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**VANCOUVER POLICE DEPARTMENT
2010 ANNUAL BUSINESS PLAN
YEAR-END REPORT-BACK**

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



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INTRODUCTION AND BACKGROUND

The Vancouver Police Department's (VPD) 2008-2012 Strategic Plan was approved by the Vancouver Police Board (VPB) in the Fall of 2007. An annual business planning process was developed from the Strategic Plan to provide a one-year 'snapshot' of organizational priorities and targets for achieving the principal goals identified in the Strategic Plan. As part of this process, the VPD Executive has identified senior sworn and civilian managers to 'champion' each of the seven principal strategic operational goals and seven principal strategic supporting goals. Champions are responsible for developing annual strategies, each with their own set of specific objectives, activities, and performance measurements that work toward achieving their principal Strategic Plan goal.

As in 2008 and 2009, the 2010 Annual Business Plan flowed from the Strategic Plan and comprised the key strategies and subsequent activities or action plans identified for 2010. Champions assigned representatives/leads to be accountable for the initiation and completion of the activities as well as for the achievement of the performance outcomes and targets linked to each strategy. Over the past year, in consultation with their leads, Champions closely monitored the progress of each strategy in working towards achieving the principal Strategic Plan goal they were assigned. A mid-year report was prepared in June of 2010 to give the VPD Executive and the VPB a high-level update on the progress of the activities associated with each strategy. This year-end report-back presents measurable performance results, provides an evaluation of the progress each strategy has made in working towards achieving its main overall strategic goal, and outlines any challenges that impeded progress in the past year. In addition, Key Performance Indicators (KPIs) have been compiled and reported on quarterly, providing a macro measurement of organizational performance.

The resulting successes and challenges of the 2010 strategies outlined in this report allowed each Champion to determine the most appropriate and feasible strategies for 2011, in order to continue supporting the achievement of their principal strategic goal. As the strategic planning process is dynamic, the results of the 2010 Report-Back helps the VPD Executive and the VPB determine if the overall priorities of the Strategic Plan need to be adjusted to meet changing operational, investigative, or administrative priorities. Ultimately, the Strategic Plan maintains its vitality through the annual business planning process – a process that reports back on the Strategic Plan's progress in maintaining its commitment to make Vancouver the safest major city in Canada.

2010 OVERVIEW

In total, 63 strategies and 209 activities were identified in the VPD's 2010 Annual Business Plan. Cross-functional work teams completed many of the activities and accomplished numerous outcomes and targets associated with each key strategy while progress has begun on many more. As a result, during the past year, the VPD has continued to make significant progress towards fulfilling the 14 principal goals of its 2008-2012 Strategic Plan.

2010 highlights include a further 7% city-wide reduction in property crime on top of the 7% and 9% annual decreases achieved in 2008 and 2009 respectively. Of note, at the onset of the 2008-2012 Strategic Plan, the VPD set the overall target to reduce property crime by 20% by 2012, and has already exceeded it by achieving a 24% reduction to-date since 2008. For the second consecutive year, overall violent crime has decreased by 3% city-wide, while incidents of the most serious forms of violent crime have decreased by 9% in 2010 as compared to 2009. Of note, at the onset of the 2008-2012 Strategic Plan, the VPD set the overall target to reduce all forms of violent crime by 10% by 2012, and has achieved an 8.7% reduction to-date since 2008. Street disorder has seen an overall city-wide decrease of 6% in 2010 as compared to 2009. In addition, the VPD has continued to increase pressure on gang members, thereby further reducing gang-related activity and violence within Vancouver's boundaries as evidenced by continued significant declines in gang-related homicides and shots fired. In collaboration with global law enforcement agencies, the VPD has also made significant progress in combating cyber-crime, highlighted by the identification of several online sex offender suspects and by the arrests of high profile fraudulent telemarketers and mortgage fraudsters. Ongoing intelligence-led deployments in high collision locations and increased enforcement towards impaired drivers have contributed significantly to the VPD's continued success at improving road safety in the city. There continues to be fewer injury-related accidents according to Insurance Corporation of British Columbia (ICBC) statistics, as well as decreases in traffic-related fatalities. Meanwhile, the quality of VPD policing was once again improved in 2010 through the completion of several initiatives aimed at enhancing the proactive policing time and the visibility of frontline officers. These initiatives included successfully reducing crime around SkyTrain stations and associated transit corridors by increasing proactive and visible policing in those areas.

High visibility policing was delivered to public areas and venues during the 2010 Winter Olympic and Paralympic Games. The Games showcased the VPD's ability to efficiently and effectively plan for, and maintain order and safety during, a major international event in partnership with the Integrated Security Unit. Overall, VPD members were reported by national and international media outlets to have dealt with the many policing issues, challenges, and circumstances surrounding the Games in a quick, effective, and respectful manner.

The VPD's strategic operational goals were once again supported by successes in other areas of the organization. In 2010, the VPD began delivering tactical training at the new state-of-the-art Tactical Training Centre; began construction of a new Property and Evidence Storage Facility; and has begun its transitional move of all investigative and most administrative functions to the Graveley and Kootenay Street facilities. Meanwhile, a draft long-term facilities report has been completed, along with a number of internal processes and external reports focusing on implementing best practices in the delivery of its policing services. Significant steps were also taken in 2010 to enhance environmental sustainability practices at VPD facilities, resulting in considerable reductions in energy consumption, paper use, and waste. The completion of an Information Technology (IT) disaster recovery site in 2010 together with successful data replication tests ensures that VPD IT systems are always available and protected from unforeseen challenges. Numerous cost-effective public media campaigns have continued to be an important aid for raising public awareness of the VPD's services and crime prevention initiatives, as well

as highlighting the successes achieved by the VPD. Further steps have been taken to support and develop VPD staff by providing a number of personal development and promotion opportunities, and by strengthening the coordinated and cooperative approach used to successfully mitigate grievances and complaints. Finally, increased audit intelligence and financial accountability, and ongoing timely budget variance information, has helped the VPD deliver on-budget results for 2010 for the sixth consecutive year.

While significant successes were realized in 2010, the VPD also faced several noteworthy challenges that have impeded progress in accomplishing some strategic priorities. Accordingly, some 2010 strategies have not made progress in meeting performance targets or progress is not yet known, as related activities have not been completed. In some cases, as in previous years, staffing shortages hindered the initiation of action plans, while organizational restructuring or shifting organizational priorities had the same effect on others. In addition, the initiation or outcome of certain activities has been limited by the large-scale planning and operational efforts that were required to successfully police the 2010 Olympics, and by the continuing need to engage municipal, provincial and judicial partners, whose priorities may not align with those of the VPD. Still other outcomes were not realized or completed due to unexpected complexities or because they were not intended to be completed within one year. Even though these challenges have impacted some areas more so than others, every Strategic Plan 'Champion' has seen a measurable level of success in 2010. Moreover, although not all strategies for 2010 were fully implemented, efforts will be re-focused in these areas in 2011, and the VPD will continue to confront challenges and re-adjust in moving forward towards achieving all of its Strategic Plan goals.

SUMMARY OF PROGRESS

The following is a summary of the progress and current status of the strategies identified in the 2010 Annual Business Plan. This period covers activities from January through December, 2010. The table below shows the key strategies attached to each Strategic Plan goal along with the number of activities identified, initiated, and completed in relation to each strategy. Progress has been made on 91% of the activities identified for 2010 with just over half (52%) of all activities having been fully completed.

Strategic Plan Goals and associated 2010 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
1. To Reduce Property Crime by 20% by 2012	29	23	6
1.1 Continue to build and expand the scope and success of the Property Crime Unit (PCU) as it relates to proactive projects and investigations.	3	3	0
1.2 Operations Investigative Section (OIS) to utilize the Neighbourhood Crime Alert Service to get information to the community with regards to current 'Property Crime Trends' and 'Hot Spots'.	2	1	1
1.3 To capitalize on the expertise of the VPD Sentencing Committee in order to develop new strategies for enhanced sentencing of chronic offenders and other high profile offenders and/or cases.	7	5	2
1.4 The Operations Investigative Section (OIS) to reach out to external agencies that have a common goal of reducing property crime in order to share best practices and proactive intelligence.	4	4	0
1.5 Increase and improve information sharing and collaboration between Financial Crime and Technological Crime Units with Global Police/Investigative agencies.	5	5	0
1.6 Develop an internal enforcement Action Plan against local prolific fraudulent telemarketers and "419 scam" suspects.	2	0	2
1.7 Enhance VPD case intake processes to better prioritize cases in accordance with strategic goals.	2	2	0
1.8 Develop and refine VPD forensic examination processes to increase efficiencies and effectiveness leading to increased support of other investigative Sections.	3	2	1
1.9 Develop a baseline and improve current monitoring and analysis of online services and social networking sites.	1	1	0
2. To Reduce Violent Crime by 10% by 2012	19	3	13
2.1 Continue to implement a court order compliance system for chronic violent offenders.	4	1	3
2.2 Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the city are available to all Patrol members and Investigators.	4	1	3
2.3 Educate Patrol officers on interviewing and interrogation techniques.	2	0	1
2.4 Introduction of two new teams to the Beat Enforcement Team (B.E.T).	3	0	3
2.5 Target and educate accredited ESL institutions in sexual assault prevention and personal safety.	3	1	0
2.6 Expand the mandate of the High Risk Offender Unit (HROU).	3	0	3
3. To Suppress Violent Gang Activity	8	3	5
3.1 Increase the number of focused, intelligence-led investigations targeting influential and/or violent gang members.	3	1	2

Strategic Plan Goals and associated 2010 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
3.2 Increase awareness throughout the VPD of gang members' living and operating habits within the city of Vancouver.	3	1	2
3.3 Increase the VPD profile with the RCMP and regional integrated units whose mandate is gang enforcement.	2	1	1
4. To Reduce Traffic-Related Injuries and Deaths	20	6	14
4.1 Continue with intelligence-led deployment in high collision locations.	6	2	4
4.2 Continue efforts to improve Traffic Court efficiencies in order to reduce the frequency and duration of traffic court attendance by police members.	2	0	2
4.3 Increase the number of traffic violation tickets written by Patrol members, focusing on traffic light intersection infractions and pedestrian related offences.	2	2	0
4.4 Continue to increase enforcement of impaired drivers.	4	0	4
4.5 Continue to deliver traffic education programs internally and externally.	4	1	3
4.6 Continue to increase safety information available to the public on the VPD Traffic website.	2	1	1
5. To Improve Liveability by Reducing Street Disorder	17	4	13
5.1 Expand the service of summonses by VPD members for chronic disorder related bylaw offenders while assisting the City of Vancouver (CoV) in the development of a court diversion process to provide meaningful consequences that change behaviours outside of the traditional fine process.	4	0	4
5.2 Increase the high visibility presence of the Beat Enforcement Team (BET) with an increased focus on disorder issues.	4	1	3
5.3 Liquor enforcement shift (LIMA) to continue year round in 2010 with street closures from May to October. VPD will continue to work with CoV to enhance street closures and the activities within the area.	4	3	1
5.4 Assist the CoV in achieving the goal to end homelessness in the city by 2015.	5	0	5
6. To Ensure Best Practices for Consequence Management and Emergency Preparedness	6	4	1
6.1 Continue to enhance the ability of the VPD Criminal Intelligence Section (CIS) and the Integrated National Security Enforcement Team Vancouver (INSET Vancouver) to capture, analyze, and investigate suspicious incidents that may be related to terrorist activity through OPERATION SECURUS.	1	1	0
6.2 The VPD CIS and INSET Vancouver will continue the terrorism awareness training program for Patrol officers. The CIS and INSET Vancouver will use E Parade, Intranet, roll call training, and lectures in this effort.	2	1	0
6.3 To continue implementing policies, procedures, and logistical capabilities so that the VPD is the best prepared major city police service in Canada for any natural or man-made disaster.	2	2	0
6.4 To partner with the Integrated Security Unit (ISU) to implement operational plans to ensure that sufficient human resources are in place to provide safety and security for the city of Vancouver during the 2010 Olympic Games.	1	0	1
7. To Enhance Proactive and Visible policing	24	4	16
7.1 To deliver high-visibility policing to the public areas near the venues of the 2010 Winter Olympic and Paralympic Games, and through the Downtown Entertainment District.	4	0	4
7.2 To increase the visible policing presence in the Downtown Eastside (DTES).	5	1	4

Strategic Plan Goals and associated 2010 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
7.3 To increase proactive and visible policing around SkyTrain and transit corridors.	4	0	3
7.4 To improve the quality of report-writing generally, and to specifically improve the quality of Reports to Crown Counsel.	4	0	3
7.5 To develop the Patrol Activity Report (PAR) further, tracking case clearances and local warrant arrests.	4	2	0
7.6 To increase the operational deployment of uniformed Staff Sergeants in Patrol.	3	1	2
8. To Leverage Technology to Deliver Effective and Efficient Policing Services	14	6	6
8.1 Continue the implementation of a Disaster Recovery Site at E-Comm within a secured space.	4	0	4
8.2 Measure and publish Online IT Key Performance Indicators.	2	1	0
8.3 Continue creating a new IT Policy Site.	3	3	0
8.4 Continue creating a 'green' IT Plan.	5	2	2
9. To Improve Communication and Public Engagement in Crime Prevention and VPD Services	19	2	17
9.1 To continue enhancing the public's awareness of programs and services that the VPD provides for public safety through increasing traffic to the VPD website.	5	1	4
9.2 To continue enhancing the reputation of the VPD and increase the public's awareness of its services through an increase in positive media stories.	3	0	3
9.3 To continue enhancing the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories.	6	0	6
9.4 To continue enhancing the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services.	3	0	3
9.5 To enhance morale within the Department and facilitate public awareness and support of the Department through professional event and ceremony management.	2	1	1
10. To Support and Develop Our Staff to their Full Potential	8	5	3
10.1 Enhance existing and develop new relevant Human Resources (HR) processes and programs for all employees.	4	1	3
10.2 Provide training to the Professional Standards Section (PSS) and VPD members regarding the implementation of Bill 7 (the new Police Act).	3	3	0
10.3 Develop and complete a comprehensive training plan by integrating Section resources and utilizing technology to deliver various modes of training.	1	1	0
11. To Continue to Implement Best Practices in Police Services	13	6	1
11.1 Applying CompStat principles to measure effectiveness and efficiencies to all aspects of the VPD.	3	2	0
11.2 Further build upon the success of the VPD's internal audit program by establishing a more formal structure of audit selection and recommendation follow-up.	4	3	1
11.3 Develop a process within the PR&A Section to research and identify best practices within policing, maintain a database of such best practices, and distribute this information to any applicable Section within the VPD.	6	1	0
12. To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs	9	6	3

Strategic Plan Goals and associated 2010 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
12.1 Integrate VPD training into the Tactical Training Centre.	3	2	1
12.2 Develop plans for the building and opening of a Property and Evidence Storage Facility that includes forensic examination facilities for vehicles.	3	1	2
12.3. Continue the development of a comprehensive long-term report outlining future facility needs for the VPD and implement existing transition plan for a move to VANOC as a medium-term solution.	3	3	0
13. To Deliver Financial Processes to Support the Organization	3	2	1
13.1 To provide the Executive with timely budget variance information, including detailed overtime variances by Section, in order for corrective action to be taken if necessary to ensure the VPD remains within budget for 2010.	2	1	1
13.2 To provide managers with monthly financial information and variance reports customized to their budget responsibilities.	1	1	0
14. To improve the VPD's environmental sustainability and contribute to a greener community	20	9	9
14.1 Implement carbon neutral policies and practices as well as making carbon efficient choices in systems, materials and equipment procurement.	4	2	2
14.2 Reduce overall energy consumption at the VPD.	2	2	0
14.3 Consistent with the COV's goal, the VPD will develop and implement a plan to reduce Departmental waste by 70% by 2015.	6	3	2
14.4 Promote a green culture and ecological health within the VPD by developing environmental awareness and incentive programs	6	1	4
14.5 Engage VPD staff to reduce vehicle emissions.	2	1	1
TOTAL	209	83	108

2010 PERFORMANCE RESULTS

The following section contains full performance results for each goal and its related strategies as identified in the 2010 Annual Business Plan. Each Champion completed a template which included an assessment of the completion status of specific activities, a summary of the performance results for 2010, and an overview of the overall strategic progress including challenges that impeded success.

Goal – To reduce property crime by 20% by 2012

Champion – Inspector Les Yeo

2010 Strategy 1: Continue to build and expand the scope and success of the Property Crime Unit (PCU) as it relates to proactive projects and investigations.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Les Yeo and Sergeant Joanne Wild
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> 1. a) Continue to be proactive in investigations/projects that are based on intelligence from the Crime Analysis Unit (CAU), the Chronic Offender Unit (COU) and Patrol. b) Obtain and deploy more investigative strategies, projects, and equipment that assist in property crime investigations. 		☒☒☐
<ul style="list-style-type: none"> 2. Investigators to build experience based on knowledge of fellow officers, supervisors and managers as well through training and past and current projects/ investigations. 		☒☒☐
<ul style="list-style-type: none"> 3. a) Review of all weekly crime meetings to determine which are necessary and which are repetitive. b) Review current flow of information and dissemination of intelligence surrounding property crime. (c) Enhanced use of sources and adherence to source debriefings as it relates to property crime. 		☒☒☐
2010 Performance Projections		2010 Performance Results
<p>Outcome: (1) Continued success of PCU/COU initiated investigations which are focused on high crime areas/suspects.</p> <p>(2) PCU to be the “go to Unit” as it relates to investigations, experiences and techniques used to combat property crime.</p> <p>(3) Improved flow of information from Patrol as it relates to intelligence surrounding property crime.</p>		<p>(1) PCU/COU initiated investigations continue to be successful with several high profile arrests and convictions.</p> <p>(2) The success of their investigations has boosted PCU Investigators’ experience, skill, and morale.</p> <p>(3) Several recent cases have shown that the flow of property crime intelligence information from Patrol to the PCU is improving; however, further work is required to get all Patrol members to fully embrace the concept. This information flow will be monitored closely as the PCU moves to the new Graveley Street facility in 2011.</p>

<p>Measure: (1) 50% increase in successful projects and high value target investigations compared to 2009.</p> <p>(2) Comparison between PCU officers' investigative experience at the beginning of 2009 to that at the end of 2009.</p> <p>(3) Successful implementation of a method for property crime intelligence to flow directly from Patrol to the PCU.</p>	<p>(1) There has been more than a 50% increase in the number of successful projects and high value target investigations undertaken in 2010 compared to 2009. The majority of these projects and investigations have included covert operations and strategies.</p> <p>(2) The PCU has become highly effective and trained, and members continue to gain experience. This increased capacity has greatly reduced the level of supervision required for the successful completion of projects.</p> <p>(3) PCU has worked with the Operations Division to establish normal procedures and protocols for property crime intelligence to flow directly from Patrol to the PCU. This continues to be a weekly focus to ensure that there is 100% buy-in from the Operations Division.</p>
<p>Target: (1) Expanded use of investigative strategies in property crime investigations including more projects and use of covert operations.</p> <p>(2) Highly efficient PCU with full knowledge of active high value targets and crime trends.</p> <p>(3) Ensuring PCU obtains all property crime intelligence obtained by Patrol in a timely manner allowing for better assessment and prioritization of property crime projects / investigations that involve mid to high value targets and/or Chronic Offenders.</p>	

Overall Strategic Progress

PCU members have gained valuable experience through the successful completion of high value target investigative projects and as a result of changes to the way the Unit conducts its business. Projects have increased in intensity and complexity thereby increasing the capacity of the VPD to continue reducing incidents of property crime. Reluctance of buy-in to change from some PCU and Patrol members in adhering to new protocols and procedures in relation to the organizational flow of property crime intelligence information remains an obstacle.

2010 Strategy 2: Operations Investigative Section (OIS) to utilize the Neighbourhood Crime Alert Service to get information to the community with regards to current 'Property Crime Trends' and 'Hot Spots'.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Inspector Les Yeo and Sergeant Mark Tonner

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Work closely with Public Affairs and E-Comm to reach the community in a timely manner with regards to current trends. 	☒☒☒
<ul style="list-style-type: none"> Obtaining and maintaining contact information for both members of the business and residential community (i.e. e-mail addresses). 	☒☒☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: Full utilization of the Neighbourhood Crime Alert Service (implemented in late 2009) for greater and swifter communication to the community in regards to identified hotspots and crime trends in the city.</p>	As a result of the Crime Alert Service, e-mails are quickly and promptly sent out to members of the community notifying them of hotspots and crime trends.
<p>Measure: A measurable increase in participation by the community into the Programs.</p>	While this has proven to be a difficult target to measure, citizen participation in the Crime Alert Service has helped the VPD prevent crimes and make arrests in identified hotspots
<p>Target: A 10% reduction in property crime in identified</p>	

hotspots following the implementation of the Program into various areas.	contributing to an overall reduction in property crime in the city. Involvement in the Crime Alert Service continues to grow, and there are currently more than 3,600 subscribers.
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Overall Strategic Progress

The Georgia Straight 'Best of 2010' edition awarded the VPD's Neighbourhood Crime Alert Service: "Best Bet for getting a handle on neighbourhood crime".

To help the VPD work towards further reducing property crime by notifying citizens of crime trends and hotspots, the Neighbourhood Crime Alert Service will be expanded in 2011 to incorporate businesses and "group specific" (e.g. hotels) subscribers.

2010 Strategy 3: To capitalize on the expertise of the VPD Sentencing Committee in order to develop new strategies for enhanced sentencing of chronic offenders and other high profile offenders and/or cases.

Initiation Date	Target Date	Lead
January 1, 2010	Ongoing	Staff Sergeant Ruben Sorge

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Quarterly meetings of the VPD Sentencing Committee to develop two new activities and to ensure those activities are implemented and reviewed. 	☒☒☐
<ul style="list-style-type: none"> Continued input from Crown Counsel on the VPD Sentencing Committee. 	☒☒☐
<ul style="list-style-type: none"> Police continue to request that Crown proceed by indictment for serious criminal cases. 	☒☒☐
<ul style="list-style-type: none"> Police continue to request Crown to seek federal sentences for offenders that pose a significant risk to the community. 	☒☒☐
<ul style="list-style-type: none"> To obtain a Crown dedicated to handling those cases where police will be seeking significant federal sentencing. 	☒☒☐
<ul style="list-style-type: none"> Continue to expand background documents for Crown akin to the template utilized by the Chronic Offender Unit (COU). 	☒☒☒
<ul style="list-style-type: none"> Continue to address any training needs as they relate to Report to Crown Counsel (RCC) deficiencies to ensure Crown Counsel receives valuable information required to enhance the incarceration of chronic offenders. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: Improved success surrounding the remand and sentencing of chronic offenders and other high profile offenders and/or cases to better protect the public.</p>	<p>Successes have been achieved in obtaining Federal sentences (2+ years) for chronic offenders. The COU will build on this foundation to actively pursue accelerated and greater sentences for chronic offenders.</p>
<p>Measure: Continued meetings of the Sentencing Committee and the creation, development and implementation of two new activities and policies (in 2010) that will assist in the ability to</p>	<p>The Sentencing Committee has continued to enhance Patrol member and Crown access to information regarding chronic</p>

<p>seek greater penalties for high profile offenders and/or cases.</p> <p>Target: Successful development and implementation of new strategies to “raise the bar” with respect to sentences.</p> <p>Permanent oversight of previously implemented activities to ensure the entrenchment of those that work and the appropriate reviewing of those that do not work.</p>	<p>offenders. This has ensured that all available information is presented to the Courts for consideration.</p> <p>Furthermore, the Sentencing Committee is presently exploring a research project that assesses the manner in which chronic offender arrest rates are linked with crime rates.</p> <p>The Sentencing Committee is also looking to address legislative change proposals that may provide a judicial avenue to more successfully sentence chronic offenders.</p>
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Overall Strategic Progress

The Sentencing Committee and the COU have worked to ensure that all available information is brought forward to Crown in a timely, detailed, and persuasive manner in an effort to enhance the sentencing of chronic offenders and other high profile offenders and/or cases. The COU will continue to work with the PCU and Patrol officers to ensure that chronic offenders are quickly identified and arrested as they enter into a crime cycle. As a result of these efforts, a number of chronic offenders have received significant Federal sentences.

The VPD will continue advocating for a Crown Counsel “dedicated” to overseeing the sentencing of chronic offenders. However, enacting legislative change to accelerate and enhance the sentencing of chronic offenders remains a significant obstacle. The Sentencing Committee will pursue proposals for legislative change on the basis of ‘chronic criminality’ as an aggravating factor for sentencing. In doing so, the Sentencing Committee will research the link between chronic offender arrests and crime rates in Vancouver.

2010 Strategy 4: The Operations Investigative Section (OIS) to reach out to external agencies that have a common goal of reducing property crime in order to share best practices and proactive intelligence.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Inspector Les Yeo and Staff Sergeant Ruben Sorge

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Management to review investigative strategies of external law enforcement agencies to ensure that best practices relating to property crime projects and investigations are utilized. 	☒□□
<ul style="list-style-type: none"> Meeting with Lower Mainland Analysts to determine feasibility of property crime offender tracking and reporting as it relates to high value property crime targets and Chronic Offenders. 	☒□□
<ul style="list-style-type: none"> Formalization of report similar to “Lower Mainland Robbery Report” for high value property crime targets. 	☒□□
<ul style="list-style-type: none"> Implementation of quarterly Lower Mainland agency meetings for all Investigators involved in property crime investigations similar to those held by Lower Mainland robbery units. 	☒□□

2010 Performance Projections	2010 Performance Results
<p>Outcome: (1) Improved utilization of resources based on best practices learned from other agencies within Canada and the</p>	<p>(1) Efforts to improve the utilization of resources have been</p>

<p>USA relating to investigating property crime.</p> <p>(2) Formalized system in place between Lower Mainland agencies surrounding the sharing of intelligence that relates to active multi-jurisdictional property crime offenders.</p>	<p>Initiated, but delayed to 2011 due to a supervisor change within the PCU.</p> <p>The creation of a formalized system has been delayed to 2011 due to the supervisor change within the PCU. Informally, the PCU has been working closer with external agencies on several high-profile Joint Forces Operations (JFO) investigations.</p>
<p>Measure: (1) Full review of current investigative strategies and those of several external agencies.</p> <p>(2) Lower Mainland-wide system in place that ensures accurate reporting of intelligence to all agencies in relation to high value property crime offenders.</p>	<p>(1) While members of PCU have gained invaluable investigative experience in 2010, 'best practice' research of investigative strategies from other agencies has been delayed to 2011.</p> <p>(2) An increase in situational awareness has allowed for a better understanding of multi-jurisdictional intelligence-sharing and investigative cohesiveness. As a result of self-initiated liaisons and investigations, members of PCU have shared resources and intelligence with other agencies. The formalization of this relationship will continue into 2011.</p>
<p>Target: (1) Confidence that VPD is at the leading edge of investigations as it relates to property crime.</p> <p>(2) a. Full understanding and intelligence on multi-jurisdiction high value property crime offenders.</p> <p>b. Increased ability to use multi-jurisdictional resources (surveillance) on high value targets that routinely cross city boundaries.</p>	

Overall Strategic Progress

As property crime investigations become more advanced and complex, property crime resource and intelligence-sharing have increased between the VPD and external agencies. The VPD will continue to formalize this partnership in 2011. A formalized partnership with external agencies will help the VPD work towards further reducing property crime in Vancouver.

2010 Strategy 5: Increase and improve information sharing and collaboration between Financial Crime and Technological Crime Units with Global Police/Investigative agencies.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Inspector Kevin McQuiggin
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Continue to participate in inter-agency meetings. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Continue to participate in the Society for the Policing of Cyberspace (POLCYB) while attending quarterly and international meetings as budget permits. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Update contact lists for all financial and technological enforcement partners as well as for law enforcement and non-law enforcement agencies with investigative components. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Reach out to global agencies where suspects who victimize Vancouverites reside and/or for whose citizens Vancouver suspects victimize. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Continue scan of new technologies and spend time thinking of how they may be applied to technological crime investigation. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2010 Performance Projections		2010 Performance Results



<p>Outcome: (1) Reduced local victimization from fraud and technological crime.</p> <p>(2) Increased ability to assist prosecuting out of jurisdiction suspects for local victims.</p> <p>(3) Improved VPD investigative abilities through exposure to tools and techniques used by other global agencies.</p>	<p>The Forensic Services Section (FSS) has had an excellent year in terms of enforcement action as well as completion of investigations for Court. Several cases involving locally-based suspects, and victims from both local jurisdictions and abroad, were undertaken with successful results. The investigation of cases where local suspects have been victimizing parties abroad has been enabled and supported through increased communication and collaboration with FSS's counterparts in other enforcement agencies.</p> <p>Budget constraints have limited the ability of the VPD to participate in international collaborative groups such as POLCYB. For instance, FSS members were not able to attend any out-of-jurisdiction POLCYB events in 2010. However, the VPD remains represented on that association's Board of Directors and plays a key role in the direction and definition of its goals. In addition, the FSS has informally leveraged intelligence and resources from both the international as well as the local contacts gained through POLCYB. This collaboration has improved the VPD's effectiveness at combating cybercrime, and has ensured that the FSS remains abreast of relevant legal issues and new technologies from all across the world.</p> <p>FSS will be better able to maintain and improve on its contact lists and other collaborative/communicative tools now that it has successfully redefined its civilian Investigative Assistant position. This new position represents a significant upgrade to the previous Section Assistant position which was primarily clerical in nature. The new position will greatly support the work of FSS sworn staff. After a thorough selection process, a new staff member with advanced computer skills has been hired.</p> <p>Moreover, the Inspector of FSS has been appointed an Adjunct Professor in the newly-created Cybercrime Research Centre at Simon Fraser University (SFU). This position will ensure that the VPD remains at the leading edge of the quickly-developing field of cybercrime with its associated complex legal issues.</p>
<p>Measure: (1) Increase in the number of files with external suspects that VPD can investigate.</p> <p>(2) Increase in number of files with local victims and out of jurisdiction suspects.</p> <p>(3) More effective tools and techniques available to deploy in investigations.</p>	<p>The number of FSS files with external suspects has increased by approximately 20%. It has been difficult to quantify these results as FSS has lacked adequate administrative support. Calculation of these types of statistics will form a significant part of the duties of the Section's new Investigative Assistant position.</p> <p>Overall reports of fraud are up, likely due to the increased outreach and communication programs undertaken by FSS. In the case of Technological Crime, reports have increased, likely due to the fact that many criminals, including those with links to organized crime gangs, have increasingly turned to technological and/or internet-based crimes. These crimes carry a large potential for profit along with the perception of less risk of being caught and effectively prosecuted.</p>
<p>Target: (1) Decrease in reported fraudulent and tech crime for 2010.</p> <p>(2) Increase in number of files successfully referred to outside agencies for investigation and prosecution</p> <p>(3) Improvement in investigative times given the availability and use of new tools and techniques.</p>	<p>The number of incidents of major financial crimes (e.g. mortgage fraud) in the Greater Vancouver Region has increased over the last several years. As with Technological Crime, criminal gangs have adopted mortgage fraud as a quick method of generating large profits. Given the increased prevalence of this type of crime, FSS has shifted its focus and has become much more effective at combating it. FSS outreach to the legal community, namely the Notary Association, has resulted in many questionable mortgage transactions being brought to the VPD's attention, at least two of which have resulted in arrest and charges.</p> <p>FSS has also become involved in several fraudulent telemarketing investigations with suspects from Ontario,</p>



Quebec, and the United States. Of particular note is the diligent work of the VPD Tech Crime Unit's Internet Investigators. They successfully identified suspects and provided information to police in Ontario and the US which resulted in the dismantling of the premiere "Nigerian fraud" group situated in Ontario. This resulted in estimated loss prevention for victims in the order of \$100M throughout North America.

Overall Strategic Progress

Although hampered by lack of budget for training and participation in POLCYB and in other relevant meetings outside of the organization's jurisdiction, the VPD has made significant progress in working towards combating cybercrime. The VPD remains committed to working towards improved information-sharing and collaboration with Global Police/Investigative agencies in relation to Financial Crime and Technological Crime Units in 2011.

2010 Strategy 6: Develop an internal enforcement Action Plan against local prolific fraudulent telemarketers and "419 scam" suspects.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Sergeant Leslie Stevens

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Develop an intelligence coordinator position using existing Unit resources. 	☒☒☒
<ul style="list-style-type: none"> Work with global police and other partner agencies to determine the most viable cases. 	☒☒☒

2010 Performance Projections	2010 Performance Results
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<p>Outcome: A viable plan will be in place that targets local suspects, assists local victims, and outlines effective processes for working with external and global agencies in support of investigations and enforcement.</p> <p>Global partners are aware of VPD enforcement action plan and are able and/or willing to assist.</p>	<p>The Financial Crime Unit (FCU) has worked with E-Division Project Emptor in determining both the most viable regional and Vancouver-specific telemarketing targets. FCU has frequently and effectively communicated and shared information and resources with external agencies.</p> <p>FCU's Action Plan has been exceptionally successful highlighted by two recent high profile arrests. The investigations and arrests came about based on information provided to the FCU by the RCMP and US Postal Service. These external partners were well aware of FCU's ability to promptly investigate leads and to initiate timely enforcement action.</p> <p>Moreover, FSS's newly reclassified Investigative Assistant position has been filled thus giving the Unit a dedicated intelligence coordinator in 2011.</p>
<p>Measure: The identification and prioritization of target groups.</p>	<p>The 2010 internal telemarketing enforcement Action Plan is complete with numerous target groups identified. Prioritization will continue to change as intelligence is gathered and geographical scope is assessed.</p>
<p>Target: Plan is complete and Investigators have a priority-based list of target groups for enforcement.</p>	

Overall Strategic Progress

This strategy exceeded expectations as partner agencies were very ready and willing from the onset to identify targets and share information with the VPD's FCU as it worked to complete its internal telemarketing enforcement Action Plan. The FCU assigned two Investigators part-time to this project; and

they had instant success in shutting down two very active Vancouver-based telemarketers.

By reclassifying a Section Assistant position to an Investigative Assistant position, FCU now has an intelligence co-ordinator to help alleviate Investigator workload and thereby allow for even more proactive investigations.

2010 Strategy 7: Enhance VPD case intake processes to better prioritize cases in accordance with strategic goals.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Sergeant John Revitt
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Research processes in other jurisdictions for advancements and policy changes that enhance performance. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Review current intake process to determine inefficiencies. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2010 Performance Projections		2010 Performance Results
<p>Outcome: Business processes are developed to assist in enhancing case assignment while also reflecting organizational priorities.</p>		<p>The Technological Crime Unit (TCU) has developed formalized intake and case prioritization procedures, as well as standard forms which must accompany exhibits submitted for digital forensic analysis. These procedures have replaced older more subjective processes to make service delivery more efficient.</p> <p>The new process is based on a best practice analysis relating to the VPD's as well as other major police department's experience with exhibit submission patterns. Through contact with other agencies, the TCU is better positioned to adapt its case intake procedures to help it better manage its workflow and to ensure timely service delivery.</p> <p>Furthermore, by partially participating in the new National Technological Crime Advisory Committee (NTCAC) in 2010, the TCU has presented its practices (several of which are leading-edge) to other agencies, and has adopted the good practises of other agencies to improve customer service.</p> <p>The VPD's full participation in NTCAC was hampered due to budget constraints. With limited travel funding, TCU members were unable to attend meetings in 2010 as they were held in Ontario. This training issue has been addressed; it is expected that the VPD will fully attend NTCAC meetings in 2011. The first meeting of 2011 will be held in Vancouver in the spring.</p>
<p>Measure: The identification of inefficiencies with the current case intake process.</p>		<p>TCU has streamlined case submission and tracking processes, and has developed a spreadsheet which is able to generate statistics and clearance rates as well as number of incidents, number of exhibits, and types of data recovery work.</p> <p>The number of exhibits and incidents processed continues to increase, but more importantly, TCU Investigators are becoming much more efficient at locating data that is specific to the alleged offences. This alleviates the need to filter through and examine hundreds of thousands of irrelevant data files.</p> <p>The filtering process will be further improved upon in 2011 through the introduction of national child exploitation databases which will allow for simple pattern matching of files on hard</p>
<p>Target: An increase in exhibits processed.</p>		



	drives to known-illegal images on the national database. This will eliminate the need for the forensic examiner to view and categorize each image.
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Overall Strategic Progress

The enhancement of standardized case intake and prioritization processes has reduced turnaround times for exhibits submitted to the TCU, and forensic examiners are able to better prioritize their work accordingly. Standardized processes have also helped ensure that Investigators submit exhibits to the TCU in a timely manner.

This strategy will continue into 2011 as improving case intake and prioritization is a continuous process.

2010 Strategy 8: Develop and refine VPD forensic examination processes to increase efficiencies and effectiveness leading to increased support of other investigative Sections.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Sergeant John Revitt

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Continue to examine and refine the processes to reflect changes in technology. 	☒☒☒
<ul style="list-style-type: none"> Continue to participate in inter-agency meetings to keep abreast of technological changes and advancements. 	☒☒☐
<ul style="list-style-type: none"> Maintain professional memberships to facilitate education and the exchange of ideas and processes. 	☒☒☐

2010 Performance Projections	2010 Performance Results
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<p>Outcome: Forensic processes that enhance efficiency through increased capacity are implemented.</p>	<p>TCU members' participation in POLCYB, HTCIA (High-Tech Crime Investigators' Association), and the NTCAC has been limited in 2010 due to budget constraints. However, limited formal training has been partially offset by members' frequent informal interactions with professional counterparts in partner law enforcement agencies. This informal communication and collaboration has helped ensure that the work of the TCU remains effective.</p> <p>Despite budget cuts, professional memberships have been maintained. TCU members love technology and have a keen interest in leading-edge software, hardware, and associated equipment. Subsequently, in addition to duties performed during regular hours, members spend a significant amount of their personal time studying new technologies and determining how they may be applied to their digital forensic work. This translates into early adoption of new technologies and their application to digital forensic work.</p> <p>Moreover, the FSS Inspector's appointment in 2010 as an Adjunct Professor at SFU's new Cybercrime Research Centre will support opportunities for the TCU to participate in leading-edge research projects.</p>
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<p>Measure: Increase in the number of exhibits processed associated to files submitted from other investigative units.</p>	<p>Despite a decline in incidents of serious crime in 2010, the TCU has nonetheless experienced an increased demand for service</p>
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<p>Target: A 5 % increase in demand for service from other investigative units.</p>	<p>from other internal investigative units. TCU has exceeded its 5% target in terms of both files assigned and devices examined. This increased demand is believed to be the result of better marketing of the TCU's services.</p> <p>Through increased educational efforts from TCU, VPD members are now more prepared to properly seize forensic devices. Patrol members have been educated in the "what", "why", and "how" factors surrounding the location and seizure of digital devices as evidence. Investigators are also becoming more aware of the value and the essential nature of digital forensics, and are therefore seizing more devices (computers, PDAs, 'smartphones', cellular phones, etc.) for analysis.</p>
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Overall Strategic Progress

In 2011, TCU intends to continue to develop and refine VPD forensic examination processes. It is anticipated that Investigator's will continue to become more aware of the importance and value of this function. In addition, the use of digital devices by the public, particularly those based on emerging technologies, will continue to increase, thereby making the examination of these devices more critical to the investigation and subsequent prosecution of criminal activity.

2010 Strategy 9: Develop a baseline and improve current monitoring and analysis of online services and social networking sites.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Inspector Kevin McQuiggin

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Combination of human and technological tools developed or deployed online which are able to track suspect or potential suspects' activities. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2010 Performance Projections	2010 Performance Results
<p>Outcome: Proactive and in-time identification and analysis of potential suspects of crime in order to recover suspect and offence information.</p>	<p>A project has been underway between FSS and the Sex Crimes Unit (SCU) since the spring of 2010 that is using a new covert technologically-based investigative technique to track and/or monitor online sex offender suspects or potential suspects.</p> <p>Another technology-based project, where particular characteristics of online services will be used to identify suspects in serious crimes, has been approved and funded by the Vancouver Police Foundation (VPF). This project has great potential for identifying suspects engaged in serious crimes who might otherwise have evaded detection.</p>
<p>Measure: The identification and tracking of suspects using common online services and social networking sites.</p>	<p>The first project mentioned above remains active and has identified over 40 persons of interest to-date.</p>
<p>Target: A baseline for current monitoring and analysis is determined.</p>	<p>The second project is in its early stages and results will be reportable in 2011.</p>

Overall Strategic Progress

In 2011, the VPD will continue developing and implementing technology-based techniques aimed at detecting and monitoring serious criminal suspects and potential suspects online. These technologies are also expected to increasingly assist Investigators in identifying suspects in hard-to-solve serious criminal cases.

Furthermore, given the VPD's success in identifying over 40 persons of interest in 2010, the VPD intends to apply similar techniques to other Sections/Units throughout the organization to help solve other types of crime.



Goal – To reduce violent crime by 10% by 2012
Champions – Inspector Bob Usui and Inspector Dean Robinson

2010 Strategy 1: Continue to implement a court order compliance system for chronic violent offenders.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Staff Sergeant Ross Jackson and Sergeant Doug Bain

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> DVACH Analyst to provide targets for Level II and III K-file court order compliance by Patrol across all Districts. 	☒☒☒
<ul style="list-style-type: none"> HROU to work with Patrol in actively enforcing probation orders. 	☒☒☒
<ul style="list-style-type: none"> Patrol District Analysts to provide Record Management System (RMS) analysis on top chronic violent offenders. 	☒☐☐
<ul style="list-style-type: none"> All District Crime Control Officers (CCOs) to continue implementing the enforcement plan for chronic offenders in their District. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: Reduction of violent crime committed by chronic violent offenders.</p>	<p>Enforcement action against chronic offenders is one of the VPD's key initiatives in combating violent crime. This initiative has contributed to an overall citywide decrease of 3% in violent crime in 2010 over 2009. Furthermore, serious incidents of violent crime have decreased by 9% in 2010 over 2009.</p>
<p>Measure: Track enforcement action against chronic violent offenders.</p>	<p>Court order compliance checks of chronic violent offenders began in District 2 in 2008 and were fully implemented across all Districts in 2010. In 2010, the VPD also implemented a basic city-wide tracking process for members in each District to report on the results of their court compliance checks and interactions in relation to chronic violent offenders.</p>
<p>Target: 20% increase in enforcement action against chronic violent offenders across all Districts.</p>	<p>In 2009, the VPD monitored a total of 25 chronic offenders, all in District 2. In 2010, the VPD monitored a total of approximately 75 chronic offenders across all Districts, representing a 200% city-wide increase in enforcement action. District 2 members monitored 54 chronics in 2010 as compared to the 25 in 2009 and 20 in 2008. District 1, 3, and 4 members monitored approximately 10, 5, and 6 chronics respectively in 2010 as compared to none in 2009 and 2008.</p> <p>Year-to-date, as of the end of November 2010, there has been a 68% reduction in the number of violent offenses committed by the 25 chronic violent offenders monitored in District 2 since 2009. These 25 chronics committed a total of 9 offenses from January to November 2010 as compared to a total of 28 over the same time period in 2009.</p>

Overall Strategic Progress

Throughout 2009 and 2010, front-line Patrol officers in District 2 have been conducting court order compliance checks of high risk offenders, serious domestic violence suspects, and other chronic violent offenders. This strategy has been fully implemented in all Districts as of October 2010, and has been enhanced in District 2 where incidents of violent crime are the most prevalent. The resulting increase in enforcement action will deter chronic violent offenders across the entire city from committing violent acts thereby reducing overall incidents of violent crime.

Enforcement efforts against chronic violent offenders have continued to significantly reduce the number of violent acts committed by these individuals. Incidentally, overall violent crime has decreased by 3% city-wide in 2010 as compared to 2009 while the most serious incidents of violent crime (i.e. murders, robberies, sexual assaults, and assaults causing injury) have decreased by 9% over the same time period.

2010 Strategy 2: Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the city are available to all Patrol members and Investigators.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Staff Sergeant Ross Jackson

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> District Crime Control Officers (CCOs) to continue compiling strategies/tactics used to address violent crime in their District. 	☑☑☑
<ul style="list-style-type: none"> Utilize a SharePoint database to house the operational information repository. 	☑☑☐
<ul style="list-style-type: none"> Develop a summary table/index to facilitate searching for a specific type of project. 	☑☑☑
<ul style="list-style-type: none"> Inform Patrol members and Investigators on the availability and accessibility of this repository. 	☑☑☑

2010 Performance Projections	2010 Performance Results
<p>Outcome: The knowledge base of proven strategies/tactics for combating violent crime will remain relevant and recent. This will provide ongoing insight and save time when officers are developing new operational plans.</p>	<p>The knowledge base of proven strategies/tactics has remained relevant, but is not recent. The SharePoint database has not been populated with all existing, namely recent, operational plans. Follow-up with District CCOs is required to ensure continuing compliance with this strategy.</p>
<p>Measure: Track the number of Patrol-based violent crime projects that are based on or guided by intelligence/strategies/tactics used in the past.</p>	<p>Each district continues to run and track all projects specific to their needs and deployment resources. However, a process to specifically track the number of Patrol-based violent crime projects across all Districts has not yet been developed. This tracking process will be developed in 2011.</p>
<p>Target: 10% increase in the number of Patrol-based violent crime projects.</p>	

Overall Strategic Progress

The SharePoint database, housing operational knowledge for combating violent crime, has not been fully maintained throughout 2010. Only District 2 has contributed to this resource. Follow-up will occur with all District CCOs in 2011 to ensure that all relevant strategies/tactics are added to the database, and to ensure that all Patrol members, as well as Investigators, are utilizing this resource. Further development

of this database will facilitate the planning and delivery of Patrol-based violent crime projects. Accordingly, a process will be developed in 2011 to track the number of Patrol-based violent crime projects that are based on or guided by intelligence/strategies/tactics used in the past.

2010 Strategy 3: Educate Patrol officers on interviewing and interrogation techniques.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Sergeant Shaun Deans and Sergeant Geoff Gabriel
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Develop a patrol-based training package to assist officers in developing general interviewing and interrogation skills. 		☒☒☒
<ul style="list-style-type: none"> Deliver training to Patrol members during Delta shift. 		☐☐☐
2010 Performance Projections		2010 Performance Results
Outcome: Officers will be equipped with the general knowledge, skills and abilities required to conduct successful patrol-based investigations and interviews.		Once training is complete, officers will have a greater knowledge on interviewing and interrogation techniques.
Measure: The number of training sessions provided to Patrol members.		The training package has been developed and will be delivered as part of Cycle III training in 2011.
Target: All Patrol members having receiving training on general interviewing techniques.		
Overall Strategic Progress		
The interviewing and interrogation training package for Patrol has been developed, but due to a training backlog, it will only be delivered as part of Cycle III training in 2011. Once delivered, the increased investigative capacity of front-line officers will help facilitate successful follow-up investigations.		

2010 Strategy 4: Introduction of two new teams to the Beat Enforcement Team (B.E.T).

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Staff Sergeant Ross Jackson
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Reconfigure B.E.T. from 4 teams of 14 constables and 1 Sergeant to 6 teams of 11 constables and 1 Sergeant. 		☒☒☒
<ul style="list-style-type: none"> Change the shifting pattern of B.E.T. teams to better reflect the demands for service. 		☒☒☒
<ul style="list-style-type: none"> Target violent offenders in the DTES through specific projects and undercover operations. 		☒☒☒
2010 Performance Projections		2010 Performance Results
Outcome: The authorized strength of the B.E.T. will increase		

<p>from 60 to 72 members allowing it to more effectively suppress violent crime in the Downtown Eastside (DTES).</p>	<p>B.E.T. has been reconfigured to 6 teams with a total authorized strength of 72 members.</p>
<p>Measure: The number of incidents of violent crime in the DTES. The number of special projects undertaken in the DTES to combat violent crime.</p>	<p>With the increase in B.E.T. authorized strength, the number of B.E.T. projects and undercover operations in the DTES significantly increased in 2010. As a result, the number of incidents of the most serious forms of violent crime in the DTES went from 503 in 2009 to 432 in 2010, representing a 14% decrease.</p>
<p>Target: 5 % decrease in the incidents of violent crime in the DTES. 10% increase in the number of B.E.T. projects and undercover operations.</p>	

Overall Strategic Progress

The introduction of two new teams to the B.E.T. in 2010 has helped to significantly reduce serious incidents of violent crime in the DTES. The new teams and associated shifting adjustments have increased the visible police presence in the area. The staffing increase has allowed for a greater number of B.E.T.-related projects aimed at combating violent crime to be undertaken in 2010. These projects have included:

- **Gastown LIMA Project:** A LIMA team created for June to October 2010 to deal with violence from clubs/restaurants in the Gastown area and DTES.
- **Project B-Obvious:** High police visibility in the DTES. Members conducting increased street checks and so forth.
- **Project Trumpet:** A joint Drug Squad/BET project.
- **Project Tyrant:** Another Drug Squad / BET project.
- **Project Rescue:** Targeting violence and drugs around Oppenheimer Park.
- **Project Bus Driver:** Targeting violence against bus drivers on transit lines in the DTES and other areas of District 2.
- **Project Bilk:** This project exposed the illicit practices of an unlicensed Pharmacist running under the guise of a Recovery Society.

Several additional smaller B.E.T.-related projects have targeted convenience stores/business in the DTES for drugs or illegal activities.

The B.E.T. will continue undertaking special projects in 2011 to further reduce violent crime in the DTES. Staffing these projects while balancing call-load and other crimes and/or demands in the DTES will continue to be a challenge.

In addition to B.E.T.-related activity, the VPD introduced the “Sister Watch” Program in late 2010 to specifically target a reduction in crime against women in the DTES. A ‘violence against women’ tip-line has been created and staffed to further encourage witnesses and victims of violent incidents to come forward and report what they have seen or heard. This line is answered only by women to further assist in removing barriers to reporting. The VPD’s Sex Trade Liaison Officer has also continued to reach out to and build trust with sex trade workers (STWs) in order to further encourage them to come forward as either victims or witnesses of violent crime, and to help them get out of the industry. This officer also gathers intelligence that leads to the profiling of violent offenders and that informs various methods of enforcement action. Under *Project Rescue*, VPD investigators have begun to identify and target those individuals committing the worst acts of violence against women in order to gather sufficient evidence to have these perpetrators charged and held in custody. This proactive approach is proving to be more effective in encouraging victims to come forward and in building trust and cooperation with victims and witnesses.

2010 Strategy 5: Target and educate accredited ESL institutions in sexual assault prevention and



personal safety.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Detective Constable Denise Foster

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Develop a seminar package on the prevention of sexual assaults and safety awareness for ESL students. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Deliver ongoing presentations to accredited ESL institutions. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Work with outside agencies such as the Vancouver Lower Mainland Multicultural Society (VLMMS) to develop and deliver presentations. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2010 Performance Projections	2010 Performance Results
<p>Outcome: ESL students will be better aware of how to keep themselves safe from sexual predators.</p>	<p>The training package aimed at increasing awareness among ESL students on how to keep themselves safe from sexual predators is currently being developed.</p>
<p>Measure: The number of seminars and/or presentations delivered to ESL students.</p> <p>Positive feedback from ESL students in relation to the presentations.</p> <p>The number of incidents of sexual assaults in relation to ESL students.</p>	<p>Presentations have not yet been delivered to ESL students.</p>
<p>Target: Deliver presentations to all accredited ESL institutions in Vancouver.</p> <p>Positive feedback from ESL student participants.</p> <p>10 % decrease in the number of incidents of sexual assaults involving ESL students.</p>	

Overall Strategic Progress

Members of the Sex Crimes Unit (SCU) and the School Liaison Unit are currently delivering Drug Facilitated Sexual Assault (DFSA) prevention awareness to grade 10 students across Vancouver. The DFSA prevention training package and its implementation are being used as a model in the development of the sexual assault prevention training package for ESL students.

The ESL sexual assault prevention training package is currently in the beginning stages of development and will be delivered in 2011.

2010 Strategy 6: Expand the mandate of the High Risk Offender Unit (HROU).

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Sergeant Glenn Thordarson

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> HROU to work with all Patrol Districts to proactively target and monitor all high 	

risk violent offenders.	☒☒☒
<ul style="list-style-type: none"> HROU to directly liaise with all half-way houses in Vancouver to ensure that all UALs are reported in a timely manner while promptly notifying the public. 	☒☒☒
<ul style="list-style-type: none"> HROU to work directly with the provincial Probation Services to identify high risk offenders and assist with after-hour compliance checks. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: The HROU will monitor other high risk violent offenders rather than solely targeting sexual offenders.</p>	<p>The HROU has been monitoring a number of high risk offenders other than just sexual offenders including bank robbers, murderers, k-file offenders, and property crime offenders.</p>
<p>Measure: Track the number of non-sexual violent offenders monitored by HROU.</p>	<p>The 24 hour paging system has allowed the HROU to achieve 100% compliance by half-way houses in the reporting of UALs.</p>
<p>Target: 100% compliance by half-way houses in the reporting of unauthorized Unlawfully-at-Large (UAL) absences.</p> <p>20% increase in the overall number of violent offenders (both sexual and non-sexual) monitored by HROU.</p>	<p>HROU has been tracking both sexual and non-sexual violent offenders. In 2010, HROU has been monitoring 52 offenders representing a 33% increase over last year.</p>

Overall Strategic Progress

The expanded mandate of the HROU has increased the VPD's ability to monitor and target high risk violent offenders and has thereby helped to reduce incidents of violent crime.

Each of the five half-way houses in Vancouver is assigned an HROU member. As a result of the 24 hour paging system, each of these HROU members is immediately notified of any UALs. This information is immediately forwarded to the frontline officers.

Another HROU member liaises with Probation Services to identify high risk offenders. The profiles (restrictions, confirmation of residence, etc) of these high risk offenders are disseminated to the Crime Control Officers (CCOs) in each District to facilitate Patrol officer compliance checks.



Goal – To suppress violent gang activity
Champion – Inspector Brad Desmarais

2010 Strategy 1: Increase the number of focused, intelligence-led investigations targeting influential and/or violent gang members.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Inspector Brad Desmarais and Inspector Bob Stewart

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> The VPD Criminal Intelligence Section (CIS) will conduct a strategic analysis to help identify high value gang targets with relevance to the VPD as a whole. 	☑☑☑
<ul style="list-style-type: none"> In consultation with other Stakeholders within the VPD, establish a targeting criterion with an emphasis on Public Safety. 	☑☑☐
<ul style="list-style-type: none"> Continue to mount joint Drug/Gang investigations utilizing the project policing model. 	☑☑☑

2010 Performance Projections	2010 Performance Results
<p>Outcome: Key members of gangs operating in the City of Vancouver will be incarcerated or their ability to operate in the criminal milieu will be severely hampered. Gang operations in general will be significantly disrupted.</p>	<p>The use of BarWatch and other countermeasures continues to deter gang members from residing in and/or visiting Vancouver. For the most part, the VPD has denied gang members a venue to party and congregate.</p>
<p>Measure: Increased confirmation from intelligence sources regarding the inability of gang members to engage in criminal activity in the city of Vancouver.</p>	<p>Information from community and police sources continue to assert Vancouver is not 'gang friendly'. Subsequently, shots fired and gang-related assaults/murders are significantly down.</p>
<p>Target: Gang related criminal activity, particularly violent gang activity, will continue to decline.</p>	<p>The number of gang-related shots fired has decreased by 69% in 2010 compared to 2009. Incidentally, Vancouver has had approximately 75 % fewer shots fired as the city of Surrey has had.</p> <p>The total number of gang-related homicides has decreased from 10 in 2009 (3 of which were high profile) to 3 in 2010 (1 of which is high profile).</p>

Overall Strategic Progress

Through a number of intelligence-led projects, the VPD continues to target Lower Mainland gang members and significantly limit their ability to reside and/or operate in Vancouver. As a result, shots fired and gang-related assaults/murders within Vancouver's boundaries have been reduced for the third consecutive year.

2010 Strategy 2: Increase awareness throughout the VPD of gang member's living and operating habits within the city of Vancouver.

Initiation Date	Target Date	Lead
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January 1, 2010	December 31, 2010	Inspector Brad Desmarais
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Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> In cooperation with VPD CIS, distribute high impact gang-related intelligence bulletins to Patrol members. 	☒☒☒
<ul style="list-style-type: none"> Gang Crime Unit (GCU) to conduct parade briefings. 	☒☒☒
<ul style="list-style-type: none"> Provide ongoing intelligence to District Commanders with respect to Gang members living or operating in their Districts. 	☒☒☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: Reduce the ability of gang members to operate anonymously within the city of Vancouver.</p> <p>Officer safety awareness will be increased through intelligence sharing of the threat level when dealing with gang members.</p>	GCU parade briefings have emphasized gang member recognition and officer safety. This has resulted in an increasing number of field interviews conducted by Patrol members on gang members and/or their associates.
<p>Measure: Increased checks of gang members and the resulting intelligence that is communicated to CIS.</p>	Gang-related drugs, money, and weapons have been seized with increased frequency by Patrol officers.
<p>Target: Increased intelligence at the onset to assist in project based target selection as well as street level enforcement.</p>	CIS members now attend weekly Gangs/Drugs NCO meetings. Processes have been put in place allowing CIS to review all Gangs/Drugs files including source debriefings and intelligence probes.

Overall Strategic Progress

CIS and the Gangs/Drugs Section continue to participate in joint gang-related projects. This combined effort has resulted in more gang-related intelligence which has been distributed throughout the Department, most notably to Patrol members. As a result, Patrol members have increasingly recognized and put pressure on gang members living and operating in Vancouver. This is has made it increasingly difficult for gang members to operate in the city thereby helping to reduce gang-related violence.

2010 Strategy 3: Increase the VPD profile with the RCMP and regional integrated units whose mandate is gang enforcement.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Inspector Brad Desmarais

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Continued liaison with the Combined Forces Special Enforcement Unit (CFSEU) – Gang Task Force. 	☒☒☒
<ul style="list-style-type: none"> Attendance at the regional Police Operations Managers Committee meetings. 	☒☒☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: VPD will have increased influence in determining gang targeting throughout the region.</p>	In 2010, the VPD sponsored the regional Homicide CompStat conference which resulted in the recognition that the top gang members in the region must be targeted in a cooperative manner.

<p>Measure: RCMP and Integrated Units will conduct gang related investigations complementary to VPD interests.</p>	
<p>Target: A more coordinated approach to Gang enforcement throughout the region.</p>	<p>CFSEU have taken on gang targets that have a direct impact on the city of Vancouver. However, the Regional Homicide CompStat was inconclusive in that only the VPD identified and committed to engage a specific group. The RCMP and CFSEU indicated more study was needed.</p>

Overall Strategic Progress

The VPD's Gangs/Drugs Section has undertaken two projects in cooperation with the CFSEU to target members of gangs operating regionally, with an emphasis on the city of Vancouver. These concentrated efforts will help to further reduce gang-related activity within Vancouver's boundaries. Despite this collaboration, ongoing information-sharing with respect to gang intelligence remains a challenge. Most information-sharing amongst gang enforcement units outside of the VPD is ad hoc at best and relies almost exclusively on personal relationships. The exception is the RCMP Criminal Intelligence Section where protocols and a structure have been created to share information on routine basis as well as in emergent circumstances. The VPD will continue to foster relationships with outside agencies in an effort to break down these barriers.



Goal – To reduce traffic-related injuries and deaths
Champion – Inspector Ted Schinbein

2010 Strategy 1: Continue with intelligence-led deployment in high collision locations.		
Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Inspector Ted Schinbein and Superintendent Andy Hobbs
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> High collision location enforcement. 		☒☒☒
<ul style="list-style-type: none"> Targeted enforcement by Patrol members. 		☒☐☐
<ul style="list-style-type: none"> Commercial vehicle enforcement. 		☒☒☒
<ul style="list-style-type: none"> Increase enforcement hours available for all Traffic Section members. 		☒☐☐
<ul style="list-style-type: none"> Enforcement maps show where enforcement efforts are concentrated; thus enforcement is adjusted accordingly in regards to collisions. 		☒☒☒
<ul style="list-style-type: none"> Continue working with the Integrated Road Safety Unit (IRSU) when their duties are scheduled to be in Vancouver to enforce traffic safety in key locations. 2 VPD members are currently seconded to the IRSU. 		☒☒☒
2010 Performance Projections		2010 Performance Results
<p>Outcome: Improved road safety in the city of Vancouver such that there is a noticeable improvement in the behaviours of drivers, motorcyclists, cyclists and pedestrians.</p>		<p>Collisions involving death and injury continue to be reduced while pending Insurance Corporation of British Columbia (ICBC) figures are also expected to show a drop in the overall number of collisions.</p> <p>Although a number of measures indicate that driving behaviours have improved, VPD traffic enforcement officers' day-to-day observations of motorist driving habits within Vancouver's boundaries indicate that continued enforcement is necessary.</p>
<p>Measure: Reduced traffic collisions and associated injuries and deaths.</p> <p>Number of tickets written in high collision areas. Reduction in average speed in high collision areas. (Enforcement maps for Traffic Section & Patrol have been produced to indicate the number of tickets written in high collision areas).</p> <p>Overall reduction in collisions will be measured through ICBC data.</p>		<p>The number of traffic-related fatalities is the lowest ever recorded with 9 in 2010 as compared to 16 last year, representing a 44% reduction. Pending ICBC figures for 2010 are also expected to show a continued downward trend in collisions resulting in injury as well as in overall number of collisions. In 2009, there were 8253 accidents involving injury compared to 8763 in 2008, representing a 6% decrease. In 2009, overall collisions decreased by 3% over 2008.</p> <p>Analysis of intelligence-led deployment in high collision areas reveals an increase in enforcement. According to ICBC statistics, in 2010, the VPD is on pace to write 3116 tickets in relation to the top ten high collision locations in Vancouver as compared to a total of 2556 written in those same areas in 2009, representing a 22% increase.</p>
<p>Target: 2.5% reduction in collisions (ICBC collision data is not provided to us on a timely enough basis to ensure our target reduction is met).</p>		



Overall Strategic Progress

For three consecutive years, the number of fatalities resulting from motor vehicle accidents has dropped. Pending ICBC statistics are also expected to reveal a continued decline in the overall total number of collisions as well as in relation to the number of people injured as a result of these collisions. The overall total number of collisions in Vancouver dropped by approximately another 3% in 2009 over 2008, and a similar decrease is expected for a third consecutive year once 2010 final figures are released. Meanwhile, collisions involving injury dropped by 6% in 2009 over 2008.

Despite these reductions, anecdotal evidence from VPD traffic enforcement officers suggests that Vancouver motorists continue to display poor driving habits. In addition, the COV's 2010 traffic management strategies, which include a significant increase in regulatory signs/signals, have led to increases in both traffic-related complaints and requests for enhanced traffic enforcement. Incidentally, continued staffing shortages in the Traffic Section and Patrol's greater focus on other crime reduction priorities, has limited the VPD's impact on changing driving behaviours through traffic enforcement.

2010 Strategy 2: Continue efforts to improve Traffic Court efficiencies in order to reduce the frequency and duration of traffic court attendance by police members.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Ted Schinbein and Superintendent Andy Hobbs

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Create a PowerPoint presentation summarizing the findings of the traffic court review. 	☒☒☒
<ul style="list-style-type: none"> Ongoing evaluation of recent court scheduling changes. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: Presentation of a compelling case to Ministry of the Solicitor General and the Attorney General to consider an alternative court process currently in place in Alberta and Ontario.</p>	<p>The VPD's traffic court report completed in November 2009 has been reviewed by the Ministry of the Attorney General.</p> <p>As a result of the VPD's ongoing efforts, government has acknowledged the current state of Traffic Court inefficiencies in this Province. Cabinet has been briefed and several alternatives have been examined.</p>
<p>Measure: VPD presents review findings and recommendations to both Ministry of the Solicitor General and the Attorney General.</p>	
<p>Target: Provincial government initiates action to change current Traffic Court Process.</p>	

Overall Strategic Progress

Court Services is almost prepared to launch an alternative Traffic Court process pilot project in Surrey. As opposed to disputants and police officers attending Traffic Court in the first instance, this pilot will attempt to resolve traffic ticket disputes by having disputants first contact an administrative adjudicator. This new process should result in most cases being settled outside of Traffic Court thereby significantly decreasing police officer attendance. Once the pilot is shown to be successful, this new Traffic Court process is expected to be implemented throughout the entire Province.

2010 Strategy 3: Increase the number of traffic violation tickets written by Patrol members, focusing

on traffic light intersection infractions and pedestrian related offences.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Inspector Ted Schinbein and Superintendent Andy Hobbs

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> High collision location enforcement. 	☒☐☐
<ul style="list-style-type: none"> Targeted enforcement by Patrol members. 	☒☐☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: Reduced collisions due to the result of traffic light intersection and pedestrian related offences.</p> <p>Overall increase in traffic enforcement by Patrol members.</p>	As result of a greater focus on other crime reduction priorities, Patrol's traffic enforcement efforts have been limited.
<p>Measure: Increased number of red light and pedestrian related tickets written by Patrol members.</p>	In 2010, there has not been an increase in the number of violation tickets, including red light and pedestrian-related tickets, written by Patrol members.
<p>Target: Increase number of violation tickets written by Patrol members by 5%.</p>	

Overall Strategic Progress

Similar to 2009, overall traffic enforcement and road safety was not a top priority for Patrol members in 2010, with the exception of impaired driving enforcement. Attending to high volume call loads and fulfilling other crime reduction strategies were greater priorities. These factors, in conjunction with a continued lack of training in traffic enforcement, have limited the ability of Patrol to issue traffic-related tickets.

2010 Strategy 4: Continue to increase enforcement of impaired drivers.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Inspector Ted Schinbein and Superintendent Andy Hobbs

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> High collision location enforcement. 	☒☒☒
<ul style="list-style-type: none"> Counter Attack Roadblocks set up. 	☒☒☒
<ul style="list-style-type: none"> CREST education programs delivered in the schools and community. 	☒☒☒
<ul style="list-style-type: none"> Strategic drinking driver unit deployment. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: Reduction of impaired driving related motor vehicle collisions and pedestrians struck.</p>	Provincial funding has allowed for increased Counter-Attack Roadblocks whereby impaired drivers were targeted and taken off the roads. Increases in ADPs issued and impaired driving criminal charges laid have helped to reduce impaired driving-related vehicle collisions and pedestrians struck.

<p>Measure: Number of Patrol officers mentored for impaired driving investigation.</p>	<p>Due to Provincial funding, two major Counter-Attack campaigns were run in 2010. In addition, a drinking driver car was deployed every Friday and Saturday evening. Several media events with external partners have been held to advertise these anti-impaired driving efforts to the public.</p> <p>A total of 175 officers were provided with traffic safety and impaired driving training by the Traffic Services Unit and Provincial Crown Counsel.</p> <p>There has been a year-to-date increase of 4% in ADPs issued by VPD members.</p>
<p>Target: 10% increase in Administrative Driving Prohibitions (ADPs) served.</p> <p>10% increase in impaired driving criminal charges.</p>	

Overall Strategic Progress

Impaired driving is behind 27.6% of road fatalities and 12% of road-related injuries in British Columbia. With an increase in liquor licensing seats and extended bar openings in Vancouver over the past few years, impaired driving is a significant public safety issue for the city of Vancouver. Recognizing this, the VPD has increased impaired driving enforcement and has achieved further increases in the number of Administrative Driving Prohibitions (ADPs) issued in 2010. In 2009, the department saw a 117% increase in the number of ADPs issued over 2008. These gains were further built upon in 2010 with a 4% increase over 2009. This significantly smaller increase is a testament to the decreasing numbers of impaired drivers on the road. The VPD's efforts at combating drunk-driving through education and enforcement, in conjunction with the new Immediate Roadside Prohibition (IRP) legislation, have been significant in deterring drunk-driving and thereby reducing impaired driving-related accidents and increasing public safety.

2010 Strategy 5: Continue to deliver traffic education programs internally and externally.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Ted Schinbein and Superintendent Andy Hobbs

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Counter Attack set ups and media attendance. 	☒☒☒
<ul style="list-style-type: none"> CREST education programs delivered in the schools and community. 	☒☒☒
<ul style="list-style-type: none"> Partner with ICBC on messaging and media exposure. 	☒☒☒
<ul style="list-style-type: none"> Expand traffic related information available to members on the intranet and create a District specific traffic parade briefing page (e.g. District high crash locations). 	☒☒☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: Greater awareness by both police and public of the importance of traffic enforcement and education.</p>	<p>The VPD's traffic safety education and enforcement efforts, in conjunction with recent legislative changes to impaired driving sanctions, have had a very positive impact on road safety awareness.</p>
<p>Measure: Number of programs delivered internally and externally. Number of press releases and media attended events.</p>	<p>Internally, traffic safety parade briefings in District 1 and 2 were delivered in 2010. The plan is to continue with District 3 and 4 in</p>

<p>Target: One public service message for each major Traffic Section campaign launched.</p>	<p>2011.</p> <p>Externally, the Traffic Section launched a total of 7 traffic safety campaigns in 2010. These campaigns have included Beach Watch, Cycle Awareness, Speed Watch and so forth.</p>
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Overall Strategic Progress

This strategy has continued to help the VPD achieve its strategic goal of reducing traffic-related deaths and injuries through promoting a greater awareness of traffic safety for both operational police members and members of the public.

Internally, in 2010, traffic safety parade briefings were delivered in District 1 and 2, and 175 officers were directly mentored in both traffic safety and in impaired driving investigation. This training helped the VPD more effectively deliver its two major Counter-Attack Roadblock campaigns in the summer and winter.

These Counter-Attack Roadblocks along with other traffic safety information were announced to the public through seven separate VPD traffic safety media campaigns. Several members of the media were in attendance for each campaign.

2010 Strategy 6: Continue to increase safety information available to the public on the VPD Traffic website.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Inspector Ted Schinbein and Superintendent Andy Hobbs

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Partner with Public Affairs on messaging and ICBC on links to traffic safety sites. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Continue to examine messaging methods including methods of directing drivers to the VPD Traffic web site. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2010 Performance Projections	2010 Performance Results
<p>Outcome: Greater awareness by the public of the importance of traffic safety.</p>	<p>The VPD Traffic Section's webpage has been enhanced to provide the public with a greater awareness of the importance of traffic safety.</p> <p>Media attendance at each VPD traffic safety campaign has promoted greater awareness among both police and public of the importance of traffic enforcement and education.</p>
<p>Measure: Number of hits received on VPD website.</p>	<p>Due to the reformatting of the VPD's external website in 2010, the Traffic Section has seen a decrease in hits by the public to its webpage.</p> <p>The Traffic Section will continue to enhance its webpage in 2011.</p>
<p>Target: 20% increase in hits on website.</p>	

Overall Strategic Progress

The newly redesigned external VPD website has created a link for the public to directly contact the Traffic Section with any traffic-related inquiry. However, there is currently only one link on the VPD's external homepage to traffic safety related material. The Traffic Section will work with the Public Affairs and

Information Technology (IT) Sections to add further links to traffic safety related information on the VPD website's homepage.

The Traffic Section will also continue to develop its external webpage to include more links to various traffic safety related education and awareness programs and updates. There will also be continued exposure through the media for the VPD's traffic enforcement strategies/campaigns.

Goal – To improve liveability by reducing street disorder
Champion – Superintendent Eric Petit

2010 Strategy 1: Expand the service of summonses by VPD members for chronic disorder related bylaw offenders while assisting the City of Vancouver (CoV) in the development of a court diversion process to provide meaningful consequences that change behaviours outside of the traditional fine process.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Superintendent Eric Petit and Sergeant Doug Bain

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> A streamlined procedure has been developed by the District 2 Crime Control Sergeant and will be promoted city-wide. The procedure will involve the identification of chronic bylaw offenders through PRIME and the CoV bylaw prosecutor's office. 	☒☒☒
<ul style="list-style-type: none"> Identified chronic offenders will be served summonses by members working the areas frequented by the offenders. 	☒☒☒
<ul style="list-style-type: none"> VPD will work with the CoV to increase capacity in and to reduce the workload of the City bylaw prosecutor's office. This will include police prosecution of selected bylaw offenses normally prosecuted by the bylaw prosecutor's office. 	☒☒☒
<ul style="list-style-type: none"> The VPD will support a diversion process for those offenders identified as appropriate to participate. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: Members will use the CoV bylaw process as well as summons and arrest warrant procedures and their applications in order to increase consequences for chronic disorder related bylaw offenders, namely, in relation to aggressive panhandling, loitering, and street vending. Additionally, offenders will be diverted out of the regular court process and into a process that is not focused on fine collection but instead helps to assist them with underlying problems that may be contributing to these behaviours.</p>	<p>Increased enforcement has not deterred chronic disorder related bylaw offenders. Due to underlying problems, these individuals will opt to panhandle, loiter, and street vend regardless of the punitive consequence imposed upon them.</p>
<p>Measure: Increases in the use of CoV bylaw processes as well as increases in summonses requested by members for service on offenders.</p> <p>Decreases in street disorder and crime throughout the City as measured through CompStat and through citizen and business surveys, Business Improvement Association (BIA) statistics and comments as well as Community Policing Centre (CPC) statistics and comments that assess changes in attitudes and perceptions of safety.</p> <p>Changes in behaviour of those identified as chronic street disorder offenders.</p>	<p>Street disorder has decreased by 6% city-wide, with a 5% decrease in District 2 where street disorder issues are the most prevalent. Despite these decreases, there has not been a discernable difference in the number of CoV bylaw processes requested by members.</p> <p>Moreover, until a city-sanctioned street vending venue is established, there will not be measurable changes in certain behaviours of those identified as chronic street disorder offenders.</p>

<p>Target: Adoption of a standard practice by members requesting bylaw summonses for service on chronic bylaw offenders (2010 actions to create a baseline for further years).</p> <p>A 10% decline in street disorder as tracked by CompStat disorder statistics.</p>	
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Overall Strategic Progress

Progress has been made between the DTES Neighbourhood Council and the CoV in the development of a long term sustainable plan to establish a day market for the DTES. Once that process is complete, the VPD will be better able to address non-sanctioned street vending along with other chronic bylaw offences.

2010 Strategy 2: Increase the high visibility presence of the Beat Enforcement Team (B.E.T.) with an increased focus on disorder issues.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Superintendent Eric Petit

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> BET and District 2 deployment and priorities include strict enforcement of open air drug use and dealing laws. Discretion is to be used with respect to simple possession in order to ensure that members are kept on the street for longer periods of time. However, all drugs are to be seized and tagged. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> BET staffing has increased by 12 members and changes in shifting will result in more officers on duty during peak service demand times (the priority will be to keep members on foot on the street as foot patrol will be mandatory). 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Establishment of a “Beat School” providing training in the specialized area of policing in the DTES by June 2010. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Support the CoV efforts to establish a site for lawful vending. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

2010 Performance Projections	2010 Performance Results
<p>Outcome: More efficient and effective use of B.E.T. resources to reduce street disorder and the open air drug market along with violent and property crime.</p>	<p>The increased street presence of B.E.T. in 2010 has helped to combat street disorder and the open air drug market in particular, along with violent crime in the DTES.</p>
<p>Measure: Increased number of visible patrol members walking the DTES area at all times.</p> <p>Decreases in street disorder and crime throughout the B.E.T. catchment area (DTES) as measured through CompStat and through citizen and business surveys and BIA statistics that assess changes in attitudes and perceptions of safety.</p>	<p>When compared to 2009, street disorder was reduced by 5% in District 2 and increased by 1 % in the DTES in 2010. However, increased enforcement of the open air drug market in 2010 resulted in more documented drug-related incidents thereby increasing overall street disorder numbers.</p>
<p>Target: No street vending in the B.E.T. catchment area by the end of 2010.</p> <p>A 10% decline in street disorder incidents in District 2 and the DTES as tracked by CompStat disorder statistics.</p> <p>A 10% reduction in violent crime in the DTES due to disorder</p>	<p>Overall violent crime decreased by only 1% in 2010 over 2009 in the DTES. However, the number of incidents of the most serious forms of violent crime in the DTES went from 503 in 2009 to 432 in 2010, representing a 14% decrease. Despite this reduction, recent Strathcona BIA perceptions nevertheless suggest that the DTES is less safe.</p> <p>Moreover, prior to fully addressing street vending, the VPD is</p>

reductions.	awaiting CoV sanctioning of a street vending location in the DTES.
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Overall Strategic Progress

In 2010, combating street disorder was a high priority for District 2 and the B.E.T. in particular. The increase in B.E.T. authorized strength allowed the VPD to assign B.E.T. officers to specific locations in the DTES. In working to combat street disorder, District 2 Patrol and B.E.T. members paid particular attention to dealing with the open air drug market in a more efficient manner. Members firmly targeted open air drug use but used discretion in arresting offenders for simple possession. This reduced the administrative workload on members, allowing them to remain visible on the street and to continue to proactively deal with the open air drug market along with the other crime issues. However, this tactic created more on-view drug-related calls thus contributing to respective 45% and 41% increases in drug-related street disorder calls in District 2 and the DTES in 2010. In addition, the ongoing absence of a CoV sanctioned street vending location in the DTES has made it increasingly difficult for the VPD to combat other street disorder calls as well. As a result of these factors, the VPD did not meet the 10% targets in terms of reducing overall street disorder in District 2 and the DTES.

Although the VPD experienced a 1% increase in street disorder in the DTES, the expanded B.E.T. has made a considerable overall impact in 2010 in helping to make the DTES a safer place. The increased visible presence of the B.E.T. together with their increased targeted crime reduction initiatives has contributed to significant reductions in serious incidents of violent crime in the DTES.

Despite the VPD's efforts and successes in the area, the DTES continues to be perceived as unsafe as reflected in citizen and business surveys. As such, the VPD will continue in 2011 with a high visibility presence in the DTES to combat crime, particularly street disorder as well as violent and property crimes.

2010 Strategy 3: Liquor enforcement shift (LIMA) to continue year round in 2010 with street closures from May to October. VPD will continue to work with CoV to enhance street closures and the activities within the area.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Inspector Adua Porteous
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Submission of a report-back to Council outlining the successes of the closures in 2009 and a request for permanent funding for closures. 		☒☒☒
<ul style="list-style-type: none"> Continued discussion with the CoV and implementation of entertainment and other non-alcohol related activities in the GED in 2010. 		☒☒☐
<ul style="list-style-type: none"> Monitoring of the increases in liquor seats in the area. 		☒☒☐
<ul style="list-style-type: none"> Monitoring any increases in street disorder in the Gastown area as developments in that area are leading to an increase in liquor seats. 		☒☐☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: The Entertainment District is a safe and enjoyable entertainment destination and work environment.</p>	<p>The 'meet and greet' approach that the VPD implemented several years ago in the Granville Entertainment District (GED) has created a warm and friendly environment where residents and visitors feel safe.</p>



	<p>The success of this approach was highlighted during the 2010 Olympic Games through positive domestic and international media coverage. This proactive friendly approach helped contribute to relatively low amounts of street disorder and violence in the GED during the Games given the enormous amounts of visitors to the area.</p>
<p>Measure: Decreases in street disorder and crime in the Granville Entertainment District as measured by CompStat and through citizen and business surveys.</p> <p>BIA statistics and comments as well as Community Policing Centre (CPC) statistics and comments that assess changes in attitudes and perceptions of safety.</p>	<p>In terms of specific street disorder calls in the GED excluding the 2-week Olympic period, there have been decreases of 22% in State of Intoxication in a Public Place (SIPP), 17% in drug-related calls, 27% in annoying circumstances, and 25% in unwanted person calls in 2010 as compared to 2009. However, there have been increases of 18% in fights, 40% in disturbances, 13% in panhandler, and 92% in breach of peace calls over the same time period. Overall street disorder increased by 6% in the GED.</p>
<p>Target: 10% reduction in street disorder for the Entertainment District based on CAD data.</p> <p>Based on public perception, a 5% decrease in street disorder and a 5% increase in public safety.</p>	<p>The increases are likely attributed to an increased police presence in the GED in 2010. Increased patrols have translated into a greater amount of on-view offences that would otherwise go unreported.</p> <p>Moreover, a community survey has not been conducted in 2010 to specifically assess the public's perception of street disorder and public safety.</p>

Overall Strategic Progress

There continues to be immense support from the public, businesses, the liquor industry, and from the police officers working the area for increased police staffing and summer closures in the GED. The ongoing partnership with Bar Watch, Restaurant Watch, and with community partners have helped the VPD combat street disorder and to reduce violence and gang activity in the GED. In 2011, the VPD will continue to work with the CoV to enhance street closures and activities within the area.

2010 Strategy 4: Assist the CoV in achieving the goal to end homelessness in the city by 2015.

Initiation Date	Target Date	Lead
January 1, 2010	Ongoing	Superintendent Eric Petit and Constable Jodyne Keller
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Work with various levels of government and the private sector to identify homelessness issues and assist in the implementation of homelessness reduction programs. 		☒☒☒
<ul style="list-style-type: none"> Commit the services of the new Homelessness Outreach Coordinator Constable to these efforts and to identify causal issues. 		☒☒☒
<ul style="list-style-type: none"> Police representation on government, private and non-profit sector committees that focus on dealing with homelessness issues. 		☒☒☒
<ul style="list-style-type: none"> Assistance with annual homeless counts. 		☒☒☒
<ul style="list-style-type: none"> Through <i>Partners in Action</i>, the VPD, BC Housing, and the non-profit operators of the Province's SRO buildings in the DTES will continue to work together to help keep the buildings safe, secure, and supportive for the residents. 		☒☒☒



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2010 Performance Projections	2010 Performance Results
<p>Outcome: VPD is actively supportive of homelessness initiatives by designating a member in the role of Homeless Coordinator, as well as ongoing participation in working groups and the development of a regular homeless count.</p> <p>VPD would have a resource to assist the homeless 24/7.</p> <p>A vehicle and outreach staff to provide the homeless with transportation to shelters 24/7 will be established.</p> <p>Single Room Occupancy buildings (SROs) in the Downtown Eastside (DTES) are a safe place for vulnerable peoples to live.</p>	<p>All of the projected outcomes for this strategy have been achieved with the following exceptions:</p> <ul style="list-style-type: none"> • No transportation initiative has been established, although the business case has been submitted. • The VPD is still working with SRO operators to enhance safety in those residences.
<p>Measure: A decrease in the number of homeless on the streets and a statistical reduction based on the annual homelessness count.</p> <p>The ability for VPD members who come in contact with homeless people to provide them with 24/7 transportation to shelter.</p>	<p>The VPD Homelessness Coordinator has been actively working with the CoV on homelessness initiatives. As a result, the number of homeless people living on the street has decreased by 47% in the last two years. However, according to the latest count, the number of overall homeless people has risen to approximately 1,762 from 1,576, albeit, concerns have been raised in relation to the methodology used to conduct this count.</p>
<p>Target: Determine baseline for seasonal homeless count.</p> <p>Participation by VPD member(s) on CoV homelessness working group.</p> <p>The establishment of a permanent homeless transportation/outreach system.</p>	<p>The Coordinator will continue advocating for the establishment of a homelessness transportation system.</p>

Overall Strategic Progress

The last Metro Vancouver homeless count was conducted in 2008 by Greater Vancouver Regional Steering Committee on Homelessness (RSCH) in concert with the CoV. This count indicated that, in 2008, there were approximately 1,576 homeless people in the city of Vancouver. Of that total, 765 of them were sheltered homeless people, while the remaining 811 were living on the street. The next Metro Vancouver is taking place on March 16, 2011.

The CoV, in conjunction with the VPD, conducted its own updated homeless count in 2010 immediately following the Olympics. For consistency, this count used the same methodology as that of the count conducted by the RSCH, albeit, the VPD has expressed concerns with the way these counts are being conducted. According to the latest figures, street homelessness has dropped by 47% in two years from 2008 to 2010. As of March 2010, there are 428 people who are street homeless, down from 811 in 2008. This decrease is attributed to an increase in homeless shelters provided by the CoV as well as an increase in shelter use by homeless people. Subsequently, 1,334 sheltered homeless people were found by the latest count, up from 765 counted two years ago. Despite decreases in street homelessness, the latest count has found that the number of people without permanent housing has increased by 12% (from 1,576 to 1,762) over the past years.

Although joint VPD-COV homelessness efforts have not yet translated into a decrease in the number of homeless people in Vancouver, the VPD has been successful at reaching out to the homeless and establishing trust. VPD members together with Community Policing Centre (CPC) volunteers have routinely checked on the homeless, advising them of extreme weather warnings, and have provided them with blankets and sleeping bags and with access to shelters.

In 2011, the VPD will continue tackle the challenge of establishing a permanent transportation system to get housing, medical, and food to those in need. Locating adequate shelter and permanent housing for all Vancouver residents will continue to be the greatest challenges.



Goal – To ensure best practices for consequence management and emergency preparedness

Champions – Inspector Rick McKenna and Inspector Bob Stewart

2010 Strategy 1: Continue to enhance the ability of the VPD Criminal Intelligence Section (CIS) and the Integrated National Security Enforcement Team Vancouver (INSET Vancouver) to capture, analyze, and investigate suspicious incidents that may be related to terrorist activity through OPERATION SECURUS.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Bob Stewart and Sergeant Greg McCullough

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> The Coordinator of OPERATION SECURUS will continue to establish a liaison with each business, provide training on suspicious transactions, identify critical infrastructure, and provide the intelligence to the analyst. The analyst will enter the data into the VPD’s Consolidated Records Intelligence Mining Environment (CRIME) system and will provide products to assist in investigation and incident response. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2010 Performance Projections	2010 Performance Results
<p>Outcome: Better informed business community and enhanced communication between businesses of concern and the VPD. In addition, Patrol members will have an increased ability to recognize terrorism indicators, react to possible terrorist events, and provide a visible deterrence to terrorist activity. Subsequently, the VPD will be able to hold itself as a best practice organization in this regard as other organizations do capture suspicious activity but little analysis is completed allowing for proper investigation.</p>	<p>Due to budget constraints, this program has not been adequately staffed. The light-duties member who has been assigned to facilitate this program has been away sick for several months and has not been replaced during this absence. Subsequently, no new businesses have signed up in 2010.</p>
<p>Measure: The number of businesses visited and signed into the program will be the overall measure. Several secondary measurements exist including: number of suspicious incidents reported that likely would not have been received prior to the initiation of the program; number of completed training sessions with store owners and merchants; and number of reported incidents that led to investigations or analysis.</p>	<p>We continue to deliver the SECURUS lecture at the Project Griffin seminars, which occur twice a month.</p> <p>45 of the 300 businesses identified have signed up, with no new additions in 2010.</p>
<p>Target: The target measurement for OPERATION SECURUS for 2010 is the registration of all categories of businesses who sell products that could be used by a terrorist. The number of businesses currently identified is approximately 300.</p>	

Overall Strategic Progress

Due to budget constraints, INSET Vancouver has been disbanded and progress on OPERATION SECURUS has been minimal in 2010. Incidentally, one of this strategy’s leads has also been transferred and is no longer involved. This strategy will continue in 2011.

2010 Strategy 2: The VPD CIS and INSET Vancouver will continue the terrorism awareness training program for Patrol officers. The CIS and INSET Vancouver will use E Parade, Intranet, roll call training, and lectures in this effort.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Sergeant Greg McCullough
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Each member of the INSET Vancouver will be assigned to a specific number of training events throughout the year. Patrol members recognize the importance of this training for gaining the skills necessary to recognize terrorist activity. INSET Vancouver will look to all sources of information to develop these opportunities. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Deliver at least one RCMP Counter Terrorism Intelligence Course (CTIO) course. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2010 Performance Projections		2010 Performance Results
<p>Outcome: Increased ability for Patrol members to recognize terrorism indicators, react to possible terrorist events, and provide visible deterrence to terrorist activity. The effort will continue to increase awareness and enhance the excellent relationship between the Patrol Division and the VPD CIS and INSET Vancouver</p>		All Patrol members were given terrorism identification lectures in January and February 2010, prior to the start of the Olympics.
<p>Measure: An increase in the number of General Occurrence (GO) Reports (year over year) and the number of requests for information submitted to INSET-Vancouver and CIS by Patrol will be the overall measurement. Secondly, INSET Vancouver will continue to provide the VPD with training opportunities via this strategy.</p>		<p>CIS continues to process approximately 20 files a month. Although INSET-Vancouver has been disbanded, CIS continues to communicate to E-INSET through a liaison position. In 2010, 45 files were shared with E-INSET.</p> <p>The CTIO course was not delivered in 2010 due to the disbanding of INSET-Vancouver. A new target of Spring 2011 has been set.</p> <p>CIS continues to provide the Department with terrorism related intelligence and information and has posted 59 documents on the Section's bulletin board in 2010</p>
<p>Target: 10 training opportunities will be the target of this strategy.</p> <p>In addition, there will be ongoing postings to E-Parade of analysis of world wide terrorist events as they unfold.</p>		
Overall Strategic Progress		
<p>With INSET-Vancouver being disbanded, terrorism awareness training could not be fully delivered in 2010. A strategy to deliver terrorism awareness training to Patrol in 2011 is being developed by CIS in collaboration with the Emergency & Operational Planning Section (EOPS).</p>		

2010 Strategy 3: To continue implementing policies, procedures, and logistical capabilities so that the VPD is the best prepared major city police service in Canada for any natural or man-made disaster.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Gale McMahon and Remi Combasson
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Operational plans supplementing the Emergency Plan are to be completed. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>



- Business Impact Analysis to be reviewed and updated. ☒☒☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: An 'All Hazard' Emergency Plan will be finalized and completed.</p> <p>All VPD Sections will have fully functional Business Continuity Plans in place.</p>	<p>The 'All Hazard Emergency Plan' has been completed and several complementary Business Continuity Plans (operation plans) have also been completed.</p> <p>Remaining operational plans have been put on hold due to department-wide facility moves. The plans are affected by the move of some VPD Sections from one facility to another.</p>
<p>Measure: The Emergency Plan and the Business Continuity Plans have been tested and exercised and found to be effective.</p>	<p>Currently, two parts of the Emergency Plan have been tested and found to be effective. This testing will continue as more portions of the Emergency Plan are completed.</p>
<p>Target: Exercises are conducted as the Plans are finalized to determine their effectiveness.</p>	

Overall Strategic Progress

In completing the 'All Hazard Emergency Plan' along with several complementary Business Continuity Plans (operational plans), the VPD has taken great strides in ensuring that it is well prepared to deal with a major emergency such as a natural disaster or terrorist event.

Remaining operational plans will be completed once the VPD finalizes its transitional move to the Graveley and Kootenay Street facilities. The VPD facility move has also delayed the review and updating of the Business Impact Analysis. A full Hazard, Risk, and Vulnerability analysis will be required once all Departmental moves are complete.

2010 Strategy 4: To partner with the Integrated Security Unit (ISU) to implement operational plans to ensure that sufficient human resources are in place to provide safety and security for the city of Vancouver during the 2010 Olympic Games.

Initiation Date	Target Date	Lead
January 1, 2010	March 23, 2010	Inspector Rick McKenna

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> • Liaise with V2010 ISU to ensure coordination with site security 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: Operational Plans are in place for all venues and for all events that occur in the city during the Games.</p> <p>VPD Members are properly prepared and trained for their assignments during the Games.</p>	<p>All operational plans and training were completed prior to the opening of the 2010 Olympic Games.</p>
<p>Measure: The VPD is prepared for all Games related events.</p> <p>VPD members have completed required training.</p>	<p>All issues identified during Silver and Gold exercises were corrected. As a result, the VPD was extremely well prepared for the Games. This preparedness was highlighted through the Department's quick and effective response to the many issues that arose during the multi-week event.</p>
<p>Target: Any weaknesses identified during Exercises 'Silver' and 'Gold' are rectified.</p>	

Overall Strategic Progress

The 2010 Olympic Games showcased the VPD's ability to maintain order and safety during a major international event. Overall, VPD members were reported to have dealt with the many policing issues and circumstances surrounding the Games in an efficient, effective, and respectful manner. Having tested operational plans in place in conjunction with months of specialized training prior to the start of the Games facilitated the VPD's ability to provide necessary policing services in a timely manner.

The VPD utilized the Incident Command System (ICS) when preparing for the Olympic Games. Almost 90 members were trained in the use of the ICS structure. This training has benefits that reach further than the Olympic Games as the ICS structure can be applied to any large public events such as the Celebration of Light and the numerous parades and cultural events that occur annually in the city.



Goal – To enhance proactive and visible policing
Champion – A/Inspector Dan Dube

2010 Strategy 1: To deliver high-visibility policing to the public areas near the venues of the 2010 Winter Olympic and Paralympic Games, and through the Downtown Entertainment District.

Initiation Date	Target Date	Lead
January 1, 2010	March 1, 2010	Inspector Rick McKenna

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Assessment of operational policing needs for the urban domain around 2010 Winter Olympic and Paralympic Games venues. 	☒☒☒
<ul style="list-style-type: none"> Development of staffing schedules to meet deployment needs and event schedules. 	☒☒☒
<ul style="list-style-type: none"> Rollout of WMS workforce scheduling software. 	☒☒☒
<ul style="list-style-type: none"> Deployment of personnel. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: Safe and secure streets through the Downtown Entertainment District during the 2010 Winter Olympic and Paralympic Games.</p>	<p>The deployment of personnel into the Granville Entertainment District (GED) created a safe and secure celebration area for the public and contributed to the overall success of the Olympic Games.</p>
<p>Measure: Incidents of violent crime in the public areas near Olympic venues, and through the Downtown Entertainment District.</p>	<p>There were relatively fewer incidents of violence in the GED and other public venues during the Olympics as compared to the average levels seen in those areas during regular sporting and/or other special events that take place in the city. This is especially significant considering the overwhelming numbers of people that attended the venues and congregated in the GED during the Olympics.</p>
<p>Target: A level of violent crime that mirrors that of regular sporting and special events in that area (i.e.; past Grey Cups, Celebration of Light, etc).</p>	

Overall Strategic Progress

The VPD, along with Integrated Security Unit (ISU) partners, successfully provided high-visibility policing to the public areas near the venues of the 2010 Winter Olympic and Paralympic Games and through the Downtown Entertainment District. This high police visibility created a safe and secure celebratory atmosphere which contributed to the overall success of the Games as evidenced by positive media coverage, both nationally and internationally.

2010 Strategy 2: To increase the visible policing presence in the Downtown Eastside (DTES).

Initiation Date	Target Date	Lead
January 1, 2010	July 1, 2010	Staff Sergeant Ross Jackson and Deputy Chief Constable Adam Palmer



Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Examine call load on the DTES to identify temporal trends. 	☒☒☒
<ul style="list-style-type: none"> Identify shifting alternatives that provide increased police presence in relation to these trends. 	☒☒☒
<ul style="list-style-type: none"> Ongoing monitoring of 60/40 deployment to maximize the number of cars on Patrol. 	☒☒☒
<ul style="list-style-type: none"> Restructure the Beat Enforcement Team (B.E.T.) to meet the call demands in the area, within the constraints of existing personnel. 	☒☒☒
<ul style="list-style-type: none"> Assess the impact to our call response times and ability to deal with on-view incidents, in light of this redeployment. 	☒☒☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: Reduced incidents of street-level violent crime in the DTES, resulting from deployment that better reflects violent crime trends in the area.</p>	<p>Redeployment of B.E.T. to better reflect call load demands and to provide a higher visible police presence has contributed to reduced numbers of serious incidents of street-level violent crime in the DTES.</p>
<p>Measure: Reduction in street-level violent crime, including incidents of fighting, assaults and disturbances.</p>	<p>Anecdotal information from long-standing B.E.T. members indicates that restructuring and redeployment has been beneficial in addressing crime issues and has improved employee morale along with community satisfaction/perceptions of safety.</p>
<p>Target: A 5% reduction in the incidents of assaults on the DTES.</p> <p>Increased community satisfaction that attributes a greater sense of community safety to increased police visibility, as measured by qualitative correspondence to the VPD from the community.</p>	<p>The number of incidents of the most serious forms of violent crime in the DTES went from 503 in 2009 to 432 in 2010, representing a 14% decrease.</p>

Overall Strategic Progress
<p>A review of crime trends and deployment models resulted in an increase of B.E.T. authorized strength from 60 to 72 members together with a restructuring of B.E.T. deployment. A third B.E.T. shift was added to bridge the day and evening shifts thereby allowing for a higher visible police presence during peak call load periods. This has also allowed for the development and implementation of Patrol-based projects targeting the drug trade, specifically non-addicted drug traffickers. These on-going projects have been successful and continue to evolve.</p> <p>To further increase visible policing presence in the DTES, Lima callouts were implemented to address issues surrounding licensed establishments, specifically those in the Gastown area.</p> <p>The increased visible police presence in the DTES has resulted in an increase in on-view arrests and has contributed to an overall reduction in the most serious forms of violent crime in the area in 2010.</p>

2010 Strategy 3: To increase proactive and visible policing around SkyTrain and transit corridors.		
Initiation Date	Target Date	Lead
January 1, 2010	October 1, 2010	Inspector Dean Robinson, Superintendent Daryl Wiebe and



Staff Sergeant Barry Kross

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Ongoing analysis of violent and property crime around SkyTrain stations and transit corridors. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Developing policing partnerships with Transit Police to deliver targeted policing projects on and around identified transit-oriented crime hot spots. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Developing operational policing projects within the VPD that target violent and property crime offenders in the neighbourhoods that surround the SkyTrain stations. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Delivery of community-based crime prevention information, specifically directed at transit ridership. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2010 Performance Projections	2010 Performance Results
<p>Outcome: Reduced incidents of violent and property crime around SkyTrain stations and transit corridors.</p>	<p>Increased proactive and visible policing around SkyTrain stations and associated transit corridors has reduced incidents of violent and property crime in and around those areas.</p>
<p>Measure: Reduction in robbery and assault offences in proximity to SkyTrain stations.</p> <p>Reduction in theft from autos (TFAs) and residential break and enter (B&Es) offences in proximity to SkyTrain stations.</p>	<p>Based on a 250 metre buffer area around all SkyTrain stations in Vancouver, in 2010 over 2009, B&Es decreased by 50%, TFAs decreased by 29%, and robberies decreased by 7%.</p>
<p>Target: No change in crime patterns around new stations on the Canada Line.</p> <p>A 5% reduction in robberies and 10% reduction in Theft from Autos (TFAs) and residential Break and Enters (B&Es) around stations on the Millennium and Expo lines.</p>	<p>Crime patterns surrounding the new Canada Line stations are consistent with existing District 4 crime patterns and with the crime patterns surrounding stations on the Millennium and Expo lines.</p>

Overall Strategic Progress

Crime trends in Vancouver continue to be monitored weekly through crime control meetings, and any emerging crime patterns or trends involving transit corridors and/or SkyTrain stations have been addressed as required. To further address crime in transit corridors, the VPD implemented deployment models in 2010 that included the use of uniformed foot patrols in the areas surrounding high pedestrian traffic SkyTrain stations. Year-end statistics together with weekly crime trends have shown that the presence of those foot patrols contributed to a decrease in crime in those areas. Moreover, anecdotal information from VPD members patrolling the areas surrounding SkyTrain stations, suggests that the increased uniform presence has been welcomed by the businesses and residents in those areas as well as by transit users.

In 2011, crime prevention strategies aimed at transit ridership within the city of Vancouver will likely fall within the mandate of the South Coast British Columbia Transportation Authority Police Service (SCBCTAPS). The Memorandum of Understanding (MOU) between the VPD and SCBCTAPS concerning issues of jurisdiction, expectations, and responsibilities have been reviewed and discussed at senior management levels. SCBCTAPS are currently assessing and re-structuring their deployment model to provide crime prevention services reflective of their status as a supplementary police agency.

2010 Strategy 4: To improve the quality of report-writing generally, and to specifically improve the quality of Reports to Crown Counsel (RCCs).

Initiation Date	Target Date	Lead
January 1, 2010	October 1, 2010	Superintendent Daryl Wiebe and Sergeant Colleen Yee

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Review of report writing issues with investigative units and Crown Counsel. 	☒☒☒
<ul style="list-style-type: none"> Audit of Crown Counsel Queries, identifying problems with that process. 	☒☒☒
<ul style="list-style-type: none"> Business process review with the Information Management Section (IMS), identifying areas to streamline business practices. 	☒☒☒
<ul style="list-style-type: none"> Consolidation of training materials on report writing, and sequencing the delivery of this material to ensure learning. 	☐☐☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: Increased pro-active policing time, as a result of reduced incidents of Crown Counsel Queries (CCQs) and administrative follow-ups.</p>	<p>While the number of CCQs and internal administrative follow-ups has risen, the amount of pro-active policing time per officer is projected to remain the same as in 2009.</p>
<p>Measure: A reduction in CCQs and an overall improvement in the readability and comprehensiveness of police reports.</p>	<p>The number of CCQs has increased by 3% in 2010 when compared to 2009.</p>
<p>Target: A 10% reduction in CCQs.</p> <p>A 5% reduction in administrative follow-ups for report writing errors.</p>	<p>The number of administrative follow-ups has increased by 29% in 2010 when compared to 2009.</p> <p>Despite these increases, an Audit of Crown Counsel Queries suggests that requested external follow-up work of the VPD by Crown Counsel has been fulfilled over 90% of the time. Furthermore, there has been a decrease in the number of 3rd requests from Crown Counsel.</p>

Overall Strategic Progress

In 2010, the VPD examined the General Occurrence (GO) report-writing and follow-up process in order to reduce CCQs and administrative follow-ups and thereby increase Patrol officer proactive policing time.

Rather than reviewing the general 'quality' of RCCs, meetings held with Crown Counsel focused on concerns relating to Crown's inability to access the VPD's Records management System, as well as with delays in information being returned to Crown when they require further information/work relative to a file. Incidentally, the biggest issues between the VPD and Crown relate to the information-sharing process as opposed to the actual quality of written reports.

A business process review resulted in a change whereby third request CCQs flow directly from the Aide to the Deputy Chief Constable (DCC) of Operations and to the Section Inspectors. This has resulted in a dramatic reduction in these requests.

Moreover, training material was developed to ensure VPD member familiarity with their responsibility to get the necessary CCQ information back to the Department's Crown Liaison Unit. This has reduced the communication gap internally, resulting in a greater awareness of CCQ processes and a more streamlined response chain to ensure that information is being returned to Crown in a timely fashion.

However, consolidation of all training materials related to GO report-writing, and sequencing the delivery of this material, has not yet occurred.

2010 Strategy 5: To develop the Patrol Activity Report (PAR) further, tracking case clearances and local warrant arrests.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Superintendent Daryl Wiebe

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Review the data capture processes to identify how case clearance and local warrant data can be captured electronically. 	☒☒☐
<ul style="list-style-type: none"> Review the processes used by investigative sections to track case clearances. 	☒☐☐
<ul style="list-style-type: none"> Development of web-based application to track Patrol activity, similar to the Case Clearance Management System (CCMS) in use by investigative units. 	☐☐☐
<ul style="list-style-type: none"> Development of training material for Patrol to ensure cleared cases are closed and scored properly. 	☐☐☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: Improved data capturing processes to measure the activities of Patrol officers.</p>	Local warrant arrest data is now included in the Patrol Activity Report (PAR) to better capture and measure Patrol officer activity.
<p>Measure: An improved periodical report that reflects the true scope of Patrol activities.</p>	The addition of local warrant arrest data has improved the scope of the PAR, which is released every 32 days. Case clearance data is not yet included in PAR.
<p>Target: The inclusion of Cleared Cases in the PAR.</p> <p>The inclusion of Vancouver warrants in the PAR.</p>	

Overall Strategic Progress

After a review of the data capturing process, local warrant information and arrests were included in PAR to improve the measurement of patrol activity. The inclusion of case clearance data within the PAR requires considerable IT involvement, and has not yet been initiated due to other higher IT priorities. In the interim, case clearance data will be included in the PAR based on the CCMS used to track investigative unit case clearances.

2010 Strategy 6: To increase the operational deployment of uniformed Staff Sergeants in Patrol.

Initiation Date	Target Date	Lead
January 1, 2010	June 1, 2010	Staff Sergeant Marcie Flamand and Staff Sergeant Larry Cope

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Proactive scheduling by Staff Sergeants to ensure time set aside for operational 	

deployment.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Regular communication with Community Policing Centres (CPCs) to coordinate community events with schedules of the on-duty Staff Sergeant. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Distribution of EOPS special event notices to Patrol Staff Sergeants to allow them to schedule their attendance/involvement during on-duty time, as appropriate. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2010 Performance Projections	2010 Performance Results
<p>Outcome: Increased Staff Sergeant involvement in regular Patrol activities, special event policing, and community events.</p>	<p>Patrol Staff Sergeants have incorporated operational deployment into their business day, and this will continue to be part of their regular duties. They have also been involved in policing special events such as the Celebration of Lights.</p> <p>Patrol Staff Sergeants have continued to attend weekend community events. Subsequently, CPCs now routinely extend invitations to District Staff Sergeants for community events they organize and participate in. This ensures District management representation at a greater amount of important community events.</p>
<p>Measure: Increased visibility of uniformed Patrol District management in their respective Patrol districts.</p>	<p>In 2010, there has been an increased presence of uniformed management in all Patrol districts. Patrol Staff Sergeants have worked in the field at least once per month, and have attended two community events or more monthly.</p> <p>In 2011, Patrol Staff Sergeants will maintain a regular operational presence, will continue being involved in special event policing, and will continue to regularly attend community events.</p>
<p>Target: Patrol Staff Sergeants working in the field at least once per month.</p> <p>Patrol Staff Sergeants representing their District management at two community events per month.</p>	

Overall Strategic Progress
<p>The inclusion of Patrol Staff Sergeants in regular operational deployment, special events policing, and community event attendance has been successful in contributing to an increased presence of uniformed management in all Districts. These activities have become part of the regular duties of Patrol Staff Sergeants going forward thereby demonstrating to patrol members and the community alike, the importance the organization places on maintaining a high visible policing presence on Vancouver's streets.</p> <p>The main challenge in maintaining a high visibility uniformed management presence will be to balance operational demand with an increasing administrative workload for Patrol Staff Sergeants.</p>

Goal – To leverage technology to deliver effective and efficient policing services

Champion – Director Kathy Wunder

2010 Strategy 1: Continue the implementation of a Disaster Recovery Site at E-Comm within a secured space.

Initiation Date	Target Date	Lead
Completed	October 31, 2010	Technical Services Manager Eric Nishi

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Secure enclosure at the E-Comm facility is complete. MOU between the VPD, E-Comm, and the City has been signed and agreed upon. 	☒☒☒
<ul style="list-style-type: none"> Install a scaled down version of the VPD server infrastructure. 	☒☒☒
<ul style="list-style-type: none"> Replicate previous day's data from the VPD main server to the backup server at E-Comm. 	☒☒☒
<ul style="list-style-type: none"> Test replicated data for validity, reliability, and availability. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: Data from the main systems will be replicated to this site to ensure that VPD data is available in the event of a disaster.</p>	<p>A test of data replication integrity was performed in early 2010. Critical applications such as e-mail and access to project folders worked as designed.</p> <p>The secure enclosure at the E-Comm facility has been built and data has been replicated on a nightly basis. Although IT expected access to data to be slower during data replication, users did not seem to be critically impacted.</p> <p>Moreover, environmental controls have been put in place and are being monitored by the City of Vancouver (CoV).</p>
<p>Measure: Secure enclosure will be built allowing only VPD staff access to the space.</p> <p>Environmental controls will be maintained to industry standards for Data Centres.</p> <p>Data will be replicated on a nightly basis and can be verified.</p>	
<p>Target: A copy of VPD data from the previous day is available to members in the event of a disaster.</p>	

Overall Strategic Progress

In order for the VPD to continue leveraging technology to deliver effective and efficient policing services, it must be able to ensure that information technology systems are always available and protected from unforeseen challenges. The newly constructed Disaster Recovery Site will enable the VPD to fulfil this requirement.

There are currently no challenges with the data recovery process other than the amount of physical space allocated to the VPD Disaster Recovery enclosure. The server racks at the E-Comm facility are already at

maximum capacity with no room for expansion.

2010 Strategy 2: Measure and publish online IT Key Performance Indicators.

Initiation Date	Target Date	Lead
Ongoing	September 30, 2010	Database Administrator Jason Cheung
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Publish reports onto the intranet. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Timely review of performance indicators. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2010 Performance Projections		2010 Performance Results
<p>Outcome: A collection of online reports of IT-specific key performance indicators and statistics will be available on the intranet. The metrics will allow IT to have more tangible measurements for goal setting and provide the opportunity for improved proactive planning.</p>		75% of indicators have been identified and the publishing of associated online IT reports was originally scheduled to be completed by the end of 2010. However, this has been delayed until 2011 due to resources being redirected to other higher priority projects.
<p>Measure: Decrease in unplanned downtime. Increased Executive input in operational goals. Improved project goals and strategies.</p>		Regular reviews in relation to all the desired indicators will occur once the online IT reports are published.
<p>Target: 100% reporting rate on all desired indicators. Ability to measure availability against targets created in specific Service Level Agreements (SLAs).</p>		
Overall Strategic Progress		
<p>The redirection of key resources to higher priority operational initiatives has delayed the completion of this strategy. Once the online IT performance metrics are in place, the VPD will be better positioned to enhance IT planning and to proactively mitigate future IT issues. This will enable the VPD to more efficiently and effectively leverage technology in delivering police services.</p>		

2010 Strategy 3: Continue creating a new IT Policy Site.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Systems Analyst Wai Ting Tang
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Review existing policies. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Seek staff participation to update policies. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Review and seek management approval. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2010 Performance Projections		2010 Performance Results

<p>Outcome: An IT Policy Site outlining current policies surrounding IT services, resources, and facilities.</p>	<p>The VPD is currently reviewing VPD IT policies to create alignment with CoV policies where practical.</p>
<p>Measure: Reduce invalid requests. Increase compliance.</p>	<p>Compliance will be measured when the revised policies have been approved and posted.</p>
<p>Target: Improved single location to refer to VPD IT policies, and decrease in helpdesk requests that are denied.</p>	
<p>Overall Strategic Progress</p>	
<p>Completion of this strategy has been delayed due to the redirection of key IT resources to higher priority operational initiatives.</p> <p>The ongoing review of current VPD IT policies, in concert with CoV IT policies, will assist the IT Section in completing its new IT policy site to educate VPD members with respect to standard IT items and processes. Subsequently, invalid IT requests should steadily decrease following the launch of this site.</p>	

<p>2010 Strategy 4: Continue creating a 'green' IT Plan.</p>		
<p>Initiation Date</p>	<p>Target Date</p>	<p>Lead</p>
<p>Ongoing</p>	<p>December 31, 2010</p>	<p>IT Security Specialist Mike Marlay</p>
<p>Activities (Action Plans)</p>		<p>Completion Status</p>
<ul style="list-style-type: none"> • Upgrade to Windows Server 2008 domain. 		<p>☒☒☒</p>
<ul style="list-style-type: none"> • Utilize new Server 2008 Group Policies for controlling standby mode of workstations during off hours. 		<p>☐☐☐</p>
<ul style="list-style-type: none"> • Virtualization of servers has been completed. 		<p>☒☒☒</p>
<ul style="list-style-type: none"> • Implement E-Forms initiative to reduce paper use. 		<p>☒☒☐</p>
<ul style="list-style-type: none"> • Examine existing business processes that waste paper and make them electronic. 		<p>☒☒☐</p>
<p>2010 Performance Projections</p>		<p>2010 Performance Results</p>
<p>Outcome: Completion of IT's 'Green' initiative, with 2/3 of workstations in standby mode at night and reduced consumption of paper, thereby reducing the ecological footprint of the VPD's IT systems and lowering the costs of operation.</p>		<p>The IT Section has implemented Windows 2008 Active Directory which will make it possible to use group policy for workstation standby mode in 2011.</p> <p>Paper consumption has been reduced by having every printer defaulted to double side printing, and by introducing a process flow for several forms so that they are not required to be printed. Moreover, a desktop utility called <i>PaperCut</i> has been introduced to inform users of how much printing resources (pages printed) they have consumed. The intent of increasing user awareness is to encourage less printing.</p> <p>Xerox ColourQube printers using solid ink cartridges have replaced conventional colour laser printers. These produce 90% less waste than conventional toner-based laser printers.</p>



<p>Measure: A comparison of the consumption of electricity and paper before and after.</p>	<p>The VPD's paper use, as measured by number of pages printed, has decreased by 1,323,649 pages or 22.8% since 2009. There were a total of 4,479,051 pages printed in 2010, with 1,307,380 duplex jobs resulting in 915,494 pages saved.</p>
<p>Target: Annual power saving of \$32K and 15% reduction of paper use.</p>	<p>Electricity usage has decreased by 12% in 2010 over 2009.</p>

Overall Strategic Progress

To help efficiently deliver policing services, the IT Section has continued to work in 2010 towards reducing the VPD's ecological footprint in relation to power and paper consumption. In addition, the transfer to Xerox ColourQube printers in 2010 has considerably reduced waste.

Measures such as double-sided printing defaults and PaperCut will continue to encourage less printing, and considerable power savings will be realized in 2011 and beyond when group policy for workstation standby mode is implemented in 2011.



Goal – To improve communication and public engagement in crime prevention and VPD services

Champion – Senior Director Paul Patterson

2010 Strategy 1: To continue enhancing the public's awareness of programs and services that the VPD provides for their safety through increasing traffic to the VPD website.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Senior Director Paul Patterson, Communication Coordinator Laurel Kennedy and Graphic Designer Cindy Mochuzuki

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> All VPD external communications will reference the VPD website. 	☒☒☐
<ul style="list-style-type: none"> All printed materials will carry the website address as appropriate. 	☒☒☒
<ul style="list-style-type: none"> The web site will be revamped to be more user-friendly and up-to-date. 	☒☒☒
<ul style="list-style-type: none"> The VPD will explore ways to make the web site more interactive such as the inclusion of social media. 	☒☒☒
<ul style="list-style-type: none"> A VPD 'Positions' page will be created on the website that clearly describes the positions taken by the VPD in relation to public policy issues such as sentencing, the Supervised Injection Site, etc. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: These efforts should contribute to an increase in visitors to the VPD website. However, traffic to the website can fluctuate for reasons beyond the VPD's control. For instance, spikes in unemployment can likely cause an increase in traffic to the VPD's recruiting web pages. That being said, the VPD's annual satisfaction survey helps reveal why and how many residents have accessed the VPD's website.</p>	<p>According to the most recent annual satisfaction survey, 66% of respondents were satisfied with the VPD website. This represents an 8% increase from the 2008 satisfaction level. The website was overhauled and updated in 2010 to include a new homepage plus more videos and interactive features. A policy page has also been created and is accessible from the VPD homepage. It is expected that the public's satisfaction rating with the website will further increase as a result of these changes.</p> <p>The VPD has also started to use social media such as Facebook and internet blogs.</p>
<p>Measure: The amount of traffic on the VPD website.</p> <p>An increased score on the satisfaction survey will be used as a measure.</p> <p>The VPD will also look to statistics from the new Google Analytic tool that is planned for implementation in 2010.</p>	<p>The look of the VPD's website has vastly improved, as has its accessibility via search engines such as Google. However, there is still room for improvement with greater use of media release delivery systems; Twitter; video; Facebook, and so forth</p> <p>Current statistics regarding the top 10 VPD web pages show a 2.16% increase in visits (572,383) and a 10.19% increase in views (724,157).</p>
<p>Target: An increase of at least 5% in traffic to the website.</p>	



Overall Strategic Progress

The VPD website is the most effective way of directly communicating to the public, rather than indirectly through the media. However, traffic to the website can fluctuate greatly depending on the Department's advertising activities. For instance, an active recruiting campaign will significantly increase visitors to the site, while the promotion of a high profile report will also draw high numbers.

Given the absence of the large recruiting campaigns held in the two previous years, the VPD did not see a relatively large volume of visitors to its website in 2010. Only 20% of those responding to the recent annual satisfaction survey have stated that they visited the VPD website. While the public generally likes the website, the VPD needs to work on drawing more people to it in 2011 and beyond so as not to rely on the numbers generated by recruiting and other incidental initiatives.

In 2010, the VPD's website underwent significant upgrades that included improvements to increase the frequency by which it appears on Google searches. Additionally, the VPD Facebook page continues to steadily gather 'fans', from about 1,250 in Nov 2009 to 2,917 in Nov 2010.

Moreover, in order to increase traffic to the website, the web address will be incorporated into the VPD logo on all printed material. There are also plans to further upgrade the website in 2011 using more social media tools such as Twitter. A full time videographer has been hired to greatly increase the amount of video content on the website.

2010 Strategy 2: To continue enhancing the reputation of the VPD and increase the public's awareness of its services through an increase in proactive and positive earned media.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Constable Jana McGuinness, Constable Lindsey Houghton and Constable Anne Longley

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> All three media officers will continue to seek opportunities to generate positive media. 	☒☒☒
<ul style="list-style-type: none"> Members will be encouraged to come forward with stories from their Sections. 	☒☒☒
<ul style="list-style-type: none"> Media officers will assist other members seeking public communications as part of their business strategies. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: The desired outcome is that the majority of the city's residents would be aware of the 'Beyond the Call' level of service they receive from the VPD thereby leading to more support for the VPD's initiatives and actions.</p>	<p>The most recent satisfaction survey reports a significant increase in the public's perception that the VPD is keeping them informed through the media. The majority were also satisfied with the VPD website.</p>
<p>Measure: Responses from the annual satisfaction survey are one measure. New questions relating to 'Beyond the Call' service awareness would be useful.</p> <p>Surveys conducted by the City of Vancouver (COV) that indicate public support for the VPD in tangible ways such as a willingness among residents to approve tax increases for increased police services.</p>	<p>By mid November 2010, Media officers received approximately 20,000 phone calls and sent out approximately 50,000 emails. Their efforts helped to generate hundreds of positive stories about the VPD in the media.</p> <p>According to the community satisfaction survey, the public has been more satisfied with the level of service provided by the VPD than in previous years and more than 90% of those</p>

Target: It is difficult to put a numerical target to this but any upward trend over the previous year would be a positive indicator.	surveyed thought that the VPD was portrayed positively in the media. Additionally, the majority of those surveyed thought that the VPD did a good job keeping the public informed.
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Overall Strategic Progress

Positive media relations are the most effective way for the VPD to keep the public informed about the Department and its crime prevention programs and initiatives. The Media Relations officers have maintained a heavy workload to ensure that the Department's message is consistently conveyed to the public. Throughout 2010, the Media Relations officers have assisted other members of the VPD in communicating with the public. For instance, the Crime Alert Social Media System currently enjoys a high level of success due to the promotion efforts of the Media Relation Officers.

2010 Strategy 3: To continue enhancing the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Constable Jana McGuinness, Constable Lindsey Houghton, and Constable Anne Longley

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> The VPD will deliver crime prevention stories and campaigns facilitated through the Public Affairs Section. 	☒☒☒
<ul style="list-style-type: none"> Block Watch will continue employing a number of tactics to promote membership. 	☒☒☒
<ul style="list-style-type: none"> Citizen Crime Watch (CCW) will increase its activities in all relevant categories. 	☒☒☒
<ul style="list-style-type: none"> Community Policing Centres (CPCs) will continue to be engaged in the delivery of more consistent and standardized crime prevention programs. 	☒☒☒
<ul style="list-style-type: none"> The VPD will seek out opportunities with its partners such as ICBC to enhance joint crime prevention efforts. 	☒☒☒
<ul style="list-style-type: none"> The VPD Business Liaison Officer will deliver enhanced crime prevention programs to the community. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: Crime will be prevented as the behaviour of criminals and victims will be altered.</p>	The crime rate continues to fall in a number of categories due to the combined efforts of various Sections of the VPD.
<p>Measure: A decrease in the Property Crime rate.</p> <p>An increased number of crime prevention campaigns delivered by the VPD.</p> <p>Membership in Block Watch will increase.</p>	<p>Property Crime rates in the city have continued their downward trend with a further 7% reduction in 2010 as compared to 2009.</p> <p>The VPD ran 250 crime prevention campaigns in 2010 as compared to 220 in 2009, representing a 14% increase.</p>

<p>Target: At least a 5% drop in property crime would indicate that we are moving in the right direction.</p>	<p>Block Watch met its target of a 5% increase in membership by adding another 30 groups to the current roster of 594. Block Watch volunteers assisted in the production of a video to help homeowners safeguard their property. Also, during the Gay Pride Parade, Block Watch members handed out 10,000 flyers to promote the program.</p>
<p>A 5% increase from 2009 in the number of crime prevention campaigns run by the VPD.</p>	
<p>A 5% increase in Block Watch membership.</p>	

Overall Strategic Progress

The Business Liaison Officer had a successful year delivering programs. There were a combined total of 276 security officers, hotel staff, community police centre volunteers, business owners, and other interested parties that took part in Project Griffin training. Twelve one-day training sessions were held in 2010 helping to bring the total number of people trained to more than 600 since 2009. A new publication entitled *Commercial Crime Prevention Quarterly* was produced and three issues will have been published by the end of 2010. This newsletter features information and crime prevention tips targeted to businesses and business organizations (i.e. Various Business Improvement Associations, the Hotel Security Association, Cadillac Fairview, etc). It is available in hard copy at Community Policing Centres or electronically via e-mail.

While the Community Policing Centres (CPCs) have continued to provide challenges in terms of ensuring consistency in program delivery, they have jointly endorsed the successful In-Case-of-Emergency (ICE) program in 2010. ICE identifies and assists vulnerable people (i.e. people with sight and speech impediments) in emergency situations. In order to improve on overall CPC program delivery, the VPD has continued to develop and refine a standardized formal business planning process for all CPCs. This process contains minimum operating and performance standards that must be met for the CPCs to receive their funding.

As of November 2010, CCW recovered just over 40 stolen vehicles as compared to more than 80 in 2009. This dramatic decrease in stolen vehicles is likely a result of increased enforcement through the Bait Car program; tougher sentencing; and new technology including anti-theft devices that are features on most new vehicles. As a result of all these auto crime prevention initiatives and/or advances, CCW has expanded its mandate in that it has now started to assist Patrol and investigative units on a more regular basis. For example, CCW has assisted in the apprehension and surveillance of property offenders. CCW volunteers have also assisted the Department during events such as the 2010 Olympic and Paralympic Games, the Athlete's Village Open House, and the Odd Squad Gala. The popularity and success of the CCW program has been highlighted by a 20% increase in volunteers in 2010 bringing the total membership base to more than 100. This has necessitated the use of a waiting list as there is no capacity to take on more volunteers. Further evidence of the success of this program is the fact that local RCMP and Municipal agencies, as well as some international Police Services, have requested the assistance of the VPD in setting up and running similar programs.

2010 Strategy 4: To continue enhancing the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Victim Services Manager Sandy Jaremchuk
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Build on the successful activities of 2009 by utilizing the updated contact management software, the updated web pages and the new printed collateral. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

<ul style="list-style-type: none"> Continue enhancing communications with members within the Department. 	☒☒☒
<ul style="list-style-type: none"> Public Affairs to work with the Planning, Research & Audit Section (PR&A) to include a question in the annual Satisfaction Survey concerning public awareness of the Victim Services Unit. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: Victims of crime will conclude that the VPD has provided them with valuable and timely assistance at their greatest point of need.</p> <p>The public will have an increased awareness of the good work accomplished by Victim Services Unit (VSU).</p>	<p>As per the Community Satisfaction Survey, the VSU consistently ranks among the top 2 most appreciated services provided by the VPD to the public. Roughly 66% of those surveyed stated that the service is very important. However, a considerable number of other survey respondents attested to have not have heard about this Unit and the services it provides.</p>
<p>Measure: The number of victims served and calls for service attended by VSU will serve as indicators of activity and partial indicators of success.</p> <p>To better measure the success of VSU activities, a short satisfaction questionnaire will be issued upon the completion of each file.</p>	<p>From a January to October timeframe comparison, VSU has seen an increase of 213 clients from 1,444 in 2009 to 1,657 in 2010, representing a 15% increase.</p> <p>Using CompStat data, two three-month periods were analyzed to determine how often Victim Services is utilized. The first period was from December 2009 to February 2010. During this time, only 3% of calls for service were attended by Victim Services. Subsequently, a training announcement was made and a VSU sticker was affixed to all Patrol laptops to increase members' awareness of Victim Services. The second three month period analysis (from April to September 2010) showed that the percentage of calls attended to by VSU rose to 9%.</p>
<p>Target: At least a 5% increase in victims served.</p> <p>At least an 80% satisfaction rate.</p>	

Overall Strategic Progress
<p>In addition to continuing to rank among one of the most important services the VPD provides to the public (as per the Community Satisfaction Survey), the VSU has built upon successes achieved in previous year as highlighted by a 15% increase in the number of victims served.</p> <p>The VSU will continue to promote its services in 2011, both externally and internally, as 20% of respondents to the Community Satisfaction Survey attested to have not have heard of the services provided by the Unit, while more than 90% of calls for service do not involve Victim Service Case Workers. Increased awareness moving forward will likely reduce complaints to the Department regarding inadequate care of victims.</p>

2010 Strategy 5: To enhance morale within the Department and facilitate public awareness and support of the Department through professional event and ceremony management.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Event Coordinator Georgina Spencer

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> The coordinator in Public Affairs will provide consistent leadership on all Departmental events and ceremonies. 	☒☒☐
<ul style="list-style-type: none"> The coordinator will source reliable suppliers and venues for all events and provide a consistent look and feel in terms of VPD branding and standards. 	☒☒☒



2010 Performance Projections		2010 Performance Results	
Outcome:	All VPD events and ceremonies will have a common look and feel and will be executed in a professional and effective manner. Incidentally, an opinion on the professionalism of an organization can be based on how it runs and presents its events and ceremonies. This is even more apparent in paramilitary organizations such as the police.		Whenever appropriate, the Event Coordinator has ensured that there is a professional and consistent look and feel to VPD ceremonies and events held in 2010 through the use of banners, podiums, logos etc.
Measure:	Success will be measured based on the always reliable feedback from VPD members and the public who witness or participate in these events and ceremonies. A survey question relating to this topic will be included in the VPD's annual satisfaction survey.		Although a question regarding VPD ceremonies and events was not included in this years Community Satisfaction Survey, anecdotal evidence suggests that members were extremely satisfied with events such as the Commendation Ceremony and the Bring Your Kids to Work Day.
Target:	A preponderance of positive feedback from members and the public based on the annual satisfaction survey.		
Overall Strategic Progress			
<p>In 2010, there was a policy change requiring the Public Affair's Section Event Coordinator to be involved in all conferences and conventions. Resistance to the new policy is expected to decrease as the Event Coordinator continues to demonstrate her expertise and skill. The organization and implementation of events and ceremonies handled by the Event Coordinator in 2010 has generally been well-received and viewed as professional.</p>			



Goal – To support and develop our staff to their full potential
Champion – Superintendent Jeff Sim

2010 Strategy 1: Enhance existing and develop new relevant Human Resources (HR) processes and programs for all employees.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Inspector Steve Rai

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> 1) Refine the career and succession planning programs. 	☒☒☐
<ul style="list-style-type: none"> 2) Expand and continue training for Managers / Supervisors with regards to civilian employees. 	☒☒☒
<ul style="list-style-type: none"> 3) Continue with incremental development, enhancement, and implementation of various health and wellness programs offered to members. 	☒☒☒
<ul style="list-style-type: none"> 4) Centralize time entry. 	☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: All sworn and civilian members to have access to the fairest and most supportive processes/programs as possible.</p>	<p>In 2010, the HR Section continued providing transparent and relevant business processes to all areas of the Department. Working with Senior Management and the Vancouver Police Union (VPU), the Career Development Unit (CDU) ensured that lateral selection and promotion processes were open and fair. Through 'Project Rejuvenation' the CDU increased the compliance rate for performance appraisals to 98%.</p> <p>The CDU has continued to develop programs for sworn and civilian members including:</p> <ul style="list-style-type: none"> • 360 Review's conducted for members in all supervisory and leadership positions. • Feedback Coach Training. • The development of a "New Sergeant Orientation" workshop that will be delivered to recently promoted Sergeants. • Ongoing redesign of the CDU website. The new look will be a 'one stop' location for all career development opportunities offered by the VPD for both sworn and civilian personnel. There will be information for members on lateral movement and careers advancement. As such, it will inform employees on 'how to' manage and take control of their career paths. • Assisting sworn members to enrol in Masters Degree programs, accounting designation courses, and enhanced crime analyst training. • Allotting \$25,000 towards a civilian education fund that affords these members the opportunity to develop additional skills.
<p>Measure: (1) Defined career paths for all ranks with a focus on supervisor/manager development through the Leadership Development Program.</p>	<p>(1) The CDU created a Leadership Development Catalogue outlining course curriculums to be used by members seeking</p>

<p>(2) Reduction in complaints/ grievances by members.</p> <p>(3) Amount of individual programs available to members.</p> <p>(4) All units reporting time to payroll for entry into SAP.</p>	<p>promotion; members already in supervisory positions; and by civilian members.</p>
<p>Target: (1) Constable and Sergeant career and succession plans posted on the HR website.</p> <p>(2) 50% reduction in complaints / grievances.</p> <p>(3) Completion of a health and wellness program guide.</p> <p>(4) 100% of units reporting time to payroll for entry into SAP.</p>	<p>The CDU provides updated, defined, and specific position profiles for all ranks to ensure members understand the expectations and responsibilities of an upward career path. The Unit continues to research career development initiatives for sworn and civilian members, and is in the process of redesigning its website.</p> <p>(2) A coordinated and cooperative approach with all key stakeholders has continued to mitigate grievances and complaints. HR has continued working with the VPU to successfully mitigate issues before they result or manifest in a grievance. Subsequently, only 1 official grievance has been filed in the past 2 years. Anecdotal evidence suggests that the mitigation process has prevented the manifestation of several additional grievances. Although it is difficult to quantify how many complaints/grievances have been prevented, stakeholders have expressed overwhelming satisfaction with the process.</p> <p>(3) The Department's health and wellness programs are currently being utilized by members including the scheduling of periodic and mandatory medical examinations. The reference program guide is still in production.</p> <p>(4) A consistent time entry reporting process is complete with the Information Management Section (IMS) and IT to be on board by year-end. The WMS project will further enhance customer service and accounting efficiency for VPD members.</p>

Overall Strategic Progress

The VPD continues to support and develop both its sworn and civilian members by implementing and applying fair business practices and policies to ensure equal and transparent career and personal development opportunities.

Continued open dialogue between HR, VPD members, and other stakeholders has been a key method to help members fulfil career and personal goals. The success of this dialogue has been highlighted by positive feedback and by the low number of formal grievances and complaints issued by members to HR.

One of the key challenges in 2010 has been maintaining mentorship and training opportunities in light of staffing vacancies resulting from budget reductions. HR will continue to work with all areas of the Department to meet and adjust staffing requirements in order to provide career development opportunities.

2010 Strategy 2: Provide training to the Professional Standards Section (PSS) and VPD members regarding the implementation of Bill 7 (the new *Police Act*).

Initiation Date	Target Date	Lead
January 1, 2010	April 30, 2010	Inspector Michael Cumberworth
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Develop a training and education course focusing on Bill 7. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Ensure all current members receive new <i>Police Act</i> training. 		



	☒☒☐
<ul style="list-style-type: none"> Ensure that potential future members receive this training prior to being assigned to PSS. 	☒☐☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: PSS members to be fully trained and conversant with the new <i>Police Act</i> and all of the legislated requirements. VPD members to be aware of changes to the legislation and how it may impact them.</p>	<p>PSS members have been given a training package, which includes the new <i>Police Act</i>, business rules, and procedural guidelines. However, only half of PSS members have been fully trained in relation to the new <i>Police Act</i> and all associated legislated requirements. It is anticipated that the remaining half will be fully trained in 2011. In the meantime, the basic needs of untrained members are being met through a training package and mentorship.</p>
<p>Measure: Amount of PSS and VPD members trained.</p>	<p>50% of PSS members have taken a comprehensive one week Justice Institute of British Columbia (JIBC) <i>Police Act</i> Course. A request has been submitted to the JIBC to offer another course in 2011 so that the other 50% of PSS members can be fully trained and conversant with the new <i>Police Act</i>.</p> <p>All VPD Patrol, Traffic, and B.E.T. members received <i>Police Act</i> briefings in November 2010. These information sessions will be expanded to other operational and investigative Sections in 2011.</p>
<p>Target: 100 % of staff trained within six months of implementation of legislation.</p>	

Overall Strategic Progress

The implementation of the new *Police Act* on March 31, 2010 has been very challenging for the PSS. Additional resources were secured to assist the Section as procedural and reporting changes have had a significant impact on workload. The addition of staffing resources, which included one Inspector, one Staff Sergeant and four Sergeants, has made it difficult for the Section to fulfil its target of 100% training compliance in relation to the new *Police Act*. Subsequently, only 50% of the expanded PSS have received a one week comprehensive *Police Act* course. Remaining members should receive this course in 2011.

Training packages (which include the *Police Act*, business rules, and procedural guidelines) and mentoring programs have been created to assist all new members as well as pre-existing members who did not receive training due to heavy workloads.

In November, Patrol, Traffic, and B.E.T. members received briefings in relation to the *Police Act* changes and how it affects them. These information sessions will be expanded to other operational and investigative Sections in 2011 following completion of the VPD's move to the new Graveley Street headquarters.

2010 Strategy 3: Develop and complete a comprehensive training plan by integrating Section resources and utilizing technology to deliver various modes of training.

Initiation Date	Target Date	Lead
January 1, 2010	April 30, 2010	Inspector Rick Smitas
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Complete the Mandatory Training Section spreadsheet to: <ul style="list-style-type: none"> i) Ensure attendance. ii) Compliance with course completion dates. 		☒☒☐



iii) Ensure timely and appropriate courses for all members and sections.

2010 Performance Projections	2010 Performance Results
<p>Outcome: Sworn members will have increased access to quality training through efficient delivery modes.</p>	<p>The following courses were offered in-house to members in 2010:</p> <ul style="list-style-type: none"> • 1 Major Crime Investigators course (CPC) • 2 Human source handling courses • 1 Internet investigators course <p>These and other courses are planned for 2011.</p>
<p>Measure: Enhanced police skills of members measured by feedback, course evaluations, and data collection.</p>	<p>Course evaluations have been overwhelmingly positive. Participating members stated that the in-house training is timely and needed. Speaker selection was also highly rated.</p>
<p>Target: Maximize participants in all courses offered by the Training Section.</p>	

Overall Strategic Progress

The Mandatory Training Tracking system has not been completed due to the CoV's delay in obtaining SAP data. As it remains a high priority for VPD IT, the VPD will increase collaborative efforts with the CoV to complete this initiative in 2011.

Moreover, the VPD Training Section will continue to work in 2011 to develop and deliver more in-house training courses. The development and delivery of in-house training has enabled the VPD to train a total of twenty to thirty members rather than only being able to send two members at a time to outside courses.



Goal – To continue to implement best practices in police services
Champion – Director Drazen Manojlovic

2010 Strategy 1: Applying CompStat principles to measure effectiveness and efficiencies to all aspects of the VPD.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	PR&A Director Drazen Manojlovic

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> A methodology needs to be created or adapted that clearly identifies assessment principles that can be applied to most programs/services. 	☒□□
<ul style="list-style-type: none"> The first step is to identify the assessment principles followed by the creation of a pilot assessment tool or format. 	☒□□
<ul style="list-style-type: none"> It is likely that the assessment tool or format will be tested on the services provided by the Planning, Research & Audit Section (PR&A). 	□□□

2010 Performance Projections	2010 Performance Results
<p>Outcome: Where appropriate, Sections within the VPD would have a process in place that would assess the effectiveness and efficiency of programs and services. Such processes could be founded on the principles used in CompStat.</p> <p>Continuous Improvement of program evaluation methodologies.</p>	<p>A process has not yet been developed to assess the effectiveness and efficiency of programs and services across various Sections of the VPD.</p>
<p>Measure: The successful development and implementation of the methodology for specified Sections. Once implemented, the measurements would be very specific to the Section and the program /service being assessed. For example, Human Resources may be assessing a recruiting strategy, while the Crime Analyst Unit may want to assess a deployment strategy in response to a trend they've identified.</p>	<p>Once the methodologies for specified Sections have been developed and implemented, associated measures and targets will be set and monitored.</p>
<p>Target: Full implementation of the methodology. Once implemented, the targets would be very specific to the Section and the program/service being assessed.</p>	

Overall Strategic Progress

The implementation of this strategy was hindered by staff turnover in PR&A. At various times throughout 2010, one-third of the Section was vacant because of turnover. Combined with important strategic initiatives such as the long-term facilities plan and the electronic overtime forms project, this strategy was de-prioritized for the remainder of 2010. The Section will almost be at full strength and this strategy will be revisited in 2011.

2010 Strategy 2: Further build upon the success of the VPD's internal audit program by establishing a more formal structure of audit selection and recommendation follow-up.

Initiation Date	Target Date	Lead
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January 1, 2010	December 31, 2012	PR&A Director Drazen Manojlovic
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Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Update and revise the Regulations & Procedures Manual (RPM) policy 2.1.2 (ii) on the internal audit function. An update will align the formal audit policy with the standards and procedures governing the internal auditing profession in general and the government auditing field in particular. 	☒☒☐
<ul style="list-style-type: none"> Prepare an update report on all outstanding audit findings and recommendations. The Audit Committee will follow up with all audits conducted since 2007 that have not already been followed up on. This will ensure that audit findings and recommendations are addressed appropriately. 	☒☒☒
<ul style="list-style-type: none"> Draft a risk-based 2010-2012 Audit Plan for approval by the Executive Committee. 	☒☒☐
<ul style="list-style-type: none"> Implement best practices from other audit programs. 	☒☒☐

2010 Performance Projections	2010 Performance Results
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<p>Outcome: Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve operations. By formalizing the audit selection process and more thorough follow-up of audit recommendations, the VPD will benefit from systematic evaluations and improved effectiveness of its risk management, control, and governance processes.</p> <p>This will ensure that the Audit Unit can continue to carry out its internal audit responsibilities in accordance with best practices from the field of internal auditing.</p>	<p>In 2010, the Audit Manager in conjunction with the Director of PR&A drafted a comprehensive audit policy intended to formalize the audit planning, reporting and follow-up process at the VPD. The draft policy includes an outline of the Audit Committee's role in following-up on the audit recommendations approved by the Chief Constable. The policy is expected to be submitted to the Executive Committee followed by the Police Board in 2011.</p> <p>In 2011, the Audit Manager will complete his development of a formal risk-based Audit Work Program that establishes the priorities of the Audit Unit. The Audit Work Program will be based on an environmental scan, a comprehensive risk inventory, a risk assessment, and management input. It will also remain consistent with the strategic goals and risk appetite of the organization. The Audit Work Program will be presented to the Executive Committee for input and approval in the first half of 2011. This process will meet or exceed all applicable standards from the field of internal auditing, and law enforcement auditing in particular. Work on the Audit Work Program is already well underway.</p>
<p>Measure: Audit policy revised and updated to reflect all generally recognized standards and procedures governing the internal auditing profession.</p> <p>Audit findings and recommendations addressed.</p> <p>All three of the main organizational areas within the VPD subject to at least one audit.</p>	<p>In January 2010, the Audit Committee presented to the Executive Committee a status report on all the most recent audit recommendations. The Audit Status Report showed that most recommendations from the Audit Unit were being implemented or on hold pending additional resources.</p> <p>Collectively, the projects undertaken by the Audit Unit in 2010 covered all the main organizational areas of the VPD.</p>
<p>Target: A high rate of responsive action with regard to audit findings and recommendations.</p> <p>100% of main organizational areas subject to at least one audit.</p>	<p>The Audit Unit is meeting or exceeding all the key requirements and standards governing the internal auditing profession. This includes the International Standards for the Professional Practice of Internal Auditing from the Institute of Internal Auditors (IIA), the Treasury Board's Internal Auditing Standards for the Government of Canada and the US Comptroller General's Government Auditing Standards.</p>

100% compliance with generally recognized standards and procedures governing the internal auditing profession.

Overall Strategic Progress

In 2010, the Audit Unit continued to provide value-added, data-driven, risk-oriented, and actionable business intelligence to the Chief Constable, the Executive Committee and the Senior Management Team. The Audit Unit continued to rely on a systematic, disciplined approach to objectively evaluate and improve the effectiveness of the VPD's risk management, control, and governance processes. This included identifying significant risk exposures, assessing existing business practices, monitoring compliance and proposing improved internal business processes.

The Audit Unit was able to contribute significantly to the implementation of best practices in 2010. In 2010, the Audit Unit completed: a Crown Counsel Queries Audit; a Master Vehicle Index Audit; an Analysis of the VPD Fleet's Carbon Footprint; a Review of the Crime Data Analysis Process at the VPD; and, a Review of the Telecommunications Unit. In addition, the Audit Unit was asked to estimate how much Patrol overtime would be incurred between June and September 2010. The Unit also assisted with the Patrol Metrics Project and with Priority 1 Response Time Analysis. Between October and November, the Audit Unit contributed to the Report-Back on the VPD Operational Review. In November and December, the Audit Unit assisted with the internal Strategic Planning Focus Group sessions. Moreover, the Audit Unit conducted some data analysis for the VPD *Code Green* Project Team and the VPD Sustainable Commuting Committee. The Audit Unit continues to work with VPD Fleet Services, the City's Equipment Services Branch and the City's Sustainability Group to establish the fleet requirements of the VPD. Each of these projects contributed to expand organizational knowledge and inform key internal business decisions within the VPD.

In 2010, the Audit Unit continued to be involved with the Canadian Association of Chiefs of Police (CACPP) Quality Assurance in Law Enforcement Committee (QALEC), the Institute of Internal Auditors (IIA) and the International Law Enforcement Auditors Association (ILEAA).

2010 Strategy 3: Develop a process within the PR&A Section to research and identify best practices within policing, maintain a database of such best practices, and distribute this information to any applicable Section within the VPD.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	PR&A Director Drazen Manojlovic
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Staff would have to be identified as to who would take on this responsibility. The logistics will be determined in 2010 as it may be a shared responsibility. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Beginning immediately in 2010, assigned staff would be required, and time granted, to begin their research. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Identified best practices would be presented to the Director of PR&A for approval. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Approved best practices would be part of a simple database using existing software. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> A brief report describing the best practice would be provided to the relevant 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Section for their consideration.		
<ul style="list-style-type: none"> The relevant Section would make the final determination with regard to the best practice's applicability to the VPD. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2010 Performance Projections		2010 Performance Results
<p>Outcome: PR&A staff would be required to research and identify best practices within policing or a related field such as criminal justice. This work would be prioritized accordingly, but PR&A staff would bring forward practices that they believe warrants the distinction of being a best practice. This would be maintained in a database for future reference, but more importantly the information would be forwarded to the appropriate Section for their consideration.</p>		A database of best practice research regarding law enforcement and related fields has not yet been established.
<p>Target: During the course of 2010, a minimum of 18 identified best practices.</p>		Once the database has been established, PR&A will begin tracking identified best practices.
Overall Strategic Progress		
<p>The implementation of this strategy was also hindered by staff turnover in PR&A. At various times throughout 2010, one-third of the Section was vacant because of turnover. Combined with important strategic initiatives such as the long-term facilities plan and the electronic overtime forms project, this strategy was de-prioritized for the remainder of 2010. The Section will almost be at full strength and this strategy will be revisited in 2011.</p> <p>This strategy is also partially dependent on acquiring full internet access for PR&A staff. Current access does not allow for the downloading of files from the internet or accessing links embedded in e-mail. These limitations significantly impede the ability to the Section to effectively bring this strategy to fruition.</p>		



Goal – To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs

Champion – Deputy Chief Constable Adam Palmer

2010 Strategy 1: Integrate VPD training into the Tactical Training Centre.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Superintendent Jeff Sim and Inspector Rick Smitas

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Force Options training is reviewed and adapted to encourage coordination among disciplines. 	☒☒☒
<ul style="list-style-type: none"> Opportunities for firearm practice and training increase but within sustainable limits. 	☒☒☐
<ul style="list-style-type: none"> Coordination of cycle training among the various use-of-force training providers. 	☒☒☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: Increased Force Options training opportunities for VPD members.</p>	<p>In 2010, Firearms training was added to Cycle One training thereby increasing practice time for officers. Available practice times for members are posted on an electronic calendar on the Training Section's VPD intranet web page.</p>
<p>Measure: An overall reduction in the length of time taken to "qualify" members in their force options and an increase in the coordination of force options training methods.</p>	<p>The move to the new Tactical Training Centre (TTC) has enabled VPD Control Tactics and Firearms Instructors to deliver lesson plans in a coordinated manner. Cycle training days now incorporate an entire spectrum of Force Options training from officer presence and dialogue to the use of firearms.</p>
<p>Target: 80% of members qualified by end of third quarter.</p>	<p>An unusual micro-burst storm on September 19th 2010 and resulting large flood at the TTC caused significant water damage and therefore set back annual Firearms qualifications.</p>

Overall Strategic Progress

The construction of a Tactical Training Centre has been a huge success for the VPD. Having the TTC located in central Vancouver has significantly reduced travel time as VPD members and Range staff previously had to travel to Burke Mountain in Coquitlam for Tactical training. In addition, having the Control Tactics and Firearms Instructors operating out of the same building has created training synergies and a central location for all Force Options training needs. Instructors have been able to observe and participate in each other's disciplines, which has reinforced consistent messaging to VPD members thereby improving the training being delivered.

The CoV's goal of marketing the TTC to other law enforcement agencies is still in progress and will be further developed in 2011. Meanwhile, the VPD's relationship with the CoV's TTC staff has been positive and a strong working relationship will continue to be developed.

The September 19th 2010 flood created unfortunate training setbacks for the remainder of the year. Flood restoration repairs have been completed, and the training schedule will resume as planned.

2010 Strategy 2: Develop plans for the building and opening of a Property and Evidence Storage Facility that includes forensic examination facilities for vehicles.

Initiation Date	Target Date	Lead
January 1, 2010	Ongoing	Deputy Chief Constable Adam Palmer and Inspector Loris Zuccato

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Refine building plans to meet the needs of all users. 	☒☒☒
<ul style="list-style-type: none"> Proceed with various public tender and contract processes for planning and building phases. 	☒☒☒
<ul style="list-style-type: none"> Commence building of facility. 	☒☒☐

2010 Performance Projections	2010 Performance Results
Outcome: Plans approved with construction underway.	The building plans were completed with minor revisions during construction. The public tendering process was completed and construction is well underway.
Measure: Improvement in property and evidence storage and examination facilities for vehicles.	The new facility will provide a purpose-built Property Office and Forensic Storage Facility that meets the current and future needs of the VPD.
Target: Opening date identified with construction on schedule.	Construction of the new facility is on schedule to be completed by March 31st, 2011.

Overall Strategic Progress

The new Property Office and Forensic Storage Facility is on target for completion by March 31, 2011. Located adjacent to the TTC at 2010 Glen Drive, the new facility will replace an aging and inadequate Property Office at 312 Main Street and an inadequate vehicle facility at 342 Alexander Street.

Once construction has been completed, the VPD will begin transferring thousands of exhibits to the new Glen Drive facility.

2010 Strategy 3: Continue the development of a comprehensive long-term report outlining future facility needs for the VPD and implement existing transition plan for a move to VANOC as a medium-term solution pending Council approval.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2010	Deputy Chief Constable Adam Palmer and Inspector Loris Zuccato

Activities (Action Plans)	Completion Status
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• Move plans are finalized and implemented.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
• Renovations to existing facilities completed.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
• Long Range plans confirmed with consultant.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2010 Performance Projections	2010 Performance Results
<p>Outcome: To continue long- term planning and transitional planning with the CoV for the VPD's facility needs.</p> <p>Building on the short and mid-term reports, the completion of a comprehensive long- term report outlining future facilities plans for the VPD that has the concurrence of CoV staff.</p>	<p>The joint VPD/CoV Facilities Steering Committee continues to oversee the move to the new Graveley and Kootenay Street facilities while discussions regarding a long-term solution are ongoing. The Planning, Research and Audit Section (PR&A) has completed a draft report on the future facility needs of the VPD.</p>
<p>Measure: Completion of a transitional move and accompanying long- term report.</p>	<p>The transitional move to the Graveley and Kootenay Street facilities began on November 19th 2010 and will continue in various waves until completion on March 31st 2011.</p>
<p>Target: Short and mid range facility needs are addressed and a plan exists for the long term (next 25 years).</p>	<p>The long-term facilities report will be presented to the Police Board in February 2011.</p>

Overall Strategic Progress

The move to the former VANOC buildings located at 3585 Graveley Street and 1570 Kootenay Street is currently underway. By March 31st 2011, all VPD investigative functions and the majority of administrative functions will be re-located to the Graveley and Kootenay Street facilities. The building at 5 E 8th Avenue will be vacated while the building at 312 Main Street will be vacated with the notable exception of the Beat Enforcement Team (B.E.T.). The B.E.T. will likely be relocated to the 312 Main Street Annex.

By March 31st 2011, the facility at 2120 Cambie Street will contain the vast majority of uniformed operations including the Patrol, Emergency Response, and Traffic Sections.

PR&A has completed a draft long-term facilities report that will be presented to the Police Board in February 2011. The VPD will continue to work with CoV staff in order to have a new purpose-built police facility added to the Ten-year (2012 to 2021) Capital Strategy and to the Three-year (2012-2014) Capital Plan.



Goal – To deliver financial processes to support the organization
Champion – Senior Director Warwick Wright

2010 Strategy 1: To provide the Executive with timely budget variance information, including detailed overtime variances by Section, in order for corrective action to be taken if necessary to ensure the VPD remains within budget for 2010.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Financial Analysis Manager Jason Rude
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> The monthly financial report will include the budget variances for the period to date as well as Financial Services Section's projection for the 2010 year. 		☒☒☒
<ul style="list-style-type: none"> The detailed overtime reports, that were developed in 2008 and issued monthly in 2009, will continue to be a key part of the monthly financial reports. 		☒☒☐
2010 Performance Projections		2010 Performance Results
<p>Outcome: The Executive will be aware of variances from budget in time to take corrective action.</p>		Timely financial reports provided Management with sufficient information to successfully manage each Section's budget for the year.
<p>Measure: After approval of the budget by Council, monthly budget variance reports will be presented to the Executive.</p>		The monthly budget variance reports provided by Management to the Executive have helped ensure that the VPD remain within budget for the year.
<p>Target: VPD will be within budget for 2010.</p>		
Overall Strategic Progress		
<p>Meaningful and timely financial statements are fundamental for Management to meet its financial obligations and responsibilities. Monthly budget variance reports provided by Management to the Executive have helped ensure that the VPD remain within budget for the sixth consecutive year.</p>		

2010 Strategy 2: To provide managers with monthly financial information and variance reports customized to their budget responsibilities.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Financial Analysis Manager Jason Rude
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Management reports to be developed so that the Manager of each selected area for 2010 will receive timely management information tailored to his or her particular area of budget responsibility in as short a period as possible after the financial system has been closed for the monthly accounting cycle. 		☒☒☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: During 2010, the Facilities Section and the Criminal Investigations Fund will be the focus for this initiative.</p> <p>Managers will be able to manage their area of responsibility within approved budgets or will be able to fully account for any variance.</p>	<p>Specific variance reports were developed and tailored for the Investigation Division and the Training Section. This enabled tighter fiscal control for the Criminal Investigation Fund (CIF) and training expenditures.</p> <p>While it was intended that the Facilities Section would also have a tailored variance report, work on this project had to be postponed as the 2010 VPD Facilities Move required the full attention of the Facilities Section.</p>
<p>Measure: Managers of Facilities Section and Criminal Investigations Fund will be on budget for the year or any variance will be explained. Funding for projected negative budget variances will be identified and approved by the Executive.</p>	<p>The CIF is projected to be within its annual budget for 2010 with any negative variance having being pre-approved and fully explained.</p> <p>While the Training Section is projected to be over budget for 2010, the new variance report has enabled the Section to obtain pre-approval by the VPD Executive for over-budget spending</p>
<p>Target: No unexplained or unfunded variance from budget for the selected budget areas for the year ended December 31, 2010.</p>	
Overall Strategic Progress	
<p>Cooperation between the Financial Services Section (FSS) and the Investigation Division has resulted in the development of a monthly variance report tailored to the particular needs of the manager in charge of the Criminal Investigation Fund (CIF), thereby achieving desired improvements in the analysis and financial management of all CIF projects.</p> <p>The second area selected for focus was the Facilities Section. Work has commenced on developing variance reporting within the current accounting system but has been delayed due to the VPD's move to its new facilities on Graveley and Kootenay Streets. This move has required the full attention of the Facilities Section.</p> <p>Due to the delay of the Facilities Section initiative, focus was shifted to the Training Section. A tailored variance report was developed in the latter part of the year that allows the tracking of training commitments to assist the Training Section in managing its expenditures.</p> <p>In response to budget pressures, the Training Section's budget was reduced for 2010. Due to high priority training requirements in 2010, the Section is projected to be over budget for the year. The recently developed Training variance report allowed the Section to seek Executive pre-approval for over budget spending.</p> <p>The development of variance reports tailored to specific needs in the Investigation Division and the Training Section has allowed respective Managers to better manage their budgets and to achieve a higher level of accountability. Variance reporting work has commenced for the Facilities Section and should be completed next year.</p>	



Goal – To improve the VPD’s environmental sustainability and contribute to a greener community
Champion – Superintendent Daryl Wiebe and Senior Director Paul Patterson

2010 Strategy 1: Implement carbon neutral policies and practices as well as making carbon efficient choices in systems, materials and equipment procurement.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Senior Director Paul Patterson
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Section heads to instruct staff to print only what is needed. As such, staff will be encouraged to keep electronic files for reports as opposed to paper files. 		☒☒☐
<ul style="list-style-type: none"> Double-sided printing and photocopying will be the standard. 		☒☒☒
<ul style="list-style-type: none"> Staff will be encouraged to circulate electronic copies of reports rather than hard copies. 		☒☒☐
<ul style="list-style-type: none"> Public Affairs will order only recycled paper products for all the collateral it produces. 		☒☒☒

2010 Performance Projections	2010 Performance Results
<p>Outcome: The VPD will experience a reduction in its carbon footprint by implementing green policies and practices.</p>	<p>All printers throughout the organization have been defaulted to double sided printing, and all paper purchased through Police Stores is 100% recycled. Overall, paper use has decreased significantly since 2009.</p>
<p>Measure: A reduction in the use of paper.</p> <p>The total amount of standard paper purchased by the VPD.</p> <p>The total amount of recycled paper purchased by the VPD.</p>	<p>The VPD’s paper use, as measured by number of pages printed, has decreased by 1,323,649 pages or 22.8% since 2009. There were a total of 4,479,051 pages printed in 2010, with 1,307,380 duplex jobs resulting in 915,494 pages saved.</p> <p>All paper purchased by the Department is 100% recycled.</p>
<p>Target: A 10% reduction in the amount of paper used Department-wide.</p> <p>50% of the paper purchased by the VPD will be recycled.</p>	

Overall Strategic Progress

The VPD began making concerted efforts throughout 2010 to implement carbon neutral policies and practices throughout the Department. There has been an increase in the distribution and retention of electronic files, and a corresponding reduction in the use of paper.

All paper purchased by the Department in 2010 is 100% recycled. In addition, changes to the default settings of all printers have meant that fewer sheets of paper are being used to print documents. This is evidenced by the fact that printing use has decreased in the last year.

A desktop utility called *PaperCut* has been introduced to inform users of how much printing resources (pages printed) they have consumed. The intent of increasing user awareness is to encourage less printing. However, further efforts are required in 2011 to make cultural shifts throughout the VPD to promote conservation in their paper use.

2010 Strategy 2: Reduce overall energy consumption at the VPD.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Senior Director Paul Patterson

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Lighting standards at VPD facilities will be reviewed. For instance, maintenance staff will be instructed to disable lighting at times where it is not needed in certain areas. 	☒☐☐
<ul style="list-style-type: none"> Staff will be instructed to turn off lights and computers when not in use. 	☒☐☐

2010 Performance Projections	2010 Performance Results
<p>Outcome: The VPD will experience a reduction in energy usage.</p>	The VPD has experienced a reduction in both electricity and natural gas consumption.
<p>Measure: Total use of electricity.</p>	Reductions amount to 12% in electricity and 51% in natural gas use in 2010 over 2009.
<p>Target: A 5% department-wide reduction in total energy consumption.</p>	<p>At 2120 Cambie Street, electricity use is down by 302,800 kWh in 2010 from 2009. Natural gas use is down by 1,125 GJ.</p> <p>At 312 Main Street, electricity use is down by 138,929 kWh in 2010 from 2009. Natural gas use is down by 2,994 GJ.</p> <p>At 5 E8th, electricity use is down by 167,080 kWh in 2010 over 2009. Natural gas use is down by 463 GJ.</p>

Overall Strategic Progress

The VPD has been very successful in reducing overall energy consumption in 2010. Both electricity and natural gas consumption is down significantly thus continuing the trend of decreased energy consumption seen for a number of years at police buildings. With increased encouragement to staff to conserve energy, the VPD should continue to see decreases in energy consumption. The VPD's transitional move to the Graveley and Kootenay Street facilities should also help reduce the organization's overall energy consumption, due to the Leadership in Energy and Environmental Design (LEED) certified status of those buildings including such design features as motion detector lighting to save energy.

2010 Strategy 3: Consistent with the COV's goal, the VPD will develop and implement a plan to reduce Departmental waste by 70% by 2015.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Superintendent Daryl Wiebe

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> The use of paper coffee cups in the department will be eliminated. 	



	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Water filters to be installed in every Departmental Section to discourage the use of bottled water (Subsequently, bottled water will no longer be purchased for meetings). 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Encouraging the public to visit the VPD website to access information that has traditionally been delivered to them in hardcopy form (i.e. recruiting brochures). 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Encouraging efficient paper recycling policies including envelope and newspaper recycling. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Used batteries sent to the COV for recycling. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Develop a sub-committee to the VPD Green Team to develop a zero-waste plan. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2010 Performance Projections	2010 Performance Results
<p>Outcome: The VPD will experience a reduction in waste materials, plastic bags, and so forth.</p>	<p>As a result of the move, and difficulties implementing an organization-wide recycling program, no significant improvements were made in waste diversion within VPD buildings.</p>
<p>Measure: Total Departmental expenses on waste disposal.</p>	<p>Waste disposal is not part of the VPD budget, as it is a service provided by the CoV. As such, no expense tracking is available. However, confidential document shredding is a responsibility of the VPD; its cost as of mid-December (\$12,000) is lower than the cost for 2009 (\$13,347). Shredded paper is recycled.</p> <p>A comprehensive waste plan is currently being developed. The focus is on the implementation of a recycling program at Graveley and Kootenay Streets and Cambie Street, including mixed paper, plastics, glass, and metal as well as batteries.</p>
<p>Target: An initial reduction of 5% of Departmental waste</p> <p>Development of 2015 zero waste plan.</p>	

Overall Strategic Progress

In 2010, the VPD has actively taken some measures to reduce waste. This includes the elimination of paper and styrofoam coffee cups at meetings, the installation of water filters to reduce the use of bottled water, and providing every workstation at 3585 Graveley Street with a recycling bin. However, while the VPD has taken measures to encourage staff to reduce their waste production, the absence of an organization-wide recycling program is a significant barrier to further waste reduction and diversion.

Waste reduction will continue to be an organizational priority through 2011, and a full-scale recycling program will be aggressively pursued following the completion of the move to the Graveley and Kootenay Street facilities. The CoV Sustainability Group has assisted with some start-up funding; however, a much more robust recycling program will be achievable with additional investment in systems to sort the waste, and a consolidation of cleaning staff into fewer police buildings at the completion of the move.

In spite of the absence of a formal recycling program, it is encouraging to see a culture of environmental sustainability exist within the Department, as informal recycling programs exist in different Sections within the VPD. Our objective is to advance these into a formal system of waste reduction in 2011.

2010 Strategy 4: Promote a green culture and ecological health within the VPD by developing environmental awareness and incentive programs.		
Initiation Date	Target Date	Lead

January 1, 2010	December 31, 2010	Senior Director Paul Patterson and Superintendent Daryl Wiebe
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Create a Green Team Committee to facilitate the development, implementation, monitoring, and awareness of green initiatives throughout the Department. 		☒☒☒
<ul style="list-style-type: none"> Appointment of a Green Liaison for each VPD Section. 		☐☐☐
<ul style="list-style-type: none"> Public Affairs to promote green strategies and initiatives within the Department. 		☒☒☒
<ul style="list-style-type: none"> Increase awareness of incentive programs for sections, units and employees who adopt green practices. 		☒☒☒
<ul style="list-style-type: none"> Engage staff to build accountability structures, awareness and tools for integrating environmental goals in to various aspects of our work. 		☒☐☐
<ul style="list-style-type: none"> Develop an online employee feedback webpage on green initiatives. 		☒☒☒
2010 Performance Projections		2010 Performance Results
<p>Outcome: VPD staff will implement green initiatives in all areas of work.</p>		The foundation of a sustainable organization is well underway, though green initiatives are not yet in place in all areas of work.
<p>Measure: Number of green initiatives implemented at the VPD.</p> <p>The formation of an effective committee consisting of section representatives</p>		A Green Team was created in spring of 2010 consisting of VPD Strategic Plan 'Champions', and representatives from PR&A, Facilities, Fleet, and IT. Representatives from all organizational Sections will be involved when and where appropriate as a group. The 'Code Green' Team has been integral in developing implementation plans for recycling, and providing information to staff.
<p>Target: Implementation of 5 new green initiatives</p> <p>12 meetings throughout the year by the VPD Green Team</p>		<p>To date, the Code Green Team has met regularly and implemented the following initiatives:</p> <ul style="list-style-type: none"> Newspaper recycling at 2120 Cambie Street Code Green Website created and posted Reusable garment/laundry bags for all officers Sustainable Commuting Committee created to encourage staff to consider other options Code Green suggestion box created to solicit ideas from staff about how the VPD can be 'greener' Code Green stainless steel water bottle prize give-away
Overall Strategic Progress		
<p>The Code Green Team has met frequently to prioritize and develop plans to encourage a more sustainable organization. Significant gains were made in key areas, and a coordinated approach to environmental sustainability is emerging from this Team. The current Code Green Team is resourced sufficiently and is in a position to leverage action on new initiatives. As such, current members have decided to not add Section representatives to the Team.</p> <p>Through 2010, the development of the Code Green website provides all VPD employees with key information about commuting, recycling, and environmental awareness and there has already been considerable interest and investment by staff in making the VPD more sustainable. Over 200 suggestions from staff were received, offering ideas for the organization to promote environmental sustainability.</p>		

Those who contributed ideas received *Code Green* reusable stainless steel water bottles, promoting both the *Code Green* program, and discouraging the use of plastic water bottles. The most noticeable gains achieved from these suggestions has been the preliminary implementation of a recycling program at 3585 Graveley Street, and the addition of reusable garment and laundry bags, thereby eliminating all of the plastic dry cleaning bags coming into the VPD.

While the foundation for a sustainable organization is well on its way, the development of a 'green' culture will be an ongoing process for the VPD.

2010 Strategy 5: Engage VPD staff to reduce vehicle emissions.

Initiation Date	Target Date	Lead
January 1, 2010	December 31, 2010	Superintendent Daryl Wiebe
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Encourage members to reduce the idling time of VPD and personal vehicles. 		☒☐☐
<ul style="list-style-type: none"> Maintain regular maintenance on the vehicles to ensure they are running efficiently and at lowest pollution levels. 		☒☒☒
2010 Performance Projections		2010 Performance Results
<p>Outcome: Emissions from VPD vehicles will be reduced and fuel consumption will decrease.</p>		<p>The VPD has seen a fairly steady decline in overall fuel consumption and fuel economy as a result of right sizing of the fleet and selection of more fuel efficient vehicles.</p>
<p>Measure: (1) Members will understand and be aware of the need to reduce emissions from unnecessary idling. Awareness and compliance will be measured through a question(s) included on the VPD Employee Survey.</p> <p>(2) Litres of fuel consumed per kilometer.</p>		<p>Overall in 2010, VPD vehicles used 1,418,543 litres of fuel (both gasoline and diesel/biodiesel) and drove a total of 8,186,976 km according to data provided by CoV Equipment Services. Vehicles used an average of 19.4L/100km, though this ranges substantially depending on vehicle type from 50L/100km to 4.4L/100km. A carbon footprint analysis of fleet showed that</p> <ul style="list-style-type: none"> Between 2006 and 2009, average fuel consumption decreased by approximately 1.2% or 0.28 litres per 100 kilometres. Between 2006 and 2009, the overall carbon footprint associated with the VPD fleet decreased by approximately 6.1% or 221 tonnes.
<p>Target: (1) 100% of respondents to the question on the survey indicate awareness and compliance in relation to the reduction of idling.</p> <p>(2) A baseline will be established followed by ongoing measurement.</p>		<p>As a result of the new Strategic Planning process for 2012-2016, there was no opportunity to add questions to the Employee Survey. As such awareness of idling and emissions has not been measured for 2010.</p>

Overall Strategic Progress

Vehicle usage is an integral part of policing, and is required to enable quick response to crime and order problems. The VPD's Fleet Section has been working very closely with the CoV's Equipment Services Branch to manage the fleet in an environmentally responsible fashion. Initiatives implemented in the last few years have continued through 2010 and include right-sizing of vehicles, sustainable procurement strategies, and ongoing efforts to incorporate hybrid vehicles into the fleet where operationally appropriate. In addition, VPD Fleet Services and CoV Equipment Services (EQS) will be exploring idle reduction equipment moving forward, and looking to leverage technology to assist in the reduction of fuel consumption. All of these fleet initiatives will continue through 2011.