SAANICH POLICE

2015 Annual Work Plan Quarterly Report

Work Plan Year: 2015
Initiative Number: 
Initiative Title: 
Division Responsible: 
Section Responsible: 

Initiative Detail: 

Progress Report Q1: 
Progress Report Q2: 
Progress Report Q3: 

PROGRESS:
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SAANICH POLICE
2015 Annual Work Plan Quarterly Report

Work Plan Year: 2015
Initiative Number: A-01
Initiative Title: Upgrade to PRIME Version 7.3
Division Responsible: Administration
Section Responsible: Records

Key Strategic Priorities:
Technology

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

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 Title: Internal Audits

Division Responsible: Administration

Section Responsible: Records

Key Strategic Priorities:
Core Functions

Initiative Detail:
Identify and conduct internal audits of PRIME and CPIC to ensure quality of information is maintained. In addition, provide the required training that is necessary for key users to conduct internal audits without reviewing their own work. Develop a plan for conducting internal audits for entries made in PRIME and CPIC to ensure quality information is maintained. This will include running various reports and browses both internally and what is provided by PRIME and CPIC.

Progress Report Q1:
A work load study was conducted and completed by the Records Court and CPIC Clerks during Q1. An analysis of the results will be conducted and it is anticipated there will be a shift of some work from one Clerk onto another Clerk so as to create the capacity to conduct the required audits.

Progress Report Q2:
The work load review is currently in progress and is anticipated to be finalized prior to August 31, 2015.

Progress Report Q3:
The work load review is still in progress and will be addressed in the complete review of civilian job descriptions as part of the job evaluation change process.
**Initiative Title:** Purchase a New Phone System for the Police Building

**Division Responsible:** Administration

**Section Responsible:** Telecoms

**Key Strategic Priorities:**

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

Police employees are to meet with appropriate experts to determine the needs of the police department and determine an appropriate replacement system.

**Progress Report Q1:**

High level discussions have been held with Saanich IT staff who are researching a new phone system for all the municipal departments. The police department will be included in their initial assessment to determine what is currently in place. A plan will then be created identifying the criteria needed in a new system.

**Progress Report Q2:**

Work in progress.

**Progress Report Q3:**

Work in progress.
Initiative Title: Electronic Fingerprint Submission RTID Project

Division Responsible: Administration

Section Responsible: Administration

Key Strategic Priorities: Technology

PROGRESS:

COMPLETE

Initiative Detail:
As one of the lead agencies on the Real Time Identification (RTID) 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:
A new digital fingerprint scanner has been purchased and testing is currently underway to ensure it is functioning properly. Communications have been held with the RCMP in Ottawa about RTID and it is hopeful Saanich Police will be submitting electronic fingerprints in the near future.

Progress Report Q2:
The Landing Test has been completed and we are officially confirmed to submit C216 fingerprints electronically to Ottawa. Training is in progress for Forensic Identification members to complete the required training for Gaolers. Records Staff have also begun training and will be submitting C216’s once training is complete. Expected start for submissions is July 3rd, 2015.

Progress Report Q3:
Records Staff have been trained in the submission of C216’s to Ottawa and are now electronically submitting both criminal and civil fingerprints.
Initiative Title: 20 gauge shotgun and .22 Rifle training for all Pound Inspectors

Division Responsible: Administration
Section Responsible: Pound

Key Strategic Priorities:
Competency Development

PROGRESS:
COMPLETE

Initiative Detail:
Work with Staff Development to identify a Firearms Trainer to develop a training syllabus for the full time and relief Pound Inspectors on the safe use and handling of the Savage MKII .22 Rifle and the 20 gauge shotgun. Training can be scheduled during work hours and relief Pound Inspectors scheduled on these same dates. Efforts can be made to identify a firearms instructor during his or her work schedule to further minimize training costs.

Progress Report Q1:
As this initiative required the purchase of new firearms we are waiting for the budget to be approved prior to proceeding.

Progress Report Q2:
The 2015 budget has been approved and the new shotguns will soon be purchased. Training on the new firearms to be conducted in Q3.

Progress Report Q3:
Shotguns have been purchased. Training course to be conducted in the fourth quarter.
2015 Annual Work Plan Quarterly Report

Work Plan Year: 2015
Initiative Number: A-07
Initiative Title: Develop Jail Guard Training Program
Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
Personnel

PROGRESS:
ONGOING

Initiative Detail:
Design a jail guard training package.

Progress Report Q1:
The Administrative Staff Sergeant and the Jail Guard Supervisor attended a four day RCMP jail guard training course in Surrey in February 2015. Training materials were obtained from that course and will be used to create a Saanich training program.

Progress Report Q2:
Training materials are still being gathered and compiled into a formal program. Demands on the Staff Sergeant's time have slowed progress on this initiative.

Progress Report Q3:
Progress has been slow due to other demands on the Staff Sergeant's time. Efforts to continue.
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**Initiative Detail:**

**Progress Report Q1:**

**Progress Report Q2:**

**Progress Report Q3:**
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
PROGRESS:
ONGOING

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:
A committee has been formed and a discussion has been started on staffing changes that can occur at the Front Desk.

Progress Report Q2:
There has been limited progress on this initiative to date.

Progress Report Q3:
This initiative has been very slow to develop.
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<th>Initiative Number:</th>
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<td>Progress:</td>
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**Initiative Detail:**

**Progress Report Q1:**

**Progress Report Q2:**

**Progress Report Q3:**
Work Plan Year: 2015 Target Start Date: 2015 Jan 01
Initiative Number: C-01 Target End Date: 2015 Mar 02
Initiative Title: Youth Section: Create a response protocol for the two newly created Youth Constable positions.
Division Responsible: Community Liaison
Section Responsible: School Liaison

Key Strategic Priorities:
- Community Engagement
- Working with Youth

PROGRESS:
- ON TRACK

Initiative Detail:
Create a response protocol for the two newly created Youth Constable positions 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.

Progress Report Q1:
The Division has completed a draft logic model that will consider how we will work with our community partners in supporting at risk youth though engagement, empowerment and enforcement. This model will be fine-tuned in the coming weeks to guide the work of the two newly created Youth Constable positions that are expected to start working later this year.

Progress Report Q2:
One of the two newly-created Youth officers has started and has been actively engaging several community partners since the beginning of May this year. The Youth officer has had several meetings with MCFD, Youth Probation, Kiwanis Youth Shelter and several Group Homes within the municipality. The Youth Officer has also been actively involved with a number of at risk young people. The Youth Officer is still in the process of meeting with community partners, developing stakeholder relationships and understanding how to effectively respond to young people. As such, a draft of the logic model remains in its infancy.

Progress Report Q3:
The Youth Sergeant and the Youth Officer are in the process of creating the youth response protocol. The Youth Officer has continued to be actively involved with high risk youth and has effectively engaged several high risk youth. The Youth Officer has created a working blueprint of the response protocol for high risk youth which, when implemented, will become the response protocol in the future.
Initiative Title: Crime Prevention: Reserve Program Home Security Checks

Division Responsible: Community Liaison

Section Responsible: Crime Prevention

Key Strategic Priorities:
Community Engagement

Initiative Detail:
Offering Home Security Checks by frontline members at Break and Enter Investigations will be another layer of Victim Service and Community Engagement. The intent is that the member will offer the service and submit a request via a PRIME Template to the Community Engagement Sergeant. Trained members of the Saanich Reserve Police Program will then be scheduled to attend the home and conduct a formal assessment. The assessment will be returned to the Community Engagement Sergeant thus closing the diary date. Deployments will be captured under file number 15-407.

Progress Report Q1:
Nine (9) Reserve Members completed the Level 1 Crime Prevention Through Environmental Design (CPTED) training that was held January 23-26, 2015. The Home Security Check Project will move forward to the next phase of implementing the program guidelines and training of Regular Members.

Progress Report Q2:
The June 2015 Block Watch fan out provided information on Residential Security checks being offered by the Saanich Police Department. Additionally, Muster training for what members should consider while attending calls of Break and Enters is being developed.

Progress Report Q3:
Residential inspection requests are being made. More Reserves will need to be trained to the CPTED qualifications (Crime Prevention Through Environmental Design) in 2016.
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**Initiative Detail:**

The Bike Squad will outline a detailed response to investigate a call from beginning to end related to graffiti. The Bike Squad will contact and meet with agencies, such as CRD, Saanich Yard, Saanich Public Works, Canada Post, TELUS, and BC Transit, to identify a person of contact and a system to report graffiti in order for it to be removed.

**Progress Report Q1:**

Work is ongoing with the Saanich Police Digital Media member to bring all graffiti files containing photographs, hyperlinks, and Graffiti Intelligence onto the internal Media Gate, for ease of access and investigations. The Saanich Police are continuing to speak with Saanich Public Works, Saanich Parks, and BC Transit, and working to report and record all graffiti incidences.

The Saanich Police are looking into improving the reporting of graffiti through the use of online reporting through the Saanich Police website.

**Progress Report Q2:**

The Graffiti Coordinator and the Saanich Police Media member have a new folder under the Media Gate where all graffiti-related files, along with their file number and photographs, are accessible to Saanich members. A Graffiti Database has been created which has graffiti-related intelligence. The Graffiti Coordinator is working to make this database available for all Saanich members.

The current graffiti response protocol - in terms of how to investigate a graffiti call - is going to be replaced with an updated response protocol to ensure consistency and thoroughness in all graffiti service calls.

**Progress Report Q3:**

A new graffiti response protocol has been drafted and forwarded to senior management for approval. Once approved and operational this initiative can be concluded.
Work Plan Year: 2015
Target Start Date: 2013 Oct 01
Target End Date: 2015 Dec 31
Initiative Number: C-05 / 2014 C-05
Initiative Title: Community Engagement: Expand our culturally welcoming and inclusive environment at Saanich Police.
Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:

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<th>Diversity</th>
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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 LGBTQ 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:
The front lobby and public reception area was examined with fresh eyes at the beginning of 2015. A number of new culturally welcoming and inclusive posters, calendars, and brochures are on display. This includes a 2015 MultiFaith Calendar and a 2015 Aboriginal Nations Student Role Model Calendar. A variety of multilingual Block Watch and Crime Prevention brochures are kept stocked. There are several posters, brochures, and photographs on display which recognize partner agencies and groups including the Inter-Cultural Association (ICA) of Greater Victoria, the Community Partnership Network (CPN), Victoria Pride Society, and the Greater Victoria Police Diversity Advisory Committee (GVPDAC).

Progress Report Q2:
The front lobby and public reception area continues to include a wide variety of multilingual, culturally welcoming and inclusive brochures, calendars, and posters on display. The digital signage display monitor has not yet been installed. The decision on where to install the display monitor will be postponed until future plans to lease a secondary police station office space have been confirmed and finalized.

Progress Report Q3:
A full display case of Human Trafficking posters and information sheets in several languages was recently created near the main front lobby and public reception area. This material describes how the exploitation of trafficked persons can take many forms, including Sexual Exploitation, Domestic Servitude, and Forced Labour. This multilingual display further enhances the culturally inclusive environment at the police station.
Initiative Title: Bike Section: Targeted education and enforcement relating to vulnerable road users.

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 Bike Squad has identified several locations throughout Saanich where there is a higher concentration of pedestrians and cyclists. These locations have also been noted to have more Motor Vehicle Act violations or collisions involving cyclists/pedestrians. Bike Squad members have begun the year with focused education by providing warning tickets and/or advice for future compliance and increased safety.

The Bike Squad is planning a bicycle safety campaign during June. This coincides with the end of Bike To Work Week and the beginning of summer. Members will be partnering with ICBC and CRD partners to provide education and advice to cyclists on both roads and regional trails.

Progress Report Q2:
The Bike Squad has focused on several areas of the municipality and educated pedestrians. Members have continued to serve Pedestrian Safety Warnings (provided by our partner ICBC) on pedestrians that are committing Motor Vehicle Act offences. The offences usually carry $109 or $121 fines but the warnings provide educational opportunities to change pedestrian behaviour.

The Bike Squad launched a Bicycle Helmet Blitz on June 2 which continued until June 12. The message was educational where violation tickets were served, however if the cyclist attended the Saanich Police station with a helmet and receipt, the violation ticket would be changed to a warning. ICBC partnered with Saanich by providing a number of children’s helmets, posters and slogans that were used throughout the project. The Bike Squad also partnered with the CRD and monitored the regional trails providing cycling and trail education, and strongly encouraged cyclists to wear helmets on the trails to increase their safety while cycling.

Progress Report Q3:
The Bike Squad has continued to monitor, educate and enforce the Motor Vehicle Act relating to cyclists and pedestrians while deployed on bikes. Due to staffing priorities in other areas of the organization, the amount of time dedicated to this initiative has been less over the summer months. With fall approaching and students returning to school, increased time will be dedicated to pedestrian safety and ensuring cyclists are complying with the rules and appropriate lighting with less daylight and more inclement weather.
Initiative Title:
Bike Section: 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:
The Bike Squad has met a number of new homeless street persons this year. These persons have been provided with donated boots, backpacks and knitted hats. These items have been well received along with advice on the social services available in the community. Many of the newer homeless persons the Bike Squad has dealt with have been as a result of observing them panhandling. The homeless persons have been educated about legal and safety issues with panhandling.

The Bike Squad has partnered with the Municipal Parks staff to manage abandoned homeless camps in the parks and on municipal property.

Bike Squad members collected and later delivered a large amount of donated used boots for homeless street persons. The boots were given to two organizations that help the homeless. The boots were warmly received and given out in short order.

Progress Report Q2:
Review of the Homeless Bulk File indicates that Bike Squad and Patrol members added 21 new reports of interaction with persons experiencing homelessness in Saanich during this quarter. There are now 30 individuals on the file identified as homeless. On average, Saanich Parks cleans up one (1) abandoned camp per week stemming from public complaints or located by Bike Squad patrols.

The Saanich Parks Department met with Bike Squad members this quarter and exchanged ideas and plans for improving Cuthbert Holmes Park, a popular location for camping. The meeting resulted in initiatives added to the Parks Department's plans to improve the park.
Members also met with Facility Operations staff to review homeless camping issues around the old Emily Carr Library building location. Areas around the building were identified as camping spots, and several issues about the building and grounds were identified as needing clean up or repair to discourage camping. Bike Squad notified Patrol of the need to monitor the areas around the building. The Bike Squad continues to encourage the public to report any locations that homeless street persons camp in or frequent so the Police can identify and connect with them.

Progress Report Q3:
Bike Squad and Patrol members added 8 new accounts of interaction with homeless residents of Saanich during this quarter. There are now 40 entities on file identified as having no fixed address.

Following complaints of a new and extensive homeless camp in Panama Flats near Roy Road, Bike Squad facilitated a safety cleanup with Saanich Parks on September 15th. Occupants of the camp were identified and offered local services and resources. Local residents expressed appreciation for the cleanup.
Initiative Title: Bike Section: Distracted Driver Education and Enforcement

Division Responsible: Community Liaison

Section Responsible: Bike Squad

Progress Report Q1:
The Bike Squad has utilized its unique platform to conduct enforcement on distracted drivers on a number of occasions. Although there has been a lot of media advertising about the dangers of using electronic devices while driving, the numbers of offences observed remains high. The Bike Squad has completed largely educational enforcement in the first two months of the year, with more strict enforcement being done during ICBC’s Distracted Driving Campaign during March.

It is anticipated that the Bike Squad will be working in partnership with the Saanich Police Traffic Safety Unit on this initiative during the rest of the year.

Progress Report Q2:
During this quarter, Bike Squad created two (2) text pages within the Bike Squad Bulk File to document and monitor enforcement of distracted driving laws. One text page is for all traffic enforcement projects and the other is specifically for enforcement of distracted driving laws. Bearing in mind that the first quarter was largely educational, Bike Squad members have now shifted to issuing Violation Tickets for Motor Vehicle Act infractions.

During the second quarter, Bike Squad participated in at least six (6) projects enforcing distracted driving laws during which more than thirty (30) Violation Tickets were issued. These projects were conducted on bikes, often riding in heavy traffic in which vehicles were stopped at red lights. Bike Squad members noted a decrease in electronic device use in the areas most often targeted, such as Trans Canada Highway near Tillicum Rd. Bike Squad will continue to maintain and add to these two open text pages to monitor progress in enforcing distracted driving laws at a variety of locations. Bike Squad will partner with Traffic Safety Unit to further interdepartmental enforcement and aim to complete at least one distracted driving project per quarter.

Progress Report Q3:
The Bike Squad have completed a reduced number of distracted driver education and enforcement projects over the past three months due to other operational and staffing priorities. On the occasions that projects were initiated, there appeared to be a significant number of distracted drivers on the road. Traffic Safety Unit (TSU) and Patrol officers continue to make this a high priority.

It is hoped that Q4 will provide increased opportunities for projects targeting distracted drivers.
**Initiative Title:** Community Engagement: Continue strong engagement with the various Diverse communities.

**Division Responsible:** Community Liaison

**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 which encouraging the development 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:**
Relationship-building continues through strong leadership roles with the Greater Victoria Police Diversity Advisory Committee (GVPDAC) and the Community Partnership Network (CPN). GVPDAC meetings were held at the Inter-Cultural Association of Greater Victoria (ICA) and the Victoria Native Friendship Centre (VNFC). Presentations were made to the GVPDAC from several key youth representatives from the ICA, VNFC, Victoria Immigrant & Refugee Centre Society (VIRCS) and the City of Victoria Youth Council (CVYC).

The Saanich Police co-chair of the GVPDAC received a Victoria Leadership Award for ongoing dedication in building community, improving understanding, and growing relationships between police and our diverse and changing community. A Champions of Diversity luncheon in March will include the presentation of GVPDAC bursaries to recognize a number of influential youth diversity groups.

**Progress Report Q2:**
In late March, several Saanich high school inclusivity groups were recognized at a Champions of Diversity luncheon supported by the Greater Victoria Police Diversity Advisory Committee (GVPDAC). In April, the GVPDAC held a meeting at the Victoria Hindu Parishad Temple and also held a community engagement event with 60 newcomer immigrants at the Inter-Cultural Association of Greater Victoria (ICA). In late May, the GVPDAC participated in the World Partnership Walk which was held at UVic. In June, a Community Partnership Network (CPN) community engagement meeting was held at the Masjid Al-Iman mosque with the Muslim community. Saanich Police representatives were present and involved in these and a number of other highly worthwhile diversity events.
Progress Report Q3:

In June, the Greater Victoria Police Diversity Advisory Committee (GVPDAC) meeting was hosted by Victoria Pride Society. In July, over 50 (fifty) representatives of all local police forces took part in the Victoria Pride Parade. In August, the GVPDAC was well-represented at India Mela and also held a Police-Community Engagement forum at the Masjid-Al-Iman Mosque with the Muslim community. A number of Saanich Police representatives were involved in all of these major regional diversity events. In addition, Constable and Reserve Constable recruiting efforts have been delivered at the Pride Festival, India Mela and with several diverse communities. The September GVPDAC meeting was hosted by the local Ismaili Muslim community, at their Jamatkhana in Esquimalt.
Initiative Title: Crime Prevention: Expand residential Block Watch program by 15 new blocks.

Division Responsible: Community Liaison

Section Responsible: Crime Prevention

Key Strategic Priorities:
- Community Engagement
- Post Disaster

Initiative Detail:
Based on targeted recruitment, public events, and general education, we should continue our efforts to expand the Block Watch Program in 2015.

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 to make them even stronger.

Police drop-ins at the annual Block Watch meetings is a longstanding demonstration of our commitment to this program. During 2015 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:
To date six (6) new blocks have been activated. Fifty-four (54) are in pending status and need to hold their first meeting to come on line.

Progress Report Q2:
Progress is steady with a number of new blocks entering the program. Objectives are being met.

Progress Report Q3:
Block Watch expansion has continued throughout the year, and has steadily increased over the past 7 years.
Initiative Title: Crime Prevention: Increase the number of Crime Free Multi-Housing Locations

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

Key Strategic Priorities:
- Community Engagement
- Crime Analysis

Initiative Detail:
With the actions of the Crime Prevention Officer, we will work co-actively with building owners to expand the CFMH 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:
The Crime Prevention Constable is in the process of having Phase 1 (Crime Prevention Through Environmental Design) CPTED reviews of three buildings. This is being done with the assistance of the Reserve Constables who are newly certified in CPTED and is required to be completed before the Crime Free Multi-Housing designation (CFMH) can be assigned.

To date, this task is on schedule.

Progress Report Q2:
One Crime Free Multi-Housing (CFMH) location is on hold as the owner of the complex has asked that the building not finish phase 2 until after the summer. The Crime Prevention Constable will be hosting some more info sessions in July to advance the goals of the initiative.

Progress Report Q3:
In July, Quadra Street apartment complex joined the CFMH program. This address was in the works for the past 2 years.

In August, the Crime Prevention constable activated another CFMH unit on Midgard Street and hosted the "Phase 3" celebration.

Following with this theme of success, a third "55+" age multi-housing unit has been identified in the Gorge Road West area by the Crime Prevention constable and the certification celebration is anticipated this October.
**Work Plan Year:** 2015  
**Target Start Date:** 2013 Jan 31  
**Target End Date:** 2015 Dec 31  
**Initiative Number:** C-12 / 2014 C-12  
**Initiative Title:** Review the organizational structure the Community Liaison Division to ensure the most effective and efficient use of resources.  
**Division Responsible:** Community Liaison  
**Section Responsible:** Community Liaison  

**Key Strategic Priorities:**  
- Community Engagement  
- Business Process Analysis  

**Progress Report Q1:**  
Based on a February review of the existing Summer Student Program, the number of student positions will be increased from three to six and be supported by the addition of high school student volunteers. The structure of the program will be significantly changed to allow for the deployment of two action teams lead by a Team Leader. This will allow us to achieve a significant number of departmental objectives in an efficient and cost-effective way. Student will be employed for a sixteen week period, starting in mid-May and ending in mid-August.

**Progress Report Q2:**  
Six (6) summer student Crime Prevention Worker positions were filled in April and began work in May. There are two (2) teams of three (3) students, with each team led by an identified Team Leader. During the months of May and June, the students provided School Liaison officers with significant assistance at over 20 bike safety rodeos at Saanich schools. The resulting resource efficiencies enabled some of the School Liaison officers to continue their simultaneous involvement with other a number of other worthwhile programs and activities. As of mid-June, steps are underway to identify some high school volunteers who will have the opportunity to work with the summer students at a number of events during July and August.

**Progress Report Q3:**  
The six (6) summer student Crime Prevention Workers continued to deliver numerous Crime Prevention and Community Engagement programs and activities throughout late June, July and August. The students contributed significantly to the Ace Mascot program over the summer. Many evening and weekend events were handled by the students, which freed up additional resources. Several high school volunteers worked with the summer students during some of these community events.
Initiative Title: Crime Prevention: Reserve Recruit Class 2015

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

Key Strategic Priorities: Community Engagement

Initiative Detail:
Review current strength, identify any needs for recruiting and budget submission for a 2015 Reserve Class. If warranted, commence recruiting and training.

Progress Report Q1:
Partnerships with Oak Bay Police Department, Central Saanich Police Service and VicPD have been made with regard to a joint class. A Reserve Class Proposal has been submitted with a rough outline of costs. Next phase will be establishing a line item budget and proposed cost recovery so the official budget can be forwarded.

Progress Report Q2:
Advertising has begun for the recruit class including the SPD Webpage. Recruiting applications will be accepted up to- and including - August 11, 2015. A joint class is to be held in partnership with Oak Bay, Victoria and Central Saanich Police.

Progress Report Q3:
Recruiting is well underway with over 40 applications have been received so far. The closing date has been extended to September 25th.

Exams are being scheduled and candidates proceeding to the next phase will be having background reviews commence. Venues have been secured for instructional facilities. Instructors will be identified in the upcoming month.
Work Plan Year: 2015  
Initiative Number: C-14 / 2014 C-14  
Initiative Title: Crime Prevention: Continued Expansion of Business Watch Program  
Target Start Date: 2014 Jan 01  
Target End Date: 2015 Dec 31  
Division Responsible: Community Liaison  
Section Responsible: Crime Prevention  

Key Strategic Priorities:  
- Community Engagement  
- Crime Analysis  

PROGRESS:  
COMPLETE  

Initiative Detail:  
Camosun College student volunteers and our three (3) 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:  
Once the 2015 Career Placement Students are employed this summer, this initiative will proceed further as it will be one of the priority tasking’s for the six (6) Summer Students.

Progress Report Q2:  
Summer Students are actively canvassing several businesses to become active Business Watch groups. The objective is on target and will reach its goal.

Progress Report Q3:  
Three (3) business groups were identified by the Summer Students. The Block Watch Coordinator is advancing the groups to the next phase.
Initiative Title: School Liaison: Engagement with the Arts, Music and Theatre etc.

Division Responsible: Community Liaison
Section Responsible: School Liaison

Key Strategic Priorities:

- Working with Youth
- Community Engagement

Initiative Detail:
The varied background of Saanich Police members boasts involvement and a high level of performance in a wide variety of athletic activities and interests. For members of the School Liaison Section this is a natural way to foster relationships, promote a positive image of the police and engage youth. This approach will continue, but it is the objective of this initiative to showcase some of the other talents, interest and passions of the police members. This will also provide an opportunity to engage and showcase a large proportion of the students that have other interests and passions other than sports within the school community.

Progress Report Q1:
Two of our School Liaison officers have become actively involved in the school band programs at Royal Oak Middle School and Lansdowne Middle School. These initiatives resulted in a great deal of positive engagement with the students, reaching a segment of the school population which may not have had as much involvement with School Liaison officers in the past.

Progress Report Q2:
With the end of school year, this initiative has ended for the summer. This was a successful initiative that will be re-evaluated in the fall at the start of the new school year.

Progress Report Q3:
This initiative has been reviewed and will now be completed for the time being.
Initiative Title:
Community Engagement: Further increase our Seniors Engagement

Division Responsible:
Community Liaison

Section Responsible:
Community Liaison

Key Strategic Priorities:
Community Engagement
Seniors Programs

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, a 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:
Three fraud and financial crime prevention presentations were delivered to seniors during Q1. These were done as a collaboration between our Crime Prevention officer and our Financial Crime investigators. Presentations were done at Berwick House in Royal Oak, the Nellie McClung Library in Cedar Hill and the Luther Court Society near the Shelbourne Valley. Four (4) more presentations are already booked for Q2. Six (6) student Crime Prevention Workers will be hired in April, to work from May to August. Seniors Engagement will be one of their designated summer activities.

School Liaison supported this initiative facilitating a collaborative effort with five (5) members of the Cordova Bay 55+ Centre assisting the school liaison for Cordova Bay Elementary with a bike safety course for twenty (20) grade 3-5 students over the span of four weeks in March 2015.

Progress Report Q2:
During Q2 there were three (3) additional fraud and financial crime presentations delivered to seniors. Once again these educational talks were delivered by either our Crime Prevention officer or a Financial Crime investigator. Presentations were done at The Victorian home on McKenzie Ave, to the Catholic Women's League at St. Joseph's Church and to a nurse's alumni group.

A large number of topics were covered including the following: Grandparent/Emergency Scam, Lottery Scam, Home Repair Rip-Off Scam, Time Share Scam, Computer Scams, Identity Theft & Identity Fraud, Distraction Theft, Financial Abuse of Seniors and How to Protect Yourself From Identity Theft. Handouts were distributed which included contact numbers for fraud victims and a list of fraud prevention tips.

Progress Report Q3:
During Q3 three (3) more fraud and financial crime presentations were delivered to seniors by our Crime Prevention officer and Financial Crimes Section. Presentations were done at the Fraser Tolmie Apartments, Berwick House retirement home and The Victorian retirement home.

In keeping with past presentations, the following topics were covered: Grandparent/Emergency Scam, Lottery Scam, Home Repair Rip-Off Scam, Time Share Scam, Computer Scams, Identity Theft & Identity Fraud, Distraction Theft, Financial Abuse of Seniors and How to Protect Yourself From Identity Theft. Handouts were distributed which included contact numbers for fraud victims and a list of fraud prevention tips.

A comprehensive Senior's Security brochure was created by two of our six Crime Prevention Worker summer student employees. In addition, the students commenced contact with sixteen senior living homes in Saanich. They offered senior crime prevention talks and inquired about any questions or concerns held by the residents or staff. Initial responses have been very positive. Both talks and brochures have been requested by several of these facilities.
Work Plan Year: 2015  
Initiative Number: C-17  
Initiative Title: Community Engagement: Host Community Open House activities during National Police Week.

Division Responsible: Community Liaison  
Section Responsible: Crime Prevention

Key Strategic Priorities:

- Community Engagement
- Working with Youth
- Seniors Programs

PROGRESS:

DELAYED

Initiative Detail:

Saanich Police Reserves, our summer student Crime Prevention Workers, and Ace Team volunteers will be tasked to help support this initiative. Care will be taken to ensure that operational work area interruptions do not occur. Photo opportunities with police officers and police vehicles will be provided. Social Media will play a major role in communicating our Police Week activities to the community. K9 demonstrations, Forensic Ident displays and many other activities will be included. More than one event may be planned and more than one location may be used. Saanich Block Watch will be prominently involved and displayed through their tent, along with diversity-related engagement through staffing the GVPDAC tent (Greater Victoria Police Diversity Advisory Committee).

Progress Report Q1:

National Police Week 2015 is slated for May 11-17. The Community Open House event will be held on Saturday, May 16 at Saanich Police headquarters. Initial strategy and planning is being developed for this event. It is anticipated that a number of tents, tables, and interactive police vehicle displays will be open to the public in the Municipal Hall parking lot. Additional activities and attractions are under consideration.

Progress Report Q2:

The planned May 16th Community Open House event was postponed and will be rescheduled.

Progress Report Q3:

Upon further review of the timing for this initiative, the Community Open House event has been postponed until the late spring (May) of 2016, to coincide with the next National Police Week.
2015 Annual Work Plan Quarterly Report

Initiative Title: Crime Prevention: Block Watch - Social Media Expansion

Division Responsible: Community Liaison

Section Responsible: Crime Prevention

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

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:
Block Watch continues to be active through Social Media on Twitter and Facebook. The number of Twitter followers has increased by about 100 over the past three months, to nearly 650. Disaster preparedness and post-disaster recovery remain areas of educational focus through Social Media. Facebook postings by Block Watch are not as active and there are about 80 ‘friends’ of the account. There is an Emergency Information Working Group comprised of Saanich Police, Saanich Fire and the Director of Corporate Services. Collaboration is underway regarding a broad review of District of Saanich policies and protocols regarding Social Media communications.

Progress Report Q2:
The number of Twitter followers for the Saanich Block Watch account has continued to increase to nearly 700. This has proven to be an effective means of advertising the upcoming Block Watch information nights, sharing valuable crime prevention tips and providing education regarding disaster preparedness and post-disaster recovery.

Progress Report Q3:
The Saanich Block Watch social media account on Twitter has increased to have 750 followers. Shared content continues to include advertising the Block Watch info sessions, providing valuable crime prevention tips and increasing public awareness about disaster preparedness and post-disaster recovery. The Facebook social media account has been relatively inactive. A renewed fall focus is planned during Q4 to promote Saanich Block Watch activities through Facebook. Volunteer assistance will be explored in order to achieve this objective.
Work Plan Year: 2015  
Initiative Number: C-19 / 2014 C-06  
Initiative Title: Community Engagement: Participate in Adopt-a-Highway litter clean-up program.

Division Responsible: Community Liaison  
Section Responsible: Community Liaison

Key Strategic Priorities:

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<tr>
<th>Road Safety</th>
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</thead>
<tbody>
<tr>
<td>Community Engagement</td>
<td>PROGRESS:</td>
<td>NOT ACHIEVED</td>
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Initiative Detail:

This divisional initiative will involve a combination of police officers, civilian support staff, volunteer Reserve Constables, and Camosun College students. Necessary equipment and support is provided and the Community Liaison Division would adopt 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 (4) 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:

Application submission has been delayed for this initiative. Q2 focus will be placed on a number of other large divisional events such as Volunteer Appreciation Night, National Police Week Open House and Safety on Wheels bike safety events. Deferred to Q3.

Progress Report Q2:

As mentioned in the Progress Report for Q1, this initiative has been deferred until Q3.

Progress Report Q3:

Upon further review of the objectives for the Adopt-a-Highway volunteer litter clean-up, it has been decided to focus on further developing our volunteer efforts in a different direction. This will include both new and ongoing crime prevention and community engagement activities with a focus on seniors and diversity. As a result, the pending application for the Adopt-a-Highway program will not be forwarded and this initiative will be cancelled.
Initiative Title: School Liaison: Rugby 7's Tournament

Division Responsible: Community Liaison
Section Responsible: School Liaison

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

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 2014 initiative was to expand the original idea from eight (8) senior boys team to add a girls division. In 2015, Saanich Police endeavours to increase the number of participating girls teams to eight (8).

Progress Report Q1:
Planning and preparation for the High School Rugby 7's Tournament is underway between School Liaison officers and the event organizers. This all-day event will be held on Sunday, April 12th at Centennial Stadium, University of Victoria.

Progress Report Q2:
The Rugby 7's Tournament was successful again this year. Discussions have commenced regarding next year's tournament. The event is in the initial phases of planning.

Progress Report Q3:
This initiative will continue to be a part of the Saanich Police School Liaison events in years to come, but does not need to carry on within the structure of a formal Annual Work Plan initiative.
Work Plan Year: 2015
Initiative Number: C-21 / 2014 C-09
Initiative Title: School Liaison: Student vs. Police Sports
Division Responsible: Community Liaison
Section Responsible: School Liaison

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

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:
Student/Police basketball games and wheelchair basketball games were not scheduled during Q1 due to a number of other School Liaison projects and priorities. Event scheduling is set to commence during Q2.

Progress Report Q2:
Only one event occurred for this quarter with members playing against Cordova Bay Elementary in a soccer game. The members played the Grade 5 Safety Patrollers in a fun-filled game on April 17.

Progress Report Q3:
This initiative has continued on for several years and will continue being an integral part of the School Liaison team-building initiative with the local students.
### Initiative Title:
School Liaison: Develop a partnership program to help youth make smart decisions.

### Division Responsible:
Community Liaison

### Section Responsible:
School Liaison

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

### 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.

### Progress Report Q1:
Over the next few months we will see the arrival of the two newly created Youth Constables whose role will be to support Youth at Risk through engagement, empowerment and enforcement. These officers have already been identified. The key objective for these new positions will be to identify and develop partnerships with existing organizations who have a mandate to empower and support youth. We anticipate that these partnerships should be in place by later this year.

### Progress Report Q2:
The Youth Officer has made regular visits to the Children’s Development Centre/Alternative Learning Program. This is the school for the highest risk elementary and middle school aged kids in School District #63. Group home visits with staff and at risk youth were made, along with attending Youth Court and connecting with Youth Crown Counsel. The Youth officer has been in discussions with individual kids re: internet safety, hitting, and conflict resolution. The Youth Sergeant has met with Youth Probation to establish an open line of communication between the two agencies regarding at-risk Youth in the community. Further partnerships within the community are on track to be in place by the year-end.

### Progress Report Q3:
The Youth Officer has continued engaging high risk Youth and has made inroads with Youth Probation, Youth Crown Counsel and the School Districts. The Youth Officer has developed a great relationship with these agencies and is in the process of developing a response protocol for Youth at risk. The School Liaison Officers have been included in the majority of this process and have assisted in identifying youth at risk. The “Party Program” has been an invaluable asset to the School Liaison and Youth Officer to connect to youth and assist them in making smart decisions.
Initiative Title: Bike Section: Identify, respond, and maintain four hot spots for graffiti within Saanich.

Division Responsible: Community Liaison
Section Responsible: Bike Squad

Progress Report Q1:
The Bike Squad is continuing to monitor areas known to be areas where high incidences of graffiti occur. These locations have been brought to the attention of Saanich Public Works and more time and attention has been allocated to these hot spots for graffiti.

The Bike Squad recognized that people who do graffiti often do graffiti on telephone poles. Bike Squad has organized an event with the Quadra Cedar Hill Community Association (QCHCA) to paint over the graffiti on telephone poles and other graffiti in the QCHCA area on May 9, 2015. Bike Squad is also looking to do a Graffiti Removal Project with residents of the Garth Homer Centre on Darwin Ave.

Progress Report Q2:
After the Bike Squad identified some hot spots for graffiti and advised Saanich Public Works, Saanich Public Works has consistently maintained these locations and removed the graffiti with minimal input from the police.

On May 9, 2015 the Bike Squad and the Quadra Cedar Hill Community Association collaborated with area residents, one youth who was previously caught doing graffiti, local businesses, Saanich Reserves and volunteers, Ace the Mascot, and off-duty police members, for a clean up of 138 telephone poles that had graffiti on them. The Bike Squad worked alongside clients of Garth Homer Society and cleaned up telephone poles that had graffiti on them. The Bike Squad is looking to continue this partnership with Garth Homer as they want to continue to keep Saanich free of graffiti.

The Saanich Police, Victoria Police, and the City of Victoria organized an event on June 4, 2015 in Tolmie Lane to celebrate and acknowledge the nine businesses that have cleaned and maintained their businesses to be free of graffiti. Approximately 40 people attended the event and the businesses were presented with Letters of Appreciation.

Progress Report Q3:
Members of the Bike Squad collaborated with the Garth Homer Centre and completed several deployments into the community to paint over graffiti in the Garth Homer neighbourhood. This partnership will continue into the fall, as weather permits.

The previously identified graffiti hotspots have been monitored over the past three (3) months. Although the Bike Squad members have been redeployed due to staffing priorities throughout other areas of the organization, these hotspots have been monitored when possible and they have remained clear of graffiti. This is a positive sign that graffiti vandals have received the message that Saanich does not want graffiti. It has also shown Saanich Public Works employees have been diligent with prompt clean up of any graffiti.
Work Plan Year: 2015  
Target Start Date: 2014 Jan 01  
Target End Date: 2015 Dec 31  
Initiative Number: C-24 / 2014 C-17  
Initiative Title: Bike Section: Improve graffiti eradication and reduce graffiti incidents  
Division Responsible: Community Liaison  
Section Responsible: Bike Squad  

Key Strategic Priorities:  
- Core Functions: PROGRESS: ON TRACK  
- Community Engagement  
- Community Engagement  

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 significant amount of communication has occurred with the Saanich Police and Saanich Public Works because most of the graffiti occurs in areas maintained by Saanich Public Works. This communication has resulted in the Bike Squad frequenting areas known to get high incidences of graffiti, resulting in a further reduction of graffiti in these areas. The Saanich Police have educated Saanich Public Works on how the immediate removal of graffiti reduces future graffiti. This has been done on a consistent basis and a reduction in graffiti has occurred. The Saanich Police wrote a letter to the Quadra Cedar Hill Community Association (QCHCA) about the effects of graffiti on a neighborhood and the benefits of removing the graffiti as soon as possible. This letter was placed on-line and forwarded to residents within the QCHCA area.

Progress Report Q2:  
Over the past year the Bike Squad have been updating Saanich Public Works with areas known to get high incidences of graffiti. Saanich Public Works developed systems where they can efficiently remove graffiti and monitor these locations on a weekly basis. The Bike Squad has noted a significant reduction in the incidences of graffiti around Saanich.

On May 9, 2015, the Bike Squad and the Quadra Cedar Hill Community Association and several volunteers from the public cleaned up 138 telephone poles that had graffiti on them. A flyer was produced for this event that provided Saanich residents with information about the harmful effects of graffiti, how to reduce graffiti in their neighborhood, and when and how to advise the police about graffiti. Free graffiti clean up kits were provided to some Saanich residents who wanted to clean and maintain graffiti on telephone poles in their neighborhood.

Progress Report Q3:
The Bike Squad has continued to monitor the areas where there is a high incidence of graffiti and noticed that the areas remain clean and clear of graffiti. The Bike Squad is in continual contact with the graffiti coordinator for the Victoria Police and the Downtown Victoria Business Association to discuss trends in graffiti and communication on how to identify who is committing the graffiti and how to slow down or stop graffiti from occurring in Saanich.

The Bike Squad has worked with clients from Garth Homer Centre and cleaned up several different areas within Saanich that have graffiti and those areas have not had any further graffiti. The Garth Homer clients are being taught and shown how to clean up graffiti in a safe and meaningful manner that will hopefully be continued on their own in the future.
Work Plan Year: 2015  
Initiative Number: D-02 / 2014:D-10  
Initiative Title: Forensic Video Technician Certification  
Division Responsible: Detective  
Section Responsible: Forensic Identification  
Initiative Detail:  
Have one member of FIS attend two courses through the Certified Law Enforcement & Emergency Services Video Association (LEVA). The courses, Forensic Video Analysis and the Law, and Digital Multi-media Evidence Processing will provide the FIS officer with an in depth analysis of the use/evidentiary value of digital media, and develop their skills to recover reliable detail from digital video evidence.

Purchase a Video Processing Stand-Alone Computer System that is capable of managing the complex video data that ensures proper formatting for court disclosure.

Progress Report Q1:
The Forensic Identification Section (FIS) has requested an additional computer with specialized software to process and convert digital video surveillance which has been obtained from investigations. We are currently awaiting funding for that purchase.

Once the computer has been purchased, FIS will then be seeking additional funding to send one FIS officer on two forensic video analysis courses.

Progress Report Q2:
One Forensic Identification Officer has been approved to attend a one-week course in July 2015, where upon completion will receive a Certificate as a Forensic Video Field Technician. The course is designed to assist front-line law enforcement personnel with the capture of video from CCTV systems and the extraction or production of still images from that video.

In March 2015, Saanich Police received a grant from the BC Civil Forfeiture Office to purchase a video conversion computer. The SPD Information Technology Section are in the process of purchasing the computer and working with the security software provider concerning its eventual build.

Progress Report Q3:
One Forensic Identification Officer attended a Forensic Video Field Technician course in July. He is now trained in the capture and extraction of CCTV video from businesses which have surveillance cameras.

In July, FIS purchased and received a computer which is solely dedicated for video conversion. The computer was installed by the builder in September and FIS members received in-house training on the system at that time.
Work Plan Year: 2015  
Target Start Date: 2015 Jan 01

Initiative Number: D-03 / 2014: D-02  
Target End Date: 2015 Dec 31

Initiative Title: Create Redundancy for Strategic Crime Analyst Position

Division Responsible: Detective
Section Responsible: Detective

Key Strategic Priorities:

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<th>Priority</th>
<th>Status</th>
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<tr>
<td>Crime Analysis</td>
<td>DELAYED</td>
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<tr>
<td>Investigative Capacity</td>
<td>DELAYED</td>
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Initiative Detail:
Work toward maintaining the current level of service provided by the crime analyst by ensuring there is no void in service when this position is vacant due to leave or other circumstances.

Progress Report Q1:
There is still the potential to train another staff member to backfill for the Crime Analyst on a temporary basis. Options will be explored during the second quarter.

Progress Report Q2:
Due to other administrative and operational priorities there has not been the opportunity to train another staff member to backfill for the Crime Analyst.

Progress Report Q3:
Due to other administrative and operational priorities there has not been the opportunity to train another staff member to backfill for the Crime Analyst.
Initiative Title: To Enhance the Investigative Capacity within the Family Protection Unit

Division Responsible: Detective

Section Responsible: Family Protection Unit

Progress Report Q1:
A D/Cst. has been assigned as the Elder Abuse Coordinator for the Family Protection Unit. The FPU/CAT Section has been faced with resourcing and staffing challenges since the fall of 2014 and as a result, the D/Cst. has been working at full capacity and managing their priority files. However, the D/Cst. has been able to complete the following action on this initiative to date:
- taken the online CPKN Elder-Abuse Investigations course (created by the OPP but generally applicable to elder abuse anywhere in Canada);
- attended Elder-Abuse seminar (an increment day); and
- met/exchanged contact info with Island Health SORT’s supervisor, elder financial-abuse investigators from BC Public Guardian and Trustee, and reps from BC Association of Community Response Networks. I am now on the distribution list of an elder-abuse email group advising of upcoming meetings, seminars etc.

As time permits, the D/Cst will continue to re-visit and take action on this initiative.

Progress Report Q2:
No update to report for this quarter.

Progress Report Q3:
This initiative will continue into 2016. The assigned D/Cst has a vested interest and understands the importance of ensuring this aging population group are supported within our community.

In the meantime, the D/Cst. will continue to remain our Department’s point of contact for elder abuse investigations. They will also work on expanding their list of community resources and contact person(s) for the elderly which members can utilize for their investigations.
Work Plan Year: 2015
Initiative Number: D-07
Initiative Title: To Educate the Vulnerable Members of the Community in Relation to On-Line Dating, Fraud and Door to Door Solicitation Scams.
Division Responsible: Detective
Section Responsible: Financial Crimes

Key Strategic Priorities:

- Investigative Capacity
- Community Engagement

PROGRESS:

ON TRACK

Initiative Detail:

1. Financial Crimes staff will continue to work with Crime Prevention staff to meet with seniors and raise awareness on the risks they face and strategies to avoid being victimized.

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

3. Provide information to local businesses on how to recognize, prevent and report frauds, by utilizing Saanich Business Watch and presenting an in house work shop.

Progress Report Q1:

Over the past several years, the Financial Crimes Section has provided fraud prevention presentations to seniors, to try and reduce their likelihood of falling victim to fraud related offences and scams. The section has also identified the need to reach other vulnerable sectors within our community, and over the past few months has connected with some of these groups and offered our services. The following is an outline of our efforts to date:

1. The Recreation Programmer for Saanich Commonwealth Place was contacted, and provided an outline of the information that could be presented to members of the community who utilize this facility. He has advised that he will look into the possibility of a presentation being held at his facility and will be in touch in the near future. The Programmer also provided the Saanich Neighborhood Place as a point of contact. Follow up will be conducted with the Saanich Neighborhood Place in the near future.

2. The "Harrison House", is a housing complex in Saanich for woman who are living independently, but previously resided in a transition house. Members are currently trying to connect with staff at Harrison House and coordinate a presentation for this group if they are interested. Topics would include, internet dating scams, identity theft and protecting their money.

3. Members of the Financial Crimes Section and Crime Prevention have been in contact with representatives of Inclusion Works, an organization that provides programs for young adults with developmental disabilities. They are interested in a presentation and one will most likely take place some time in April. The presentation will be geared toward safety in the community, internet safety and protecting their identity.

4. Members met with a representative of Sandy Merriman House, a transition house for victims of domestic violence. They are interested in a fraud prevention presentation, as many of their clients are vulnerable to fraud,
because they lack the knowledge to protect themselves. Topics of discussion for this group will include, tips on handling and protecting their money, internet safety, and identify theft. A date for this presentation will most likely be scheduled for April or May 2015.

Progress Report Q2:

As part of this initiative the Financial Crimes Section identified and connected with vulnerable sectors within our community. Two (2) presentations have been conducted, both of which took place at transition homes for women who have left abusive relationships.

The first presentation took place at Harrison House which is a transition home for women between the ages of 40-65. This facility consists of assisted living apartments for women who have left abusive relationships. As part of the assistance they are provided housing for a period of up to 2 years and resources to make the transition toward independent living. The members provided information on fraud scams, identity theft, and also information on protecting themselves from financial abuse and/or exploitation in relationships.

The second presentation took place at the Sandy Merriman House, a transition house for woman who have recently departed their homes due to domestic abuse. Although this facility is located within the jurisdiction of the Victoria Police Department, there are residents of Saanich who use the facility. The topics of discussion provided at this presentation included fraud scams, identity theft prevention, on-line dating and romance scams, financial abuse and/or exploitation in relationships.

Both presentations were well received not only by the participants, but the staff members who were actively involved in the discussions. Given the positive feedback from both of these groups, the Financial Crimes Section will continue to identify vulnerable groups within our community who would benefit from these services and provide further presentations as time permits.

Progress Report Q3:

During Q3, the Financial Crimes Members met with the Program Coordinator for Commonwealth Pool and plans are underway for two (2) workshops to be conducted in 2016 at Commonwealth Place. The exact dates for the workshops have yet to be identified, but once dates are set the events will be advertised in the Active Living Guide.

Members of the section also attended the University of Victoria to meet with the Inclusion Works Troup, a community based program for young adults with developmental disabilities. Six (6) participants, along with their parents and the coordinator of the program were in attendance for the presentation which covered the following topics: Credit/debit card safety, identity theft protection, internet safety and current scams. The presentation was well received and the section has been asked to present again in the near future.
Crime Stoppers Program Development at the Saanich Police Department

Initiative Title: Crime Stoppers Program Development at the Saanich Police Department

Division Responsible: Detective

Section Responsible: Intelligence Section

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Progress</th>
</tr>
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<tbody>
<tr>
<td>Community Engagement</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>Technology</td>
<td>COMPLETE</td>
</tr>
</tbody>
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Initiative Detail:
The intent of this initiative will be to expand and promote the program throughout communities south of Duncan; to reach out to citizens of all ages including youth, vulnerable sector groups, elderly/seniors, and community groups. This could include the redevelopment of the website, updating literature (brochures, posters, promotional items), creating profiles on social media sites such as Facebook, YouTube, Twitter, Instagram, Reddit, Pinterest, etc., attending community events, utilizing local media outlets, and special presentations to public interest groups.

Progress Report Q1:
December 18, 2014

Crime Stoppers has officially moved into the Saanich Police Department and the two civilian coordinators hired. Their start date was October 27, 2014 and during the first two weeks of employment, they worked the same shift of Monday to Thursday 0800-1600 hours. Now that they are established in their roles though, they split the week to provide full 5 day coverage during business hours.

Within the first week of their employment, a retired Victoria Police officer who ran the Crime Stoppers program for several years was hired to provide 2 days of training for the coordinators.

This training was followed up with the Coordinators being formally introduced to the Crime Stoppers Board, on November 5th.
At this introduction, the Coordinators presented a brief overview of some of their ideas along with the current status of the program.

With the support of the Board, the Coordinators have fully embraced the re-generation of the program and are making exceptional headway. Some of the tasks completed to date include connecting and establishing fresh new relationships with various media outlets across the region. They are producing weekly radio and print bulletins, and have refreshed the current website. Additionally they have created a Twitter feed that as of this date, has 113 followers and to which they have posted 120 tweets.

On December 5th, the CS Van was decorated and entered into the annual Santa Claus parade in downtown Victoria. There were some technical difficulties with the van's decorations - due in part to design, but also in part to the vehicle's weak electrical system. It did get great public attention though and future parades will no doubt be part of the CS annual calendar.

Along with promoting the program in the community, the coordinators have reached out to all area police agencies...
and have personally met with some of them to both introduce themselves and offer again the CS program to help them solve crime.

March 23, 2015:

On January 27, 2015 one coordinator resigned from their position for personal reasons beyond control. They were a great asset to the program and in their short time there, contributed a great deal to re-invigorating it. With this resignation, the decision was made to offer the position to the person who placed 3rd in the initial competition. This candidate was a retired UK police officer and was very excited to receive the job offer and will be starting on March 30, 2015.

Between the time of resignation and the new employee starts, the remaining coordinator ran the program. Despite not being able to pursue several ideas for initiatives, they were still able to promote and advance the program. The following are some of these accomplishments, outside of the day to day tasks of processing tips:

- Acquiring a re-designed logo that was donated by a local marketing company, and that has been approved for use by the CS Board.

- Connection with Camosun College marketing/media class who have selected CS as their project for the term and who will be designing marketing concepts for brochures, posters, banners. Again there is no fee attached to this.

- Receiving a $20,000 grant from Civil Forfeiture for the purchase of a newer CS vehicle to replace the outdated and unreliable vehicle currently attached to CS.

- In the process of presenting muster role call training to OBPD. This training will be offered to all other police agencies in the future.

The accomplishments to date are more than what was expected and the program is well on its way to being a strong contributor to community safety.

Progress Report Q2:

June 19, 2015

Much has happened with the Greater Victoria Crime Stoppers (CS) program in the last 2-3 months. With the $20,000 grant money awarded by Civil Forfeiture, a 2013 Dodge Grand Caravan was purchased, replacing the old van which was put to auction. The cost of the new van was under $17,000 leaving extra funds from the grant. After consulting with Civil Forfeiture about the possible return of these extra funds to them, they advised that the surplus money was to be spent on decaling and further promoting the program. With this in mind, a local vehicle decaling and sign company was identified and is well on its way to producing a design to decal the van with. The selection of this company took into consideration their ability to produce other promotional material, such as posters and banners.

As this was going on, the marketing class from Camosun College presented a final poster design to the program. Their work captured the essence of the program and will most certainly be used when promotional material is ordered. As with North Studio who designed the current logo for free, Camosun College’s work was also done as a donation.

In consultation with the CS Board, the decision to rebuild the CS website was approved and will be funded entirely from the CS Board budget. North Studio was selected to do this work and have presented a design and format for the front website page that is modern and easy to follow. With a few more tweaks, their design should have approval from the program and the Board shortly. They will then move on to building the website around this. At this point, there is no indication on when the new website will be up and running. When it is, it will compliment the Facebook and Twitter pages already created and being kept updated by the Coordinators.
Realizing that CS relies on the support of many community partners, the Coordinators, backed by the Board, hosted a Meet and Greet evening to thank all the supporters. It was held on May 5th at the Union Club and was well attended. It was an important step in maintaining and solidifying the program’s many community connections.

At the end of April, one of the Coordinators attended the BC Crime Stoppers Conference in Prince George. Over 3 days the Coordinator made invaluable contacts with other programs across the province and returned to Victoria with new ideas and insights on how to improve our program. It is planned that the Coordinators will continue to attend this conference in subsequent years and as budgeting permits, they will also attend the International Conference which this year is being held in Toronto.

Besides reaching out to the community and other programs, the Coordinators are actively connecting with the area police departments and providing brief roll call training to their front line officers. To date, they have attended all platoon musters for OBPD and will have attended 2 platoon musters at VicPD as of June 22nd (the other 2 VicPD shifts are scheduled in the future). They have met with WSRCMP and are making arrangements to bring this training to their platoons soon. Additionally they have contacted CSPD and Sidney RCMP, along with DFO. They routinely attend the GV Intel Meetings held in the Saanich Council Chambers and in doing so, are building up their network of contacts throughout a multitude of other agencies.

Another big accomplishment in this quarter has been the coordination between our program, police from Washington state, and Global 1 in Vancouver. More than 25 years ago a young couple from Victoria travelled south towards Seattle where they were both murdered. This case was never solved and is now being re-enacted by Global 1 who will air their segment at the end of June. At the same time, the Saanich Police and police from Washington state will put out media releases on the case in the hopes that new information will be learned that will solve these murders. The effort put into this from our Coordinators has been impressive and it is a fantastic example of their commitment and eagerness to try new things and step outside the box.

Statistically, the program has received 351 tips to date this year, compared to 244 tips received last year at this time. Of course one cannot say with certainty that this increase is due to the revitalization of the program but it is in all likelihood a contributing factor.

Progress Report Q3:
September 11, 2015

Between June and September, the program was run by only one Coordinator. While the one Coordinator excelled during this time, managing to balance day to day operational needs while still building on improvements to our public profile, it is clear that the program is best served when 2 Coordinators are working together. A second Coordinator was hired in September.

Through funding from the CS Board, the redesigned website is almost complete. It is anticipated the new website will be unveiled by the end of September 2015.

On September 17th, an official CS van unveiling event was held. Working with the Ministry of Justice, the CS Board and our Coordinators, the unveiling publicly thanked our supporters and sponsors, including the Ministry who awarded the grant to purchase and decal the new van, Camosun College who created promotional designs which we are now using throughout our marketing profile, North Studio who designed and donated our new logo, and Garside Designs who decaled the van at a significantly reduced cost.

With financial support from the CS Board, who have agreed to share 1/2 the cost, both Coordinators are attending the International Crime Stoppers Conference in Toronto. This 3 day conference will provide them with a fantastic opportunity to network with other programs and to learn/share new ideas on how we can improve. This international conference is held annually at a different location around the world and it is hoped that in the future, with the continued support of the Board, both Coordinators will have the opportunity to attend it.

In preparation for 2016 and further improvements to the program, thought has been put into the development of a
program specific database. It would allow us to capture a more accurate picture of where we are excelling and where we need improvements. Because this will be a fairly significant expenditure and project, it has been captured in an Annual Work Plan initiative for 2016 (D-07).

Annual report completed and distributed to the Area Chiefs.
Initiative Number: D-10 / 2014 D-03  
Initiative Title: Increase potential success of cases that Saanich Police investigates outside of our jurisdiction

Division Responsible: Detective  
Section Responsible: Detective

Key Strategic Priorities:
Investigative Capacity

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:
The Forensic Identification Section has continued to provide investigative support to Oak Bay Police Department. They have attended and investigated five calls for service from that Department, including a robbery and Break and Enters.

Progress Report Q2:
The Forensic Identification Section continues to provide investigative support to Oak Bay Police Department. They have attended and investigated eight (8) calls for service from that Department, including Break and Enters, Fraud and Motor Vehicle Investigations.

Progress Report Q3:
The Forensic Identification Section continues to provide investigative support to Oak Bay Police Department. They have attended and investigated 11 calls for service from that Department, including Break and Enters and Theft Under $5000 files.
Work Plan Year: 2015
Initiative Number: D-11 / 2014 D-11
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:
At the present time the Financial Crimes Section has not had the opportunity to focus on this initiative, as during the first quarter the focus has been on Initiative D07 and D12. If time permits in the next quarter, the section will identify the current fraud trends that are affecting our local business and identify a forum through which to present information to prevent/reduce further victimization.

Progress Report Q2:
Due to file workload and assistance required from other investigative sections within the department, the Financial Crimes Section has not had the opportunity to complete this initiative.

Progress Report Q3:
Due to the current workload in the section, which includes new files and assistance provided to other sections of the department, this initiative has not yet been completed.

The section has however received a request from Michael's craft store to present to their employees in October/November 2015. This presentation will include the following topics: counterfeit currency, debit and credit card detection, protecting their point of sale devices and how to report a fraud in progress or a fraud that has already taken place.
### Initiative Title:
Reduce victimization of seniors

### 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:
Over the past few months, the members of the Financial Crimes Section have conducted two seniors presentations within our community, one of which was a joint effort with the Crime Prevention Officer. These presentations are always well received and the information provided greatly assists those being presented to.

On February 11th, 2015, two members of the Financial Crimes Section attended the Berwick House on Royal Oak Drive to participate in a "Senior's Expo". Their attendance included a 30 minute presentation on current scams, identity theft and credit/debit card safety, to approximately 45 seniors. An information booth was also set up and included pamphlets on topics such as elder abuse, identity theft and investment protection. The members spent approximately 2 hours at this location, both presenting and then following up with questions and concerns.

On February 28, 2015, a member of the Financial Crimes Section and a member of Crime Prevention Section were invited to speak to the Zonta Women's Group at the Nelly McLung library. Zonta is an organization that was founded in 1919 and is geared toward the empowerment of women. This event consisted of four panel members, a Financial Advisor, a Chartered Accountant, and the two Saanich members. The members presented for a total of 40 minutes on current scams, identity theft and credit/debit card safety. After the panel session, the floor opened for discussion and numerous questions were directed at the Saanich members. The group were appreciative of the efforts taken by the members, who attended outside of their normal work hours and indicated they would be interested in future presentations.

Currently the Financial Crimes Section has a presentation set for March 26th at the Luther Court Seniors home, and three additional seniors presentation scheduled over the next few months.

### Progress Report Q2:

<table>
<thead>
<tr>
<th>Key Strategic Priorities:</th>
<th>Seniors Programs</th>
<th>PROGRESS:</th>
<th>ONGOING</th>
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**Tuesday, January 19, 2016**
Since the last quarterly report the Financial Crimes Section, in conjunction with the Crime Prevention Officer, has conducted four (4) fraud presentations within the Municipality of Saanich geared toward preventing the victimization of seniors. A fifth presentation was delivered outside of Saanich, in Chilliwack, BC after a request was made by a family member of one of the Financial Crimes Members.

Two of the presentations held within Saanich were requested by senior’s group homes, one was requested by the Queen Alexander Nurses Alumni group and the last was requested by St. Joseph’s church. In all instances the topics discussed included fraud scams, identity theft detection and prevention, and credit and debit card fraud and prevention. The presentations were all well received and resulted in great discussion with the members of the community who were eager to share examples of fraud they or others they knew had fallen victim to. The presentation held in Chilliwack, BC was also very successful and resulted just a few days later with preventing one of the elderly attendees from falling victim to the Canada Revenue Scam.

It appears from the feedback provided at each of these sessions that the topics of discussion and the information provided is both relevant and of great assistance to those who attend. In conjunction with these presentations, the Financial Crimes Section is also ensuring that the information provided to these groups is also available on the Saanich Police website for the general public.

**Progress Report Q3:**

During Q3 three (3) presentations were conducted by the Financial Crimes members and the Crime Prevention Officer. These include the following:

1. The Berwick Retirement Home- During this 45 minute presentation 42 seniors were in attendance and the topics covered included current scams, computer safety, identity theft and elder abuse. Handouts were also provided to the participants as a reference guide and included the phone numbers for the Anti-fraud Centre and the credit bureaus (Equifax and Transunion).

2. The Victoria Retirement Home (Mc Kenzie Avenue)- During this 75 minute presentation, 40 seniors were in attendance and the topics covered included current scams, internet safety, identity theft and what steps to take if they believed they were a victim of fraud. In addition handouts that had been prepared for the participants were presented to the group as reference material.

3. The Victoria Retirement Home (Feltham Road)- This 60 minute presentation was only attended by 8 seniors, as the retirement home had also booked a day trip for the residents and many had chosen to take part in this outing. The group was very interested in the information provided by the members, which included current scams, identity theft, credit and debit card fraud and elder abuse prevention.

These presentations continue to be popular among seniors and those in attendance are very eager to share their experiences. We have also had several past participants who have advised that the information provided to them has assisted them and others from falling victim to scams. This in itself re-iterates the importance of these presentations and the need to continue our efforts.
Initiative Title: Resource investigations requiring computer forensic examination through increased service and reduced waiting times

Division Responsible: Detective

Section Responsible: Detective

**Key Strategic Priorities:**

<table>
<thead>
<tr>
<th>Technology</th>
<th>PROGRESS: COMPLETE</th>
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<tbody>
<tr>
<td>Investigative Capacity</td>
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</table>

**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:**
As a result of the RCMP decision to close the Island District Offices and to move their operations to Vancouver in 2015, Saanich and Victoria Police have reached an agreement to integrate their respective Computer Forensic Units. The unit will be operated within the Victoria Police Department and will be comprised of two Victoria members and one Saanich member. It is anticipated the integrated unit will be operating by the end of May.

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 to be used in the new computer lab. This is the second grant received from the Civil Forfeiture Office in two years.

**Progress Report Q2:**
Over this quarter a Memorandum of Understanding has been drafted and should be approved by mid-July. All the equipment needed for the new lab has been acquired and should be operational by the time the MOU is finalized.

A tentative date of July 21st has been set to begin full operations.

**Progress Report Q3:**
On August 01, 2015, the Integrated Tech Crime Unit was formed between VicPD and Saanich Police. Members assigned to the unit are scheduled to receive specialized training this fall.
Work Plan Year: 2015  
Initiative Number: D-14 / 2014 D-14  
Initiative Title: Improve in-house training for FIS members  
Target Start Date: 2013 Jan 01  
Target End Date: 2015 Dec 31  
Division Responsible: Detective  
Section Responsible: Forensic Identification  
Key Strategic Priorities: Competency Development  
PROGRESS: ONGOING  

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:  
In December 2014, the Forensic Identification Section (FIS) welcomed a newly trained FIS member into the section. That member has been under the mentorship of one of the senior members since that time and he is continuing in learning all the different facets and expectations of the position. This member is also scheduled to be attending a Basic Bloodstain Pattern Recognition course in the fall of 2015.

As for on-going training within the section, members are continuing to knowledge themselves on new forensic techniques which are published regularly. However, due to workload, they have been unable to dedicate a specific time in which all members can get together to glean new information from each other.

Progress Report Q2:  
The newest member of the Forensic Identification Section (FIS) has been busy learning all the facets of the position and has now been involved in several major files. In July, he will be attending a Forensic Video Field Technicians Course and the Basic Bloodstain Pattern Recognition course in the fall.

The section continues to be busy and have been unable to dedicate specific time for team/section training.

Progress Report Q3:  
In September, a new FIS member was identified for a position within the section in 2016. It is anticipated that one of the senior FIS Constables will be promoted to Sergeant in 2016 and will be leaving. The new member will be joining the team upon completion of their Forensic Identification Course at the Canadian Police College (date unknown at this present time). Prior to their course, this new member will be required to meet regularly with one of the current FIS officers in preparation for this intense course by doing pre-reading and photographic work on his own time.

The section continues to be busy and have been unable to dedicate specific time for team/section training.
<table>
<thead>
<tr>
<th>Initiative Number:</th>
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<tbody>
<tr>
<td>Initiative Title:</td>
<td>Core budget</td>
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<tr>
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<td>Office of the Chief Constable</td>
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<td>Section Responsible:</td>
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Initiative Detail:

| Progress Report Q1: | |
| Progress Report Q2: | |
| Progress Report Q3: | |
Initiative Title: Organizational Restructuring

Division Responsible: Office of the Chief Constable

Section Responsible: Office of the Chief Constable

Progress Report Q1:
The restructuring process began and transfers to new and existing positions have been identified and announced. Operational demands and delays in acquiring additional building space have delayed further implementation.

Progress Report Q2:
Securing suitable commercial building space has continued to be a challenge resulting in the delayed implementation of the full restructuring plan. It’s anticipated the plan will come to fruition in early 2016.

Progress Report Q3:
Throughout Q3 efforts to find suitable commercial building space continued. Some potential options have been identified and efforts will continue to determine the suitability of those options. When space is secured, the full roll out of the restructuring plan will take place.
Work Plan Year: 2015
Initiative Number: O-02
Initiative Title: Acquisition of Additional Building Space
Division Responsible: Office of the Chief Constable
Section Responsible: Office of the Chief Constable

Initiative Detail:
To find and acquire additional building space for effective police operations.

Progress Report Q1:
Council has approved staff to engage in negotiating lease space for police operations. This negotiation commenced at the end of Q1. It is anticipated new space will be acquired and occupied by the end of Q3 or start of Q4.

Progress Report Q2:
New lease space was negotiated subject to the property manager reaching an early move out agreement with the current tenants. An agreement was not reached resulting in the need to find alternative commercial space. At present, it appears that space acquisition and occupancy is unlikely to be fully realized until early 2016.

Progress Report Q3:
Throughout Q3 staff continued to work with a local commercial property manager with the goal of securing a suitable space to accommodate the restructuring plan. All efforts are being undertaken to bring this to fruition.
Initiative Title: Utilize Research to inform Evidence Based Decisions and Programming

Division Responsible: Office of the Chief Constable

Section Responsible: Professional Standards

Initiative Detail:
To identify decisions and initiatives that will benefit from evidence-based research. Wherever possible the Research Office will conduct appropriate research to allow for informed decisions on programming. Other activities will include assisting staff with their research efforts, providing tools for a better understanding of an evidence-based approach and to develop staff, through educational endeavours, to have a greater capacity to both implement and evaluate programs.

Progress Report Q1:
The Research Analyst has participated in several projects where information has been obtained and provided to various projects including projects for the Office of the Chief Constable. The Analyst is also in process of building relationships and contacts to have better access to existing research.

In partnership with the CACP Research Foundation, a new book has been produced entitled "The Right Decision - Evidence-based Decision-making for Police Professionals". The book has been shared with all staff and will assist in developing business cases, ensuring projects and initiatives have an evaluation criteria and articulated measurables, and that decisions are made based on the best available information.

Progress Report Q2:
Since coming in the position in June 2014 the Research Analyst has conducted research, undertaken audits, and authored numerous reports to aid strategic decision-making, resource allocation, and financial planning. Although not exhaustive, some of the subjects covered include the following: patrol resourcing and deployment, traffic court attendance, PRIME/CAD data analysis, Police Act review, CACP white paper information request, review and summary of IIO report on body worn cameras, research on Integrated Tech Crime opportunities, Audits of Parking Offence Notices, Animal Bylaw Tickets, FOI compliance, and constructed templates for flex time tracking.

Progress Report Q3:
Research projects were started or continued in Q3 based on various factors. The following articulates those activities:
- research and assistance in support of a patrol workload study awarded to a consulting group and scheduled to commence during Q4;
- continued development, research, and data analysis in relation to patrol resource allocations, complexity scoring,
and traffic court data;
- four (4) ongoing audits;
- information and support to other units.
Work Plan Year: 2015
Initiative Number: O-04
Initiative Title: Review of Integration Opportunities
Division Responsible: Office of the Chief Constable
Section Responsible: Office of the Chief Constable

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

Progress Report Q1:
At the end of Q1 operational areas identified for exploration of integration include Computer Forensics, Canine Services and Intelligence / Crime Analysis.

The Computer Forensics analysis demonstrated potential improvements by combining Saanich and Victoria resources at the VicPD headquarters. A commitment has been made to move forward with a pilot project.

VicPD has started to review Canine Services, although this is at a very preliminary stage of examination.

Progress Report Q2:
An integrated SPD/VicPD Tech Crime Unit should be realized during the 3rd quarter. Workspace has been created at VicPD for a Saanich member to work and an MOU has been drafted for signatures. Canine integration continues to be explored with a decision anticipated by the third or fourth quarter.

Progress Report Q3:
Computer Forensics
The VicPD/SPD Integrated Tech Crime Unit (ITCU) became fully operational during Q3. ITCU is housed at VicPD and is currently providing tech crime forensic services for the Victoria, Saanich, and Oak Bay police departments.

Canine
Throughout the third quarter senior staff from SPD and VicPD researched various options for the integration of canine services. A report was prepared and distributed to the Chiefs for consideration. The report includes options ranging from an SPD/VicPD integrated model to a CRD wide model. It's anticipated that the report will be examined and discussed during the Q4 reporting period with a decision by the end of 2015 or early 2016.

Intelligence
During Q3 a research project commenced in relation to the potential to integrate the intelligence services of Saanich and Victoria police. It's anticipated the project will run through Q3 with a report generated by the end of
2015 or early 2016.

Work Plan Year: 2015  
Initiative Number: O-05 / 2014 O-01  
Initiative Title: Public Safety Building Remediation Project  
Division Responsible: Office of the Chief Constable  
Section Responsible: Office of the Chief Constable

Key Strategic Priorities:
- Building Remediation

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:
This project is being placed on hold until the Director of Engineering is able to complete a complete analysis of the municipalities major building assets.

Progress Report Q2:
Research and staff interviews are currently being conducted by Municipal Hall staff. It's anticipated that a public safety building needs assessment RFP will be drafted and actioned during the third quarter.

Progress Report Q3:
The needs assessment RFP process was completed during Q3 and a successful proponent identified. It's anticipated the assessment will be completed in early 2016.
### Work Plan Year: 2015
### Initiative Number: O-06 / 2014 O-05
### Initiative Title: Work with the Saanich Police Board and Council to implement a multi-year staffing plan.
### Division Responsible: Office of the Chief Constable
### Section Responsible: Office of the Chief Constable

#### Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Core Functions</th>
<th>PROGRESS: ON TRACK</th>
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<tbody>
<tr>
<td>Personnel</td>
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</table>

**Initiative Detail:**

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

#### Progress Report Q1:

The restructuring analysis that occurred during the second quarter of 2014 was accepted as the path to move the organization forward in 2015. This has allowed for certain positions from the staffing plan to be filled without having to increase the police budget.

Some of the achievements are an expansion to the Street Crime Unit by two constables and one sergeant with resources reallocated from the Regional Crime Unit.

A restructuring of the Detective Office sees a reduction in the number of sergeants which were offset by moving constable positions. This has allowed for another sergeant in the Administration Division. It also allowed for the addition of a second staff sergeant for the Detective Division, which was moved from Professional Standards, to allow for more effective and responsive supervision in the Division.

The mandate of the Youth Officers was to be more specific to identifying at risk youth, and working with our School Liaison Officers and other community partners to make a difference before these kids enter into the social and criminal justice systems. This allows for an assessment on the number of youth positions required in future years.

These and other changes will be implemented in 2015. This allowed for the budget to focus on funding for operations. 2016 will see a focus on bringing in new positions in support of the staffing plan.

#### Progress Report Q2:

To date only the Youth Section has been restructured with a lateral move of one of the youth positions to the Community Engagement Division. As a result, the Youth Section no longer exists within the Detective Division. The remainder of the positions identified in the restructuring plan are on hold pending the acquisition of leased commercial building space. It's anticipated the restructuring will be complete in early 2016.

#### Progress Report Q3:
An independent research group has been engaged to objectively assess the staffing needs of the patrol division in consideration of the volume, types and complexity of calls for service and service delivery expectations. This will provide a better understanding of the actual number of staff required in the Patrol Division, which includes Patrol, Traffic, and Canine Services. The assessment is expected to be completed in Q1 of 2016.
<table>
<thead>
<tr>
<th>Initiative Title:</th>
<th>Smart Phone Research</th>
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<tbody>
<tr>
<td>Division Responsible:</td>
<td>PSAP</td>
</tr>
<tr>
<td>Section Responsible:</td>
<td>Research and Planning</td>
</tr>
</tbody>
</table>

### Initiative Detail:

Conduct research into the best hardware, mounting systems and or deployment model to facilitate smart phones in each front line vehicle. Further research to be conducted into the use of smart phone technology as an investigative tool for policing in North American and Europe.

### Progress Report Q1:

The Research and Policy Analyst is currently researching various options with respect to the of Smart Phones and the replacement plan for the MIKE system.

### Progress Report Q2:

Work continued intermittently throughout Q2 on Smart Phone Research. Initial research has been completed and drafting has begun.

### Progress Report Q3:

Work was delayed on this item through Q3. It is anticipated the draft report will be completed in Q4.
Initiative Title: Develop a Saanich Police Departmental Operations Centre (DOC) Plan

Division Responsible: PSAP

Section Responsible: Research and Planning

Key Strategic Priorities:
- Post Disaster

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

Progress Report Q1:
The Saanich Police DOC Plan will fit into a larger Emergency Response Plan. Development of these plans are scheduled to commence late Q2.

Progress Report Q2:
Meetings between Saanich Police and Fire representatives have taken place to develop work progress plans to aid the completion of this and other initiatives. Development of these plans has begun, with a target completion of end Q4.

Progress Report Q3:
Development of this plan continues. Target for completion remains viable.
### Initiative Title:
Evacuation Response Plan

### Division Responsible:
PSAP

### Section Responsible:
Research and Planning

### Key Strategic Priorities:
Post Disaster

### Initiative Detail:
Using the Evacuation Response Reference Manual and in working with the Saanich Fire Department, the Saanich Police will develop a response plan to an evacuation order. This plan will be consistent with current emergency management standards and police authorities.

### Progress Report Q1:
The Evacuation Response Plan developed by the Municipal Emergency Program will be reviewed in conjunction with the development of the Department’s DOC. This initiative is scheduled to commence late Q2.

### Progress Report Q2:
Meetings between Saanich Police and Fire representatives have taken place to develop work progress plans to aid the completion of this and other initiatives. Development of these plans has begun, with a target completion of end Q4.

### Progress Report Q3:
A draft evacuation plan has been developed and is under review. Completion target remains viable, with implementation and training/education to be carried forward into 2016.
### Initiative Title:
Strategic Planning Framework

### Division Responsible:
PSAP

### Key Strategic Priorities:
- Research

### Initiative Detail:
In 2015, the Research and Planning Section of the Professional Standards Division will examine the process that led to the current strategic plan. From that examination will come a strategic framework and time-line that will guide the creation of the 2017-2021 plan.

### Progress Report Q1:
Work has not yet begun on this initiative. This is intended to be a second and third quarter initiative.

### Progress Report Q2:
A review of the 2012-2016 Strategic Planning process was undertaken during Q2, although no work has formally begun on this initiative. This initiative has been deferred to Q3.

### Progress Report Q3:
This initiative has been deferred to Q4.
Initiative Title: Conduct 3 Audits in 2014

Division Responsible: PSAP

Section Responsible: Professional Standards

Key Strategic Priorities:

| Business Process Analysis | PROGRESS: | ONGOING |

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:

No audits were conducted in the first quarter. A study by the Research and Policy Analyst of what exists in terms of police industry standard was undertaken. Recommendations from that research caused a risk management exercise at the executive level resulting in a document containing various initiatives including audit targets. The first of the audits flowing from that exercise will take place in Q2.

Progress Report Q2:

Three (3) audits were undertaken during Q2. Audits on Parking Offence Notices, Animal Bylaw Tickets and AED Units were conducted. While one audit has been fully completed, two are in the editing/review stage and are expected to be finalized in Q3.

Progress Report Q3:

The AED Units audit has been finalized and the Parking Offence Notices audit is in the final review stage. It is anticipated the Animal Bylaw Tickets audit will be ready for review by the end of Q4.
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:
Saanich Police continues to champion the use of social media and be at the forefront representing the municipality through this mode of communication. The Research Officer and PIO continue to work in conjunction with other Municipal Divisions to develop a comprehensive communications plan.

Progress Report Q2:
Meetings between Saanich Police and Fire representatives have taken place to develop work progress plans to aid the completion of this and other initiatives. Development of these plans has begun, with a continued coordinated effort required going forward. Completion of initial plan development is earmarked for end Q4.

Progress Report Q3:
"Recommendations for Communications in a Major Emergency" has been completed and is awaiting approval at the Municipal level. Actions to be taken going forward will be based on direction from Municipal Hall.
Work Plan Year: 2015  Target Start Date: 2012 Jan 01
Initiative Number: P-07 / 2014 P-05  Target End Date: 2015 Dec 12
Initiative Title: Policy Review: Inventory all policies to determine which require updating placing priority on those critical to operational effectiveness, efficiency, public and officer safety, and statutory obligations.
Division Responsible: PSAP
Section Responsible: Research and Planning

Key Strategic Priorities:
- Research
- Business Process Analysis

Progress Report Q1:
10 of 161 Operational Policies, or 6% were assigned for review.
2 of 10, or 20% have been reviewed, updated, and posted.
8 of 67 Administrative Policies, or 12% were assigned for review.
No admin policies have been reviewed, updated, and posted.

Total progress 2 of 18, or 11% of the assigned policies have been completed thus far in 2015.

Progress Report Q2:
20 of 161 Operational Policies, or 13% were assigned for review.
7 of 20, or 35% have been reviewed, updated, and posted.
9 of 67 Administrative Policies, or 14% were assigned for review.
1 of 9, or 11% have been reviewed, updated, and posted.

Total progress 8 of 29, or 28% of the assigned policies have been completed thus far in 2015.

Progress Report Q3:
1 Operational policy review was completed in Q3; a total of 8 Operational policies having now been completed in 2015.

5 Administrative policy reviews were completed in Q3; a total of 6 Administrative policies having now been completed in 2015.

The number of policies under review changes weekly. Several policies are in the final stages of approval with several others also nearing completion.
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: DELAYED

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

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

Progress Report Q1:
Development of the Disaster and Emergency Response Plan is scheduled to commence in late Q2 in conjunction with P-02, P-03, & P-06.

Progress Report Q2:
Meetings between Saanich Police and Fire representatives have taken place to develop work progress plans to aid the completion of this and other initiatives. Development of these plans has begun, with a target completion of end Q4.

Progress Report Q3:
Development of this plan has been delayed by competing priorities, namely the DOC and Evacuation Plans also under development. Progress will commence upon completion of these other plans. Completion and implementation now targeted for Q2 2016.
Initiative Title: Certified Use of Force Instructor Succession Planning

Progress Report Q1:
Staff Development will be facilitating a Use of Force Role Player course on April 15, 2015. Five police officers are registered to take the training. Successful candidates will form an Instructor Understudy Cadre and with further development be considered for future Certified Use of Force Instructor courses (CUFIC).

One Saanich Police Officer was identified for the 2015 CUFIC course; however, the course was cancelled. This officer is now scheduled for the next available course.

Progress Report Q2:
Role player course was held during Q2 with an understudy cadre established. Q3 will see a call for expressions of interest for 2-3 additions to the instructor cadre to replace officers leaving the program. Internal selection process will result in identification of candidates to be registered in next JIBC Standardized Use of Force Instructor Course.

Progress Report Q3:
During Q3, three (3) officers were identified and selected to attend the JIBC Standardized Use of Force Instructor Course, to be held during Q2 in 2016.

Initiative Detail:
Develop a Use of Force Role Player and Understudy Program in 2015.

Key Strategic Priorities:
Competency Development

PROGRESS:
ON TRACK
SAANICH POLICE

2015 Annual Work Plan Quarterly Report

Work Plan Year: 2015
Initiative Number: S-02
Initiative Title: Firearms Instructor First Aid Training
Division Responsible: Staff Development
Section Responsible: Response Options-Training

Key Strategic Priorities:
Competency Development

PROGRESS:
ONGOING

Initiative Detail:
Develop and implement a Firearms First Aid training program starting in 2015.

Progress Report Q1:
No progress to report at this time.

Progress Report Q2:
No progress during Q2. This initiative will be addressed by the new training sergeant who just commenced his new role near the end of Q2.

Progress Report Q3:
No progress during Q3. During Q4 the Training Sergeant will assess this initiative to determine if it will be completed during 2015 or carried forward to 2016 for implementation.
### Work Plan Year: 2015

### Initiative Number: S-03

### Initiative Title: Replace outdated Recruit Intake Exam

### Division Responsible: Staff Development

### Section Responsible: Staff Development

### Key Strategic Priorities:

<table>
<thead>
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<th>PROGRESS:</th>
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<tbody>
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<td>Business Process Analysis</td>
<td>ONGOING</td>
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<tr>
<td>Personnel</td>
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### Initiative Detail:

Research and evaluate best practices of other local and Canadian police agencies and make recommendations for alternatives to the current Saanich Police Recruit Intake Exam.

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### Progress Report Q1:

Each BC Municipal Police Department is utilizing their own entrance exam. Police Services and the Justice Institute were both approached to determine if there is a possibility of creating an updated exam. Police Services reports that the creation of a new entrance exam does not meet their mandate and is the responsibility of each police department. The Justice Institute reports the same. An independent company from Vancouver created a new exam for Vancouver Police however they are unable to share it and it isn't cost effective for Saanich to implement/obtain it. Staff Development will continue to explore other options.

### Progress Report Q2:

The Recruiting Sergeant attended a provincial workshop with counterparts from other municipal police agencies where this initiative was addressed. Several other departments are dealing with the same issue and options for combining resources are being explored. Work is ongoing.

### Progress Report Q3:

The Recruiting Sergeant is engaged in discussions with her counterparts from Delta, West Vancouver, and Port Moody Police Departments to explore the possibility of cost-sharing a Police Recruit Exam developed by Ethos Business Communications Group. Research to assess feasibility and consider options is ongoing. Ethos representative to attend Saanich PD for a presentation and information session on October 27, 2015.
Initiative Title: Develop and deliver training in the operation of a new Approved Screening Device

Division Responsible: Staff Development

Section Responsible: Response Options-Training

Key Strategic Priorities:

| Road Safety |

Initiative Detail:
The Staff Development Division will be responsible for working with the department's Master Instructor to develop and deliver a training program for all front-line officers. As the older Approved Screening Devices are phased out, officers must have successfully completed the conversion training before the new instruments can be introduced.

Progress Report Q1:
No action for this quarter.

Progress Report Q2:
No progress during Q2. Staff Development Inspector to meet with departmental impaired driving coordinator and Training Sergeant during Q3 to develop and finalize a training plan.

Progress Report Q3:
During Q3 a schedule was developed which will see this training delivered to all members in January and February of 2016. The training is approximately four hours in duration and will fill the afternoon time slots of the five mandatory annual AED/CPR recertification training days. This initiative will be carried forward into 2016 for implementation.
Initiative Title: Research police officer health and wellness programs and strategies

Division Responsible: Staff Development
Section Responsible: Staff Development

Initiative Detail:
Research best practices and new innovative approaches to officer wellness in North American police agencies, and develop a proposal for such an initiative for the Saanich Police Department.

Progress Report Q1:
Early in 2015 the Officer in Charge of Staff Development attended a Canadian Association of Chiefs of Police conference on police officer mental health. The conference focused on strategies and national best practices in support of police officer’s health and wellness. The Senior Management team was presented with this information and endorsed further research. The OIC Staff Development will be collaborating with the OIC of Human Resources from VicPD to coordinate joint training as a more efficient method of moving forward with this initiative.

Progress Report Q2:
Staff Development Inspector engaged in discussions with Victoria Police Department to explore options for collaborating on delivery of “Road To Mental Readiness” (R2MR) training. Both agencies are researching the experience of departments where this training has already been successfully introduced (Edmonton Police Service, Calgary Police Service, Vancouver Police Department).

Progress Report Q3:
The R2MR program has been identified as the national standard for mental health/resilience training of police officers in Canada. During Q3 R2MR was presented to the BC Association of Chiefs of Police and endorsed at that level. All BC police agencies are exploring options for implementation with Vancouver PD having already introduced the training to their officers.

During Q3, the Officer in Charge of Staff Development attended an orientation/info session hosted by VPD R2MR instructors. 4-6 Saanich officers will be identified and trained as in-house trainers for Saanich PD. Development and delivery of R2MR training for the Saanich Police will become one of the major Annual Work Plan initiatives for the Staff Development in 2016.
Initiative Title: Development of Less Lethal Bean Bag Program

Target Start Date: 2012 Jan 01
Target End Date: 2015 Dec 12

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:
In October 2014 four police were certified as shotgun/less lethal munitions instructors and qualified to instruct a Less Lethal Bean Bag course (shotgun). A further cost proposal was submitted in early 2015 and awaiting approval. Development of Policy and the Course Training standards are ongoing.

Progress Report Q2:
Equipment and supplies were ordered during Q2. Training Sergeant to continue development of policy and course training standards.

Progress Report Q3:
Equipment and supplies were ordered during Q2. Training Sergeant is working with instructors to continue development of policy and course training standards. Ongoing.
Work Plan Year: 2015
Initiative Number: S-10 / 2014 S-13
Target Start Date: 2012 Jan 13
Target End Date: 2015 Dec 12
Initiative Title: Review and update job descriptions
Division Responsible: Staff Development
Section Responsible: Staff Development

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

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:
This initiative is ongoing.

Progress Report Q2:
Several updated job descriptions were completed and added during Q2. During Q3 Staff Development personnel will complete an audit to identify the few remaining positions where updated job descriptions remain outstanding.

Progress Report Q3:
An audit to identify outstanding job descriptions has been completed and the Training Sergeant has identified those which need to be rewritten. These have been tasked out to the appropriate section heads and it is anticipated that this initiative will be concluded during Q4.
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

Key Strategic Priorities:

| Business Process Analysis |

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

Progress Report Q1:
Staff Development has sought out what other agencies are utilizing for medical testing and exploring whether the current medical testing is sufficient.

Progress Report Q2:
Recommendations made by the Training Sergeant are pending approval of the Chief Constable before being adopted.

Progress Report Q3:
No progress during Q3.
Initiative Title: Internal training for identified field trainers.

Division Responsible: Staff Development

Section Responsible: Staff Development

Key Strategic Priorities:
- Competency Development
- Core Functions

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.

Progress Report Q1:
Staff Development continues to meet with identified field trainers to discuss best practices for carrying out the training. Currently, the Justice Institute is conducting curriculum mapping for recruit training and planning on changing the Block 2 portion of the training. Discussions indicate the block 2 will be increased by a month.

Progress Report Q2:
In progress. Recruiting Sergeant is continuing preparations for the field training of four recruit officers which will commence July 25, 2015.

Progress Report Q3:
One week of orientation has been added to the beginning of Block 1 recruit training. This allows field trainers to meet the recruits and expose them to a variety of calls prior to them attending their training. The Block 2 component of recruit training has been extended by 4 weeks. This is being well received as it provides the recruits an extra month of practical training, increasing their confidence prior to them returning to Block 3.

In addition the Recruiting Sergeant consults with Patrol Staff Sergeants re field trainer selection, and then holds individual meetings with each field trainer to review individual training needs and ensure trainers receive all relevant information with respect to the trainee officer.
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

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

Progress Report Q1:
A working committee was established to recommend a new Personal Development Appraisal process. The committee conducted extensive research into what is being utilized by outside agencies. It was determined that a process consistent with the Police Sector competencies that is currently used for our promotional process might be optimal. More research is being conducted to determine if this is viable. In progress.

Progress Report Q2:
Progress was delayed following feedback received from Senior Management team. Committee met at end of Q2 to resume development of new PDA process. Target date for introduction of new PDA process remains Q4 of 2015.

Progress Report Q3:
Progress continues to be delayed by competing priorities. The Committee met at end of Q2 to resume development of new PDA process and the framework of new PDA model which incorporates previous feedback has been agreed upon. The Committee is to review and approve templates for all ranks during Q4, but introduction of a new PDA process will not be completed during 2015. Initiative to be carried forward into 2016 for implementation.
Work Plan Year: 2015
Initiative Number: U-00
Initiative Title: Record of Core Function Budget Requirements
Division Responsible: Uniform

Key Strategic Priorities:
- Core Functions

TARGET: 

PROGRESS:

Initiative Detail:

Progress Report Q1:

Progress Report Q2:

Progress Report Q3:
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:

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Business Process Analysis</td>
<td>COMPLETE</td>
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<tr>
<td>Research</td>
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<tr>
<td>Personnel</td>
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Initiative Detail:
Develop suitable form.

Progress Report Q1:
All Platoons have identified staff to work with on the identified Operational Competencies. A document identifying Administrative Competencies has been prepared in draft and has been circulated to Division Staff Sergeants for comment. Suggestions have been discussed. The updated document will be forwarded to the Senior Officer group for discussion in Q2.

Progress Report Q2:
Administrative competencies document delayed to Q3 due to other duties. Development of operational competencies with individual officers continues.

Progress Report Q3:
Administrative competencies are complete and have been circulated to the Senior Officer group with a proposed Daily Order for review. These documents will be published and added to the Acting Sergeant's Resources intranet tab in Q4.
**SAANICH POLICE**

**2015 Annual Work Plan Quarterly Report**

<table>
<thead>
<tr>
<th>Work Plan Year:</th>
<th>2015</th>
<th>Target Start Date:</th>
<th>2013 Jan 01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiative Number:</td>
<td>U-02 / 2014 U-15</td>
<td>Target End Date:</td>
<td>2015 Dec 31</td>
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<tr>
<td>Initiative Title:</td>
<td>Alternative Telebail Strategy</td>
<td></td>
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<tr>
<td>Division Responsible:</td>
<td>Uniform</td>
<td>Section Responsible:</td>
<td>Patrol</td>
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</tbody>
</table>

**Key Strategic Priorities:**

- Business Process Analysis

**Progress Report Q1:**

Deferred until Q2 to assess whether or not there is still a need for this initiative.

**Progress Report Q2:**

Progress to date suggests that the use of senior constables or sergeants on platoon for this duty has accommodated this need satisfactorily. Further inquiry to be made in Q3.

**Progress Report Q3:**

Senior constables and sergeants continue to conduct telebails. Monitoring and inquiries will continue into Q4.

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**Tuesday, January 19, 2016**

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Initiative Title: Develop a new document for reporting police involved motor vehicle crashes.

Division Responsible: Uniform

Section Responsible: Uniform

Key Strategic Priorities:

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<tr>
<th>Strategic Priority</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Business Process Analysis</td>
<td>COMPLETE</td>
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<tr>
<td>Core Functions</td>
<td>COMPLETE</td>
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</tbody>
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**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:**
Organizational Policy has been updated with new investigative/workflow rules and reporting protocols. No further decision has been made by the Executive Officers, to date, on the handling and filing of Administrative Reviews. These reviews continue to be filed as a hard copy accident review report in the Administration Division. Investigations are now reported in a PRIME GO.

**Progress Report Q2:**
Existing practices as detailed above to continue until further direction provided/required. Complete.

**Progress Report Q3:**
Initiative has been concluded.
Work Plan Year: 2015

Target Start Date: 2011 Jan 01

Target End Date: 2015 Dec 31

Initiative Title: Conduct targeted enforcement pilot project with ICBC at high crash intersections where crashes are most violent.

Division Responsible: Uniform

Section Responsible: Uniform

Key Strategic Priorities:

<table>
<thead>
<tr>
<th>Road Safety</th>
<th>PROGRESS: ON TRACK</th>
</tr>
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<td>Business Process Analysis</td>
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<tr>
<td>Research</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 Locations:
1) Quadra at Tattersall: project hours; 28 violation tickets: 21
2) Burnside at Harriet: project hours: 88.3 violation tickets: 77
3) Blanshard at Saanich: project hours: 78.75 violation tickets:114.7
4) McKenzie at Saanich: project hours: 139.8 violation tickets: 91
5) Blanshard at Cloverdale: project hours: 107 violation tickets: 147.1

Progress Report Q2:

Since starting this pilot project with SPD in 2014 ICBC has begun providing the top side-impact crash location statistics for all agencies in the CRD. ICBC is also now providing stats based crash configuration to allow agencies to target specific driving behaviours that are relevant to high crash locations or mandated campaigns and projects. ICBC has confirmed their commitment to reducing side-impact collisions through intelligence led enforcement as their data clearly demonstrates that side-impact crashes cause the most significant injury and damage resulting in the highest claims.

Top Side-Impact Locations enforcement:
1) Quadra at Tattersall: project hours; 28 violation tickets: 21
2) Burnside at Harriet: project hours: 99.8 violation tickets: 91
3) Blanshard at Saanich: project hours: 125.45 violation tickets:
4) McKenzie at Saanich: project hours:139.8 violation tickets: 91
5) Blanshard at Cloverdale: project hours:166.6 violation tickets:

At the time of reporting these intersections are the focus of an additional four weeks of directed enforcement.

Progress Report Q3:
Top Side-Impact Locations enforcement:

During Q3;

1) Quadra at Tattersall: project hours: 21.5  violation tickets: 19
2) Burnside at Harriet:  project hours: 140.5  violation tickets: 95
3) Blanshard at Saanich: project hours: 47.5  violation tickets: 40
4) McKenzie at Saanich:  project hours: 337.5  violation tickets: 199
5) Blanshard at Cloverdale:  project hours: 70.5  violation tickets: 61
Initiative Title: Alternative Subpoena Service Strategy

Divison Responsible: Uniform

Section Responsible: Patrol

Key Strategic Priorities:

Business Process Analysis

Progress Report Q1:
In Q1 the four platoons met with the Patrol Division Inspector and have provided feedback that the Service Car continues to function well for the timely and efficient delivery of subpoenas. Given current staffing levels and time constraints, this strategy remains the best means to manage the delivery of subpoenas. Records Section staff confirm that gains in efficiency achieved through this program have been maintained. This initiative is considered concluded.

Progress Report Q2:
This initiative is considered concluded.

Progress Report Q3:
This initiative is considered concluded.
Work Plan Year: 2015
Target Start Date: 2014 Jan 01
Initiative Number: U-06 / 2014 U-06
Target End Date: 2015 Dec 31
Division Responsible: Uniform
Section Responsible: Uniform

Key Strategic Priorities:

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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:
A transfer date in Q2 has been identified for the new K9 supervisor. The interim supervisor/trainer and the two newly assigned K9 officers are maintaining service delivery. When the new K9 supervisor enters the schedule rotation, the succession planning for this section will have been completed.

Progress Report Q2:
The new K9 supervisor is working in the section and succession planning is complete. The section will likely see one new member as the result of transfer in 2016. Complete.

Progress Report Q3:
Initiative Title: Implement two Collision Analyst training days per year

Division Responsible: Uniform

Section Responsible: Traffic Safety Unit

Key Strategic Priorities:

- Competency Development
- Road Safety

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

Progress Report Q1:
The next coordinator for the crash analyst team has been identified through succession planning. The new coordinator will be mentored over the next two years. Personnel have been tasked with planning and delivering two analyst training days in 2015. It is anticipated that this training will occur in the early summer and again in the fall.

Progress Report Q2:
Analyst training conducted on June 16th. Three members participated in the following training:

- Total station practical refresher and also tried new techniques in order to determine the best way to map a crash scene requiring multiple total station placements (such as scene that moves around a view obstruction).

- Photography refresher with FIS member Cst. LUHOWY. The focus was on how to refresh camera settings if the camera was found with all settings messed up, general camera use, close up pictures, low light pictures and general terminology.

- Edge FX refresher, using the practical exercise from the morning to generate diagrams.

Progress Report Q3:
Initiative Title: Ongoing police motorcycle training and certification

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
- Competency Development

Progress Report Q1:
The Traffic Section has compiled all materials associated with the Department's research, development of best practices, training standards and instructional materials. The CV of the Department's police motorcycle trainer has been included in these materials. A document consisting of more than 1900 pages has been delivered to the Chief's Office in support of the Department's police motorcycle training program. This document fully articulates and supports the Department's training program and recertification program as being consistent with current police motorcycle training best practices. Police motorcycle training and certification policy has been written and submitted to the Chief's Office for review and approval. A police motorcycle course is planned for May 2015.

Progress Report Q2:
Basic police motorcycle training course conducted May 4-15. This was a joint course taught by Saanich and Victoria. Students were from Saanich, Victoria, IRSU, and Oak Bay. Three new Saanich Police motorcycle riders have been qualified.

Progress Report Q3:
Basic police motorcycle training is complete. Proposal, supporting documentation and training material have been archived for future use, and the new policy has been completed. This initiative is now concluded.
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

PROGRESS:
ON TRACK

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: 659.2
Total Tickets by TTEP corridor: 1720

Progress Report Q2:
Enforcement will be ongoing throughout the year.
Total Project Hours by TTEP corridor: 1421.65
Total Tickets by TTEP corridor: 2144

Progress Report Q3:
Enforcement will be ongoing throughout the year.
During Q4:
Total Project Hours by TTEP corridor: 565.6
Total Tickets by TTEP corridor: 1313
Initiative Title: Target key crash sites

Division Responsible: Uniform

Section Responsible: Traffic Safety Unit

Key Strategic Priorities:

Road Safety
Business Process Analysis

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: 117.55
Total Tickets by Top Crash Locations: 256

Progress Report Q2:
Enforcement will be ongoing throughout the year.
This quarter:
Total Project Hours by Top Crash Locations: 857.25
Total Tickets by Top Crash Locations: 414

Progress Report Q3:
Enforcement will be ongoing throughout the year.
During Q4
Total Project Hours by Top Crash Locations: 91.75
Total Tickets by Top Crash Locations: 195
Work Plan Year: 2015
Initiative Number: U-11 / 2014 U-11
Initiative Title: Conduct three Commercial Vehicle Safety Enforcement projects

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
- Road Safety

PROGRESS:
- ON TRACK

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

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

Progress Report Q2:
Personnel have been tasked with commercial vehicle enforcement and will conduct three (3) roadblocks during the summer.

Progress Report Q3:
The commercial vehicle coordinator from TSU conducted 3 commercial vehicle roadblocks in conjunction with enforcement of the truck route bylaw.
Initiative Title: Conduct containment training with all members of the Uniform Division

Initiative Detail:
Conduct containment training exercises with each platoon so all members of the Uniform Division are trained to set up containment in a consistent manner. Once the training is an annual commitment it will come off the Annual Work Plan.

Progress Report Q1:
Training with B Platoon and D Platoon completed.

Progress Report Q2:
In progress.

Progress Report Q3:
All four platoons conducted containment training in Q3 through the Canine officers.

In addition, canine officers assisted with Code 5 Vehicle stops (Platoon Training Days) on June 10 and June 17.
Use Intelligence-led Policing to improve Crime Reduction Strategies

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:

| Initiative | Business Process Analysis | Crime Analysis |

PROGRESS: ON TRACK

Initiative Detail:

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

Progress Report Q1:

Working in collaboration with the Community Engagement Division and the Crime Analyst, problem addresses are identified and an integrated enforcement strategy is developed. Enforcement strategies may engage the resources of Saanich Fire, Saanich Bylaw, Detective Division, Crime Prevention, the nearby community and Patrol Officers. Enforcement strategies are designed to reduce the number of return calls for service to these addresses and to mitigate criminal behaviour associated with the address.

Patrol Division continues to successfully refine the weekly Property Crime Report as a system to track and address emerging property crime activity.

Progress Report Q2:

Success was achieved using this methodology in Q2. Theft from autos are reduced again from annual statistics with good reduction of incidents achieved the last two months. Patrol will continue to focus on periods of heightened offender activity with the goal of keeping the occurrence of these crimes low. This strategy can be extended to other types of crime as the need arises and as resources are made available.

We have also continued to see successful results through our collaborative strategies involving the Crime Prevention officer. Problem addresses are identified and managed with focussed intent. The result being that these properties are not allowed to become ongoing sources of disorder in the impacted neighbourhoods. Addresses engaged by police are recorded for future reference.

Progress Report Q3:

Continuing as above. This module of the Saanich Police intelligence-led policing strategy is mature and will be transitioned during Q4 to a regular operating procedure of the Patrol Division. Future modules may involve the analysis of call complexity, timing and frequency, collaboration with probation officers on prolific offender management strategies, and the development of patrol officer intervention strategies to address victimization of the elderly.
Work Plan Year: 2015  
Target Start Date: 2012 Feb 15  
Target End Date: 2015 Dec 31  

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:  
A newly established partnership with Island Health allows police to track police resources used in response to Mental Health arrests and to discuss different ways of achieving common goals with less resources. For example, the amount of lost police productivity can range from as low as 32 hours per month to as high as 73 hours per month as a consequence of hospital wait times alone. Statistical analysis suggests that the median wait time remains consistent at 90 minutes per visit, even when other factors are controlled. These results suggest that 'wait times' are a function of systemic dynamics rather than being dependant on specific conditions such as the number of patients or doctors present.  
Additionally, outlier events are being reviewed using 'case study' methodology to determine whether idiosyncratic conditions are contributing to rare events where excessive wait times are present. Where specific contributing factors are identified, change will be implemented to address these factors.  

Progress Report Q2:  
Progress is ongoing with Island Health. It is expected that some new initiatives will be able to be reported on in Q3.  

Progress Report Q3:  
Progress delayed due to summer scheduling challenges. Reporting on accomplishments will occur in Q4.