SAANICH POLICE

2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015
Initiative Number:
Initiative Title:

Division Responsible:
Section Responsible:

Target Start Date:
Target End Date:
Initiative Complete: ☐
Carry Forward: ☐

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:

Year End Summary:
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**Division Responsible:** Administration  
**Section Responsible:**

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**Background / Issue being addressed:**

**Initiative Detail:**

**Objective / Desired Outcome:**

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**Year End Summary:**
Background / Issue being addressed:

As part of PRIME Corp Business requirements there is some expectations that there will be upgrades to each of the components in the PRIME suite of applications including: RMS, CAD, MDT, MRE, and other related systems that are linked to PRIME. Upgrades are determined by the PRIME Business Team in consultation with all agencies from all servers in the Province.

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.

Objective / Desired Outcome:

To ensure the quality of information is shared and smooth transition of upgrades occur with minimal impact to operations.

Year End Summary:

The anticipated 7.3 upgrade from PRIME Corp was deferred by PRIME Corp while they migrated to E-Comm. As a result, upgrades did not occur in 2014; therefore, there is no action to be taken on this initiative and it is concluded.
### Work Plan Year: 2015

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#### Background / Issue being addressed:
Both PRIME Corp and CPIC Field Ops used to conduct Audits every four (4) years in both PRIME and CPIC entries for all agencies in the Province. Due to budget and resource constraints the audit responsibility has shifted and is being placed more on Police agencies. Policy exists to validate the importance of audits and the requirement to do so.

#### 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.

#### Objective / Desired Outcome:
Conduct regular internal audits of PRIME and CPIC to ensure high quality standard of information.

#### Year End Summary:
The goal of this initiative was to conduct internal audits on CPIC and PRIME but this in itself is a labour intensive task. In order to identify who had time and skill set to conduct the audits, a work load study was started in the Records Section. The audit is still ongoing. Once the study is complete, individuals will be identified to conduct the internal audits and this initiative will be advanced. As this is an ongoing requirement, this initiative will be concluded in 2016 knowing that more work will continue to be done in this area in the years to come.
Work Plan Year: 2015  
Initiative Number: A-04  
Initiative Title: Purchase a New Phone System for the Police Building

Division Responsible: Administration  
Section Responsible: Telecoms  
Key Strategic Priorities: Technology

PROGRESS: ONGOING

Target Start Date: 2015 Feb 01  
Target End Date: 2015 Dec 31  
Initiative Complete:  
Carry Forward: ☑

Background / Issue being addressed:
The police building’s phone system is becoming quite antiquated. Replacement phones are becoming more difficult to obtain and the system itself is reaching the end of its useful life. Modern phone systems have moved towards a VOIP (voice over internet protocol) design. It is time for the Saanich Police to move towards purchasing a new building phone system.

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

Objective / Desired Outcome:
Purchase and install a new phone system in the police building.

Year End Summary:
Saanich Hall IT are continuing with their research on a new phone system. This project will be carried over into 2016.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  Target Start Date: 2015 Jan 01  Initiative Complete: ✔
Initiative Number: A-05 / 2014 A-05  Target End Date: 2015 Dec 31  Carry Forward: ☐
Initiative Title: Electronic Fingerprint Submission RTID Project

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities:
Technology

PROGRESS:
COMPLETE

Background / Issue being addressed:
As part of the Canadian Criminal Real Time Identification Services (CCRTIS) initiative, all police agencies will be required to electronically submit C216 Fingerprint forms directly to RCMP in Ottawa on or before December 31, 2014.

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.

Objective / Desired Outcome:
To decrease the submission response times and volumes of hard copy C216 fingerprint forms by managing the collection of data electronically and maintaining this information electronically to final disposition. In doing so, will ensure information is provided in real time and with a high level of accuracy.

Year End Summary:
Court staff are successfully submitting C216’s to Ottawa. This project is now concluded.
Initiative Title: 20 gauge shotgun and .22 Rifle training for all Pound Inspectors

Division Responsible: Administration
Section Responsible: Pound

Key Strategic Priorities:
Competency Development

Background / Issue being addressed:
Work Plan Initiative S-03 / 2013 is an initiative to develop a Less Lethal Bean Bag Program. This program is on track with an objective of program approval and implementation in 2014.

With the implementation of the program all police and pound shotguns will be taken from service. Two (2) .22 caliber Savage MKII rifles have been purchased for the pound and although training has not yet been provided for these rifles, the purchase was intended to supplement the 12-gauge shotgun and not replace it.

A 20-gauge shotgun meets the needs of the Pound Inspectors to effectively dispatch animals and further satisfies the safety needs of the Department as we transition towards less lethal 12-gauge bean bag shotguns. The 12-gauge Remington 870 shotgun is currently being used by the Pound Inspectors and they have familiarity with its functionality. Transition to a 20-gauge model would be an easier conversion. Further to this a 12-gauge bean bag shell will not fit the 20-gauge shotgun and 20-gauge shotgun shells fall straight down the barrel of a 12-gauge bean bag shotgun.

Pound Inspectors require training on these new firearms so they can humanely dispatch animals when necessary.

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.

Objective / Desired Outcome:
To have the full time and relief Pound Inspectors trained in the safe use and handling of the Savage MKII .22 Rifle and the 20 gauge shotgun.

Year End Summary:
The training course was conducted on October 5, 2015. The full time and auxiliary Pound Inspectors were trained in the safe handling and use of the .22 caliber rifles and transitioned to the 20 gauge Remington 870 shotgun. Both firearms are now in use and there have been no issues or concerns. Annual requalification and training will now follow.
Initiative Title: Develop Jail Guard Training Program

Division Responsible: Administration
Section Responsible: Administration

Key Strategic Priorities: Personnel

Background / Issue being addressed:
The Commissionaires are trained in house to be jail guards; however, a more robust training program complete with identified standards needs to be developed.

Initiative Detail:
Design a jail guard training package.

Objective / Desired Outcome:
Have a standardized jail guard training program to be delivered when new guards are hired.

Year End Summary:
A training framework is being established to determine the length of the program and its included content. Consideration is being given to our ability to maintain cell operations during the course. This target will be carried forward for completion in 2016.
SAANICH POLICE

2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015
Initiative Number: A-07
Initiative Title: Admin Division Core Budget

Division Responsible: Administration
Section Responsible:

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:

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

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

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

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

Year End Summary:
A new civilian Police Service Representative position has been created and will be staffed in early 2016. A committee will be making recommendations to improve the security and functionality of the Front Desk in 2016. These projects will continue in 2016.
Work Plan Year: 2015  
Initiative Number: C-00  
Initiative Title: Record of Core Function Budget Requirements

Division Responsible: Community Liaison  
Section Responsible:

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:

Year End Summary:
Work Plan Year: 2015  Target Start Date: 2015 Jan 01  Initiative Complete: ✔
Initiative Number: C-01  Target End Date: 2015 Mar 02  Carry Forward: ✔
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

Background / Issue being addressed:
We recognize the importance of working with youth in our community and police are expected to help youth make smart decisions and to reduce the risks they face in relation to issues such as alcohol, driving, drugs, internet safety, and sexual exploitation. Over the years, however, our Youth Section has been reduced and investigators are often pulled away diminishing our capacity to respond to increased demands for youth-related services. Youth-related crime requires focused attention, resources and intentional strategies to ensure that we are able to protect our youth and hold them accountable when necessary. As a result, we have created two youth officer positions to work with the School Liaison Office with a focus of working with potentially high risk youth.

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.

Objective / Desired Outcome:
In collaboration with our community partners, develop and implement a response protocol (structured approach) to engage and support young people who may be at risk.

Year End Summary:
The response protocol is a live document that has been added to by the Youth Sergeant and the Youth Officer over the last quarter. A rough draft of the document has been utilized by the Youth Officer when a new situation or community contact has become involved in a high risk youth. The Youth Officer will be required to train another Youth Officer in January 2016 and the response protocol will be a significant part of the training.

The response protocol as it stands right now is a living document that has additions and omissions added weekly as the effectiveness of these responses changes. Each youth is unique in how they are responded to and what agencies and assistance they are provided. As the response protocols develop further, each high risk youth will be dealt with on a case by case basis; however, the protocol will act a guide or blueprint to ensure that the youth is provided what they need to develop.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  Target Start Date: 2014 Sep 03  Initiative Complete: ✓
Initiative Number: C-03  Target End Date: 2015 Dec 31  Carry Forward: ✓
Initiative Title: Crime Prevention: Reserve Program Home Security Checks

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

Key Strategic Priorities: Community Engagement

PROGRESS: ON TRACK

Background / Issue being addressed:
Years ago members of the Saanich Reserves conducted Home Security Checks as a further community engagement and victim services. The program slowly fell to the wayside from lack of training, interest, and low numbers of Reserves.

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.

Objective / Desired Outcome:
Select and train a minimum of 15 Reserve Constable. Observe and evaluate the effectiveness of the Security Checks. Consider expansion of the program to include businesses that are subject of Break and Enter or significant Mischief offences.

Year End Summary:
The Residential Security Audits have seen a decrease in service requests in the last half of the year. More fan outs and Block Watch Newsletter coverage will be attempted in early 2016 as well as additional Roll Call training sessions. Irrespective of this, the objective has been met and audits have been requested from the public. Feedback from the participants has been positive and the program will continue.
Initiative Title: Bike Section: Graffiti Response Protocol

Division Responsible: Community Liaison
Section Responsible: Bike Squad

Key Strategic Priorities:
Community Engagement

Background / Issue being addressed:
The Saanich Police continue to respond to complaints and incidences of graffiti. The Saanich Police invest time and effort into creating a file, photographing graffiti, and investigating any leads associated with the graffiti. The current protocol for dealing with graffiti files is outdated and requires a more thorough response to effectively deal with graffiti. For example, the current protocol does not address the new Media Gate or who to contact should a member locate graffiti on Canada Post boxes or bus shelters.

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.

Objective / Desired Outcome:
By June 2015 develop a written protocol that will be an organized and structured approach to ensure all graffiti incidences are investigated and dealt with properly. There will be improved documentation and sharing of information with our community partners.

Year End Summary:
The updated graffiti response protocol has been completed and is awaiting final approval and implementation. This initiative will ensure consistency and thoroughness regarding the investigation of all graffiti-related service calls. Due to several personnel changes, a new Bike Section officer will be taking responsibility for the coordination of all graffiti-related investigations in early 2016. This initiative is concluded.
### 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:

- Diversity
- Community Engagement

### Background / Issue being addressed:

The Municipality of Saanich has the highest population of ethno-cultural diversity on Vancouver Island. We are committed to maintaining a welcoming and inclusive environment for all people who come to the Saanich Police headquarters, including people of diversity. In addition we will work to continue developing and enhancing ongoing relationships with our partner agencies which are based on our shared understanding of community needs. In 2013 Saanich Police were recognized by the AMSSA (The Affiliation of Multi-Cultural Societies and Service Agencies) for being a "safe harbour" for diverse communities and individuals.

### 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.

### Objective / Desired Outcome:

Install and implement the digital signage (message board) in our police station lobby.

Acquire and display crime prevention literature and brochures in at least four (4) separate languages at our main counter.

Welcome at least four (4) ethno-cultural groups or other diversity groups to visit our lobby and recommend changes.
Year End Summary:

This year saw new improvements to the culturally welcoming and inclusive environments of our public entrance and front lobby areas. This included a 2015 MultiFaith Calendar and a 2015 Aboriginal Nations Student Role Model Calendar. New posters and brochures were put on display in a wide variety of languages. Additionally, partner agencies recognized in these displays include the Inter-Cultural Association (ICA) of Greater Victoria, the Community Partnership Network (CPN), Victoria Pride Society and the membership of Greater Victoria Police Diversity Advisory Committee (GVPDAC). Human Trafficking posters in several languages were also introduced to the front lobby. The installation of a digital signage message board has been postponed until 2016 while details surrounding the lease of secondary office space are confirmed.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  
Initiative Number: C-06 / 2014 C-18  

Initiative Title: Bike Section: Targeted education and enforcement relating to vulnerable road users.

Division Responsible: Community Liaison  
Section Responsible: Bike Squad

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

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

Initiative Detail:
Identify locations where vulnerable road users are not using the roads responsibly 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.

Objective / Desired Outcome:
The Bike Squad will conduct one spring and one fall enforcement and educational campaign at key locations throughout Saanich. These will be organized and conducted in conjunction with our community partners and ICBC.

The outcome is for cyclists and pedestrians to comply with the Motor Vehicle Act. An indicator of success will be reduced contacts with cyclists and pedestrians during patrols.

Another outcome is the reduction in the frequency and severity of collisions involving vulnerable road users in Saanich. ICBC and PRIME statistics will be used to measure this impact in comparison to prior years.

Year End Summary:

Target Start Date: 2015 Jan 01  
Target End Date: 2015 Dec 31

Initiative Complete: ✓  
Carry Forward: ✓
Bike Squad met its objective of completing one enforcement and education campaign relating to vulnerable road users. Between June 2nd and 12th, Patrol and Bike Squad targeted cyclists without helmets, issuing violation tickets, warnings and helmet coupons. Throughout the year, Bike Squad interacted with several cyclists and pedestrians during each shift, providing safety education and issuing several "positive" tickets (recreation centre passes) to reinforce safe practices.

The Bike Squad Twitter account was valuable in providing further education aimed at cyclists and pedestrians. "Tweets" and photos posted throughout the year included bike lighting instructions, school zone reminders, wintertime/low light pedestrian safety and pedestrian overpass safety. Many of these Tweets were widely distributed in the community and are well-received.
**2015 Annual Work Plan Year-End Summary**

**Work Plan Year:** 2015  
**Target Start Date:** 2014 Jan 01  
**Initiative Complete:** ✔  
**Target End Date:** 2015 Dec 31  
**Initiative Number:** C-07 / 2014 C-16  
**Carry Forward:** ✔

**Initiative Title:** Bike Section: Monitor and document the location and safety of homeless street persons.

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

**Key Strategic Priorities:**
- Community Engagement

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

**Initiative Detail:**
The bike squad will patrol known and 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.

**Objective / Desired Outcome:**
Bike Squad officers will use the PRIME database to monitor and document the status of homeless individuals. Tracking will include their location and updates on physical and mental wellness. The Bike Squad supervisor will review these wellness reports on a monthly basis to look for any areas of concern. Other agencies will be engaged to provide any necessary support for these individuals.

**Year End Summary:**
Bike Squad and Patrol members documented more than ninety (90) interactions checking the welfare of homeless people throughout 2015. The 2015 homeless bulk file has over sixty (60) individuals listed as having no fixed address and living outdoors in Saanich. Bike Squad issued clothing, hats and Tim Horton's gift cards to many of these people.

Bike Squad's focus throughout the year was drawn to Cuthbert-Holmes Park, a popular site for homeless campers due to its size, thick vegetation, and proximity to roads and services. Local residents' frustration with the growing homeless population led to two stakeholder meetings hosted by Saanich Police in late 2015. Saanich Parks, community groups and municipal planners met and addressed many concerns. Several massive park cleanups were completed in November, resulting in a safer environment for all users.
Work Plan Year: 2015  Target Start Date: 2015 Jan 01  Initiative Complete: √
Initiative Number: C-08  Target End Date: 2015 Dec 31  Carry Forward: □
Initiative Title: Bike Section: Distracted Driver Education and Enforcement

Division Responsible: Community Liaison
Section Responsible: Bike Squad

Key Strategic Priorities:
Road Safety

PROGRESS:
COMPLETE

Background / Issue being addressed:
Distracted driving is now the second leading cause of car crash fatalities – ahead of impaired driving – and is the leading cause of rear-end crashes which often result in injuries. Using your phone while driving means you're distracted. It makes it harder to drive straight, follow at a safe distance and react appropriately to an unexpected situation. Some studies have concluded that distracted driving is worse than impaired driving.

This issue has been getting a lot of media and from the Bike Squad's routine patrols there does not appear to be a reduction in the use of electronic devices while driving. With the Bike Squad having a unique platform to patrol on, our accessibility to certain traffic situations is better than conventional patrol vehicles.

Initiative Detail:
Under the direction of the Bike Section NCO, Bike members will identify appropriate location and times to conduct a variety of targeted education and enforcement.

Objective / Desired Outcome:
Conduct a minimum of one targeted education and enforcement project each quarter reporting period during 2015 in support of community and road safety.

Year End Summary:
Bike Squad easily achieved its objective of conducting one distracted driving enforcement project per quarter. Bike Squad members made contact with over 100 drivers by issuing violation tickets, warning tickets, "positive" tickets (recreation centre passes) or verbal warnings. Bike Squad identified some high distracted driver violation areas in Saanich, particularly where traffic is stopped. Bike Squad targeted those key areas throughout the year and noticed a decrease in electronic device use.

The Bike Squad Twitter account was used several times to warn drivers of upcoming projects and the dangers of distracted driving. These notices were "re-tweeted" by many of the account's hundreds of followers. There will be further Bike Squad involvement with distracted driving enforcement during 2016, although this will primarily be handled by the Traffic Safety Unit therefore the objective of this formal initiative do not need to be continued.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015
Initiative Number: C-09 / 2014 C-04
Target Start Date: 2014 Jan 01
Target End Date: 2015 Dec 31
Initiative Complete: ✓
Carry Forward: ✓

Initiative Title: Community Engagement: Continue strong engagement with the various Diverse communities.

Division Responsible: Community Liaison
Section Responsible: Community Liaison

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

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

Initiative Detail:
Saanich is a culturally diverse community, yet many 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.

Objective / Desired Outcome:
Work with the Inter Cultural Association (ICA) and other community partners to provide Saanich Police representation at an average minimum of two (2) ethno-cultural events per month.

Year End Summary:
A multitude of diversity-related activities were attended during the final quarter of the year. This included the YCI (Youth for Change and Inclusion) Motivational Day at Mount Doug High, a police/community dialogue event with the African Heritage Association of Vancouver Island (AHAVI), the November GVPDAC meeting (Greater Victoria Police Diversity Advisory Committee) at the Jewish Community Centre of Victoria, an Aboriginal LGBTQ2 Youth Conference at the Victoria Native Friendship Centre (VNFC) and a community Open House at the Masjid Al-Iman Mosque.

Overall, Saanich Police representatives had a strong, consistent presence at many large, regional diversity events throughout the year, including organizing of all ten GVPDAC meetings, a Champions of Diversity youth awards luncheon and three police/community dialogue events. Major diversity events including the World Partnership Walk, Pride Parade and India Mela were once again well represented by our officers.
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

Background / Issue being addressed:

It is essential that the community takes some share of the responsibilities for reducing crime and building safe neighbourhoods. The police in any community are unable to achieve these goals without help and partnerships from the community.

An effective Block Watch program can create an environment that enables staff and the community to take action and builds a foundation to maintain effective partnerships and a communication network with the community. The participants of the Block Watch program have historically enjoyed lower property crime rates. They have also reported that they enjoy stronger relationships with their neighbours.

Expansion of the Block Watch program is an ongoing priority for the Saanich Police. We believe that the framework of Block Watch provides a very strong platform from which neighbourhoods can help one another to prepare and recover from an unexpected disaster. Earthquake preparedness and post-disaster recovery are very important areas where Block Watch can provide benefits to the community.

Other benefits of the Block Watch program include helping people to feel safe in their homes, increased ownership in accepting responsibility for looking after one another, and decreasing crime by making neighborhoods increasingly unattractive to offenders.

Initiative Detail:

Based on targeted recruitment, public events, and general education, we 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.

Objective / Desired Outcome:

The first objective is to increase the number of participating blocks in the Block Watch Program by a minimum of 15 new blocks by the end of 2015.

An additional objective is for the Block Watch program to take on a larger role in disseminating disaster preparedness.
information and to conduct practical planning and education to Saanich residents.

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

Year End Summary:

The goals of expanding Block Watch impressively surpassed expectations. As of December 15th, 2015 there are again 54 pending blocks in the Block Watch Program. At the start of the year there were 54 pending, of which 32 blocks were activated. Another 32 blocks were recruited into the pending stage, which equates to a potential total of 84 new blocks into the program in the upcoming months. The formal structure of tracking expansion through a Annual Work Plan Initiative will no longer be required.
Work Plan Year: 2015  
Initiative Number: C-11 / 2014 C-11  
Initiative Title: Crime Prevention: Increase the number of Crime Free Multi-Housing Locations  
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

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

The Crime Free Multi-Housing Program is effective in reducing the incidence of crime in multi-unit apartment communities. The program will also build a sense of community and safety for participants. A more engaged community may also increase the frequency in which they call police to report tips on crimes that have occurred or to report suspicious activity.

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

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.

Objective / Desired Outcome:  
Increase the CFMH program by three (3) new buildings by the end of December in 2015. Work more closely with those buildings that are in the Phase II process of the program in an effort to complete their certification.

Year End Summary:  
In 2015, 3 new Crime Free Multi Housing units were activated after passing all required phases. The target was reached with the efforts of the Crime Prevention Constable and the multitude of their community partnerships. There are already 3 potential new locations awaiting certification for 2016. Since the growth of this program is now an established annual activity, there is no longer a need to capture those efforts through the Annual Work Plan initiative process.
Review the organizational structure the Community Liaison Division to ensure the most effective and efficient use of resources.

Division Responsible: Community Liaison

Initiative Title: Review the organizational structure the Community Liaison Division to ensure the most effective and efficient use of resources.

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

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

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

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

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

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

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

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

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

Year End Summary:
The process of reviewing the structure of the Community Engagement Division is an ongoing activity meant to ensure the most effective and efficient use of our resources. To support this, changes in 2015 included:

1) The additional of three more Summer Students for the months of May to August which allowed for an increase in cost effective crime prevention activities.
2) In the spring of 2015, we saw the creation of a new Youth Support Constable position to focus on supporting youth at risk. We will see the arrival of a second Youth Support Constable in 2016 to further help youth make better choices so that they may have better chances.

This initiative is concluded.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  Target Start Date: 2015 Feb 07  Initiative Complete: ✓
Initiative Number: C-13  Target End Date: 2016 Mar 19  Carry Forward: ✓
Initiative Title: Crime Prevention: Reserve Recruit Class 2015

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

Key Strategic Priorities:
- Community Engagement

PROGRESS:
- ONGOING

Background / Issue being addressed:
Authorized strength of Saanich Reserve Constables is 55, due to attrition and leaves of absence the active number is 42. Projected losses potentially have the numbers falling to mid 30’s by the fall of 2015. Given the community initiatives the Saanich Reserve Program are involved in, these low numbers of serving members will affect the efficacy of initiative.

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

Objective / Desired Outcome:
Graduate a Reserve Class of 17 new members in 2016.

Year End Summary:
Twenty seven (27) diverse Saanich recruit Reserve Constables are currently being trained by SPD along with 2 Central Saanich Police Service and 1 Oak Bay Police recruits. The mid-term exam was written December 9th and the class is doing extremely well. Graduation is now slated for March 29th, 2016.
Work Plan Year: 2015  
Target Start Date: 2014 Jan 01  
Initiative Complete: ✔  
Target End Date: 2015 Dec 31  
Initiative Number: C-14 / 2014 C-14  
Initiative Title: Crime Prevention: Continued Expansion of Business Watch Program  
Initiative Complete: ✔  
Target Start Date: 2014 Jan 01  
Target End Date: 2015 Dec 31  
Initiative Title: Crime Prevention: Continued Expansion of Business Watch Program  
Division Responsible: Community Liaison  
Section Responsible: Crime Prevention  
Key Strategic Priorities:  
| Community Engagement |  
| Crime Analysis |  
PROGRESS: COMPLETE  
Background / Issue being addressed:  
The foundation of our Business Watch Program is an increased level of engagement between Saanich Police and the owners and managers of business property. Most of the shopping centers in Saanich are concentrated in a few main areas, however police and business engagement is also required in the more outlying areas of Saanich. Through a variety of strategies, this partnership works to keep illegal activity away from business properties and to provide a safer environment for employees and the public. The benefits of this Program includes reduced costs for business owners and the reduction in overall crime and calls for police service relating to criminal acts. We have developed extensive Business Watch locations within the Municipality.  
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.  
Objective / Desired Outcome:  
Increase the Business Watch program by one (1) new strip mall by the end of 2015. Seek and document enhanced levels of liaison between police and the private security and Loss Prevention Officers to share information and best practices.  
Year End Summary:  
The objective of Business Watch expansion was met with 3 new complexes participating in the program. Since this program's growth is now an established annual activity, there is no longer a need to capture those efforts as a formal objective under the Annual Work Plan initiatives.
Work Plan Year: 2015  
Initiative Number: C-15  
Initiative Title: School Liaison: Engagement with the Arts, Music and Theatre etc.  
Target Start Date: 2015 Jan 01  
Target End Date: 2015 Dec 31  
Initiative Complete: ✓  
Carry Forward: □  

Division Responsible: Community Liaison  
Section Responsible: School Liaison  

Key Strategic Priorities:  
Working with Youth  
Community Engagement  

PROGRESS: COMPLETE  

Background / Issue being addressed:
The School Liaison Section continues our involvement with the Rugby 7 sponsorship and our organized sports activities with the schools through basketball, soccer, and floor hockey into the 2015 school year to engage students. This approach is very successful both for the participants on the floor and for the spectators that attend the event. What we would like to do with this initiative is to expand the areas that we attempt to engage with the general student population. There are a variety of other student activities that we can utilize to expand the student population that we engage. These would include - but are not limited to - sciences, computers, chess, diversity leadership, and other active clubs. There are also opportunities to engage with the Theatre, Music and Dance groups in whatever form they exist in the various schools.

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.

Objective / Desired Outcome:
The School Liaison members will facilitate or take advantage of two opportunities per reporting quarter to attend and/or participate in activities within their schools with a focus on leadership, music, art, theatre, science or diversity, but not limited to these activities.

Year End Summary:
Two of our School Liaison officers have become actively involved in the school band programs at Royal Oak Middle School and Lansdowne Middle School. This initiative is now complete and will be integrated into the yearly events that School Liaison Officers participate in, but will not form part of annual work plan initiatives in the future. Members of the School Liaison Section will engage in the Arts and Music with students as opportunities present themselves throughout the year.
Work Plan Year: 2015  Target Start Date: 2014 Jan 01  Initiative Complete: ✔
Initiative Number: C-16 / 2014 C-21  Target End Date: 2015 Dec 31  Carry Forward: ✔
Initiative Title: Community Engagement: Further increase our Seniors Engagement

Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:
- Community Engagement
- Seniors Programs

PROGRESS:
ON TRACK

Background / Issue being addressed:
Seniors make up a very large and ever-increasing proportion of Saanich residents. While many are extremely active and healthy, there are a large number of multi-unit seniors' homes and other seniors' care facilities in Saanich. These buildings contain many active residents along with some of our more vulnerable and immobile seniors. The Community Liaison Division is wholeheartedly committed to reaching out to our seniors population more than ever and engaging with them on their own home turf, so to speak. This initiative wishes to address the fact that our Saanich Police officers and our program delivery may not have been easily accessible in the past to some of these important citizens.

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.

Objective / Desired Outcome:
Police officers and Reserve Constables from the Community Liaison Division will conduct at least one visit to each and every identified seniors' home or care facility.

Desired outcomes include increased positive engagement between seniors and police, the sharing of elder abuse information and other preventative information and a reduced fear of crime for the seniors who have been engaged.

Year End Summary:
A total of twelve (12) fraud and financial crime presentations were delivered to seniors by our Crime Prevention officer and Financial Crimes Section. Topics included 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 our new Seniors Security brochure, contact numbers for fraud victims and a list of fraud prevention tips. The broader canvassing component of this initiative was started during the late summer, but its format and objectives will be revisited in 2016.
Work Plan Year: 2015  Target Start Date: 2015 Jan 01  Initiative Complete: ✓
Initiative Number: C-17  Target End Date: 2015 May 31  Carry Forward: ✓

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

Background / Issue being addressed:
Police Week began in Canada in 1970 as a way to connect with communities and increase awareness about the services that police provide. Police Week takes place during mid-May of 2015. We will create an Open House event whereby small group tours are provided of Saanich Police headquarters and our Communications Centre.

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).

Objective / Desired Outcome:
Host a Community Open House during National Police Week. The main objective is to welcome and engage the Saanich community with a friendly, well-organized and fun event. This will be an opportunity to showcase many of our operational sections, our equipment, community engagement sections, and our great staff.

Year End Summary:
This initiative was going to be held during mid-May of 2015 but needed to be postponed. Upon further review of the timing for this initiative, the objective to host a Community Open House event will now be carried over to May of 2016 to coincide with the next National Police Week.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015
Initiative Number: C-18 / 2014 C-15
Initiative Title: Crime Prevention: Block Watch - Social Media Expansion

Division Responsible: Community Liaison
Section Responsible: Crime Prevention

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

PROGRESS:
COMPLETE

Background / Issue being addressed:
The Coordinator of Volunteers and the Block Watch program is looking for ways to use social networking sites to communicate with people in the programs. Social networking sites (Facebook and Twitter) are commonplace in today’s society. They are fast and efficient ways for us to communicate. Although some caution is always required for reasons of security, it is clear that much growth is required in order for us to remain current with the times. Since Block Watch is certain to play a critical role in future disaster preparedness and recovery, the use of social media and social networking is even more important. This was shown during the summer of 2013 with the Calgary Police Service receiving widespread admiration and recognition for their highly proactive presence on Twitter.

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.

Objective / Desired Outcome:
The objective is to design and implement a more efficient communication strategy with volunteers and Block Watch participants, through social media, by the end of December 2015.

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

A significant and sustained shift into the areas of disaster preparedness and post-disaster recovery is a key desired outcome for 2015.

Year End Summary:
Social Media growth objectives for Saanich Block Watch were achieved during 2015. The number of followers on the Twitter account has steadily increased to approximately 800. The majority of shared content includes advertising the Block Watch sessions, providing valuable crime prevention tips and creating more public awareness about disaster preparedness and post-disaster recovery. Twitter has been very effective in achieving these objectives.

The Block Watch Facebook account has been less active and this will continue to be a priority into 2016. The objective was to design and implement a more efficient communication strategy with volunteers and Block Watch participants, through social media, by the end of December 2015. The utilization of volunteer assistance has continued to be successful. Since community engagement through Social Media has become a standard activity for Saanich Block Watch, there is no need to continue with the formal Annual Work Plan initiative process for 2016.
Work Plan Year: 2015  Target Start Date: 2014 Jan 01  Initiative Complete: √
Initiative Number: C-19 / 2014 C-06  Target End Date: 2015 Dec 31  Carry Forward: ☐

Initiative Title: Community Engagement: Participate in Adopt-a-Highway litter clean-up program.

Division Responsible: Community Liaison
Section Responsible: Community Liaison

Key Strategic Priorities:
- Road Safety
- Community Engagement

PROGRESS: NOT ACHIEVED

Background / Issue being addressed:
The Adopt a Highway Program is administered by the Ministry of Transportation and Infrastructure. Volunteers from any organization are given the opportunity to contribute to their community and province by cleaning up highway roadsides. These activities can include landscape beautification, litter pickup, and the spotting and reporting of invasive plant species.

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.

Objective / Desired Outcome:
Objectives for 2015 will be application approval, selection of volunteers, and meeting the minimum expectation of four (4) litter pickups throughout the year. Another objective is that this volunteer activity will increase team spirit and morale among divisional staff.

Year End Summary:
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.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  Target Start Date: 2014 Jan 01  Initiative Complete: ✓
Initiative Number: C-20 / 2014 C-08  Target End Date: 2015 Apr 30  Carry Forward: □
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

PROGRESS:
COMPLETE

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

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

Initiative Detail:
The 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 girl's division. In 2015, Saanich Police endeavours to increase the number of participating girls teams to eight (8).

Objective / Desired Outcome:
The target is a total of eight (8) boys and eight (8) girls teams to showcase this exciting sport.

Year End Summary:
This initiative will continue to be a part of the Saanich Police School Liaison yearly initiative. This event has become an integral part of the School Liaison team-building initiative with the local students involved in the Rugby tournament. There is no longer any requirement for this to be a part of a structured Annual Work Plan initiative as it has evolved into an annual event.
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

PROGRESS: DELAYED

Background / Issue being addressed:
In 2012-2013 the School Liaison Section organized nine (9) basketball games between Saanich Police Members and high schools in the District of Saanich. The games were in conjunction with various charitable causes chosen by the students at each school. The events were very successful and for the first time a lunch break format was attempted which maximized student participation. The evening games, which maximized community involvement and provided opportunities for the feeder schools to participate, were still very successful.

The events provided a great opportunity to showcase some of the athletic talent at Saanich Police and to provide a positive interaction between the players, spectators, and the police officers actively participating. It also provided an opportunity to allow other members to attend on or off duty and enjoy interaction with the public and students in the stands.

Initiative Detail:
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.

Objective / Desired Outcome:
The target will be nine (9) games which was accomplished last year. There will be an overlap caused by the 2014 - 2015 school year. The target based on the wheelchair basketball games will be three (3) events within the overall target of nine (9) basketball games. The logistics would preclude every game having that wheelchair component.

Year End Summary:
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. There is no longer any requirement for the formality of a structured Annual Work Plan initiative to track these ongoing Student vs. Police sporting activities.
School Liaison: Develop a partnership program to help youth make smart decisions.

Division Responsible: Community Liaison

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

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

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

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

Year End Summary:
The Youth Officer has developed a very positive relationship with Youth Probation over Q4. Youth Probation has come on ride alongs with the Youth Officer to conduct curfew checks on high risk youth in the community. This partnership has enabled the Youth Officer and Youth Probation to target high risk youth and develop strategies to get these kids the help that they require.

Further, the Youth Officer has been very active in local schools, developing a strong relationship with students and staff to ensure that youth at risk are identified early and the proper care and programs are in place to help with the development of these youth. The Youth Officer attends Youth Court weekly to liaise with Crown Counsel and Youth Probation and several meetings regarding high risk youth have been attended by the Youth Officer. Overall, the Youth Officer is very engaged and in touch with the issues surrounding Youth in Saanich.
### Bike Section: Identify, respond, and maintain four hot spots for graffiti within Saanich

**Work Plan Year:** 2015  
**Initiative Number:** C-23 / 2014 C-17  
**Initiative Title:** Bike Section: Identify, respond, and maintain four hot spots for graffiti within Saanich.

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

**Objective / Desired Outcome:**
The Bike Squad will coordinate four events with Saanich Public Works, CRD, Telus, Canada Post, BC Hydro, and private businesses to implement a community response to clean and maintain graffiti in four hot spot locations.

**Background / Issue being addressed:**
In 2014 the Bike Squad observed locations within Saanich where there was a high incidence of graffiti. These locations have been identified as hot spots for graffiti. These locations have an abundance of pedestrian and cycling traffic and can portray an image to the public a feeling that the area is not being maintained by Saanich. This feeling could result in the perception by the public that there is a higher incidence of crime and a fear for their safety. It is theoretically and empirically proven that if one incidence of graffiti is not cleaned up immediately, within days or weeks it is more likely that other graffiti and future crime may occur.

**Initiative Detail:**
The Bike Squad will continue to observe, monitor, and identify locations that have an abundance of graffiti. The Bike Squad will coordinate events with community partners to implement a community response to clean and maintain graffiti.

**Year End Summary:**
In 2015 the Saanich Police Bike Squad worked with and participated in events with Saanich Public Works, Saanich Parks, Victoria Police Graffiti Coordinator, Garth Homer Society, Saanich Community Associations, BC Hydro, local businesses and volunteers, and cleaned up graffiti in all areas of Saanich. The Saanich Police Graffiti Coordinator completed an Operational Plan on how to organize and execute a community event to clean up graffiti in neighborhoods that was sent to each Saanich Community Association. The Operational Plan will provide a framework for members of each community to organize an event and to clean up the graffiti in their neighborhoods for the future. The areas known to be targeted by graffiti vandals have been rarely vandalized and when there is graffiti a coordinated response to clean up the graffiti occurred in an efficient time period. For 2016 this graffiti initiative will be combined with the other existing initiative in order to reduce tracking duplication.
Work Plan Year: 2015  
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
- Community Engagement
- Community Engagement

Background / Issue being addressed:
The incidence of graffiti in Saanich continues to get the attention of residents in the neighbourhoods where the graffiti is being placed. These calls for service take a significant amount of time for patrol officers that respond, especially when considering that most of the investigations are concluded with no suspect being identified. Further time is required to ensure the graffiti is removed as per municipal by-laws. There is a program in place that allows residents of Saanich to pick up graffiti removal kits free of charge, however the awareness of this program and the by-laws themselves are not well known. The eradication of graffiti is important, as failure to remove graffiti often results in more graffiti incidents occurring in the same area.

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

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

Year End Summary:
In 2015 the Saanich Police Bike Section worked collaboratively with the Quadra Cedar Hill Community Association, one of the largest communities in Saanich, and organized an event where 138 telephone poles were cleaned of graffiti and pamphlets handed out to educate members of the public on the importance of removing graffiti and when and how to report an incident to police.

The Bike Section also organized graffiti clean ups with clients from Garth Homer and Bike Squad members have attended to the areas where cleanups occurred and no graffiti has returned. The Saanich Public Works have been instrumental in the removal of graffiti from numerous locations all over Saanich where graffiti was previously prevalent. The Saanich Police Graffiti Coordinator has noticed a significant reduction in graffiti within Saanich that can be attributed to the improved communication with our community partners.
Work Plan Year: 2015  
Initiative Number: D-02 / 2014:D-10  
Initiative Title: Forensic Video Technician Certification

Division Responsible: Detective  
Section Responsible: Forensic Identification

Key Strategic Priorities:  
- Technology  
- Investigative Capacity

Initiative Complete:  
Carry Forward:  

Initiative Number: D-02 / 2014:D-10  
Target Start Date: 2015 Jan 01  
Target End Date: 2015 Dec 31

Background / Issue being addressed:  
The collection, processing, interpretation and analysis of digital media and video evidence have evolved into one of the core duties of Forensic Identification Section (FIS) Officers. Formal training and practice are the keys to the development of this specific skill. The FIS members over the last five years have had numerous opportunities to practice but are currently only self-taught in video processing. The lack of formal training voids in their knowledge and abilities to effectively work on video conversion requests for service. A formal course will not only address this issue, but aid in the member’s ability to later present evidence in a Court room setting.

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.

Objective / Desired Outcome:  
A certified Video Forensic Technician in FIS would be able to pass along their skills to develop others within the section, be able to improve service delivery of video conversion requests, and ensure that best practices for the acquisition and processing of digital multimedia evidence.

Year End Summary:  
In 2015, the Forensic Identification Section (FIS) received a grant from the BC Civil Forfeiture Office and were able to purchase a custom standalone computer system which is solely dedicated for the processing and conversion of digital video surveillance. This new computer is now utilized daily within the FIS office.

One FIS member received training as a Level 1 Forensic Video Field Technician, which allows them to capture and extract CCTV video from businesses with surveillance cameras. FIS are anticipating this same member will be receiving the Level 2 course in 2016, which will focus on full software capabilities within the video conversion computer system. This newly trained member will also begin mentoring other members within FIS on its use.
SAANICH POLICE

2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015
Initiative Number: D-03 / 2014: D-02
Initiative Title: Create Redundancy for Strategic Crime Analyst Position

Target Start Date: 2015 Jan 01
Initiative Complete: □
Target End Date: 2015 Dec 31
Carry Forward: ☑

Division Responsible: Detective
Section Responsible: Detective

Key Strategic Priorities:

Crime Analysis
Investigative Capacity

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

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

Since PRIME became the record management system in 2004 there has been limited access to statistics and information on trends and patterns of behaviors and activities that affect police decisions in relation to strategies and deployment of resources. In 2014 police gained greater access to information as a result of the i2 data warehouse initiatives.

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

In 2014, initiative D-02 was identified to secure an additional position of Strategic Crime Analyst. This initiative has been delayed due to other staffing priorities. The resulting delay has resulted in the need to build redundancy for the current position through existing resources.

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.

Objective / Desired Outcome:
To identify, train and provide experience in the field of crime analysis to an existing resource.

Year End Summary:
Due to other administrative and operational priorities there has not been the opportunity to train another staff member to backfill for the Crime Analyst. The initiative will be carried forward to 2016.

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<thead>
<tr>
<th>Work Plan Year:</th>
<th>2015</th>
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<tbody>
<tr>
<td>Initiative Number:</td>
<td>D-05</td>
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<tr>
<td>Initiative Title:</td>
<td>To Enhance the Investigative Capacity within the Family Protection Unit</td>
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<tr>
<td>Division Responsible:</td>
<td>Detective</td>
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<tr>
<td>Section Responsible:</td>
<td>Family Protection Unit</td>
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<tr>
<td>Key Strategic Priorities:</td>
<td>Investigative Capacity</td>
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**Background / Issue being addressed:**
Prior to June 2014, the Family Protection Unit did not have the capacity to investigate complaints of Elder Abuse or domestic violence complaints that did not meet the mandate of the Regional Domestic Violence Unit (RDVU).

Domestic Violence complaints that do not meet the threshold of referral to RDVU still require proper management to ensure the appropriate referrals are made. With the addition of a fourth investigator in 2014 the Family Protection Unit now has the capacity to investigate and manage complex files that include Elder Abuse investigations.

In addition to merely reacting to incidents, the Family Protection Unit will have the capacity to become more proactive in the community.

**Initiative Detail:**
To enhance investigative capacity and become more proactive within the community. This will include the investigation of Elder Abuse, the management of Domestic Violence complaints that do not meet the mandate of RDVU and tracking of those files.

**Objective / Desired Outcome:**
To enhance investigative capacity and become more proactive within the community.

**Year End Summary:**
D/Cst. remains committed to this initiative. In January 2016 two (2) members of the Family Protection Unit including the D/Cst. will be attending a local one day training opportunity titled Abuse of Older Adults Awareness and Response training. This training will provide further development in the types of violence, signs of abuse and dynamics between the victim and the perpetrator and will develop strategies and safety plans for the older adult population.

D/Cst. Remains the main point of contact for our department and continues educate and guide our members on these types of investigations.
## 2015 Annual Work Plan Year-End Summary

**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.

### Key Strategic Priorities:
- Investigative Capacity
- Community Engagement

### Background / Issue being addressed:
Seniors have been identified as a vulnerable sector, who are seen by “con artists” as easy targets, due to their trusting nature and often times their need for social interaction. In addition, due to failing health they are often times not able to clearly analyze and identify that they are being defrauded.

Although seniors are more often than not the main target, there are other groups who have been identified as vulnerable and can fall victim to frauds such as on-line dating, mass marketing and door to door solicitation. These people often live independently and can include persons suffering from mental health issues, victims of violence or those who have, or feel they have no support network.

### 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.

### Objective / Desired Outcome:
Reduce the victimization of seniors and other vulnerable sectors of society through education.

### Year End Summary:

<table>
<thead>
<tr>
<th>Initiative Complete</th>
<th>Carry Forward</th>
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<td>✓</td>
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</table>
In 2015, the members of the Financial Crimes Section liaised with various community groups and organizations whose clients were identified as being at a higher risk of falling victim to financial crimes. A total of four (4) fraud prevention presentations were conducted, each of which was based on the individual needs of each group. The groups included the clients of domestic violence transition houses, Inclusion Works, an organization for adults with developmental disabilities, and clients of a local financial institution.

The main topics of discussion included - but were not limited to - current scams, internet safety (on-line dating/romance scams), identity theft and financial abuse. The individuals, who attended these presentations were appreciative of the information provided and the members were advised by the staff that future presentations would be scheduled.

In addition, the section is still liaising with one of the program coordinators from the Commonwealth Pool, who is interested in the members conducting fraud awareness workshops in early 2016. The dates for these workshops are still to be confirmed but will most likely take place on February 3, 2016 and April 6, 2016.

Although this is a new initiative for this year, the benefit of reaching out to these groups is evident as it is not only senior citizens who are the target of financial crimes. Over the years we have seen many individuals who for varying reasons, such as divorce or domestic violence, are more susceptible to financial abuse and exploitation. Many suffer a substantial financial loss as the criminals prey on these vulnerabilities. Therefore the Financial Crimes Section will continue their efforts to reach these groups in 2016 with the hope of providing them the tools to recognize and prevent these types of frauds from occurring to them or those around them.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  Target Start Date: 2014 Nov 01  Initiative Complete: ✔
Initiative Number: D-08  Target End Date: 2015 Nov 01  Carry Forward: ☐
Initiative Title: Crime Stoppers Program Development at the Saanich Police Department

Division Responsible: Detective
Section Responsible: Intelligence Section

Key Strategic Priorities:
- Community Engagement
- Technology

PROGRESS:
COMPLETE

Background / Issue being addressed:
The Greater Victoria Crime Stoppers program is moving locations. It is expected to move from Victoria Police Department to Saanich Police Department sometime in October 2014. With this move comes the hiring of two civilian program coordinators. Currently the Crime Stoppers program is maintaining the status quo but is working with an outdated community profile. There is now the opportunity to refresh the program and maximize its benefits to police and the community.

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.

Objective / Desired Outcome:
The success and expansion of the program will be documented in periodic reports that will be disseminated to participating police agencies, and the Crime Stoppers Board. Efforts can then be modified if necessary to ensure tactics are appropriate.

Year End Summary:
December 14, 2015

It has been just over a year since Crime Stoppers was redeveloped at the Saanich Police Department, and a huge amount of progress has been made over this time, as is documented in the previous quarters. Since Q3, a few additional strides forward have been made. The creation of a stand alone, program specific database was approved by the area Chiefs and an initial version has been already been built by the developer. For the month of December, the Coordinators will be inputting data which we will then review with the developer in January 2016 to determine what statistical reports are needed and if there are any tweaks to the database needing to be done. Based on feedback from the Coordinators so far, they report that the database is easy to use and is not labour intensive. It will be interesting to see how the database performs once enough data has been captured in it to adequately create statistical reports. The updates on this progress will be documented in the associated 2016 work plan initiative.

On December 5th, the Coordinators participated in the annual Santa parade downtown Victoria. The new van, pulling a borrowed garden trailer, was decorated in a Crime Stoppers theme. Unlike the previous year, when everything that could have gone wrong, went wrong, this year everything went almost exactly as planned. The van looked great and
with the help from the Coordinators, their spouses, children, two CS Board members and some grandkids, the CS contingent was very prominent. The only glitch came when they ran out of hand-outs not half way through the parade route! Thankfully there were Board members there who can now speak to the need to acquire more give-aways (paid for by the Board) for next year.

Beyond the parade, the Coordinators are actively promoting the program at every opportunity and recently were involved in two rather spontaneous events where media was present…one where the van was used to help haul donations from a school to a community centre (Cram a Cruiser event at Colquitz School) and the second was an ICBC road safety public event in Central Saanich. Using social media, the Coordinators were quick to publish their participation.

On the topic of social media, the Coordinators have embraced it’s use fully. Our website, Facebook site and Twitter feed are routinely updated and are receiving more and more followers and likes. The new website is a vast improvement over the last one and is still undergoing minor alterations to perform as we need it too. This includes the addition of a missing persons and cold cases page where specific attention can be paid to unresolved files (with authorization from the investigating officers). These can then be linked to our other social media pages and further bring awareness to them.

And finally from an operational standpoint, the program is now stable and running at a high standard. Our tip count for the year is 692, 171 ahead of last year at this time. The exact reason behind this stat is unknown but some of it should be attributed to all the efforts put into re-building the program.

Looking at where we were in October 2014 and where we are now in December 2015, the GVCS program has transformed into an updated, efficient tool for both police and the community. It has been a very successful re-build and one that will continue to be worked on as we move through 2016. This work plan initiative is now complete.

Concluded.

Sgt. Julie Fast #5
Intel Section
Background / Issue being addressed:
Saanich Police provide contracted services to the Oak Bay Police including the investigation of major crimes. Oak Bay officers will always be the first on scene at a major crime and are responsible for preserving the scene and gathering initial evidence. Best practices must be established and followed to ensure positive outcomes in investigations. Ongoing training is required to ensure Oak Bay and Saanich officers have a mutual understanding of roles and responsibilities, shared expectations and best practices.

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

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

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

Year End Summary:
In 2015, Saanich Police Forensic Identification Section (FIS) continued to be successful at identifying suspects for Oak Bay crimes. These included Break and Enters, recovered stolen vehicles, and several robberies.

Oak Bay Detectives attended Saanich Detective musters and the FIS office to gather intelligence and forensic information concerning personnel who are committing those crimes in their municipality. As there are no municipal borders for criminals and this continued collaborative approach will endeavour to solve crimes for both departments.
Initiative Title: Connect with the business community to reduce victimization

Division Responsible: Detective
Section Responsible: Financial Crimes

Key Strategic Priorities: Community Engagement

Background / Issue being addressed:

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

Workload reduced the ability to conduct as many sessions that were hoped for, however staff are committed to holding more sessions in 2015.

Initiative Detail:

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

Objective / Desired Outcome:

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

A measure of success will be a reduction in financial crimes at participating businesses.
As in the previous quarters, workload has prevented the section from completing this task in its entirety. The members were able to conduct one (1) presentation to the staff of Michael's Craft Store on November 12, 2105. The presentation included staff from both the Saanich and West Shore stores and was geared toward debit and credit card frauds, counterfeit bills and methods by which to record and report these types of crimes. The presentation took approximately one hour and fifteen minutes and included a lengthy discussion about the current trends, with respect to counterfeit currency and gift card frauds. This discussion also resulted in a counterfeit currency file being generated by the Financial Crimes members during their attendance.

The section will be carrying over this initiative into the New Year, as we believe the training is beneficial and as mentioned by the employees of Michael’s has provided them with valuable tools to use throughout their work day.
### Initiative Title:
Reduce victimization of seniors

### Division Responsible:
Detective

### Section Responsible:
Financial Crimes

### Key Strategic Priorities:
Seniors Programs

### Work Plan Year:
2015

### Target Start Date:
2012 Jan 01

### Target End Date:
2015 Dec 31

### Initiative Number:
D-12 / 2014 D-01

### Initiative Complete:
No

### Carry Forward:
Yes

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

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

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

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

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

### Year End Summary:

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Tuesday, February 2, 2016
During this past year, the Saanich Police Forensic Identification Section (FIS) and the Crime Prevention Officer have conducted 14 presentations within retirement homes and to a variety of seniors groups within the community. The total number of participants who attended these sessions is approximately 363. The main topics of discussion included but were not limited to, current scams (Canada Revenue, Grandparent, Computer, etc.), identity theft and elder abuse.

The demand for these presentations is apparent as each one was personally requested by the specific group. The ongoing need for these presentations is also evident, through the discussions and stories shared by these individuals and with the fraud files being seen on a regular basis by the section.

The elderly will always be targeted by criminals, especially in relation to financial crimes, as they are preyed upon for their vulnerability and need for personal contact. Although we will never fully eradicate financial crimes against seniors, we can reduce the numbers who are victimized by providing them with the necessary tools to protect themselves and those around them.
### Work Plan Year: 2015

<table>
<thead>
<tr>
<th>Initiative Number:</th>
<th>D-13 / 2014 D-05</th>
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| Target Start Date: | 2012 Jan 01 |
| Target End Date: | 2015 Dec 31 |

#### 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>
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<tr>
<th>Technology</th>
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<tr>
<th>Investigative Capacity</th>
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#### Initiative Complete:
✓

#### Initiative Number:
D-13  /  2014  D-05

#### Target Start Date:
2012 Jan 01

#### Target End Date:
2015 Dec 31

#### Carry Forward:
☐

### Background / Issue being addressed:

Computer forensic services continue to be an area of concern for Saanich Police and policing in general. Limited resources result in long wait times to process evidence from computer hard drives and other forms or computer storage devices. This can and has resulted in files being stayed by Crown for unreasonable delay. Saanich has one officer working with the RCMP Computer Forensic Section, and while Saanich files now have some priority, there are still unreasonable delays in processing exhibits through that unit. In 2011 most cases were contracted out to a private sector computer forensic service but that service eventually became unavailable.

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

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

### Initiative Detail:

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

### Objective / Desired Outcome:

The objective is to fully explore alternative service delivery methods with respect to computer forensic examinations.

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

### Year End Summary:

The Integrated Tech Crime Unit was formally created by the signing of the Memorandum of Understanding between the Victoria Police Department and Saanich Police Department. Overall the transition has been smooth with only a few minor administrative issues coming to light, which were quickly resolved. The unit is fully staffed and receiving referrals for investigation.
Work Plan Year: 2015
Initiative Number: D-14 / 2014 D-14
Initiative Title: Improve in-house training for FIS members

Division Responsible: Detective
Section Responsible: Forensic Identification

Key Strategic Priorities:
- Competency Development

Initiative Complete: ✔
Carry Forward: ☐

Target Start Date: 2013 Jan 01
Target End Date: 2015 Dec 31

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

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

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

Year End Summary:
The Saanich Police Forensic Identification Section (FIS) had another extremely busy year in 2015 and were unable to conduct any specific in-house training. However, FIS Officers regularly advised others within the section on different forensic work/techniques which they found successful.

At the beginning of the year, FIS welcomed a newly trained FIS member in the section. They were mentored for several months and is now fully integrated into the section. They have received advanced training in video conversion bloodstain recognition and is schedule to receive training in footwear analysis in 2016.

In 2016, FIS will be losing a 7-year FIS member and will be gaining a new officer in February to begin his FI mentorship training prior to his attendance at the Canadian Police College in April 2016. Next year will be a very busy for this new FIS officer, however, he will receive support/coaching/mentoring from all the members.
SAANICH POLICE

2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  Target Start Date:  Initiative Complete: □
Initiative Number: O-00  Target End Date:  Carry Forward: □
Initiative Title: Core budget

Division Responsible: Office of the Chief Constable
Section Responsible:

PROGRESS:

Background / Issue being addressed:

Initiative Detail:

Objective / Desired Outcome:

Year End Summary:
Work Plan Year: 2015  Target Start Date: 2015 Jan 01  Initiative Complete: ✔
Initiative Number: O-01  Target End Date: 2015 Sep 30  Carry Forward: ☐

Initiative Title: Organizational Restructuring

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

Key Strategic Priorities:
- Business Process Analysis
- Core Functions

PROGRESS:
COMPLETE

Background / Issue being addressed:
During 2013 and 2014 several efforts were undertaken to examine business processes, structure and mandates of various Divisions and work units within the Department. A restructuring plan was developed in 2014 largely as a result of these efforts and new pressures. This plan was developed in consultation with staff and presented to Saanich Police Board late in 2014, where it was endorsed.

Initiative Detail:
To implement the 2015 restructuring plan commencing in Q 2 of 2014

Objective / Desired Outcome:
To create a structure that allows for more effective and efficient delivery of services.

Year End Summary:
The organizational restructuring will be fully implemented in January of 2016. Building space has been secured for occupation in June of 2016 and staff will be provided temporary workspace in the interim.

This initiative has allowed for a more effective use of supervisors in the Administration and Detective Divisions and for more appropriate resources to be assigned investigative responsibilities. The Street Crime unit was expanded, providing more resources to investigate property and drug offenses and improving other investigative capacities.

The Youth Section was re-assigned to the Youth and Schools Section of the Community Engagement Division with a more refined focus on at-risk youth. An additional .5 FTE support position was added to this Division to improve capacity to provide support to volunteers and Block Watch. And another .4 FTE position was added to the Executive Support resources to address increased demands in this area.

All of these changes were achieved by finding efficiencies within and did not require any increase to the budget.
**2015 Annual Work Plan Year-End Summary**

**Work Plan Year:** 2015  
**Initiative Number:** O-02  
**Initiative Title:** Acquisition of Additional Building Space

<table>
<thead>
<tr>
<th>Key Strategic Priorities</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Building Remediation</td>
<td>ON TRACK</td>
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<tr>
<td>Core Functions</td>
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**Division Responsible:** Office of the Chief Constable  
**Section Responsible:** Office of the Chief Constable

**Background / Issue being addressed:**
A facility needs assessment conducted in 2008 identified there is a need for both improved space and additional space for police operations. This has resulted in a working plan for the Saanich Police and Fire facilities to be reviewed with an eye for remediation in five to eight years. There is a critical need for additional space for police operations in the short term. Some staff are working without Desks or offices where such are required. Other new positions have staff doubled up in offices that were not designed for such use. There is an immediate need for space for volunteers to assist with the enhanced community engagement strategies, and there are work units that simply do not have space large enough to house the work group.

A commitment has been made by the Police Board and Saanich Council to fund additional space.

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

**Objective / Desired Outcome:**
To have acquired and moved components of the organization into new building space by end Q2 2015

**Year End Summary:**
A great deal of work was done to find necessary additional building space to accommodate police programming. There was a significant need established in a 2008 facility review. With the support of Council and partners in other departments, such as finance, engineering and Legislative Services, new space was acquired. This space is scheduled to be renovated in May of 2016. At that time the Community Engagement Division and some Investigative Support Services will be relocated to the new building.
Initiative Title: Utilize Research to inform Evidence Based Decisions and Programming

Division Responsible: Office of the Chief Constable

Section Responsible: Professional Standards

Key Strategic Priorities:

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<td>Business Process Analysis</td>
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Background / Issue being addressed:
The current landscape of public sector accountability, and in particular police accountability demands that where ever possible organizations rely on evidence to make decisions regarding resource allocation, both human and otherwise, and program delivery. In order to meet this demand, in 2014 the Saanich Police implemented Phase 1 of the expansion to the Research Office of the Professional Standards Division. The first of two positions has been hired to conduct research that will allow for an evidence-based approach.

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.

Objective / Desired Outcome:
To demonstrate a number of initiatives that have benefited from research efforts.
To provide tools to staff to broaden their capacity to understand and use evidence based approaches to deliver services.

Year End Summary:
There were several projects undertaken by the new Research and Policy Analyst throughout 2015. By all accounts the creation of this position has provided the Department with access to better, more complete information. The incumbent has been able to make sense of data to enable a better understanding of specific challenges faced by the Saanich Police.

Specific examples of activities were reported in the quarterly progress reports throughout 2015.
# 2015 Annual Work Plan Year-End Summary

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<thead>
<tr>
<th>Work Plan Year: 2015</th>
<th>Target Start Date: 2015 Jan 01</th>
<th>Initiative Number: O-04</th>
<th>Target End Date: 2016 Dec 30</th>
<th>Initiative Complete:</th>
<th>Carry Forward:</th>
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<tr>
<td>Initiative Title: Review of Integration Opportunities</td>
<td>Division Responsible: Office of the Chief Constable</td>
<td>Section Responsible: Office of the Chief Constable</td>
<td>Key Strategic Priorities: Business Process Analysis</td>
<td>PROGRESS:</td>
<td>ONGOING</td>
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## Background / Issue being addressed:
Saanich has a long history of collaboration and integration with regional partners to provide the highest level of police services. In 2014 a review was conducted of existing integrated police initiatives. Saanich Police have also identified opportunities for further collaboration with our regional partners.

## 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.

## Objective / Desired Outcome:
To have examined up to three areas of operations to determine the viability of integration.

## Year End Summary:
Several integration initiatives were examined throughout 2015.

### 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. The report was presented to the Chiefs of both Departments, however, VicPD embarked on an efficacy study and has deferred a decision on this initiative until completion of the review. This will be discussed further in Q-1 of 2016.

### Intelligence / Crime Analysis
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 Q1 of 2016 with a report generated early in 2016.

There has been significant work done by all local police and the CRD to examine the opportunity for integration of 9-1-1- Ca; Answer and Police Dispatch for the region. This work will continue into 2016 with a target of Q-3 for a decision.
There is a commitment to continue the examination of other units to determine if there can be improvements in effectiveness and efficiencies. The Police Boards of Saanich, Victoria, Oak Bay and Central Saanich have come together to examine other opportunities for integration.
Work Plan Year: 2015  
Target Start Date: 2011 Jan 01  
Initiative Complete: □
Initiative Number: O-05 / 2014 O-01  
Target End Date: 2020 Jan 01  
Carry Forward: ☑
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

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

Municipal staff have undertaken to review of all municipal facilities to determine what infrastructure needs exist for the foreseeable future. From this, a list of facilities in need of attention has been identified along with the priority of which that attention is required.

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.

Objective / Desired Outcome:
To identify the earliest opportunity to become engaged with municipal staff in planning for the remediation of the public safety building,

To remain current with the status of the priority of this project in consideration of other municipal infrastructure priorities.

Year End Summary:
The Saanich Police building is part of the Public Safety Building with Saanich Fire, this facility, along with several other critical buildings in Saanich are being examined to establish the long-term facility needs for the Municipal buildings. At the end of Q-4 the assessment of the Police facility was near completion. This information will be used in the overall planning process for Saanich. There is no clear timeline for completion of the planning process and decisions that will follow. This initiative will remain in the Annual Work Plan and updated as more information is known.
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:
- Core Functions
- Personnel

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

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

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

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

Year End Summary:
In 2012 a multi-year staffing plan was created. Since then several positions have been filled, either through additional positions being created or through restructuring efforts. In 2015 no new staff were hired although several key positions were filled. A proposal for 4 additional patrol officers and 1 additional support position were included in the Police Board's 2016 budget submission. Approval of the funding required for these positions will depend on Council's assessment of staffing priorities for Saanich.
Work Plan Year: 2015
Initiative Number: P-01
Initiative Title: Smart Phone Research

Division Responsible: PSAP
Section Responsible: Research and Planning

Key Strategic Priorities:
Research

Target Start Date: 2015 Jan 05
Target End Date: 2015 Sep 30

Background / Issue being addressed:
Marked police vehicles all have Mike Phone, direct connect technology that operates as a cellular phone and also provides a direct connect, push to talk feature. This network operates stand alone from Telus and provides potential redundancy in a post disaster environment. The current hardware is dated and will require replacement over the next few years. Telus operates both systems and has informed us that the Mike network will no longer function in early 2017. Saanich Police will have to have a new cellular phone system in place by the end of 2016 in order to avoid service disruption. This also presents an opportunity to consider the use of smart phone technology in front-line police vehicles as an investigative tool rather than simply a cellular phone device.

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.

Objective / Desired Outcome:
To provide research and recommendations to inform the senior staff with respect to the replacement and use of smart phone technology to allow for a implementation plan in 2016.

Year End Summary:
This project was subsequently reassigned in Q4 to the Administrative Division who successfully identified an alternative option to the MIKE system. This initiative is concluded.
Initiative Title: Develop a Saanich Police Departmental Operations Centre (DOC) Plan

Division Responsible: PSAP
Section Responsible: Research and Planning

Key Strategic Priorities:
- Post Disaster

Background / Issue being addressed:
The Saanich Fire Department has developed a template for the creation of Departmental Operations Centre (DOC) plans. The various departments within the municipality are tasked with preparing individual DOC's that will compliment the municipal Emergency Operations Centre (EOC) plan.

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.

Objective / Desired Outcome:
To have a DOC in place that compliments the EOC by year end.

Year End Summary:
An initial draft of the SPD DOC plan awaits more information regarding physical location, which hinges upon higher level resource and space management tied to secondary facilities. Completion of this initiative is delayed, likely until mid-2016.
Evacuation Response Plan

Division Responsible: PSAP
Section Responsible: Research and Planning

Background / Issue being addressed:
The Municipality of Saanich, through the Saanich Fire Department has developed an Evacuation Response Reference Manual to guide various officials and departments in fulfilling their responsibilities, should an emergency evacuation order be issued. The Saanich Police has the function of ensuring public safety and order and will require a plan to ensure a coordinated response to an evacuation order.

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.

Objective / Desired Outcome:
Develop a Saanich Police response plan to an evacuation order.

Year End Summary:
A draft of the evacuation plan has been reviewed by the Police and Emergency Program and is awaiting final approval. This initiative can be considered complete.
Strategic Planning Framework

The current Saanich Police Strategic Plan will expire December 31, 2016. In order that the development of the new strategic plan is done in a coordinated and structured manner a framework and time-line document will be necessary to guide the process.

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.

To have a framework and time-line that will guide the creation of the 2017-2021 Saanich Police Strategic Plan.

A draft Strategic Planning Framework was completed in Q4. Approval of the draft and execution of Strategic Planning Activities will occur in January 2016.
Initiative Title: Conduct 3 Audits in 2014

Division Responsible: PSAP

Section Responsible: Professional Standards

Key Strategic Priorities:
Business Process Analysis

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

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

Objective / Desired Outcome:
Complete 3 audits in 2015.

Year End Summary:
Three audits were conducted in 2015, although only one audit has been approved. The Parking Offence Notice audit went through a final round of edits in Q4 and will be completed in early January 2016. The review of the Animal Bylaw Tickets audit was deferred due to competing priorities.
Work Plan Year: 2015
Initiative Number: P-06 / 2014 P-01
Initiative Title: Dissemination of public information in a major emergency.
Target Start Date: 2014 Jan 06
Target End Date: 2015 Dec 12
Initiative Complete: No
Carry Forward: Yes

Division Responsible: PSAP
Section Responsible:

Key Strategic Priorities:
Post Disaster

Background / Issue being addressed:
The capacity of the Municipality as a whole is lacking in ability to engage with the community in two-way
communication in the event of a disaster. Specifically, there is no one person/Division that has the ability (or authority)
to speak on behalf of the Municipality as a whole in the event of an emergency. Further, platforms that will be the key
sources of information - websites and social media, are not manned 24/7, are predicted un-sustainable under mass
traffic, and access for updating/posting is limited to but a few personnel.

In review of the 2013 floods in Alberta, specifically Calgary, there is a recognized deficiency amongst Saanich
Divisions and infrastructure (website, servers, personnel, and training) to meet the expectations of the public if an
event were to occur. Collaboration is required amongst Saanich Emergency Program, Police and Fire, Corporate
Services and other Municipal Divisions to develop policies that will build on current capacities.

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.

Objective / Desired Outcome:
Production of police policies, in collaboration with municipal partners, relating to the dissemination of public information
in a major emergency.

Year End Summary:
Final steps for this initiative rest with the Municipal Hall. It is believed more work will be required in building a
coordinated communication strategy; therefore, this initiative is carried over to 2016.
Work Plan Year: 2015  
Target Start Date: 2012 Jan 01  
Initiative Complete:  
Initiative Number: P-07 / 2014 P-05  
Target End Date: 2015 Dec 12  
Carry Forward:  
Initiative Title: Policy Review: Inventory all policies to determine which require updating placing priority on those critical to operational effectiveness, efficiency, public and officer safety, and statutory obligations.

Division Responsible: PSAP  
Section Responsible: Research and Planning

Key Strategic Priorities:

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<tr>
<th>Research</th>
<th>PROGRESS:</th>
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<td>Business Process Analysis</td>
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Background / Issue being addressed:

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

PSAP committed to creating an inventory all operational and administrative policies to determine which required updating. This inventory was completed in 2012. Of those policies identified as requiring updating, further examination was conducted to prioritize the review process for policies critical to operational effectiveness and efficiency, public and officer safety, and statutory obligations. In addition to establishing a prioritized policy review list, in-house subject matter experts were identified to facilitate the review process thus promoting thoroughness and expediency of review.

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

The policy review schedule will be a yearly initiative, with 54 operational policies already identified for review in 2014, some of which as carry over from 2013.

Initiative Detail:

Continue to review and update all Saanich Police policies.

Objective / Desired Outcome:

Compete a review of a minimum of 36 policies.
14 of 161 Operational policies, and 10 of 67 Administrative polices were reviewed in 2015.

A total of 24 policy reviews completed, with an additional 16 in the final stages of review, and 10 others already approved which have been held for specifically timed publication.

**Work Plan Year:** 2015  
**Target Start Date:** 2014 Sep 02  
**Target End Date:** 2016 Dec 17  
**Initiative Complete:** ☐  
**Initiative Number:** P-08 / 2014 P-04  
**Carry Forward:** ☑  

**Division Responsible:** PSAP  
**Section Responsible:** Research and Planning  
**Key Strategic Priorities:** Post Disaster

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

The Emergency Planning Working Group discussed the need for resources to be applied to this initiative. Police are in the same position as other municipal departments within Saanich, and the Emergency Program Officer is developing a template that can be used by staff to build out "Departmental Response Plans". Police will await the completion of the template and then assess whether this will be suitable for our needs given the scope of our operations. In addition, Saanich Police are having a staff member trained in Emergency Management and who will be responsible for

**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.

**Objective / Desired Outcome:**
To have a plan in place by the middle of 2015.

**Year End Summary:**
Competing priorities caused this initiative to be delayed, with an anticipated start now set for Q2 2016.
Initiative Title: Certified Use of Force Instructor Succession Planning

Division Responsible: Staff Development

Section Responsible: Response Options-Training

Key Strategic Priorities:
Competency Development

Background / Issue being addressed:
The Saanich Police are required by both internal and external regulations to train members in the use of different force options which are defensible and appropriate to maintain public safety. Saanich Police have a cadre of eight instructors who provide annual training to members to ensure these standards are met. Current instructors are officers who perform this duty on a part time basis in addition to their regular duties. Many of these instructors have been with the Use of Force program for many years and over time change in rank and/or responsibilities have made it difficult for some instructors to meet their duties as an instructor. Additionally, other instructors are due to retire over the next few years which will create vacancies. There is a need to train and certify additional Use of Force Instructors.

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

Objective / Desired Outcome:
The short term objective is to certify two Use of Force Instructors in 2015.

The long-term objective is to support succession planning by replacing departing and retiring Use of Force Instructors.

Year End Summary:
During 2015 the Staff Development Division conducted an assessment of our succession planning requirements for the Use of Force Instructors group and identified three new officers who have entered the instructor program as understudies. Each of the three new candidates successfully completed the Instructional Skills Workshop as one of the prerequisites. In March of 2016 they will complete the JIBC Certified Use of Force Instructor courses (CUFIC) which will qualify them as fully certified instructors. This Annual Work Plan initiative has been identified as a carry-forward item for 2016, to allow for the new instructors to be certified and join the current instructor group, as well as to conduct a five year projection of the organizational need to identify and develop additional instructors.
Work Plan Year: 2015  Target Start Date: 2015 Jan 01  Initiative Complete:  □
Initiative Number: S-02  Target End Date: 2015 Dec 31  Carry Forward: ✅

Initiative Title: Firearms Instructor First Aid Training

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

Key Strategic Priorities:
Competency Development

PROGRESS:
ONGOING

Background / Issue being addressed:
Currently Department Firearms Instructor participate in annual first aid, CPR and AED training. Although this training meets the requirements for our officers a need has been identified to add another level of training to our instructors. The training will focus on trauma such as gunshot wounds and specific protocols on how to transport trauma patients to area hospitals. An expanded first aid kit which will include oxygen and other specialized items will be required.

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

Objective / Desired Outcome:
Short-Term objective will be to train firearms instructors to properly treat trauma patients.

Long-term goal will to adopt this training as mandatory for all firearms instructors.

Year End Summary:
Enhanced First Aid training for departmental Firearms Instructors carried forward to 2016 for implementation.
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<td>Initiative Title:</td>
<td>Replace outdated Recruit Intake Exam</td>
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**Background / Issue being addressed:**
The current Recruit Intake Exam in use by the Saanich Police Department was introduced in 1984. It has become outdated and contains elements that do not assist the Recruiting Sergeant in identifying the best possible police officer candidates. The exam is also time-consuming to administer and mark and is not an efficient tool. Most other police agencies in the province have revamped or replaced their Recruit Intake Exam and we have fallen behind the industry standard in this area.

**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.

**Objective / Desired Outcome:**
Identify and introduce a new Recruit Intake Exam.

**Year End Summary:**
During Q4 contractual arrangements were finalized for a partnership with the Delta, Port Moody, Victoria, and West Vancouver Police Departments. All five departments signed a contract in December with Ethos Business Communications Group to develop a new recruit intake exam to be shared between the partner agencies. This exam is expected to meet our organizational needs for the next 10-15 years and Ethos will continue to provide support for the life of the exam. The new Recruiting and Career Development Sergeant has been assigned as the project lead for the Saanich Police Department. The exam is in development and is expected to be ready for implementation by mid 2016. This initiative will be carried forward to 2016 for implementation.
### 2015 Annual Work Plan Year-End Summary

**Work Plan Year:** 2015  
**Target Start Date:** 2015 Jan 01  
**Target End Date:** 2015 Dec 31  
**Initiative Number:** S-05  
**Division Responsible:** Staff Development  
**Section Responsible:** Response Options-Training  
**Initiative Title:** Develop and deliver training in the operation of a new Approved Screening Device

#### Background / Issue being addressed:

During 2015 the model of Approved Screening Device (Alco-Sensor IV-DWF) currently in use will be replaced by a newer model which will be the provincial standard. The RCMP Lab will discontinue their support of the current model, which is based on older technology. The new unit includes features that will improve the quality assurance of the breath testing program. Saanich Police members will need to be trained in the operation of the new instrument in order to maintain our impaired driving enforcement initiatives.

#### 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.

#### Objective / Desired Outcome:

Ensure that all officers whose duties include impaired driving enforcement are trained in the operation of the new Approved Screening Device.

#### Year End Summary:

During Q4 the new Approved Screening Devices were ordered and received. A training schedule was developed for all front line officers to receive the conversion training during the second quarter of 2016. This initiative will be carried forward to 2016 for implementation and concluded once all training sessions have been delivered.
Work Plan Year: 2015  Target Start Date: 2015 Jan 01  Initiative Complete: ☑
Initiative Number: S-06  Target End Date: 2015 Dec 31  Carry Forward: ☐

Initiative Title: Research police officer health and wellness programs and strategies

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities: Personnel

PROGRESS:
COMPLETE

Background / Issue being addressed:
Emergency response work can be incredibly meaningful, rewarding and exciting. Research consistently shows emergency response work can also put one's physical and psychological health at risk. Compared to most occupations emergency responders are at greater risk for many physical, mental, and emotional disorders. Police and emergency response organizations are also being called to be more pro-active and creative in dealing with issues of trauma and PTSD in their ranks, even in the midst of tight financial restraints for most organizations. There are many proactive and practical strategies that first responders can employ to mitigate the potentially negative effects of the job. Research is showing key factors that contribute to resilience in people.

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.

Objective / Desired Outcome:
Make recommendations for programs and/or strategies that could be implemented in the Saanich Police Department to better protect the health and welfare of our officers.

Year End Summary:
The Road to Mental Readiness (R2MR) program has been identified as the national standard for mental health/resilience training of police officers in Canada. During Q4 the Senior Officers attended an executive session of R2MR training to receive an overview of this training which all Saanich Police staff will receive in 2016. A selection process is currently underway to identify six departmental R2MR facilitators, and a local training course for these facilitators has been scheduled for April 4-8, 2016. Development and delivery of R2MR training for the Saanich Police will become one of the major new Annual Work Plan initiatives for the Staff Development in 2016, and all sworn and civilian staff will be scheduled to receive the training between September and December of 2016. This initiative to identify an appropriate health and wellness program is concluded.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  Target Start Date: 2012 Jan 01  Initiative Complete: 
Initiative Number: S-08 / 2014 S-03  Target End Date: 2015 Dec 12  Carry Forward:
Initiative Title: Development of Less Lethal Bean Bag Program

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
Core Functions

PROGRESS: ONGOING

Background / Issue being addressed:
Saanich Police officers will only use force which is reasonably necessary to effectively and safely bring an incident under control while protecting the life of the public, another officer, or the officer applying the response option. Police officers are responsible for their response to situations, and are required to justify both the need for force and the level of force used to resolve a matter.

The Saanich Police recognize there are specialized options which officers could use to effectively and safely bring an incident under control. One such option, not currently available to Saanich Police, is the use bean bag technology, which can meet the need for a extended range intermediate weapon option. Research into this area suggests that Bean Bag Technology is a desirable less lethal use of force option for the Saanich Police.

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.

Objective / Desired Outcome:
The objective is to have the Less Lethal Bean Bag program approved and implemented in 2014.

The outcome is to enhance the appropriate response options to resolve critical incidents in a manner that will minimize risk to the public and officers involved.

Year End Summary:
During 2015 implementation of a bean bag shotgun as a less lethal force option for the Saanich Police Department was approved. Weapons and ammunition have been purchased, instructors have been identified and trained, and a training course is currently under development. Two 2 day courses to train 16 operators in the bean bag shotgun will be delivered during the second quarter of 2016. This initiative is assigned to the Training Sergeant as the project lead and will be carried forward into 2016 for implementation.
Work Plan Year: 2015  
Initiative Number: S-10 / 2014 S-13  
Initiative Title: Review and update job descriptions

Division Responsible: Staff Development  
Section Responsible: Staff Development

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

PROGRESS: COMPLETE

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

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

In 2012 and 2013 a review of all Job Descriptions for Constables, Sergeants, and Staff Sergeant was conducted through a consultative job analysis with incumbents, supervisors and divisional managers. To date most job descriptions are in the draft phase and will be reviewed and revised in 2014. This initiative is more complex than first anticipated.

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

Objective / Desired Outcome:
The objective is to complete the review and update of job descriptions for the ranks of Constable, Sergeant and Staff Sergeant by December 31, 2015. Once updated, they will be posted to the intranet for the accessibility of all members.

Year End Summary:
Review and update of job descriptions for the ranks of Constable, Sergeant, and Staff Sergeant have been completed. Job descriptions have been standardized and rewritten, and posted to the intranet for the accessibility of all members. This initiative is concluded.
SAANICH POLICE

2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  
Initiative Number: S-11 / 2014 S-14  
Target Start Date: 2014 Jan 02  
Target End Date: 2015 Dec 12  
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 Complete: ☐  
Carry Forward: ✔

Background / Issue being addressed:
Our current medical testing program has not been reviewed for a number of years and may be outdated. Considering the Saanich Police will be hiring several new officers over the coming years, it is appropriate that the testing process be reviewed.

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

Objective / Desired Outcome:
Implement a medical testing process that meets industry standards.

Year End Summary:
During Q2 the Training Sergeant made recommendations to the Chief Constable to consider adopting enhanced medical testing used by other municipal police agencies. These recommendations were not approved as further work is required regarding budget considerations as well as the requirement for a legal opinion on the department's right to request this information and how we can use it to justify hiring decisions. This initiative will be carried forward to 2016 for assignment to the new Recruiting and Staff Development Sergeant.
### Initiative Title:
Internal training for identified field trainers.

### Division Responsible:
Staff Development

### Section Responsible:
Staff Development

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

### Initiative Number:
S-12 / 2014 S-12

### Work Plan Year:
2015

### Target Start Date:
2012 Jan 13

### Target End Date:
2015 Dec 12

### Initiative Complete:
✓

### Carry Forward:

### Year End Summary:

This initiative has further developed our field training program and will continue to grow in 2014. Over the course of 2012, field trainers and recruits identified a need to create a 'Recruit Manual' that will better prepare recruits in the field. Topics will include, MDT, PRIME instructions as well as templates and examples of common reports. Implementation of this manual was initially scheduled for completion in 2013 but won't be available until later in 2014.

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

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

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

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

This initiative is complete.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  Target Start Date: 2013 Nov 30  Initiative Complete: □
Initiative Number: S-13 / 2014 S-10  Target End Date: 2015 Dec 12  Carry Forward: ✔

Initiative Title: Develop a Personal Development Appraisal system consistent with the competency profiles used in the 2014-2015 Promotional Competition process.

Division Responsible: Staff Development
Section Responsible: Staff Development

Key Strategic Priorities:
Personnel
Technology

PROGRESS:
ONGOING

Background / Issue being addressed:
Current Personal Development Appraisal system is outdated and needs to be revised. The process is not aligned with the competencies that are currently being utilized in the promotional system.

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

Objective / Desired Outcome:
In 2015, implement a new Personal Development Appraisal process.

Year End Summary:
Progress on delivering a new performance appraisal process 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, 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  
Section Responsible: 

Key Strategic Priorities: 
- Core Functions  

PROGRESS: 

Background / Issue being addressed: 

Initiative Detail: 

Objective / Desired Outcome: 

Year End Summary:
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  Target Start Date: 2014 Jan 01  Initiative Complete: ✓
Initiative Number: U-01 / 2014 U-01  Target End Date: 2015 Dec 31  Carry Forward: □

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:
- Business Process Analysis
- Research
- Personnel

PROGRESS:
COMPLETE

Background / Issue being addressed:
Developing a deep and broad pool of leadership candidates competent to lead the organization into the future is an important duty of existing leaders. The ability to formally assist the development of senior constables who assume acting sergeant duties is an identified need within the Patrol Division. As a first step, the Patrol Division management team will prepare a 'competency document' similar in focus to that used by sergeants assuming a staff sergeant's duties. Senior constables will be able to focus on developing the skills and experience that are required to fulfill the duties of a confirmed sergeant.

Initiative Detail:
Develop suitable form.

Objective / Desired Outcome:
Deploy form in 2014.

Year End Summary:
Administrative and Operational Competencies have been published to the Intranet to support senior constables in their preparation for acting sergeant duties. These documents can also be used to refresh the skills of supervisors returning to the division after extended absence. A check sheet for acting staff sergeants has also been posted to the Intranet to support new and returning NCO's who will fulfill these duties.
Initiative Title: Alternative Telebail Strategy

Division Responsible: Uniform

Key Strategic Priorities:
- Business Process Analysis

Background / Issue being addressed:
In April 2001, the BC Provincial Court decided court services were no longer going to be available to the police on weekends and statutory holidays. Instead, a provincial Justice Centre was created where a Judicial Justice of the Peace (JJP) conducts bail hearings for arrested people over the telephone. A police officer prepares the written documentation, faxes it to the JJP then holds the hearing over the telephone to determine if an accused person is held in custody or released on conditions of bail.

Since 2001 the Saanich Police have always used the on-duty Staff Sergeant, Sergeant, or Senior Constable to conduct the Telebail hearings. It takes an officer between two and four hours to prepare and conduct a Telebail hearing which prevents the officers from attending to administrative or supervisory duties.

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

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

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

Year End Summary:
Senior constables and sergeants continue to conduct telebails as needed. Monitoring and inquiries suggest that this is a sustainable strategy to manage this ongoing demand. In rare cases where Telebail hearings impact staffing levels, NCO’s may contact the Duty Officer and request additional staffing on call out.
Work Plan Year: 2015  
Initiative Number: U-03 / 2014 U-03  
Target Start Date: 2014 Jan 01  
Target End Date: 2015 Dec 31  
Initiative Title: Develop a new document for reporting police involved motor vehicle crashes.

Division Responsible: Uniform  
Section Responsible: Uniform

Key Strategic Priorities:
- Business Process Analysis  
- Core Functions

PROGRESS: COMPLETE

Background / Issue being addressed:
A variety of documents are required to report police involved motor vehicle crashes. Some documents are required by municipal staff, while some are required by the police department. In addition to these documents further forms are required by ICBC. Some detail is redundant on the municipal and police forms resulting in excess time being spent on reporting.

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.

Objective / Desired Outcome:
Form deployed - reporting streamlined.

Year End Summary:
Organizational Policy has been updated with new investigative/workflow rules and reporting protocols. Administrative reviews continue to be filed as a hard copy accident review report in the Administration Division. Investigations are now reported in a PRIME GO. This initiative is concluded.
Work Plan Year: 2015  Target Start Date: 2011 Jan 01  Initiative Complete: □
Initiative Number: U-04 / 2014 U-04  Target End Date: 2015 Dec 31  Carry Forward: ✔
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:
- Road Safety
- Business Process Analysis
- Research

PROGRESS:
ON TRACK

Background / Issue being addressed:
Saanich Police have been conducting enforcement at the top five crash sites in Saanich. These crash locations are where the highest volume of crashes occur. In order to deliver the most effective harm reduction strategy, the Saanich Police must also know where crashes that cause the greatest injury occur.

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.

Objective / Desired Outcome:
Implement harm reduction strategies. Reduce harm to motorists where possible.

Year End Summary:
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 statistics 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.

Year end totals
1) Quadra at Tattersall: project hours; 63 violation tickets:44
2) Burnside at Harriet: project hours: 258.8 violation tickets: 190
3) Blanshard at Saanich: project hours: 244.7 violation tickets: 169
4) McKenzie at Saanich: project hours: 483.8 violation tickets: 295
5) Blanshard at Cloverdale: project hours: 367.6 violation tickets:242
Background / Issue being addressed:
The Sheriff's Service used to serve subpoenas in the Province of BC. This function was downloaded to police when government decided Sheriffs would no longer perform the function. No increases to police resources were ever provided to absorb this duty.

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

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

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

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

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

Year End Summary:
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.

Division Responsible: Uniform

Section Responsible: Uniform

Key Strategic Priorities:

- Core Functions
- Personnel

**Background / Issue being addressed:**

K9 section will experience significant staff turnover in 2014/2015. The Saanich Police will need to prepare the section for this transition by training new handlers, a trainer and a supervisor.

**Initiative Detail:**

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

**Objective / Desired Outcome:**

Objectives of initiative met by 2015.

**Year End Summary:**

The new K9 supervisor is working in the section and succession planning is complete. The section will likely see one new member in 2016. An Integrated Regional K9 Service may impact the configuration of the K9 Section if it proceeds, but this remains undetermined. This initiative is concluded.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015
Initiative Number: U-07 / 2014 U-07
Initiative Title: Implement two Collision Analyst training days per year

Target Start Date: 2012 Jan 01
Target End Date: 2015 Dec 31
Initiative Complete: ☐
Carry Forward: ☑

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
- Competency Development
- Road Safety

PROGRESS:
ON TRACK

Background / Issue being addressed:
The Collision Analysts require in-house training in order to maintain their expertise in conducting crash investigations. Opportunities were provided in 2011 and 2012, although 2012 only saw one day being organized. While resource intensive, these training opportunities are very beneficial and will continue through 2015.

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

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

Year End Summary:
A second analyst training day occurred September 16, 2015. Members reviewed best practices and protocols. This initiative is concluded for 2015.
Initiative Title: Ongoing police motorcycle training and certification

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
Competency Development

Background / Issue being addressed:
Police motorcycle riders require in house training and annual certification in order to maintain and develop their skill set. The Traffic Safety Unit will establish and maintain ongoing police motorcycle training and certification. This is important to ensure officers are competent with motorcycle techniques and safety procedures. Examples of these skills include but are not limited to collision avoidance and high speed braking.

Initiative Detail:
Two training and certification days will be provided annually to the riders; one in the spring and one in the fall.

Objective / Desired Outcome:
Enhance rider skill and safety through regular practice. Riders will be certified by the police in house instructor when qualification standards are met.

Year End Summary:
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 concluded.
Conduct Corridor Enforcement on 8 key thoroughfares leading to the top 20 crash sites in Saanich

Using the in house Targeted Traffic Enforcement Program (TTEP) database and crash data from ICBC, enforcement action will continue to be set up and monitored along eight main thoroughfares that lead to the top 20 crash sites in Saanich. By increasing enforcement in these areas, it is anticipated there will be a reduction in the number of crashes and therefore a reduction in the number of injuries caused by crashes. The eight corridors have been identified as: Highway 17, Trans Canada Highway, Shelbourne St., Quadra St., McKenzie Ave., Interurban Rd., Burnside Rd. and Blanshard St.

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

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.

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

Long-term: By increasing enforcement in the main corridors, it is anticipated there will be a reduction in the number of crashes and therefore a reduction in the number of injuries caused by crashes.

Year End Summary:
Total Project Hours by TTEP corridor: 3604.27
Total Tickets by TTEP corridor: 5951
Target key crash sites

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:

- Road Safety
- Business Process Analysis

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

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

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

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

Year End Summary:
Total Project Hours by Top Crash Locations: 1038
Total Tickets by Top Crash Locations: 807
Initiative Title: Conduct three Commercial Vehicle Safety Enforcement projects

Division Responsible: Uniform
Section Responsible: Traffic Safety Unit

Key Strategic Priorities:
Road Safety

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

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

Objective / Desired Outcome:
Increase road safety by inspecting and removing dangerous commercial vehicles from the highways.

Year End Summary:
The commercial vehicle coordinator from TSU conducted 3 commercial vehicle roadblocks in conjunction with enforcement of the truck route bylaw. This resulted in a total of 49.5 project hours and 19 violation tickets.
Conduct containment training with all members of the Uniform Division

Division Responsible: Uniform
Section Responsible: Canine

Key Strategic Priorities:
Competency Development

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

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

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

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

Year End Summary:
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.
2015 Annual Work Plan Year-End Summary

Work Plan Year: 2015  
Target Start Date: 2012 Feb 15  
Initiative Complete: □  
Target End Date: 2015 Dec 31  
Carry Forward: ✓

Initiative Number: U-13 / 2014 U-13  
Initiative Title: Use Intelligence-led Policing to improve Crime Reduction Strategies

Division Responsible: Uniform  
Section Responsible: Patrol

Key Strategic Priorities:

- Business Process Analysis
- Crime Analysis

PROGRESS: ON TRACK

Background / Issue being addressed:

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

Initiative Detail:

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

Objective / Desired Outcome:

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

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

Year End Summary:

This module of the Saanich Police intelligence-led policing strategy is mature and was 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.
Initiative Title: Increase time for Patrol officers to conduct self-initiated, pro-active, intelligence-led initiatives

Division Responsible: Uniform
Section Responsible: Patrol

Key Strategic Priorities:
- Business Process Analysis
- Personnel
- Core Functions

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

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

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

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

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

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

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

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

Year End Summary:
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. Work continues with Island Health but progress is slow.