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**VANCOUVER POLICE DEPARTMENT  
2014 ANNUAL BUSINESS PLAN**

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

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## Letter from the Chief

Building on the successes of the 2008-2012 Strategic Plan, the Vancouver Police Department's (VPD's) 2012-2016 Strategic Plan reflects the VPD's ongoing commitment to be a leader in policing, to provide excellent service to the community, and to make Vancouver the safest major city in Canada. This commitment continues to be a major challenge. Despite the VPD exceeding its main strategic targets to reduce property crime and violent crime by 20% and 10% respectively over the period of the last strategic plan, property crime and violent crime continue to be significant issues. As well, organized crime, street disorder, and road safety continue to be significant concerns despite departmental successes in these areas over the past five years.

Overall, 2013 was another successful first year in working towards achieving the VPD's 2012-2016 Strategic Goals. For example, all incidents of violent crime were reduced by 4.1%; when factoring in population growth this represents a violent crime rate reduction of 5.4%. To enhance ongoing efforts to combat low-level crimes and problems that impact perceptions of neighbourhood safety, VPD officers responded in 2013 with a 92% increase in municipal by-law tickets issued and a 16% in provincial liquor enforcement tickets issued. Similarly, ongoing VPD enforcement efforts further disrupted violent gang activity as highlighted by a 31% reduction in related shots fired and a 25% reduction in gang-related homicides. On the traffic safety front, total fatalities decreased by 21%; collisions decreased by 11% at high collision locations; charges laid against unauthorized drivers increased by 70%; total targeted enforcement action directed at all road users increased by 40%; and, excluding the December holiday season, traffic ticketing by Patrol increased by 30%.

Despite an unprecedented focus on developing activities and tactics to prevent and investigate property crime across all VPD Divisions, all incidents of property crime rose by 1.5% in 2013 from 2012. However, when factoring in population growth, there was virtually no change in the property crime rate. An overall increase was also seen in total incidents of street disorder city-wide (+5%). Notably, there were increases of unwanted person calls by 13%, disturbances by 10%, and annoying circumstances by 7%. In response to these increases, the VPD will maintain its focus on property crime and street disorder as organizational priorities in 2014 in a concerted effort to achieve overall reductions. To that end, proven strategies and activities from 2013 will be continued; others will be revised; and new and innovative measures will be adopted.

Patrol activities will continue to be further enhanced in 2014 through the ongoing deployment of Community Safety Personnel (CSPs). The Community Safety Program was introduced as a pilot project in 2013 to assist Patrol members by attending lower priority and lower complexity calls for service thereby allowing Patrol members to more effectively respond to higher priority calls and engage in pro-active policing duties. Accordingly, within the first seven months of deployment, CSPs responded to, or assisted on, 7,183 police incidents – which is equivalent to one incident every 35 minutes. Apart from this support to front-line operations, the CS members have been able to conduct, on average, 80 minutes of proactive duties per day. The Community Safety Program is expected to continue improving the VPD's crime fighting efforts along with its overall levels of customer service.

To further improve customer service, the VPD will continue its comprehensive education and outreach campaigns and will further strengthen its relationships and partnerships with marginalized youth and community groups. To that end, effective community-focused initiatives and programs such as *SisterWatch*, *BarWatch*, the *Police Athletic League* (PAL), and the *Women's Safety Fair* among many others will continue in 2014. In addition, the VPD will seek to secure five year funding for the development and implementation of a *Cadet* program to begin in 2014. This program will be marketed to secondary schools throughout Vancouver in order to steadily recruit youth cadets from all communities. These youth will be taught teamwork, leadership, excellence, discipline, and a variety of basic law enforcement skills that will be applied to their everyday lives with the overall aim of reducing negative behaviours, crime, and victimization.

Moreover, the VPD will continue to work with external partners and all levels of government to prevent and reduce the systemic and societal "up-stream drivers" that contribute to crime and disorder, with an ongoing

specific focus on mental health and homelessness issues. Collectively, this work is critical in helping the VPD prevent and fight crime. The VPD's concerted efforts to address mental health issues over the last few years has led to enhanced information-sharing and working relationships between the VPD and Vancouver Coastal Health (VCH). As a result, there were decreases of 67% in acts of street disorder, 50% in overall police contacts, and 23% in victimization relating to those mentally ill persons participating in the Assertive Community Treatment (ACT) program. To build on this success and sustain progress, the VPD will continue with its expanded ACT program in 2014 and will continue to advocate for more mental health resources at the national level, to both the Federal Government and police leaders across Canada. Similarly, the VPD will continue to work with the City of Vancouver (CoV) in 2014 to reduce homelessness and to ensure that all supportive housing sites and single resident occupancy (SRO) buildings are safe and secure place for vulnerable people to live.

From an organizational development standpoint, further measures will be taken in 2014 to support and develop staff through comprehensive training and education plans including police-specific leadership training, mentoring, and orientation packages. Wellness and respectful workplace activities and information will also continue to be expanded along with other initiatives to help reduce absenteeism.

2014 represents the third year of the business planning process that flows from the 2012-2016 Strategic Plan. The first two years demonstrated the VPD's ongoing commitment to achieving its updated long-term strategic priorities. Throughout the coming year, the Strategic Plan "Champions" will maintain all operational, investigative, and administrative 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.

The VPD's Strategic initiatives also continue to align prominently with the CoV's Corporate Strategic Business Plan's goals to reduce and prevent crime and to enhance environmental sustainability. Incidentally, the VPD continues to be a leader in environmental sustainability through its *Zero Waste* program along with its systematic efforts to reduce vehicle emissions and printed paper use.

To augment the VPD's business planning process throughout the year, the Champions will continue to present their progress to the VPD's Senior Management Team and to the Vancouver Police Board (VPB) on a regular basis. A 'Mid-year Report Card' will be published to give a high-level overview of the progress of each strategy, while the Strategic Plan Sustainment Committee will continue to meet regularly to ensure the messages of the Strategic Plan flow consistently to all VPD employees.

## 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.

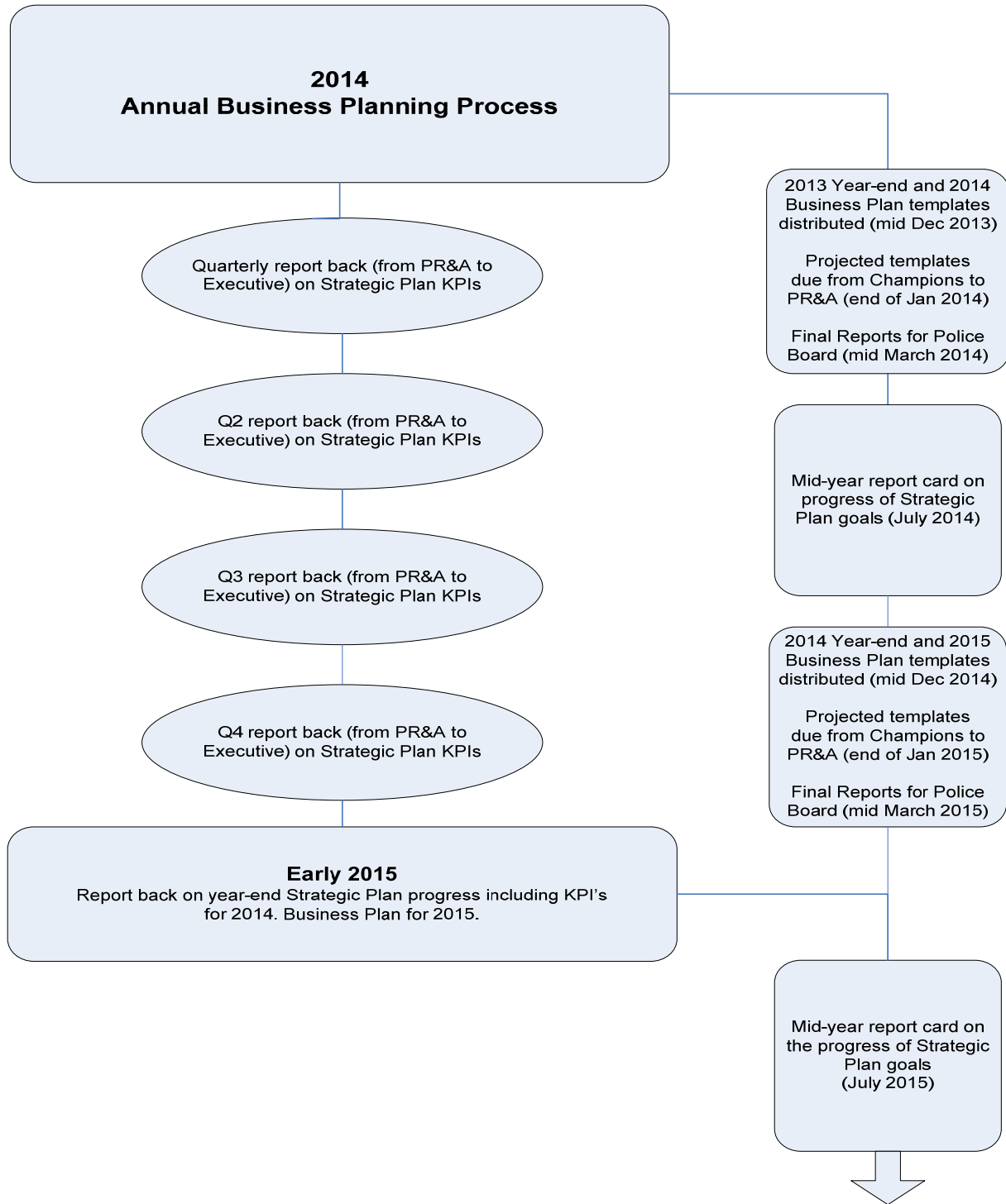
The demands on an organization and its operational priorities change over time. To meet these challenges, every organization needs to continually revisit its Strategic Plan and adjust its priorities accordingly. For the VPD, this is accomplished through an annual business planning process that includes:

- 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 - 2014 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 which identifies their annual main strategies and associated activities in support of the long-term strategic goal they are assigned. The template will also record the outcomes and target measures relating to each annual strategy. In addition, each Champion produces a one-page overview/summary outlining their long-term strategic goal as well as the key annual 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 July of each year for the Mid-Year Report Card, and a more detailed Report-Back is required at year-end. 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 2014 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 2014. 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 MICHELLE DAVEY AND INSPECTOR CITA AIRTH**

The VPD continues to reduce violent crime through aggressive and proactive policing efforts. These efforts have resulted in a 4.1% reduction in incidents of violent crime in 2013 compared to 2012. When factoring in population growth, this represents a violent crime rate reduction of 5.4%. Since 2011, incidents of violent crime have dropped by 9.1% with a violent crime rate reduction of 11.8%.

Vancouver's violent crime statistics continue to be largely driven by violence in the Downtown Eastside (DTES) and the Granville Entertainment District (GED). In addition, domestic violence accounts for 21.9% of all assaults that occur in Vancouver. Further attention will be paid towards lowering domestic violence through advanced education efforts in 2014. To that end, the VPD will continue holding its popular women's safety events in 2014 where attendees are both educated and trained on personal safety. Over 430 women were educated and/or trained on personal safety in 2013, and similarly high numbers are expected for 2014 as the VPD aims to host these events in areas of the city where violence against women is prominent. Through greater awareness of women's safety, the VPD expects to see an initial spike in the reporting of violent crimes against women (as many of these crimes would have been unreported in the past due to a lack of awareness). This increased reporting rate may negatively impact overall VPD violent crime reduction targets in the immediate future, but will promote women's safety and reduce levels of violence in the long run.

In 2013, the VPD continued to work collaboratively with the community to learn about real-time problems in order to respond with proactive solutions. On-going programs such as *SisterWatch*, *BarWatch*, and *Restaurant Watch* as well as the *Don't Be That Guy* campaign and liquor enforcement (Lima) call-outs have proven to be successful in fostering relationships with the community and helping to reduce violent crime.

Ongoing coordinated efforts between the VPD's Operations and Investigation Divisions have continued to target chronic and high risk violent offenders in an effective and efficient manner. The court order compliance system for chronic and high risk violent offenders has been further refined and improved in 2013. With increased capacity in Patrol, the High Risk Offender Unit (HROU) and the Domestic Violence & Criminal Harassment Unit (DVACH) assigned more files to Patrol members to monitor the conditions of offenders. In addition, there were significant advances in 2013 in the development and execution of street level enforcement projects that target problem premises and areas and/or persons responsible for violent crime. These projects were primarily focused in Districts 1 and 2 and were supported by the new Beat Enforcement Team (BET) deployment model for the DTES and by the new beat deployment model in Patrol District 1. These projects are highly effective and will continue to be advanced city-wide in 2014, using Investigation Division resources where possible. The ongoing development of the operational information repository will further facilitate the development and delivery of these projects, as proven strategies and tactics used to address violent crime will be readily and increasingly available to all Patrol members and investigators.

Moreover, Patrol will continue to increase its execution and follow-up on all arrest warrants to ensure that police obligations to maintain public interests and safety are met (4,028 warrants were executed in 2013). Specific attention will be given in 2014 to following up on DNA warrants to ensure that these warrants are executed and

that DNA samples are obtained. Specific attention will also be given to increasing the number of warrant-related projects jointly undertaken by Patrol and the Fugitive Unit.

#### **KEY STRATEGIES FOR 2014**

- *Continue to implement 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 officers and investigators*
- *Continue to educate the public, particularly women, with respect to domestic violence, sexual abuse, and sexual assault awareness, prevention, and personal safety*
- *Continue to reduce crime against women in the Downtown Eastside (DTES) through the SisterWatch program*
- *Continue to execute and follow-up on all arrest warrants to ensure that the police obligation to maintain public safety is met*
- *Develop and execute street level enforcement projects that target environments, problem premises and/or persons responsible for violent crime using joint Operations and Investigation Division resources*

## **GOAL: REDUCE PROPERTY CRIME BY 5% PER YEAR FOR A TOTAL REDUCTION OF 25% OVER THE NEXT FIVE YEARS**

### **CHAMPION: SUPERINTENDENT DEAN ROBINSON**

The VPD achieved significant reductions in property crime over the period of the last strategic plan. A number of innovative and proactive strategies to combat property crime have evolved over time resulting in a total reduction of 29% in the property crime rate since the start of 2008 to the end of 2011, exceeding the strategic target of 20%. In spite of the significant progress that had been made, incidents of property crime increased by 3.7% in 2012. When factoring in population growth, this represented a 2% increase in the property crime rate in 2012 from 2011. In response to that rise in property crime, the VPD re-assessed its property crime strategies to ensure that reducing property crime was re-emphasized as an organizational priority in 2013 and beyond.

The VPD proceeded in 2013 with a focus on developing activities and tactics to prevent and investigate property crime, while ensuring there was a commonly communicated, unified focus across all VPD Divisions. Though these efforts did not result in an overall reduction in the number of property crime victims in 2013, they did have an impact in interrupting the rate of growth in property crime from the prior year. In 2013, incidents of property crime increased by 1.5%; when factoring in population growth, the increase in the property crime rate was a very nominal 0.1%, or virtually unchanged. In 2014, the VPD will maintain its focus on property crime as an organizational priority in a concerted effort to achieve an overall reduction. To that end, proven strategies and activities from 2013 will be continued; others will be revised; and new and innovative measures will be adopted.

The efficient use of VPD analytical resources in combating property crime was enhanced in 2013 beyond that of 2012. With assistance from the Investigation Division, the Operations Division ran 131 formal Patrol-based interdiction projects to target property crime “hot spots” and chronic offenders, a significant increase over the 35 projects undertaken in 2012. The Operations Division also implemented a pilot project where Patrol members were deployed by the Property Crime Unit (PCU) in proactive investigations focusing on break & enter offences (B&Es). Accordingly, Patrol Districts were equipped with additional surveillance equipment and numerous Patrol members were trained to conduct low level surveillance. These surveillance efforts, coupled with the institution of more sophisticated target selection process, contributed to a significant overall reduction of 6.2% in B&E's. Specifically, residential B&Es were reduced by 10% and this is significant because these offences are rated on the crime severity index as the most severe type of property crime. 2014 will see an even greater focus on property crime “hot spots” and offenders through advanced coordinated interdiction projects and surveillance work guided by ongoing enhancements to the target selection process as well as other analysis and intelligence.

The Property Crime Support Unit (PCSU) continued with intelligence-led projects in 2013 to focus on Downtown Eastside (DTES) businesses that purchase stolen property as well as on the public market that has vendors selling stolen property. The PCSU will continue to leverage current stolen property tracking technology with enhanced Xtract software that will be implemented in 2014 once contractual matters between the vendor and the City of Vancouver (CoV) are finalized. In addition, with the assistance of the Public Affairs Section and the Community Policing Centres (CPCs) and in partnership with the Business Improvement Associations (BIAs) and security firms, various efforts to engage the public with respect to property target hardening will continue. These target hardening and education efforts will continue in tandem with the VPD's effective ongoing Neighbourhood Crime Alert, Block Watch, and Citizen's Crime Watch (CCW) programs. Holistically, the VPD will continue in 2014 to ensure that internal and external resources are directed at property crime priorities with input from the General Investigation Section (GIS), the Operations Division, and relevant community partners. Successful collaboration and intelligence sharing with property crime units from other Metro Vancouver police agencies launched in 2012 was continued in 2013 and will be applied in 2014.

Moreover, success continued in 2013 in securing federal sentences for chronic offenders. Incarceration in federal institutions provides those offenders with opportunities to participate in rehabilitation and life skills programs which will facilitate their path to recovery. Previous year's efforts of the VPD's Sentencing Committee to establish

electronic monitoring of chronic offenders are expected to be revisited in 2014. Standardized bail and area restriction processes for use by VPD members has assisted in the enhancement of chronic offender management practices. Further efficiencies will be realized in 2014 when the VPD completes its restructuring of the Chronic Offender Unit (COU) which includes new business rules and the establishment of best practices to guide the activities of the unit. These measures are expected to further increase court order compliance among offenders as chronic offender management practices are enhanced within COU and in partnership with Patrol. Similarly, the implementation of best practices in GIS in 2013 based on the Major Case Management (MCM) model has enhanced the ability of the section to complete projects in a more fluid, efficient, and cost effective manner thereby resulting in more arrests, charges, and convictions.

Combating overall property crime is generally a difficult process, and it is particularly difficult to address thefts that occur as a result of the public unwittingly, or recklessly allowing themselves to become vulnerable to theft and/or not taking precautions to protect their valuables. Incidentally, analysis shows that there has been a considerable increase of minor low-value thefts that has negatively impacted overall property crime reduction targets in recent years. The total number of minor thefts has increased by 4.6% in 2013 over 2012, and by 12.2% since 2011. It is very likely that many, or even the majority, of these thefts are “crimes of opportunity” where valuables were left unattended or unsecured by the victims. As such, these minor thefts have not been the focus of the proactive and project work of Patrol officers in the various Districts. Further analysis is underway to determine to what extent this crime type impacted overall property crime numbers and if it can be addressed through traditional enforcement and investigative avenues in addition to public education. Given the highly unpredictable nature of “crimes of opportunity”, public education may very well be the most impactful tool to address this crime category. Determining the best methods to address and reduce minor theft incidents will be a focus in 2014.

#### **KEY STRATEGIES FOR 2014**

- *Continue to ensure that internal and external resources are directed at property crime priorities with input from all areas of the VPD and relevant community partners*
- *Continue to identify and implement initiatives targeting chronic offenders*
- *Continue to leverage the implementation of innovative technology that will enhance the tracking of stolen property and property offenders that utilize pawn stores*

## GOAL: DISRUPT ORGANIZED CRIME GROUPS

### CHAMPIONS: INSPECTOR MIKE SERR AND INSPECTOR LAURENCE RANKIN

Reducing violence associated to organized crime is a priority for the VPD. Disrupting organized crime groups through targeted enforcement, proactive gang interdiction, civil forfeiture, and messaging strategies were all instrumental in reducing violence associated with gang activity in 2013. There was a 31% reduction in shots fired calls associated to organized crime and a 25% reduction in gang-related homicides in 2013. In addition, although not specifically linked to gang activity, serious assaults were reduced by 3% in 2013.

The Organized Crime Section (OCS) was restructured in 2013 to provide a more effective and responsive approach to organized crime. The Gang Crime Unit (GCU) was expanded to two units to provide enforcement coverage seven days a week. Two Organized Crime Units were developed to provide significant investigative expertise in relation to complex organized crime groups. Additionally, a full time asset forfeiture position was formalized, and millions of dollars in assets and currency have been subsequently seized from members of organized crime groups.

The OCS initiated six intelligence-led organized crime projects in 2013 leading to the arrest of multiple targets. As a result, organized crime groups were disrupted and public safety improved, particularly in areas such as the Downtown Eastside (DTES) and the south slope of Vancouver. The VPD will continue to run such projects and subsequent messaging strategies in 2014 to proactively and collaboratively target organized crime members, with an emphasis on those who victimize the vulnerable.

In 2013, the VPD also entered into an agreement with Rogers Arena to remove persons from this venue whose gang lifestyle poses a danger to the general public. This program complements the already successful *Bar Watch* and *Restaurant Watch* programs. These programs, in conjunction with OCS's intelligence-led projects and GCU's seven day enforcement coverage, have significantly contributed to making Vancouver an undesirable location for organized crime members to socialize or conduct business.

Anti-gang programs and presentations were also a focus for GCU in 2013, and will continue to be a major focus in 2014. GCU received funding from the Vancouver Police Foundation (VPF) to continue running the "Yo Bro" initiative which utilizes a former Hells Angel member to deliver a strong anti-gang message to vulnerable youth. Further programs will be developed in 2014 once GCU completely assesses a comprehensive literature review that was completed by university practicum students in 2013. Furthermore, the VPF has also funded a GCU project to market anti-gang messaging. The Civil Forfeiture Office has agreed to provide the VPD with a vehicle seized from a gang member. Once acquired, anti-gang decals will be placed on this vehicle and it will be utilized by GCU as part of its messaging campaign.

Moreover, OCS and the VPD's Major Crime Section contributed officers to several significant joint forces operations with the RCMP's Federal Serious and Organized Crime Section in 2013. MCS also maintained its commitment to provide an officer to E-Nexus, a long term project involving multiple violent targets. These collaborative efforts and information exchanges with external agencies to target organized crime will continue going forward.

### KEY STRATEGIES FOR 2014

- *Continue to divert youth from gangs through the development of community-based education initiatives, and comprehensive exit strategies for those involved in gangs*
- *Remove firearms and other prohibited and restricted weapons from individuals active in the gang lifestyle*
- *Proactively and collaboratively target organized crime members with project teams comprised of officers from MCS, other investigative sections, and Patrol, with an emphasis on targeting those who victimize the vulnerable*



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

### **CHAMPION: SUPERINTENDENT ANDY HOBBS**

Street disorder and low level crime affect the quality of life for all who live and/or work in, or come to Vancouver for entertainment. If left unchecked, low level crime can diminish quality of life and can lead to an increase in disorder and more serious crime. The VPD remains committed to reducing street disorder and low level crime. These efforts will continue throughout the entire city as all neighbourhoods have experienced some level of disorder and crime. Moreover, the VPD will continue to focus on protest management by balancing the rights of business owners with the democratic right of groups to protest while keeping all stakeholders informed.

Liquor enforcement (LIMA) will continue year round; however, specific attention will be directed at designated entertainment districts and venues where there is a relatively high alcohol presence. To this end, LIMA deployments in the city's entertainment districts will continue and the VPD will continue to strengthen its partnerships with *BarWatch* and *Restaurant Watch*. Additionally, the VPD will maintain a close working relationship with the BC Liquor Control and Licensing Branch (LCLB) while ensuring that all liquor license conditions are adhered to. Other initiatives will continue to target specific problem issues and areas, such as the use of Beach Patrol along the beaches as well as along Vancouver's False Creek area. From mid-May to early September 2013, the District 4 Beach Patrol recorded 3,671 incidents of liquor pour-outs; extinguished 247 bonfires; and issued 158 violation tickets and 33 by-law tickets. Special attention will also continue to be given to large scale gatherings to ensure that large public events are safe environments for all members of the public to attend.

Furthermore, the VPD will continue to work with the City of Vancouver (CoV) to reduce illegal street vending activity. The VPD has been providing safety advice and assisting with the development of business rules regarding the establishment of a sustainable legal street vending site in the Downtown Eastside (DTES) in 2014. Once this site is established, the VPD will work with partners to eliminate all other street vending activity outside of the established site. Concurrently, the VPD will continue to work to stem that flow of stolen property that is being sold on the street. This includes maintaining a visible presence at the current sanctioned Sunday Market in the DTES, confiscating stolen property from illegal vendors, and undertaking proactive project to reduce shoplifting from retail stores in the DTES.

Continuing from previous years, the VPD also stands as a partner with the CoV in eliminating street homelessness. In 2013, a new Social & Supportive Housing site was opened in Vancouver and overall homelessness was reduced by 11% over 2012. The VPD's Homelessness Coordinator will continue collaborating with various levels of government and the private sector to implement homelessness reduction initiatives. To that end, the VPD will work to ensure in 2014 that the single room occupancy buildings (SROs) and the new Social & Supportive Housing sites throughout the city are safe places for vulnerable people to reside.

### **KEY STRATEGIES FOR 2014**

- *Liquor enforcement to continue year-round throughout the city, with a 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*
- *Continue to reduce illegal street vending by working with the CoV to establish sanctioned vending locations*
- *Through order maintenance, reduce street disorder city-wide that exists in different forms including matters such as aggressive panhandling, squeegeeing for money, fighting in public, disorderly overnight loitering, etc.*

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

### **CHAMPION: INSPECTOR LES YEO**

The VPD will continue to work towards reducing motor vehicle collisions that result in injury or death by an overall target of 12.5% by the year 2016. Accordingly, it is essential that all road users, traffic enforcement agencies, and other stakeholders invested in traffic safety work together to reduce injuries and fatalities that result from motor vehicle collisions. In 2013, there were 15 fatalities in the city of Vancouver, which is a decrease of 21% compared to 2012. Notwithstanding that the overall fatality rate continues to remain at all-time lows, pedestrian related fatalities continue to account for over half of all traffic collision fatalities. In the past 15 years, 187 pedestrians have died in Vancouver as a result of motor vehicle collisions, representing 54% of all collision fatalities. Any fatality is a tragedy, but this particularly high pedestrian-to-total-fatality ratio continues to be a significant concern and will be a priority focus for 2014.

In 2013, there was an enhancement in the multi-stakeholder process aimed at reducing injury collisions and fatalities; and the VPD will work to build on that success in 2014, particularly in relation to pedestrian safety. At the provincial level, pedestrian deaths account for 17% of all fatalities on average over the past five years. Given that the pedestrian-related fatality ratio is much higher in the city of Vancouver than in other jurisdictions in British Columbia, it has become the primary goal of these collaborative stakeholder teams to reduce pedestrian injuries and fatalities.

Advances in mobile technology and communication continue to be a major contributing factor for collisions. Accordingly, the VPD will use its own technological advances to continue conducting intelligence-led enforcement to combat distracted driving and other negligent offences that put the most vulnerable road users in harm's way. High crash areas will continue to be identified and a commitment will be made to provide enhanced enforcement in those areas. In addition to the focus on combatting distracted driving, emphasis will be directed to other dangerous driving behaviours that put pedestrians at risk.

Increasing the amount of traffic enforcement by VPD Patrol officers was another key success in 2013. Patrol members were routinely educated on the importance of road safety and associated traffic enforcement resulting in a significant 30% increase in the production of traffic violation tickets by Patrol (excluding the December holiday season). Traffic enforcement remains a key element in regulating driver behavior and enhanced efforts by Patrol officers in this regard represent a powerful message to all road users in Vancouver. Enhanced Patrol traffic enforcement not only denotes an increase in offender/officer interaction, but also generally increases the visibility of the VPD's traffic enforcement efforts to the general public, thereby helping to deter prohibited behaviours. In 2014, the Traffic Section will ensure that Traffic members are readily accessible to guide Patrol members on any traffic related matters while also actively assisting with Patrol-based traffic safety projects. The VPD expects to increase the number of traffic violation tickets issued by Patrol members by another 30% in 2014.

In 2013, the Traffic Section also set a target to increase charges against unlicensed, prohibited, and uninsured drivers through the use of Automated License Plate Reader (ALPR) technology. There are significant numbers of drivers that ignore driving sanctions imposed against them by the courts; many of these drivers also happen to be "high-risk" offenders known to police. Due to increased use of ALPRs amongst Traffic members along with related training, there was a 75% increase in charges laid against unauthorized drivers in 2013. Continuing to remove these drivers from the road will be an important strategy for 2014 with the target of another 50% increase in charges over 2013.

Overall, Vancouver has seen all-time lows in the number of collision fatalities over the last five years. Concentrating efforts on ensuring a safer environment for vulnerable road-users will reduce these numbers even further. Working with partners in the community such as the Insurance Corporation of British Columbia (ICBC), the

Office of the Superintendent of Motor Vehicle (OSMV), the City of Vancouver (CoV), TransLink, and Vancouver Coastal Health will provide a unified approach to promoting road safety.

#### **KEY STRATEGIES FOR 2014**

- Continue directed enforcement based on the use of ICBC collision data and VPD Traffic statistics
- Continue to focus on enforcing the Motor Vehicle Act (MVA) to ensure the safety of the most vulnerable road users with an emphasis on pedestrians
- Continue to increase the amount of traffic enforcement by Patrol officers
- Continue to increase enforcement action on unlicensed, uninsured, and prohibited drivers
- Continue to increase public awareness on traffic safety through community education campaigns, as well as using mainstream and social media

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

### **CHAMPION – INSPECTOR MARIO GIARDINI**

Positive working relationships within the VPD and with community stakeholders are key to ensuring the successful completion of the VPD's crime reduction and public safety goals and to ultimately bring the VPD's vision of being the safest major city in Canada to fruition. Communication with diverse cultural groups is especially important to ensure that trust is built between the VPD and these communities. In recent years, the *Project Link*, *SisterWatch*, and *EASY* programs are excellent examples of how communication with internal and external stakeholders can lead to the successful implementation of public safety strategies. Building on the success of 2013 and leading into 2014, the VPD will continue with such innovative projects and community policing-based crime prevention initiatives to continue developing and maintain positive working relationships.

Based on comprehensive responses from the community and from within the VPD, public safety has increased within the city of Vancouver. Accordingly, the focus of 2014 will be to continue building stronger and more trusting relationships with grassroots community organizations and to identify crime priorities for the neighbourhoods they represent. This includes assisting front-line agencies in building the internal capacity to better address issues within their own communities in order to reduce reliance on emergency police services. For example, *Project Link* and the Assertive Community Treatment (ACT) model will continue to increase support for the mentally ill while decreasing associated calls for police service. In 2013, there were decreases of 67% in acts of street disorder, 50% in overall police contacts, and 23% in victimization relating to those mentally ill persons participating in the ACT program. In 2014, the VPD will continue to target continued reductions in *Mental Health Act* (MHA) calls for service as well reduced hospital wait times in relation to MHA apprehensions.

The Aboriginal Liaison Officer and the Sex Industry Worker Liaison Officer have been successful in reaching out to key stakeholder groups and organizations. The VPD will continue to support these officers in strategies to decrease crime and victimization. With the success of programs such as *SisterWatch*, the VPD has proven that partnering with communities not only increases communication but leads to supportive programming that works. Stemming from the success and base of the anti-gang *EASY* program, new crime prevention programming will commence in 2014 that addresses at-risk youth issues involving diverse populations such as the Vietnamese and Filipino communities,

Throughout 2014, the Domestic Violence and Criminal Harassment (DVACH) Unit will continue outreach to community partners such as social worker agencies and Community Policing Centres (CPCs) in order to educate them in recognizing and reporting domestic violence and elder abuse. Presentations and information sharing has increased the capacity of these organizations to work within their own communities to combat and prevent violence. In addition, the VPD will continue to build on training and education workshops delivered to front-line officers in 2014 with the goal of educating members on the sensitivities related to domestic violence within vulnerable populations. Overall, the community development strategies proposed for 2014 will continue to allow the VPD to create trusting relationships, positive perceptions of the police, and empowerment within Vancouver communities to deal with crime and safety issues.

Moreover, the VPD will further strengthen internal departmental relationships by continuing to seek participation from front-line members in relation to strategic decision-making. Front-line officers in all four Patrol Districts have been routinely attending both crime control and CompStat meetings throughout 2013 and have expressed that their overall understanding of priorities and crime prevention targets have improved. Ongoing attendance of front-line officers at strategic meetings will further enhance information flow between management and front-line officers.

**KEY STRATEGIES FOR 2014**

- *Continue fostering trust between the VPD and Downtown (DTES) women's groups*
- *Increase buy-in from frontline members by continuing to include them in internal strategic communications*
- *Continue to work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill*
- *Continue to improve awareness and access to support services for vulnerable victims of crime*
- *Continue to increase awareness, both within and outside the Aboriginal Community, of the VPD's partnerships in developing new crime prevention programming*

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

### CHAMPION: SENIOR DIRECTOR PAUL PATTERSON

The VPD's Community and Public Affairs Section (C&PA) is the main conduit from which the public receives information from the Department regarding its crime prevention and crime suppression activities. C&PA is also increasingly becoming a two way conduit as the interactive nature of social media tactics become more popular. While the VPD maintains a strong relationship with traditional media outlets, C&PA regularly communicates directly with the public through its website, videos, and various other social media avenues. Accordingly, the number of Twitter messages, Facebook posts, and so forth communicated by C&PA far outnumber the media events put on by the VPD – events which average out to two to three traditional press conferences a week. C&PA further educates, engages, and supports the community through the VPD's Victim Services Unit (VSU) and Business Liaison as well as in partnership with ongoing programs such as the Community Policing Centres (CPCs), *Block Watch*, *Citizen's Crime Watch* (CCW), and the *Neighbourhood Crime Alert Service*. C&PA also assists other departmental sections in efforts to communicate their crime prevention or public safety messages to the public.

C&PA continues to expand its use of social media in 2013 over 2012 with the number of Twitter followers increasing by almost 28% to nearly 40,000 followers and the number of Facebook 'likes' increasing by 50% to 9,000. Meanwhile, the VPD's use of YouTube continues to grow both in terms of production and viewership. The VPD's live streaming of news conferences has also grown substantially. When the VPD first began live streaming its news conferences, they typically attracted up to a total of five viewers per stream. Nowadays, the number of people watching both live and recorded VPD streams has climbed considerably to an average of 200-500 per stream, with high profile news conferences attracting significantly more. For instance, the news conference stream involving the death of actor Cory Monteith garnered a total of almost a quarter million viewers. Subsequently, in 2013, people spent more than 1 million and 30 thousand minutes viewing VPD content. In 2014, the C&PA will continue and expand these efforts by updating online content and utilizing the latest social media tools in new and innovative ways. The VPD has recently invested heavily in modernizing the equipment in its media room to further facilitate ease of public access to VPD news content and special video, thereby further engaging the public in crime prevention and VPD services.

C&PA will continue to leverage *Block Watch*, CCW, and the CPCs in 2014 to further public awareness of the VPD's crime prevention campaigns. While successful, *Block Watch* has never had sufficient resources to accommodate the hundreds of outstanding requests from groups requiring assistance or wanting to join the program. In 2014, the VPD will use accommodated members to clear these backlogged requests in an effort to substantially increase the number of *Block Watch* neighbourhoods in the city. Meanwhile, CCW will be equipped with the next generation of computer related upgrades in order to continue focusing on wider crime reduction initiatives. In addition, the VPD will continue to collaborate with the CPCs to ensure that community-specific and community-driven crime prevention programs are delivered while ensuring a core level of service is provided across all CPCs. This will be accomplished through the efforts of the Community Policing Services Unit (CPSU) Sergeant who will provide ongoing training and assistance to CPC Coordinators and to the Neighbourhood Policing Officers (NPOs) attached to each CPC. The CPSU Sergeant will also take on some of the duties of the VPD event coordinator whose civilian position was eliminated in 2013, thereby adding more of a community safety and crime prevention focus to events coordinated by the VPD.

Community surveys consistently rank the VPD's Victim Services Unit (VSU) as one of the most important services provided by the VPD. However, this unit has continually been challenged in recent years by a lack of direct managerial leadership and by staff turnovers due in part to numerous maternity leaves. A new manager was hired in 2013 and she is dedicated to bringing the VSU back to full strength and to further increasing the number of clients it serves in 2014.

Moreover, the C&PA's mandate includes promoting diversity through initiatives that enhance relationships with various community groups in Vancouver including Aboriginal youth, the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community, and various ethnic groups. As in 2013, through partnership programming awareness, the VPD aims to reach out to these diverse communities of Vancouver in 2014. The Department will continue to participate in numerous cultural, ethnic, and community events to foster strong relationships. Furthermore, the VPD will continue its efforts to combat hate crime and victimization by developing new programs to engage the LGBTQ and various ethnic communities. The Diversity Unit remains a key driver in the important *SisterWatch* campaign and coordinates all efforts in ensuring high VPD representation at key and high profile diverse community events such as Vaisakhi and the Gay Pride Parade.

#### **KEY STRATEGIES FOR 2014**

- *Continue to enhance 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 and video.*
- *Continue to enhance the reputation of the VPD through a steady growth in the number of positive media articles and by increasing direct contact with the public.*
- *Continue to enhance the Department's crime prevention and public safety initiatives and reduce crime, primarily in the property crime categories.*
- *Continue to enhance the services provided by the Department to victims of crime and increase awareness of these services among the public and within the Department.*
- *Continued outreach to the LGBTQ community to develop relationships and programs that are mutually beneficial.*
- *Continue to 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**

The VPD continues to be extensively involved in youth crime prevention through the use of programs and partnerships with community groups. Youth programs such as the Police Athletic League (PAL) and *Student Challenge* are both educational for youth as well as provide opportunities for police officers to interact with youth as positive role models. The success of these programs is based on the belief that youth will be deterred from becoming involved in criminal activity by building self-esteem and positive relationships with VPD officers. These programs have also been successful in engaging participants with the interest in pursuing a career in law enforcement or in volunteering their time for community-based police program throughout the city of Vancouver.

PAL events continue to be very successful with numerous VPD officers volunteering to coach and mentor over 900 students at 44 separate events in 2013. The VPD will work to further increase PAL enrollment in 2014. The *Student Challenge* puts 48 students through a youth police academy where they are challenged with realistic police duties and provided the opportunity to work as a team. The VPD will continue working to secure ongoing funding for this program. For instance, meetings with community service groups will continue to be held in an effort to achieve sustained funding.

Another key youth support strategy will be to maintain the VPD *Youth Referral* program. Targets set for the number of referrals from both School Liaison Officers (SLOs) and Patrol officers were exceeded in 2013. Referring at-risk youth to community programs rather than incarcerating them will assist in addressing the underlying issues behind their criminal behavior. For this reason, the VPD will continue to increase referrals in 2014 by further increasing VPD member awareness through greater attendance by Youth Services Unit (YSU) members at internal training sessions. The VPD will also continue to seek an increased number of partnerships with community-based organizations that accept referrals from the VPD Youth Referral Coordinator.

The VPD identified and targeted the “top 20” at-risk youth in Vancouver in 2013 and worked to connect these youth to services delivered by community partners and VPD officers. In 2014, the VPD will continue to build relationships with this group of youth and to have them enrolled an educational or social program in order to affect long-lasting improvements in their behavior. Traditional enforcement strategies will be employed for those youth who continue to be in the “top 20” while refusing assistance from any agency.

The Youth Car (Y10) has also continued to conduct compliance checks on youth with court-imposed conditions. In 2013, Y10 regularly monitored 100 youth, a significant increase from the 70-80 youth monitored in 2012. Y10 will continue to monitor 100 youth or more in 2014 while building ongoing relationships with these youth as well as with the staff operators of the support facilities attended by these youths. These relationships will assist Y10 officers in continually identifying and locating these youth, as required, when issues or situations arise. Ongoing monitoring of youth with court-imposed conditions greatly assists in preventing these youth from becoming involved in situations that put them at risk of re-offending.

Moreover, in 2014, the VPD will seek to secure five year funding for the development and implementation of a *Cadet* program. This program will be marketed to secondary schools throughout Vancouver in order to steadily recruit youth cadets from all communities. These youth will be taught teamwork, leadership, excellence, discipline, and a variety of basic law enforcement skills that will be applied to their everyday lives. Overall, the VPD will work with youth, parents, and school administrators to implement collaborative measures at reducing negative youth behaviours, crime, and victimization.



**KEY STRATEGIES FOR 2014**

- *Continue to proactively target the top 20 most at-risk youth as identified by their history with police*
- *Continue to 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*
- *Y10 to continue conducting checks on youth with court-imposed conditions to ensure that their conditions are abided by*
- *Continue to develop and maintain the success of the PAL program*
- *Secure funding for the 2014 VPD Student Challenge, and on an ongoing basis*
- *Develop and implement the VPD Cadet Program*

## GOAL: MANAGE RESOURCES IN AN ENVIRONMENTALLY SUSTAINABLE MANNER

### CHAMPION: SENIOR DIRECTOR DAWNA MARSHALL-COPE

The CoV formed the Greenest City Action Team in 2009, whose mandate was to determine how Vancouver could become the greenest city in the world by 2020. The VPD shares this commitment to environmental sustainability and has identified it as a strategic goal. The *Code Green* program was launched in 2010 under the stewardship of the Code Green Steering Committee with representation from across the organization.

Throughout 2013, the Code Green Committee's primary focus was on waste diversion and on the reduction carbon emissions. Five specific strategies to further the VPD's environmental sustainability include:

- *Implementation of policy and practices consistent with the City's sustainability initiatives*
- *Reduction of overall energy consumption within the organization*
- *Reduction of the amount of waste sent to the landfill*
- *Promotion of a green culture within the organization*
- *Reduction of vehicle emissions at the VPD*

The VPD's Senior Director of Information Services has joined the Greenest City Steering Committee and has struck to provide leadership in CoV green operations planning and programs. Participation with this committee provides the VPD an excellent opportunity to participate in CoV sustainment initiatives and exchange information with other City Departments.

At the recommendation of Green Operations Steering Committee members, the reduction of overall energy consumption will not be a goal in 2014, because the majority of VPD facilities are relatively new and are therefore already energy efficient. Notwithstanding, any CoV initiatives involving energy consumption would be offered to the VPD. The VPD is exploring solutions to temperature fluctuations in the Kootenay Street building and is therefore reducing the number of personal heaters that are currently in use. It is also noteworthy that the VPD IT Section installed an energy saving program on all computers, so that the majority of computers go into sleep mode after regular business hours thereby conserving energy.

In 2013, there have been several sustainment initiatives introduced and enhanced throughout the organization. The recent introduction of *Zero Waste* stations, in conjunction with the elimination of stand-alone garbage cans, is largely complete. This encourages staff to sort their garbage into the appropriate waste stream. In 2014, the Fleet Services parking lot will be outfitted with receptacles designed for outdoor use. In addition to the day-to-day recycling opportunities, the VPD is now also sorting electrical appliances, including decommissioned equipment from the IT Section. Batteries, Styrofoam, and copper from the Tactical Training facility are also sorted and collected for recycling.

The strategy of reducing vehicle emissions remains a priority and all new vehicles have been ordered with pre-installed anti-idling technology. However, due to delay in the delivery of the new Patrol fleet, vehicle emission reduction targets will be reported on in 2014. The VPD will work with the CoV to secure two electric vehicles and one electric all-terrain vehicle (ATV).

The promotion of a "green culture" is an on-going commitment for the Code Green Steering Committee. In addition to maintaining the Code Green SharePoint intranet site and posting diversion rates, the committee also embraced the new VPD Bicycle Club and supported two community gardens. A bicycle purchase plan has been developed in partnership with VPD's HR Section, and is waiting CoV approval. Such a plan was developed to encourage staff to use a bicycle to commute to work and increase physical activity. The plan allows staff to borrow funds from the VPD and then repay the loan via payroll deductions at a modest rate of interest. Furthermore, a Code Green information booth was set up at the first VPD Family Picnic in September and an office supply share cupboard was established to encourage staff to share items that they no longer require.

With five guiding strategies, sustainment initiatives will continue to be a priority for the VPD throughout 2014. For a fourth consecutive year, the VPD will be seeking participation in the City's *Greenest City Scholars* program. If successful, a UBC Masters or PhD student will engage in a sustainability research project with the VPD. Overall, the Code Green Action Team will continue to identify activities that further the reduction of waste and vehicle emissions within the VPD.

#### **KEY STRATEGIES FOR 2014**

- *To continue implementing policy and practices consistent with the CoV's Sustainability framework and initiatives*
- *Ongoing reduction in overall energy consumption at the VPD*
- *Ongoing reduction in the amount of waste sent to the landfill*
- *Ongoing promotion of a "green culture" within the organization*
- *To continue reducing vehicle emissions at the VPD*

## **GOAL: ENCOURAGE AND SUPPORT CAREER DEVELOPMENT AND SUCCESSION PLANNING**

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

In 2013, the Human Resources Section (HR) continued to work towards improving and enhancing career development opportunities for VPD staff. Going forward, career development and succession planning will remain important priorities. Through succession planning, mentoring, and training regimes, VPD staff will be more satisfied in their career development and will be better prepared to seamlessly transfer between specialized and regular positions.

On top of the 2013 priority list for the Career Development Unit (CDU) was the review and update of the existing position profile library. This task was fully completed and all sworn VPD staff members now have access to a reliable databank of position profiles. In 2013, HR was also focused on determining, with a degree of certainty, which positions at the VPD should be considered specialized positions. Specialized positions are given extra attention because they require a higher degree of training and expertise. The first phase of this strategy to identify all specialized positions was completed in 2013 while phase two is expected to be completed in 2014. The second phase will see steps being taken to determine training needs, associated costs, and adequate periods of time for succession.

Another priority for HR in 2013 was to acquire a survey sampling of members to determine their thoughts on the effectiveness of the CDU. Based on the survey results and other feedback, HR has determined how the CDU can better serve the Department going forward and has redefined its mandate for that purpose. To that end, CDU will review the existing processes around mentorships in 2014 with the goal of enhancing this particular aspect of career development. Enhanced mentoring processes will be supported by coaching videos available on the VPD's Intranet. Incidentally, two coaching videos were produced by HR in 2013.

In 2014, CDU will look to supplement the Sergeant Selection process with a visual tool to facilitate greater understanding of the process. CDU will also focus on improving the Sergeant's orientation process with input and assistance from the Training Section. HR will also work closely with the Training in 2014 to develop a re-integration program for members who have been off-duty for a significant amount of time.

Moreover, in 2014, HR will work with the Justice Institute of British Columbia (JIBC) to support unsuccessful Assessment Centre candidates by providing them with access to specific applicable developmental resources and courses.

### **KEY STRATEGIES FOR 2014**

- *Improve the Sergeant orientation process*
- *Enhance the development process for unsuccessful Assessment Centre (AC) candidates*
- *Develop a Police Re-Integration Education Program (PREP)*
- *Supplement the Sergeant selection overview document with a visual tool to foster better understanding of the process*
- *Complete Phase 2 of the specialized position project*

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

### **CHAMPION: SUPERINTENDENT DARYL WIEBE**

In 2013, the VPD continued its commitment to developing and supporting staff through sound Human Resources (HR) management and directed training of personnel. The ongoing monitoring of staffing levels and organizational attrition, combined with productive recruitment of new personnel, has enabled the VPD to end the year with staffing to full budgeted levels. In addition, the implementation of the Community Safety Personnel (CSP) program in 2013 resulted in the hiring of 62 new employees (20 full-time and 42 auxiliary) to staff this new pilot project. The recruitment and training of these CSPs has been a significant accomplishment over a very short period of time.

Leadership development was also a priority for 2013, and two *Leadership in Policing Organization* (LPO) program training sessions were delivered at the VPD. This resulted in 60 VPD employees receiving current leadership training, specific to working in a police department. The program has been very well received by candidates, and continued expansion of the program will continue into 2014.

The overall strategic goal to “ensure that the VPD has the human resources and training needed to meet objectives” is the foundation for five key strategies in 2014. One priority is to implement a training strategy for all sworn personnel to ensure they receive a consistent base-line for operational police training. A successful pilot program was run in 2013; however, the inability to sustain this program into the future has precluded the VPD from continuing with it. Instead, the VPD will partner with the RCMP to develop a locally-based program, relevant to police officers across British Columbia. This collaborative effort will ensure that junior police officers (those in the first five years of their careers) will develop into well-rounded investigators.

The second strategy involves the implementation of an e-learning approach for VPD cycle training. This will provide significant scheduling efficiencies across all Patrol Districts and will ease time constraints on training personnel and facilities.

The third strategy will build on leadership development, and further entrench the LPO program at the VPD. The first program will run in the spring, followed by a train-the-trainer program that will ensure ongoing and self-sustaining delivery of this program across the organization in the years to come.

The fourth strategy will result in all of our sworn personnel, regardless of where they are assigned, being trained in the operational response tactics for Immediate Rapid Deployment (IRD). This IRD training is critical for police personnel who may be called upon to respond to an active shooter situation, and will prepare them to effectively resolve these rare, but extremely high-risk events.

Finally, the consolidation of different training programs for Jail Guards, Traffic Authority, and CSP officers will allow for the cross-training of these Special Municipal Constables thereby enhancing deployment options in all three areas and enabling greater efficiencies for VPD training resources.

### **KEY STRATEGIES FOR 2014**

- *Develop the Investigative Development Program (IDP) - a blended learning training plan for Constables to ensure a consistent approach for the development of front-line personnel.*
- *Implement an e-learning component for VPD cycle training, for Operations personnel who work shift work.*
- *Entrench a comprehensive Leadership Development Plan for all employees of the VPD.*
- *Develop an Immediate Rapid Deployment (IRD) training program to ensure all sworn personnel are equally trained to respond to an active-shooter incident.*

- *Consolidate training programs for all categories of Special Municipal Constables (SMC) to gain training and deployment efficiencies.*

## GOAL: SUPPORT AND FOSTER EMPLOYEE WELLNESS

### CHAMPION: INSPECTOR LARRY COPE

Due to the nature and demands of police work, the importance of employee wellness cannot be overstated. In 2013, the VPD's HR Section continued to make significant progress with dedicated strategies designed to foster employee wellness. By continuing to assist employees in managing their work-life balance, costs to the Department will be off-set through higher retention and productivity, and reduced health benefit costs due to injury and stress. These outcomes are consistent with the VPD's commitment to be an inclusive and welcoming work environment.

The VPD wellness website is seen as an important conduit of health related information and can be used to convey information to all VPD staff any day and at any time. The website continues to feature new links to health and wellness related information such as yoga techniques, infectious diseases and flu prevention, and the healthy hearts program. The website continues to grow in popularity with 89,000 page visits in 2013, up from 12,000 in 2012. Given the high number of wellness website visits, it is clear that staff remain very interested in wellness. To maintain a high level of interest, it will be necessary for the wellness website and programs to remain relevant with topical items, new information, and new initiatives. HR will continue to further promote the website in 2014 with new branding initiatives and new ways of gathering staff wellness suggestions.

The Wellness Committee has increased in size to 20 members from diverse backgrounds and from various areas of the Department. In 2014, the Committee will play a vital role in sustaining and promoting the HR wellness program. In addition to the website, the VPD's health check stations and seasonal flu clinics will be promoted in order to help reduce the total number of employee sick days. HR will also work to reduce sick days, along with days missed due to injury, by developing a routine schedule for management to contact and reach out to those employees on longer-term leave. In addition, work days missed by officers resulting specifically from on-duty vehicle collisions will be targeted in 2014 through a strategy designed to curb excessive speeding in police cars.

Furthermore, overall mental health, emotional resilience, and peer support will be promoted through a variety of initiatives including the provision of literature and presentations from health care presentations and the introduction of a mental awareness month at the VPD. The Canadian Forces' *Road to Mental Readiness* will also be further reviewed as a means of supporting wellness and taking awareness steps to reduce the stigma associated to those that suffer anxiety, prolonged stress, or mental illness.

Moreover, many steps were taken in 2013 to ensure that the VPD was maintaining respectful workplaces. The respectful workplace campaign began with a simple "respect, pay it forward" poster but evolved into something much greater. Respectful workplace training was provided to all staff and the existing workplace harassment policy was revised to include new WorkSafeBC requirements. High level training was provided to investigators and there are now comprehensive respectful workplace resources available on the employee wellness website. With the help of IT, an anonymous reporting tool was also created. The VPD will build on this momentum in 2014 by continuing to enforce zero tolerance for bullying and harassing behavior. Overall, all of these steps continue to demonstrate that the VPD is serious about supporting and fostering employee wellness and maintaining respectful workplaces.

### KEY STRATEGIES FOR 2014

- *Increase awareness of infectious diseases and reduce staff days absent due to the flu virus.*
- *Continue to promote the use of the HR wellness website as well as the health check stations.*
- *Promote mental health, resilience, and peer support in the VPD.*
- *Develop a routine schedule of contact for sick and injured staff.*

- *With employee wellness in mind, reduce physical injuries and damage caused by unnecessary speeding in police cars*
- *Maintain respectful workplaces and build on the momentum achieved in 2013*
- *Increase awareness of new health service providers such as Homewood, CIRA Medical Services, and Centric Health*
- *Increase the level of emphasis on issues related to mental health*
- *Develop a regular schedule of check in procedures with sick or injured staff*



## 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. Accordingly, the policing profession involves 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 administrative tasks and determine if any efficiency can be achieved through their reduction, re-configuration, or removal.

The Strategic Goal to streamline administrative processes is the result of internal consultation that helped develop the VPD's current Strategic Plan. Over the past ten years, the VPD has dedicated considerable resources to improving organizational efficiency (i.e. the Operational Review) and this investment has resulted in decreased crime and increased community satisfaction. Through a further 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 pro-active policing time will allow for greater community contact and police visibility throughout Vancouver's diverse neighbourhoods.

There have been several initiatives in 2014: 1) a project that would reduce the paperwork required to be completed by Patrol officers when they are required to make an arrest under s.28 of the *Mental Health Act* (MHA); 2) automating the process of submitting 'overnight' (reports on significant incidents that happened the previous evening and night); 3) automating the submission of Form 1701 which is required by every officer when submitting a Report to Crown Counsel (RTCC), and 4) revising procedure to allow members of the Beat Enforcement Team (BET) to submit drugs seized for destruction in a secure locker at the Main Street Annex building as opposed to having them travel to the property facility at Glen Drive.

An important Strategy for 2014 is the collection of information from front-line members. This is an important principle that acknowledges direct input in order to increase the likelihood that implemented changes will be accepted. An internal, e-mail-based suggestion box will be rolled out to allow front-line members to submit suggestions; these suggestions will be reviewed for their operational viability; and viable suggestions will be proposed, approved, implemented, and evaluated.

Now that the Community Safety (CS) Program Pilot is underway, its formal evaluation will be led by Dr. Curt Griffiths and Dr. Nahanni Pollard. This was based on an agreement between the VPD and the Vancouver Police Union (VPU) to jointly sponsor an independent evaluation. The VPD's Planning, Research and Audit's Section's (PR&A) role in this evaluation is to facilitate interviews, retrieve and validate data, perform requested analyses, and forward data and analyses to the external consultants.

In addition to the detailed CS data provided to the external consultants, the VPD is also tabulating CS statistics and PR&A will develop a user-friendly dashboard that displays the results of the efforts of the program as well as its impact on operations and investigations. For example, it is noteworthy that in the first seven months of deployment, CS personnel have responded to, or assisted on, 7,183 incidents – which is equivalent to one incident every 35 minutes. Apart from this support to front-line operations, the CS members have been able to conduct, on average, 80 minutes of proactive duties per day.

### KEY STRATEGIES FOR 2014

- *Continue to develop, promote, and institutionalize a process where members can submit ideas and suggestions to reduce administrative burdens*
- *Develop internal metric tools around the Community Safety (CS) program to aid in decision-making concerning the performance of its personnel (CSPs)*

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

### **CHAMPION: SENIOR DIRECTOR DAWNA MARSHALL-COPE**

Technology has altered the face of society, including the form and function of policing. In order for police to investigate criminal activity and enforce the law, it is critical that the VPD continues to research, acquire, and utilize the best technology available.

The VPD remains committed to delivering the best technology and infrastructure to its officers in order to support investigative and enforcement activities. Equally important is the existence of a comprehensive information management infrastructure that ensures data is created, identified, retained, managed, and disclosed at the highest standard.

Fundamental to the success of these goals is the need for the VPD to secure adequate technological resources. In 2013, in partnership with the Information Technology (IT) Sub Committee of the Canadian Association of Chiefs of Police (CACCP), the VPD's Planning, Research & Audit Section (PR&A) produced a comprehensive *IT Section Workload and Staffing* assessment survey. It is anticipated that these survey findings will provide the quantifiable data to determine whether there is a business case to increase resources in the IT Section. Survey results will be tabulated and analyzed in early 2014.

Much of the work started in 2013 with mobile work environments will be implemented in 2014, including the purchase and deployment of new laptops. The laptops will be equipped with GeoDash - a crime mapping software and with M-Port - an investigative tool for patrol officers. These enhancements will increase the efficiency of front-line officers by providing accurate and timely information.

The VPD IT Section is working with several agencies on the implementation of a new jail booking system that is integrated with the records management system (RMS), and will allow for the inclusion of mug shots taken at the jail. In conjunction with the new booking software, the digital recording of fingerprints will be implemented. Another IT project that will greatly assist the front-line officers is the development of the electronic McNeil Disclosure process, scheduled for release in early 2014. The current process is extremely labour intensive and requires three VPD administrative business units to manage a significant amount of work. The electronic process allows police officers to create and maintain a profile annually, instead of the existing practice where a new document is created for each Report to Crown Counsel (RTCC).

Although the Province is not able to confirm project timelines, the VPD remains committed to participating in the evaluation of electronic ticketing technology and will work collaboratively with its partners in identifying the business requirements associated to this project. Electronic ticketing is expected to create significant efficiencies for both operational and administrative personnel.

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. Members of the VPD hold a seat on all governing bodies and operational sub-committees in the PRIME community. In November 2013, the VPD PRIME Management Unit was formed, consolidating all internal PRIME resources. This new unit is responsible for developing PRIME training standards, improving communications, and managing software upgrades. Additionally, the Director of the VPD's IT Section has a seat at the IT subcommittee of both the Canadian Association of Chiefs of Police (CACCP) and the National Police Service Advisory Board. This provides the opportunity to keep abreast of emerging issues and technical initiatives across Canada.

The VPD remains committed to the creation of a 'Real-Time Intelligence Centre' (RTIC), in partnership with other Metro Vancouver police departments and the RCMP. Progress continues towards an implementation date of May 2014. Presentations have been made and support gained for the initiative from Police Boards and Police Commanders throughout Metro Vancouver. The Province supports the project and has included the RTIC as part of its Community Safety Plan. British Columbia's RTIC will be resourced by 43 staff members. Nine are funded federally, 13 funded provincially, and the remaining 21 funded by municipal agencies. The VPD will provide five personnel: one sergeant, two constables, one analyst and one researcher.

Moreover, the development of a department-wide information management plan has commenced and due to the scope of this work will likely be carried forward for the next two years. Project committee members were fortunate to see a presentation on the importance of developing an information management strategy. As work on this strategy progressed, it became clear that the VPD must build a complete understanding of how information is stored and managed within the organization. Ideally, a consulting firm would be engaged to conduct this work; however, funds were not secured. As such, this work has commenced with internal resources. The work began in December 2013 with the Audit Manager and the Information and Privacy Coordinator taking the lead, and will continue in 2014.

#### **KEY STRATEGIES FOR 2014**

- Complete an information technology (IT) review to determine optimal staffing levels for the VPD IT Section
- Continue working on the department-wide Information Management Plan
- Utilize technology to maximize the effectiveness of front-line officers

## **Appendix A: Champions Tool Templates**

## Vancouver Police Department Annual Business Plan (2014)

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

**Champions – Inspector Michelle Davey and Inspector Cita Airth**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Continue to implement a court order compliance system for chronic violent offenders.	<ul style="list-style-type: none"> <li>The Domestic Violence and Criminal Harassment Unit (DVACH) Analyst to continue providing targets for Level II and III K-file court order compliance by Patrol across all Districts.</li> <li>High Risk Offender Unit (HROU) to continue working with Patrol in actively enforcing probation orders.</li> <li>Patrol District Analysts to continue providing 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> <li>Document the number of requests that DVACH and HROU send out to Patrol to assist with the monitoring of high risk offenders.</li> </ul>	High levels of enforcement action against chronic violent offenders will be maintained.	<p>Maintain the baseline of enforcement achieved in 2012 and 2013 (i.e. monitor 100-150 offenders; conduct over 600 interviews; issue 3-5 public notifications; and undertake over 100 Patrol interdiction projects).</p> <p>We will strive for 100% compliance on the requests, and compliance will include any report-back by patrol of an attempt to locate an offender.</p>	Ongoing	<p>Inspector Thompson</p> <p>Inspector Airth</p> <p>Sergeant Buckoll</p> <p>Sergeant Linde</p>	<p>Chronic Offender Unit</p> <p>DVACH</p> <p>HROU</p> <p>Patrol District Analysts</p> <p>District CCOs</p>	None
<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 officers and investigators.	<ul style="list-style-type: none"> <li>District CCOs to continue compiling strategies/tactics used to address violent crime in their District.</li> <li>Follow-up with CCOs to ensure that all relevant strategies and tactics are added to the database.</li> <li>Inform Patrol officers and investigators on the availability and accessibility of this repository.</li> <li>Add a mandatory field to the operational plan template indicating that the operational information repository was reviewed.</li> </ul>	<p>The knowledge base of proven strategies/tactics for combating violent crime will remain relevant and recent. This will provide ongoing relevant information and save time when officers are developing new operational plans.</p> <p>Patrol-based violent crime projects will be based on, or guided by, proven intelligence, strategies, and tactics used in the past.</p>	Maintain the high number of patrol generated violent crime projects. (Project numbers increased from 35 projects in 2012 to 131 projects in 2013 – this will be the goal for 2014).	Ongoing	<p>Inspector Thompson and Sergeant Jim Kenney</p>	District CCOs Information Technology Section	None

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to educate the public, particularly women, with respect to domestic violence, sexual abuse, and sexual assault awareness, prevention, and personal safety.	<ul style="list-style-type: none"> <li>Continue to conduct women's safety events.</li> <li>Once again re-launch the "Don't Be That Guy Campaign" in the Granville Entertainment District before the beginning of summer 2014 to heighten the awareness about drug and alcohol facilitated sexual assaults.</li> </ul>	Women and other vulnerable people will be better aware of how to keep themselves safe from domestic violence, sexual abuse, as well as from predators and other offenders.	<p>Continue to hold the annual "Safety Fair" strategically located in an area where violent crimes against women are trending.</p> <p>Maintain the number of smaller safety workshops held in 2013 (11 were held).</p> <p>Initial increased reporting of violent crimes against women, with an eventual overall reduction in alcohol/drug facilitated sexual assaults and violence against women.</p>	Ongoing	Inspector Airth, Inspector Thompson, S/Sergeant Yee, Sergeant Wilkinson, and Sergeant Rabinovitch	<p>Special Investigation Section</p> <p>Patrol District 1</p> <p>BarWatch</p>	None
Strategy 4	Continue to reduce crime against women in the Downtown Eastside (DTES) through the <i>SisterWatch</i> program.	<ul style="list-style-type: none"> <li>Continue to conduct regular meetings with DTES stakeholders to exchange ideas and information, address inaccurate information, and communicate VPD enforcement efforts.</li> <li>A "violence against women" tip-line will continue to be staffed to encourage victims and witnesses of violent incidents to come forward and report. This line will be answered only by women to further assist in removing barriers to reporting.</li> <li>Maintain the commitment of the VPD to have subject matter experts in the Domestic Violence and Sex Crimes units continue to liaise with <i>SisterWatch</i>.</li> <li>Continue to analyze data and to be intelligence regarding violence directed towards women in the DTES.</li> <li>Patrol and Investigation resources will continue to prioritize joint projects that target violence directed toward women in the DTES.</li> </ul>	Violence against vulnerable women in the DTES will be reduced through the combined efforts of the VPD and the community.	<p>To act upon all credible information received through the tip-line.</p> <p>Maintain the high level of call volume received by the <i>SisterWatch</i> tip-line. (229 calls received in 2012 and 194 calls received in 2013).</p> <p>Maintain ongoing meetings with the DTES community regarding issues of violence.</p> <p>Work with an external consultant to determine what qualitative and quantifiable data can be collected in relation to the success of <i>SisterWatch</i>. This data will help inform the impact of the program in reducing the overall amount of violent crime directed towards women in the DTES.</p>	Ongoing	<p>Inspector Airth</p> <p>Inspector Giardini</p> <p>Inspector Davey</p>	<p>Aboriginal and Diversity Unit</p> <p><i>SisterWatch</i></p> <p>Patrol District 2</p> <p>Special Investigation Section</p>	None

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 5	Continue to execute and follow-up on all arrest warrants to ensure that police obligations to maintain public safety are met.	<ul style="list-style-type: none"> <li>The revised procedure of assigning warrants to the original investigator will continue.</li> <li>Patrol will continue to work with the Fugitive Unit to implement fugitive projects that will execute warrants of arrest for violent offenders.</li> <li>Follow up on DNA warrants to ensure the warrants are executed and DNA samples are obtained.</li> </ul>	<p>Improved execution of arrest warrants as they come onto the VPD system.</p> <p>Arrest of more offenders that contribute to violent crime.</p> <p>Potential identification and conviction of offenders through their DNA profile.</p>	<p>Continued reduction in the number of existing backlogged warrants.</p> <p>Continued increase in the number of warrants cleared by Patrol (2326 in 2012 and 2649 in 2013).</p> <p>Decrease the number of backlogged DNA warrants.</p> <p>Increase the number of warrants cleared by the Fugitive Unit (535 in 2013).</p> <p>Establish a baseline for the number of joint Patrol/Fugitive Unit projects and the number of warrants cleared during these projects.</p>	Ongoing	<p>Inspector Thompson</p> <p>S/Sergeant Athans</p> <p>Sergeant Kenney</p>	<p>Information Management Section</p> <p>Patrol Districts</p> <p>Fugitive Unit</p>	None
Strategy 6	Develop and execute street level enforcement projects that target environments, problem premises and/or persons responsible for violent crime using joint Operations and Investigation Division resources.	<ul style="list-style-type: none"> <li>Identify geographical areas and/or premises that directly or indirectly contribute to or generate violent crime.</li> <li>Link this strategy to Strategy 1 (targeting of violent chronic offenders), Strategy 2 (accessible operational repository of tactics and strategies), and Strategy 4 (reduction of violence directed toward women in the DTES) and Strategy 5 (follow-up and execution of arrest warrants).</li> <li>Continue with re-deployment model of the Beat Enforcement Team (BET) in the DTES to increase police presence and visibility.</li> <li>Continue with the new beat deployment model in District 1 year-round.</li> <li>Continue assembling the Beach Patrol Teams during the summer months.</li> </ul>	<p>Those persons, premises and/or environments that directly or indirectly contribute to, and generate violent crime in Districts 1 and 2 will be targeted.</p> <p>Violent offences will be reduced city-wide through Patrol-based beat practices and projects, assisted when possible by investigation resources, to target geographical areas/problem premises and specific offender(s) that contribute to and/or generate violent crime.</p>	<p>Undertake a total of between 100-150 formal Patrol-based interdiction projects across all Districts.</p> <p>Maintain the number of liquor license and/or business license reviews and suspensions.</p> <p>Maintain the VPD's level of involvement with the City of Vancouver (CoV) in relation to liquor licensing issues.</p>	Ongoing	<p>Inspector Thompson</p> <p>Inspector Davey</p>	<p>Patrol Districts 1 and 2</p> <p>BET</p> <p>Liquor and POP Coordinator</p> <p>Investigation Division (SIS and OCS)</p> <p>BC Provincial Liquor Branch</p> <p>BarWatch</p> <p>CoV Permits and Licences</p>	To be determined on a project by project basis.

## Vancouver Police Department Annual Business Plan (2014)

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

**Champion – Superintendent Dean Robinson**

Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	<p>Continue to ensure that internal and external resources are directed at property crime priorities with input from all areas of the VPD and relevant community partners.</p> <p><i>Target Hardening:</i></p> <ul style="list-style-type: none"> <li>Continue incorporating input from the General Investigation Section (GIS) and the Operations Division to identify priority targeting of offenders.</li> <li>Address minor theft incidents that impact the overall property crime figures.</li> <li>Ongoing identification of current crime trends and “hot spots” through analysis and crime control meetings.</li> <li>Ongoing work with community partners to address property crime concerns.</li> <li>Continue conducting public education campaigns to improve target hardening</li> <li>Continue dispensing complimentary anti-theft devices for frequently stolen types of vehicles.</li> <li>Continue expanding the Safer Parking program to all Districts, and include hotels, motels, and residential buildings.</li> <li>Continue liaising with surrounding police agencies to share property crime intelligence, trends, and patterns and if possible, coordinate enforcement action on suspects.</li> </ul> <p><i>Enforcement:</i></p> <ul style="list-style-type: none"> <li>Continue training and equipping Patrol officers to conduct low level property crime surveillance.</li> <li>Ongoing undercover operations targeting illegal property fences that order stolen merchandise.</li> <li>Complete the audit of the VPD’s specialty property crime surveillance teams to determine optimal deployment.</li> </ul> <p><i>Public Education:</i></p> <ul style="list-style-type: none"> <li>Ongoing public education campaigns to educate the public, improve target hardening, and put pressure on offenders.</li> <li>Neighbourhood Police Officers (NPOs) and Community Policing Centres (CPCs) to educate property crime victims on how to target-harden their properties.</li> </ul> <p><i>Innovative Proactive Initiatives:</i></p> <ul style="list-style-type: none"> <li>GeoDASH rollout to Patrol officers</li> <li>Establish a Predictive Policing model for the VPD.</li> </ul>	<p>Greater focus on key property crime “hot spots” and offenders.</p> <p>The number of victims of property crime will be reduced.</p>	<p>An overall reduction in property crime.</p> <p>Reduction in minor-theft incidents.</p> <p>Undertake a total of between 100-150 formal Patrol-based interdiction projects across all Districts.</p>	Year-end	<p>Superintendent Robinson</p> <p>Patrol District Inspectors</p> <p>Inspector Cumberworth.</p> <p>Public Affairs Section</p> <p>Planning, Research &amp; Audit Section</p> <p>Ryan Prox</p>	<p>GIS</p> <p>Operations Division</p> <p>CAU</p> <p>Public Affairs Section</p> <p>Key community stakeholders</p> <p>CPC volunteers</p>	Nil



	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 2</b>	Continue to identify and implement initiatives targeting chronic offenders.	<ul style="list-style-type: none"> <li>• Operation Division officers to work cooperatively with the Chronic Offender Unit (COU) to improve chronic offender accountability and conduct targeted conditions checks based on intelligence-led RMS data analysis.</li> <li>• Crime Analysis Unit (CAU) to continue to identify risk criteria by which high value chronic offenders are identified.</li> <li>• COU investigators to maintain and enhance contact with high risk chronic offenders. This includes a pilot project to increase prison visits by COU officers prior to a chronic offender's release.</li> <li>• Complete the restructuring of the COU with new business rule and establish best practices to guide the activities of the unit.</li> </ul>	<p>Increased court order compliance through enforcement.</p> <p>Increased enforcement action against the most prolific chronic offenders.</p> <p>CAU will provide enhanced intelligence to the COU to support evidence-led initiatives regarding prolific property crime offenders.</p>	<p>Establish a baseline for chronic offender contacts and compliance checks.</p> <p>Establish a baseline for prison visits by COU officers.</p> <p>The identification and development of best practices for the COU.</p>	Year-end	<p>Inspector Cumberworth</p> <p>Sergeant Scorrar</p> <p>Inspector Eely</p>	<p>COU</p> <p>Patrol Districts</p> <p>CAU</p>	Minimal budget impact.
<b>Strategy 3</b>	Continue to leverage the implementation of innovative technology that will enhance the tracking of stolen property and property offenders that utilize pawn stores.	<ul style="list-style-type: none"> <li>• Complete the contractual process to obtain and implement the new Xtract software.</li> <li>• Train members on the new Xtract software and on other potential in-house software programs.</li> </ul>	The VPD's ability to locate stolen property and identify offenders will be enhanced.	<p>The successful implementation of the new Xtract program.</p> <p>All Property Crime Support Unit (PCSU) members to receive training on new programs.</p>	Year-end	<p>Inspector Cumberworth</p> <p>Sergeant Bieg</p>	GIS	Xtract funding has already been provided through previously approved budget.

# Vancouver Police Department Annual Business Plan (2014)

## Goal – Disrupt organized crime groups

**Champions – Inspector Mike Serr and Inspector Laurence Rankin**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to divert youth from gangs through the development of community-based education initiatives, and comprehensive exit strategies for those involved in gangs.	<ul style="list-style-type: none"> <li>Assess the literature review completed in 2013.</li> <li>Liaise with Youth Services and School Liaison Units to identify anti-gang programs and initiatives to be implemented by the Gang Crime Unit (GCU).</li> </ul>	Identify and implement programs to divert youth from gang activity.	Develop anti-gang programs to divert youth from gangs and/or assist youth in leaving the gang lifestyle.  GCU to deliver a minimum of 20-25 youth gang-related presentations	Year-end	Inspector Serr and Sergeant McConnell	Youth Services Unit School Liaison Unit  University Practicum Students  Vancouver School Board	No impact anticipated
Strategy 2	Remove firearms and other prohibited and restricted weapons from individuals active in the gang lifestyle.	<ul style="list-style-type: none"> <li>Develop program(s) and initiatives aimed at removing firearms and other restricted and prohibited weapons from people involved in the gang lifestyle</li> <li>Develop messaging to deter individuals from possessing weapons in the community.</li> </ul>	A safer community through the reduction of violence associated with weapons use.  Gang violence will be further disrupted.	Reduction in gang-related assaults, attempted homicides, and homicides that involve weapons.	Year-end	Inspector Serr and Sergeant Tutkaluke	GCU Crime Stoppers Public Affairs Section  Bar and Restaurant Watch	No impact anticipated
Strategy 3	Proactively and collaboratively target organized crime members with project teams comprised of officers from MCS, other investigative sections, and Patrol, with an emphasis on targeting those who victimize the vulnerable.	<ul style="list-style-type: none"> <li>Maximize available resources by collaborating with other VPD sections and external partners to build Project Teams.</li> <li>Contribute VPD resources to multi agency projects with Vancouver based targets.</li> </ul>	Reduced violence committed by chronic violent organized crime members.  Increased reporting to police and participation by victims in the Justice system  Reduce victimization of the vulnerable.	Increase in the number of violent chronic offenders charged.  Increase in the number of victims participating in the Justice system.	Year-end	Inspector Rankin	MCS  Other Investigative VPD Sections as appropriate  Patrol	Existing resources will be used when possible. May require some Criminal Investigation Fund (CIF) resources on a case by case basis.

## Vancouver Police Department Annual Business Plan (2014)

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

**Champion – Superintendent Andy Hobbs**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Liquor enforcement to continue year round throughout the city, with a specific focus on the entertainment districts and events or areas that sponsor alcohol use.	<ul style="list-style-type: none"> <li>Continued partnership with <i>Bar Watch</i> and <i>Restaurant Watch</i>.</li> <li>Continued discussions with the City of Vancouver (CoV) concerning the implementation of entertainment and other non-alcohol related activities in entertainment districts and elsewhere in the city.</li> <li>Continued Liquor Enforcement Team (LIMA) deployments, Beach Patrol, and Special Attention to events and areas as required.</li> <li>Continued road closures in the GED during peak periods.</li> <li>Continue to monitor initiatives that impact liquor licensing and seating throughout the city.</li> <li>Continue to work with the provincial Liquor Board and the CoV on licensing inspections.</li> </ul>	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>A 5% reduction in total street disorder in the Granville Entertainment District (GED).</p> <p>A reduction in total street disorder in Gastown.</p> <p>A 5% decrease in overall street disorder city-wide based on CAD data.</p> <p>Maintain levels of Beach Patrol enforcement in District 4 (3,671 incidents of liquor pour-outs; 247 extinguished bonfires; 158 violation tickets and 33 by-law tickets issued in 2013).</p> <p>Maintain high ratings of the overall perceptions of safety from the public and from businesses, as measured by the annual Community Satisfaction Survey.</p> <p>Maintain baseline of ticketing relating to liquor enforcement (average of over 2,500 tickets issued annually in last 2 years).</p>	Year-end	Patrol District Inspectors	<p>Patrol Districts</p> <p>CoV</p> <p>BC Liquor Board</p> <p>Vancouver Entertainment District Bars and Restaurants</p>	None outside of LIMA budgeting.
<b>Strategy 2</b>	Continue assisting the CoV in achieving the goal to end homelessness in Vancouver.	<ul style="list-style-type: none"> <li>VPD Homeless Coordinator to continue working with the various levels of government and the private sector to identify homelessness issues and assist in the implementation of homelessness reduction programs.</li> <li>Homelessness Coordinator to continue identifying causal issues.</li> <li>Continue working with BC Housing and non-profit organizations to help keep Single Room Occupancy (SRO) buildings and the new Social &amp; Supportive Housing (SSH) sites safe and secure.</li> <li>Homelessness Coordinator to continue liaising with Crime Control Officers (CCOs) and Neighbourhood Police Officers (NPOs) from all Districts to address homelessness issues across the city.</li> </ul>	<p>The VPD is supportive of the collaborative initiatives to secure safe shelter for all residents.</p> <p>SROs and SSHs anywhere in the city are safe places for vulnerable people to live.</p>	<p>Reduction in the number of homeless people in Vancouver.</p> <p>Reduction in the homeless count in Vancouver in 2014 over 2013 figures.</p>	Year-end	<p>Patrol District Inspectors</p> <p>VPD Homeless Coordinator</p>	<p>Patrol Districts</p> <p>CoV</p> <p>BC Housing</p> <p>Various Non-profit Organizations</p>	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 3</b>	Continue to reduce illegal street vending by working with the CoV to establish and enforce sanctioned vending locations.	<ul style="list-style-type: none"> <li>Continue to work with CoV to establish legal vending sites.</li> <li>Patrol members, and particularly BET members, to continue monitoring vending activities.</li> <li>Continue to work with the CoV to enforce by-laws for illegal vending in order to ensure consistency of action and messaging.</li> <li>District 2 to continue proactively addressing shoplifting from DTES retail stores.</li> </ul>	<p>Street vending will be limited to locations which are approved and established by the CoV.</p> <p>Thefts from retail stores in the DTES will be reduced.</p>	<p>The establishment of legal vending sites.</p> <p>The elimination of illegal street vending sites in the DTES and elsewhere in the city.</p>	Year-end	Patrol District Inspectors  VPD Homeless Coordinator	Patrol Districts  CoV	Nil
<b>Strategy 4</b>	Through order maintenance, reduce street disorder city-wide that exists in different forms including matters such as aggressive panhandling, squeegeeing for money, fighting in public, disorderly overnight loitering, etc.	<ul style="list-style-type: none"> <li>Patrol Staff Sergeants to continue educating officers as to the utility and the standards of the application of the <i>Safe Streets Act</i> 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>	<p>Street disorder will decrease in areas of the city commonly afflicted with such occurrences and incidents.</p>	<p>Reductions in incidents of all types of street disorder across the city.</p> <p>A 5% increase in the ticketing specific to street disorder.</p>	Year-end	Patrol District Inspectors	Patrol Districts	Nil

## Vancouver Police Department Annual Business Plan (2014)

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

**Champion – Inspector Les Yeo**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue directed enforcement based on the use of ICBC collision data and VPD traffic statistics.	<ul style="list-style-type: none"> <li>Continued high visibility enforcement during peak hours at high crash locations.</li> <li>Continued project work on high crash locations.</li> <li>Continue to update Patrol on high crash locations in their respective Districts.</li> </ul>	Focusing on high crash locations will result in a reduction of incidents at high crash locations and will help to reduce total overall collision rates.	5% reduction in the number of collisions at high crash locations – measured semi-annually.	Year-end	Inspector Yeo  S/Sergeant Eng	ICBC  Traffic Analyst  Speed Watch	Nil
Strategy 2	Continue to focus on enforcing the Motor Vehicle Act (MVA) to ensure the safety of the most vulnerable road users with an emphasis on pedestrians.	<ul style="list-style-type: none"> <li>Increased enforcement for identified offences and offenders.</li> <li>Continued enforcement at high collision locations that involve vulnerable road users</li> <li>Continue working with Police Services, ICBC and CoV for funding of road safety campaigns relating to vulnerable road users</li> <li>Work with external stakeholders on education through a Pedestrian Safety campaign.</li> </ul>	<p>Working together with external stakeholders will provide greater attention to risks faced by vulnerable road users and to the consequences drivers may face.</p> <p>External funding provides the ability to enhance road safety.</p> <p>Increased road safety for the most vulnerable road users.</p>	<p>15% increase in traffic tickets for motorist, pedestrians and cyclists for the following offences:</p> <ul style="list-style-type: none"> <li>Distracted Driving</li> <li>Fail to Yield to Pedestrian</li> <li>Fail to Yield to Vehicle</li> <li>Disobey Traffic Control Device</li> <li>Speeding</li> <li>Riding on Sidewalk</li> </ul> <p>5% decrease in collisions resulting in injury or fatality to pedestrians.</p>	Year-end	Inspector Yeo  S/Sergeant Eng	Traffic Analyst  Patrol Districts  Public Affairs  CPC Speed Watch  ICBC  COV  Coastal Health  Translink	Nil
Strategy 3	Continue to increase the amount of traffic enforcement by Patrol officers.	<ul style="list-style-type: none"> <li>Continued education at parade briefings by NCOs and Management.</li> <li>Work with Training Section on enhanced traffic education for Patrol members.</li> <li>Ensuring Traffic members are highly accessible to assist with traffic related questions, issues, and Patrol-based traffic projects.</li> </ul>	<p>Increased productivity in Patrol in relation to traffic safety enforcement.</p> <p>Higher level of service to the community in ensuring a safer environment for all road users.</p>	Further 30% increase in production of violation tickets by Patrol members.	Year-end	Inspector Yeo  S/Sergeant Eng	Training Section  District Commanders  District Analysts	Nil
Strategy 4	Continue to Increase enforcement action on unlicensed, uninsured, and prohibited drivers	<ul style="list-style-type: none"> <li>Continue to Increase the use of Automatic License Plate Readers (ALPRs).</li> <li>Maximum deployment of ALPR vehicles.</li> <li>Complete the transition of the ALPR Program to the Traffic Section.</li> <li>Ensure all Traffic Section members are trained to fully utilize available equipment.</li> </ul>	Removal of high-risk unauthorized drivers that pose a risk to the safety of all road users.	<p>50% increase in charges related to:</p> <ul style="list-style-type: none"> <li>Driving while Prohibited</li> <li>No Driver's License</li> <li>No Insurance</li> </ul>	Year-end	S/Sergeant Eng	Sergeant Fox  Constable Thring	\$1500

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 5</b>	Continue to increase public awareness on traffic safety through community education campaigns, as well as using mainstream and social media.	<ul style="list-style-type: none"> <li>• Increase the number of CREST presentations.</li> <li>• Continue engaging VPD Public Affairs to use earned media to promote safety campaigns.</li> <li>• Continue to increase traffic safety awareness through social media.</li> </ul>	Enhanced understanding and awareness of traffic safety concerns by all road users.	<p>15% increase in community presentations.</p> <p>Establish a baseline for traffic safety related media stories.</p>	Year-end	<p>Inspector Les Yeo</p> <p>S/Sergeant Eng</p>	<p>Public Affairs</p> <p>Vancouver School Board</p> <p>Community Road Safety Education Team (CREST)</p> <p>External Media Liaison Officials</p>	Nil

## Vancouver Police Department Annual Business Plan (2014)

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

**Champion – Inspector Mario Giardini**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Continue fostering trust between the VPD and Downtown (DTES) women's groups.	<ul style="list-style-type: none"> <li>Continue to deliver training which informs stakeholders how to engage marginalized women and sex industry workers.</li> <li>Continue delivering training to front-line community stakeholders that have direct contact with sex trade workers who are victims of violent crime.</li> <li>Continue to regularly attend <i>SisterWatch</i> meetings.</li> <li>Continue to regularly participate in community events such as marches, movie nights, and gift drives.</li> <li>Continue to assist survival sex industry workers in accessing already available resources such as detox, treatment, and family reconnections.</li> </ul>	<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 rates for violent crime targeted against at-risk women in the DTES.</p>	<p>Maintain similar level of training as 2013.</p> <p>Act upon all agenda items tabled at <i>SisterWatch</i> meetings.</p> <p>Participate in one community event per month.</p> <p>Regular contact with as many sex trade workers as operationally feasible.</p>	Year-end	<p>Constable Malcolm</p> <p>Inspector Giardini</p>	<p>Aboriginal Front Door Society</p> <p>Women's Memorial March Committee</p> <p>Battered Women's Support Services</p> <p>DTES community groups</p>	Nil
<b>Strategy 2</b>	Increase buy-in from front-line members by continuing to include them in internal strategic communications with Senior Management.	<ul style="list-style-type: none"> <li>Continue to seek participation from front-line officers in attending crime control and Compstat meetings.</li> <li>Through District Commanders, continue to garner general feedback from frontline members that have attended the meetings.</li> <li>Continue to enhance notification of meetings in order to increase attendance of front-line members.</li> </ul>	Continue to improve circulation of information between management and front-line officers.	Have at least 2 front-line members from each District attend Compstat and crime control meetings.	Year-end	Patrol Inspectors	VPD Operations Division	Nil
<b>Strategy 3</b>	Continue to work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill.	<ul style="list-style-type: none"> <li>Continue to attend regular monthly meetings with VCH and stakeholders regarding <i>Project Link</i> and the Assertive Community Treatment (ACT) model.</li> <li>Continue to collect data for the Integrated VPD and VCH ACT Team and implement services based on data.</li> <li>Continue to monitor and analyze the progress of the ACT client group.</li> <li>Continue to work with partner agencies implementing ACT team objectives.</li> </ul>	<p>By continuing to partner with VCH on <i>Project Link</i>, the number of contacts with the mentally ill will be reduced.</p> <p>Members will spend less time waiting at hospitals with <i>Mental Health Act</i> (MHA) apprehensions.</p>	<p>Meet or exceed the 2013 baseline as to the number of MHA and EDP calls handled.</p> <p>Meet or exceed the 2013 baseline as to the current hospital wait times following MHA apprehensions</p>	Year-end	S/Sergeant Tran	<p>VPD Car 88 and 87</p> <p>Patrol District 2</p> <p>Beat Enforcement Team</p> <p>VCH Mental Health Emergency Services</p> <p>Downtown Community Court</p>	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 4</b>	Continue to improve awareness and access to support services for vulnerable victims of crime and for seniors.	<ul style="list-style-type: none"> <li>Continue to identify cultural groups which require and lack an existing connection to the VPD Domestic Violence and Criminal Harassment Unit (DVACH).</li> <li>Continue to 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>	<p>Continued increased communication and trust between vulnerable groups and the VPD.</p> <p>Increased reporting of domestic violence, criminal harassment, and elder abuse.</p>	<p>Connect with at least two identified community organizations.</p> <p>Continue to provide two elder abuse training sessions to social workers and medical professionals over the course of the year.</p>	Year-end	Sergeant Buckoll	<p>VPD Freedom of Information and Protection of Privacy Unit</p> <p>VPD IT Section</p> <p>VPD DVACH Unit</p> <p>Family Services of Greater Vancouver</p>	Nil
<b>Strategy 5</b>	Continue to increase awareness, both within and outside the Aboriginal Community, of the VPD's partnerships in developing new crime prevention programming.	<ul style="list-style-type: none"> <li>Attain additional sustainable funding for new crime prevention programming.</li> <li>Ongoing cultural awareness training.</li> <li>Continue to participate in the <i>Paddling Together</i> canoe journey.</li> </ul>	<p>Continued improved relationships between the VPD, the Aboriginal community, and Aboriginal Service Providers.</p> <p>Diverse and Aboriginal youth will be discouraged from committing crimes through new crime prevention programming.</p>	<p>VPD attendance in at least one Aboriginal event per month</p> <p>Aim to attend 75 or more total events.</p> <p>Attain funding for 2014 of \$28,000 for programming with the Aboriginal Mothers Centre.</p> <p>Attain funding for 2014 of \$5,000 for programming with Grandview Elementary School for a mentorship series.</p> <p>Attain sustainable funding for 3 years through the Vancouver Police Foundation for the <i>Pulling Together</i> canoe journey.</p>	Year-end	<p>Inspector Giardini</p> <p>Diversity Program Coordinator Lori Beckstead</p>	<p>A variety of Aboriginal service agencies including but not limited to the Friendship Centre, the Aboriginal Community Policing Centre, Circle of Eagles Lodge Society, etc.</p> <p>New agencies from diverse cultural communities to be identified in 2014</p>	Nil



# Vancouver Police Department Annual Business Plan (2014)

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

**Champion – Senior Director Paul Patterson**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Continue to enhance 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 and video.	<ul style="list-style-type: none"> <li>Continue to update the VPD website.</li> <li>Continue to update website content by contacting all VPD sections to revise outdated information.</li> <li>Continue to brand VPD media releases to embedded links on VPD social media sites.</li> <li>Continue using the newly launched blog to showcase the accomplishments of the people working behind the scenes at the VPD.</li> <li>Complete the launching of a new webpage called VPD TV which contains all departmental video links.</li> <li>Continue to 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 up visits to VPD social media sites.</li> </ul>	The public will see vpd.ca and the Department's Facebook, Twitter, and Flickr accounts as useful tools for obtaining public safety information as well as for interacting with VPD members.	<p>An increase of 5% in visits to vpd.ca over last year.</p> <p>Increased visitors to or followers of VPD social media sites.</p>	Ongoing	<p>Senior Director Paul Patterson</p> <p>Communication Coordinator Laurel Kennedy</p> <p>IT Graphic designer</p> <p>Constable Glendinning</p>	<p>This strategy also involves improvements to the web pages of all VPD Sections.</p> <p>The Public Affairs Section is also working with IT and an outside consultant to support the VPD's social media accounts.</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 and by increasing direct contact with the public.	<ul style="list-style-type: none"> <li>Continue to raise the profile of departmental live-streaming media conferences to increase awareness and viewership.</li> <li>Continue to increase production of video news releases to further influence the control of public messaging.</li> <li>Continue to seek opportunities to gain publicity for the achievements of VPD members.</li> <li>Continue to encourage different VPD units to participate in feature stories highlighting their achievements.</li> <li>Continue to seek publicity for the commendations of VPD members as well as for the <i>Beyond the Call</i> and <i>Annual Report</i> publications.</li> <li>Continue to produce online versions of the above mentioned publications as well as an online video of the Commendation Ceremony.</li> </ul>	<p>The VPD will continue to be known as an innovative and effective police department that provides 'Beyond the Call' service to its citizens.</p> <p>Continued support from the media, public, and other stakeholders for the VPD's initiatives and actions.</p>	<p>Another 5% increase in positive media stories (160 in 2013).</p> <p>Maintain overall citizen satisfaction with the VPD.</p>	Ongoing	<p>Senior Director Paul Patterson</p> <p>VPD Media Relations Officers</p>	Media outlets	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories.	<ul style="list-style-type: none"> <li>• <i>Citizen Crime Watch (CCW)</i> to continue focus on acquiring the next generation of computer related upgrades.</li> <li>• Continue to work to promote and increase memberships in the <i>Block Watch</i> and CCW programs.</li> <li>• Continue to leverage existing crime prevention programs such as <i>SisterWatch</i> to help reduce crime.</li> <li>• Public Affairs Section to continue 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 continue to initiate and deliver crime prevention communication and programs to business organizations and will be a liaison for the Neighbourhood Police Officers (NPOs) regarding business related crime trends.</li> <li>• Continue to work with the Community Policing Centres (CPCs) on crime prevention initiatives and outreach.</li> </ul>	The public will continue to gain greater awareness of the measures they can take to help protect themselves and their property from crime.	<p>5% increases in <i>Block Watch</i> group memberships.</p> <p>5% increase in CCW volunteers, and continued greater CCW focus on wider crime reduction initiatives.</p> <p>Maintain consistent CPC program and service delivery.</p> <p>A 5% overall decrease in property crime statistics.</p>	Ongoing	<p>Sergeant Bernardin</p> <p>Block Watch CCW Constables</p> <p>Business Liaison Officer Constable Kask</p>	<p>All VPD Sections</p> <p>CPCs</p> <p>Various government, community, and business groups.</p>	Public Affairs will work within the current budget to achieve the bulk of this strategy. However, additional external funds and partnerships will be sought to help achieve the goals connected to major campaigns.
Strategy 4	Continue to enhance the services provided by the Department to victims of crime and increase awareness of these services among the public and within the Department.	<ul style="list-style-type: none"> <li>• Continue to work to fully staff the Victim Services Unit (VSU).</li> <li>• Continue to 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> <li>• Expand VSU's presence with Patrol.</li> </ul>	<p>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 continue to be enhanced.</p> <p>Patrol will have a greater awareness of the services provided by VSU.</p>	<p>Increased assistance for victims.</p> <p>Increase in visits to the Victim Services webpage.</p>	Ongoing	<p>Victim Services Manager Linda Thorpe</p> <p>Senior Director Paul Patterson</p>	Ministry of the Solicitor General	This strategy will be achieved within budget with additional funding from the provincial government.
Strategy 5	Continued outreach to the Lesbian-Gay-Bisexual-Transgender-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial.	<ul style="list-style-type: none"> <li>• Continue to work to develop crime prevention programs designed for the LGBTQ community.</li> <li>• Continue to track the number of referrals to service providers.</li> <li>• Continue to track the number of notifications to the VPD in relation to hate crimes.</li> </ul>	<p>Increased safety and support for the LGBTQ community.</p> <p>Continued improved relationships between the VPD and the LGBTQ community.</p>	<p>VPD to follow-up on all incidents reported under the bias, prejudice, and hate designate.</p> <p>To make referrals to service providers in all incidents designated as hate crimes.</p>	Ongoing	<p>Inspector Giardini</p> <p>Diversity Program Planner Lori Beckstead</p>	<p>LGBTQ community</p> <p>District 1 Neighbourhood Police Officer</p>	No direct budget implications.

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 6</b>	Continue to improve the VPD's outreach to Vancouver's diverse cultural communities.	<ul style="list-style-type: none"> <li>The Diversity Advisory Committee (DAC) to continue to develop action plans to reach out to the various or diverse communities in Vancouver.</li> <li>VPD to continue to be represented at the majority of community events, festivals, and parades as well as at high profile community meetings and dialogues.</li> <li>VPD Executive and Senior Management to continue attending as many events as possible.</li> <li>Diversity &amp; Aboriginal Policing Section to continue conveying the importance of VPD attendance at community event while providing VPD members with advance notice of event dates.</li> </ul>	<p>Ongoing high levels of VPD outreach to diverse communities.</p> <p>Ongoing improved relationships between the VPD and Vancouver's diverse communities.</p>	Maintain high levels of VPD representation at various community events.	Ongoing	Chelsea Girard	<p>Diversity Advisory Committee</p> <p>Diversity &amp; Aboriginal Policing Section</p>	Nil

# Vancouver Police Department Annual Business Plan (2014)

## Goal – Provide socially responsible programs and initiatives that benefit youth

**Champion – Inspector Ralph Pauw**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Continue to proactively target the “top 20” most at-risk youth as identified by their police history.	<ul style="list-style-type: none"> <li>Continue reviewing the “top 20” list and revise as appropriate.</li> <li>Continue engaging the stakeholders, including probation, alternate schools and counselors to address the root causes of delinquency among this group of youths.</li> <li>Continue monitoring and assessing the progress of this youth cohort.</li> <li>Ensure appropriate traditional enforcement strategies are employed for those youth who continue to be in the “top 20” while refusing assistance from any agency.</li> </ul>	<p>PRIME incidents for this group of youth will be reduced.</p> <p>Improvement in the quality of life indicators such as enrollment in and completion of education and social programs, and reductions in incidents of violence and victimization.</p> <p>Reduced police contact and involvement with the Criminal Justice System for these at-risk youth.</p>	<p>Enrollment and completion of one education or social program as a result of this initiative.</p> <p>A measurable reduction in PRIME incidents from this cohort of at-risk youth.</p> <p>Reduction in Missing Persons reports for this cohort.</p>	Ongoing	Sergeant McDonald	<p>Youths Services Unit</p> <p>Youth Referral Coordinator</p> <p>School Liaison Unit</p> <p>Ministry of Child and Family Development</p> <p>Missing Person Unit</p> <p>Vancouver School Board</p> <p>Pacific Regional Training Centre</p> <p>Various outside agencies</p>	<p>Would like to look at some potential “give away items”</p> <p>e.g. Sporting equipment, soccer shoes, etc.</p> <p>The ability to take Youth at Risk for lunch at fast food outlet.</p>
<b>Strategy 2</b>	Continue to maintain the VPD <i>Youth Referral Program</i> to remain consistent with provisions of the Youth Criminal Justice Act (YCJA) and consider extrajudicial measures for all youth who commit less serious offences.	<ul style="list-style-type: none"> <li>Youth Services Unit (YSU) Sergeant to continue contacting individual members through e-mail to advise them of the Youth Referral Coordinator for files involving youth.</li> <li>YSU to continue attending the Justice Institute of British Columbia (JIBC) to inform recruits on the Youth Referral program during their YCJA training module.</li> <li>YSU to attend VPD Community/Diversity Training to educate members on the issues associated with at-risk youth.</li> <li>Continue to regularly post bulletins regarding the Youth Referral program on e-parade.</li> <li>Continue to liaise and build partnerships with community agencies and organizations to provide the highest quality program referrals.</li> </ul>	<p>Youth referrals from Patrol will continue to increase.</p> <p>Referring youth to community programs rather than incarceration will assist them in addressing the underlying issues for their criminal behaviour.</p> <p>Agencies involved in extra-judicial measures work with youth to help them gain the skills and knowledge necessary to make better choices to develop into socially responsible citizens.</p>	<p>Increase the amount of members and recruits that are aware of the VPD Youth Referral Program though YSU attendance at VPD and JIBC training sessions.</p> <p>A total of at least three referrals per month from School Liaison Officers (SLOs) and Investigators.</p> <p>A total of at least one referral per month from Patrol members.</p>	Ongoing	Youth Referral Coordinator Amy Powter	<p>Patrol Districts</p> <p>Various community Agencies</p> <p>Vancouver School Board</p>	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Y10 (the Youth Car) to continue conducting checks on youth with court-imposed conditions to ensure they are being abided by.	<ul style="list-style-type: none"> <li>Continue to work with Patrol, School Liaison Unit officers (SLOs), YSU officers, and Youth Probation Services in order to proactively monitor young offenders; enforce the law when a breach occurs; and pursue fresh charges when appropriate.</li> <li>Continue to conduct street checks to develop Intelligence on and establish rapport with at-risk youth.</li> <li>Continue to receive daily updates of the latest court-imposed conditions through the Justice Information Network (JUSTIN) and through related court documents at the Hornby Street probation office.</li> <li>Y10 officers to continue frequenting locations and support facilities attended by youth to familiarize themselves with the youth and with the staff who operate these facilities.</li> </ul>	<p>Ongoing relationships between Y10 officers and external support resource workers will continue to assist the VPD in identifying and locating youth with court imposed conditions.</p> <p>Ongoing monitoring of adherence to court-imposed conditions will assist in preventing at-risk youth from becoming involved in situations which, according to the courts, may increase the likelihood of recidivism.</p>	Continue monitoring a total of approximately 100 youth with court-imposed conditions.	Ongoing	Sergeant Humayan	<p>Patrol Districts</p> <p>Youth Services Unit</p> <p>School Liaison Unit</p> <p>Youth Probation Services</p>	Nil
Strategy 4	Continue to develop and maintain the success of the <i>Police Athletic League</i> (PAL) program.	<ul style="list-style-type: none"> <li>Continue to explore fundraising opportunities in order to increase the number of events sponsored by PAL.</li> <li>Continue to create more awareness of the PAL program by posting in-house bulletins on a regular basis throughout the year.</li> <li>Revive the PAL Internet page to create more awareness among the public. This user-friendly webpage will provide anyone interested in PAL events with a brief description of all events as well as how to register for a particular event.</li> </ul>	<p>PAL will ultimately prevent youth crime by establishing a positive rapport and mutual trust between police officers and youth through athletic, recreational, and educational programs.</p> <p>PAL provides a safe and supervised environment for youth, giving them the opportunity to work with positive role models and encouraging them to become involved in community sports and activities thereby enhancing self-esteem and the motivation to develop a positive self-image.</p>	Maintain the baseline of PAL events and attendance (44 events and 900 participants in 2013).	Ongoing	<p>Inspector Pauw</p> <p>Youth Services Section (YSS) Sergeants</p>	<p>Patrol Districts</p> <p>BET</p> <p>YSS</p> <p>Traffic Diversity &amp; Aboriginal Policing</p> <p>Vancouver Police Foundation</p> <p>Vancouver Police Community Fund</p>	<p>PAL is a federally registered charity and is solely dependent upon cash donations.</p> <p>This program does not affect the budget for YSS.</p>
Strategy 5	Secure funding for the 2014 VPD <i>Student Challenge</i> , and on an ongoing basis.	<ul style="list-style-type: none"> <li>Identify a team of SLOs who will administer and coordinate the 2014 <i>Student Challenge</i>.</li> <li>Identify a lead SLO coordinator for this program.</li> <li>Continue to solicit and secure sufficient funds to successfully run this program.</li> <li>Market the <i>Student Challenge</i> program to Vancouver School Board (VSB) students and children of VPD members.</li> </ul>	<p>The <i>Student Challenge</i> will continue to be held annually.</p> <p>The VPD Student Challenge will continue to have a positive effect on students.</p> <p>Participants develop an appreciation and an understanding of a police officer's job.</p>	<p>Sustainability of the <i>Student Challenge</i> Program to ensure that 48 students are enrolled each year.</p> <p>Secure approximately \$22,000 annually to offset the operating costs of the program.</p>	Ongoing	<p>Sergeant Stevens</p> <p>Sergeant Chan</p>	<p>VPD</p> <p>Vancouver School Board</p>	<p>The <i>Student Challenge</i> is funded by external donations.</p> <p>This program does not affect the budget for YSS.</p>

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 6	Develop and implement the VPD Cadet Program.	<ul style="list-style-type: none"> <li>Secure funding for five years of programming for commencement in 2014.</li> <li>Identify a team of SLO's and Community Safety Officers (CSOs) who will administer and coordinate programming.</li> <li>Market the program to 20–30 youth from two different school catchment areas in Vancouver for 2014.</li> <li>Implement curriculum developed by the Training Section in September 2014.</li> </ul>	<p>The promotion and facilitation of pro-social engagement of youth in their communities and schools. Parents, school administrators, and communities at-large will also be engaged.</p> <p>Collaborative measures aimed at reducing negative youth behaviours, crime, and victimization will be implemented.</p> <p>Teamwork, leadership, excellence, discipline, and a variety of basic law enforcement skills will be developed in youth cadets, and these skills will be applied to their everyday lives.</p> <p>The Cadet program is intended to be initially funded for five years with the steady inclusion of more youth from different areas in Vancouver in each subsequent year.</p>	<p>Five year funding is secured.</p> <p>The enrollment of 20-30 youth from two different catchment areas in 2014.</p>	Commencing September 2014 and delivered in a continuous 24 week cycle with time breaks in between (time breaks TBD).	<p>Mandeep Johal</p> <p>Inspector Ralph Pauw</p>	<p>VPD</p> <p>Vancouver Police Foundation</p> <p>Vancouver School Board</p>	<p>Nil. This strategy is contingent upon external funding being secured by the VPD.</p>

## Vancouver Police Department Annual Business Plan (2014)

### Goal – Manage resources in an environmentally sustainable manner

**Champion – Senior Director Dawna Marshall-Cope**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	To continue implementing policies and practices consistent with the CoV's sustainability framework and initiatives.	<ul style="list-style-type: none"> <li>Continued partnership with the Co V Green City Steering Committee's future joint initiatives.</li> <li>The Code Green Steering Committee will be responsible for taking the lead on new initiatives and continue to meet on a regular basis.</li> <li>Participation in the 2014 <i>Greenest City Scholars</i> program.</li> </ul>	<p>The success of this strategy can be measured by the number of new initiatives started by the VPD to further environmental sustainability within the organization.</p> <p>Committee members take ownership for the sustainability initiatives</p> <p>Submission for research topics will be submitted from the Code Green committee.</p>	<p>The implementation of three programs in 2014 to further support the management of resources in an environmentally sustainable manner.</p> <p>Two research topics submitted by the Code Green committee will be chosen by the CoV Sustainment Group.</p>	Ongoing	Senior Director Dawna Marshall-Cope	<p>All VPD employees</p> <p>Public Affairs</p> <p>Fleet Section</p> <p>Facilities Section</p> <p>VPD IT Section</p> <p>CoV Sustainability Group</p>	No budget implications anticipated.
Strategy 2	Ongoing reduction in overall energy consumption at the VPD.	<ul style="list-style-type: none"> <li>Explore the implementation of electronic forms.</li> <li>Re-implementation of <i>Right Fax</i>.</li> <li>Install LED lights where possible.</li> <li>Reduce the number of pages printed in the <i>False Alarm Reduction Program (FARP)</i>.</li> </ul>	<p>The success of these strategies will be measured by a reduction in the number of forms and fax messages that are printed.</p> <p>A reduction in the consumption of energy.</p> <p>Through the use of e-mail instead of faxes, and changes to the business processes, there will be a significant reduction in printing and use of paper.</p>	<p>A 5% reduction in paper usage.</p> <p>Determine where LED lights can be installed – install as required.</p> <p>The number of pages printed will be reduced by 50%</p>	December 2014	<p>Director Kathy Wunder</p> <p>Inspector Chow</p>	<p>All VPD employees</p> <p>Facilities Section</p> <p>CoV Sustainability Group</p>	<p>Funding for this project needs to be secured through CoV.</p> <p>The cost of LED bulbs will be offset by the energy savings in the next five years.</p>

Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	<p>Ongoing reduction in the amount of waste sent to the landfill.</p> <ul style="list-style-type: none"> <li>Review of the <i>Zero Waste</i> program in all (CoV owned) VPD sites.</li> <li>Continued expansion of the <i>Zero Waste</i> program to include packing materials, writing instruments, and small appliances.</li> <li>Employee engagement through signage and the posting of metrics on the Code Green website.</li> <li>Code Green to participate in the Family Day picnic with an information booth.</li> <li>Add large container for IT to recycle electronics.</li> <li>Review 2013 data and work with individual building staff to gain an understanding on how the Department can improve diversion rates.</li> <li>Install outdoor recycling stations at the Spyglass Street parking lot.</li> <li>Install a sink in the café at the Graveley site so that staff can dispose of unfinished coffee.</li> <li>Hold crew talks with Maintenance staff.</li> <li>Audit Property Office waste management practices.</li> </ul>	<p>Audits produced by service provider will be reviewed and recommendations will be adopted.</p> <p>Raised awareness of the diversion program which will result in improved diversion rates.</p> <p>Raised awareness of the diversion program which will result in improved diversion rates.</p> <p>Less waste will go into the landfill and sustainable material will be properly disposed of.</p> <p>Gained understanding of areas of sustainability where the Department can improve.</p> <p>Gained determination of whether barriers exist affecting the success of the <i>Zero Waste</i> program.</p> <p>Improved diversion rates by providing staff with a sustainable manner in which to handle garbage.</p> <p>Staff will not throw paper cups into the garbage because they have leftover coffee or tea in them.</p> <p>Ensured staff understanding of how waste streams are managed.</p> <p>Ensured consistency with waste management practices.</p>	<p>Waste sent to landfill will be reduced by 65% in all VPD buildings.</p> <p>Current diversion rates will be posted six times a year.</p> <p>Information booth will be set up at Family Day.</p> <p><i>Greenest City Scholar</i> report complete, action plan developed.</p>	<p>Ongoing</p>	<p>Senior Director Dawna Marshall-Cope</p> <p>Inspector Chow</p>	<p>All VPD employees Facilities Section</p> <p>CoV Sustainability Group Public Affairs</p>	<p>No budget implications anticipated.</p>



	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Ongoing promotion a "green culture" within the VPD.	<ul style="list-style-type: none"> <li>Obtain approval for the implementation of the <i>Bicycle Purchase</i> program.</li> <li>Support the VPD Bicycle Club.</li> <li>Send Bicycle Club information to staff members who purchase a bicycle through VPD.</li> <li>Create and offer incentives for staff to participate in or contribute to carpooling.</li> <li>Create designated parking spots for carpool participants.</li> <li>Establish a network with other Canadian Police agencies on sustainability initiatives.</li> <li>Transit passes will be available to staff who need to attend meetings off-site.</li> </ul>	<p>Approval will be granted for the <i>Bicycle Purchase</i> program.</p> <p>Increased number of staff members using bicycles to commute to work.</p> <p>Increase the number of people carpooling to work.</p> <p>Two to five carpooling parking spots will be created at each VPD site.</p> <p>A consortium of ten police agencies (or more) will be formed for information sharing on sustainment initiatives.</p> <p>Staff will use transit where practical, resulting in fewer trips to meetings in personal or fleet vehicles.</p>	<p>200 participants in the <i>Bicycle Purchase</i> program.</p> <p>Increase of Bicycle Club members by 20%.</p> <p>All carpooling parking spots will be used, and additional will be requested.</p> <p>The participation of at least ten agencies in the consortium.</p> <p>At least fifty transit passes will be handed out and used in 2014.</p>	Year-end	Senior Director Dawna Marshall-Cope	<p>IT Section</p> <p>Public Affairs and Marketing Section</p> <p>Facilities Section</p>	<p>No budgetary implications.</p> <p>Cost of transit passes offset by reduction in fuel costs and mileage claims.</p>
Strategy 5	To continue reducing vehicle emissions at the VPD.	<ul style="list-style-type: none"> <li>Continue to increase consumer awareness of reduced vehicle emission initiatives through training and information tools (signage, blogs, and video).</li> <li>Implementation of idle-management technology in the Patrol fleet.</li> <li>Fleet Manager to meet with each Patrol team and provide instruction on new idle-management technology.</li> <li>Continue working with CoV Equipment Services (EQS) to secure electric powered fleet vehicles.</li> <li>Assign the <i>Greenest City Scholar</i> to evaluate the benefits of implementing an electric vehicle into the VPD fleet.</li> <li>Install two electric vehicle recharging stations at the Graveley Street building for staff and guests.</li> </ul>	<p>Reduction in the idling time of VPD fleet vehicles.</p> <p>All new fleet vehicles will be installed with anti-idling technology.</p> <p>All members in Patrol will understand the use and value of this idle management technology.</p> <p>Acquisition of electric powered vehicles.</p> <p>Staff and visitors will be encouraged to purchase or use electric vehicles.</p>	<p>Reduce idling time by 10%.</p> <p>New vehicles have been received, outfitted, and deployed.</p> <p>Patrol members attend classroom training sessions in regards to anti-idling technology.</p> <p>Addition of two electric powered vehicles to the VPD fleet, and one electric ATV.</p> <p><i>Greenest City Scholar</i> to complete the evaluation report.</p> <p>Recharging stations will be used at least one day a week.</p>	Year-end	Fleet Manager Robert Rothwell	<p>VPD Operations</p> <p>VPD Fleet</p> <p>CoV Equipment Services</p>	<p>The costs associated to the fleet renewal are planned for in the 2013/2014 budget.</p> <p>The cost of installing recharging stations (for fleet vehicles) will reside with EQS.</p> <p>The cost of installing recharging stations will be discussed with the CoV Facilities Section.</p>

## Vancouver Police Department Annual Business Plan (2014)

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

**Champion – Inspector Larry Cope**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Improve the Sergeant orientation process.	<ul style="list-style-type: none"> <li>Survey officer ranks to determine what skills and knowledge are relevant and essential for new sergeants.</li> <li>HR and Training Section Curriculum Developer to improve new sergeant course material and lesson plans.</li> <li>Create a sergeant orientation manual.</li> </ul>	<p>Key skills and knowledge essential for new sergeants will be documented.</p> <p>Better alignment between sergeant job requirements and orientation course contents.</p> <p>The creation of an inaugural sergeant orientation manual.</p>	<p>The establishment of a baseline of key sergeant knowledge requirements.</p> <p>An amended sergeant orientation course will be delivered.</p> <p>A sergeant orientation manual will be delivered to new sergeants.</p>	Year-end	Sergeant Yung	Curriculum developer, Training Section	Nil
Strategy 2	Enhance the development process for unsuccessful Assessment Centre (AC) candidates.	<ul style="list-style-type: none"> <li>Create a list of approved development courses.</li> <li>Develop a list of coaching and mentoring resources.</li> </ul>	All unsuccessful AC candidates are provided with a list of development resources.	Ensure the new resources are delivered to all unsuccessful AC candidates.	June 2014	Sergeant Yung	JIBC Assessment Centre	Nil
Strategy 3	Develop a Police Re-Integration Education Program (PREP).	<ul style="list-style-type: none"> <li>Develop re-integration course content.</li> <li>Submit re-integration course content to Training Board for approval.</li> </ul>	A re-integration course will be available to assist off-duty members in returning to the VPD.	<p>The commencement of course delivery in 2014.</p> <p>Participation in the course by all returning members.</p>	June 2014	Sergeant James	Training Board	Nil
Strategy 4	Supplement the Sergeant selection overview document with a visual tool to foster better understanding of the process.	<ul style="list-style-type: none"> <li>Create a pictorial sergeant selection process chart.</li> </ul>	The visual chart will be integrated into information sessions.	The completion of visual chart prior to 2014 sergeant selection process.	April 2014	Sergeant James	Sergeant selection process committee	Nil
Strategy 5	Complete Phase 2 of the specialized position project.	<ul style="list-style-type: none"> <li>Interview inspectors and staff sergeants that have specialized positions</li> <li>Determine training needs and costs of succession planning for specialized positions</li> </ul>	<p>Training gaps for specialized positions will be identified.</p> <p>Adequate training will be development to eventually replace individuals in specialized positions.</p>	<p>Realistic training needs and costs will be identified.</p> <p>A reasonable period for succession and transition will be determined.</p>	October 2014	Sergeant James	<p>Various Managers and Inspectors</p> <p>Training Section</p> <p>Finance Section</p>	Yet to be determined

## Vancouver Police Department Annual Business Plan (2014)

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

Champion – Superintendent Daryl Wiebe

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Develop the <i>Investigative Development Program</i> (IDP) - a blended learning training plan for Constables to ensure a consistent approach for the development of front-line personnel.	<ul style="list-style-type: none"> <li>Build on the 2013 development plan that was collaboratively designed with the RCMP, using the <i>Investigative Skills and Education Program</i> (ISEP) model from Alberta.</li> <li>Build on the partnership with RCMP E-Division Training, sign off on a Memorandum of Understanding (MOU) between the agencies, and collaboratively develop the new IDP, for delivery to police officers in British Columbia.</li> <li>Deliver a pilot training program to VPD members.</li> </ul>	The implementation of a comprehensive police investigator curriculum for junior front-line officers (those in the first five years of their career).	The focused delivery of training to front-line personnel, and a schedule to ensure this training is ongoing for the coming years.	December 2014	Inspector Yee  Ms. Betty Froese	VPD Training and Education Unit  VPD Information Technology Section  RCMP E-Division Training  RCMP Pacific Region Training Center	\$35,000 budgeted for 2014
Strategy 2	Implement an e-learning component for VPD cycle training, for Operations Division personnel who work shift work.	<ul style="list-style-type: none"> <li>Identify content needs for Cycle IV training.</li> <li>Develop on-line content.</li> <li>Approval of the VPD Training Board, including Vancouver Police Union (VPU) support.</li> <li>Coordinate electronic delivery of material through the Canadian Police Knowledge Network (CPKN).</li> <li>Implement on-line content for Cycle IV training in 2014.</li> </ul>	Operations Division members who are required to complete cycle training will be able to complete this requirement entirely on-line, working around their own schedules.  Improved compliance tracking and accountability for the completion of this training.	The implementation of e-learning cycle training for Cycle IV.  The completion of mandatory testing ahead of 2015 Cycle I training.  Compliance improvements where 99% of required personnel complete the training by the end of the training period.	November 2014	Ms. Betty Froese  S/Sergeant Clarke	Training and Education Unit  Force Options Training Unit  Information Technology Section  VPU  VPD Training Board	\$30,000
Strategy 3	Entrench a comprehensive <i>Leadership Development Plan</i> for all employees of the VPD	<ul style="list-style-type: none"> <li>Continued delivery of the IACP Leadership in Policing Organizations (LPO) program.</li> <li>Develop curriculum maps and identify courses/programs to assist staff with leadership development.</li> <li>Deliver an Executive track of the LPO program.</li> <li>Identify and train in-house trainers to ensure the ongoing viability of the LPO program within the VPD.</li> </ul>	The ongoing delivery of a robust leadership program within the VPD.	The completion of one LPO program and one FDW (train-the-trainer) program in 2014.	December 2014	Inspector Jeannie Yee  Supt. Wiebe	Leadership Development Committee  Career Development Unit  Education and Training Unit	\$60,000

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 4</b>	Develop an <i>Immediate Rapid Deployment (IRD)</i> training program to ensure all sworn personnel are equally trained to respond to an active-shooter incident.	<ul style="list-style-type: none"> <li>• Build on the training already delivered to Operations Division members, and implement a training cycle for investigative and administrative sworn personnel.</li> <li>• Develop monitoring processes and a biennial schedule of training for 2016.</li> <li>• Outfit School Liaison Officers (SLOs) with a dedicated weapon system to equip them effectively for their work environment.</li> <li>•</li> </ul>	The ongoing delivery of IRD training for all sworn personnel, on a biennial basis.	Completion of training for all sworn staff working in investigative and administrative assignments.	June 2014	S/Sergeant Clarke	Force Options Training Unit  Training and Education Unit  Emergency Response Section  Investigation Division  Support Services Division	\$40,000
<b>Strategy 5</b>	Consolidate training programs for all categories of Special Municipal Constables (SMCs) to gain training and deployment efficiencies.	<ul style="list-style-type: none"> <li>• Review core training standards for Jail Guards (JGs), Traffic Authority members (TAs), and Community Safety Personnel officers (CSPs).</li> <li>• Identify commonalities, and assess overlap and gaps.</li> <li>• Develop one common core training standard, and modules that can be delivered to each category of SMCs, as required.</li> <li>• Develop blended learning modules for future training classes, and to enable cross-training.</li> <li>•</li> </ul>	Common training standards for all SMCs.	<p>Cross-training for 30 SMCs, to enable them to be deployed as either a JG, TA, or CSP.</p> <p>A reduction in the overtime required to deliver training to JGs, TAs, and CSPs.</p>	June 2015	Supt. Wiebe  Ms. Betty Froese  Sergeant Tarnowsky	Training and Education Unit  Operations Division  Emergency Operations and Planning Section  Court and Detention Services Section	None

# Vancouver Police Department Annual Business Plan (2014)

## Goal – Support and foster employee wellness

**Champion – Inspector Larry Cope**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Increase awareness of infectious diseases and reduce staff days absent due to the flu virus.	<ul style="list-style-type: none"> <li>NCO Information Sessions and Quarterly Bulletins regarding infectious diseases.</li> <li>Promote the flu clinics held at various VPD facilities.</li> <li>Increase number of flu clinics to 8 each year.</li> <li>Increase cleaning during peak periods.</li> <li>Increase education about flu virus.</li> <li>Increase number of motion activated anti gel dispensers.</li> <li>Affix an educational flu sticker to all anti-bacterial gel dispensers.</li> </ul>	<p>Increased awareness of how to prevent exposure to infectious diseases.</p> <p>Increased education on the flu virus and increased number of staff taking the flu shot.</p> <p>Reduce sick leave due to infectious diseases and the flu.</p> <p>Fewer shifts backfilled and less overtime incurred.</p>	<p>Two additional flu clinics held to increase total from 6 to 8.</p> <p>Increase cleaning of high traffic areas during peak flu season.</p> <p>More educational information published about flu virus.</p> <p>Increased information produced and disseminated on how to prevent exposure to infectious diseases.</p>	December 2014	<p>Tracy Matthew</p> <p>Heather Devries</p>	<p>Occupational Safety &amp; Health Unit (OSH)</p> <p>Cleaning Staff</p> <p>HR</p> <p>Public Affairs</p>	\$1500 from OSH budget
<b>Strategy 2</b>	Continue to promote the use of the HR wellness website as well as the health check stations.	<ul style="list-style-type: none"> <li>HR to work with the Public Affairs Section on branding more wellness initiatives</li> <li>Develop new wellness programs</li> <li>Initiate brown bag lunches related to work life balance and wellness.</li> <li>Intranet bulletins to promote health check station and further promote wellness website.</li> <li>Create an electronic wellness idea generator.</li> <li>Distribute wellness suggestion boxes at various facilities.</li> <li>Initiate competitions and small prizes in relation to use of the health check stations.</li> </ul>	<p>More staff will have a greater awareness of health and wellness and work-life balance, thereby contributing to a more physically and mentally vibrant and healthy workforce.</p> <p>Overall morale will improve and less work days will be missed.</p>	<p>Maintain high levels of visits to the wellness website as seen in 2013.</p> <p>Increased use of the health check stations.</p>	December 2015	<p>Inspector Cope</p> <p>Wellness Committee</p>	<p>HR Wellness Committee</p> <p>Public Affairs</p> <p>IT</p> <p>OSH</p> <p>Employee Services</p>	\$1500 from Wellness Budget

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Promote mental health, resilience, and peer support in the VPD.	<ul style="list-style-type: none"> <li>A copy of the book "Emotional Survival for Law Enforcement Officers" to be distributed to all sworn staff.</li> <li>Promote Employee &amp; Family Assistance Program (EFAP) service provider by delivering a <i>Homewood Health Solutions</i> brochure and fridge magnet to all VPD staff.</li> <li>Invite <i>Homewood Health Solutions</i> representatives to the VPD to present information sessions.</li> <li>Further review the Canadian Forces program called <i>Road to Mental Readiness</i>.</li> <li>Introduce a mental health awareness month at the VPD.</li> </ul>	<p>In the event of critical incidents or lesser trauma, all VPD staff members will have access to peer support.</p> <p>Awareness steps taken will reduce the stigma associated to those that suffer anxiety, prolonged stress, or mental illness.</p>	<p>Increased staff use or awareness of the services provided by <i>Homewood Health Solutions</i>.</p> <p>To see some level of staff involvement as peer supporters if the <i>Road to Mental Readiness</i> program is introduced at the VPD.</p> <p>Further advancement of the Canadian Forces program at the VPD.</p>	June 2015	<p>Supt. Wiebe</p> <p>Inspector Cope</p> <p>S/Sergeant Bell</p>	<p>HR</p> <p>Canadian Forces</p> <p>Calgary Police Services</p> <p>VPD Wellness Committee</p> <p>Dr. Nemetz</p> <p>Mental Health Commission of Canada</p>	\$35,000 in first year of implementation
Strategy 4	Develop a routine schedule of contact for sick and injured staff.	<ul style="list-style-type: none"> <li>Determine an appropriate schedule of contact for sick and injured staff.</li> <li>Determine the timeframe for when an Inspector and/or higher ranking officer make contact with a sick or injured staff member.</li> </ul>	<p>Sick and injured staff will feel more connected while off on extended absence.</p> <p>Improved Morale.</p> <p>Reduced work days missed due to sick and injury.</p>	<p>All staff members on sick or injury leave will be contacted by management after a period of no longer than two or three weeks.</p> <p>Positive feedback and complimentary remarks from long-term sick or injured staff regarding HR's efforts to contact them during their leave.</p>	March 2014	S/Sergeant Bell	<p>Employee Services</p> <p>HR Sergeants</p>	None
Strategy 5	With employee wellness in mind, reduce physical injuries and damage caused by unnecessary speeding in police cars.	<ul style="list-style-type: none"> <li>Review other police department's excessive speed reduction programs.</li> <li>Establish benchmarks by reviewing collision trends at the VPD as well trends relating to vehicle damage and days missed from work resulting from collisions.</li> <li>Implement a police officer speed reduction program.</li> </ul>	<p>Reduced incidents of excessive speed and reduced number of collisions involving VPD vehicles.</p> <p>Reduced severity of damage seen in police collisions.</p> <p>Reduced police officer injuries resulting from unnecessary speed.</p> <p>Reduced officer days missed from work because of avoidable collisions.</p>	The adoption of a comprehensive speed management program at the VPD.	December 2015	Inspector Cope	<p>Operations Division</p> <p>Planning, Research &amp; Audit Section</p> <p>City Legal</p>	<p>15,000 travel budget</p> <p>IT costs</p>

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 6</b>	Maintain respectful workplaces and build on the momentum achieved in 2013	<ul style="list-style-type: none"> <li>• Continue the promotion of Pink Shirt Day with pins and prizes.</li> <li>• Post additional WorkSafe/VPD respectful workplace posters at all VPD facilities.</li> <li>• Intranet bulletins respectful workplace reminders.</li> <li>• Enforce zero tolerance for bullying or harassing behaviour.</li> <li>• HR to develop an automatic mechanism for tracking complaints.</li> </ul>	<p>More education will result in fewer incidents of bullying and harassment.</p> <p>Higher morale and more harmonious work sites will be fostered.</p>	<p>The development of an automatic complaint tracking mechanism.</p> <p>Reduction in the number of complaints seen at the VPD.</p>	December 2015	Inspector Cope	<p>Public Affairs</p> <p>Wellness Committee</p>	None

## Vancouver Police Department Annual Business Plan (2014)

### Goal – Develop and implement initiatives that streamline administrative processes

**Champion – Director Drazen Manojlovic**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
<b>Strategy 1</b>	Continue to develop, promote, and institutionalize a process where members can submit ideas and suggestions to reduce administrative burdens.	<ul style="list-style-type: none"> <li>Implement the Planning, Research and Audit (PR&amp;A) Section e-mail suggestion box to solicit member suggestions about reducing administrative burdens.</li> <li>Identify and propose viable suggestions.</li> <li>Implement options with emphasis on regular communication with members who make submissions.</li> </ul>	<p>An easy process will be in place for members to submit suggestions to a central repository.</p> <p>This repository is monitored regularly and suggestions are analyzed, and the analysis is communicated back to the submitting member.</p> <p>Analysis will determine the viability of the suggestion and, if viable, approved changes will be made.</p>	<p>As many operationally viable suggestions as possible.</p> <p>If a suggestion is implemented, assess the improvement in productivity.</p>	December 31, 2014	Sergeant of the Organizational Planning Unit	This is dependent on the specific nature of the suggestion. Other stakeholders will be consulted before any change occurs.	This is dependent on the specific nature of the suggestion. PR&A is hopeful that suggestions to reduce administrative burdens can be implemented using existing VPD resources.
<b>Strategy 2</b>	Develop internal metric tools around the Community Safety (CS) program to aid in decision-making concerning the performance of its personnel (CSPs).	<ul style="list-style-type: none"> <li>Continue to provide assistance to the evaluation of the CS Program led by Doctors Griffiths and Pollard.</li> <li>Develop an internal “dashboard” that provides timely information and reports on data relating to the CS program.</li> </ul>	A user-friendly dashboard that displays the results of the efforts of the CS Program and on its impact on operations and investigations.	To complete the development of the dashboard and for it to provides valuable and timely information to managers.	May 31, 2014	Sergeant of the Organizational Planning Unit	PR&A  VPD IT may also be involved.	Nil



## Vancouver Police Department Annual Business Plan (2014)

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

**Champion – Senior Director Dawna Marshall-Cope**

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Complete an information technology (IT) review to determine optimal staffing levels for the VPD IT Section.	<ul style="list-style-type: none"> <li>• Tabulate and analyze IT comparison Survey results.</li> </ul>	This information will provide the VPD with information on how the VPD IT Section is resourced in comparison to other Canadian cities.	Completion of a high level report that compares IT resources in police agencies across Canada, and may be used to defend future IT resource requirements.	June 2014	IT Director Kathy Wunder	IT  Planning, Research & Audit Section  Financial Services	Depending on the survey results, this information could support an increase in resources.
Strategy 2	Continue working on the department-wide Information Management Plan.	<ul style="list-style-type: none"> <li>• Audit all business units within VPD to determine the following information manager practices:                             <ul style="list-style-type: none"> <li>-What information is held within the unit;</li> <li>-What naming conventions are used;</li> <li>-What format and location is information held;</li> <li>-Under what authority is the information obtained;</li> <li>-Who information is shared with and under what authority.</li> </ul> </li> </ul>	VPD business processes will ultimately be streamlined and both electronic and paper-based information will be stored in a consistent manner increasing efficiency and minimizing the loss of information due to non-standardized naming conventions.	To complete the information management related auditing of all business units at the VPD.	Year-end	Audit Manager Simon Demers  Information & Privacy Coordinator Darrin Hurwitz	Planning, Research & Audit Section  Information & Privacy Unit	Nil

	Strategy	Activities	Outcome	Target Measures	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Utilize technology to maximize the effectiveness of front-line officers.	<ul style="list-style-type: none"> <li>Development of a new GeoDash application for the Mobile Data Terminals (MDTs).</li> <li>Install all VPD hardware, software, network and wireless technology in new VPD command vehicle.</li> <li>Replace the Xtract automated stolen property reporting system with a similar system.</li> <li>Create a secure transfer of electronic packages for all Police Board members. Identify and test tablet devices to be used by Board members.</li> <li>Create online access to the real-time business intelligence of the Patrol Activity Reports (PARs).</li> <li>Create a process that automates the collection of overnight information from the frontline Records Management Source (RMS) source.</li> <li>Upgrade the VPD's arrest/booking process and participate in a provincial "mug shot" repository.</li> <li>Implement <i>IntelliBook CardScan</i> in the Criminal Records Unit.</li> </ul>	<p>GeoDash will provide front-line members with mobile access to latest crime trends and hot spots on a geographic interface.</p> <p>Command vehicle will act as a fully integrated VPD office in a mobile environment with advanced video capabilities.</p> <p>A new automated reporting system for stolen property will be in place.</p> <p>Electronic packages will be securely transferred to Police Board members.</p> <p>A dashboard to display all patrol activity metrics will be developed.</p> <p>Automating VPD overnights will potentially lead to significant resource savings.</p> <p>The achievement of standardized arrest/booking business practices across the province, and reduced manual processing and data entry duplication.</p> <p>Compliance with National Police Information Services (NPIS) policy in relation to criminal records.</p>	<p>GeoDash deployed to 284 Mobile laptops in VPD operational vehicles.</p> <p>Command vehicle will have full connectivity to the VPD voice and data network with the ability to monitor and stream video.</p> <p>Complete the transition to a new automated stolen property reporting system.</p> <p>Tablets will be identified and secure files will be transferred to Police Board members via Entrust Messenger.</p> <p>The completion of the online PAR dashboard.</p> <p>Collect system requirements and consensus of all participants for automation of overnights. Design and create process, and test and deploy results.</p> <p>Implement Prime arrest and booking module with <i>IntelliBook Live scan</i>.</p> <p>Electronic submission of criminal fingerprints will be accepted by the <i>Real Time Identification (RTID)</i> system.</p>	Year-end	VPD IT	<p>Operations Division</p> <p>CAU</p> <p>Prime Unit</p> <p>Communications Section</p> <p>VPD Fleet</p> <p>Property Unit</p> <p>CoV Purchasing</p> <p>CoV Legal</p> <p>Police Board</p> <p>Prime Corp</p> <p>RCMP</p> <p>VPD IMS</p> <p>VPD Court and Detention</p> <p>Criminal Records Unit</p>	<p>Capital costs were paid for in 2013</p> <p>On-going maintenance costs will be paid for through the IT Section's operating budget.</p> <p>Capital costs for the command vehicle were paid for in 2013, in large part by a VPF grant.</p> <p>\$302,000 from capital funding for Xtract replacement.</p> <p>\$456,650 from capital funding to upgrade arrest and booking process.</p>