



## ARCHIVED - Archiving Content

### Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

## ARCHIVÉE - Contenu archivé

### Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.



**VANCOUVER POLICE DEPARTMENT  
2012 ANNUAL BUSINESS PLAN**

**Prepared by the Organizational Planning Unit  
Planning, Research & Audit Section**

## TABLE OF CONTENTS

TABLE OF CONTENTS .....	1
LETTER FROM THE CHIEF .....	2
VANCOUVER POLICE DEPARTMENT’S 2012-2016 STRATEGIC PLAN .....	3
VPD BUSINESS PLAN MODEL AND FRAMEWORK .....	5
CHAMPIONS TOOL AND PERFORMANCE MONITORING .....	7
SEMI-ANNUAL REPORTING PROCESS.....	8
VANCOUVER POLICE DEPARTMENT 2012 ANNUAL BUSINESS PLAN .....	9
Goal: Reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years .....	9
Goal: Reduce property crime by 5% a year for a total reduction of 25% over the next five years .....	11
Goal: Disrupt organized crime groups .....	13
Goal: Combat low-level crimes and problems that impact perceptions of neighbourhood safety .....	14
Goal: Reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years .....	15
Goal: Develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies in the community .....	16
Goal: Provide public educational outreach on policing and police related issues .....	17
Goal: Provide socially responsible programs and initiatives that benefit youth .....	19
Goal: Manage resources in an environmentally sustainable manner .....	20
Goal: Encourage and support career development and succession planning for all staff .....	21
Goal: Ensure that the VPD has the human resources and training needed to meet objectives .....	22
Goal: Support and foster employee wellness.....	23
Goal: Develop and implement initiatives that streamline administrative processes.....	24
Goal: Research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime .....	25
APPENDIX A: CHAMPIONS TOOL TEMPLATES.....	26
Goal – Reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years .....	27
Goal – Reduce property crime by 5% a year for a total reduction of 25% over the next five years .....	30
Goal – Disrupt organized crime groups .....	33
Goal – Combat low-level crimes and problems that impact perceptions of neighbourhood safety .....	35
Goal – Reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years .....	37
Goal – Develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies within the community .....	39
Goal – Provide public educational outreach on policing and police related issues .....	42
Goal – Provide socially responsible programs and initiatives that benefit youth .....	45
Goal – Manage resources in an environmentally sustainable manner .....	48
Goal – Encourage and support career development and succession planning for all staff .....	50
Goal – Ensure that the VPD has the human resources and training needed to meet objectives .....	52
Goal – Support and foster employee wellness.....	54
Goal – Develop and implement initiatives that streamline administrative processes.....	56
Goal – Research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime .....	57

## LETTER FROM THE CHIEF

From 2008 to 2011, the Vancouver Police Department (VPD) made consistent and significant progress towards its commitment of making Vancouver the safest major city in Canada. True to the flexible and adaptive nature of the strategic planning process, the VPD and Vancouver Police Board made the decision to create a new strategic plan one year prior to the completion of the 2008-2012 Strategic Plan. Through consultation with key stakeholders and all employees of the VPD, the 2012-2016 Strategic Plan was completed in mid-2011.

Some Strategic Goals were carried forward from the previous Plan with more ambitious targets building off of the success of previous years. Returning are commitments to: decrease violent and property crime; reduce street disorder and low-level crime to increase perceptions of safety; keep the roads of Vancouver safe; disrupt organized crime; continue providing high quality training and tools to all employees; work on creating an environmentally sustainable police department; and, be an involved community member through participating in various community events in Vancouver. New goals for the next five years include a specific focus on youth programming, employee wellness and growth within the VPD, fostering positive work relationships with key stakeholders (both internal and external), and streamlining the administrative processes to increase efficiency.

Overall, 2011 was another successful year in achieving the VPD Strategic Goals. In 2011, incidents of property crime decreased by 4.3%; when factoring in population growth this represents a property crime rate decrease of 5.5%. Incidents of violent crime decreased by 0.1%; once again, when factoring in population growth this represents a violent crime rate reduction of 1.4%. At the end of 2011, the property crime rate had decreased by 29% and the violent crime rate had decreased by 12% since 2008. Through the expanded use of civil forfeiture and proactive intelligence-led investigations, the VPD has significantly suppressed violent gang activity. Efforts have continued to increase road safety through targeted enforcement campaigns. Similarly, street disorder has decreased through the use of targeted enforcement on 'hot-spots'. In 2011, the VPD expanded its use of social media by providing the public with real time information as well as hosting a live session on Twitter. To assist with its crime fighting efforts, the VPD will continue to work with external partners and all levels of government to prevent and reduce the systemic, societal, "up-stream drivers" that contribute to crime and disorder, with a specific focus on homelessness issues.

However, 2011 also proved to be a challenging year for the VPD. The city was the scene of a riot on the evening of June 15, 2011, following the Vancouver Canucks' loss to the Boston Bruins in Game 7 of the Stanley Cup Finals. VPD officers, and those of surrounding municipalities, placed themselves in harm's way and were able to take control of the situation within a few hours and with no loss of life. However, the impact of the riot did not end that night. Since June 15, the VPD has committed itself to methodically and thoroughly investigate the many crimes that occurred and bring all those responsible to justice. A further challenge in 2011 was the Occupy Vancouver movement. The Vancouver Art Gallery was the site of the Occupy Vancouver protest for more than a month. During this time, the VPD balanced the right to protest with the need to maintain public order and, as a result, unlike several other protests around North America, the protest ended without violence. The continuing riot investigation and the possible return of Occupy protests are expected to continue to require significant VPD resources in 2012. It should be noted that despite these challenges, the VPD was able stay to stay within budget for a seventh consecutive year.

2012 represents the first year of the business planning process that will flow from the 2012-2016 Strategic Plan. The new Strategic Plan continues to pursue some of the strategies from previous years and will implement some new strategies. In the 2012 Business Plans, the Strategic Plan "Champions" will maintain strategies that have been successful in addition to developing new strategies to supplement the efforts of previous years. The Plan continues to ensure that Departmental decisions are guided by the VPD's Strategic Goals.

## VANCOUVER POLICE DEPARTMENT'S 2012-2016 STRATEGIC PLAN

The VPD's annual business planning process flows from the VPD's Strategic Plan. The Strategic Plan is a fluid document and can be adapted to meet the constantly changing needs of the VPD and the concerns of the community. The Strategic Plan is evolutionary, accounting for progress with many of the VPD's past goals and objectives, and combined with the emerging trends and current policing priorities affecting the city of Vancouver. The Strategic Plan serves to focus the VPD as it moves forward in delivering high-quality service to the public.

The Strategic Plan articulates how the VPD is going to achieve its mandate and vision. The VPD has five crime reduction goals, four community focused goals, and five organizational development goals that speak to achieving the VPD vision of being the safest major city in Canada.

The five crime reduction goals are:

- To reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years;
- To reduce property crime by 5% a year for a total reduction of 25% over the next five years;
- To disrupt organized crime groups;
- To combat low-level crimes and problems that impact perceptions of neighbourhood safety; and
- To reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years.

The four community focused goals are:

- To develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies in the community;
- To provide public educational outreach on policing and police related issues;
- To provide socially responsible programs and initiatives that benefit youth; and
- To manage resources in an environmentally sustainable manner.

The five organizational development goals which will support our crime reduction and community focused goals are:

- To encourage and support career development and succession planning for all staff;
- To ensure that the VPD has the human resources and training needed to meet objectives;
- To support and foster employee wellness;
- To develop and implement initiatives that streamline administrative processes; and
- To research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime.

The establishment of organizational goals is critical, and success can only be accurately determined through effective measurement. The Strategic Plan identifies a number of potential measurements that are available to quantify organizational success relative to each of the goals. Each organizational goal is supported by a series of strategies designed to be fluid and re-assessed annually.

In order to identify yearly strategies and associated measurements, an annual business planning process has been developed with the intention of providing a one-year 'snapshot' of the organizational priorities and targets relating to each goal. Annual business planning is important because these plans:

- set strategies, targets and priorities towards achieving strategic and supporting goals;
- provide a basis for budgeting;

- promote accountability;
- inspire innovation and action;
- assist in the efficient allocation of resources;
- communicate to stakeholders; and
- help employees understand how they can contribute to the success of the overall plan.

## VPD BUSINESS PLAN MODEL AND FRAMEWORK

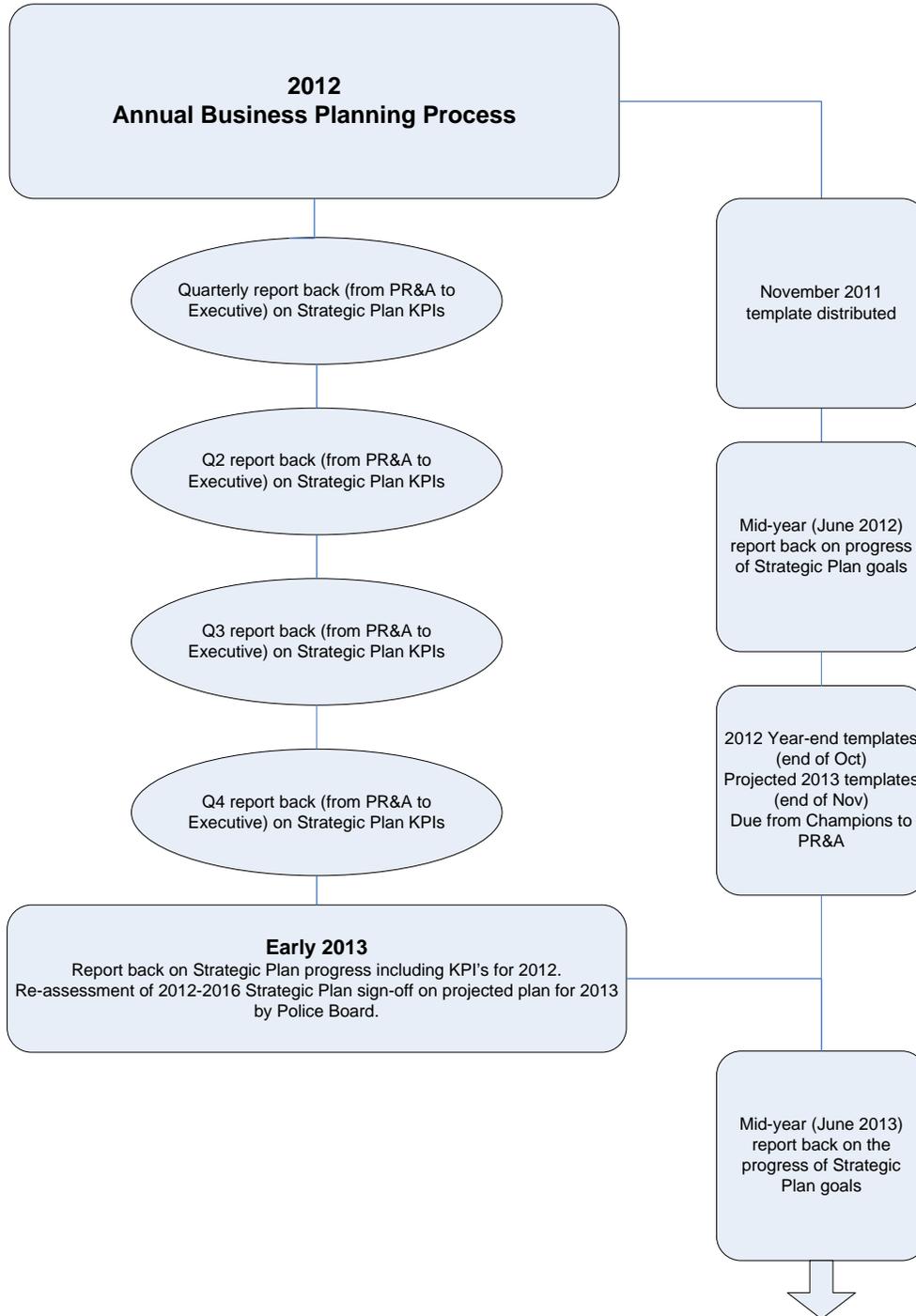
The conditions and actions needed to achieve the desired long-term results of the Strategic Plan are grounded in the VPD Annual Business Plan. Annual business planning is fundamental to achieving and measuring organizational goals. The process is proactive and results-based, thereby leveraging the organization to a desired future state and allowing for accurate planning in relation to the most pressing concerns for the VPD.

The demands on an organization and its operational priorities change over time. To meet these challenges, every organization needs to continually revisit its Strategic Plan and adjust its priorities accordingly. For the VPD, this is accomplished through an annual business planning process that includes:

- an Annual Business Plan;
- quarterly reporting on Key Performance Indicators (KPIs);
- a Mid-year Report Card on the progress of the current Business Plan;
- a Year-end Report-back on the results of the previous year's Business Plan and corresponding re-assessment of the 2012-2016 Strategic Plan; and.
- a revision of the five-year Strategic Plan every four to five years.

As illustrated by Figure 1, the progress of the VPD Annual Business Plan is measured through a semi-annual reporting process. This enables the VPD to monitor its progress on an ongoing basis, and will ensure ongoing organizational accountability.

**Figure 1 - 2012 Annual Business Planning Process**



## CHAMPIONS TOOL AND PERFORMANCE MONITORING

The VPD Annual Business Plan articulates how the VPD is going to achieve each Strategic Goal, and sets timeframes for each strategy. The VPD Executive has identified 'Champions' for each Goal, drawing on the expertise of Deputy Chiefs, Superintendents, Inspectors, and civilian Directors.

In the fall of each year, each Champion is tasked with forming a team consisting of subject-matter experts within the VPD to collaboratively develop annual strategies for the following year in support of the assigned Strategic Plan goal. An electronic template (a 'Champions Tool') has been designed to facilitate the identification of strategies and the subsequent steps and measures necessary to achieve each strategic operational and supporting goal.

The strategies act as guidelines to indicate how the overall goal is going to be achieved in the coming year. Subsequent steps and measures are identified in conjunction with each individual strategy to elaborate on how the goal will be achieved during the set timeframe. Each strategy will identify the following:

- **outcomes** are identified as end states of a desired strategy and the result of what was achieved;
- **measures** are used as a performance indication of how an organization is achieving its goals and objectives;
- **targets** are established as the desired level of a measure at a specific point in time;
- **activities** are listed as the actions taken and work performed, where inputs are used to produce outputs and achieve the strategy;
- **completion time** indicates when the strategy is anticipated to be completed;
- **leads** are identified as individuals accountable for each strategy;
- **linkages/stakeholders** are identified as other business areas that are involved or need to be consulted in relation to achieving each strategy; and,
- **budget implications** are identified as the expected budgetary implication of each strategy.

Each Champion completes the electronic template identifying the main strategies and their associated activities, outcomes, measures and targets in support of the long-term strategic operational or strategic supporting goal that they have been assigned. In addition, each Champion produces a one-page overview/summary outlining their goal as well as the key strategies that will be used to achieve the goal. This information is compiled to create the Annual Business Plan, which outlines how the VPD intends to move forward with its long-term goals over the coming year.

## SEMI-ANNUAL REPORTING PROCESS

Champions are required to report back on their progress in June of each year for the Mid-Year Report Card, and a more detailed Year-End Report-Back is required in November of each year. This will present measurable results, an evaluation of the progress of each strategy in relation to the goal, and outline any challenges that impeded progress.

Meanwhile, KPIs will be presented on a quarterly basis by the Planning, Research & Audit Section. KPIs act as a macro-measurement of organizational performance, and provide a high-level overview of where the VPD is headed. The KPIs identified by the VPD and the Vancouver Police Board are:

- Property Crime Rates;
- Violent Crime Rates;
- Clearance Rates for Criminal Investigations;
- Priority 1 Response Times;
- Traffic Related Injuries and Deaths;
- Budget Variance; and
- Annual Citizen Satisfaction Levels.

All report-back information is compiled by the Planning, Research & Audit Section and is presented to the VPD Executive and Police Board. This information continually informs the VPD on its progress towards achieving its long-term goals.

## VANCOUVER POLICE DEPARTMENT 2012 ANNUAL BUSINESS PLAN

This section contains an overview of the mandate for each of the Strategic Goals developed for 2012-2016, as well as an overview of the key strategies identified in pursuit of those goals for 2012. The detailed tasks and measures associated with each strategy are presented in the templates compiled by each Champion, and are found in Appendix A.

### **GOAL: REDUCE VIOLENT CRIME BY 2.5% A YEAR FOR A TOTAL REDUCTION OF 12.5% OVER THE NEXT FIVE YEARS**

#### **CHAMPIONS: INSPECTOR SCOTT THOMPSON AND INSPECTOR CITA AIRTH**

The VPD has continued to take significant steps to reduce violent crime. Vancouver's violent crime statistics have largely been driven by violence in the Downtown Eastside (DTES) and the Granville Entertainment District (GED). These crimes are often fuelled by drugs and alcohol and it is a challenge to understand the true scope of the problem. Several initiatives have been introduced over the course of the last five years to address this such as LIMA call-outs, a Firearms Interdiction Team, BarWatch, and focused liquor enforcement. The VPD launched the "Sister Watch" program near the end of 2010 followed by various related activities geared to reduce violence against vulnerable women in the DTES. Targeted enforcement action against chronic violent offenders and enhanced operational, and investigative information-sharing and training have also been key initiatives in working towards reducing violent crime across all police Districts. As a result of these and other efforts, the VPD has achieved an overall 12.2% reduction in violent crime since the start of 2008, exceeding the overall target of a 10% reduction.

As violent crime has a devastating impact on victims and witnesses, the VPD has committed to reducing it by another 12.5 percent over the next five years. Accordingly, given recent successes in reducing violent crime, many strategies from 2011 and previous years will be carried over to 2012.

The VPD will continue to implement court order compliance checks against chronic violent offenders across all Districts. Patrol members will also continue to execute and follow-up on all arrest warrants in a timely and effective manner to further ensure public safety. Meanwhile, starting in 2012, street level enforcement projects will be developed and executed in 2012 to target problem areas, problem premises, and/or persons responsible for violent crime. These initiatives among others will contribute to the further development of the SharePoint database resources containing proven operational and investigative strategies/tactics used to address violent crime. ESL student safety will also be a focus of the VPD in 2012 through the translation and dissemination of electronic informational pamphlets. In addition, through Partners in Action, the VPD will continue to work with BC Housing and the non-profit operators of the City's single room occupancy buildings (SROs) to protect the vulnerable residents of these DTES buildings from violence.

Finally, the VPD will enhance efforts to target violence against vulnerable women in the DTES through the "Sister Watch" program. To reduce incidents of violence against marginalized people, joint Operations and Investigation Division resources have been and will be prioritized for related projects. Persons or groups and/or problem premises will be identified through the use of crime analysts along with assistance and guidance from the Investigation Division. Key investigators will be identified to liaise with the Operations Division to assess public risk and viability of project success. The goal will be to disrupt violence through smaller and more frequent Patrol-based projects. Moreover, the "violence against women" tip-line will continue to be regularly staffed by females to assist in removing barriers to reporting, and all credible information will be acted upon.

**KEY STRATEGIES FOR 2012**

- *Continue implementing a court order compliance system for chronic violent offenders*
- *Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the city are available to all Patrol members and investigators*
- *Target and educate students at ESL institutions in sexual assault prevention and personal safety*
- *Execute and follow-up on all arrest warrants offenders are arrested at the earliest opportunity in the interests of public safety*
- *Reduce crime against women in the DTES through the "Sister Watch" program*
- *Develop and execute street level enforcement projects that target areas, problem premises, and/or persons responsible for violent crime using joint Operations and Investigation Division resources*

**GOAL: REDUCE PROPERTY CRIME BY 5% A YEAR FOR A TOTAL REDUCTION OF 25% OVER THE NEXT FIVE YEARS****CHAMPIONS: INSPECTOR LES YEO AND INSPECTOR ED EVISTON**

The VPD has achieved significant reductions in property crime over the period of the last strategic plan and beyond. A number of innovative and proactive strategies to combat property have evolved over time resulting in a total reduction of 29% in the property crime rate since the start of 2008, exceeding the target of 20%. While significant progress has been made, property crime continues to be an ongoing concern and major issue for the public. Aside from being expensive for individuals and businesses, it also leaves people feeling violated and unsafe. As such, the VPD will continue to evolve its strategies for combating property crime with the goal of achieving annual reductions of 5% a year for an overall 25% reduction by 2016.

Like in 2011, the achievement of annual property crime targets in 2012 will be accomplished through the continuance of proven strategies and activities in combination with the development of some new initiatives. The strategic utilization of VPD resources in combating property crime was significantly enhanced in 2011 through the improved information sharing practices between the Operations and Investigation Division. Members of the Investigation Division continue to provide timely feedback to Operations members on the value of their street checks and related intelligence. The successful completion of numerous 2011 projects on repeat and chronic property crime offenders is indicative of the anticipated success to be replicated in 2012. Similarly, the Property Crime Support Unit continues to leverage available technology to track stolen property through XTRACT, and the identification and approval of an enhanced tracking software program is in process for 2012.

The VPD has also relied on various community partnerships to help combat property crime. Vancouver's various Community Policing Centres (CPCs), Citizens Crime Watch, Neighbourhood Policing Officers, and Block Watch empowers citizens to combat crime and disorder issues in their neighbourhood. Moreover, specialty CPCs, such as the Ross Street, Chinatown, and Aboriginal CPC, further this empowerment by providing outreach and translational services to community members. Together all these programs increase community engagement, which in turn translates into crime reduction, as engaged communities with a sense of ownership are more likely to take a stand against crime and disorder.

Successful collaboration and intelligence sharing with other Metro Vancouver police departments will be enhanced through 2012 with the planned development of formal analytical, reporting and meeting processes for property crime investigative units. Further increases in Neighborhood Crime Alert enrollments from 2011 will also be sought in 2012 through enhanced engagement with Business Improvement Associations facilitated by Neighborhood Police Officers and the Community and Public Affairs Section.

With regards to the sentencing of chronic offenders, the level of success achieved to-date will be further leveraged in 2012 through the continuance and adjustment of existing VPD Sentencing Committee activities aimed at 'raising the bar' on sentencing and influencing legislative change. The planned 2012 development of standardized bail and area restriction processes for use by VPD members will further enhance the offender management practices of the Chronic Offender Unit.

In the area of financial and technological crime through 2011, the Financial Crime Unit members attended the Policing of Cyberspace conference and further developed their range of global contacts to enhance international collaboration in fighting technological/financial crime. Through 2012, the Financial Crime Unit and Technological Crime Unit (TCU) will continue to utilize media releases to educate members of the public and also examine new technologies for detecting and preventing technological/financial crime. The 2011 increase in requests to the Technological Crime Unit for assistance in conducting internet investigations is indicative of the success of training

provided to VPD members by TCU. This activity will continue through 2012 to further develop the competency of members in utilizing the internet during investigations.

### **KEY STRATEGIES FOR 2012**

- *Leverage technology that will allow the tracking of stolen property and property offenders that utilize pawn stores*
- *Continue to improve on the flow of intelligence between Operations Division to the Property Crime Unit in relation to “high value” property crime targets*
- *Expand on the success of the Neighbourhood Crime Alert Service to incorporate businesses and ‘group specific’ (e.g., hotels) subscribers to expand messaging to the business community*
- *The General Investigation Section (GIS) will continue reaching out to external agencies with the common goal of reducing property crime in order to share best practices and proactive intelligence*
- *Continue to capitalize on the experience of the VPD Sentencing Committee in order to develop new methods for enhancing the sentencing of chronic offenders and other high profile offenders*

## GOAL: DISRUPT ORGANIZED CRIME GROUPS

### CHAMPIONS: INSPECTOR MIKE CUMBERWORTH AND INSPECTOR BRAD DESMARAIS

The disruption of organized crime activity remains a priority of the VPD as crime groups, such as gangs, are a constant concern for the residents of Vancouver and the surrounding region. Since increasing enforcement efforts, the VPD and its partners have achieved several successes in disrupting organized crime and gang-related violence over the course of the last Strategic Plan. In 2011, the VPD conducted intelligence-led, proactive investigations that targeted individuals whose organized criminal activities had the greatest impact in Vancouver. For example, the VPD Gang Crime Unit (GCU), in conjunction with the BarWatch and Restaurant Watch programs, were particularly successful in denying gang members and associates access to entertainment venues. GCU, in partnership with the VPD Marine Unit, targeted gang members and associates engaged in marine activities. GCU also conducted several successful criminal investigations based on intelligence probes conducted by the VPD Criminal Intelligence Section.

In 2012, the VPD will utilize several strategies to disrupt organized crime groups in Vancouver. Through proactive intelligence-led investigations, the VPD will continue to deny organized crime members access to entertainment venues and will prioritize drug operations towards known gang suspects. This strategy will be supported by the effective use of crime analysis and criminal intelligence. Accordingly, GCU will maintain year-to-date data associated to organized crime activity, maintain comprehensive intelligence packages on organized crime groups, and will participate in regional intelligence exchanges in order to help prevent or reduce organized crime activity in Vancouver.

GCU will also develop exit and intervention strategies related to organized crime groups and it will seek partnerships with key stakeholders to communicate these strategies to specific audiences. This strategy aims to divert at-risk youth from becoming involved in gangs and criminal activity.

### KEY STRATEGIES FOR 2012

- *Reduce criminal activity by organized crime groups through the combined use of crime analysis and criminal intelligence*
- *Divert youth from gangs through the development of community based education initiatives and comprehensive exit strategies for those involved in gangs*
- *Engage in intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on Vancouver*

## **GOAL: COMBAT LOW-LEVEL CRIMES AND PROBLEMS THAT IMPACT PERCEPTIONS OF NEIGHBOURHOOD SAFETY**

### **CHAMPION: INSPECTOR DEAN ROBINSON**

Street disorder and low level crime affects the quality of life for all who live, work, or come to Vancouver for entertainment. If left unchecked, it can diminish quality of life and lead to an increase in disorder and more serious crime. Continuing on the success of previous years' efforts, the VPD is still committed to reducing street disorder and low level crime. In 2012, efforts will occur throughout the city as all neighbourhoods experience some level of disorder and crime. Moreover, the VPD will continue to focus on protest management. As seen in the 2011 Occupy Vancouver protest, the VPD kept local Business Improvement Associations informed and balanced the democratic right to protest with the rights of those who owned property in the area of the protest.

Liquor enforcement will continue year round; however, specific attention will be directed at designated entertainment districts and venues where alcohol is present. To this end, partnerships with BarWatch and Restaurant Watch will continue along with "LIMA" callouts in the city's entertainment districts. Additionally, the VPD will maintain a close working relationship with the BC Liquor Control and Licensing Branch and will ensure that all conditions of liquor licenses are adhered to. In addition to targeting liquor violations, Patrol members will be encouraged to use the Safe Streets Act when applicable. Other initiatives will be utilized to target specific problem issues and areas, such as the use of Beach Patrol along Vancouver's False Creek area. Attention will also be given to large scale gatherings as the VPD will ensure that large public events, such as the NHL playoffs and Celebration of Light, are safe environments for all in Vancouver to enjoy.

The VPD will continue to work with the City to reduce illegal street vending activity. It is hoped that, by the end of 2012, the City will have established a formal and legal street vending venue. Once established, the VPD, in conjunction with City By-Law officers, will enforce City By-Laws regarding street vending outside of the established venue.

Continuing from previous years, the VPD stands as a partner with the City of Vancouver in eliminating street homelessness. The VPD's Homelessness Coordinator will continue collaborating with various levels of government and the private sector to implement homelessness reduction programs. Furthermore, the VPD will work to ensure that single room occupancy hotels (SROs) throughout the city are safe buildings to reside in. This cannot be achieved alone, and BC Housing will be a key partner in this endeavor.

### **KEY STRATEGIES FOR 2012**

- *Liquor enforcement to continue year round throughout the city, with specific focus on the entertainment districts and events or areas that sponsor alcohol use*
- *Continue assisting the CoV in achieving the goal to end homelessness in Vancouver*
- *Reduce illegal street vending by working with the CoV in establishing sanctioned vending locations*
- *Through order maintenance, reduce street disorder city-wide that exists in different forms including matters such as aggressive panhandling, squeegee-ing for money, fighting in public, disorderly loitering overnight, etc*

## **GOAL: REDUCE MOTOR VEHICLE COLLISIONS THAT RESULT IN INJURY OR DEATH BY 12.5% OVER THE NEXT FIVE YEARS**

### **CHAMPION: INSPECTOR TED SCHINBEIN**

Traffic collisions cause more loss of life, injury and property damage than crime. Police have the responsibility of reducing traffic related injuries and deaths, in addition to combating crime, to ensure safety for all. The efforts of the VPD Traffic Section contributed to the steady decrease in fatal collisions in the City of Vancouver over the period of the last Strategic Plan. In 2008, 25 fatal collisions occurred in the city of Vancouver and that figure dropped to a historic low of 9 in 2010. Confirmed traffic fatalities increased slightly, to 13, in 2011, with 9 of those being pedestrian deaths. The VPD achieved this steady general decline over the last five years despite a number of challenges, with the most paramount challenge being reduced staffing levels. Additional challenges faced by the VPD Traffic Section in 2011 included an increase in traffic control duties related to protests, an increased demand for enforcement from the community, and increased traffic congestion.

Over the next five years, the VPD will continue to work towards reducing motor vehicle collisions that result in injury or death with an overall target of a 12.5% reduction.

As in 2011, a key strategy for 2012 will be continued intelligence-led enforcement. This strategy is to effect a noticeable improvement in the behaviors of drivers as well as those of vulnerable road users such as motorcyclists, cyclists, and pedestrians. Enforcement efforts will be focused on high crash locations, high crash time periods and behaviors which put the most vulnerable at risk. The Traffic Section will be using Automated License Plates Reader (ALPR) technology to detect and apprehend high risk drivers (e.g., unlicensed, uninsured and prohibited).

Furthermore, in 2012, the Traffic Section will be looking to actively increase patrol officer engagement in traffic enforcement activities. To that end, the Traffic Section will deliver traffic enforcement training, including a RADAR/Laser operators' course, to patrol members. To supplement this training, the Traffic Section will be offering mentorship opportunities to all operational members.

These specific enforcement activities will also be complemented by the continued focus on education programs aimed at improving traffic safety, to be delivered both internally and externally. To ensure the widest audience is engaged in traffic safety, the Traffic Section will design presentations that reach out to specific and diverse communities and ethnic groups. For all enforcement and educational initiatives in 2012, the VPD will continue work with its partners to ensure all road users are safe and secure on the roads in the City of Vancouver. The Traffic Section will work particularly closely with Vancouver's CPCs and the Insurance Corporation of BC (ICBC) to centralize the delivery of the Speed Watch program. This program advises drivers of their speeds in high risk locations thus prompting speeders to slow down and use their road sense.

### **KEY STRATEGIES FOR 2012**

- *Directed enforcement based on the use of ICBC collision data*
- *Focus on enforcing the Motor Vehicle Act on all road users to ensure safety for pedestrians, cyclists, and motorists*
- *Increase the amount of engagement by Patrol officers in traffic enforcement activities while on shift*
- *Increase enforcement action on unlicensed, uninsured, and prohibited drivers*
- *Conduct public education on traffic safety through a community traffic safety awareness campaign*
- *Coordinate the Speed Watch program across the numerous CPCs in Vancouver and ICBC*

## **GOAL: DEVELOP AND MAINTAIN POSITIVE WORKING RELATIONSHIPS, INCLUDING SHARING INFORMATION, WITHIN THE VPD AND WITH STAKEHOLDER AGENCIES IN THE COMMUNITY**

### **CHAMPION: INSPECTOR MARCIE FLAMAND**

Developing and maintaining strong working relationships, both within and external to the VPD, is integral to achieving the VPD's vision of Vancouver being the safest major city in Canada. Strong relationships within the VPD ensure that all Sections work in unison to achieve the VPD's Strategic Goals. The VPD has demonstrated leadership in collaboration with diverse stakeholders. This new Strategic Goal will continue to support these relationships and will focus on at-risk and marginalized groups including the mentally ill, the homeless, and vulnerable women. This does not negate the VPD's responsibility in building relationships with other non-marginalized community groups and agencies such as neighbourhood associations, community centres and business improvement associations.

Building and maintaining positive working relationships with community groups and agencies allows for collaboration that leads to a more comprehensive and successful response to crime and safety issues. Through partnerships, the VPD is able to share resources, which may include specialized skill sets, infrastructure and costs. By engaging the community, citizens increase their sense of responsibility for community safety and problem solving. Moreover, their input contributes in identifying crime priorities. Partnerships also create opportunities to reach out to communities that may be difficult to access and engage in community safety. One such partnership is with Vancouver Coastal Health (VCH). The VPD and VCH are collaborating on a number of initiatives whereby the VPD and VCH are partnering to provide the best possible service to the mentally-ill and emotionally disturbed.

VPD initiatives such as Block Watch, community policing programs, the Homeless Outreach Liaison Officer and the Sex Trade Industry Liaison Officer have successfully reached out to various communities. However, it is imperative that the VPD continues to implement a variety of strategies to further engage the community as well as to continue to develop innovative programs and outreach. The recent Sister Watch program, community movie nights, use of blogs, Quick Response codes, Twitter and electronic Crime Alerts are examples of the innovative programs being delivered. Ongoing dialogue with community partners will enhance the VPD's ability to reduce crime and build trust so that community members will be empowered to report crime.

The VPD will reach out to the Aboriginal community through various programs. The VPD's Eastside Aboriginal Space for Youth (EASY) program is dedicated towards reaching out to at-risk aboriginal youth. High-risk aboriginal youth participate in recreational activities, learn about their culture and heritage, and participate in various skill building workshops all while developing relationships with VPD officers. In 2012, the VPD will strengthen its working relationship with the community through the Aboriginal CPC by using dedicated VPD resources and participating in various community events, such as the Pulling Together canoe journey.

With regard to internal communication and partnerships, front-line members will be encouraged to attend weekly Crime Control Meetings where weekly crime prevention priorities are set, as well as the monthly CompStat meetings where more high-level enforcement decisions are made.

### **KEY STRATEGIES FOR 2012**

- *Foster trust between the VPD and DTES women's groups*
- *Increase avenues of communication between front line officers and the Senior Management Team*
- *Work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill*
- *Improve awareness and access to support services for vulnerable victims of crime including seniors*
- *To increase awareness, both within and outside the Aboriginal Community, of the VPD's development of an Anti-Gang EASY program*

## GOAL: PROVIDE PUBLIC EDUCATIONAL OUTREACH ON POLICING AND POLICE RELATED ISSUES

### CHAMPION: SENIOR DIRECTOR PAUL PATTERSON

The mission of the VPD's Community and Public Affairs Section (C&PA) is to act as a communication link between the VPD and the public. Accordingly, the Section maintains a strong relationship with the media and administers many public outreach programs to foster a positive perception of the VPD. The method of delivering the VPD's message to the public takes on traditional forms such as press conferences and print media as well as innovative uses of social media. Additionally, the Section also educates, engages, and supports the community with programs such as Block Watch, Citizen's Crime Watch (CCW), Business Liaison, the Community Policing Centres (CPCs), and Victim Services. C&PA also assist other VPD Sections in efforts to communicate their crime prevention or public safety messages to the public, one such example being the use of the Riot Round-up posters.

A main focus of C&PA will be to expand the use of social media. In 2011 great efforts were made and they resulted in success. For example, the number of Twitter followers rose from 20 at the beginning of 2011 to over 20,000 by the end of the year. The VPD's YouTube channel shifted from predominantly a recruiting focused tool to a general information dissemination tool, complete with crime prevention tips and riot investigation updates which brought viewership into the thousands. Lastly, the VPD hosted *Tweet the Chief*, a first for North American Police Departments, whereby the Chief Constable participated in a live webcast where questions were received via Twitter. In 2012, these efforts will be continued and expanded by updating online content and utilizing present social media tools in new innovative ways. Furthermore, all print material will highlight the VPD website which will act as a portal to the VPD's social media content.

Through the use of the VPD's community programs, C&PA will utilize CCW, the CPCs, and Block Watch to further the reach of crime prevention campaigns. Assistance will be provided to the Traffic Section to increase the effectiveness of road safety campaigns through the dissemination of messages across multiple media types. Likewise, C&PA will offer its services to the investigative sections of the VPD to aid in property crime prevention campaigns. The VPD will work with CPCs to ensure that programs most relevant for each community are present while at the same time ensuring that a specified core level of services will be present in all CPCs to ensure consistent service delivery across the city.

Community surveys continually rank the Victim Services Unit (VSU) as one of the most important services provided by the VPD. To this end, the VPD will continue to support and expand the VSU. In 2011, the VSU was faced with numerous staffing challenges, however, still was able to increase the number of victims assisted. The hard work of the VSU will continue into 2012 where they will strive to help even more victims than in previous years.

In 2010, C&PA was expanded to include the VPD's diversity mandate and initiatives to enhance relationships with various community groups in Vancouver including Aboriginal youth, the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBQT) community, and various ethnic groups. In 2012, as in 2011, through partnership programming awareness, the VPD aims to reach out to these diverse communities of Vancouver. The VPD will participate in numerous cultural, ethnic, and community events to foster strong relationships. Furthermore, the VPD will continue its efforts to combat hate crime by developing new programs to engage the LGBTQ and ethnic communities. Innovative new solutions such as the use of smart phone apps will be explored.

### KEY STRATEGIES FOR 2012

- *Continue enhancing the public's awareness of programs and services provided by the VPD by increasing traffic to the VPD website and increasing the use of social media*
- *Continue to enhance the reputation of the VPD through a steady growth in the number of positive media articles*

- *Continue to enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories. This encompasses campaigns to increase personal safety and road safety*
- *Continue to enhance the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services*
- *Outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial*
- *Improve the VPD's outreach to Vancouver's diverse cultural communities*

## GOAL: PROVIDE SOCIALLY RESPONSIBLE PROGRAMS AND INITIATIVES THAT BENEFIT YOUTH

### CHAMPION: INSPECTOR RALPH PAUW

For a number of years, the VPD has been involved in crime prevention strategies with youth programs, such as the Police Athletic League (PAL), and partnerships with community groups. The success of these programs is rooted in the belief that they prevent youth from becoming involved with the criminal element through building self-esteem and positive relationships with police officers. Many VPD employees choose to donate their own time to these causes demonstrating their strong commitment to the positive effect on youth.

The history of PAL at the VPD begins in 2004, and the program has expanded considerably since then. This program provides students a safe place to play sports and develop a positive rapport with VPD officers, thus reducing the likelihood they will become involved in gangs and criminal activity. Moving forward, the VPD will ensure that the momentum PAL has gained in recent years continues by securing funding to maintain and expand the program. It is hoped that with funding raised in 2012, this program can be expanded to include more activities and schools.

Funding will also be sought for the VPD's Student Challenge Program, a miniature police academy placed for 48 students attending Vancouver high schools. The students who attend this program develop an understanding of what it takes to be a police officer, and, similarly to the PAL, this program assists in developing relationships between the VPD and the youth of Vancouver. In fact, some students who attend the Student Challenge are hired by the VPD as officers a few years later. This program does not have issues meeting enrolment numbers as each year the number of applicants far exceeds the number of spaces. However, the challenge is obtaining the \$28,000 required to put on the program. In 2012, the VPD will focus on obtaining the funding for the year and will look for a long-term funding partner to ensure that more efforts can be devoted to program itself, rather than looking for funding each year.

Unfortunately youth still become involved in criminal activity. When this occurs, the courts will generally place conditions on youth in the hopes that it will prevent future criminal behaviour by keeping them away from persons and situations which lead towards criminality. In 2012, the VPD will devote resources to ensure that these conditions are adhered to. Furthermore, the VPD will continue to follow the principles of the Youth Criminal Justice Act by utilizing extra-judicial measures for youth who commit less serious offences. This involves youth entering social and community programs that address the underlying causes of their criminal behaviour.

### KEY STRATEGIES FOR 2012

- *Maintain the VPD Youth Referral Program to remain consistent with provisions of the Youth Criminal Justice Act (YCJA) and consider extra-judicial measures for youth who commit less serious offences*
- *Coordinate and implement the Retail Theft Circles (RTC) program to provide an opportunity for offenders to learn about the impacts of shoplifting directly from those most impacted*
- *Y10 (the Youth Car) to conduct checks on youth with court-imposed conditions to ensure they are being abided by*
- *Continue to develop and maintain the success of the Police Athletic League (PAL) program*
- *Secure funding to ensure the VPD Student Challenge can be held annually*

## GOAL: MANAGE RESOURCES IN AN ENVIRONMENTALLY SUSTAINABLE MANNER

### CHAMPION: SUPERINTENDENT DARYL WIEBE

In 2009, the City of Vancouver formed the Greenest City Action Team, whose mandate was to determine Vancouver needed to become the greenest city in the world by 2020. Council adopted ten long-term goals and much work has been underway since then to accomplish these goals. The VPD shares this commitment to environmental sustainability, and, in 2010, launched the *Code Green* program.

Through 2011, *Code Green* focused on five specific strategies to further the VPD's environmental sustainability, including: the development of carbon neutral policies and practices in the selection of systems, equipment, and materials; the reduction of departmental energy consumption and waste; the establishment of a "green" culture within the department; and, the engagement of VPD staff to reduce vehicle emissions. Over the past year there has been great progress made in achieving the overall mandate of *Code Green*. Examples include: the addition of hybrid vehicles into the fleet; the replacement of prisoner transport trucks with more nimble, fuel-efficient Sprinter prisoner vans; and, reduced paper use. In addition, the VPD has participated in numerous joint committees and programs with the City; developed a battery recycling program; and, actively participated in a corporate waste reduction program targeting citywide waste diversion in 2012.

A recent study of environmental programs and initiatives within police agencies, including a comparison of the VPD with other departments throughout North America, showed that the VPD has been responsive and proactive in many areas. While certain factors outside the control of the VPD limit the ability to address all environmental concerns, including factors such as building design and externally directed waste management services, the VPD strives to make further improvements in environmental sustainability.

Green initiatives will continue to be a priority for the VPD moving forward through 2012. One such initiative is building on the Green City Scholars program. A subject matter expert will be sought to take the role of a dedicated sustainability coordinator. This position will be a valuable resource in planning future sustainability projects and will be able to apply pre-existing knowledge and research to improve the VPD's current efforts in environmental sustainability. In addition, the VPD will focus on overall waste, energy, paper, and vehicle emission reductions.

### KEY STRATEGIES FOR 2011

- *Engage in a waste reduction program to divert waste in the VPD*
- *To reduce vehicle emissions in the VPD*
- *To replace paper-intensive processes with paperless systems where possible and when cost effective*
- *To assess the feasibility of a dedicated sustainability coordinator role within the VPD, exclusively for VPD programs and initiatives*

## **GOAL: ENCOURAGE AND SUPPORT CAREER DEVELOPMENT AND SUCCESSION PLANNING FOR ALL STAFF**

### **CHAMPION: INSPECTOR LARRY COPE**

Succession planning and career development is crucial to ensuring that the VPD has the required resources to replace retired staff, as well as a motivated, content and productive workforce. Through proper succession planning, mentoring and training regimes, VPD staff will be better prepared to transfer seamlessly between positions.

In previous years, the Human Resources (HR) Section has worked towards improving and enhancing career development opportunities for VPD staff. Moving forward, efforts to enhance career development will be furthered by developing personnel management software which will aid in tracking staff training and qualifications. In turn, this will allow for training budgets to be more closely aligned to areas required to ensure transfers occur with minimal loss of expertise.

In addition to ensuring training and qualification are kept up to date, HR will explore methods of determining attrition with more accuracy. HR will work collaboratively with the Training and Recruiting and Information Technology Sections to develop succession planning systems on the basis of already developed in-house platforms. The result will be a new database which will contain comprehensive demographic data that complements the current demographic data found in SAP. Once this system is running, reports will be distributed to managers on an ongoing basis to assist in proper succession planning.

To further the creation of other career development and succession planning programs, HR will create formal policies to guide career development within the VPD. This will streamline processes and allow staff to more effectively plan their careers. To facilitate this process, HR will seek the input of VPD staff through a questionnaire. In addition to providing useful information, the questionnaire will increase staff awareness of career planning and increase participation in the career planning process.

### **KEY STRATEGIES FOR 2012**

- *Manage all periods of rank depletion through planning and projection*
- *Explore and investigate software that is compatible with SAP and focus on “skills management”*
- *Establish a committee to work with IT to establish the viability of further development of the Mandatory Training Program for the purposes of career development*
- *Create formal working policies on what constitutes career development*

## **GOAL: ENSURE THAT THE VPD HAS THE HUMAN RESOURCES AND TRAINING NEEDED TO MEET OBJECTIVES**

### **CHAMPION: SUPERINTENDENT JEFF SIM**

In 2011, the VPD continued to demonstrate its commitment to developing and supporting its staff by ensuring fair HR management business processes were in place. The continued open dialogue between HR staff, VPD members, and other stakeholders has been a key deliverable of the 2011 Business Plan. These HR businesses processes, and their fair and consistent application, have assisted VPD members to fulfill their career and personal goals. Implementation of processes related to tracking of discipline records and “McNeil disclosures” is an example of the VPD both ensuring that legislative and court mandated requirements are met while also supporting staff development. Moreover, the VPD’s efforts in 2011 resulted in a decrease in the number of complaints filed through the Professional Standards Section. This can be attributed, in part, to the early intervention program, which identifies members who show signs of precursors to performance and/or behavioural issues and allows for the appropriate corrective measures to take place. Also of significance in 2011 was the completion of training of Operations Division staff in crisis intervention. Continuous rotations of staff mean that a small percentage of members will always require the training. However, the Provincial program that has a blended delivery method of on-line and in person will now replace the VPD program.

In 2012, the goal of “ensure that the VPD has the human resources and training needed to meet objectives” forms the basis for the annual Business Plan. One key component is the creation and implementation of a development plan focusing on the first five years of a constable’s career. This initiative has been initiated by the Education and Training Unit and will ensure that constables receive core training programs in their first five years. The “First Five” program will be one of the first projects of the new curriculum developer in the Training & Recruiting Section and will include a variety of education and experiential opportunities.

The VPD Recruiting Unit will continue several outreach programs as part of its recruiting drive resulting in the hiring of 52 recruits and nine experienced officers. These new officers will fill vacancies created through attrition and will supplement the new recruits currently in training. Civilian vacancies will be strategically filled ensuring that budget restrictions are maintained while operational needs are met.

The delivery of management-oriented training programs that focus on ensuring our supervisors and managers have the skills to implement our HR business processes will continue and be expanded. The leadership skills of supervisors, middle managers, and executive-level managers will continue to be developed and programs to develop these skills will form part of orientation programs for sergeants, staff sergeants and inspectors.

### **KEY STRATEGIES FOR 2012**

- *Develop a five year comprehensive training and education plan for constables that will ensure our members are achieving their full potential*
- *Ongoing delivery and development of leadership, labour process investigation, and HR processes training for supervisors and managers*
- *Recruit and retain sworn and civilian members to fill current and projected vacancies*

## GOAL: SUPPORT AND FOSTER EMPLOYEE WELLNESS

### CHAMPION: INSPECTOR LARRY COPE

The importance of work-life balance cannot be overstated in a policing environment due to the nature of all that is involved in police work. Stress on the job not only negatively effects work performance but also the personal lives of VPD employees. By assisting employees to manage their work-life balance, costs to the Department will be off-set through higher retention, higher productivity, and reduced health benefit costs due to injury and stress. Furthermore, these outcomes are consistent with the VPD's commitment to be an inclusive and welcoming work environment.

To achieve this Strategic Goal, a health and wellness program will be created by HR, with input from various key stakeholders within the Department. Moreover, the participation of stakeholders in a Wellness Committee will be sought to ensure attention to a full spectrum of relevant health issues facing VPD staff. HR will implement interactive programs relating to timely issues and will create a referral library for the use of all staff. Finally, the VPD will conduct a proactive study into workplace harassment. This will consist of a survey to determine the prevalence of any harassment as well as a reassessment of current harassment policies.

The employee wellness program will be profiled on the internal VPD website where staff will find information to promote a healthy lifestyle (e.g., techniques for managing sleep deprivation due to shift work). The basic framework for this website has already been completed and it is expected that the website will be populated by the end of 2012. Moreover, supervisors and managers will also be encouraged to impart information on how to mitigate stress and injury, thus promoting good health in all VPD staff. In order to develop a culture of awareness surrounding health and wellness, partnerships with the Public and Community Affairs Section and the Critical Incident Stress Management Team will be sought.

Attendance reports and trend analysis of attendance patterns will assist management in understanding a healthy work-life balance. For this reason, HR will create these reports and dedicate resources to produce metrics for use by the Senior Management Team.

### KEY STRATEGIES FOR 2012

- *Create a variety of wellness programs into action*
- *Promote the existence of the new Intranet site regarding wellness*
- *Create a wellness committee to ensure the ongoing development of the Intranet site and other health programs*
- *Establish attendance reports for supervisors and managers with corresponding department standards of attendance*
- *Implement a new program to replace the outdated ADAM program for Attendance Management, including a revised list of who receives this information and why*

**GOAL: DEVELOP AND IMPLEMENT INITIATIVES THAT STREAMLINE ADMINISTRATIVE PROCESSES****CHAMPION: DIRECTOR DRAZEN MANOJLOVIC**

Policing is an increasingly complex and dynamic profession with continuously evolving demands and requirements. More often than not these changes are of a legal nature stemming from the court decisions, government policy and legislative changes and have been increasing in frequency over the years (e.g., the Subject Behaviour Officer Response Report used for use of force incidents). The result is that policing is a profession that comes with a significant amount of administrative work in order to ensure accountability, preserve evidentiary continuity, and contribute to the proper administration of justice. While administrative work is a required part of policing, it is nonetheless worthwhile for the VPD to review these administrative tasks and determine if any efficiency can be achieved by the reduction, re-configuration or removal of administrative tasks.

This Strategic Goal is the result of the process of internal consultation that helped develop this Strategic Plan. Internal focus groups of VPD employees revealed that the amount or degree of administrative tasks is significant and should be reviewed. Over the past five years, taxpayers have invested in increased human resources for the VPD (e.g., as a result of the Operational Review), and this investment has resulted in decreased crime and increased community satisfaction. Through a review and reduction of administrative work, additional gains may be realized through increased officer productivity and proactive time for general patrol and investigative officers. Moreover, increases in proactive policing time will allow for greater community contact and police visibility throughout Vancouver's diverse neighbourhoods. Additionally, the VPD has been contributing to inter-agency studies such as the justice reform study and the charge approval review and will continue to contribute to such initiatives moving forward.

In 2012, the Planning, Research and Audit Section will analyze data and feedback obtained through the Strategic Planning process in order to identify and prioritize administrative tasks that require review and improvement. While some processes may be relatively quick and easy to change, it is expected that other changes will require a full business case and critical path analyses. As such, they may require years to complete. It should also be noted that opportunities to streamline processes will also be dependent on other agencies given the increasing trend of integrated and multi-jurisdictional initiatives throughout Metro Vancouver.

**KEY STRATEGIES FOR 2012**

- *Use the information obtained in the VPD's internal Strategic Planning focus group dialogue sessions to identify administrative processes that may be improved upon*
- *Use the information analyzed in the 2011 Patrol Administrative Study to identify patrol-specific tasks that may be improved upon*

## **GOAL: RESEARCH, ACQUIRE AND UTILIZE THE BEST TECHNOLOGY AND INFRASTRUCTURE TO ASSIST OFFICERS IN THE INVESTIGATION AND ENFORCEMENT OF CRIME**

### **CHAMPIONS: SUPERINTENDENT DARYL WIEBE**

Technology is an integral part of daily life for the vast majority of society. It is prevalent through the crime fighting and investigations conducted by police today, and virtually every major investigation has technological facets to it. This includes Internet-based crime, the computers used by criminals, portable computing devices such as smart phones, etc.

To address this need, policing must stay ahead of the curve with technology. The VPD is committed to delivering the best technology and infrastructure to its officers, to enable them to keep up with the criminals, and further their investigation and enforcement actions. To address this need, the VPD must ensure that it is sufficiently resourced to support technology, and possess robust information management systems and processes to ensure the best information is properly stored and accessible to assist investigators. Further, front-line officers require training and support to ensure they consider all of the best investigative strategies associated to the proliferation of technology. For this reason, the VPD will examine new fleet technology to maximize the effectiveness of Patrol officers.

Beyond delivering and supporting technology, the VPD has consistently maintained a leadership role in the development and advancement of PRIME-BC, the provincial police records management system. Integral is the delivery of real-time information and intelligence to our front-line officers working in the field. The VPD is committed to the creation of a 'Real-Time Crime Centre', in partnership with other Metro Vancouver police agencies. Such a centre will consolidate police information across the multiple jurisdictions in Metro Vancouver, and provide accurate and timely intelligence to front-line investigators. This approach will enable crime analysts to leverage the intelligence available within the region, and stream it to VPD personnel who are combating crime at the local level.

### **KEY STRATEGIES FOR 2012**

- *Complete an Information Technology Resource Review to determine the optimal staffing levels for the VPD IT Section*
- *Utilize new fleet technology to maximize the effectiveness of front-line Patrol officers*
- *Develop a regional 'Real-Time Crime Centre' to provide front-line officers and investigators in the field with real time information*
- *Develop an Information Management Plan to streamline business processes*
- *Develop improved knowledge and understanding of Internet and Technology Crime, and how technology is a part of most police investigations today*



## Vancouver Police Department Annual Business Plan (2012)

Goal – Reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years

**Champions – Inspector Scott Thompson and Inspector Cita Airth**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Continue implementing a court order compliance system for chronic violent offenders	Ongoing reduction of violent crime committed by chronic violent offenders.	The amount of enforcement action against chronic violent offenders.	A further 20% increase in enforcement action against chronic violent offenders across all Districts.	<ul style="list-style-type: none"> <li>DVACH Analyst to provide targets for Level II and III K-file court order compliance by Patrol across all Districts.</li> <li>HROU to continue working with Patrol in actively enforcing probation orders.</li> <li>Patrol District Analysts to provide RMS analysis on top chronic violent offenders.</li> <li>All District Crime Control Officers (CCOs) to continue implementing the enforcement plan for chronic offenders in their District.</li> </ul>	Ongoing	Acting Staff Sergeant Roy Bertolo  Acting Sergeant Barb Martens	Chronic Offender Unit  Domestic Violence and Criminal Harassment Unit  High Risk Offender Unit  Patrol District Analysts  District Crime Control Officers	Nil
<b>Strategy 2</b>	Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the city are available to all Patrol members and investigators	The knowledge base of proven strategies/tactics for combating violent crime will remain relevant and recent. This will provide ongoing relevant information and increase officer efficiency when developing operational plans for projects.	The number of Patrol-based violent crime projects that are based on or guided by intelligence, strategies and tactics used in the past.	10% increase in the number of Patrol-based violent crime projects that incorporate proven tactics and strategies.	<ul style="list-style-type: none"> <li>Ensure District CCOs continue compiling strategies/tactics used to address violent crime in their District.</li> <li>Create a centralized folder for storage of plans.</li> <li>Educate and inform Patrol members and investigators on the availability and accessibility of the repository.</li> <li>Update the operational plan template to ensure that members review the tactics and strategies repository.</li> </ul>	Ongoing	Staff Sergeant Kris Wrathall  Acting Sergeant Barb Martens	District Crime Control Officers	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 3</b>	Target and educate students at ESL institutions in sexual assault prevention and personal safety	ESL students will be better aware of how to keep themselves safe from sexual predators and other offenders.	<p>Number of translations completed.</p> <p>Number of hits on the VPD website where the on line safety tips information and PDF documents are opened.</p> <p>Establish a 2010 and 2011 baseline analysis of ESL students who are victims of sexual assault.</p> <p>The number of sexual assault incidents involving ESL students.</p>	<p>On-line prevention and safety tips information and PDF documents translated into ten languages.</p> <p>10 % decrease in the number of sexual assault incidents involving ESL students.</p>	<ul style="list-style-type: none"> <li>• Translation “Safety Tips for Personal Safety” and the “Student Exercises” into ten languages for electronic distribution to ESL teachers and students.</li> <li>• Utilize email to make ESL institutes aware of the material.</li> <li>• Utilize CPC’s to raise public awareness of the materials.</li> <li>• Utilize the VPD’s social media presence to raise public awareness of the materials.</li> </ul>	November 30, 2012	<p>Detective Constable Shelley Horne</p> <p>Sergeant Ron Bieg</p>	<p>Community Policing Centres</p> <p>Community and Public Affairs Section</p> <p>Sex Crimes Unit</p> <p>Aboriginal and Diversity Unit</p> <p>ESL institutions</p>	Cost of translating services for the documents.
<b>Strategy 4</b>	Execute and follow-up on all arrest warrants to ensure that police obligations to maintain public interests and safety are met	Improved execution of arrest warrants as they come onto the VPD system.	<p>Timely access to arrest warrants by Patrol.</p> <p>The number of existing backlogged warrants.</p> <p>The number of backlogged warrants cleared by Patrol.</p>	<p>Patrol officers will be informed of the need to execute all arrest warrants in a timely manner.</p> <p>Reduction in the number of existing backlogged warrants.</p>	<ul style="list-style-type: none"> <li>• Instruct Patrol officers to confirm suspect address information at the point of all initial arrests.</li> <li>• Develop a method of placing arrest warrants on the Patrol call board immediately after they are issued.</li> <li>• Develop a process where unexecuted warrants are prioritized and establish rules as to the order in which units will attempt to execute outstanding warrants.</li> <li>• Periodically conduct Patrol led “fugitive “projects that focused on violent offenders frequenting/residing in Vancouver.</li> </ul>	Ongoing	<p>Acting Staff Sergeant Roy Bertolo</p> <p>Staff Sergeant Kris Wrathall</p> <p>Sergeant Doug Bain</p>	<p>E-Comm</p> <p>Information Management Section</p> <p>District Crime Control Officers</p> <p>All four Patrol Districts</p>	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 5</b>	Reduce crime against women in the DTES through the "Sister Watch" program	Violence against vulnerable women in the DTES will be reduced through the combined efforts of the VPD and the community.	<p>The number of tips/calls sent to the "violence against women" tip line.</p> <p>The amount of violent crime targeted towards women in the DTES.</p> <p>VPD meetings with the community regarding issues of violence in the DTES.</p>	<p>To act upon all credible information received through the tip line.</p> <p>To reduce violence against women in the DTES.</p>	<ul style="list-style-type: none"> <li>Conduct regular meetings, initially on a monthly basis, with DTES stakeholders.</li> <li>Continue to staff the "violence against women" tip-line with female staff to assist in removing barriers to reporting.</li> <li>Continue to have subject matter experts in the Domestic Violence and Sex Crimes units liaise with Sister Watch.</li> <li>Continue to analyze data and intelligence regarding violence directed towards women in the DTES.</li> <li>Prioritize joint Patrol and Investigation resources for projects that target violence directed toward women in the DTES.</li> </ul>	Ongoing	<p>Inspector Dean Robinson</p> <p>Inspector Mario Giardini</p>	Aboriginal and Diversity Unit	Nil
<b>Strategy 6</b>	Develop and execute street level enforcement projects that target areas, problem premises, and/or persons responsible for violent crime using joint Operations and Investigation Division resources	Violent offences will be reduced through patrol based projects supported by an assigned investigation resource that target geographical areas, problem premises, and specific offender(s) that contribute to and generate violent crime.	<p>Number of liquor license and/or business license reviews and suspensions.</p> <p>Reduction in violent crime.</p>	<p>Establish a baseline of liquor license and/or business license reviews and suspensions.</p> <p>Achieve a 2.5% reduction in violent crime.</p>	<ul style="list-style-type: none"> <li>Develop terms of reference and agreements for the partnering of Patrol and investigation resources on a project by project basis.</li> <li>Develop terms of reference and decision-making process for the prioritization of projects.</li> <li>Expand the BarWatch program and the "Don't Be That Guy" media campaign.</li> <li>Identify geographical areas and/or premises that directly or indirectly contribute to or generate violent crime.</li> </ul>	Ongoing	<p>Inspector Scott Thompson</p> <p>Inspector Cita Airth</p> <p>Inspector Dean Robinson</p>	<p>District One</p> <p>District Two</p> <p>Beat Enforcement Team</p> <p>Crime Control Officers</p> <p>Special Investigation Section</p> <p>Operations Investigation Section</p> <p>Major Crime Section</p>	<p>Increased Lima funding related to special events, additional street closures, and more personnel being deployed.</p> <p>Potential overtime implications to call-out follow-up investigation resources.</p>

## Vancouver Police Department Annual Business Plan (2012)

Goal – Reduce property crime by 5% a year for a total reduction of 25% over the next five years

**Champion – Inspector Les Yeo and Inspector Ed Eviston**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Leverage technology that will allow the tracking of stolen property and property offenders that utilize pawn stores	An updated property tracking program (similar to Xtract) will be in place to allow for better tracking of stolen property, and of property crime offenders that utilize pawn stores.	Progress made in the selection, development, and implementation of an updated property tracking program.	The successful identification, development, and implementation of an updated property tracking program.	<ul style="list-style-type: none"> <li>Identify the best and most efficient methods for tracking stolen property through pawn stores.</li> <li>Develop and implement the updated program.</li> <li>Train staff and users in relation to the updated program.</li> </ul>	December 31, 2012	Inspector Les Yeo  Sergeant John Rennie	Operations Investigation Section  Property Crime Unit  Information Technology Section  City of Vancouver	Nil
<b>Strategy 2</b>	Continue to improve on the flow of intelligence between Operations Division to the Property Crime Unit in relation to “high value” property crime targets	Enhancing the flow of information in relation to Property Crime Offenders from Patrol members, the PCU and Chronic Offenders Unit (COU) will see significant success in reducing property crime.  PCU continues to be highly efficient with full knowledge of active high value targets and crime trends.	Progress made implementing a system where the PCU and Patrol exchange information and prioritize project targets.	Implement a system where the PCU and Patrol exchange information and prioritize project targets.	<ul style="list-style-type: none"> <li>Provide guidance and training to members who fail to contribute to the flow of property crime intelligence.</li> <li>Provide feedback to Operations Divisions in relation to the outcome of investigations to enhance future investigation.</li> </ul>	Ongoing	Inspector Les Yeo  Inspector Ed Eviston  Sergeant Joanne Wild	Operations Investigation Section  Operations Division	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Expand on the success of the Neighbourhood Crime Alert Service to incorporate businesses and 'group specific' (e.g., hotels) subscribers to expand messaging to the business community	The expansion of the Neighbourhood Crime Alert Service to businesses and other community groups to help combat property crime.	The number of community members, groups, and businesses subscribing to the service.	Measurable increases in community members, groups, and businesses subscribing to the service.	<ul style="list-style-type: none"> <li>Work closely with Public Affairs, Business Improvement Associations (BIAs), and business partners to inform the community in a timely manner about current property crime trends.</li> <li>Increase residential subscribers to the Neighbourhood Crime Alert Service.</li> </ul>	Ongoing	Inspector Les Yeo  Sergeant Mark Tonner	Community and Public Affairs Section  BIAs and City of Vancouver BIA Coordinator  Information Technology Section  Block Watch  Crime Analysis Unit  Operations Division	Approximately \$1,000
Strategy 4	The General Investigation Section (GIS) will continue reaching out to external agencies with the common goal of reducing property crime in order to share best practices and proactive intelligence	<p>The VPD's OIS will improve the utilization of property crime-related resources based on best practices learned from other agencies within Canada and the USA.</p> <p>A formalized Lower Mainland-wide system will be in place to ensure the accurate reporting of intelligence regarding high value property crime offenders across all agencies.</p>	<p>Progress of a full review of current investigative strategies used by the VPD and several external agencies.</p> <p>Level of intelligence sharing between Lower Mainland police agencies regarding active multi-jurisdictional property crime offenders.</p>	<p>Completion of a full review of current investigative strategies used by the VPD and several external agencies to ensure that VPD property crime investigations are leading edge.</p> <p>Full intelligence and understanding on multi-jurisdiction high value property crime offenders.</p> <p>Increased usage of multi-jurisdictional surveillance resources on high value targets that routinely cross city boundaries.</p>	<ul style="list-style-type: none"> <li>Review investigative strategies of external law enforcement agencies to ensure that best practices relating to property crime projects and investigations are utilized.</li> <li>Determine the feasibility of Lower Mainland wide property crime offender tracking and reporting for high value targets.</li> <li>Formalize a report for high value property crime targets similar to the 'Lower Mainland Robbery Report'.</li> <li>Implement quarterly meetings for all Lower Mainland investigators involved in property crime investigations (similar to those held by Lower Mainland robbery units).</li> </ul>	December 31, 2012	Inspector Les Yeo	Lower Mainland Police Agencies  Crime Analysis Unit	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 5	Continue to capitalize on the experience of the VPD Sentencing Committee in order to develop new methods for enhancing the sentencing of chronic offenders and other high profile offenders	Greater protection of the public through improved success surrounding the remand and sentencing of chronic offenders and other high profile offenders.	<p>The number of initiatives, activities, and policies adopted to enhance the VPD's ability to seek greater penalties for high profile offenders and cases.</p> <p>The progress made in reviewing previously established initiatives to determine which should continue and which require adaptation.</p>	<p>Successful identification and development of at least one new strategy to "raise the bar" with respect to sentencing.</p> <p>Permanent oversight of all previously implemented initiatives and activities to entrench those that are effective, and to review or eliminate those that are not.</p>	<ul style="list-style-type: none"> <li>• Hold quarterly VPD Sentencing Committee meetings to develop new activities and ensure those activities are implemented and reviewed.</li> <li>• Review the feasibility for a city-wide expansion of the Downtown Community Court.</li> <li>• Review Electronic Monitoring to determine if it can be expanded and implemented for the monitoring of Chronic Offenders.</li> <li>• Implement Sentencing Committee recommendations to closer monitor chronic offenders on probation, and review their success.</li> <li>• Standardize bail and sentencing recommendations for members on RTCCs – and create database for those recommendations.</li> <li>• VPD to continue to request that Crown proceed by indictment for serious criminal cases.</li> <li>• VPD to continue to request Crown to seek federal sentences for offenders that pose a significant risk to the community.</li> <li>• Continue advocating for a Crown 'dedicated' to overseeing the sentencing of chronic offenders.</li> </ul>	Ongoing	<p>Inspector Les Yeo</p> <p>Inspector Ed Eviston</p>	<p>Chronic Offenders Unit</p> <p>Sentencing Committee</p> <p>Downtown Community Court</p> <p>Crown Counsel</p> <p>Operations Division</p> <p>Provincial Corrections</p>	Nil

## Vancouver Police Department Annual Business Plan (2012)

### Goal – Disrupt organized crime groups

#### Champions – Inspector Mike Cumberworth and Inspector Brad Desmarais

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Reduce criminal activity by organized crime groups through the combined use of crime analysis and criminal intelligence	A reduction in the ability of organized crime groups to engage in criminal activity in Vancouver, thus increasing the safety of residents of and visitors to Vancouver.	The number of violent incidents in Vancouver related to organized crime groups.	Maintain the current low levels of organized crime violent activity.	<ul style="list-style-type: none"> <li>GCU to maintain YTD crime data on confirmed shots fired, homicides, grow rips, kidnapping, and home invasions.</li> <li>GCU to maintain intelligence profiles of gang targets/public safety risks.</li> <li>GCU to participate in a regional gang information exchange.</li> </ul>	December 31, 2012	Inspector Mike Cumberworth  Inspector Brad Desmarais	Criminal Intelligence Section  Crime Analysis Unit	Nil
<b>Strategy 2</b>	Divert youth from gangs through the development of community based education initiatives and comprehensive exit strategies for those involved in gangs	Collaborating with key stakeholders will result in the creation of effective anti-gang strategies, reducing the likelihood that at risk youth will become involved in gangs and criminal activity.	The number of anti-gang initiatives involving key stakeholders.	Implementation of anti-gang strategies amongst key stakeholders.	<ul style="list-style-type: none"> <li>Develop comprehensive exit and intervention strategies when persons involved in gangs desire to lead new lives outside of the gang.</li> <li>Develop community based initiatives around gang education/prevention.</li> </ul>	December 31, 2012	Inspector Mike Cumberworth  Inspector Brad Desmarais	Youth Services Unit  School Liaison Unit  Vancouver School Board	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 3</b>	Engage in intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on Vancouver	Organized crime groups will continue to be disrupted. Vancouver will continue to be a difficult place to conduct organized crime activity.	The amount of organized crime activity in Vancouver.	Confirmation, through statistical analysis, of a reduction in organized crime activity in Vancouver.	<ul style="list-style-type: none"> <li>Continued denial of entertainment venues to organized crime members through Restaurant Watch and BarWatch programs.</li> <li>Intelligence led enforcement supported by CIS and CAU.</li> <li>GCU members to leverage all statutes in enforcement.</li> <li>Target drug operations towards known gang suspects and prioritize these operations over others if it could disrupt gang activity.</li> <li>Enforce regulations related to body armor and hidden vehicle compartments.</li> <li>Develop suitable GCU members as expert witnesses around gangs.</li> </ul>	December 31, 2012	Inspector Mike Cumberworth  Inspector Brad Desmarais		Nil

## Vancouver Police Department Annual Business Plan (2012)

Goal – Combat low-level crimes and problems that impact perceptions of neighbourhood safety

**Champion – Inspector Dean Robinson**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Liquor enforcement to continue year round throughout the city, with specific focus on the entertainment districts and events or areas that sponsor alcohol use	The entertainment districts and other venues, events and areas within the city that experience alcohol presence are safe and enjoyable as work sites or entertainment and recreational destinations.	<p>Levels of disorder that effect safety and perceptions of safety as measured through COMSTAT and citizen and business surveys.</p> <p>BIA statistics and comments along with CPC statistics and comments that assess attitudes in perceptions of safety.</p>	<p>Decreases in various measures of street disorder.</p> <p>A 5% decrease in overall street disorder city-wide based on CAD data.</p>	<ul style="list-style-type: none"> <li>• Continue to partner with BarWatch and Restaurant Watch.</li> <li>• Work with the CoV to implement non-alcohol related activities in entertainment districts and throughout Vancouver.</li> <li>• Continue to use LIMA, Beach Patrol, and other deployments to police city events as required.</li> <li>• Monitor and assess initiatives that impact liquor licensing and seating throughout Vancouver.</li> <li>• Continue to work with the BC Liquor Control and Licensing Branch (LCLB).</li> </ul>	December 31, 2012	All Four District Inspectors	<p>City of Vancouver</p> <p>Bars and Restaurants</p> <p>BC Liquor Board</p> <p>All Four Patrol Districts</p>	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 2	Continue assisting the CoV in achieving the goal to end homelessness in Vancouver	The VPD is supportive of the collaborative initiatives to secure safe shelter for all residents.  Single room Occupancy buildings (SROs) anywhere in the city are a safe place for vulnerable people to live.	The number of homeless people in Vancouver.	Reduction in the homeless count in Vancouver in 2012 over 2011 figures.	<ul style="list-style-type: none"> <li>The VPD Homeless Outreach Coordinator to continue working with the various levels of government and the private sector to assist in the implementation of homelessness reduction programs.</li> <li>Homeless Outreach Coordinator to continue identifying causal issues.</li> <li>Continue working with BC Housing and non-profit organizations to help keep SRO buildings safe and secure.</li> <li>Homeless Coordinator to liaise with Crime Control officers and NPOs that run CPC's from all districts to address homelessness issues across the city.</li> </ul>	December 31, 2012	All Four District Inspectors	City of Vancouver  BC Housing and various Non-profits  All Four Patrol Districts	Nil
Strategy 3	Reduce illegal street vending by working with the CoV in establishing sanctioned vending locations	Street vending to be limited to locations which are approved and established by the CoV.	The number of illegal street vending sites in the DTES or elsewhere in the city.	Elimination of illegal street vending in the DTES and elsewhere in the city.	<ul style="list-style-type: none"> <li>The establishment of legal vending sites.</li> <li>Patrol officers, and particularly BET members, to monitor vending activities.</li> <li>Work with the CoV to enforce by-laws for illegal vending in order to ensure consistency of action and messaging.</li> </ul>	December 31, 2012	Constable Jodyne Keller  All four District Inspectors	City of Vancouver  All Four Patrol Districts	Nil
Strategy 4	Through order maintenance, reduce street disorder city-wide that exists in different forms including matters such as aggressive panhandling, squeegee-ing for money, fighting in public, disorderly loitering overnight, etc.	A marked reduction in the occurrences and incidents in areas of the city commonly afflicted with street disorder.	The number of tickets by way of the Safe Streets Act and CoV bylaws that influence and reduce the activities.	A reduction in the numbers of incidents of Street Disorder.  A 5% increase in the ticketing specific to Street Disorder.	<ul style="list-style-type: none"> <li>VPD Operational Staff Sergeants to educate Patrol officers as to the utility and the standards of the application of the Safe Streets Act and the relevant CoV bylaws to address disorder issues.</li> <li>District CCOs to work with analysts, NPOs, and Patrol officers to direct enforcement.</li> </ul>	December 31, 2012	All Four District Inspectors	All Four Patrol Districts	Nil

## Vancouver Police Department Annual Business Plan (2012)

Goal – Reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years

**Champion – Inspector Ted Schinbein**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Directed enforcement based on the use of ICBC collision data	Focusing on high collision locations will result in the greatest gains in reducing overall collision rates and thus Reduction in collisions at high crash locations.	The number of collisions occurring at high crash locations, measured quarterly.	2.5% reduction in collisions per year.	<ul style="list-style-type: none"> <li>High visibility enforcement during peak hours.</li> <li>Project work at high crash locations.</li> <li>Four month trial of no VT expectations – focus on crash locations.</li> </ul>	December 31, 2012	Inspector Ted Schinbein	ICBC	Nil
<b>Strategy 2</b>	Focus on enforcing the Motor Vehicle Act on all road users to ensure safety for pedestrians, cyclists, and motorists	Increasing enforcement action will result in fewer cyclists and pedestrians being involved in collisions, thus increasing road safety.	Increased traffic tickets related to pedestrian and cyclist offenses	10% increase in traffic tickets for motorists, pedestrians and cyclists for the following offences: Distracted Driving; Fail to yield to pedestrians; Jay walking; Disobey traffic control device; Riding on sidewalk; and No helmet.	<ul style="list-style-type: none"> <li>Greater enforcement of pedestrian and cyclist offences.</li> <li>Enforcement at high pedestrian collision locations.</li> <li>All Traffic Section members to focus on vulnerable road users.</li> <li>Continued BC Police Services Division and CoV funding for pedestrian safety campaigns.</li> </ul>	December 31, 2012	Inspector Ted Schinbein	Police Services BC  City of Vancouver Engineering	Nil
<b>Strategy 3</b>	Increase the amount of engagement by Patrol officers in traffic enforcement activities while on shift	Patrol members will be engaged in traffic enforcement while on duty thereby effectively increasing the amount of resources devoted to road safety.	Increase in traffic tickets written by Patrol members	10% increase in traffic tickets written by Patrol.	<ul style="list-style-type: none"> <li>Implement approved RADAR/Laser Operators course for Patrol.</li> <li>Implement Patrol-based traffic mentorship program.</li> <li>Implement a recruit graduate training program.</li> <li>Provide traffic enforcement training to all of Patrol.</li> <li>Attend Patrol parade briefings.</li> </ul>	December 31, 2012	Inspector Ted Schinbein	Human Resources Section  All four Patrol Districts	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Increase enforcement action on unlicensed, uninsured, and prohibited drivers	Targeted enforcement on these high risk drivers will reduce their numbers on the streets of Vancouver, thereby increasing road safety.	The number of charges against high-risk drivers	5% increase in driving while prohibited; no driver's license; and no insurance charges.	<ul style="list-style-type: none"> <li>• Increase in use of ALPR.</li> <li>• Maximum deployment of ALPR vehicles.</li> <li>• Target known prohibited drivers.</li> </ul>	December 31, 2012	Inspector Ted Schinbein	ICBC  Planning, Research, and Audit Section  RCMP  Auto Crime Enforcement Unit	Nil
Strategy 5	Conduct public education on traffic safety through a community traffic safety awareness campaign	Various communities will be made aware of how they can ensure their safety when using Vancouver's roadways as pedestrians, cyclists, and drivers.	The number of presentations delivered to various communities	10% increase in community presentations	<ul style="list-style-type: none"> <li>• Partner with the Diversity Unit to reach specific audiences.</li> <li>• Identify members with language skills to present to diverse communities.</li> <li>• Increase the number of CREST presentations.</li> <li>• Increase the number of presentations to the VPD's Senior Management Team (SMT).</li> </ul>	December 31, 2012	Inspector Ted Schinbein	Diversity and Aboriginal Policing Unit  ICBC  All four Patrol Districts	Nil
Strategy 6	Coordinate the Speed Watch program with ICBC across the numerous Community Policing Centres (CPCs) in Vancouver	The coordination of the Speed Watch program will allow for more efficient and better overall results of the program.	Progress on centralizing the Speed Watch program through the Traffic Section	Centralizing the Speed Watch program through the Traffic Section	<ul style="list-style-type: none"> <li>• Coordinate a centralized Speed Watch program in partnership with ICBC and individual CPCs.</li> </ul>	December 31, 2012	Inspector Ted Schinbein	Community Policing Centres  ICBC	Nil

## Vancouver Police Department Annual Business Plan (2012)

Goal – Develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies within the community

**Champion – Inspector Marcie Flamand**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Foster trust between the VPD and DTES women's groups	<p>Increased communication between DTES women's groups and the VPD.</p> <p>Increase co-operation between victims of violent crime and the VPD.</p> <p>Increased clearance rate for violent crime targeted against at risk women in the DTES.</p>	<p>Number of training sessions delivered to the JIBC and front line stakeholders</p> <p>Number of Sister Watch meetings held</p> <p>Number of community events attended</p> <p>Number of contacts with survival sex trade workers</p>	<p>One JIBC recruit class and 10 front line workers attending relevant training</p> <p>To act upon agenda items tabled at Sister Watch meetings</p> <p>Participate in one community event per month</p> <p>Regular contact with as many sex trade workers as operationally feasible</p>	<ul style="list-style-type: none"> <li>Deliver training at the JIBC which informs new recruits how to engage marginalized women and sex trade workers.</li> <li>Develop and deliver training to front line community stakeholders that have direct contact with sex trade workers that are victims of violent crime.</li> <li>Regularly attend Sister Watch meetings.</li> <li>Regularly participate in community events such as marches, movie nights, and gift drives.</li> <li>Assist sex trade workers in accessing already available resources such as detox, treatment, and family reconnections.</li> </ul>	December 31, 2012	<p>Constable Linda Malcolm</p> <p>Inspector Marcie Flamand</p> <p>Inspector Mario Giardini</p>	<p>Aboriginal Front Door Society</p> <p>Women's Memorial March Committee</p> <p>Battered Women's Support Services</p> <p>Kops for Kids</p> <p>DTES community groups</p>	Nil
<b>Strategy 2</b>	Increase avenues of communication between front line officers and the Senior Management Team	Better circulation of information between management and front line officers	The number of crime control and CompStat meetings attended by front line officers	Set a baseline for the number of meetings attended by front line members	<ul style="list-style-type: none"> <li>Seek participation from front line officers in attending CompStat meetings.</li> <li>Seek participation from front line officers in attending crime control meetings.</li> </ul>	December 31, 2012	All Four District Inspectors	All four Patrol Districts	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 3</b>	Work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill	By partnering with VCH on Project Link, the number of contacts with the mentally ill will be reduced.  Members will spend less time waiting at hospitals with Mental Health Act (MHA) apprehensions.	Contacts within the Assertive Community Treatment client group, particularly MHA apprehensions and CAD calls related to Emotionally Disturbed Persons (EPD).  Time spent at hospitals following MHA apprehensions	Establish a baseline as to the number of MHA and EDP calls handled.  Establish a baseline as to the current hospital wait times following MHA apprehensions	<ul style="list-style-type: none"> <li>Attend regular meetings with VCH and stakeholders regarding Project Link and the Assertive Community Treatment model.</li> <li>Identify the mandate, terms of reference, and benchmarks for success in Project Link.</li> <li>Draft an MOU and information sharing agreement with VCH which obtains approval from the Privacy Commissioner.</li> <li>Create and Integrated VPD and VCH ACT Team.</li> <li>Monitor and analyze the progress of the ACT client group.</li> </ul>	June 30, 2012	Sergeant Howard Tran	Vancouver Coastal Health  Mental Health Emergency Services  Downtown Community Court  Car 88 and 87  District 2 and BET	Nil
<b>Strategy 4</b>	Improve awareness and access to support services for vulnerable victims of crime including seniors	Increased communication and trust between vulnerable groups and the VPD  Increase reporting of domestic violence, criminal harassment, and elder abuse	The number of new connections with community organizations  The number of elder abuse training sessions provided to social workers and medical professionals	Connect with at least two identified community organizations  Provide two training sessions over the course of the year	<ul style="list-style-type: none"> <li>Identify cultural groups which require and lack an existing connection to the VPD Domestic Violence and Criminal Harassment (DVACH) Unit.</li> <li>Provide greater accessibility to resources for at risk groups via the VPD website.</li> <li>Determine the feasibility of a victim's written consent form to share personal information with community support agencies.</li> <li>Create a DTES community services card for vulnerable women and seniors.</li> </ul>	December 31, 2012	Sergeant Anne Fawcett	Family Services of Greater Vancouver  Freedom of Information and Protection of Privacy Unit  Information Technology Section  Domestic Violence and Criminal Harassment Unit	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 5	To increase awareness, both within and outside the Aboriginal Community, of the VPD's development of an Anti-Gang EASY program	Improved relationships between the VPD, the Aboriginal community, and Aboriginal Service Providers.  Aboriginal Youth will be discouraged from joining gangs and committing crimes.	The number of contacts with and referrals to Aboriginal service providers.  The number of Aboriginal events that VPD attends.	Set a baseline for the number of referrals.  Attendance in at least one event per month	<ul style="list-style-type: none"> <li>Attain sustainable funding for the VPD's EASY anti-gang initiative.</li> <li>Assign a Neighbourhood Police Officer to the Aboriginal Policing Centre.</li> <li>Development of cultural awareness training.</li> <li>Participate in the <i>Pulling Together</i> canoe journey.</li> </ul>	December 31, 2012	Inspector Mario Giardini  Ms. Lori Beckstead  Constable Rick Lavallee	Friendship Centre  Aboriginal Community Policing Centre  EASY  Circle of Eagles Lodge Society  UNYA  BYRC	Nil

## Vancouver Police Department Annual Business Plan (2012)

Goal – Provide public educational outreach on policing and police related issues

**Champion – Senior Director Paul Patterson**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Continue to enhance public awareness of programs and services provided by the VPD by increasing traffic to the VPD website and increasing the use of social media	The public will obtain useful safety information and interact with VPD officers through the use of the Department's FaceBook and Twitter and Flickr accounts.	<p>The number of visits to the VPD home page.</p> <p>The number of visits to different sites within vpd.ca.</p> <p>The number of people following or accessing VPD social media sites.</p>	An increase of 5% in visits to vpd.ca over last year and continuing increases to our social media sites	<ul style="list-style-type: none"> <li>Continue to review all the web pages with the goal of improving their content and their interactivity.</li> <li>Initiate media and public information campaigns designed to drive people to the VPD website. All graphic materials including new business cards will reference the home page.</li> <li>Continue to use special events and blogs to drive visits to VPD social media sites.</li> </ul>	December 31, 2012	Senior Director Paul Patterson	<p>Community and Public Affairs Section</p> <p>Information Technology Section</p>	Nil
<b>Strategy 2</b>	Continue to enhance the reputation of the VPD through a steady growth in the number of positive media articles	<p>The VPD will become better known as an innovative and effective police department that provides 'Beyond the Call' service to its citizens.</p> <p>Increased support from the media, public, and other stakeholders for the VPD's initiatives and actions.</p>	<p>The number of positive media stories.</p> <p>Feedback on the annual citizen satisfaction survey.</p>	<p>5% increase in positive media stories.</p> <p>5% increase in overall citizen satisfaction with the VPD.</p>	<ul style="list-style-type: none"> <li>Seek opportunities to gain publicity for the achievements of VPD members.</li> <li>Encourage different VPD units to participate in feature stories highlighting their achievements.</li> <li>Seek publicity for the commendations of VPD members as well as for the Beyond the Call and Annual Report publications.</li> </ul>	December 31, 2012	<p>Senior Director Paul Patterson</p> <p>VPD Media Relations Officers</p>	Local media outlets	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 3</b>	Continue to enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories. This encompasses campaigns to increase personal safety and road safety	The public will have greater awareness of the measures they can take to help protect themselves and their property from crime, as well as how to stay safe on the road.	<p>The number of neighbourhoods signed up with Block Watch.</p> <p>The number of Citizen Crime Watch (CCW) volunteers, and the amount of CCW activity.</p> <p>Enhanced Community Policing Centre (CPC) program and service delivery.</p>	<p>5% increases in Block Watch group memberships.</p> <p>5% increase in CCW volunteers, and greater CCW focus on wider crime reduction strategies.</p> <p>Increased consistency in program/ service delivery between the CPCs.</p> <p>A 5% overall decrease in property crime statistics.</p>	<ul style="list-style-type: none"> <li>• Work to promote and increase memberships in the Block Watch and CCW programs.</li> <li>• Leverage existing crime prevention campaigns such as Sister Watch to help reduce crime.</li> <li>• Public Affairs Section to work with and provide resources/expertise to other VPD units to ensure the success of their programs.</li> <li>• The Business Liaison Officer will initiate and deliver crime prevention communication and programs to Business organizations and will be a liaison for the NPOs regarding business related crime trends.</li> </ul>	December 31, 2012	Sergeant Howard Chow	<p>Various government, community, and business groups.</p> <p>Community Policing Centres</p>	Nil
<b>Strategy 4</b>	Continue to enhance the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services	More victims of crime will receive assistance from the VPD; more people will become aware of the assistance the VPD provides to victims; and the Department's reputation of providing 'Beyond the Call' service will be enhanced.	<p>The number of victims having received assistance from the VPD along with their satisfaction levels.</p> <p>The number of visits to the VPD Victim Services web page.</p>	<p>5% increase in victims assisted.</p> <p>5% increase in visits to the Victim Services webpage.</p>	<ul style="list-style-type: none"> <li>• Work to fully staff the Victim Services Unit (VSU).</li> <li>• Employ a number of internal and external communication strategies to raise public awareness of the VSU.</li> <li>• Continue to make presentations to VPD members and apply stickers to member's notebooks to raise their awareness and utilization of the VSU.</li> </ul>	December 31, 2012	<p>Victim services Manager</p> <p>Senior Director Paul Patterson</p>	Ministry of the Solicitor General	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 5</b>	Outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial	<p>Increased safety and support for the LGBTQ community.</p> <p>Improved relationship between the VPD and the LGBTQ community.</p>	<p>The number of hate crimes reported to the VPD.</p> <p>The number VPD officers attending hate crime training sessions</p>	<p>A 5% increase in Hate Crime reported to the VPD.</p> <p>Maintain the current level of hate crime training.</p>	<ul style="list-style-type: none"> <li>• Work to develop crime prevention programs designed for the LGBTQ community.</li> <li>• Acquire funding the establishment of an LGBTQ community Case Worker.</li> <li>• Track the number of notifications to the VPD in relation to hate crimes.</li> <li>• Conduct ongoing in-house training with regards to hate crimes.</li> <li>• Development of a smart phone app which would contain information relevant for police investigations.</li> </ul>	December 31, 2012	<p>Inspector Mario Giardini</p> <p>Diversity Program Planner Lori Beckstead</p>	<p>LGBTQ community</p> <p>District 1 Neighbourhood Police Officer</p>	Nil
<b>Strategy 6</b>	Improve the VPD's outreach to Vancouver's diverse cultural communities	<p>Greater VPD representation at various community events.</p> <p>Improved relationship between the VPD and Vancouver's diverse communities.</p>	The number of diverse community events coordinated and/or attended by the VPD.	Continue a high level of participation in multiple community events each year.	<ul style="list-style-type: none"> <li>• The Diversity Advisory Committee to develop action plans to reach out to the various or diverse communities in Vancouver.</li> <li>• To coordinate or participate in diverse community events such as an 'Anti Bullying forum' or a 'Hate Crime Dialogue Session'.</li> </ul>	Ongoing	Diversity Program Planner Lori Beckstead	Diversity Advisory Committee	Nil

# Vancouver Police Department Annual Business Plan (2012)

Goal – Provide socially responsible programs and initiatives that benefit youth

Champion – Inspector Ralph Pauw

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Maintain the VPD Youth Referral Program to remain consistent with provisions of the Youth Criminal Justice Act (YCJA) and consider extra-judicial measures for youth who commit less serious offences	Referring youth to community programs rather than incarceration will assist them in addressing the underlying issues for their criminal behaviour. Agencies involved in extra judicial measures work with youth to help them gain the skills and knowledge to make better choices and develop into socially responsible citizens.	The number of referrals from School Liaison Officers (SLOs) and investigators.  The number of referrals from Patrol members.	Three referrals from SLOs and investigators each month.  One number of referrals from Patrol members each month.	<ul style="list-style-type: none"> <li>• Create a brief training film describing the Youth Referral program and referral process.</li> <li>• Distribute the film to be shown to all Patrol teams.</li> <li>• Regularly post bulletins on E-parade.</li> <li>• Liaise and build partnerships with community agencies and organizations to provide the highest quality program referrals.</li> </ul>	Ongoing	Youth Referral Coordinator Alison Rowley	All four Patrol Districts  Various community agencies	Nil
Strategy 2	Coordinate and implement the Retail Theft Circles (RTC) program to provide an opportunity for offenders to learn about the impacts of shoplifting directly from those most impacted	Young offenders will be provided with an alternative response to the issue of shoplifting with the goal of deterring future offending. Those impacted most by shoplifting (Loss prevention officers, store owners, police officers, and community members).  A reduction in shoplifting re-offences for youth who have participated in an RTC.	The number of referrals to the program.  The number of youth who participate in an RTC and shoplift again.	Conduct six RTCs with at least 15 youth participants in session for a total of 90 youth by year end.  Establish a baseline regarding recidivism rates for youth who have participated in an RTC.	<ul style="list-style-type: none"> <li>• Educate Members about the program through the use of regular bulletins on E-parade.</li> <li>• Educate Loss Prevention Officers (LPOs) on the availability and benefits of RTCs as a response to shoplifting.</li> <li>• Conduct extensive initial meetings with youth referred to program to ensure suitability for program participation.</li> <li>• Engage LPOs, Police Officers, Victims, and community resources as participants in the RTCs.</li> </ul>	December 31, 2012	Youth Referral Coordinator Alison Rowley	All four Patrol Districts  Business Improvement Association (BIA)  Loss Prevention Officers (LPO) from companies frequently targeted for shoplifting.	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Y10 (the Youth Car) to conduct checks on youth with court-imposed conditions to ensure they are being abided by	Youth convicted of criminal activity will be subject to routine condition checks. This will reduce recidivism and increase the likelihood that court imposed conditions will have a positive impact.	The number of youth with conditions being monitored by Y10.	Establish a baseline for the number of youth being monitored by Y10.	<ul style="list-style-type: none"> <li>• Work with Patrol, Youth Probation, SLOs and YSU officers in order to proactively monitor young offenders, enforce the law when a breach occurs, and pursue fresh charges when appropriate.</li> <li>• Conduct street checks on youth, develop Intel, and establish rapport.</li> </ul>	Ongoing	Sergeant Tahir Humayun	All four Patrol Districts	Nil
Strategy 4	Continue to develop and maintain the success of the Police Athletic League (PAL) program	<p>Provide a safe and supervised environment for youth, giving them the opportunity to work with positive role models and build relationships with police officers.</p> <p>Encourage youth to become involved in community sports and activities thereby enhancing their self esteem and motivation to develop a positive self image.</p>	The number of participants in PAL sessions.	A 10% increase in the number of students who participate in PAL.	<ul style="list-style-type: none"> <li>• Explore fundraising opportunities in order to increase the number of events sponsored by PAL.</li> <li>• Create more awareness of the PAL program by posting in-house bulletins on a regular basis throughout the year.</li> <li>• Liaise with the Youth Referral Coordinator for youth referrals who would benefit by participating in sporting events/programs promoted by the PAL program.</li> </ul>	Ongoing	Inspector Ralph Pauw	<p>All four Patrol Districts</p> <p>Beat Enforcement Team</p> <p>Traffic Section</p> <p>Diversity &amp; Aboriginal Policing Section</p> <p>Vancouver Police Foundation</p> <p>Vancouver Police Community Fund</p>	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 5</b>	Secure funding to ensure the VPD Student Challenge can be held annually	The VPD Student Challenge will continue to have a positive effect on students through a relationship building process with youth. Moreover, this program will generate interest in a policing career.	Progress on securing funding for the Student Challenge.  Level of enrolment in the program.	Secure approximately \$22,000 annually to offset the operating costs of the program.  Achieve an enrolment level of 48 students per year to ensure the program is sustainable.	<ul style="list-style-type: none"> <li>Identify a team of SLOs to administer and coordinate the Student Challenge.</li> <li>Solicit and secure sufficient funds to successfully run this program.</li> <li>Market the Student Challenge program to VSB students and children of VPD members.</li> </ul>	Ongoing	Sergeant Brent Haines	Vancouver School Board	Nil

## Vancouver Police Department Annual Business Plan (2012)

Goal – Manage resources in an environmentally sustainable manner

Champion – Superintendent Daryl Wiebe

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Engage in a waste reduction program to divert waste in the VPD	A full understanding of the amount of waste generated within VPD facilities.  The implementation of a comprehensive recycling program at the VPD.	The amount of waste diverted at the VPD.	A 10% reduction in waste based on benchmarks established by the Corporate Waste Diversion Program.	<ul style="list-style-type: none"> <li>Collect metrics on waste generated at the VPD.</li> <li>Implement the Corporate Waste Diversion program at the two main VPD facilities.</li> <li>Fully integrate battery recycling for all employees.</li> <li>Expand waste diversion programs to satellite facilities of the VPD.</li> </ul>	December 31, 2012	Superintendent Daryl Wiebe  Inspector Michelle Davey	Facilities Services Section  City of Vancouver Facilities  VPD Senior Management Team	Nil
Strategy 2	Reduce vehicle emissions by the VPD	Implementation of more fuel efficient vehicles within the VPD fleet.  Reduction in idling time for VPD vehicles.	The number of hybrid and/or alternate fuel source vehicles in the fleet.  The number of more fuel-efficient Patrol vehicles deployed in 2012.  Improved metrics for vehicle emissions, from operational police vehicles.	The addition of 10 hybrid and/or alternate fuel vehicles to the fleet.  A 5% reduction in fuel consumption for operational police vehicles.	<ul style="list-style-type: none"> <li>Replace remaining prisoner wagons with efficient Sprinter vans.</li> <li>Add additional hybrid or electric vehicles to the fleet where operationally feasible.</li> <li>Patrol Fleet renewal will explore replacing old V-8 technology with newer, more efficient, and more powerful 6-cylinder motors.</li> <li>Expand testing to incorporate technological advances to reduce idling.</li> </ul>	December 31, 2012	Acting Staff Sergeant Cam Lawson	All VPD employees  Fleet Services Section  City of Vancouver Equipment Services	Idle-stop technology costs approximately \$1,400.00 per vehicle to acquire and install. Total cost is not known, pending further functional testing to assess its effectiveness on the operational fleet.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Replace paper-intensive processes with paperless systems where possible and when cost effective	This initiative will result in less paper use and will allow for more efficient and timely business processes.	The volume of paper used for printing.  The number of paperless processes implemented in the year.	A 5% reduction in the amount of paper used.  The addition of 3 new paperless business processes to replace legacy paper-based ones.	<ul style="list-style-type: none"> <li>Identify paper-intensive processes in administrative, investigative, and operational areas.</li> <li>Identify where efficiencies could be gained with paperless processes.</li> <li>Implement new processes where feasible.</li> </ul>	December 31, 2012	Audit Manager Simon Demers	VPD Senior Management Team  Planning, Research and Audit  Information Technology Section	Nil
Strategy 4	Assess the feasibility of a dedicated sustainability coordinator role within the VPD, exclusively for VPD programs and initiatives	A subject matter expert will be able to provide added value to current and future VPD sustainability projects through research and pre-existing knowledge.	A dedicated program coordinator to oversee ongoing and new sustainability initiative within the VPD.	The addition of one FTE position to the Facilities Services Section.	<ul style="list-style-type: none"> <li>Develop a business case to support the position, based on research already done through the Green City Scholars program.</li> <li>Define roles and responsibilities for the position.</li> <li>Receive approval for the position.</li> <li>Complete selection to fill the position.</li> </ul>	December 31, 2012	Superintendent Daryl Wiebe	City of Vancouver Sustainability  Financial Services Section  Human Resources Section  Facilities Services Section	\$50,000/year, subject to position classification.

## Vancouver Police Department Annual Business Plan (2012)

Goal – Encourage and support career development and succession planning for all staff

**Champion – Inspector Larry Cope**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Manage all periods of rank depletion through planning and projection	Pro-active awareness of requirements for the next 5 years by all managers will improve how succession planning and attrition is handled, resulting in more seamless transfers.	Progress on the development of a new database which contains comprehensive demographic information for all members including but not limited to age, rank, gender, Length of Service, and the “80 factor”	The successful development of the new database.	<ul style="list-style-type: none"> <li>Develop a five year forecasting database for attrition derived from SAP.</li> <li>Identify rank depletion.</li> <li>Identify age and gender gaps.</li> </ul>	June 30, 2012	Inspector Larry Cope  Staff Sergeant Ross Jackson		Nil
Strategy 2	Explore and investigate software that is compatible with SAP and focus on “skills management”	Training budgets can be better allocated once there is a software package in place to identify the status of all members with regards to qualifications and training.	The number of identified training software options identified as potentially being feasible for implementation at the VPD.	The selection of one software package for demo at the VPD.	<ul style="list-style-type: none"> <li>Identify requirements.</li> <li>Set up appointments for demonstrations.</li> </ul>	December 31, 2012	Inspector Larry Cope  Staff Sergeant Ross Jackson		The cost of a software package will not be known until a number of packages have been examined. However, the process of searching for appropriate software should not have any budgetary impacts.
Strategy 3	Establish a committee to work with IT to establish the viability of further development of the Mandatory Training Program for the purposes of career development	This committee will Determine what functionality is required in a new career development and training program and whether the VPD’s current software is capable of fulfilling the requirements.	Progress on establishing the committee  The number of meetings the committee holds	The creation of the committee  Hold regular meetings and act upon agenda items	<ul style="list-style-type: none"> <li>Identify requirements.</li> <li>Set up meetings with the Training Unit.</li> <li>Set up meetings with IT.</li> </ul>	December 31, 2012	Inspector Larry Cope  Staff Sergeant Ross Jackson	Information Technology Section	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 4</b>	Create formal working policies on what constitutes career development	<p>Formal definitions and policies surrounding career development will allow members to more effectively plan their career development.</p> <p>Moreover, soliciting employee feedback has the potential to increase employee participation and increase members' awareness of career development.</p>	<p>Progress made on soliciting VPD employees for their thoughts regarding career development</p> <p>Progress made on establishing policies</p>	<p>Solicit employees for their thoughts regarding career development</p> <p>Establish policies surrounding career development</p>	<ul style="list-style-type: none"> <li>• Prepare a simple questionnaire of ten basic questions.</li> <li>• Promote the questionnaire via Intranet and internal memos.</li> <li>• Identify courses relevant to career development.</li> <li>• Identify courses for consideration.</li> <li>• Identify groups and individuals ready for other development.</li> </ul>	September 30, 2012	<p>Inspector Larry Cope</p> <p>Staff Sergeant Ross Jackson</p>	<p>Human Resources Section</p> <p>Community and Public Affairs Section</p>	Nil

## Vancouver Police Department Annual Business Plan (2012)

Goal – Ensure that the VPD has the human resources and training needed to meet objectives

**Champion – Superintendent Jeff Sim**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Develop a five year comprehensive training and education plan for constables that will ensure our members are achieving their full potential	Focused training and education plans will ensure members meet organizational competencies and increase their job satisfaction.	Progress on developing and implementing the training and education plan.	Training and education plans fully developed, communicated, and implemented	<ul style="list-style-type: none"> <li>Conduct research to identify essential learning needs and competency levels for constables at the 5 year mark.</li> <li>Link with mandatory training requirements identified in the Training Management and Planning Information System (TMPIS).</li> <li>Provide and schedule identified training.</li> </ul>	Ongoing	Inspector Rick Smitas	VPU  VPOA  JIBC  Police Sector Council	Nil
<b>Strategy 2</b>	Ongoing delivery and development of leadership, labour process investigation, and HR processes training for supervisors and managers	Supervisor and Manager have access to a balance of training / career development programs.	Increased amount of training and achievement of customer service (internally)	Supervisors and managers receive core training in labour process investigation and HR processes	<ul style="list-style-type: none"> <li>Continuation of Supervisor and Manager training in labour processes.</li> <li>Delivering mandatory training for Supervisors and Managers as identified in TMPIS according to positions.</li> <li>Research and identify new education programs through various venues such as the Leadership Development Committee.</li> </ul>	December 31, 2012	Inspector Rick Smitas	HR  All unions and associations representing VPD employees	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 3</b>	Recruit and retain sworn and civilian members to fill current and projected vacancies	Filling vacancies will result in sufficient staff being in place to meet organizational goals and maintain the health and well-being of members through a balanced workload.	Sections throughout the department are staffed sufficiently to meet their organizational and operational goals	All funded vacancies are filled	<ul style="list-style-type: none"> <li>• Develop innovative outreach programs for recruiting candidates for sworn positions.</li> <li>• Continue efforts to obtain maximum budget that will allow hiring to authorized strength.</li> <li>• Strategize filling of both sworn and civilian vacancies to meet organizational and operational goals.</li> <li>• Continually assess assignments of sworn &amp; civilian staff and adjust as necessary to minimize vacancy challenges.</li> </ul>	Ongoing	Superintendent Jeff Sim  Inspector Jeannie Yee  Inspector Larry Cope	Human Resources Section  City of Vancouver Finance  All unions and associations representing VPD employees	Nil

## Vancouver Police Department Annual Business Plan (2012)

Goal – Support and foster employee wellness

**Champion – Inspector Larry Cope**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Create a variety of employee wellness programs	The employer will express its overview and directive for the well-being of its employees, thereby promoting increased health awareness.	The number of programs up and running by the end of the year.  The amount of services used by employees.	To have at least four programs up and running this year.  Establish base lines for all programs instituted in the year.	<ul style="list-style-type: none"> <li>Develop Employee Health and Wellness programs.</li> <li>Conduct periodic medical exams.</li> <li>Develop a High Stress Debrief program.</li> <li>Develop a Heart Health Program</li> </ul>	December 31, 2012	Inspector Larry Cope	Human Resources	Nil
<b>Strategy 2</b>	Promote the existence of the new Intranet site regarding wellness	The VPD will provide meaningful information and referral sites for a variety of common health issues to its members, thus increasing the health and wellbeing of employees.	Increased awareness and better attention to good health as measured by the site's "hit" counter.	Establish baseline of hits to the website.	<ul style="list-style-type: none"> <li>Develop an approved declaration of aim and purpose.</li> <li>Develop an emphatic campaign to identify and inaugurate the new employee health and wellness website.</li> <li>Engage all HR personnel to promote the new site.</li> </ul>	December 31, 2012	Inspector Larry Cope	Community and Public Affairs Section  Information Technology Section	Nil
<b>Strategy 3</b>	Create a wellness committee to ensure the ongoing development of the Intranet site and other health programs	The Wellness Committee will be able to increase awareness and usage of wellness programs by acting as a conduit to include and incorporate employee feedback into ongoing programming.	The progress on establishing a Wellness Committee.  The number of meetings held.	Establish the Wellness Committee.  Hold regular meetings and act upon agenda items.	<ul style="list-style-type: none"> <li>Continue to add information to the intranet site.</li> <li>Creative editing applications to ensure more readerships.</li> <li>Library enhancement for the access of the membership – both soft and hard data.</li> </ul>	December 31, 2012	Inspector Larry Cope	Human Resources  Public and Community Affairs	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Establish attendance reports for supervisors and managers with corresponding department standards of attendance	Managers will have regular absenteeism reports resulting in improved attendance management, ultimately reducing overall absenteeism.	Progress on creating the attendance report.  The number of reports distributed yearly.	Create the quarterly absenteeism report.  The delivery of at least one report by years end.	<ul style="list-style-type: none"> <li>• Create attendance reports for each VPD Section.</li> <li>• Determine quarterly departmental averages.</li> </ul>	September 30, 2012	Inspector Larry Cope		Nil
Strategy 5	Implement a new program to replace the outdated ADAM program for Attendance Management, including a revised list of who receives this information and why	Managers will be provided with meaningful attendance information on a daily basis which will further aid efforts in reducing absenteeism where applicable.	Progress on replacing the ADAM system.  The number of reports disseminated.	The replacement of the ADAM System.  Daily reports be disseminated once the new system is up and running.	<ul style="list-style-type: none"> <li>• Seek support from the Executive to prioritize this project.</li> </ul>	September 30, 2012	Inspector Larry Cope	Information Technology Section	Nil

## Vancouver Police Department Annual Business Plan (2012)

Goal – Develop and implement initiatives that streamline administrative processes

**Champion – Director Drazen Manojlovic**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Use the information obtained in the VPD's internal Strategic Planning focus group dialogue sessions to identify administrative processes that may be improved upon	The re-allocation, reduction or elimination of unnecessary administrative tasks.	The number of administrative tasks identified.	As many administrative tasks identified in 2011 as operationally feasible.	<ul style="list-style-type: none"> <li>• Review the material recorded from the VPD's internal Strategic Planning focus group dialogue sessions.</li> <li>• Identify opportunities from this material and create an opportunity log.</li> <li>• Prioritize opportunities.</li> <li>• Make recommendations for change (if required).</li> </ul>	December 31, 2012.	Director Drazen Manojlovic	Various Sections within the VPD dependent on the nature of the administrative task.	Nil
<b>Strategy 2</b>	Use the information analyzed in the 2011 Patrol Administrative Study to identify patrol-specific tasks that may be improved upon	The re-allocation, reduction or elimination of unnecessary administrative tasks specific to patrol.	The number of administrative tasks identified.	As many administrative tasks identified in 2011 as operationally feasible.	<ul style="list-style-type: none"> <li>• Finalize the Patrol Administrative Study Report (the report is near completion and was delayed because of Planning, Research &amp; Audit Section's dedication to the VPD's Riot Review).</li> <li>• Identify opportunities from this report.</li> <li>• Prioritize opportunities.</li> <li>• Make recommendations for change (if required).</li> </ul>	December 31, 2012.	Director Drazen Manojlovic	Operations Division	Nil

## Vancouver Police Department Annual Business Plan (2012)

Goal – Research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime

**Champion – Superintendent Daryl Wiebe**

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Complete an Information Technology Resource Review to determine the optimal staffing levels for the VPD IT Section	<p>An independent review of staff resources within the VPD Information Technology Section, to ensure that VPD IT staffing levels meet best practices standards in police departments.</p> <p>An understanding of how the VPD fares with regard to IT staff resources relative to other police departments and government agencies.</p>	Progress on completing an IT resource review.	A completed IT resource review.	<ul style="list-style-type: none"> <li>Define parameters for a review of VPD IT staffing levels.</li> <li>Contract with external company to provide independent review.</li> <li>Examine outcomes to assess next steps to meet the recommendations from the review.</li> </ul>	June 30, 2012	Director Kathy Wunder	<p>Information Technology Section</p> <p>Planning, Research and Audit Section</p>	\$30,000
<b>Strategy 2</b>	Utilize new fleet technology to maximize the effectiveness of front-line Patrol officers	A mobile environment for Patrol officers that provides them with the best-suited vehicle to accomplish their duties, and provides them with relevant information to investigate and combat criminal activity.	The number of cars within the current fleet that have been replaced with more progressive and technologically advanced Patrol vehicles.	The replacement of 50 Patrol vehicles.	<ul style="list-style-type: none"> <li>Complete a Request for Expression of Interest (RFEOI) for new Patrol fleet.</li> <li>Assessment and selection of new Patrol car.</li> <li>Explore new technology options for the mobile environment.</li> <li>Determine additional strategies to get real-time and relevant crime information to front-line officers.</li> </ul>	December 31, 2012	<p>Acting Staff Sergeant Cam Lawson</p> <p>Special Constable Ryan Prox</p>	<p>Fleet Services</p> <p>VPD Patrol</p> <p>City of Vancouver Equipment Services</p> <p>Information Technology Section</p>	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Develop a regional 'Real-Time Crime Centre' to provide front-line officers and investigators in the field with real time information	The creation of a regional intelligence hub, working 24/7, will increase the quality of operational decisions and investigations as front line members will have access to real-time information.	Progress on the development of a real-time, cross-jurisdictional intelligence to police officers throughout Metro Vancouver.	Obtain agreement in principle between all local departments for the 'Real-Time Crime Centre'.	<ul style="list-style-type: none"> <li>• Obtaining organizational commitment from regional police agencies.</li> <li>• Defining a governance model through a joint management team.</li> <li>• Identifying operational strategies and a business model.</li> <li>• Secure facility space.</li> <li>• Defining a shared staffing model.</li> </ul>	December 31, 2014	Inspector Bob Stewart	Criminal Intelligence Section  BC Association of Chiefs of Police  VPD Operations and Investigations Divisions  Lower-Mainland RCMP  West Vancouver Police Department  New Westminster Police Service  Delta police Department  Port Moody Police Department  Abbotsford Police Department	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Develop an Information Management Plan to streamline business processes	Business processes will be streamlined and both electronic and paper based information will be stored in a consistent manner increasing efficiency and minimizing loss of information due to non-standardized naming conventions.	Progress on defining information management business processes for the VPD.  Consistent business practices for information management across the VPD.	New policies and procedures for the management of information.  A 10% reduction in duplicate files across the Department.	<ul style="list-style-type: none"> <li>Form an Information Management Steering Committee.</li> <li>Define retention policies for operational and administrative files.</li> <li>Standardize file naming conventions across the VPD.</li> <li>Develop policies and procedures for electronic document storage.</li> <li>Explore software solutions for the management and storage of electronic information.</li> <li>Define business processes for electronic filing and document storage on network.</li> <li>Deliver training to all staff on information management.</li> </ul>	December 31, 2013	Superintendent Daryl Wiebe  Director Dawna Marshall-Cope	Information Management Section  Information Technology Section  Planning and Research Section  Investigations Division  Operations Division	Nil for 2012  Potential for future budget needs, depending on the need for software solutions to assist with this strategy
Strategy 5	Develop improved knowledge and understanding of Internet and Technology Crime, and how technology is a part of most police investigations today	Members will have increased knowledge and awareness of the role of Internet technology in police investigations and will utilize this technology to solve crimes.	Level awareness of investigative strategies that leverage technology and the Internet.	Training delivered to 75 officers in patrol and investigative functions.	<ul style="list-style-type: none"> <li>Create a virtual technology training environment.</li> <li>Increased course availability through effective scheduling in-house.</li> <li>Develop a training plan.</li> <li>Deliver in-house course.</li> <li>Explore course delivery to external policing partners.</li> </ul>	December 31, 2012	Inspector Jim McCardell  Inspector Cita Airth	Technology Crime Unit  Information Technology Section  Training Section	\$5,000