with the crowds in the stands. It provided a great opportunity to assist with the event, but maximized our interaction with students, parents and teachers.

With the end of the school year it brings the School Liaison section into our summer mandate and continuing many of our regular activities. Over the summer we will connect with youth at recreation centres and Summer Camps. We have requests for presentations at a CSI style camp and at Vikes Nation Sports Camp for a Hero Challenge Day in July and August.
Progress Report Q3:
The School Liaison Members continued their attention to this initiative in the summer months by arranging participant vs. Police games at various youth camps in the Municipality of Saanich. The School Liaison Section collaborated with Saanich Parks and Rec and UVIC Nation Youth Camps and organized several visits, street hockey games and participation in Hero Games at UVIC. This provided a great opportunity to foster those connections made in the school year and engage with the youth in a very informal and fun setting.
Initiative Title: Crime Prevention: Expand residential Block Watch program by 15 new blocks.

Division Responsible: Community Liaison

Section Responsible: Crime Prevention

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Community Engagement</th>
<th>PROGRESS: OBJ ACHIEVED/ONGOING</th>
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<td>Post Disaster</td>
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Initiative Detail:

Based on targeted recruitment, public events and general education, we should continue our efforts to expand the Block Watch Program in 2014.

It is equally important to carefully evaluate those few blocks which are long-dormant or inactive. Some of these blocks may need to be closed if there are no individuals willing to take on the roles of Captain and/or Co-Captain. Others might merge with nearby Block Watch neighbourhoods and make them even stronger.

Police drop-ins at the annual Block Watch meetings is a longstanding demonstration of our commitment to this program. During 2014 the police officer(s) participating in these meetings will be encouraged to make disaster preparedness and recovery the topic of their presentation.

Progress Report Q1:

Three Block Watch community information nights have already been held at Saanich Police headquarters this year. Carrying over from last year, we now have a total of 58 future blocks in the "pending" status. Our continued expansion initiative is well on track.

Progress Report Q2:

Two more Block Watch community information nights were held during this quarter. This brings us up to a total of five evening sessions so far this year. There are now 459 active blocks and 64 pending blocks. So far in 2014 we have activated 14 (fourteen) new blocks. This initiative is only one block short of being achieved for the year.

Progress Report Q3:

Sixteen (16) new blocks have been "activated" to date (September 3, 2014) and 69 more are pending towards achieving their final set up.
Initiative Title: Crime Prevention: Increase the number of Crime Free Multi-Housing Locations

Division Responsible: Community Liaison

Section Responsible: Crime Prevention

Key Strategic Priorities:

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<th>Category</th>
<th>Progress</th>
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<tr>
<td>Community Engagement</td>
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<tr>
<td>Crime Analysis</td>
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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 Programs. This program's effectiveness will be enhanced by the continued involvement of our student volunteers and Reserve Constables.

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.

Progress Report Q1:

In late February a Phase 3 CFMH achievement was celebrated with McKenzie Terrace, a 13-unit BC Housing complex at 910 McKenzie Avenue. Saanich Police guests included our Chief, Community Liaison Inspector and our Crime Prevention Constable.

Progress Report Q2:

3185 Tillicum Road and 275 Burnside Road West were added as Phase 3 CFMH units on May 27th. Saanich Police guests included the Chief Constable, the Community Liaison Division Inspector, the Crime Prevention Sergeant and Constable. The objective of having 3 new buildings by the end of 2014 has been met 7 months ahead of schedule.

Progress Report Q3:

No further residential complexes were identified for CFMH at this point. The objective has been met well ahead of schedule with 3 new buildings identified by the end of 2014.
### Work Plan Year: 2014

**Initiative Number:** C-12 / 2013 C-20

**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

<table>
<thead>
<tr>
<th>Key Strategic Priorities</th>
<th>PROGRESS:</th>
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<tbody>
<tr>
<td>Business Process Analysis</td>
<td>ON TRACK</td>
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<td>Community Engagement</td>
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</table>

**Target Start Date:** 2013 Jan 31

**Target End Date:**

### 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.

### Progress Report Q1:

This initiative is ongoing. There has been a significant reallocation of Community Liaison Division resources as a result of not running a Greater Victoria Police Camp in 2015. The regaining of approximately 25 weeks of School Liaison Officer time has allowed for the creation of other initiatives noted in this work plan that specifically focusses on at risk youth and in helping young people make smart choices.

We also intend to use the resources and skills of the newly created Research and Planning position to assist in reviewing the functions and programs of the Division. More work to be done in this area.

### Progress Report Q2:

During this period, and as part of ongoing organizational restructuring in support of our strategic plan, a decision was made to add two youth support officers to our current five officer School Liaison Team. These two new positions will start in January 2015 with a primary focus of identifying vulnerable youth who are at risk of becoming involved in crime, whether as victims or offenders, and to engage in activities to reduce that risk. The new positions will focus on risk factors, prevention and early intervention, along with promoting youth engagement and empowerment.

### Progress Report Q3:

During this period, two members have been identified as the new Youth Officers and will start in this position in January 2015. In the coming months a response protocol for the two newly created Youth Constable positions will be developed that sets out how we will work with community partners to identify, engage and provide the necessary support to young people who may be at risk.
Initiative Title: Community Liaison: Start "Meet the Chief" conversational initiative for selected public events

Division Responsible: Community Liaison

Section Responsible: Community Liaison

Key Strategic Priorities:
Community Engagement

Progress Report Q1:
This initiative will be starting later in the year, with a few of the major Saanich community events under consideration.

Progress Report Q2:
An "Ask the Chief" banner was purchased and attached to our Saanich Police Community Liaison Division tent. The inaugural "Ask the Chief" event took place on June 14th at Beckwith Park, along with our "Ace" Mascot's 3rd Birthday Party community event. The Chief, Deputy Chief and Community Liaison Division Inspector were in attendance. There are a number of additional "Ask the Chief" community events already planned for the third quarter.

Progress Report Q3:
During June, July and August, 10 more "Ask the Chief" community engagement events were held. Both the Chief and the Deputy Chief participated whereby comments from the public were very favorable. The Gorge Canada Day Picnic and Saanich Strawberry Festival events had the greatest visibility, due to the enormous crowds. Of the eight additional events, seven were Saanich-sponsored "Music in the Park" evenings and the other was Cadboro Bay Festival. This initiative has far surpassed its objective for the year.
Work Plan Year: 2014  
Target Start Date: 2014 Jan 01  
Target End Date: 2014 Dec 31  
Initiative Number: C-14 / 2013 C-12  
Initiative Title: Crime Prevention: Continued Expansion of Business Watch Program  
Division Responsible: Community Liaison  
Section Responsible: Crime Prevention  

Key Strategic Priorities:

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<thead>
<tr>
<th>Community Engagement</th>
<th>PROGRESS: COMPLETE</th>
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<tr>
<td>Crime Analysis</td>
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Initiative Detail:
Camosun College student volunteers and our three Summer Students employees will continue to play a major role in delivering this program. Reserve Constables are also heavily involved. Our Crime Prevention officer and our Coordinator of Volunteers will work together to monitor our efforts and to ensure that we recognize their efforts through the Public Information Officer. Graffiti removal is a key component of this initiative and results in additional partnerships with the Municipality, BC Transit, the school districts and many other stakeholders.

Progress Report Q1:
In early April we are selecting and hiring three full-time Summer Students. These students will be working on the Business Watch initiative, with their efforts to be concentrated during the months of May through August. Our second quarter update will include a summary of their May and June Business Watch efforts.

Progress Report Q2:
Summer Career Students have been tasked with canvassing local businesses to update contact information. They will also be commencing a recruiting campaign for new businesses to join the program. A further update regarding July and August activities will come at the end of the third quarter.

Progress Report Q3:
Objective met by Summer Career Placement Students establishing 4 new plazas into the Business Watch Program. Cordova Bay Plaza, Gorge Plaza, Sayward Plaza and the Ploughshare on West Saanich Road were added.
Work Plan Year: 2014
Initiative Number: C-15 / 2013 C-18
Initiative Title: Crime Prevention: Block Watch - Social Media Expansion

Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:
- Community Engagement
- Post Disaster
- Technology

PROGRESS:
- COMPLETE

Initiative Detail:
Develop a secure and effective communication strategy using social networking sites such as Facebook and Twitter. Incorporate disaster preparedness and post-disaster recovery as key components of future planning for its development. Take advantage of skilled and motivated volunteers, under the appropriate guidelines and supervision, to provide assistance with this initiative.

Progress Report Q1:
Saanich Block Watch continues to have a Social Media presence on both Facebook and Twitter. One of our Ace Team volunteers is very skilled with Social Media and she has just taken over our Block Watch accounts in late March. A marked increased in the amount of community engagement through Facebook and Twitter is expected during the second quarter.

Progress Report Q2:
Saanich Block Watch on Social Media has had a strong spike in activity and community following during the second quarter. The credit is entirely due to the efforts of an Ace Team volunteer who is now handling both Facebook and Twitter for our Block Watch program. The number of Facebook "friends" for Saanich Block Watch has increased significantly and Twitter "followers" have more than tripled to 332. Both accounts are being used very effectively to promote content from our other departmental accounts.

Progress Report Q3:
Social Media reach for Saanich Block Watch continued to increase during the third quarter. The number of Twitter account followers has continued with a steady increase to 467. Throughtout early September, Twitter activity has seen increased content on the themes of emergency preparedness and post-disaster recovery.
### Initiative Title:
Bike Squad: Monitor and document the location and safety of homeless street persons.

**Division Responsible:** Community Liaison  
**Section Responsible:** Bike Squad

### Initiative Detail:
The bike squad will patrol known and unknown areas of Saanich where homeless street persons live and sleep. The members will ensure homeless street persons are safe, warm, fed, and are working toward finding adequate and legal shelter and income. The members will also provide assistance where appropriate to the homeless street persons in an effort to improve their situation.

Bike squad officers will continue to develop trusting professional relationships with the homeless street persons to ensure their safety and basic needs are taken care of. Where appropriate and wanted by the person, Bike Squad members will provide the necessary guidance and assistance to improve their housing and income status while living in Saanich.

### Progress Report Q1:
Since the beginning of 2014 nine additional homeless people have been identified in Saanich. Bike squad continues to work towards long-term solutions regarding a highly visible homeless man who frequents the Quadra/McKenzie area.
Numerous toques have been handed out during these winter months as well as several bike helmet coupons. Bike squad will continue to monitor the actions of homeless people in Saanich, providing them with guidance about the camping by-laws and places where they can find appropriate shelter.

### Progress Report Q2:
Since the first quarter, five additional homeless people have been identified in Saanich. Bike squad continues to work towards long-term solutions regarding a highly visible homeless man who frequents the Quadra/McKenzie area. As the weather warms up and members of the public venture out into our parks, more and more homeless people have become more visible to the general public. This has caused an increase in the amount of public calls regarding these individuals. Numerous homeless camps have been located and cleaned up. This requires many staff hours, sometimes having up to 8 members from Saanich Parks present at some of the more extensive camps. Bike squad will continue to monitor the actions of homeless people in Saanich, providing them with guidance about the camping bylaws and places where they can find appropriate shelter.

### Progress Report Q3:
The summer months have seen a number of homeless camps being discovered and cleaned up by both Saanich Parks staff and Mainroad staff. The good weather has also seen an increase of panhandling at intersections and some more transient out of town homeless persons have been seen. Four more local homeless persons have been identified and directed to the many support services in the CRD. Continued presence of the Bike Squad members in the local parks will be made in an effort to ensure the safety and wellbeing of the local homeless persons.
Initiative Title: Bike Squad: Improve graffiti eradication and reduce graffiti incidents

Division Responsible: Community Liaison

Target Start Date: 2014 Jan 01
Target End Date: 2014 Dec 30

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

Progress Report Q1:
A review of the current policies, practices, recording, documenting, and removal of graffiti within Saanich shows that much improvement is required in all areas. The bike squad has initiated altering the current policy regarding how members deal with graffiti calls. Members have met other organizations who have an extensive infrastructure when it comes to reporting and eradicating graffiti, and have met with community partners such as local retailers and the Saanich Community Association Network (SCAN), and are in the process of bringing Saanich By-Law, Saanich Public Works, and members of the public together to create a sustainable approach to report, document, and remove graffiti in areas frequented by high pedestrian, cycling, and vehicle traffic.

Progress Report Q2:
The Bike Section and Saanich Public Works collaborated in April to conduct a huge graffiti clean-up in the Seaton Avenue pedestrian underpass beneath the Trans Canada Highway. There was a front page story in the April 16 Saanich News on this partnership initiative. A quick response policy to remove new graffiti here is now in place. In late May there was a multi-agency collaboration on the Tolmie Lane Graffiti Paint-Out. This is located right on the Saanich/Victoria border. Many corporate sponsors helped with this initiative and Saanich Police representatives included the Chief and several Reserve officers.

Progress Report Q3:
The John Howard Society collaborated with Saanich Police where an offender caught for committing graffiti participated in cleaning up telephone poles around Saanich.

Saanich Public Works continually removed graffiti in areas around Saanich that were identified as 'hot spots' for graffiti. Saanich Police have made contact with BC Hydro to see about obtaining funding for the Municipality of Saanich to purchase materials to clean up graffiti.

On September 17, The Saanich Police Bike Section and the Tillicum Target store collaborated to organize a community event called "Operation Target Graffiti" to paint over graffiti on telephone poles in the Tillicum Burnside...
Road area. The event was a tremendous success seeing six police officers and over a dozen Target staff locate over 50 graffiti spots that were painted over and cleaned up. During the event, numerous residents voiced their appreciation for the event.
Initiative Title: Bike Squad: Targeted education and enforcement relating to vulnerable road users.

Division Responsible: Community Liaison

Section Responsible: Bike Squad

Key Strategic Priorities:

- Community Engagement
- Crime Analysis
- Community Engagement
- Road Safety

Initiative Detail:
Identify locations where vulnerable road users are not using the roads responsibly, and where other road users are travelling in a manner that puts vulnerable road users at a higher risk of injury. This can be done either through patrols, information received from the Traffic Safety Unit, or from reviewing collision statistics from various sources.

Progress Report Q1:
The first three months of 2014 have resulted in a mixture of education and enforcement projects with both cyclists and pedestrians. Members have also focused on high traffic locations where vehicles and vulnerable road users interact, and distracted drivers, both of which put the vulnerable road users at higher risk. The next three months will see more enforcement in areas known to have a higher pedestrian and cyclist presence, and also where more offences are being observed. Several discount certificates have been given out to cyclists without helmets. The certificates provide discounts on helmets purchased at Cycles West. The certificates have been well received.

Progress Report Q2:
The spring weather has seen more cyclists riding throughout Saanich and the enforcement of the relevant sections of the Motor Vehicle Act has increased. Members have also focused on several areas where pedestrians exhibit high risk behaviour, leading to a mixture of education and enforcement. The summer months will be busy with education and enforcement of cyclists and playground zones which will see higher volumes of traffic. More focus will be put on the Gordon Head/UVIC area in the latter part of the next quarter, to ensure UVIC students are cycling in compliance with the Motor Vehicle Act.

Progress Report Q3:
Continued education and enforcement has been done over the last three months, focusing on higher traffic locations for pedestrians and cyclists. The fall sees the Bike Squad's focus move to the UVIC/Gordon Head area to ensure the safety and education of the new and returning UVIC students. Members are also communicating with ICBC representatives about upcoming campaigns related to the visibility of vulnerable road users.
Initiative Title: Bike Squad: Create a social media Twitter account for the Bike Squad.

Division Responsible: Community Liaison
Section Responsible: Bike Squad

Key Strategic Priorities: Community Engagement

Initiative Detail:
The Bike Squad is in a unique position that allows them to travel and access parts of the municipality the other Police Officers cannot. This ability provides the opportunity to see more off road locations, interact with the public, and witness more events without being easily identified as Police. This can only help keep the community safer and more crime free. It can also allow the Bike Squad members to witness community events from a different perspective, and with the use of twitter, the members can get the message out about both positive events and areas of concern.

Progress Report Q1:
The Bike Squad Twitter account was initiated in mid-January. "@SaanichPDBikes" had 20 followers by the end of the first day. The account administrator has been adding at least four updates ("Tweets") per week, covering topics such as weather alerts, trail conditions, homeless concerns, traffic enforcement projects and community events. Several photos have been tweeted, including Saanich Police archive photos as well as on-the-spot images of bike squad assistance and enforcement throughout the community. Popular topics (such as cold weather care for homeless residents) were widely re-tweeted by news agencies, leading to positive news interviews with CBC Radio and Chek TV.
At the end of March, the Bike Squad Twitter account had 106 followers, already exceeding the year-end goal of 100.

Progress Report Q2:
As of June 12th, 2014, the @saanichpdbikes Twitter account had 159 followers, including Victoria Police Department, City of Victoria, 98.5 FM (the Ocean), Road Safety BC, Mayor Frank Leonard, CTV Vancouver Island, CHEK News, Times Colonist newspaper reporters and Tour de Rock. During the second quarter, Bike Squad posted at least 2 tweets per week. A bike squad photo of a community clean-up was re-tweeted by Target Canada to 124,000 followers. Other popular tweets have included Bike to Work Week events, traffic safety campaigns and graffiti cleanup.

Progress Report Q3:
The objective has been met well ahead of schedule. As of mid-September, @SaanichPDBikes has 200 followers and continues to post tweets during most shifts.
Initiative Title: School Liaison: Develop a partnership program to help youth make smart decisions.

Division Responsible: Community Liaison
Section Responsible: School Liaison

Initiative Detail:
Work with key community partners such as Schools, the Ministry of Child and Family Development, 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.

Target Start Date: 2014 Jan 01
Target End Date: 2014 Dec 30

Progress Report Q1:
This is an initiative that is progressing very well in collaboration with Big Brothers and Big Sisters and the In-School Mentoring Program, connections with a group at Reynolds Secondary and reaching out to after school teen centers. We have established relationships with community partners in the Criminal Youth Justice System, School Districts, Big Brothers Big Sisters, Ministry of Child and Family Development which we will continue to expand and strengthen as this initiative continues.

Progress Report Q2:
School Liaison Officers continue to collaborate with West Shore RCMP, Vic PD Intel, West Shore RCMP Intel and Saanich Police Intel members regarding a group of youths that were identified as being associated to a gang. The situation has been controlled and is no longer an issue in the schools or the community.

The Big Brothers Big Sisters (BBBS) In-School Mentoring program has concluded as scheduled for the end of the school year, but will continue in September 2014. The plan is to explore options to expand the interaction from one on one to multiple students with a School Liaison Officer. This approach would support the School Liaison mandate in a more effective way.

Progress Report Q3:
Q3 brings the start of the 2014/2015 school year and a slight delay due to the job action taking place and affecting the school year start. Any potential youth gang issues will be re-visited by the community and police partners to re-evaluate and establish whether the situation has ceased to be an issue or if further work needs to be done in the area.

Two Youth Officers have been selected to join the Saanich Police School Liaison Section in January 2015 and their mandate will be to identify youths at risk and to develop strategies and identify resources to assist these youths. The Youth Officer's mandate will include an enforcement component working with Youth Probation to ensure those
youths involved with the Youth Justice System are held accountable and assisted in making healthy and appropriate choices.
Initiative Title: Community Liaison: Further increase our Seniors Engagement

Division Responsible: Community Liaison

Section Responsible: Community Liaison

Key Strategic Priorities:

- Seniors Programs
- Community Engagement

Initiative Detail:

During the research phase volunteer Camosun College students will be utilized to identify and liaise with the multitude of multi-unit seniors' homes and other care facilities in Saanich. Once a list of appropriate and interested facilities has been accumulated, we will commit to at least one in-person visit or presentation at each location. These visits will be conducted by either a police officer, volunteer Reserve Constable or by other volunteers on our behalf. The program will be evaluated before year-end to see if the facility management, staff and residents are in overall support of this initiative continuing in the future. The staff sergeant in Community Liaison will oversee the achievement of this initiative through liaison with the other divisional supervisors.

Progress Report Q1:

Our Crime Prevention officer has already partnered with a Financial Crimes detective to deliver five retirement home Seniors presentations on Fraud and Identity Theft. Several more are planned during Q2. Our School Liaison officers have been active helping to facilitate intergenerational engagement involving Cordova Bay School students, police and seniors at the Cordova Bay 55+ centre. During Fraud Prevention Month in March, Social Media was highly-utilized to disseminate preventative fraud information regarding vulnerable seniors.

Progress Report Q2:

The Crime Prevention sergeant and constable, a Financial Crimes constable and our Summer Career Students have recently attended 2 additional sessions at local seniors groups to present financial and personal safety seminars. June 15th was World Elder Abuse Awareness Day and a media relations plan was established and delivered to demonstrate the Saanich Police Department's involvement and support of the initiative.

The Crime Prevention sergeant has provided resource and educational links to police employees to assist them when dealing with Elder Abuse reports.

The School Liaison Sergeant attended a panel discussion in June on the proposed "Silver Alert" Act which provides an emergency notification method for seniors with Dementia and Alzheimer's, similar to the Amber Alert for children.

Progress Report Q3:
To date, September, 2014, the Crime Prevention Constable and Sergeant have attended up to 9 presentations to seniors furthering Senior Engagement as per the initiative. Work continues in conducting more presentations through the end of the year.

To add further to senior engagement, the School Liaison Officers have added a number of senior centers to the facilities that they are responsible for engaging. This will open up more police and senior interactions designed to support seniors in staying safe in their communities. An example of this was the recent 'icycle' (intergenerational cycling) program that was facilitated by the School Liaison Sergeant between a Senior Centre and an area Elementary School. The program was designed to keep cyclists safe when riding on or near traffic; an issue that effects both seniors and youth.
Work Plan Year: 2014  
Initiative Number: D-01 / 2013 D-01  
Initiative Title: Reduce victimization of seniors  
Division Responsible: Detective  
Section Responsible: Financial Crimes  

Key Strategic Priorities:
- Seniors Programs

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

Progress Report Q1:
Financial Crime members 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.

On February 17th, 2014 at 1030 hours members attended Berwick House and presented to 25 seniors regarding Fraud Safety. The presentation was scheduled for 60 minutes and went for 90 minutes because of the many questions. Seniors were very appreciative of the police attending and presenting to them.

On February 18th, 2014 at 10:00 members attended the Highgate Lodge and spoke with 12 residents regarding Fraud Prevention and touched on Elder Abuse. The presentation was more an informal chat with the group and they had many questions and liked that we touched on banking information, telephone scams, and how to discard personal documents. They wanted to know when we were going to return. The presentation was well received.

On February 19th, 2014 members attended the Kennington Home, located on Shelbourne Street for a Fraud Awareness Presentation. There were 22 residents from the home who attended the lecture. They had many questions and some shared stories including one resident who talked about being called by someone who claimed to be a grandchild in need of money. The elderly female did not give any money and contacted her family members. Residents appreciated the police taking the time to present and give them tips on keeping safe.

On March 07, 2014 members attended the Victorian, located at 4000 Douglas Street and spoke to 44 seniors about Fraud Prevention. The group enjoyed the presentation and raised a number of questions.

Progress Report Q2:

On May 6, 2014 members from Financial Crime and Crime Prevention attended the Cumberland Building at 3959 Shelbourne Street and presented to 15 seniors regarding fraud and identity theft.

On May 22, 2014 members from Financial Crime and Crime Prevention attended Ophir Place at 1521 Church Street and presented to 30 seniors regarding fraud and identity theft.

**Progress Report Q3:**

No presentations were delivered during the third quarter reporting period.
### Initiative Number:
D-02 / 2013 D-02

### Initiative Title:
New Position - Strategic Crime Analyst

### Work Plan Year:
2014

### Target Start Date:
2013 May 01

### Target End Date:

### Division Responsible:
Detective

### Section Responsible:
Detective

### Key Strategic Priorities:

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<th>PROGRESS:</th>
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### 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.

### Progress Report Q1:
An additional Crime Analyst position has not been secured as of date.

### Progress Report Q2:
An additional Crime Analyst position has not been secured as of this date. This position will be revisited in future staffing plans.

### Progress Report Q3:
An additional Crime Analyst position has not been secured and will likely not occur in 2015. This has resulted in the need to build redundancy for the current position.

Options will be pursued in 2015.
## Initiative Title:
Increase potential success of cases that Saanich Police investigates outside of our jurisdiction

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

### Progress Report Q1:
Saanich Police Forensic Identification Section (FIS) continue to provide assistance and work with Oak Bay Police Department officers on their files. FIS members have provided service on several files for both the Patrol Officers and Detectives since the beginning of 2014. Open communication between the agencies remains a priority.

FIS will be presenting an overview of the FIS section to all OBPD members and staff in April. This presentation will include, but not limited to FIS services and best practices in securing a scene.

As there are no municipal borders for criminals, this continued collaborative approach will endeavour to solve crimes for both departments.

On March 3, 2014, Inspector Parker and S/Sgt. Sampson met with Deputy Chief Kent Thom of the Oak Bay Police Department for the purpose of re-enforcing the Saanich Police Department’s commitment to supporting their organization and its members by providing them on-going training sessions that would be facilitated through the Detective Division. In addition to the training provided by the Forensic Identification Section their members would be included in training/presentations to do with other investigative techniques and practices.

### Progress Report Q2:
A member of the Saanich Police Forensic Identification Section (FIS) attended Oak Bay Police Department (OBPD) and made four presentations to their members and staff in April. A PowerPoint media document was utilized which incorporated OBPD past and present case files. A Q&A then followed the presentation. It was well received from all members including the new Chief Constable of OBPD.

SPD FIS continue to work with OBPD members on files and regularly attend calls for service. As always, open communication between the agencies is a priority.

### Progress Report Q3:

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<th>Key Strategic Priorities:</th>
<th>Investigative Capacity</th>
<th>PROGRESS:</th>
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Friday, November 28, 2014
Saanich Police Forensic Identification Section (FIS) continue to assist Oak Bay Police Department (OBPD) with their calls for service. It has been noted that OBPD members are utilizing FIS more frequently and that their preservation of crime scenes for FIS investigators has been excellent. The FIS training which occurred earlier in the year was a success.
**Work Plan Year:** 2014  
**Initiative Number:** D-04 / 2013 D-04  
**Initiative Title:** Ensure victim safety and quality investigations incorporating best practices where relationship violence is a factor  
**Division Responsible:** Detective  
**Section Responsible:** Family Protection Unit

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

**Progress Report Q1:**
The Family Protection Unit continues to monitor domestic violence files for adherence to best practices. Police core in Victoria and the Ministry of Children and Family Development are meeting to review and make any necessary updates to the present protocol between agencies which addresses the shared responsibilities for investigating child abuse and/or domestic violence with children in the home.

**Progress Report Q2:**
The Family Protection Unit continues to be remain connected to the Violence Against Women in Relationships committee. The Royal Roads University Strategic Leadership program selected the Organized Response to Child Abuse Society as the focus organization for their Strategic Leadership Program. The Strategic Leadership Challenge involves program participants working alongside an organization to develop a strategic plan or address a strategic challenge. The Family Protection Unit was invited and participated in the process.

**Progress Report Q3:**
The Family Protection Unit has maintained partnerships with the Ministry of Children and Family Development, Victoria Child Abuse Prevention and Counseling Centre, the Victoria Sexual Assault Centre, the Spousal Assault Victim Support Program and the Victoria Women's Transition House Society to support victims of sexual and physical abuse in the community. The best practice of a collaborative approach is used to ensure victim safety and quality of the investigations conducted.
Initiative Title: Resource investigations requiring computer forensic examination through increased service and reduced waiting times

Division Responsible: Detective
Section Responsible: Detective

Key Strategic Priorities:

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<tr>
<th>Technology</th>
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<tr>
<td>Investigative Capacity</td>
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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.

Progress Report Q1:
In January of 2014, the Saanich member seconded to the RCMP Island District Tech Unit (IDTCU) attended an advanced forensic training course that now gives this officer the ability to analyze technological devices including smart phones by utilizing specialized equipment possessed by the Island District Tech Crime Unit.

Progress Report Q2:
As a result of a successful grant application to BC’s Civil Forfeiture Office the Saanich Police received partial funding towards the purchase of specialized equipment/software that can be used by trained personnel to analyze data from cellular smart phones. Once additional funds are secured, the device will be purchased and implemented later this year or early 2015.

Investigations forwarded to the RCMP Island District Tech Crime Unit continue to receive priority attention as a result of the Saanich Police seconding an officer to the unit.

Progress Report Q3:
As a result of the RCMP decision to shut down the Island District Office and to move their operations to Vancouver as of March 31, 2015, the Saanich Police is required to look at alternative solutions. The department is currently exploring two options: first is to create a position in house and, second is to integrate services with another agency.
Initiative Title: Structural Analysis of Division, Role, and Responsibilities

Division Responsible: Detective

Section Responsible: Detective

Key Strategic Priorities:
Business Process Analysis

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.

Progress Report Q1:
As a result of the case burden study completed by the Family Protection Unit at the end of 2013, final approval was given to create a fourth investigator's position to assist with the section's increasing workload. The officer has been identified and it's anticipated the position will be filled by the end of the next quarter.

Progress Report Q2:
During this quarter a detailed analysis of the Detective Division's structure was performed that resulted in a significant restructuring plan that will be implemented in 2015. Sections that will be directly impacted are: General Investigation Section, Street Crime Unit and Youth Section.

The new model has been presented to the Police Board, Saanich Council and all staff of the police department.

Progress Report Q3:
The proposed model was approved by the Saanich Police Board and will be implemented in January 2015.
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:

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<th>Technology</th>
<th>PROGRESS: COMPLETE</th>
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<tr>
<td>Crime Analysis</td>
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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 2014 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.

Progress Report Q1:

With full access and training on the data warehouse CRIME system as well as on i2 complete, the Senior Crime Analyst is utilizing these tools on a daily basis. Weekly intelligence reports are being generated highlighting crime trends, persons of interests and areas of concern. This is being disseminated department wide as well as being uploaded onto the Media Gate where all members can access the information at any time. This report is directly produced from CRIME.

Additionally, i2 is being used to generate linkage, association charts to assist with specific investigations as well as intelligence charts that are shared with all members.

The addition of these two tools has dramatically affected efficiency of analysis and allowed for a more meaningful product to be passed on for police operations on all levels.

Progress Report Q2:

No change. The CRIME system and i2 have been fully integrated into daily use by our Crime Analyst.

Progress Report Q3:

The implementation and full utilization of the CRIME system and i2 is complete. The Senior Crime Analyst has mastered these programs and is maximizing the system to analyze, corroborate, prepare and disseminate quality intelligence. As such, this work plan initiative is concluded.
Work Plan Year: 2014  Target Start Date: 2012 Jan 01
Initiative Number: D-08 / 2013 D-08  Target End Date: 
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

PROGRESS: NOT ACHIEVED

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

Progress Report Q1:
All members of the Youth Section remain seconded to the Detective Division. As a result, the objectives of this initiative remain outstanding.

Progress Report Q2:
All members of the Youth Section remain seconded to the Detective Division's General Investigation Section. As a result, the objectives of this initiative remain outstanding. D/Sgt. LAMOUREUX has attempted to remain in contact with other Youth Section Investigations by attending the West Shore RCMP as requested to meet with other investigators. As well, the Youth queue continues to be monitored by D/Sgt LAMOUREUX.

Progress Report Q3:
All members of the Youth Section remain seconded to the Detective Division's General Investigation Section. As a result, the objectives of this initiative remain outstanding.
Work Plan Year: 2014
Initiative Number: D-10
Initiative Title: Increase Capacity to Manage and Process Digital Video.

Division Responsible: Detective
Section Responsible: Forensic Identification

Key Strategic Priorities:
Core Functions

Progress Report Q1:
Over the last several years, SPD Forensic Identification Section (FIS) workload in dealing with digital video surveillance evidence has increased significantly. The collection, processing, interpretation and analysis of digital media and video evidence have evolved into one of the core duties of FIS officers.

FIS have begun research for the purchase of a stand-alone high speed computer which will be utilized to format and convert proprietary CCTV video and related digital media. A proposal will be submitted in the next coming months for this computer.

FIS members are also conducting video analysis with little to no formal training. A proposal was recently submitted for one of the FIS members to attend a formal training course where upon completion, they would receive Certification as a Forensic Video Technician. This certification would qualify the member to process video and still imagery, perform full analysis and present opinion testimony on that evidence in court. The member would also then be able to pass along this knowledge to the other members of the section.

Progress Report Q2:
Due to current workload, the SPD Forensic Identification Section (FIS) proposal for the purchase of a stand-alone high speed computer for video analysis has not been completed. A member in FIS has been assigned to complete the proposal as this will be presented for the 2015 budget proposal.

Saanich Police Staff Development has recognized that FIS requires a member of their unit to be formally trained as a Forensic Video Technician. A staff member from within the section has been identified to receive the training and it is anticipated that they will attend a course in 2015.

Progress Report Q3:
The proposal for a stand-alone high speed computer for video analysis has been completed and submitted.

The formal training of an Forensic Identification member as a Forensic Video Technician and the purchase of a stand-alone high speed computer for the video analysis has now been made a 2015 AWP Initiative. In light of the aforementioned, this AWP 2014 -D10 will be considered completed.
Initiative Title: Connect with the business community to reduce victimization

Division Responsible: Detective

Section Responsible: Financial Crimes

Key Strategic Priorities:
Community Engagement

Progress Report Q1:
On February 5, 2014, members from the Financial Crimes Section attended the Victoria Conference Centre to present at the Ministry of Technology, Innovation and Citizen’s Service's 15th Annual Privacy and Security Conference on Fraud and Identity Theft. There were approximately 70 delegates in attendance.

During the same session a member from the BC Securities Commission spoke on Investment Fraud and a representative from the Information and Security Branch presented on Computer Security and Phishing.

On February 19, 2014 members attended the John Howard Society and spoke with 9 males from the Blade Runners group on the subject of fraud and identity theft. Since 1994, Blade Runners has helped contractors fill entry-level positions with motivated young people interested in the construction trade. This program is offered just about every month and young people attend John Howard for a three week period. Feedback from the group was very positive and the members were requested to attend in the future and provide additional presentations.

Progress Report Q2:
On April 2, 2014 the Saanich Police Financial Crime Section hosted a Bitcoin Information Session.

The presenters were from the British Columbia Securities Commission.

The presentation covered:
1. What is a Bitcoin.
2. How are Bitcoins purchased.
3. Canada's approach to Bitcoin

A total of 26 people attended the session from the RCMP Commercial Crime Section, Victoria Police, Attorney General’s Office, and the Saanich Police.
The feedback was very positive with regard to the information presented.

**Progress Report Q3:**
No presentations were delivered during the third quarter reporting period.
Work Plan Year: 2014  
Initiative Number: D-12  
Initiative Title: Staff a new full-time position in the Family Protection Unit to increase investigative capacity.  
Division Responsible: Detective  
Section Responsible: Family Protection Unit  

Key Strategic Priorities:  
- Investigative Capacity  

Progress Report Q1:  
As a result of the case burden study completed by the Family Protection Unit at the end of 2013, final approval was given to create a fourth investigator's position to assist with the section's increasing workload. The officer has been identified and it's anticipated the position will be filled by the end of the next quarter.

Progress Report Q2:  
On June 23, 2014, the fourth position was filled and the new member is in the process of being trained and mentored by others in the unit.

Progress Report Q3:  
As a result of the case burden study completed by the Family Protection Unit at the end of 2013, final approval was given to create a fourth investigator's position to assist with the section's increasing workload. On June 23, 2014, the fourth position was filled and the new member is in the process of being trained and mentored by others in the unit.
Work Plan Year: 2014
Initiative Number: D-13 / 2013 D-13
Initiative Title: Team Investigative Approach to Arson Investigations with SFD
Division Responsible: Detective
Section Responsible: Detective

Key Strategic Priorities:
Investigative Capacity

Progress Report Q1:
In January, Saanich Fire Department submitted a joint police/fire investigation protocol document to the SPD. It is currently under review/approval by both agencies.

Saanich Police Forensic Identification Section (FIS) and Saanich Fire Investigators continue to work collaboratively when dealing with suspicious fire calls. These have recently included vehicle fires and a death as a result of a residential fire.

Saanich Police FIS members are continually taking on-line courses in relation to fire and arson investigations. In February, an FIS member attended the Justice Institute of BC for a Fire Cause and Origin course.

Progress Report Q2:
In June, the Joint Saanich Fire/Police Investigation Protocol for Suspicious fires/Explosions was completed.

This protocol is now part of Saanich Fire Department's Standard Operating Guideline. The new guidelines will ensure that when the fire department responds to a scene that is considered suspicious or criminal in nature, Saanich Police will be immediately notified. Saanich Police will then coordinate the appropriate investigative resources to attend the scene ensuring that these types of incidents are jointly investigated by both agencies.

One member in Forensic Identification Section is due to rotate back to the Patrol Division in 2015. He is considered an expert in Fire/Explosion investigations. This member will continue to be utilized as an expert in that field throughout the remainder of his policing career. In order to keep his certification current, he is required to attend arson investigative courses regularly. SPD Staff Development has recognized this training is required and it is anticipated the member will attend a course in 2015.
FIS members continue to take on-line courses in relation to fire and arson investigations.

Progress Report Q3:
Complete.
Initiative Title: Improve in-house training for FIS members

Division Responsible: Detective
Section Responsible: Forensic Identification

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 newly published techniques. Initially, we would like to attempt to allocate a four hour block each month for in-house training.

Progress Report Q1:

Saanich Police Forensic Identification Section (FIS) have been extremely busy since the beginning of 2014, which has limited the ability to conduct any in-house training.

Members of the Forensic Identification Section were scheduled to attend a presentation at the University of Victoria on clandestine/mass grave exhumations, however, the work load on that date did not allow any FIS members to attend. A few members of the Patrol Division were fortunate to be able to attend. These members have an interest in becoming an Forensic Identification Officer in the future.

A new FIS member has been identified for the section and he is scheduled to attend the Forensic Identification Course at the Canadian Police College in October. One of the current FIS Officers has met with this newly identified officer and together they have began a formal mentorship training program. This pre-training/knowledge will allow the new officer to be fully prepared when he attends this intense training course in the fall. The mentorship will continue over the next few years for that Officer.

Progress Report Q2:

Saanich Police Forensic Identification Section (FIS) have continued to be busy, which again has limited the ability to conduct in-house training. However, whenever a FIS officer conducts any forensic work/technique on a file, which may of interest to the other members, they pass on this knowledge.

The new FIS member, who is scheduled to attend the Forensic Identification Course at the Canadian Police College in October, has been meeting regularly with one of the current FIS Officers. He has begun his formal mentorship training in preparation for the intense course in the fall. The new member has taken upon himself to take home reading material which will be beneficial for him to know prior to attending the course.

The Digital Evidence Technician has been working in FIS for the last four months. He has assisted in presenting to members of the Uniform Division the use of the digital media gates and subsequent documentation for that storage.

Progress Report Q3:
SAANICH POLICE
2014 Annual Work Plan Quarterly Report

SPD Forensic Identification Section (FIS) have been unable to conduct direct in-house training due to the continual steady investigative work load. Of course, when any member does come across a forensic technique which has found them success, it is shared among the FIS section.

A new FIS member will be joining the team in mid-September and they will depart for their Forensic Identification Course at the Canadian Police College (CPC) in October. This new member has been meeting regularly with one of the current FIS officers and has been preparing himself for this intense course by doing pre-reading and photographic work on his own time. He will be required to complete a tested pre-course prior to attending CPC, however, it is not believed he will have any difficulty due the work he had done under the mentorship of the FIS training officer.

The Digital Evidence Technician who had been hired for a 6-month temporary position, has departed the job for personal reasons. A full time position for the job had been posted and two candidates have been identified for interviews. The successful candidate will take over the position in October.
Work Plan Year: 2014
Initiative Number: D-16
Initiative Title: BC Municipal Police Centralized Repository for Source Based Intelligence
Division Responsible: Detective
Section Responsible: Intelligence Section

Key Strategic Priorities:
Investigative Capacity

PROGRESS:
COMPLETE

Initiative Detail:
To fulfill our partnership agreement with BC Municipal Police by uploading all new source intelligence/debriefs to the Centralized Repository of Source Based Intelligence.

Progress Report Q1:
Since September 2013, the Saanich Police Department’s Intelligence Office has routinely uploaded all source debrief reports to this centralized repository. This is an ongoing initiative but one that has become standard practice.

Progress Report Q2:
No change since the last reporting period. All source debriefs continue to be provided to VCP for uploading.

Progress Report Q3:
The implementation of this work plan initiative is complete. The Intelligence Sergeant routinely uploads all source debriefs to this database and despite not having the need to query it to assist in an investigation, there is little doubt that when that day arrives, it will be an asset to our department.
Initiative Title: Promoting Knowledge Growth and Retention in FIS.

Target Start Date: 2014 Jan 01
Target End Date: 2014 Dec 31

Initiative Detail:
Attempt to pass on skills and knowledge through mentorship and training to existing and new members of FIS.

Progress Report Q1:
One of the senior members of the Forensic Identification Section (FIS) will be returning back to Patrol in January 2015. He is considered an expert in Fire/Arson investigations. Though he will continue to be utilized within SPD for his expertise in that field, FIS have recognized succession planning is crucial. In February, an FIS member attended the Justice Institute of BC for a Fire Cause and Origin course. Also, all FIS members are continually taking on-line courses in relation to fire and arson investigations.

Saanich Police Department recognizes the importance of video analysis for police investigations. A training proposal has been submitted for an FI Officer to possibly attend a two-week course in Forensic Video Analysis. This course would provide the officer certification in the collection, processing, interpretation and analysis of digital media and video evidence.

A new FIS member has been identified for the section and he is scheduled to attend the Forensic Identification Course at the Canadian Police College in October. One of the current FIS Officers has met with this newly identified officer and together they have began a formal mentorship training program. This pre-training/knowledge will allow this new officer to be fully prepared when he attends this intense training course in the fall. The mentorship will continue over the next few years for that Officer.

SPD has recently hired a civilian employee for a newly created position in FIS, Digital Evidence Technician. This technician will be responsible for collecting and processing SPD's digital media evidence and will be considered a Special Municipal Constable in BC. The current technician in this position will be training and mentoring the new employee. Once the training is completed, the new technician will then be expected to provide assistance to all Police members in regards to the digital media management system.

Progress Report Q2:
The Forensic Identification Section has requested several courses including arson investigations and forensic video analysis. SPD Staff Development has recognized the need for that training for the members. It is anticipated officers will be able to attend requested courses in 2015.

The new FIS member continues to prepare for the upcoming FIS course, and has begun his formal mentorship with senior FIS members.

The Digital Evidence Technician has been working in FIS for the last four months. He has assisted in presenting to members of the Uniform Division the use of the digital media gates and subsequent documentation for that storage. The technician has increased his own workload with the inclusion of other sections within SPD now submitting/requesting electronic storage of their files/interviews.

Progress Report Q3:

FIS researched and located a stand-alone high speed computer which can be utilized to format and convert proprietary CCTV video and digital evidence. A formal course was identified which will train a member to be certified as a Forensic Video Technician. Budget proposals were submitted for courses and a computer required to properly address this continually growing investigative requirement. The formal training of an FIS member as a Forensic Video Technician and the purchase of a stand-alone high speed computer for the video analysis has been now made a new 2015 AWP Initiative.

A new FIS member will be joining the team in mid-September and they will depart for their Forensic Identification Course at the Canadian Police College (CPC) in October. This new member has been meeting regularly with one of the current FIS officers and has been preparing himself for this intense course by doing pre-reading and photographic work on his own time. He will be required to complete a tested pre-course prior to attending CPC, however, it is not believed he will have any difficulty due the work he had done under the mentorship of the FIS training officer.

The Digital Evidence Technician who had been hired for a 6-month temporary position, has departed the job for personal reasons. A full time position for the job had been posted and two candidates have been identified for interviews. The successful candidate will take over the position in October. This technician will be responsible for collecting and processing SPD's digital media evidence and will be considered a Special Municipal Constable in BC. The new technician will then be expected to provide assistance to all Police members in regards to the digital media management system.
**Initiative Title:** Public Safety Building Remediation Project

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

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

**Key Strategic Priorities:**

| Key Strategic Priorities: |  
|--------------------------|--------------------------|
| Building Remediation     | PROGRESS:               |
|                          | DELAYED                 |

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

**Progress Report Q1:**
No update in 2014 Q-1

**Progress Report Q2:**
No update in 2014 second quarter.

**Progress Report Q3:**
Working with Municipal Facilities staff, police are assessing the availability of additional space to provide required facilities. This will assist the effective delivery of operations until a more permanent solution can be found to meet facility needs.
Initiative Title: Post Disaster: Development of operational response and recovery plans for a post disaster environment

Division Responsible: Office of the Chief Constable

Section Responsible: Office of the Chief Constable

Key Strategic Priorities:

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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.

Progress Report Q1:
The educational component is still underway (See P-04). In addition the PSAP constable is working with Saanich Fire Emergency Program staff to better understand the Emergency Operation Centre training and exercise planning. This initiative is concluded to P-04 as redundant.

Progress Report Q2:

Progress Report Q3:
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:
- Personnel
- Competency Development

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.

Progress Report Q1:
In fall of 2013 the Saanich Police Board filled vacancies for the positions Chief Constable and Deputy Chief Constable. The Police Sector Council Competency Profiles were used for both processes, with more reliance on them at the Deputy level to inform interview questions.

Early in 2014 an inspector competition was held where the Police Sector Council Competency Profile for inspectors was used to assess candidate performance, inform the interview process and to provide candidates with feedback.

The Police Sector Council Competency Profiles have now been incorporated into promotional processes at the senior officer ranks and will be used to guide development of future leaders.

This initiative is now concluded.

Progress Report Q2:

Progress Report Q3:
**Initiative Title:** Focus on personnel

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

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

**Key Strategic Priorities:**
- Personnel

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**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.

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**Progress Report Q1:**

2013 saw the increased focus on staff in increment training days, which in turn has assisted in improving employee engagement through specific initiatives looking at work / life balance. The systems lens was applied to look at how training could improve employee engagement.

In 2014 Q-1 there have been new initiatives that would have normally been led by a senior officer. In consideration of the leadership development and succession planning aspects of our systems perspective, these opportunities have been given to others who have demonstrated an interest in moving forward to the senior officer ranks.

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**Progress Report Q2:**

Two members who currently hold the rank of Staff Sergeant are engaged in initiatives coordinated through the Chief’s Office. All candidates will be seeking promotion to the rank of Inspector in the next promotional competition. The initiatives the members are engaged in will be beneficial both from a developmental and organizational perspective. The members have been encourage to utilize a systems approach in their research and this same emphasis will be placed on all future projects and initiatives, large or small.

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**Progress Report Q3:**

Both projects have been concluded and are now being considered by senior management.
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

Key Strategic Priorities:

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

Progress Report Q1:
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 have been 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.

Progress Report Q2:
During the second quarter of the reporting period a detailed analysis was conducted in relation to the department’s organizational structure. A restructuring plan was developed and communicated to staff which will result in a revised organizational structure sometime in 2015. The extent of the restructuring will be somewhat dependent on the ability to create additional workspace outside the current footprint of the police building. The restructuring plan eliminates the need to request and fund new positions in 2015.

Progress Report Q3:
No change from Q-2.
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

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.

Progress Report Q1:
In 2013 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 were 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.

In 2014 each new initiative that comes forward is required to have an articulated plan as to the evaluation and analysis that will be done to understand the impact of the initiative.

A business process review is planned for support services in the Office of the Chief Constable for 2014.

Progress Report Q2:
The business process review and analysis of the Administration Division was completed during the second reporting period and the report is under review. The business process review and analysis planned for the Chief's Office has not commenced at this time.

Progress Report Q3:
The report from the business process review for the Administration Division has been incorporated into the departmental staffing plan and the restructuring plan set to be implemented for 2015. The assessment of the Office of the Chief Constable has been completed and a proposal has been submitted to the Police Board for consideration.
Work Plan Year: 2014  
Initiative Number: O-07 / 2013 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  
Target Start Date: 2013 Mar 01  
Target End Date: 2014 Dec 15  

**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.

**Progress Report Q1:**

This initiative was delayed until 2014 to allow an officer to examine this issue in the context of a research project for a UVic Masters in Public Administration Degree program. This course work commenced in 2014 Q-1.

**Progress Report Q2:**

In progress

**Progress Report Q3:**

The Research position was filled in 2014. The incumbent has been providing research to senior staff to assist in decision making on several projects. The incumbent has not yet connected with the Crime Analyst for the purpose of resource deployment as the work being done in relation with the UVic project is the focus for this effort at this time, although the two positions have worked together to provide data to the OIC of the Uniform Division in his examination of minimum staffing levels.
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:

<table>
<thead>
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<th>Initiative Number:</th>
<th>O-08 / 2013 O-09</th>
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<td>Key Strategic Priorities:</td>
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</table>

Progress Report Q1:

In 2013 the Uniform Division commenced 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 is an ongoing initiative that will lead 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.

In 2014 this work will continue. Other initiatives will include a business process review of support services to the office of the chief constable, and if resources permit an examination of the operations of the Detective Division.

Finally, in 2014 further dialogue will commence looking at opportunities to gain efficiencies and effectiveness through regional cooperation.

Progress Report Q2:

Throughout the second reporting period the Uniform Division continued to engage in strategies designed to improve operational efficiency and effectiveness. This will continue throughout 2014. Also during this period a decision was made to remove Saanich Police resources from the Regional Crime Unit (RCU) at the end of 2014 and redeploy those resources in Saanich to enhance policing specific to the municipality.

The decision to withdrawal from RCU did not dissuade Saanich Police from exploring new integration opportunities, several of which are underway and will continue in 2014 and into 2015.

Progress Report Q3:
Integration efforts are still underway for 2015. Saanich Police are working with regional policing partners on four different initiatives that are being examined to determine whether improvements can be achieved through this process. Reports are anticipated for Q1 of 2015.
### Initiative Title:
Dissemination of public information in a major emergency.

### Division Responsible:
PSAP

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

### Progress Report Q1:
The Research Officer and Public Information Officer are representing the Saanich Police on a Municipal Emergency Information working group, focusing on technologies and capabilities within the municipality to disseminate information. The Research Officer has attended several working group meetings and has been supplying information towards a cohesive plan. This project is expected to present an overview to Directors in Q2.

### Progress Report Q2:
An overview of this project has been presented to the Directors, with feedback returned. This group will continue to meet and work towards providing a written report, outlining recommendations for enhancing internal and public communication.

### Progress Report Q3:
The Research Officer has coordinated with the working group on refining the final Emergency Information strategic plan 2014-16, which was to be presented during this quarter.
Work Plan Year: 2014
Initiative Number: P-02
Initiative Title: Improve the search capabilities of Saanich Police Intranet
Division Responsible: PSAP

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Technology</th>
<th>Research</th>
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</table>

Progress Report Q1:
This is a planned activity for the second quarter. The contractor is scheduled to do the upgrade in the last week of April and first week of May 2014.

Progress Report Q2:
Work has been completed by the contractor, with follow up work required to solve individual issues due to software inter-compatibility.

Upon availability, the Research Officer will be systematically re-organizing files to further enhance the search capabilities through the Intranet.

Progress Report Q3:
No progress in this quarter due to conflicting priority projects in the Division.
Initiative Title: Conduct 3 Audits in 2014

Division Responsible: PSAP
Section Responsible: Professional Standards

Key Strategic Priorities:
- Business Process Analysis

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.

Progress Report Q1:
An audit of the human sources associated to the Saanich Police was conducted by the Intelligence Section Sergeant in the first quarter.

Progress Report Q2:
An audit of exhibits and property held in exhibit control was conducted in May by the exhibit custodian. The audit identified an issue with exhibit numbers being randomly dropped and may be a compatibility issue with the newest version of Versaterm. The OIC of Administration Division will be considering the recommendations.

Progress Report Q3:
The research and policy analyst has prepared a briefing note to determine where our audit efforts should be focused and has made some recommendations as we move forward in conducting audits. The briefing note has been forwarded to senior staff with the anticipation of further discussion in a meeting in Q4.
Initiative Title: Create the framework for the Saanich Police Disaster and Emergency Management Response Plan

Division Responsible: PSAP

Section Responsible: Research and Planning

Key Strategic Priorities:

| Post Disaster |

Progress Report Q1:
The Professional Standards Audits and Plans Division staff member is fully engaged in the educational component associated to this initiative. This is a planned third and forth quarter activity.

The Research Officer is also a member of the Regional Emergency Planners Advisory Commission (REPAC), attending working group meetings and contributing Saanich Police support to the overall plans for the CRD. These connections will be an enormous asset in developing Saanich Police’s plans.

Progress Report Q2:
The Research Officer has completed the course component of the advanced education, and now awaits receipt of a template from the Saanich EP to commence work on the Police response and recovery plans.

Additionally, work within REPAC has expanded to a provincial advisory group, in conjunction with Ministry of Transportation.

Progress Report Q3:
Work continues on the Provincial Disaster Transportation Advisory Group, with additional consultation now being offered on accreditation methods.

Coordination with the Municipal Emergency Program has not yet begun on the Saanich PD plan development.
Work Plan Year: 2014  
Initiative Number: P-05 / 2013 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 | PROGRESS: ONGOING |
|-------------------------|-----------------
| Business Process Analysis | PROGRESS: ONGOING |

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

Progress Report Q1:
54 of 161 Operational Policies, or 33% were assigned for review.  
4 of 54, or 7% have been reviewed, updated, and posted.  

20 of 67 Administrative Policies, or 30% were assigned for review.  
No admin policies have been reviewed, updated, and posted.  

Total progress 4 of 74, or 5% of the assigned policies have been completed in 2014.

Progress Report Q2:
54 of 161 Operational Policies, or 33% were assigned for review.  
7 of 54, or 13% have been reviewed, updated, and posted.  

20 of 67 Administrative Policies, or 30% were assigned for review.  
1 of 20, or 5% have been reviewed, updated, and posted.  

Total progress 8 of 74, or 11% of the assigned policies have been completed in 2014.

Progress Report Q3:
59 of 161 Operational Policies, or 37% were assigned for review.  
9 of 59, or 15% have been reviewed, updated, and posted.  

20 of 67 Administrative Policies, or 30% were assigned for review.  
1 of 20, or 5% have been reviewed, updated, and posted.  

Total progress 10 of 79, or 13% of the assigned policies have been completed in 2014.
## Initiative Title:
Firearms Instructor Identification and Training

### Initiative Detail:
Register a minimum two officers on the JIBC Firearms program in 2014.

### Progress Report Q1:
In February 2014, a Departmental Order was published requesting officers interested in becoming firearms instructors to submit an application to Staff Development outlining their reasons for applying and to identify their knowledge, skills and abilities that would benefit them as instructors. The next step is to review applications and create a short list of candidates for interviews.

Staff Development also recognizes the need to develop members who are given the opportunity to instruct by providing them specific training. In November 2014, the successful candidates will attend a 3 ½ day Instructional Skills Workshop. This course is recognized as an excellent course for developing instructors and it is anticipated Staff Development will continue to provide this training opportunity to all members that are in instructional roles.

### Progress Report Q2:
Through a selection and interviewing process three new departmental Firearms Instructors have been identified, as published in Part III Order 2407. All three officers have begun to serve with existing Firearms Instructors in an understudy capacity, and are scheduled to attend an Instructional Skills Workshop in November. They will also be enrolled in the next available Pistol Instructor's course at the Justice Institute of British Columbia once that course has been scheduled.

### Progress Report Q3:
As indicated in Progress Report Q2, the three police officers identified to become departmental Firearms Instructors will be registered on the next available Pistol Instructor’s Course.
Initiative Title: Succession Planning

Division Responsible: Staff Development

Section Responsible: Staff Development

Key Strategic Priorities:

| Personnel | Competency Development |

PROGRESS:

OBJ ACHIEVED/ONGOING

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

- Continue to provide educational funding to a minimum of 12 members by December 2014.

- Send a minimum of 8 members to the JIBC Police Leadership Development Course in 2014.

- Secure 8 seats for the Justice Institute of British Columbia 3 day Preparation for Promotion course in 2014.

- Send two Sergeants from the 2014-2015 Staff Sergeant Eligibility List to the Senior Police Administrators Course offered by the Canadian Police College.

Progress Report Q1:
One member has been identified to attend the Senior Police Administrative Course through the Canadian Police College this Spring. Several other members have been identified to attend the Justice Institute of British Columbia Coaching and Mentoring course throughout 2014.

Progress Report Q2:
A total of six members will complete the JIBC Coaching and Mentoring course during 2014.

During the second quarter an Acting Sergeant’s development program was released to address the need to provide developmental assistance to officers undertaking intermittent Acting Sergeant duties. This need was especially prevalent for those officers with little or no previous supervisory experience. The program will consist of two components, “Operational Competencies and Administrative Competencies”. This training will address the need to succession plan and develop our staff's supervisory experience to better prepare them for promotion.

Sending two Sergeants to the Senior Police Administrators Course offered by the Canadian Police College has been deferred to February 2015.

Progress Report Q3:
Ongoing as per quarter 1 and 2 reports.
Initiative Title: Development of Less Lethal Bean Bag Program.

Initiative Detail:
Submit a written proposal which will address, cost, timing, integration into existing response options.

Identify and qualify instructors.

Develop policy and train operators.

Progress Report Q1:
A written proposal for the implementation of a Less Lethal Bean Bag Program has been written by the Department's Training Sergeant and forwarded to the Officer in Charge of Staff Development for review. The next step will be to have the proposal reviewed and commented on by the Department’s Senior Officer Team.

Currently the Training Sergeant is in the process of:

• Finalizing the two day training course police officers will be required to attend and pass before be permitted to deploy with a Less Lethal Bean Bag Shotgun.

• Drafting policy and procedures for the training and deployment of the Bean Bag Shotgun as a less lethal option for Saanich Police officers.

Progress Report Q2:
The report prepared by the Training Sergeant was reviewed and approved at the Senior Officer's meeting of June 25, 2014. Sgt. Harris will be requested to confirm the optimal number of weapons required to implement the beanbag shotgun program, and this information will be incorporated into the capital budget requests for 2015, which are due for submission on September 22, 2014.

Progress Report Q3:
A budget request to support this proposal will be presented at 2015 capital budget request meetings. If approved, training and implementation will be carried forward as a 2015 Annual Work Plan initiative.
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

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.

During 2013 Staff Development Division corrected some problems related to the input of data; however ongoing evaluation is required in order to identify and correct problems within the database.

Progress Report Q1:
In progress.

Progress Report Q2:
Ongoing, no specific second quarter progress to report.

Progress Report Q3:
No progress on this initiative during third quarter.
Work Plan Year: 2014  
Target Start Date: 2013 Jan 01  
Initiative Number: S-05 / 2013 S-05  
Target End Date: 2014 Dec 31  
Initiative Title: OH-20 Use of Force Policy Review and Implementation.  

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

Key Strategic Priorities:  
- Technology  
- Business Process Analysis  

PROGRESS:  
COMPLETE  

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

Progress Report Q1:  
OH-20 Use of Force Policy has been reviewed, re-written and forwarded to the Chief Constable's Office for review, approval and implementation.

Progress Report Q2:  
OH-20 Use of Force Policy has been reviewed and approved by the Chief Constable and forwarded to the Professional Standards Audits & Plans Division for final revisions.

Progress Report Q3:  
Final revisions to OH-20 are continuing and when completed will be added to the Policy and Procedures Manual for the required 30 day review period.
Work Plan Year: 2014
Initiative Number: S-06
Initiative Title: Implementing online assessments through the Saanich Police CPKN Portal for Use of Force Re-certifications.
Division Responsible: Staff Development
Section Responsible: Response Options-Training

Key Strategic Priorities:
- Technology
- Competency Development

PROGRESS:
- NOT ACHIEVED

Initiative Detail:
To implement an electronic assessment for each Use of Force Option. The exam would be self marking and available to members through any work station.

Progress Report Q1:
After further review of this initiative a decision was made to place it on hold as Staff Development is anticipating a directive from Police Services regarding Firearms and Use of Force Assessments on CPKN in the future.

Progress Report Q2:
Delayed as per first quarter progress report.

Progress Report Q3:
The Response Options and Training Sergeant completed a review of use of force training and recertification, and proposed changes to the way in which this training was delivered to staff in 2014. At the conclusion of this review it was determined that individual on-line pre-testing for each officer in advance of their scheduled training day would not realize the anticipated efficiencies. As a result this initiative will not be implemented.
Initiative Title: Expand First Aid training

Initiative Detail:
To implement additional training during the AED and CPR re-certification sessions in 2014. No additional costs are expected.

Progress Report Q1:
In January and February 2014, the five mandatory First Aid training days occurred and police officers were re-certified on CPR and the use of the Automated External Defibrillator. This training was also expanded by including two Saanich Police officers with significant backgrounds in trauma first aid assist with the training. These two officers added credibility and real life experience to the training. The training was expanded to discuss serious injuries sustained by police officers such as gunshot wounds and to the public while in the performance of their duties.

Currently, different individual first aid kits are being researched to determine what would be the best option for officers to carry on their person during their day to day duties.

Further, reality based training is also being looked at as a means to better prepare officers to deal with traumatic injuries sustained by them or others while on duty.

Progress Report Q2:
Completed during first quarter.

Progress Report Q3:
Completed during first quarter.
Initiative Title: Prohibited Weapons Expert
Division Responsible: Staff Development
Section Responsible: Response Options-Training

Key Strategic Priorities:
Competency Development

PROGRESS:
COMPLETE

Initiative Detail:
Identify a candidate to fill this role and provide the appropriate training.

Progress Report Q1:
The Department has secured one seat on the Non-Firearms Prohibited Weapons course which is to occur at the Police Academy in New Westminster in November 2014. The Staff Development OIC and Training Sergeant are in the process of selecting a police officer from the Use of Force Cadre to attend this course.

Progress Report Q2:
A member has been identified as the officer to replace the existing in-house expert as the department's qualified prohibited weapons expert. The identified member has been registered to attend the Non-Firearms Prohibited Weapons course at the JIBC Nov. 24-28, 2014.

Progress Report Q3:
The identified member has been registered to attend the Non-Firearms Prohibited Weapons course at the JIBC Nov. 24-28, 2014.
Initiative Title: Implement a "greener", lead free ammunition for use at the Mobile Range

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

Initiative Detail:
Transition from our current training ammunition to a cleaner lead-free ammunition. This type of ammunition has been tested and is currently available.

Progress Report Q1:
During February and early March 2014, Quantum Murray Remediation has removed all lead bullets and conducted a thorough cleaning of the Mobile Range. During the remediation process the range was tested for lead contaminants and the results showed the contamination level to be below the limit set by WorkSafeBC.

An additional test to determine the contamination level associated to the leachable waste materials that require disposal is being conducted by Block Tech Environmental. The results of this test are necessary to ensure a proper process is used when disposing of the contaminated materials. Once completed the range will be operational and only lead free ammunition will be permitted for use.

Progress Report Q2:
The leachable waste materials have been disposed of by Block Tech Environmental. The mobile range has been reopened and is now fully operational as a lead-free environment. All firearms instructors have been advised that only lead-free ammunition is permitted for use, and a member has been designated as the new firearms instructor coordinating use of the mobile range. Initiative has been completed.

Progress Report Q3:
Initiative completed during second quarter.
Initiative Title: Develop a Personal Development Appraisal system consistent with the competency profiles used in the 2014-2015 Promotional Competition process.

Division Responsible: Staff Development

Section Responsible: Staff Development

Key Strategic Priorities:

Personnel

Technology

PROGRESS:

ON TRACK

Initiative Detail:
Establish a working committee that will research and recommend a new Personal Development Appraisal process.

Progress Report Q1:
A working committee comprised of both civilian and police staff has been established and is working towards researching and recommending a new Personal Development Appraisal process. It is anticipated the committee will have recommendations towards late 2014 or early 2015.

Progress Report Q2:
The PDA Committee chaired by the Inspector of Staff Development Division continues to meet monthly and is making good progress on developing a new competency-based appraisal format. This initiative remains on track and on schedule.

Progress Report Q3:
No change.
Initiative Title: In house pre-employment polygraph testing

Division Responsible: Staff Development

Section Responsible: Staff Development

Key Strategic Priorities: Personnel

PROGRESS: COMPLETE

Initiative Detail:
To perform pre-employment testing by using an in-house resource.

Progress Report Q1:
Saanich Police's in-house polygraph examiner is expected to be operational by the fall of 2014. The instrument and associated equipment has been purchased. This initiative is on track.

Progress Report Q2:
Policy has been written, reviewed, and approved. Once a final decision has been reached on the best medium for storage of polygraph interview recordings, Staff Development will commence utilizing the services of our trained member for all future pre-employment polygraph interviews. On track.

Progress Report Q3:
Initiative completed during second quarter.
**Initiative Title:**
Internal training for identified field trainers.

**Division Responsible:**
Staff Development

**Section Responsible:**
Staff Development

**Key Strategic Priorities:**
- Core Functions
- Competency Development

**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.

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**Progress Report Q1:**

Another field trainer was identified to join the team and recently attended the Justice Institute for formal training. Feedback from the recent course was that Saanich Police are providing documentation of the recruit's training that exceeds the standard of other Municipal Police Departments in BC. A recent field training book that a Saanich field trainer submitted to the Justice Institute was used as an example of how to complete the booklets.

Training opportunities will be considered for the field training team in the future.

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**Progress Report Q2:**

An audit was conducted by Staff Development and it was determined that Patrol is adequately equipped with sufficient field training officers to meet current demand. Additional candidates are being identified for the JIBC Field Trainers course in order to ensure sufficient numbers of training officers as the projected need increases for 2015.

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**Progress Report Q3:**

No progress on this initiative during third quarter.
Initiative Number: S-13 / 2013 S-07

Initiative Title: Review and update job descriptions

Division Responsible: Staff Development

Target Start Date: 2012 Jan 13
Target End Date: 2014 Dec 31

Initiative Detail:
Staff Development is hopeful the majority of job descriptions will be reviewed, completed, and published by the end of 2014. They will be adopted and posted to the intranet for ease of access of all members. Members will then be able to use these job descriptions to develop career-pathing and transfer strategies. Job Descriptions can then be linked to specific transfer opportunities when members are eligible to apply.

Progress Report Q1:
The majority of job descriptions have been submitted to Staff Development but still require review and final approval. It is anticipated this initiative will be completed by the end of 2014.

Progress Report Q2:
Revised job descriptions received by the Staff Development Division and approved by the Chief Constable have been posted on the Saanich Police Intranet for information of all members. Several more job descriptions were added during the second quarter, including those for several new positions to be created in 2015 as a result of organizational restructuring. This initiative is ongoing; the focus in the third quarter will be to obtain and add job descriptions that remain outstanding.

Progress Report Q3:
Limited progress during third quarter due to competing pressures.
Initiative Title: Review and determine if the current medical testing utilized for candidates is consistent with current standards.

Division Responsible: Staff Development

Section Responsible: Staff Development

Initiative Detail:
To research the various testing options available and implement a process that is consistent with industry standards.

Progress Report Q1:
Research was conducted and it was determined that the current medical testing process does not meet industry standards. Staff Development anticipates using CBI Health Center in the early fall for more in depth testing. The blood and urinalysis panel will provide a broad screen of overall health and look for underlying disease. Western Cardiology will conduct an ECG (Electrocardiogram) and an exercise stress test. The stress testing checks a candidate's FAR (functional aerobic response), blood pressure and pulse response and looks for evidence of heart disease. This testing is far superior to current testing.

Progress Report Q2:
The recruiting and career pathing Sergeant has made arrangements with both CBI and Western Cardiology which have been approved by the Chief Constable. Staff Development will commence utilizing this enhanced medical screening with the next employment candidates.

Progress Report Q3:
No progress during third quarter.
Initiative Title: Cultural Diversity

Division Responsible: Staff Development

Section Responsible: Staff Development

Key Strategic Priorities:

- Competency Development
- Community Engagement
- Diversity

PROGRESS:

COMPLETE

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

Progress Report Q1:
The Staff Development Division has continued to recognize diversity as a key external focus and committed to undertaking further initiatives thus enhancing our capacity to serve in this regard. In December 2013, the Staff Development Division collaborated with the Indigenous Perspectives Society (formerly Caring for First Nations Children Society) to prepare joint presentations to Saanich Police officers. During January and February 2014, five presentations took place at the Saanich Police Department. These presentations focused on cultural awareness and gaining a better understanding of First Nations and Aboriginal Communities. Included in the presentations was a film prepared by BC Police Services titled The Spirit Has No Colour. This film discussed Residential Schools and the effect these schools have had on First Nations people and Aboriginal Communities. These presentations were very well received by all that attended and important to the continued development of Saanich police officers.

Progress Report Q2:
Ongoing.

Progress Report Q3:
The Staff Development Division continues to seek candidates who assist our department in reflecting the cultural diversity of the community we serve, and in September 2014 engaged as a police constable a member of the Indo-Canadian community. Staff Development efforts to support our diversity mandate are ongoing.
2014 Annual Work Plan Quarterly Report

Work Plan Year: 2014
Initiative Number: U-01
Initiative Title: Develop a competency profile document for Acting Sergeants similar to that of Acting Staff Sergeant's.

Division Responsible: Uniform
Section Responsible: Uniform

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

Progress Report Q1:
The document is expected to consist of two parts: Operational and Administrative competencies. Staff Sergeant Bryant with the assistance of Cst. McFarlane has produced the 'operational' component. Approval has been granted by the Chief to proceed. At the April S/Sgt.'s meeting a roll out plan for the document will be discussed.

Progress Report Q2:
The 'Operational Competencies' and the 'Introduction' to the Acting Sergeant's Development Program were published in Part II Order #507 during June. These components are available for use by officers preparing to assume intermittent acting sergeant duties. The 'Administrative Competencies' component is targeted for delivery in the fourth quarter of 2014 or the first quarter of 2015.

Progress Report Q3:
Platoon NCO's are in the process of identifying two or three candidates on each platoon to mentor through this programme. Two platoons have identified candidates and two platoons and TSU are still considering their choices. This process is impacted by impending transfers from the platoons to other sections in the organization. Candidates should be identified by the end of the fourth quarter.
Initiative Title: Implement a police IT network site which allows access to investigational resources including an active offender board, training videos and operational information archive.

Division Responsible: Uniform

Section Responsible: Uniform

Key Strategic Priorities:

| Crime Analysis | PROGRESS: COMPLETE |
| Core Functions  |                     |
| Investigative Capacity |                   |

Initiative Detail:
Deploy requested information on Saanich IT network location

Progress Report Q1:
The site has been created and is being populated with a variety of criminal intelligence products. The site captures material produced by the Crime Analyst and is regularly updated by the Crime Analyst. The site captures electronically, information provided in hardcopy at Muster.

Progress Report Q2:
The site resides in the Digital Evidence Management System (DEMS) on the departmental network. The site continues to function as described above. As the site is assessed for usage, categories of information are added or dropped as required to streamline the information presented. Training videos are placed on the Intranet as required. The site will remain in its current iteration and will not include training aids as originally planned. The site will remain an intelligence repository available to officers. Complete.

Progress Report Q3:
Completed in the second quarter.
Initiative Title: Develop a new document for reporting police involved motor vehicle crashes.

Division Responsible: Uniform

Section Responsible: Uniform

Key Strategic Priorities:

- Business Process Analysis
- Core Functions

PROGRESS:

- DELAYED

Initiative Detail:

Design a form that merges the needs of municipal staff and police staff requirements. Work with loss prevention staff to design a more flexible format that allows for the reporting of minor and major crash information.

Progress Report Q1:

On hold while other initiatives are delivered.

Progress Report Q2:

This initiative is to be reviewed by the Senior Officer group. Once a decision has been reached on appropriate business practices, implementation will begin.

Progress Report Q3:

Police involved motor vehicle accident investigations will be recorded on PRIME. Where sensitive information is present these files will be 'privatized' in the system. Consideration on how to archive the administrative review process is ongoing and will be discussed at a future senior officers meeting.
<table>
<thead>
<tr>
<th>Initiative Title:</th>
<th>Conduct targeted enforcement pilot project with ICBC at high crash intersections where crashes are most violent.</th>
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<td>Division Responsible:</td>
<td>Uniform</td>
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<tr>
<td>Section Responsible:</td>
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**Key Strategic Priorities:**

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<th>Priorities</th>
<th>Progress</th>
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<tr>
<td>Road Safety</td>
<td>ON TRACK</td>
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<tr>
<td>Business Process Analysis</td>
<td>ON TRACK</td>
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<tr>
<td>Research</td>
<td>ON TRACK</td>
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**Initiative Detail:**

Saanich Police Traffic Safety Unit will work with ICBC to determine the locations in Saanich that experience the most violent crashes. These locations will be assessed for actions that can prevent or reduce harm created by the crashes.

**Progress Report Q1:**

Top side impact crash locations have been identified as:

1) Quadra at Tattersall  
2) Burnside at Harriet  
3) Blanshard at Saanich  
4) McKenzie at Saanich  
5) Blanshard at Cloverdale

Enforcement has started at these locations and will continue throughout the year.

**Progress Report Q2:**

For the first half of 2014, 784 violation tickets have been issued at our top side impact crash locations.

**Progress Report Q3:**

770 VTs issued for the third quarter:

- Quadra/Tattersall: 86  
- Burnside/Harriet: 224  
- Blanshard/Saanich: 148  
- McKenzie/Saanich: 173  
- Blanshard/Cloverdale: 139
SAANICH POLICE
2014 Annual Work Plan Quarterly Report

Work Plan Year: 2014
Initiative Number: U-05
Initiative Title: Research and report on the feasibility and cost of additional remote computer reporting sites.
Division Responsible: Uniform
Section Responsible: Uniform

Key Strategic Priorities:

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<th>Priorities</th>
<th>Progress</th>
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<tr>
<td>Business Process Analysis</td>
<td>COMPLETE</td>
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Initiative Detail:
Research issue and identify possible sites.

Progress Report Q1:
Cst. Bedingfield has done a cursory exploration for suitable sites which included recreation centers, colleges and retail facilities. A suitable site was not identified or offered. This initiative will be deferred to Q2.

Progress Report Q2:
There is no readily available cost neutral solution to this initiative. Accordingly, development of a second remote site cannot be justified at this time. Complete.

Progress Report Q3:
Completed in Q2.
## Initiative Title:

### Initiative Detail:
Identify and train human resources and canine resources to ensure that the K9 section continues to operate at peak efficiency.

### Progress Report Q1:
Cst. 1238 has certified as a K-9 officer and is deployed. Cst. 1233 is expected to finish training and become deployable in April. Cst. 1182 is expected to receive his certification as a K-9 team trainer before the end of May.

### Progress Report Q2:
Cst. 1182 has been certified as a K-9 trainer. Cst 1233 has been deployed as a K-9 officer. Planning for command transition is underway as Sgt. 1099 approaches the end of his tenure as the NCO in charge of K-9.

### Progress Report Q3:
No change. Cst. 1182 is capable of overseeing this section as a supervisor, should this need arise.
Initiative Title: Conduct Corridor Enforcement on 8 key thoroughfares leading to the top 20 crash sites in Saanich

Division Responsible: Uniform

Section Responsible: Traffic Safety Unit

Key Strategic Priorities: Road Safety

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

Progress Report Q1:
Enforcement will be ongoing throughout the year.
Total Project Hours by TTEP corridor: 704.66
Total Tickets by TTEP corridor: 2364

Progress Report Q2:
Enforcement ongoing throughout the year.
Total Project Hours by TTEP corridor: 542.36
Total Tickets by TTEP corridor: 1721
During this quarter the TSU has been down 2.5 members. TSU members have also had to backfill patrol and assist with patrol calls as required. Enforcement has also been re-focused on a new initiative; U-04, side impact crash locations (784 violation tickets issued at top side impact locations), as well, more attention is being spent on distracted driving, 14-71. This has been identified as an enforcement priority by the BC Association of Chiefs of Police and is now the second leading cause of fatal crashes in BC. 586 violation tickets have been issued for distracted driving during the first half of 2014 compared to 603 for the entirety of 2013. Crash stats for the first half of 2014 will be reported in the third quarter.

Progress Report Q3:
Enforcement ongoing throughout the year.
Total Project Hours by TTEP corridor: 437
Total Tickets by TTEP corridor: 1741
During this quarter the TSU has been down 2 members. TSU members have also had to backfill patrol and assist with patrol calls as required. Enforcement has also been re-focused on a new initiative; U-04, side impact crash locations (784 violation tickets issued at top side impact locations). Additionally, more attention is being spent on distracted driving, 14-71. This has been identified as an enforcement priority by the BC Association of Chiefs of Police and is now the second leading cause of fatal crashes in BC. 586 violation tickets have been issued for distracted driving during the first half of 2014 compared to 603 for the entirety of 2013. Crash stats for the first half
of 2014 will be reported at years end.

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<tr>
<th>Work Plan Year:</th>
<th>2014</th>
<th>Target Start Date:</th>
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<tbody>
<tr>
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<td>Road Safety</td>
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<td>PROGRESS:</td>
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<td>Business Process Analysis</td>
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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.

Progress Report Q1:
Enforcement will be ongoing throughout the year. This quarter:
Total Project Hours by Top Crash Locations: 251.55
Total Tickets by Top Crash Locations: 836

Progress Report Q2:
Enforcement ongoing throughout the year. This quarter:
Total Project Hours by Top Crash Location: 100.85
Total Tickets by Top Crash Locations: 262

Progress Report Q3:
Enforcement ongoing throughout the year. This quarter:
Total Project Hours by Top Crash Location: 100.4
Total Tickets by Top Crash Locations: 355
Initiative Title: Conduct three Commercial Vehicle Safety Enforcement projects

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
Road Safety

Target Start Date: 2012 Jan 30
Target End Date:

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

Progress Report Q1:
Cst. 1222 has been tasked with commercial vehicle enforcement and will conduct three roadblocks later in the year.

Progress Report Q2:
A TSU member has been tasked with commercial vehicle enforcement and will conduct three roadblocks throughout the year, starting in July.

Progress Report Q3:
Five commercial vehicle enforcement projects have been conducted this quarter. Two of them are in conjunction with CVSE.
**Initiative Title:** Use Intelligence-led Policing to improve Crime Reduction Strategies

**Division Responsible:** Uniform

**Section Responsible:** Patrol

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

**Progress Report Q1:**
A weekly Crime Analyst Report is now published to the organization every Tuesday. The report collates weekly crime trend information gleaned from statistical and operational reporting. Relationships between emerging crime activity and possible suspects are reported using maps, pictures and reported activities from police contact. The report tracks the ebb and flow of recent property crime, allowing the Intel Car and other officers, as available, to target high frequency areas and or known targets. It is believed that a rash of theft from autos was recently prevented using this methodology. Prevention of criminal activity in turn leads to further efficiencies and more undedicated time to engage in proactive patrols. General criminal intelligence gathered is available to all officers from the Active Offender Intelligence site on the police Digital Evidence Management System (DEMS). It is expected that through Q2 these new tools will mature organizationally and become common practice. Refinement of this methodology will be conducted if necessary.

**Progress Report Q2:**
All Platoons are focusing on property crime rates reported in the weekly Crime Analyst Report. Regular enforcement activity, as represented by 'street checks' and other intelligence reporting, is used to identify activities of active criminals that operate within the boundaries of Saanich. As property crime rates increase, intelligence collected is used to focus further enforcement activity in 'hotspots'. Diminishing property crime activity is one indicator of success.

Platoons are also directing more focus on 'problem houses' that are associated to behaviour likely to reduce the quality of life in the immediate neighbourhood. By managing these properties early in their crime cycle, police hope to prevent quality of life issues in affected neighbourhoods from devolving into serious criminal problems requiring increased police resources.

**Progress Report Q3:**
No change to this initiative at this time. Results remain consistent and positive. Final reporting for 2014 will occur in the fourth quarter.
Work Plan Year: 2014
Initiative Number: U-14 / 2013 U-02
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

PROGRESS:
- ON TRACK

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.

Progress Report Q1:
Uniform Division continues to enhance the existing 'No Call too Small' service delivery model by developing efficiencies within allotted resources. The Service Car and Intel Car deployment strategy is stabilizing within the platoon environment. These resources are being used to increase proactive patrols, citizen interaction and information collection. Although still early, 'street checks' are up significantly (2013 57 / 2014 103) and form an indicator of increased self-initiated patrol behaviors. The flexibility of the new service delivery model, which also includes Alternate Response, CAD Concluded and Delayed Response reporting strategies, operating in concert with the Service Car, is reported to be creating efficiencies during dayshifts. Increased efficiency allows for more proactive engagement on nightshift, call load permitting. PRIME report templates have been created to track reporting trends in order that further refinements can be made at a future date.

Progress Report Q2:
The first quarter assessment continues to be valid. S/Sgt's confirmed at a recent division meeting that new initiatives continue to be accepted by staff and all believe that operations are becoming more efficient as a result. The fourth quarter will see an assessment of the information available from PRIME regarding the use of new reporting templates.

Progress Report Q3:
No change.
2014 Annual Work Plan Quarterly Report

Work Plan Year: 2014  
Initiative Title: Alternative Telebail Strategy  
Initiative Number: U-15 / 2013 U-05  
Division Responsible: Uniform  
Section Responsible: Patrol

Key Strategic Priorities:  
Business Process Analysis

PROGRESS: ON TRACK

Progress Report Q1:  
All Traffic Safety Unit (TSU) supervisor positions are now filled. The TSU sergeants are in the process of testing shifting models that include Saturdays. Telebail hearing efficiency may be facilitated by an extra NCO being present on Saturdays. Traffic Safety Unit will report out on the preferred shifting in two months. Watch Commanders will be consulted as to whether any benefit is realized by the new shifting. Recommendations will be forwarded to the Chief Constable for review at the conclusion of the trial. Should additional strategies be required, regardless of the TSU shifting change, the initiative will be revisited.

Progress Report Q2:  
Pilot Complete. Results reported to the Chief Constable’s Office.

Progress Report Q3:  
No change.
Initiative Title: Alternative Subpoena Service Strategy

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities: Business Process Analysis

Progress Report Q1:
The time burden imposed by the necessity to serve a high volume of subpoenas is reported by patrol officers to have lessened as a result of the implementation of the Service Car deployment model. Impacts of subpoena service on patrol time use will continue to be monitored. The situation appears to be sustainable at present. Additional efficiencies may be realized when service delivery at the front desk is reviewed.

Progress Report Q2:
No change. Potential impacts of the integrated court management initiative of the Government of BC are being monitored.

Progress Report Q3:
Records section staff continue to report that the 'turnaround' time for the issuance of summons and subpoenas is significantly reduced. A pilot project is anticipated to be overseen by Administration Division in 2015 that involves mailed notices to recipients and may result in increases to existing gains.