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**VANCOUVER POLICE DEPARTMENT
2012 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) 2012-2016 Strategic Plan was approved by the Vancouver Police Board (VPB) in the fall of 2011. An annual business planning process flows from the Strategic Plan to provide a one-year 'snapshot' of organizational priorities and targets for achieving the 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 five strategic crime reduction goals, four community focused goals, and five organizational development 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 Strategic Plan goal.

Flowing from the Strategic Plan, the 2012 Annual Business Plan comprised the key strategies and subsequent activities or action plans identified for 2012. Champions assigned representatives/leads to be accountable for the initiation and completion of the activities. They were also responsible 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 Strategic Plan goal they were assigned. A mid-year report was prepared 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 overall strategic goal, and outlines any challenges that impeded progress in the past year. In addition, quarterly reports with Key Performance Indicators (KPIs) have been compiled to provide a macro-measurement of organizational performance.

The successes and challenges of the 2012 strategies outlined in this report allowed each Champion to determine the most appropriate and feasible strategies for 2013 to accomplish their principal strategic goal. As the strategic planning process is dynamic, the results of the 2012 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.

2012 OVERVIEW

In total, 63 strategies and 227 activities were identified in the VPD's 2012 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 strides towards fulfilling the 14 principal goals of its 2012-2016 Strategic Plan.

2012 highlights include a 5% reduction in all incidents of violent crime, and when factoring in population growth, this represents a violent crime rate reduction of 7.4%. The VPD has also continued to enhance its property crime fighting efforts by improving internal and external intelligence flow along with a number of improvements to organizational investigative practices. The VPD's work to combat low-level crimes and problems that impact perceptions of neighbourhood safety has resulted in considerable reductions in most types of street disorder across all Districts. Similarly, the VPD's on-going efforts to disrupt organized crime through intelligence-led proactive investigations have resulted in further decreases in gang-related violent activity in Vancouver. Meanwhile, the VPD has routinely worked to divert youth away from gangs by delivering presentations and participating in anti-gang productions among other community based initiatives. On the traffic safety front, targeted enforcement action directed at all road users increased by 33% in 2012 thereby helping prevent motorists, pedestrians, and cyclists from being involved in collisions.

The VPD's strategic crime reduction or operational goals were once again supported by successes in other areas of the organization. In 2012, the *Sister Watch* program has continued to effectively forge trust and relationships between the VPD and survival sex trade workers. Likewise, *Project Link* has greatly improved information-sharing and working relationships between the VPD and Vancouver Coastal Health thereby enhancing service delivery to mentally ill and drug addicted people in Vancouver. Opportunities for VPD members to build strong relationships with, and act as positive role models for, youth continued in 2012 through the successful undertaking of 44 Police Athletic League (PAL) events and the annual *Student Challenge*.

In terms of overall public outreach, the VPD has achieved leadership status among police departments for its use of social media as a valuable tool in promoting public safety programs and providing information such as crime alerts. Specifically, the Department's Twitter account added another estimated 8,000 followers in 2012 to take its total to approximately 28,800, making the VPD one of the most followed police departments in North America. Similarly, the VPD continues its efforts to be a leader in environmental sustainability through its *Zero Waste* program along with its systematic steps to reduce vehicle emissions and paper use.

Organizationally, further measures have been taken to support and develop staff through the development of comprehensive training and education plans including police-specific leadership training. Wellness activities and information have been expanded along with other initiatives to help reduce absenteeism. Work is underway to develop and implement initiatives that streamline administrative processes at the VPD, particularly Patrol-related administrative processes. Finally, 108 new employees were hired in 2012 bringing VPD staffing up to budgeted levels.

While significant successes were realized in 2012, the VPD also faced several noteworthy challenges that have impeded process in accomplishing some strategic priorities. Accordingly, some 2012 strategies have not met performance targets or their progress is not yet known, as related activities have not been completed. For instance, all incidents of property crime rose by 3.7% in 2012 from 2011; however, when

factoring in population growth, the increase was more modest at 1.4%. Panhandling has also been a noticeable city-wide problem as evidenced by the increased number of panhandling calls in 2012. 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. For example, the full-scale 2011 Stanley Cup Riot Investigation continued well into 2012 thereby consuming considerable resources from throughout the Department. In addition, the Department had to once again cope with considerable unbudgeted vacancies. 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 challenges have impacted some areas more so than others, every Strategic Plan Champion has seen a measurable level of success in 2012. Moreover, although not all strategies for 2012 were fully implemented, efforts will be re-focused in these areas in 2013, and the VPD will continue to confront challenges and re-adjust in moving forward towards achieving all of its 2012-2016 Strategic Plan goals.

SUMMARY OF PROGRESS

The following is a summary of the progress made with regards to the strategies identified in the 2012 Annual Business Plan. This period covers activities from January through December 2012. 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 90% of the activities identified for 2012 with just over half (53%) of all activities having been fully completed. Of the 227 activities planned for in 2012, 23 were not started, which is 10% of the total.

Strategic Plan Goals and associated 2012 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
1. Reduce violent crime by 2.5% a year for a total reduction of 12.5% over the next five years	25	14	7
1.1 Continue implementing a court order compliance system for chronic violent offenders.	4	0	4
1.2 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	2	0
1.3 Target and educate students at English-as-a-Second Language (ESL) institutions in sexual assault prevention and personal safety.	4	3	1
1.4 Execute and follow-up on all arrest warrants to ensure that police obligations to maintain public interests and safety are met.	4	3	1
1.5 Reduce crime against women in the Downtown Eastside (DTES) through the <i>Sister Watch</i> program.	5	4	1
1.6 Using joint Operations and Investigation Division resources, develop and execute street level enforcement projects that target areas, problem premises, and/or persons responsible for violent crime.	4	2	0
2. Reduce property crime by 5% a year for a total reduction of 25% over the next five years	19	8	11
2.1 Leverage technology that will allow the tracking of stolen property and property offenders that utilize pawn stores.	3	2	1
2.2 Continue to improve on the flow of intelligence between Operations Division to the Property Crime Unit in relation to “high value” property crime targets.	2	0	2
2.3 Expand on the success of the Neighbourhood Crime Alert Service to incorporate businesses and ‘group specific’ (e.g., hotels) subscribers to expand messaging to the business community.	2	0	2
2.4 The General Investigation Section (GIS) will continue reaching out to external agencies with the common goal of reducing property crime in order to share best practices and proactive intelligence.	4	3	1
2.5 Continue to capitalize on the experience of the VPD Sentencing Committee in order to develop new methods for enhancing the sentencing of chronic offenders and other high profile offenders.	8	3	5
3. Disrupt organized crime groups	11	2	8
3.1 Reduce criminal activity by organized crime groups through the combined use of crime analysis and criminal intelligence.	3	0	3
3.2 Divert youth from gangs through the development of community based education initiatives and comprehensive exit strategies for those involved in gangs.	2	1	0
3.3 Engage in intelligence-led, proactive investigations targeting individuals	6	1	5

Strategic Plan Goals and associated 2012 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
whose organized criminal activities have the greatest impact on Vancouver.			
4. Combat low-level crimes and problems that impact perceptions of neighbourhood safety	13	1	12
4.1 Liquor enforcement to continue year round throughout the city, with specific focus on the entertainment districts and events or areas that sponsor alcohol use.	5	1	4
4.2 Continue assisting the City of Vancouver (CoV) in achieving the goal to end homelessness in Vancouver.	3	0	3
4.3 Reduce illegal street vending by working with the CoV in establishing sanctioned vending locations.	3	0	3
4.4 Through order maintenance, reduce street disorder city-wide that exists in different forms including matters such as aggressive panhandling, squeegee-ing for money, fighting in public, disorderly loitering overnight, etc.	2	0	2
5. Reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years	20	8	11
5.1 Directed enforcement based on the use of Insurance Corporation of British Columbia (ICBC) collision data.	3	0	3
5.2 Focus on enforcing the <i>Motor Vehicle Act</i> on all road users to ensure safety for pedestrians, cyclists, and motorists.	4	0	4
5.3 Increase the amount of engagement by Patrol officers in traffic enforcement activities while on shift.	5	2	3
5.4 Increase enforcement action against unlicensed, uninsured, and prohibited drivers.	3	3	0
5.5 Conduct public education on traffic safety through a community traffic safety awareness campaign.	4	3	0
5.6 Coordinate the Speed Watch program with ICBC across the numerous Community Policing Centres (CPCs) in Vancouver.	1	0	1
6. Develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies within the community	20	1	17
6.1 Foster trust between the VPD and Downtown Eastside (DTES) women's groups.	5	0	5
6.2 Increase avenues of communication between front-line officers and the Senior Management Team.	2	0	2
6.3 Work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill.	5	0	5
6.4 Improve awareness and access to support services for vulnerable victims of crime including seniors.	4	1	1
6.5 To increase awareness, both within and outside the Aboriginal Community, of the VPD's development of an Anti-Gang EASY program.	4	0	4
7. Provide public educational outreach on policing and police related issues	20	0	18
7.1 Continue to enhance public awareness of programs and services provided by the VPD by increasing traffic to the VPD website and increasing the use of social media.	3	0	3
7.2 Continue to enhance the reputation of the VPD through a steady growth in the number of positive media articles.	3	0	3
7.3 Continue to enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories. This encompasses campaigns to increase personal safety and road safety.	4	0	4

Strategic Plan Goals and associated 2012 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
7.4 Continue to enhance the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services.	3	0	3
7.5 Outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial.	5	0	3
7.6 Improve the VPD's outreach to Vancouver's diverse cultural communities.	2	0	2
8. Provide socially responsible programs and initiatives that benefit youth	16	8	6
8.1 Maintain the VPD Youth Referral Program to remain consistent with provisions of the Youth Criminal Justice Act (YCJA) and consider extra-judicial measures for youth who commit less serious offences.	4	1	3
8.2 Coordinate and implement the Retail Theft Circles (RTC) program to provide an opportunity for offenders to learn about the impacts of shoplifting directly from those most impacted.	4	2	0
8.3 Y10 (the Youth Car) to conduct checks on youth with court-imposed conditions to ensure they are being abided by.	2	2	0
8.4 Continue to develop and maintain the success of the Police Athletic League (PAL) program.	3	3	0
8.5 Secure funding to ensure the VPD <i>Student Challenge</i> can be held annually.	3	0	3
9. Manage resources in an environmentally sustainable manner	15	6	2
9.1 Engage in a waste reduction program to divert waste in the VPD.	4	4	0
9.2 Reduce vehicle emissions by the VPD.	4	2	2
9.3 Replace paper-intensive processes with paperless systems where possible and when cost effective.	3	0	0
9.4 Assess the feasibility of a dedicated sustainability coordinator role within the VPD, exclusively for VPD programs and initiatives.	4	0	0
10. Encourage and support career development and succession planning for all staff	13	6	7
10.1 Manage all periods of rank depletion through planning and projection.	3	3	0
10.2 Explore and investigate software that is compatible with SAP and focus on "skills management".	2	0	2
10.3 Establish a committee to work with IT to establish the viability of further development of the Mandatory Training Program for the purposes of career development.	3	1	2
10.4 Create formal working policies on what constitutes career development.	5	2	3
11. Ensure that the VPD has the human resources and training needed to meet objectives	10	4	6
11.1 Develop a five year comprehensive training and education plan for constables that will ensure our members are achieving their full potential.	3	3	0
11.2 Ongoing delivery and development of leadership, labour process investigation, and HR processes training for supervisors and managers.	3	1	2
11.3 Recruit and retain sworn and civilian members to fill current and projected vacancies.	4	0	4
12. Support and foster employee wellness	13	10	3
12.1 Create a variety of employee wellness programs.	4	4	0
12.2 Promote the existence of the new Intranet site regarding wellness.	3	2	1
12.3 Create a wellness committee to ensure the ongoing development of the	3	1	2

Strategic Plan Goals and associated 2012 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
Intranet site and other health programs.			
12.4 Establish attendance reports for supervisors and managers with corresponding departmental standards of attendance.	2	2	0
12.5 Implement a new program to replace the outdated ADAM program for Attendance Management, including a revised list of who receives this information and why.	1	1	0
13. Develop and implement initiatives that streamline administrative processes	8	5	3
13.1 Use the information obtained in the VPD's internal Strategic Planning focus group dialogue sessions to Identify administrative processes that may be improved upon.	4	2	2
13.2 Use the information analyzed in the 2011 Patrol Administrative Study to identify Patrol-specific tasks that may be improved upon.	4	3	1
14. Research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime	24	10	10
14.1 Complete an Information Technology (IT) Resource Review to determine the optimal staffing levels for the VPD IT Section.	3	1	0
14.2 Utilize new fleet technology to maximize the effectiveness of front-line Patrol officers.	4	3	1
14.3 Develop a regional 'Real-Time Crime Centre' (RTCC) to provide front-line officers and investigators in the field with real time information.	5	2	3
14.4 Develop an Information Management Plan to streamline business processes.	7	4	1
14.5 Develop improved knowledge and understanding of Internet and Technology Crime, and how technology is a part of most police investigations today.	5	0	5
TOTAL	227	83	121

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

Champions – Inspector Scott Thompson and Inspector Cita Airth

2012 Strategy 1: Continue implementing a court order compliance system for chronic and high risk violent offenders.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Sergeant Roy Bertolo and Constable Barb Martens
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> The Domestic Violence and Criminal Harassment Unit (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"> High Risk Offender Unit (HROU) to continue working with Patrol in actively enforcing probation orders. 		☒☒☒
<ul style="list-style-type: none"> Patrol District Analysts to provide Records 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. 		☒☒☒
2012 Performance Projections		2012 Performance Results
<p>Outcome: Ongoing reduction of violent crime committed by chronic violent offenders.</p>		Coordinated efforts between DVACH, HROU, and the Patrol Districts have continued to target and reduce violent crimes committed by chronic violent offenders.
<p>Measure: The amount of enforcement action against chronic violent offenders.</p>		The VPD significantly increased enforcement against chronic and high risk violent offenders in 2012. However, specific baselines were established in 2012 to track and measure this enforcement action going forward.
<p>Target: A further 20% increase in enforcement action against chronic and high risk violent offenders across all Districts.</p>		<p>In 2012, the HROU monitored approximately 150 offenders and were responsible for submitting 36 Report-To-Crown-Counsels (RTCCs), mostly for breach offences. The HROU also conducted 640 high risk offender interviews, registered 307 new sex offenders, and issued 5 public notifications to ensure public safety. This figures will be used as the baseline as the baseline for enforcement action against high risk violent offenders going forward.</p> <p>Patrol officers continue to follow-up and arrest offenders in relation to all Level II and III K-file court order compliance checks. Additionally, in 2012, each Patrol District completed three domestic violence compliance checks per month.</p> <p>The four Patrol Districts (including BET) created and implemented a total of 35 interdiction projects that targeted chronic violent/property crime offenders in 2012. This will be used as a baseline for the implementation of violent/property crime projects going forward.</p>
		Overall, these initiatives and projects have helped reduce all

incidents of violent crime by 5% in 2012 as compared to 2011.

Overall Strategic Progress

In 2012, coordinated efforts between the VPD's DVACH, HROU, and the Patrol Districts have continued to target chronic and high risk violent offenders. The following efforts against chronic violent offenders have contributed to overall reductions in incidents of violent crime.

DVACH

The distribution of chronic violent offender targets by DVACH for Level II and Level III K-file court orders has been coordinated and in place for two years with good results. The DVACH Analyst continues to provide information to Patrol officers regarding breach cases, and the officers follow-up and arrest offenders. DVACH also continues to assess and request checks for domestic violence, elder abuse, and criminal harassment based on the offender's predisposition for breaching court orders and the safety needs of the victim.

In 2012, it was determined that the numbers of compliance checks were too great for Patrol to manage. As a result, the DVACH Analyst re-evaluated the priorities and began to only send high risk domestic violence offender cases to Patrol. On average, three domestic violence offender files per month are now sent to each Patrol District's CCO and to the Patrol bulletin board. This arrangement has proven to be more manageable; Patrol has been able to successfully act upon this restricted monthly allotment of domestic violence compliance checks. Enhanced communication between DVACH and Patrol continues to be a key to most of the overall success in completing compliance checks. However, there is still room for improvement. The DVACH Analyst will continue tracking workload and monitoring feedback from Patrol in 2013.

HROU

The Patrol Districts routinely receive notifications on high risk offenders and their probation orders. The HROU is actively engaged in working with the Patrol Districts in managing compliance and accountability among High Risk Offenders. Where appropriate, the HROU has worked closely with particular Patrol units in providing those units with specific instructions to ensure that certain chronic violent offenders are more regularly monitored.

In 2012, the HROU monitored approximately 150 offenders and were responsible for submitting 36 RTCCs, mostly for breach offences. The HROU also conducted 640 high risk offender interviews, registered 307 new sex offenders, and conducted 5 public notifications to ensure public safety. This diligent monitoring of high risk offenders have contributed to the overall reduction in incidents of violent crime.

District Analysts and RMS

The District Analysts receive weekly analysis reports from the Chronic Offenders Unit (COU). The District Analysts then create, track, and distribute weekly bulletins with respect to offenders newly released from jail, offenders with conditions, and outstanding warrants for arrest.

Crime Control Officers

Patrol District interdiction projects focusing on the arrest of chronic offenders committing violent and property crime are on-going. District CCOs have worked with analysts and other District staff to identify persons of interest (POIs) that may be responsible for crime trends based on suspect descriptions, modus operandi (MO), the suspect's geographical location, temporal analysis, and proximity relative to the crime trend. This is done every week across all four Districts at the crime control meetings. Enforcement plans are then developed to address the identified crime priorities and suspects for that week.

In 2012, the four Districts (including BET) created and implemented a total of 35 projects that addressed chronic violent and property crime offenders. Since September 2012, there has been a steady influx of new police officers into the Districts to fill vacancies. This enhanced staffing should give the Patrol Districts greater latitude to undertake projects that target chronic violent and property offenders in 2013.

2011 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	Ongoing	Staff Sergeant Kris Wrathall and Constable Barb Martens
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Ensure District CCOs continue compiling strategies/tactics used to address violent crime in their District. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Create a centralized folder for storage of plans. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Educate and inform Patrol members and investigators on the availability and accessibility of the repository. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Update the operational plan template to ensure that members review the tactics and strategies repository. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2012 Performance Projections		2012 Performance Results
<p>Outcome: The knowledge base of proven strategies/tactics for combating violent crime will remain relevant and recent. This will provide ongoing relevant information and increase officer efficiency when developing operational plans for projects.</p>		Projects continue to be actively created and initiated in the Patrol Districts. However, the process of collating these projects and identifying strategies and tactics across all Districts through a central repository is still in progress. Assistance from the VPD's Information Technology (IT) will be sought in completing this process.
<p>Measure: The number of Patrol-based violent crime projects that are based on or guided by intelligence, strategies, and tactics used in the past.</p>		There are no metrics available as the strategy has not yet been completed.
<p>Target: 10% increase in the number of Patrol-based violent crime projects that incorporate proven tactics and strategies.</p>		
Overall Strategic Progress		
<p>All Patrol Districts are maintaining regular communication with the Robbery Squad to ensure serial bank robbery suspects are apprehended in a timely fashion. Communication with the Special Investigation Section (SIS) and General Investigation Section (GIS) occurs daily with respect to sexual and other violent offences. This on-going communication has helped guide the creation of projects at the District level.</p> <p>While projects are being actively created and initiated in the Patrol Districts, the process of collating these and identifying strategies and tactics across all Districts through a central repository is not complete. The CCOs in each District have collated all their projects with relevant strategies and tactics into their own district M drive folders. It was determined that the <i>Investigation Knowledge Base</i> is a good template for implementing this strategy. Patrol members and investigators will be engaged as this strategy progresses. Once a central repository is in place, the VPD will be able to track the number of Patrol-</p>		

based violent crime projects that are based on or guided by intelligence, strategies, and tactics used in the past.

2012 Strategy 3: Target and educate students at English-as-a-Second Language (ESL) institutions in sexual assault prevention and personal safety.

Initiation Date	Target Date	Lead
January 1, 2011	November 30, 2011	Sergeant Ron Bieg and Detective Constable Shelley Horne
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> • Translation “Safety Tips for Personal Safety” and the “Student Exercises” into ten languages for electronic distribution to ESL teachers and students. 		☒☒☒
<ul style="list-style-type: none"> • Utilize e-mail to make ESL institutes aware of the material. 		☒☒☐
<ul style="list-style-type: none"> • Utilize Community Policing Centres (CPC’s) to raise public awareness of the materials. 		☒☒☐
<ul style="list-style-type: none"> • Utilize the VPD’s social media presence to raise public awareness of the materials. 		☒☒☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: ESL students will be better aware of how to keep themselves safe from sexual predators and other offenders.</p>	<p>Safety messaging was provided to ESL students in varying ways throughout 2012 in order to prevent further victimization of students and to raise awareness around the reporting of crimes.</p>
<p>Measure: The number of translations completed.</p> <p>The number of hits on the VPD website where the on-line safety tips information and PDF documents are opened.</p> <p>Establish a 2010 and 2011 baseline analysis of ESL students who are victims of sexual assault.</p> <p>The number of sexual assault incidents involving ESL students.</p>	<p>The number of reported sexual assault incidents involving ESL students has dropped by more than half in 2012 from 2011. These numbers have dropped consistently since 2010.</p>
<p>Target: On-line prevention and safety tips information and PDF documents translated into ten languages.</p> <p>10% decrease in the number of sexual assault incidents involving ESL students.</p>	

Overall Strategic Progress

In 2012, several activities have been undertaken to help ensure the safety of Vancouver’s ESL population. A personal safety flyer was translated into different languages and distributed to some ESL schools and support agencies (i.e., the CPCs) throughout Vancouver. The VPD’s website also maintains detailed safety information for ESL students. In addition, a VPD sergeant worked with the Chinese Consulate in 2012 to create public safety awareness pamphlets to help address safety concerns among Vancouver’s large Chinese speaking population. The VPD’s Public Affairs Section has been using social media to raise awareness of the ESL flyers and Chinese pamphlets.

Moreover, the Special Investigation Section (SIS) hosted its first Women’s Safety Fair during the summer of 2012 at Trout Lake which many ESL students attended. A second Women’s Safety Fair has been

scheduled for February 8th, 2013 at Langara College that will not only target women's safety but that will also ensure messaging is delivered to many more ESL students. MOSAIC and Vancouver Lower Mainland Multicultural and Family Support Services have been active partner agencies in helping the VPD organize, plan, and host these events. The February 2013 Safety Fair has been heavily promoted to post-secondary institutions and ESL schools. The ESL schools have been particularly targeted for promotion and flyer distribution in the two weeks prior to the event.

2012 Strategy 4: Execute and follow-up on all arrest warrants to ensure that police obligations to maintain public interests and safety are met.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Staff Sergeant Kris Wrathall, Sergeant Roy Bertolo, and Sergeant Doug Bain

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Instruct Patrol officers to confirm suspect address information at the point of all initial arrests. 	☒☒☒
<ul style="list-style-type: none"> Develop a method of placing arrest warrants on the Patrol call board immediately after they are issued. 	☒☐☐
<ul style="list-style-type: none"> Develop a process where unexecuted warrants are prioritized and establish rules as to the order in which units will attempt to execute outstanding warrants. 	☒☒☐
<ul style="list-style-type: none"> Periodically conduct Patrol led "fugitive" projects that focus on violent offenders frequenting/residing in Vancouver. 	☒☐☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: Improved execution of arrest warrants as they come onto the VPD system.</p>	A new uniform and consistent warrant execution process has been implemented across all four Patrol Districts.
<p>Measure: Timely access to arrest warrants by Patrol.</p> <p>The number of existing backlogged warrants.</p> <p>The number of backlogged warrants cleared by Patrol.</p>	In 2012, 4,939 new warrants were entered on the system and 4,971 were removed. Of the 4,971 removed warrants, 1,141 were cancelled and 3,830 were executed. In addition, 345 traffic bench warrants (TBWs) were entered and 413 were removed. Of the 413 removed traffic warrants, 111 were cancelled and 302 were executed.
<p>Target: Patrol officers will be informed of the need to execute all arrest warrants in a timely manner.</p> <p>Reduction in the number of existing backlogged warrants.</p>	Patrol specifically executed 2,326 warrants for arrest in 2012.

Overall Strategic Progress

With a new uniform and consistent warrant process implemented across all four Patrol Districts, Patrol officers are now being provided timely access to arrest warrants. The Patrol District Analysts provide a weekly warrant bulletin that is also accessible on the electronic parade board. This new process has equipped Crime Control Officers (CCOs) with more capacity to concentrate on crime control issues in their Districts. Patrol officers have been advised and reminded to confirm suspect address information at the point of all initial arrests.

Overall, this strategy has increased the ability of Patrol to assist Investigators in executing and following-

up on arrest warrants in a timely manner thereby further ensuring public safety. Work is on-going to have E-COMM agree to place new warrants on the call board. Completion of this activity will further improve warrant execution and follow-up.

Moreover, the feasibility of conducting Patrol-led “fugitive” projects has been discussed but not yet implemented. Due to higher operational priorities, only one sergeant and one constable are currently assigned to the Fugitive Unit.

2012 Strategy 5: Reduce crime against women in the Downtown Eastside (DTES) through the *Sister Watch* program.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Superintendent Dean Robinson and Inspector Mario Giardini
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Conduct regular meetings, initially on a monthly basis, with DTES stakeholders. 		☒☒☒
<ul style="list-style-type: none"> Continue to staff the “violence against women” tip-line with female staff to assist in removing barriers to reporting. 		☒☒☐
<ul style="list-style-type: none"> Continue to have subject matter experts in the Domestic Violence and Sex Crimes units liaise with <i>Sister Watch</i>. 		☒☒☐
<ul style="list-style-type: none"> Continue to analyze data and intelligence regarding violence directed towards women in the DTES. 		☒☒☐
<ul style="list-style-type: none"> Prioritize joint Patrol and Investigation resources for projects that target violence directed toward women in the DTES. 		☒☐☐
2012 Performance Projections		2012 Performance Results
<p>Outcome: Violence against vulnerable women in the DTES will be reduced through the combined efforts of the VPD and the community.</p>		<p>Community members have consistently provided third hand information of possible violent and predatory behaviour in the DTES. The VPD has regularly followed up on this information in order to prove or disprove allegations.</p> <p>Overall, the working relationship between the VPD and the DTES community has improved significantly.</p>
<p>Measure: The number of tips/calls sent to the “violence against women” tip line.</p> <p>The amount of violent crime targeted towards women in the DTES.</p> <p>VPD meetings with the community regarding issues of violence in the DTES.</p>		<p>In 2012, there were 229 calls to the <i>Sisterwatch</i> tip-line that were followed up extensively by the VPD. 53 of these calls were dispatched for investigation.</p>
<p>Target: To act upon all credible information received through the tip line.</p> <p>To reduce violence against women in the DTES.</p>		

Overall Strategic Progress

Violence against vulnerable women in the DTES continues to be a priority for the VPD. Accordingly, programs such as *Sisterwatch* continue to be used to further foster a strong relationship between the VPD and the DTES community. A stronger relationship will work to help keep vulnerable women and others safe in the DTES. *Sisterwatch* is an important strategy for obtaining timely information from the community about violent offenders in the DTES.

The VPD's Special Investigation Section (SIS) worked collaboratively with the RCMP during 2012 to target a predator preying on DTES sex workers and assaulting them in a neighbouring jurisdiction. The accused was identified and charged with 12 criminal offences. Four victims will provide evidence at the Supreme Court in 2013. The VPD worked closely with the community during this investigation to gain trust and to disseminate safety messaging to the sex workers who continued to be at-risk. The VPD continues to be the lead agency for witness and victim management during this investigation.

2012 Strategy 6: Using joint Operations and Investigation Division resources, develop and execute street level enforcement projects that target areas, problem premises, and/or persons responsible for violent crime.

Initiation Date	Target Date	Lead
January 1, 2012	Ongoing	Inspector Scott Thompson, Inspector Cita Airth, and Superintendent Dean Robinson
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Develop terms of reference and agreements for the partnering of Patrol and investigation resources on a project by project basis. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Develop terms of reference and decision-making process for the prioritization of projects. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Expand the Bar Watch program and the "Don't Be That Guy" media campaign. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Identify geographical areas and/or premises that directly or indirectly contribute to or generate violent crime. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2012 Performance Projections	2012 Performance Results
<p>Outcome: Violent offences will be reduced through Patrol-based projects supported by assigned investigative resources that target geographical areas, problem premises, and specific offender(s) that contribute to and generate violent crime.</p>	<p>There were a number of Patrol-based projects implemented in 2012 that targeted geographical areas, problem premises, and specific offenders that contribute to and generate violent and other crime. Some of these projects were supported by Investigation Division resources.</p>
<p>Measure: The number of liquor license and/or business license reviews and suspensions.</p> <p>Reduction in violent crime.</p>	<p><i>Liquor Licenses</i></p> <p>The VPD initiated and worked collaboratively with the City of Vancouver (CoV) and the Liquor Control and Licensing Branch (LCLB) in relation to liquor license reviews and suspensions. The following data was recorded in relation to police-related liquor license reviews.</p>
<p>Target: Establish a baseline of liquor license and/or business license reviews and suspensions.</p> <p>Achieve a 2.5% reduction in violent crime.</p>	<p>Water Vessels – LCLB, COV, and VPD dealt with one large event and two other parties.</p> <p>Food Primaries – 33 reviews of business/liquor licenses resulting in six suspensions.</p>

	<p>Liquor Retail Stores – One review was completed. Non-Alcohol Dance Hall – One business license review resulted in temporary closure. Halls – Two reviews were completed. Art Studios – Eight studios were reviewed, resulting in two coordinated inspections. Liquor Primaries – 15 license reviews for various issues resulted in one suspension. Three Full Projects – one food primary and four night clubs.</p> <p><i>Business Licences</i></p> <p>The VPD initiated and worked collaboratively with the CoV in responding to problem premises that contribute to crime and police calls for service. The following data indicates how many police-related license reviews were conducted at each of the following premises.</p> <p>Illegal suites – 6 Bawdy Spas – 19 Licensing Issues (e.g. staying open past closing time, no business license or allowing Karaoke) – 13 DTES Stores/Cafes – 20 Flop and Drug Houses – 35 Businesses involved in Fraud or Counterfeit – 1 Gaming Premises – 6 Graffiti – 2 Hoarding Houses – 13 Noise Complaints and Party Houses – 27 Recovery Houses – 3 Vacant or Unsafe Houses - 19</p> <p>Of these, there were four actual business license suspensions, 10 warnings, and 25 orders from the CoV directing the license holder to undertake certain actions or risk a suspension.</p>
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Overall Strategic Progress

Although a number of projects have been undertaken to target areas, problem premises, and/or persons responsible for violent crime, the terms of reference to facilitate and govern these joint Patrol/Investigation Division projects have not been formalized. Projects in 2012 were developed on an ‘as needed’ basis relative to public safety concerns and risk. The original vision was to create a model where street level Patrol-driven projects could be enhanced by drawing upon the knowledge and major case management skills of selected investigators in the Investigation Division.

On a city-wide basis, premises that contribute to crime, including violent crime, were identified and targeted for enforcement. In addition, the Sex Crimes Unit (SCU) initiated a weekly conference call with all Patrol District Analysts, Crime Control Officers, and the Transit Police. At that meeting, all weekly sex offences are discussed, priority and/or serial offenders are identified, and strategies are implemented to ensure public safety. This meeting has been successful in identifying trends and ensuring serial offender files are brought together and dealt with in a more efficient and effective manner with the courts.

The Downtown Eastside (DTES) in District 2 and the Granville Entertainment District (GED) in District 1 have been identified as primary locations for incidents of violent crime. The data in relation to liquor licence and business licence reviews and suspensions is noted above.

With regards to the DTES, the Beat Enforcement Team (BET) re-structured its deployment model in the last quarter of 2012 in an effort to increase visible police presence on the street during peak periods when violent crime takes place. One peak period that was identified was the four day period before, during, and after income assistance payments are made (“Welfare Wednesday”- the last Wednesday of every month). The preliminary assessment is that violent crime was reduced by 20% in District 2 during this quarter.

With regards to the GED, a media strategy was implemented in the summer of 2011 using an education and prevention program piloted by the Ottawa and Edmonton police services. The VPD's *Don't Be That Guy* campaign partnered with *BarWatch* for financial support and poster space. Training was provided by SCU to *BarWatch* member employees as to how to recognize a predator and what to do. SCU provided similar training to Lima call-out members along with a cell phone for members to directly contact SCU members for advice. These efforts have contributed to the decline in night club and licensed premise related sexual assaults. The VPD's 2013 Business Plan will recommend this campaign be re-launched.

Furthermore, the VPD's *BarWatch* Coordinator has proposed that the VPD adopt the *BarWatch* program model that was developed in Alberta with the cooperation and advice of the Alberta Freedom of Information and Privacy Commissioner. The procedures, technology, and legal environment of the Alberta model have been reviewed by the VPD Information and Privacy Coordinator. His preliminary assessment is that a similar model could be developed and approved by the BC Information and Privacy Commissioner. The Gang Crime Unit (GCU) will be working on this project with the Patrol-based Bar Watch Coordinator.

Goal – Reduce property crime by 5% a year for a total reduction of 25% over the next five years
Champions – Inspector Laurence Rankin and Inspector Steve Eely

2012 Strategy 1: Leverage technology that will allow the tracking of stolen property and property offenders that utilize pawn stores.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Laurence Rankin and A/Sergeant Doug Fell

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Identify the best and most efficient methods for tracking stolen property through pawn stores. 	☒☒☒
<ul style="list-style-type: none"> Develop and implement the updated program. 	☒☒☐
<ul style="list-style-type: none"> Train staff and users in relation to the updated program. 	☒☐☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: An updated property tracking program (similar to Xtract) will be in place to allow for better tracking of stolen property, and of property crime offenders that utilize pawn stores.</p>	The Property Crime Support Unit (PCSU) is working effectively with pawn stores to ensure a high level of accountability is maintained.
<p>Measure: Progress made in the selection, development, and implementation of an updated property tracking program.</p>	The Request-For-Purchase (RFP) of the new software has been approved and submitted for tender.
<p>Target: The successful identification, development, and implementation of an updated property tracking program.</p>	

Overall Strategic Progress

The PCSU is awaiting the purchase of new software that will enhance the Xtract software currently being utilized to identify the sale of stolen property and to determine the identity of the offenders. The implementation of the updated program will further the VPD's ability to combat property crime.

2012 Strategy 2: Continue to improve on the flow of intelligence between Operations Division to the Property Crime Unit in relation to "high value" property crime targets.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Laurence Rankin, Inspector Steve Eely and Sgt. Dave Colton

Activities (Action Plans)	Completion
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		Status
<ul style="list-style-type: none"> Provide guidance and training to members who fail to contribute to the flow of property crime intelligence. 		☒☒☒
<ul style="list-style-type: none"> Provide feedback to Operations Divisions in relation to the outcome of investigations to enhance future investigation. 		☒☒☒
2012 Performance Projections		2012 Performance Results
<p>Outcome: Enhancing the flow of information in relation to Property Crime Offenders from Patrol members, the PCU and Chronic Offenders Unit (COU) will see significant success in reducing property crime.</p> <p>PCU continues to be highly efficient with full knowledge of active high value targets and crime trends.</p>		<p>The Property Crime Unit (PCU) and the Chronic Offender Unit (COU) have built strong relationships with the District Crime Control Sergeants through regular contact and scheduled meetings.</p>
<p>Measure: Progress made implementing a system where the PCU and Patrol exchange information and prioritize project targets.</p>		<p>A process has been established to facilitate the timely exchange of property crime information between the PCU and the Operations Division.</p>
<p>Target: Implement a system where the PCU and Patrol exchange information and prioritize project targets.</p>		
Overall Strategic Progress		
<p>Effective communication exchange has been established between the Operations Division and the General Investigation Section. Communications on both a formal and informal basis have effectively facilitated the exchange of property crime intelligence with District analysts and Patrol members.</p>		

2012 Strategy 3: Expand on the success of the Neighbourhood Crime Alert Service to incorporate businesses and 'group specific' (e.g., hotels) subscribers to expand messaging to the business community.		
Initiation Date	Target Date	Lead
January 1, 2012	Ongoing	Inspector Laurence Rankin and Sergeant Mark Tonner
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Work closely with Public Affairs, Business Improvement Associations (BIAs), and business partners to inform the community in a timely manner about current property crime trends. 		☒☒☒
<ul style="list-style-type: none"> Increase residential subscribers to the Neighbourhood Crime Alert Service. 		☒☒☒
2012 Performance Projections		2012 Performance Results
<p>Outcome: The expansion of the Neighbourhood Crime Alert Service to businesses and other community groups to help combat property crime.</p>		<p>Neighbourhood Crime Alerts now include media releases for person offences, Be-On-The-Lookout-For bulletins (BOLFs), missing persons, and the identification of stolen property.</p> <p>The General Investigation Section (GIS) has implemented the tracking of Crime Alert initiated calls to E-comm.</p>
<p>Measure: The number of community members, groups, and</p>		

businesses subscribing to the service.	Neighbourhood Crime Alert membership increased by 9% in 2012.
Target: Measurable increases in community members, groups, and businesses subscribing to the service.	

Overall Strategic Progress

Efforts have been successful again in increasing the membership of the Neighbourhood Crime Alert service for 2012. The expanded mandate of the Neighbourhood Crime Alert Service combined with the tracking of Crime Alert calls made to E-Comm will enhance efforts to combat property crime, and will enable the effectiveness of the service to be measured.

2012 Strategy 4: The General Investigation Section (GIS) will continue reaching out to external agencies with the common goal of reducing property crime in order to share best practices and proactive intelligence.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2012	Inspector Laurence Rankin

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> 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"> Determine the feasibility of a Metro Vancouver- wide property crime offender tracking and reporting for high value targets. 	☒☐☐
<ul style="list-style-type: none"> Formalize a report for high value property crime targets similar to the 'Metro Vancouver Robbery Report'. 	☒☐☐
<ul style="list-style-type: none"> Implement quarterly meetings for all Metro Vancouver Investigators involved in property crime investigations (similar to those held by Metro Vancouver robbery units). 	☒☐☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: The VPD's GIS will improve the utilization of property crime-related resources based on best practices learned from other agencies within Canada and the USA.</p> <p>A formalized Metro Vancouver-wide system will be in place to ensure the accurate reporting of intelligence regarding high value property crime offenders across all agencies.</p>	<p>Through enhanced organizational practices, the VPD's GIS has improved the utilization of property crime resources. However, a formalized Metro Vancouver- wide intelligence reporting system has not been established.</p>
<p>Measure: Progress of a full review of current investigative strategies used by the VPD and several external agencies.</p> <p>Level of intelligence sharing between Metro Vancouver police agencies regarding active multi-jurisdictional property crime offenders.</p>	<p>GIS has incorporated investigative Major Case Management (MCM) principles into its investigative practices and is currently in the process of formalizing investigative business rules for the PCU, General Investigation Unit (GIU), Identity Theft Unit (ITU), and the Financial Crime Unit (FCU).</p>
<p>Target: Completion of a full review of current investigative strategies used by the VPD and several external agencies to ensure that VPD property crime investigations are leading edge.</p> <p>Full intelligence and understanding on multi-jurisdiction high value property crime offenders.</p>	<p>The use of multi-jurisdictional surveillance resources have occurred on an as needed project basis. Specific inter-agency successes include PCU Project Luau and GIU Project Limited. These projects have resulted in the disruption of organized groups and individual offenders.</p>

Increased usage of multi-jurisdictional surveillance resources on high value targets that routinely cross city boundaries.

Overall Strategic Progress

The timely exchange of intelligence between police agencies for high property crime offenders is being facilitated by designated PCU investigators. This, combined with improved organizational practices, has ensured that surveillance resources are utilized effectively, efficiently, and proactively.

2012 Strategy 5: Continue to capitalize on the experience of the VPD Sentencing Committee in order to develop new methods for enhancing the sentencing of chronic offenders and other high profile offenders.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Laurence Rankin and Inspector Steve Eely
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Hold quarterly VPD Sentencing Committee meetings to develop new activities and ensure those activities are implemented and reviewed. 		☒☒☒
<ul style="list-style-type: none"> Review the feasibility for a city-wide expansion of the Downtown Community Court. 		☒☐☐
<ul style="list-style-type: none"> Review Electronic Monitoring to determine if it can be expanded and implemented for the monitoring of Chronic Offenders. 		☒☒☐
<ul style="list-style-type: none"> Implement Sentencing Committee recommendations to closer monitor chronic offenders on probation, and review their success. 		☒☒☐
<ul style="list-style-type: none"> Standardize bail and sentencing recommendations for members on Reports-To-Crown-Counsel (RTCCs) – and create database for those recommendations. 		☒☒☒
<ul style="list-style-type: none"> VPD to continue to request that Crown proceed by indictment for serious criminal cases. 		☒☒☒
<ul style="list-style-type: none"> VPD to continue to request Crown to seek federal sentences for offenders that pose a significant risk to the community. 		☒☒☒
<ul style="list-style-type: none"> Continue advocating for a Crown 'dedicated' to overseeing the sentencing of chronic offenders. 		☒☒☒
2012 Performance Projections		2012 Performance Results
<p>Outcome: Greater protection of the public through improved success surrounding the remand and sentencing of chronic offenders and other high profile offenders.</p>		<p>Crown remains committed to continue pushing for tougher sentences for chronic offenders. However, no commitment has been achieved for the city-wide expansion of the Downtown Community Court (DCC).</p>
<p>Measure: The number of initiatives, activities, and policies adopted to enhance the VPD's ability to seek greater penalties for high profile offenders and cases.</p>		<p>Previous Sentencing Committee recommendations to closer monitor chronic offenders have been implemented.</p>

<p>The progress made in reviewing previously established initiatives to determine which should continue and which require adaptation.</p>	<p>The proposal for the electronic monitoring of chronic offenders has been reviewed and is pending approval.</p>
<p>Target: Successful identification and development of at least one new strategy to “raise the bar” with respect to sentencing.</p> <p>Permanent oversight of all previously implemented initiatives and activities to entrench those that are effective, and to review or eliminate those that are not.</p>	<p>A template has been launched to assist Patrol members in preparing bail and sentencing recommendations for RTCCs in relation to chronic offenders.</p>

Overall Strategic Progress

Sentencing Committee recommendations to closer monitor chronic offenders on probation have been implemented. Subsequently, there has been an increase in the turn-around in which warrants are issued for chronic offenders on probation. In addition, the proposal for the electronic monitoring of chronic offenders is before City of Vancouver (CoV) Legal Department to determine if there are any legal issues that may preclude the VPD from monitoring designated chronic offenders in this manner.

Furthermore, the VPD continues to request that Crown proceed by indictment for serious criminal cases and that Crown seek federal sentences for offenders that pose a significant risk to the community. Some success has been achieved in these areas.

Moreover, there presently is no ability for the DCC to expand beyond its current capacity. The VPD will be willing partners in the discussion to expand the capacity of the DCC, should there be willingness by other stakeholders to do so.



Goal – Disrupt organized crime groups

Champions – Inspector Mike Cumberworth and Inspector Brad Desmarais

2012 Strategy 1: Reduce criminal activity by organized crime groups through the combined use of crime analysis and criminal intelligence.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Mike Cumberworth and Inspector Brad Desmarais

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Gang Crime Unit (GCU) to maintain year-to-date (YTD) crime data on confirmed shots fired, homicides, grow rips, kidnapping, and home invasions. 	☒☒☒
<ul style="list-style-type: none"> GCU to maintain intelligence profiles of gang targets/public safety risks. 	☒☒☒
<ul style="list-style-type: none"> GCU to participate in a regional gang information exchange. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: A reduction in the ability of organized crime groups to engage in criminal activity in Vancouver, thus increasing the safety of residents of and visitors to Vancouver.</p>	Gang/organized crime profiles and intelligence sharing has reduced the ability of organized crime groups to engage in criminal activity in Vancouver.
<p>Measure: The number of violent incidents in Vancouver related to organized crime groups.</p>	GCU created and maintained 197 profiles related to gangs and organized crime groups. Subsequently, there have continued to be low levels of violent activity in Vancouver associated with organized crime groups throughout 2012.
<p>Target: Maintain the current low levels of organized crime violent activity.</p>	

Overall Strategic Progress

Organized crime and gang profiles and intelligence sharing with other police agencies have been effective tools in 2012 in helping the VPD target individuals associated to organize crime. The VPD's GCU engaged in intelligence sharing with numerous agencies in order to suppress organized activity in or related to Vancouver. The following list outlines the VPD's partner agencies and type of organized crime intelligence exchanged.

- Abbotsford Gang Suppression Unit, Richmond Gang Enforcement Team (GET), Burnaby GET, Surrey GET: Exchange of operational/tactical gang intelligence and source information.
- Combined Forces Special Enforcement Unit (CFSEU) and Gang Task Force: Exchange of operational/tactical gang intelligence, source information, and project-specific intelligence on common targets of interest.
- RCMP E-Division Drug Enforcement Branch: Exchange of tactical or investigative drug/gang/organized crime-related intelligence.
- RCMP E-Division Probe Teams: Exchange of relevant movements and updates relating to organized crime targets for specific GCU portfolios. Gathering of historical intelligence frequently obtained from subject matter experts attached to Asian organized crime groups, Middle Eastern organized crime groups, Outlaw Motorcycle Gangs (OMG), and Firearms Teams.
- Criminal Intelligence Service British Columbia/Yukon (CISBC/YT): Exchange of information relating to strategic analytical assessment of organized crime groups operating in British

- Columbia and the Yukon.
- Provincial Intelligence Centre British Columbia (PICBC) Intelx: Exchange of information through intelligence deliverable.
 - Canada Border Services Agency (CBSA): Exchange of information relating to cross-border criminal activities, targets and trends.
 - Canadian Air Transport Security Authority (CATSA): Exchange of travel-related information relating to specific targets in active investigations and movements of high-value targets impacting public safety.
 - Correctional Service of Canada: Exchange of information related to incarcerated gang or organized crime members (i.e., formation of new associations, disputes originated within or prior to incarceration, information for risk assessment prior to release of the offenders).
 - Financial Transactions Report Analysis Centre of Canada (FINTRAC), Integrated Market Enforcement Teams (IMET), and Integrated Proceeds of Crime (IPOC): Exchange of financial information related to project-specific targets.
 - Law enforcement agencies participating in the National Target Enforcement Priority: High level intelligence exchange between law enforcement agencies across Canada.
 - Winnipeg Police Service (WPS): Correspondence with their Organized Crime and Drug Units relating to the migration of Independent Soldiers into their jurisdiction.
 - Toronto Gangs and Guns Section: Exchange of intelligence related to highly mobile organized crime members between Eastern Canada and British Columbia.
 - Liaised with foreign law enforcement agencies on organized crime investigations that had a nexus to Vancouver.

The VPD will continue to work closely with all partner agencies in 2013 to share organized crime intelligence in on-going efforts to disrupt organized criminal activity.

2012 Strategy 2: Divert youth from gangs through the development of community based education initiatives and comprehensive exit strategies for those involved in gangs.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Mike Cumberworth and Inspector Brad Desmarais
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> • Develop comprehensive exit and intervention strategies when persons involved in gangs desire to lead new lives outside of the gang. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> • Develop community based initiatives around gang education/prevention. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2012 Performance Projections		2012 Performance Results
<p>Outcome: Collaborating with key stakeholders will result in the creation of effective anti-gang strategies, reducing the likelihood that at-risk youth will become involved in gangs and criminal activity.</p>		VPD GCU members developed and participated in a number of effective presentations, programs, and productions to help prevent or deter at-risk youth from becoming involved in gang activity.
<p>Measure: The number of anti-gang initiatives involving key stakeholders.</p>		GCU members regularly delivered presentations to various community-based groups focusing on gang education and prevention.
<p>Target: Implementation of anti-gang strategies amongst key stakeholders.</p>		The GCU also participated in two youth-oriented productions.

Overall Strategic Progress

The VPD's GCU worked throughout 2012 to divert youth away from the gang lifestyle. GCU members participated in two productions for youth-oriented audiences. Furthermore, GCU members regularly delivered presentations to various community-based groups with a focus on gang education and prevention. These groups included Strathcona Block Watch participants, Citizen Crime Watch, and security-focused organizations.

In 2013, the VPD will continue to target at-risk youth from becoming involved in gang activity. Additional activities will be developed to deter youth from joining gangs, and to help those already involved to leave and start a new life.

2012 Strategy 3: Engage in intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on Vancouver.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Mike Cumberworth and Inspector Brad Desmarais

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Continued denial of entertainment venues to organized crime members through Restaurant Watch and Bar Watch programs 	☒☒☒
<ul style="list-style-type: none"> Intelligence led enforcement supported by CIS and CAU. 	☒☒☒
<ul style="list-style-type: none"> GCU members to leverage all statutes in enforcement. 	☒☒☒
<ul style="list-style-type: none"> Target drug operations towards known gang suspects and prioritize these operations over others if it could disrupt gang activity. 	☒☒☒
<ul style="list-style-type: none"> Enforce regulations related to body armor and hidden vehicle compartments. 	☒☒☐
<ul style="list-style-type: none"> Develop suitable GCU members as expert witnesses around gangs. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: Organized crime groups will continue to be disrupted. Vancouver will continue to be a difficult place to conduct organized crime activity.</p>	<p>GCU enforcement activities have continued to make it a difficult place for organized crime groups to engage in criminal activity in Vancouver. Enforcement action has continued to include regular or on-going restaurant, bar, or street checks of individuals associated to organized crime. These efforts have successfully contributed to the continued overall reduction of organized crime activity in Vancouver.</p>
<p>Measure: The amount of organized crime activity in Vancouver.</p>	<p>Statistical analysis of organized crime activity in Vancouver indicates an 8% reduction in 2012 compared to 2011.</p>
<p>Target: Confirmation, through statistical analysis, of a reduction in organized crime activity in Vancouver.</p>	

Overall Strategic Progress

The VPD has continued to engage in intelligence-led, proactive investigations targeting individuals involved in organized criminal activities. The mere presence of a gang member in a public venue creates

a risk to the safety of the community. *Bar Watch* and *Restaurant Watch* continue to be effective tools in preventing gang members from socializing in these types of establishments. To-date, over 55 establishments participate in these two programs.

On-going street checks by the GCU and Patrol members have also been used to disrupt organized crime by deterring members of organized crime groups from frequenting public venues in Vancouver. Incidentally, 10 incidents occurred in 2012 involving the location of hidden vehicle compartments. This included an investigation in which a firearm was located in a hidden compartment in a vehicle driven by a United Nations gang associate.

Moreover, the GCU also completed two intelligence-led projects in 2012. Project Typhoon resulted in the seizure of two kilograms of coke and \$80,000 cash from a Hells Angels associate and Project Texas resulted in the seizure of six kilograms of cocaine and \$154,000 cash from an individual associated to organized crime.

A statistical analysis of crime data between 2011 and 2012 indicates a continued overall decrease in violent activity in Vancouver associated to organized crime groups. The following chart presents the analysis of violent activity perpetrated by organized crime groups in Vancouver in 2011 compared to 2012. The chart also compares organized crime violent activity to all reported incidents of violence in Vancouver.

2011-2012 OC-related Violent Crimes - Statistical Overview					
	All 2011 incidents	2011 incidents related to Organized Crime	All 2012 incidents	2012 incidents related to Organized Crime	Yearly % change for OC-related Incidents
Murder	15	7 (47%)	9	4 (44%)	-43%
Attempt Murder/ Conspire to Murder	9	1 (11%)	16	0 (0%)	-100%
Shots Fired	15	0 (0%)	11	0 (0%)	0%
Kidnapping	10	0 (0%)	13	1 (8%)	100%
Forcible Confinement	97	0 (0%)	93	0 (0%)	0%
Extortion	82	3 (4%)	100	1 (0%)	-67%
Assault with Weapon/CBH and Aggravated Assault	1492	8 (1%)	1497	12 (1%)	50%
Duty to Warn	14	7 (50%)	27	6 (22%)	-14%
TOTALS	1734	26 (1%)	1766	24 (1%)	-8%

Goal – Combat low-level crimes and problems that impact perceptions of neighbourhood safety
Champion – Superintendent Dean Robinson

2012 Strategy 1: Liquor enforcement to continue year round throughout the city, with specific focus on the entertainment districts and events or areas that sponsor alcohol use.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2012	All four District Inspectors

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Continue to partner with <i>BarWatch</i> and <i>Restaurant Watch</i>. 	☑☑☑
<ul style="list-style-type: none"> Work with the CoV to implement non-alcohol related activities in entertainment districts and throughout Vancouver. 	☑☑☐
<ul style="list-style-type: none"> Continue to use LIMA, Beach Patrol, and other deployments to police city events as required. 	☑☑☑
<ul style="list-style-type: none"> Monitor and assess initiatives that impact liquor licensing and seating throughout Vancouver. 	☑☑☑
<ul style="list-style-type: none"> Continue to work with the BC Liquor Control and Licensing Branch (LCLB). 	☑☑☑

2012 Performance Projections	2012 Performance Results
<p>Outcome: The entertainment districts and other venues, events and areas within the city that experience alcohol presence are safe and enjoyable as work sites or entertainment and recreational destinations.</p>	<p>The VPD has continued to address safety concerns in relation to various entertainment destinations across the city.</p> <p>In Gastown, the VPD has worked to forge <i>BarWatch</i>-type agreements with several high profile drinking establishments. While these premises do not qualify to join the longstanding <i>BarWatch</i> Association, they have instead entered into signed agreements with the VPD similar to that of <i>Restaurant Watch</i>. This empowers the VPD to act on their behalf with respect to unwanted patrons involved in gangs, drugs, or violence. In total, 9 new drinking establishments have recently signed this agreement or are in the process of doing so.</p> <p>Liquor Enforcement patrols (LIMA) in both the Gastown and Granville Entertainment Districts continue to be effective measures to maintain safety and order during weekend and holiday evenings when alcohol consumption levels are at their highest. Similarly, on-going “special attentions” and call-outs are used to maintain safety and order in relation to specific events and venues where the influence of alcohol is expected to be high.</p> <p>District 4 Beach Patrol continues to be effective in maintaining safety and quelling disturbances on District 4 beaches.</p> <p>District 1 beaches have faced increasing safety and street disorder concerns in recent years. In response to these concerns, District 1 officers have increased proactive patrols in</p>

	and around these beaches throughout 2012. These proactive patrols will continue in 2013 to help combat safety and street disorder issues. District 4 Beach Patrol has also provided support to District 1 in dealing with safety issues on the District 1 beaches in and around Stanley Park.
<p>Measure: Levels of disorder that effect safety and perceptions of safety as measured through COMSTAT and citizen and business surveys.</p> <p>BIA statistics and comments along with CPC statistics and comments that assess attitudes in perceptions of safety.</p>	<p>City-wide, total levels of reported street disorder remained relatively unchanged in 2012 from 2011. At the District level, street order decreased by 2% in District 1 and by 4% in District 4, and increased by 3% in District 2 and by 4% in District 3.</p> <p>District 1: -2% District 2: +3% District 3: +4% District 4: -4%</p> <p>The incidents or calls for service that comprise street disorder include:</p> <p>Annoying circumstances, Breaches of Peace, Disturbances, Drugs, Fights, Panhandlers, Prostitution, States of Intoxication in a Public Place (SIPPs) and Unwanted Persons.</p> <p>Moreover, as measured by the annual Community Satisfaction Survey conducted by NRG Research, perceptions of safety among residents have remained relatively unchanged in 2012 from 2011. Perceptions of safety among businesses have increased by 3% in 2012 from 2011.</p>
<p>Target: Decreases in various measures of street disorder.</p> <p>A 5% decrease in overall street disorder city-wide based on CAD data.</p>	

Overall Strategic Progress

Typically, the Patrol Districts most affected by incidents of street disorder are Districts 1 and District 2. District 1 saw a 2% decrease in total reported of incidents of street disorder in 2012 while District 2 saw a 3% increase. District 4 saw the largest decrease at 4% while District 3 saw the largest increase at 4%. Overall, levels of street disorder remained relatively unchanged across the entire city in 2012 as compared to 2011.

Going forward, Patrol members in each District will be instructed to focus greater attention and elevate enforcement on incidents of street disorder when and where applicable. This is expected to result in a more significant reduction in overall calls for service relating to street disorder. As this strategy will be a new focus for Patrol, the main challenge will be to ensure that Patrol members remain persistent in applying pressure and enforcement against perpetrators of street disorder during the course of their duties. Patrol will also be challenged to find more time to focus on specific problem areas and on the causal issues of street disorder.

2012 Strategy 2: Continue assisting the City of Vancouver (CoV) in achieving the goal to end homelessness in Vancouver.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2012	All four District Inspectors
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> The VPD Homeless Outreach Coordinator to continue working with the various levels of government and the private sector to assist in the implementation of homelessness reduction programs. 		☒☒☒
<ul style="list-style-type: none"> Homeless Outreach Coordinator to continue identifying causal issues. 		

	☒☒☒
<ul style="list-style-type: none"> Continue working with BC Housing and non-profit organizations to help keep SRO buildings safe and secure. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: The VPD is supportive of the collaborative initiatives to secure safe shelter for all residents.</p> <p>Single room Occupancy buildings (SROs) anywhere in the city are a safe place for vulnerable people to live.</p>	<p>The VPD remains committed to supporting collaborative initiatives to secure safe shelter for all residents. The VPD Homeless Outreach Coordinator works regularly with relevant CoV staff to collaboratively address city-wide homelessness. In addition, the VPD Homeless Outreach Coordinator monitors the conditions in SROs and works with CoV inspectors and building staff to address concerns of safety.</p> <p>The VPD Homeless Outreach Coordinator regularly monitors homeless people and works to persuade them to consider moving into established shelters.</p>
<p>Measure: The number of homeless people in Vancouver.</p>	<p>The official reported annual homeless count is performed by the CoV; however, the VPD Homeless Outreach Coordinator maintains her own count as well. There is no method for determining a completely accurate count as the homeless population changes regularly due its fluid and at times transient nature.</p> <p>The number of homeless people identified through the CoV's annual homeless count has increased in 2012 over 2011. Although the VPD Homeless Outreach Coordinator agrees that the total numbers have indeed risen, she also believes that there are less homeless people than reported by the CoV count. This is due to the methodology used to determine if a person is homeless.</p> <p>The VPD has started a more formal process of counting homeless people in 2012 to assure a more accurate assessment of numbers in 2013.</p>
<p>Target: Reduction in the homeless count in Vancouver in 2012 over 2011 figures.</p>	

Overall Strategic Progress
<p>Strong and cooperative joint efforts by the VPD and the CoV are leading towards the reduction of homelessness in Vancouver. While the numbers indicate that there has been an increase in homeless people in 2012 over 2011, there is now more supportive housing available. It is expected that efforts to move people into these homes will eventually reduce the overall numbers by a considerable margin.</p> <p>The main challenges surrounding the issue of homelessness centres around matters of mental health and addictions. Many homeless people are affected by these conditions and subsequently resist offers to be relocated to supportive housing or shelters. They instead prefer to live outdoors. Some perceive the process of moving into a home or shelter to be too cumbersome, while others do not want to lose the street or social network associated with being homeless and/or struggle with the feeling of isolation when living in a sheltered environment.</p>

2012 Strategy 3: Reduce illegal street vending by working with the CoV in establishing sanctioned vending locations.		
Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	All four District Inspectors and the City of Vancouver
Activities (Action Plans)		Completion

	Status
<ul style="list-style-type: none"> The establishment of legal vending sites. 	☒☒☒
<ul style="list-style-type: none"> Patrol officers, and particularly Beat Enforcement Team (BET) members, to monitor vending activities. 	☒☒☒
<ul style="list-style-type: none"> Work with the CoV to enforce by-laws for illegal vending in order to ensure consistency of action and messaging. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: Street vending to be limited to locations which are approved and established by the CoV.</p>	<p>The matter of street vending continues to be addressed by all Patrol members and namely by members of the BET patrolling the Downtown Eastside (DTES). Continual efforts have been made to disrupt and eliminate street vending in non-approved public spaces.</p> <p>Illegal street vendors are routinely instructed to sell their merchandise at the CoV-sanctioned vending market taking place every Sunday at Pigeon Park in the DTES.</p> <p>Typically, only warnings are given to illegal street vendors as there is a reluctance to ticket those that cannot afford to pay the fine. Illegal streets vendors are predominantly individuals facing severe social and economic hardships.</p>
<p>Measure: The number of illegal street vending sites in the DTES or elsewhere in the city.</p>	<p>There has never been an accurate count of illegal vending sites as they are fluid and can be erected and disassembled in a very spontaneous manner. Anecdotally, there appears to be a decrease in illegal street vending sites since the adoption of the Sunday market at Pigeon Park.</p> <p>While it may not fully eliminate illegal street vending, it is expected that the opening of a permanent CoV-sanctioned market in the DTES will drastically reduce the numbers of illegal vending sites. The intended site of the sanctioned market is at 62 East Hastings Street and is set to be established by early spring 2013.</p> <p>Once this permanent market is established, the VPD may adopt more aggressive enforcement approaches against illegal 'open air' vending sites in order to compel vendors to set up at the sanctioned rather than on the street.</p>
<p>Target: Elimination of illegal street vending in the DTES and elsewhere in the city.</p>	

Overall Strategic Progress

Illegal street vending has been a very difficult issue requiring considerable patience on the part of the CoV and the VPD. Part of the frustration in controlling, reducing, and/or eliminating illegal street vending has been the social impact or public backlash against enforcement approaches on those vendors already seen to be incredibly marginalized. Without enforcement, it has been difficult to address illegal vending.

The acquisition of a permanent site to establish a sanctioned vending market has been a long and painful process. Given that vendors will have an on-going legalized venue to sell their goods, the pending establishment of a sanctioned vending market should make police enforcement of illegal vending sites more acceptable going forward.

2012 Strategy 4: Through order maintenance, reduce street disorder city-wide that exists in different forms including matters such as aggressive panhandling, squeegee-ing for money, fighting in public, disorderly loitering overnight, etc.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	All four District Inspectors
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> VPD Operational Staff Sergeants to educate Patrol officers as to the utility and the standards of the application of the <i>Safe Streets Act</i> and the relevant CoV bylaws to address disorder issues. 		☒☒☒
<ul style="list-style-type: none"> District CCOs to work with analysts, NPOs, and Patrol officers to direct enforcement. 		☒☒☒
2012 Performance Projections		2012 Performance Results
<p>Outcome: A marked reduction in the occurrences and incidents in areas of the city commonly afflicted with street disorder.</p>		District Staff Sergeants have actively promoted the need for Patrol members to attend to matters of street disorder in all Districts. This has helped produce some positive outcomes in relation to most types of street disorder across the four Patrol Districts.
<p>Measure: The number of tickets by way of the <i>Safe Streets Act</i> and CoV bylaws that influence and reduce the activities.</p>		<p>Incidents</p> <p>The incidents or calls for service that comprise street disorder include for the following nine types :</p> <p>Annoying circumstances, Breaches of Peace, Disturbances, Drugs, Fights, Panhandlers, Prostitution, States of Intoxication in a Public Place (SIPPs), and Unwanted Persons.</p> <p>District 1: There was an overall 2% decrease in total incidents of street disorder. There were decreases in all street disorder types except for panhandling calls which increased by 47%</p> <p>District 2: Total street disorder increased by 3% despite decreases in most types of street disorder. Every street disorder type saw an increase except for disturbances (+9%), drug calls (+6%), and panhandler calls (+18%).</p> <p>District 3: Total street disorder increased by 4% despite decreases in most types of street disorder. Every street disorder type saw an increase except for disturbances (+16%), drug calls (+5%), and panhandler calls (+4%).</p> <p>District 4: Total street disorder decreased by 4%. There were decreases in all street disorder types except for disturbances (+4%) and unwanted persons (+35%).</p> <p>City-wide: Total street disorder levels remained relatively unchanged in 2012 from 2011. There were decreases in all street disorder types except for disturbances (+7%), drug calls (+1%), and panhandler calls (+17%).</p> <p>Enforcement</p> <p>Despite successes in reducing most types of street disorder, there was a notable decrease in the number of tickets issued specific to street disorder offences.</p>
<p>Target: A reduction in the numbers of incidents of street disorder.</p> <p>A 5% increase in the ticketing specific to street disorder</p>		

2607 tickets relating to street disorder were issued in 2012 compared to 3166 tickets in 2011, representing an 18% decrease. The VPD will look to improve street disorder enforcement through increased ticketing in 2013.

Overall Strategic Progress

The promotion of the *Safe Streets Act* by District Staff Sergeants to Patrol members has had a positive effect in helping to combat most types of street disorder across all four Patrol Districts. However, panhandling calls have risen considerably and total incidents of street disorder have remained relatively unchanged city-wide. In addition, the number of enforcement tickets written by Patrol members in relation to street disorder has decreased considerably in 2012 as compared to 2011. Accordingly, the VPD will look to improve street disorder enforcement through increased ticketing expectations in 2013.

The primary challenge to street disorder enforcement appears to be finding a way for Patrol officers to have more time to focus on specific problem areas and on the causal issues of street disorder. Many Patrol officers feel pressure to address what are often considered to be more severe and more important priorities such as property crime and violent crime. Each District is specifically feeling much pressure to address all forms of property crime which at the moment appear to be on the rise, both locally and nationally.

As mentioned in relation to Strategy 1 above, Patrol members in each District will be instructed going forward to focus greater attention and elevate enforcement on incidents of street disorder when and where applicable. This is expected to result in a more significant reduction in overall calls for service relating to street disorder. As this strategy will be a new focus for Patrol members, supervisors will also be challenged with ensuring that Patrol members remain persistent in applying pressure and enforcement against perpetrators of street disorder during the course of their duties.

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

2012 Strategy 1: Directed enforcement based on the use of Insurance Corporation of British Columbia (ICBC) collision data.		
Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Les Yeo
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> High visibility enforcement during peak hours. 		☒☒☒
<ul style="list-style-type: none"> Project work at high crash locations. 		☒☒☒
<ul style="list-style-type: none"> Four month trial of no Violation Ticket (VT) expectations – focus on crash locations. 		☒☒☒
2012 Performance Projections		2012 Performance Results
<p>Outcome: A reduction in collisions at high crash locations.</p> <p>Focusing on high collision locations will result in the greatest gains in reducing overall collision rates.</p>		Based on January to June 2012 data, results show that more than half of the Traffic Section's enforcement actions took place at the top 10 collision injury locations.
<p>Measure: The number of collisions occurring at high crash locations, measured quarterly.</p>		The 2012 year-end data is not available at this point from ICBC. It would be inaccurate to use January to June 2012 data as a measurement of success due to seasonal variations in the number of incidents.
<p>Target: 2.5% reduction in collisions per year.</p>		
Overall Strategic Progress		
<p>Due to the lag in availability of ICBC traffic related data, it is too soon to measure the overall success of this strategy. However, the four-month trial period of no VT expectations was deemed unsuccessful as total enforcement numbers dropped. Accordingly, VT expectations were re-instituted in July 2012 and total enforcement numbers increased significantly as a result, including enforcement at high crash locations. This strategy will carry over into 2013.</p>		

2012 Strategy 2: Focus on enforcing the <i>Motor Vehicle Act</i> on all road users to ensure safety for pedestrians, cyclists, and motorists.		
Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Les Yeo
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Greater enforcement of pedestrian and cyclist offences. 		☒☒☒

• Enforcement at high pedestrian collision locations	☒☒☒
• All Traffic Section members to focus on vulnerable road users.	☒☒☒
• Continued BC Police Services Division and CoV funding for pedestrian safety campaigns.	☒☒☒

2012 Performance Projections	2012 Performance Results
Outcome: Increasing enforcement action will result in fewer cyclists and pedestrians being involved in collisions, thus increasing road safety.	Targeted enforcement action against all road user groups increased significantly in 2012. This has helped prevent cyclists and pedestrians from being involved in collisions.
Measure: Increased traffic tickets related to pedestrian and cyclist offenses.	There was a 33% increase in VTs issued to all road users in 2012 for identified high risk offences.
Target: 10% increase in traffic tickets for motorists, pedestrians, and cyclists for the following offences: Distracted Driving; Fail to yield to pedestrians; Jay walking; Disobey traffic control device; Riding on sidewalk; and No bicycle helmet.	

Overall Strategic Progress
<p>The VPD's Traffic Section was very successful in increasing enforcement action against all road users in 2012. This has helped prevent cyclists and pedestrians from being involved in collisions; however, an unusually high number of pedestrian fatalities in last quarter of 2012 do not accurately reflect upon the success of this strategy.</p> <p>Moreover, the public has responded unfavourably to some of the enforcement action targeting high risk behaviours. This may lead to a steady increase in formal complaints against the VPD's traffic enforcement activities. This strategy will carry forward into 2013.</p>

2012 Strategy 3: Increase the amount of engagement by Patrol officers in traffic enforcement activities while on shift.		
Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Les Yeo
Activities (Action Plans)		Completion Status
• Implement approved RADAR/Laser Operators course for Patrol.		☒☒☒
• Implement Patrol-based traffic mentorship program		☒☒☐
• Implement a recruit graduate training program.		☒☒☒
• Provide traffic enforcement training to all of Patrol.		☒☒☐
• Attend Patrol parade briefings.		☒☒☒
2012 Performance Projections	2012 Performance Results	
Outcome: Patrol members will be engaged in traffic enforcement while on duty thereby effectively increasing the amount of resources devoted to road safety.	The following four avenues were used to provide Patrol members with road safety education: courses, mentorships,	

	training, and briefings.
Measure: Increase in traffic tickets written by Patrol members.	Even though there was an increase in road safety training and briefings in 2012, patrol traffic enforcement numbers decreased by 26% in 2012.
Target: 10% increase in traffic tickets written by Patrol.	

Overall Strategic Progress

Increasing the amount of traffic enforcement performed by Patrol members continues to be an on-going challenge. Accordingly, this strategy will continue in 2013 and the Inspector of the Traffic Section will more actively and aggressively work to increase traffic enforcement action in Patrol. This may include providing Patrol District Commanders with more detailed and individualized reporting of their Patrol member's traffic violation ticket production.

2012 Strategy 4: Increase enforcement action against unlicensed, uninsured, and prohibited drivers.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Les Yeo

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Increase in use of Automatic License Plate Readers (ALPRs). 	☒☒☐
<ul style="list-style-type: none"> Maximum deployment of ALPR vehicles. 	☒☒☐
<ul style="list-style-type: none"> Target known prohibited drivers. 	☒☒☐

2012 Performance Projections	2012 Performance Results
Outcome: Targeted enforcement against unlicensed, uninsured, and prohibited drivers will reduce their numbers on the streets of Vancouver, thereby increasing road safety.	ALPR continues to be a beneficial tool for locating these high-risk drivers.
Measure: The number of charges against high-risk drivers.	High-risk driver charges declined slightly in 2012. This may be viewed as a success as less high-risk drivers were detected through ALPR.
Target: 5% increase in driving while prohibited; no driver's license; and no insurance charges.	

Overall Strategic Progress

The ALPR technology still contains some considerable logistical issues. For instance, VPD Traffic members still have to go to the Burnaby RCMP Detachment at the beginning of each shift to have data downloaded into the ALPR instrument. Nevertheless, the ALPR remains beneficial for locating high-risk drivers and it will continue to be used in 2013. Some of the logistical issues associated with the ALPR may be resolved once several legal issues have been worked out.

2012 Strategy 5: Conduct public education on traffic safety through a community traffic safety awareness campaign.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Les Yeo

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Partner with the Diversity Unit to reach specific audiences. 	□□□
<ul style="list-style-type: none"> Identify members with language skills to present to diverse communities. 	☒□□
<ul style="list-style-type: none"> Increase the number of CREST presentations. 	☒☒☒
<ul style="list-style-type: none"> Increase the number of presentations to the VPD's Senior Management Team (SMT). 	☒□□

2012 Performance Projections	2012 Performance Results
<p>Outcome: Various communities will be made aware of how they can ensure their safety when using Vancouver's roadways as pedestrians, cyclists, and drivers.</p>	Community presentations continue to be a key messaging strategy in providing road safety tips. These will continue in 2013 with an increase in relaying messages through earned media.
<p>Measure: The number of presentations delivered to various communities.</p>	<p>The majority of the public education presentations were delivered by the Community Road & Education Safety Team (CREST) to elementary and high school students. The number of total presentations decreased from 87 in 2011 to 82 in 2012 primarily due to the teacher labour disruptions in the spring of 2012. As a result of this disruption, the majority of presentations (65 of the 82) were delivered from September 2012 to December 2012.</p> <p>Aside from CREST, Vancouver's Community Policing Centres (CPCs) also took an active role in delivering road safety presentations.</p>
<p>Target: 10% increase in community presentations.</p>	

Overall Strategic Progress

Due to the labour issues surrounding public schools, CREST was only able to deliver a few road safety presentations to elementary and high school students in the first five months of 2012. The majority of CREST presentations to public school students were delivered in the Fall and Winter months of 2012. CREST also partnered with Vancouver's CPCs to deliver road safety presentations to members of the public other than public school students.

This strategy will be slightly amended in 2013 to include the use of social media and earned media as tools to assist with road safety messaging to the community.

2012 Strategy 6: Coordinate the Speed Watch program with ICBC across the numerous Community Policing Centres (CPCs) in Vancouver.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Les Yeo

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Coordinate a centralized Speed Watch program in partnership with ICBC and individual CPCs. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: The coordination of the <i>Speed Watch</i> program will allow for more efficient and better overall results.</p>	<p>A centralized <i>Speed Watch</i> was successfully coordinated between the VPD, ICBC, and the CPCs. The program is now more efficient and effective.</p>
<p>Measure: Progress on centralizing the Speed Watch program through the Traffic Section.</p>	<p>120 CPC volunteers across the city were trained to efficiently and effectively conduct Speed Watch.</p>
<p>Target: Centralizing the Speed Watch program through the Traffic Section.</p>	<p>Moreover, an enhanced process to distribute public traffic complaints to local CPCs was initiated.</p>

Overall Strategic Progress

This strategy appears to be concluded with a centralized partnership system in place. An overwhelming number of volunteers are now trained to more efficiently and effectively conduct *Speed Watch* deployments throughout Vancouver's various communities. This strategy will be supplemented in 2013 with one that focuses on pedestrian safety.

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

Champion – Inspector Marcie Flamand

2012 Strategy 1: Foster trust between the VPD and Downtown Eastside (DTES) women’s groups.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2012	Constable Linda Malcolm, Inspector Marcie Flamand, and Inspector Mario Giardini
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Deliver training at the JIBC which informs new recruits how to engage marginalized women and sex trade workers. 		☒☒☒
<ul style="list-style-type: none"> Develop and deliver training to front line community stakeholders that have direct contact with sex trade workers that are victims of violent crime. 		☒☒☒
<ul style="list-style-type: none"> Regularly attend <i>Sister Watch</i> meetings. 		☒☒☒
<ul style="list-style-type: none"> Regularly participate in community events such as marches, movie nights, and gift drives. 		☒☒☒
<ul style="list-style-type: none"> Assist sex trade workers in accessing already available resources such as detox, treatment, and family reconnections. 		☒☒☒
2012 Performance Projections		2012 Performance Results
<p>Outcome: Increased communication between DTES women’s groups and the VPD.</p> <p>Increased co-operation between victims of violent crime and the VPD.</p> <p>Increased clearance rate for violent crime targeted against at risk women in the DTES.</p>		<p>Regular VPD attendance at shelters, Single Room Occupancy buildings (SRO’s), and Drop In Centres in the DTES has resulted in increased calls for service for the Sex Industry Liaison Officer.</p> <p>Due to the VPD’s relationship-building efforts, sex trade workers have been more cooperative and have provided more information on first contact with officers in relation to an incident.</p>
<p>Measure: Number of training sessions delivered to the JIBC and front line stakeholders.</p> <p>Number of <i>Sister Watch</i> meetings held.</p> <p>Number of community events attended.</p> <p>Number of contacts with survival sex trade workers.</p>		<p>All the targets were met. Four group sessions were delivered at the Justice Institute of British Columbia (JIBC) with frontline workers receiving interview technique training in January 2013.</p> <p>The VPD hosted regular <i>Sister Watch</i> meetings and has taken action on tabled agenda items. In addition, the VPD attended or hosted more than 15 community events in 2012.</p>
<p>Target: One JIBC recruit class and 10 front line workers attending relevant training.</p> <p>To act upon agenda items tabled at <i>Sister Watch</i> meetings.</p> <p>Participate in one community event per month.</p> <p>Regular contact with as many sex trade workers as operationally</p>		<p>Contact was made with survival sex trade workers more than 3,000 times in 2012.</p>

feasible.

Overall Strategic Progress

2012 saw the successful completion of this strategy due to the efforts of the Sex Industry Liaison Officer as well as those of the police members on the *Sister Watch* Committee. Regular attendance at community events in the DTES (i.e., Women’s Memorial March) and on-going relationship building at *Sister Watch* meetings were keys to the success of this initiative. Information regarding the safety of marginalized women is regularly shared and acted upon at *Sister Watch* meetings.

The Sex Industry Liaison Officer has been instrumental in maintaining very close relationships with contacts in the DTES and has made great strides in educating JIBC recruits regarding how to engage marginalized women and sex workers. Due to the success seen thus far, this strategy will continue into 2013.

2012 Strategy 2: Increase avenues of communication between front-line officers and the Senior Management Team.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	All Four District Inspectors

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Seek participation from front line officers in attending CompStat meetings. 	☒☒☒
<ul style="list-style-type: none"> Seek participation from front line officers in attending crime control meetings. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: Better circulation of information between management and front line officers.</p>	<p>Patrol members have indicated that their presence at crime control and CompStat meetings has given them better access to information and to the Operation Division’s decision-making processes. In turn, this allows members to make more timely decisions and better understand their role within the VPD, thereby increasing their overall effectiveness.</p>
<p>Measure: The number of crime control and CompStat meetings attended by front line officers.</p>	<p>Frontline officers in all four Patrol Districts have been routinely attending both crime control and CompStat meetings. They have expressed that their overall understanding of priorities and crime prevention targets have improved.</p>
<p>Target: Set a baseline for the number of meetings attended by front line members.</p>	

Overall Strategic Progress

This strategy has increased frontline members’ awareness of how and why resources are dedicated towards crime-fighting goals. In turn, this awareness has increased their familiarity and comfort with the process of resource management, thereby increasing member buy-in towards reaching the VPD’s Strategic Goals. The initial challenge with this strategy was overcoming member cynicism; however, this was easily achieved once members attended meetings and were able to see how their work has been a main contributing factor towards combating crime.

This strategy will proceed into 2013 in order to continue obtaining buy-in from front-line members and NCOs by including them in information-sharing sessions which explain how the Executive makes operational decisions. Officers have shown increased job satisfaction and performance when they are made aware of the decision-making process and how it affects their daily functions. Overall, the

Executive will continue to work towards further strengthening the relationship between upper management and front-line members.

2012 Strategy 3: Work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill.

Initiation Date	Target Date	Lead
January 1, 2012	June 30, 2012	Sergeant Howard Tran

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Attend regular meetings with VCH and stakeholders regarding <i>Project Link</i> and the Assertive Community Treatment (ACT) model. 	☒☒☒
<ul style="list-style-type: none"> Identify the mandate, terms of reference, and benchmarks for success in <i>Project Link</i>. 	☒☒☒
<ul style="list-style-type: none"> Draft an MOU and information sharing agreement with VCH which obtains approval from the Privacy Commissioner. 	☒☒☒
<ul style="list-style-type: none"> Create and Integrated VPD and VCH ACT Team. 	☒☒☒
<ul style="list-style-type: none"> Monitor and analyze the progress of the ACT client group. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: By partnering with VCH on Project Link, the number of contacts with the mentally ill will be reduced.</p> <p>Members will spend less time waiting at hospitals with Mental Health Act (MHA) apprehensions.</p>	<p>The <i>Project Link</i> Steering Committee has greatly improved information-sharing and working relationships with VCH. This collaboration has improved service delivery to the most seriously mentally ill and drug addicted people in Vancouver. These people are primarily located in the DTES. Furthermore, the development of the ACT has resulted in a 47% decrease in police contacts in 2012 for those participating in the program.</p> <p>VPD collaboration with VCH through the Hospital Wait Time Committee and Project Link has reduced hospital wait times for both Section 28 and Form 4 and 21 apprehensions.</p>
<p>Measure: Contacts within the Assertive Community Treatment client group, particularly MHA apprehensions and CAD calls related to Emotionally Disturbed Persons (EDP).</p> <p>Time spent at hospitals following MHA apprehensions.</p>	<p>The implementation of the Mental Health PRIME template as well as the CAD/RMS clearance procedure has improved data collection of MHA and emotionally disturbed person (EDP) related calls for service. Prior to this, there was no accurate way to collect and analyze data related to these calls. Between November 1 and December 31, approximately 22% of the VPD's calls for services had a mental health component based on the templates submitted.</p>
<p>Target: Establish a baseline as to the number of MHA and EDP calls handled.</p> <p>Establish a baseline as to the current hospital wait times following MHA apprehensions.</p>	<p>The VPD benchmark for hospital wait times was set at 52 minutes for Section 28 of the MHA and less than 30 minutes for all other sections of the Act.</p>

Overall Strategic Progress

This strategy was successfully completed in 2012. *Project Link* and the various committees and initiatives in 2012 not only improved on the existing working relationship with VCH, Vancouver General Hospital (VGH), and Saint Paul's Hospital (SPH), but also improved the VPD's relationship with the Downtown Community Court (DCC), Crown Counsel, Corrections, and non-profit organizations in the DTES such as Raincity. The VPD's Information and Privacy Unit is currently drafting an information-sharing agreement

to cover the release of information between VCH, the associated VCH hospitals, and the VPD.

The Vancouver ACT Team experienced some growing pains in 2012 affecting the number of intakes, which in turn affected the number of VPD referrals to the program. While 30 ACT clients were anticipated by the end of 2012, there were only 21 participants. It is expected that the intake of clients will improve in 2013 with new facilities and increased staffing. VCH is expanding the ACT treatment model in 2013 to three full-time teams in Vancouver while the VPD will be continually involved. Expanding the resources devoted to ACT signals that VCH is committed to the program and that the model is seen as a beneficial treatment tool for this very complex and challenging client group.

Although the number of MHA apprehensions by the VPD have increased year over year, this increase has coincided with general increases in EDP call volume at both SPH and VGH. Anecdotally, the VPD has the lowest average wait times for MHA apprehensions in Metro Vancouver. The average MHA Section 28 wait times decreased from 65 minutes in 2011 to 60 minutes in 2012. Meanwhile, wait times for apprehensions (Form 4, 10, 21) under other sections of the MHA were significantly less at average of 31 minutes (based on the latest report from September 2012).

2012 Strategy 4: Improve awareness and access to support services for vulnerable victims of crime including seniors.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Sergeant Ann Fawcett
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Identify cultural groups which require and lack an existing connection to the VPD Domestic Violence and Criminal Harassment (DVACH) Unit. 		☒☒☒
<ul style="list-style-type: none"> Provide greater accessibility to resources for at risk groups via the VPD website. 		☒☐☐
<ul style="list-style-type: none"> Determine the feasibility of a victim's written consent form to share personal information with community support agencies. 		☐☐☐
<ul style="list-style-type: none"> Create a DTES community services card for vulnerable women and seniors. 		☐☐☐
2012 Performance Projections		2012 Performance Results
<p>Outcome: Increased communication and trust between vulnerable groups and the VPD.</p> <p>Increase reporting of domestic violence, criminal harassment, and elder abuse.</p>		<p>In 2012, strong connections have been made with various vulnerable groups, specifically through strengthened relationships with the Chinese CPC, Musqueam Band, and hospital social workers.</p> <p>Through strong collaboration with the Chinese CPC, the VPD produced materials aimed at encouraging immigrants and seniors residing in the DTES to develop relationships and to regularly report criminal activity.</p> <p>Connections with the Musqueam Band have been initiated through enhanced information-sharing with the VPD.</p> <p>Hospital social workers are now more familiar with the VPD's Elder Abuse members and routinely consult with these officers regarding potential criminal offences.</p>
<p>Measure: The number of new connections with community organizations.</p>		<p>Two connections in the community were established. DVACH delivered presentations to social workers at the University of</p>

The number of elder abuse training sessions provided to social workers and medical professionals.	British Columbia (UBC) School of Social Work and at various hospitals.
<p>Target: Connect with at least two identified community organizations.</p> <p>Provide two training sessions over the course of the year.</p>	DVACH also participated in the Women's Safety Fair where attendees received information regarding domestic violence, criminal harassment, and elder abuse.

Overall Strategic Progress

Building positive working relationships within the Musqueam and Chinese communities will improve their understanding of the VPD's roles and objectives and will therefore increase crime reporting amongst these groups.

By fostering relationships with the Chinese community through associations such as the Chinese CPC, the VPD has become more aware of the Chinese culture and has therefore been able to more effectively develop relevant educational material. The Chinese community has also continually provided human resources and language experts to assist the VPD in the creation of educational materials. In the future, it is expected that the Chinese CPC will use a video created by the VPD to introduce and engage new immigrants into the Canadian lifestyle. These partnership efforts will increase the number of people that can be reached as opposed to relying solely on in-person meetings and outreach sessions.

Moreover, partnerships with VCH and staff at local hospitals have been important in both the detection of elder abuse and in the collaborative process of finding safer housing alternatives for victimized elders. However, it should be noted that an unpredicted staff shortage in DVACH has limited its ability to respond to all requests for service from the community. It is hoped that the staffing shortage will be filled in 2013 so that DVACH can respond to most or all requests along with being able to complete this strategy.

2012 Strategy 5: To increase awareness, both within and outside the Aboriginal Community, of the VPD's development of an Anti-Gang EASY program.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Mario Giardini, Diversity Program Planner Lori Beckstead, and Constable Rick Lavallee

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Attain sustainable funding for the VPD's EASY anti-gang initiative. 	☒☒☒
<ul style="list-style-type: none"> Assign a Neighbourhood Police Officer to the Aboriginal Policing Centre. 	☒☒☒
<ul style="list-style-type: none"> Development of cultural awareness training. 	☒☒☒
<ul style="list-style-type: none"> Participate in the <i>Pulling Together</i> canoe journey. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: Improved relationships between the VPD, the Aboriginal community, and Aboriginal Service Providers.</p> <p>Aboriginal Youth will be discouraged from joining gangs and committing crimes.</p>	<p>Relationships with the urban Aboriginal community, both in the DTES and elsewhere in Vancouver, have increased positively throughout the year with partnership programming being at an all-time high. Of note, through the Vancouver Police Foundation (VPF), the VPD was able to provide funding for the <i>Pulling Together Journey</i> to four Aboriginal organizations. Without this</p>

	<p>generous donation, the journey would not have occurred for more than 100 youth in the urban area.</p> <p>Additionally, based on a five year external evaluation, a decrease in youth crime and victimization has been noted.</p>
<p>Measure: The number of contacts with and referrals to Aboriginal service providers.</p> <p>The number of Aboriginal events that VPD attends.</p>	<p>Referrals are part of the mandate of the VPD's Diversity & Aboriginal Policing Section and have occurred on an on-going basis. Multiple contacts are made on a daily basis and referrals to Aboriginal service providers fluctuate between one and six per week depending on the context and individual circumstances of each individual.</p> <p>The VPD attended 75 aboriginal events, many of which were attended by at least one Inspector.</p>
<p>Target: Set a baseline for the number of referrals.</p> <p>Attendance in at least one event per month.</p>	

Overall Strategic Progress

The VPD continues to have strong ties to the Aboriginal community in Vancouver through partnership programs directly involving front-line police officers as well as through community led groups which include VPD Executive members. Crime and victimization issues within the urban Aboriginal population remain a high priority for the VPD. Through on-going positive engagement, the VPD has seen decreases in these problems, specifically among the youth population participating in partnership programs.

In its final year of operation, the *EASY* program has also shown great success in the reduction of crime and victimization among the Aboriginal population. The program has been funded by the Ministry of Justice's Crime Prevention Division.

An increase in positive relationships between front-line members of the VPD and Aboriginal youth has been observed. A total of 46 youth gave permission for the *EASY* program evaluator to access and view official police data between 2008 and 2011. There was a 20.4% decrease for incidents in which the youths were perpetrators of a crime; a 15.6% decrease for incidents where the youths were victims; and a 16.7% decrease for incidents where there was concern for the youth.

Although this is the final year of the *EASY* program, Aboriginal crime prevention initiatives will continue to be a priority for the VPD. Partnerships with programs such as the *Aboriginal Youth First* recreation project will provide youth an opportunity to participate in contemporary and traditional recreational activities. These youth would otherwise not participate due to poverty or self-esteem issues. The VPD will also partner with TransLink to decrease the number of youths charged with transit fare evasion.

VPD cultural awareness training was executed through the Vancouver Aboriginal Community Policing Centre (VACPC) Society. Over 30 VPD members participated with mixed reviews. Moving forward, outside funding will be sought from the Department of Justice for the VPD's Diversity & Aboriginal Policing Section to run certified training through Vancouver Coastal Health. Other agencies have accessed government funds to participate in this training with positive outcomes reported. Upwards of 1,300 VPD members will be able to participate in this training once funding has been secured. In the meantime, 2013 will see 10 VPD members participate in an online pilot project developed by Vancouver Coastal Health. This course is eight weeks long and an assessment for the Executive will be completed when it ends.

Moreover, the generous donation offered through the VPD by the VPF to four Aboriginal organizations has been branded a major success. This funding allowed upwards of 100 Aboriginal youth to participate in the annual *Pulling Together Journey*. The program was reportedly the highlight of the year for these youth and has changed how they live and connect with their culture and community. This program has also provided Aboriginal youth and VPD members an opportunity to foster trust and build relationships.



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

Champion – Senior Director Paul Patterson

2012 Strategy 1: Continue to enhance public awareness of programs and services provided by the VPD by increasing traffic to the VPD website and increasing the use of social media.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2012	Senior Director Paul Patterson

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Continue to review all the web pages with the goal of improving their content and their interactivity. 	☒☒☒
<ul style="list-style-type: none"> Initiate media and public information campaigns designed to drive people to the VPD website. All graphic materials including new business cards will reference the home page. 	☒☒☒
<ul style="list-style-type: none"> Continue to use special events and blogs to drive visits to VPD social media sites. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: The public will obtain useful safety information and interact with VPD officers through the use of the Department's Facebook and Twitter and Flickr accounts.</p>	<p>The VPD's use of these social media programs continues to increase. They have been used to alert the public regarding many safety issues including sexual predators at large and other threats.</p>
<p>Measure: The number of visits to the VPD home page.</p> <p>The number of visits to different sites within vpd.ca.</p> <p>The number of people following or accessing VPD social media sites.</p>	<p>The number of visitors to the VPD home page has increased from 695,465 in 2011 to 704,708 in 2012. While this increase is less than the projected 5% target, it does not account for the one time spike in visits to the website that occurred in 2011 due to interest resulting from the Stanley Cup Riot. For instance, the website normally receives about 58,000 visitors in June, but that number spiked to 95,000 in June 2011. Therefore, excluding the 2011 spike, the VPD has remained on track in meeting its 5% annual growth targets for visits to the website.</p> <p>The number of "likes" on the VPD's Facebook page continues to climb at a steady pace. There were approximately 1,000 new "likes" in 2012. Precisely, the number of "likes" went from 5,226 in 2011 to 6,223 in 2012, representing an 18% increase.</p> <p>The VPD's Twitter account added another 8,000 followers in 2012 to take its total to 28,790, making the VPD one of the most followed police departments in North America.</p> <p>The VPD's Flickr account, which was launched in mid-2010 to share pictures from the Department, has now had about 22,500 views.</p>
<p>Target: An increase of 5% in visits to vpd.ca over last year and continuing increases to our social media sites.</p>	

Overall Strategic Progress

The VPD has achieved leadership status among police departments for its use of digital social media. Accordingly, the VPD's Business Liaison Officer has been asked to speak on the topic of social media

use at conferences in Vancouver and San Diego.

The VPD has used social media as a valuable tool to promote its programs and to disseminate news items and crime alerts. However, the VPD's Public Affairs Section continues to be challenged by its lack of mobile access to social media outlets. This prevents Public Affairs members from using social media on a spontaneous basis, both initiating and responding to messages. In order for the VPD to be current, Public Affairs will continue to work with the VPD's Information Technology (IT) Section to have members of Public Affairs equipped with greater mobile access to social media outlets (i.e. through Blackberries, other smart phones, or connected tablets).

Overall, social media programs and the website continue to be valuable tools for the VPD to reach the public without having to go through the filter of the traditional media. However, these outreach medians are not a replacement for the VPD's work and relations with traditional media outfits. Despite impressive numbers of contacts having been achieved through digital social media, these numbers are nevertheless minor compared to the hundreds of thousands of people reached each day through the traditional media.

Moreover, in 2013, the VPD will initiate a campaign called Twitter 101 through the use of an educational video and parade presentations to encourage members to follow and respond to the Department's Twitter account. This will further facilitate information exchange between members and the Department.

2012 Strategy 2: Continue to enhance the reputation of the VPD through a steady growth in the number of positive media articles.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2012	Senior Director Paul Patterson and VPD Media Relations Officers
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Seek opportunities to gain publicity for the achievements of VPD members. 		☒☒☒
<ul style="list-style-type: none"> Encourage different VPD units to participate in feature stories highlighting their achievements. 		☒☒☒
<ul style="list-style-type: none"> Seek publicity for the commendations of VPD members as well as for the Beyond the Call and Annual Report publications. 		☒☒☒
2012 Performance Projections		2012 Performance Results
<p>Outcome: The VPD will become better known as an innovative and effective police department that provides 'Beyond the Call' service to its citizens.</p> <p>Increased support from the media, public, and other stakeholders for the VPD's initiatives and actions.</p>		<p>In addition to generating positive media stories, the VPD also produces its own publications. The <i>Beyond the Call</i> publication highlights the achievements of members and 5,000 copies are printed for distribution. The VPD's Annual Report is carried in half a million copies of the Vancouver Sun. Both publications are also available on the VPD's website.</p> <p>The VPD has also produced a video of its award ceremony in 2012 to highlight the achievements of its members. This video can be accessed and viewed by the public on the VPD website.</p> <p>Moreover, efforts to engage the public to provide information pertaining to 2011 Stanley Cup rioters continued in 2012 and a number of rioters were subsequently identified.</p>
<p>Measure: The number of positive media stories.</p>		The number of positive media stories regarding the VPD has

<p>Feedback on the annual citizen satisfaction survey.</p>	<p>increased from 125 in 2011 to 145 in 2012. Generally, public reaction to these news stories is excellent. VPD media officers continue to routinely answer media questions and give interviews. This involves responding to a staggering 20,000+ phone calls and 50,000+ emails per year.</p>
<p>Target: 5% increase in positive media stories. 5% increase in overall citizen satisfaction with the VPD.</p>	<p>According to the latest annual Community Satisfaction Survey conducted by NRG Research, residential satisfaction rates have decreased by 2% in 2012 from 2011. However, dissatisfaction rates have also decreased by 2%. Satisfaction rates for businesses have decreased by 12% in 2012 from 2011.</p>

It is continually difficult for the VPD to accurately gauge its reputation. Aside from the on-going annual citizen satisfaction survey, the VPD now also gauges its reputation by the number of positive news stories and or editorials written about the department. The VPD also compares its media results to those of other agencies such as the RCMP. Based on these measures, the VPD appears to have maintained a largely positive reputation along with solid levels of public support. Incidentally, this level of support has helped the VPD reverse initial criticism to eventual praise (i.e. from the Vancouver Province newspaper) over its handling of the 2011 Stanley Cup Riot investigation.

The VPD's Public Affairs Section has steadily increased its production of videos through a designated videographer. In 2012, the VPD posted 60 videos on YouTube that were watched by about 90,000 people. Since the VPD began posting videos about two and half years ago, a total of about half a million viewers have been attracted. The most watched video in 2012 with more than a thousand viewers was *Recruiting Outlook*, while the most popular videos belonged to the crime prevention series *Krenz on Krime*.

In 2013, the VPD will seek to improve its live streaming of news conferences. In 2012, the VPD live streamed 66 events but the average viewership was only 40 or fewer people. The recorded version of the news conferences does however attract a substantially larger audience. The challenge for 2013 will be to raise public awareness of the live stream broadcasts.

2012 Strategy 3: Continue to enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories. This encompasses campaigns to increase personal safety and road safety.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2012	Sergeant Kevin Bernardin
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Work to promote and increase memberships in the Block Watch and CCW programs. 		☒☒☒
<ul style="list-style-type: none"> Leverage existing crime prevention campaigns such as Sister Watch to help reduce crime. 		☒☒☒
<ul style="list-style-type: none"> Public Affairs Section to work with and provide resources/expertise to other VPD units to ensure the success of their programs. 		☒☒☒
<ul style="list-style-type: none"> The Business Liaison Officer will initiate and deliver crime prevention communication and programs to Business organizations and will be a liaison for the NPOs regarding business related crime trends. 		☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: The public will have greater awareness of the measures they can take to help protect themselves and their property from crime, as well as how to stay safe on the road.</p>	<p>Those involved in Block Watch, Sister Watch, and <i>Project Griffin</i> continue to be very active in attending public forums, trade shows, and delivering speeches and classes to inform the public about how they can be safer.</p>
<p>Measure: The number of neighbourhoods signed up with Block Watch.</p> <p>The number of Citizen Crime Watch (CCW) volunteers, and the amount of CCW activity.</p> <p>Enhanced Community Policing Centre (CPC) program and service delivery.</p>	<p>Block Watch membership increased from 604 neighbourhood programs in 2011 to 616 in 2012. One of the new activities coming out of Block Watch in 2012 was the production of a crime prevention series called <i>Krenz on Krime</i> which has become the VPD's most popular and most watched video series. A dozen videos have been produced thus far attracting a viewership of approximately 10,000 people.</p>
<p>Target: 5% increases in Block Watch group memberships.</p> <p>5% increase in CCW volunteers, and greater CCW focus on wider crime reduction strategies.</p> <p>Increased consistency in program/ service delivery between the CPCs.</p> <p>A 5% overall decrease in property crime statistics.</p>	<p>CCW increased its membership by 8% (from 130 to 140) thereby meeting its target for 2012. CCW has also broadened its focus on crime reduction strategies in 2012. Moreover, it increased its departmental profile by becoming a more integrated and valued asset of the VPD for special assignments such as the riot poster distribution and gang watch activities.</p> <p>CPC program and service delivery was enhanced through the appointment of a new Community Policing Service Unit (CPSU) Sergeant near the end of 2012. The new Sergeant has initiated very successful bi-monthly meetings to enhance the relationship between the NPOs and CPCs. The Sergeant has also initiated additional training for CPC personnel such as a Verbal Judo session attended by 78 people. Prior to this appointment, the position had primarily been co-opted by the VPD's Riot Investigation.</p> <p>Overall property crime statistics do not reflect the Department's crime prevention efforts in 2012. Total incidents of property crime increased by 3.8% in 2012.</p>

Overall Strategic Progress

The Public Affairs Section has been stretching its resources as much as possible in some areas. For instance, the Business Liaison Officer has also been utilized as the Social Media Officer and backup Media Relations Officer. Along with several advances in social media, the Business Liaison Officer has produced two editions of the Commercial Crime Prevention Quarterly in 2012 distributed to all CPCs and BIAs. She conducted numerous "Lunch and Learn" presentations on personal safety and shoplifting for various organizations. She also disseminates weekly crime stats to the BIA's, CPC's, and other business organizations and has held five *Project Griffin* presentations for a total of 320 people in 2012. While impressive, this level of performance is not sustainable and Public Affairs will be seeking a division of those roles in the new future.

2012 Strategy 4: Continue to enhance the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2012	Victim Services Manager and Senior Director Paul Patterson
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Work to fully staff the Victim Services Unit (VSU). 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

<ul style="list-style-type: none"> Employ a number of internal and external communication strategies to raise public awareness of the VSU. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Continue to make presentations to VPD members and apply stickers to member's notebooks to raise their awareness and utilization of the VSU. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

2012 Performance Projections	2012 Performance Results
<p>Outcome: More victims of crime will receive assistance from the VPD; more people will become aware of the assistance the VPD provides to victims; and the Department's reputation of providing 'Beyond the Call' service will be enhanced.</p>	<p>Despite remaining short-staffed throughout 2012, the VSU continued providing a high standard of service in supporting victims. This was recognized through police member and client feedback.</p>
<p>Measure: The number of victims having received assistance from the VPD along with their satisfaction levels.</p> <p>The number of visits to the VPD Victim Services web page.</p>	<p>The VPD did not achieve its targets of a 5% increase in victims assisted as well as a 5% increase in visits to the VSU webpage. Nevertheless, the VSU continued to serve a high volume of clients in 2012. 1,990 clients were served.</p>
<p>Target: 5% increase in victims assisted.</p> <p>5% increase in visits to the Victim Services webpage.</p>	

Overall Strategic Progress
<p>The VSU continues to operate under-staffed, with two of four caseworker positions remaining vacant. This has and continues to affect the VSU's capacity to respond to calls and take on additional files, and has hindered the length of VSU's involvement with each file. More staff would allow for greater service levels including longer follow-up support.</p> <p>As always, VSU staff members have remained positive and committed through all the challenges they have been faced with, and continue to provide professional service to victims, witnesses, and family members affected by crime and trauma.</p> <p>Perhaps the main challenge yet to be addressed is filling the VSU manager position which has been vacant since last year. It was decided that the manager should be an exempt position rather than a Teamsters position and therefore union agreement has been required to make this change. Final agreement on this change is expected by February 2013. Once the Manager position is filled, a renewed direction for the VSU is expected along with bringing the Unit back to full strength.</p>

2012 Strategy 5: Outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial.		
Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Mario Giardini and Diversity Program Planner Lori Beckstead
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Work to develop crime prevention programs designed for the LGBTQ community. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Acquire funding the establishment of an LGBTQ community Case Worker. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Track the number of incidents reported to the VPD in relation to hate crimes. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

<ul style="list-style-type: none"> Conduct ongoing in-house training with regards to hate crimes. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Development of a smart phone app which would contain information relevant for police investigations. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2012 Performance Projections	2012 Performance Results
<p>Outcome: Increased safety and support for the LGBTQ community.</p> <p>Improved relationship between the VPD and the LGBTQ community.</p>	<p>Through attending ongoing community events and meetings, the VPD continues to raise its profile in a positive way with respect to the LGBTQ community. This has included an increased presence in the annual Pride Parade.</p>
<p>Measure: The number of hate crimes reported to the VPD.</p> <p>The number VPD officers attending hate crime training sessions.</p>	<p>250 incidents were reported as hate crimes to the VPD in 2012. Of those, 52 were actually determined to be hate crimes under the definition.</p>
<p>Target: A 5% increase in Hate Crime reported to the VPD.</p> <p>Maintain the current level of hate crime training.</p>	<p>Roughly the same numbers of hate crime incidents were reported to the VPD in 2012 compared to 2011. However, the number of those incidents actually designated as hate crimes decreased from 64 in 2011 to 52 in 2012.</p> <p>120 officers participated in hate crime training sessions last year.</p>

Overall Strategic Progress

Increased reporting of hate crimes over the last couple of years is related to increased awareness within the LGBTQ community through media, partnerships with the community, and word of mouth, as well as through positive judicial outcomes related to reported gay-bashings. In 2012, there was again, significant media exposure to hate crimes within the LGBTQ community. This exposure resulted in greater awareness and continued high levels in the reporting of incidents.

The VPD's Hate Crime Unit (HCU) provides crime trend reports to track assaults and to provide comparative analysis. The actual tracking of hate crime data is performed through the use of an Excel spread sheet and monthly Hate Crime reports.

In 2012, the HCU delivered training to all recruit members during their Block 3 at the Justice Institute of British Columbia (JIBC). The training covered a variety of hate crime topics, including potential bullying within the LGBTQ community itself (e.g. the notion of unknowingly "outing" someone).

Moreover, partnerships with the main LGBTQ community organization continue to be positive; however, there has been some upheaval of leadership within that organization. The VPD will work with the organization's new leaders in 2013 to prevent hate crime victimization through education programs. Funding sources for such initiatives among others will commence February 2013.

The VPD will no longer seek to develop a smart phone app which would contain information relevant for police hate crime investigations.

2012 Strategy 6: Improve the VPD's outreach to Vancouver's diverse cultural communities.

Initiation Date	Target Date	Lead
January 1, 2012	Ongoing	Diversity Program Planner Lori Beckstead

Activities (Action Plans) Completion

	Status
<ul style="list-style-type: none"> The Diversity Advisory Committee (DAC) to develop action plans to reach out to the various or diverse communities in Vancouver. 	☒☒☒
<ul style="list-style-type: none"> To coordinate or participate in diverse community events such as an 'Anti Bullying forum' or a 'Hate Crime Dialogue Session'. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: Greater VPD representation at various community events.</p> <p>Improved relationship between the VPD and Vancouver's diverse communities.</p>	<p>Greater VPD representation at various community events has occurred throughout 2012 while relationships with diverse and multicultural groups have increased positively. Partnership programming with these groups is at an all-time high.</p>
<p>Measure: The number of diverse community events coordinated and/or attended by the VPD.</p>	<p>75 events were attended by at least one member of the VPD's Diversity Section while most were attended by two or more members of the Section including the Inspector. For some community events, upwards of 50 VPD members were in attendance.</p>
<p>Target: Continue a high level of participation in multiple community events each year.</p>	<p>The VPD determines the baseline for attendance of events based on events attended in the previous calendar year. It is estimated that the VPD will attend a similar number of events in 2013 as it did 2012.</p>

Overall Strategic Progress

The VPD continues to have greater representation at a variety of community events. This is based on greater internal communication of community events taking place including more advanced notice to VPD members. The Section has also conveyed a greater understanding of the importance of VPD participation in community events to Management and front line police.

Increased representation has also been due to a greater interest among diverse communities in what the VPD does and how it does it. For instance, the Citizens Police Academy invites leaders of diverse and political communities to participate in a multi-day training program that includes interactive presentations by speciality units of the VPD as well as participation in actual police scenarios. These program participants then report back to their respective community members and constituents and this provides positive marketing for the VPD. The multi-day program attracted upwards of 20 community leaders in 2012 and given its success, it will again be delivered 2013.

New crime prevention strategies aimed at building trust and positive relationships with high risk multicultural communities are planned for 2013 through increased funding from the Federal Government. As in 2012, the VPD will send several members to attend such events as the Racial Discrimination event at the Sikh temple and the Vashaki parade. Approximately 50 VPD members attended this parade in 2012.

Moreover, the Diversity Action Committee (DAC) saw an increase in members from different cultural communities in 2012.

Goal – Provide socially responsible programs and initiatives that benefit youth

Champion – Inspector Ralph Pauw

2012 Strategy 1: Maintain the VPD Youth Referral Program to remain consistent with provisions of the Youth Criminal Justice Act (YCJA) and consider extra-judicial measures for youth who commit less serious offences.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Youth Referral Coordinator Amy Powder

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Create a brief training film describing the Youth Referral program and referral process. 	☒☒☒
<ul style="list-style-type: none"> Distribute the film to be shown to all Patrol teams. 	☒☒☒
<ul style="list-style-type: none"> Regularly post bulletins on E-parade. 	☒☒☐
<ul style="list-style-type: none"> Liaise and build partnerships with community agencies and organizations to provide the highest quality program referrals. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: Referring youth to community programs rather than incarceration will assist them in addressing the underlying issues for their criminal behaviour. Agencies involved in extra judicial measures work with youth to help them gain the skills and knowledge to make better choices and develop into socially responsible citizens.</p>	<p>The VPD was successful in implementing program plans for 57 youth that were referred to the Youth Referral program in 2012.</p> <p>The brief training film was created and shown to all Patrol teams. Bulletins were posted on E-parade and partnerships continue to be built with community agencies and organizations.</p>
<p>Measure: The number of referrals from School Liaison Officers (SLOs) and Investigators.</p> <p>The number of referrals from Patrol members.</p>	<p>The target number of referrals from SLOs/Investigators of three a month or 36 a year was exceeded. A total of 41 referrals were received from SLOs alone in 2012.</p>
<p>Target: Three referrals from SLOs and investigators each month.</p> <p>One number of referrals from Patrol members each month.</p>	<p>The target number of referrals from Patrol was one a month or 12 a year. A total of two referrals from Patrol were received and the target was therefore not met.</p>

Overall Strategic Progress

Overall, the VPD exceeded its target for the number of youth referrals from SLOs and investigators. Although the brief training file describing the Youth Referral program was disseminated to Patrol teams and bulletins were posted on E-Parade, Patrol referrals did not reach the expected target of 12 per year.

In 2013, the VPD will be implementing a new strategy aimed at increasing the number of youth referrals from Patrol. Accordingly, the YSU Sergeant will be contacting individual Patrol members after submitted GO reports that did not make a youth referral in cases where one would have been appropriate.

2012 Strategy 2: Coordinate and implement the Retail Theft Circles (RTC) program to provide an opportunity for offenders to learn about the impacts of shoplifting directly from those most impacted.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Youth Referral Coordinator Amy Powter
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Educate Members about the program through the use of regular bulletins on E-parade. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Educate Loss Prevention Officers (LPOs) on the availability and benefits of RTCs as a response to shoplifting. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Conduct extensive initial meetings with youth referred to program to ensure suitability for program participation. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Engage LPOs, Police Officers, Victims, and community resources as participants in the RTCs. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2012 Performance Projections		2012 Performance Results
<p>Outcome: Young offenders will be provided with an alternative response to the issue of shoplifting with the goal of deterring future offending. Those impacted most by shoplifting are loss prevention officers, store owners, police officers, and community members.</p> <p>A reduction in shoplifting re-offences for youth who have participated in an RTC.</p>		Based on the lack of referrals to the RTC, this strategy has not been achieved.
<p>Measure: The number of referrals to the program.</p> <p>The number of youth who participate in an RTC and shoplift again.</p>		Given the lack of referrals, there are no performance metrics to report.
<p>Target: Conduct six RTCs with at least 15 youth participants in session for a total of 90 youth by year end.</p> <p>Establish a baseline regarding recidivism rates for youth who have participated in an RTC.</p>		
Overall Strategic Progress		
<p>The strategy of implementing and coordinating the RTC program was not successful. The VPD was unable to run the RTC as there were no referrals from Patrol. The strategy will not be carried over into 2013.</p> <p>This strategy will be replaced with a new initiative that will identify the top 20 at-risk youth in Vancouver. Once identified, these youth will be connected with community based programs.</p>		

2012 Strategy 3: Y10 (the Youth Car) to conduct checks on youth with court-imposed conditions to ensure they are being abided by.

Initiation Date	Target Date	Lead
January 1, 2012	Ongoing	Sergeant Tahir Humayan

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Work with Patrol, Youth Probation, SLOs and YSU officers in order to proactively monitor young offenders, enforce the law when a breach occurs, and pursue fresh charges when appropriate. 	☒☒☐
<ul style="list-style-type: none"> Conduct street checks on youth, develop Intel, and establish rapport. 	☒☒☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: Youth convicted of criminal activity will be subject to routine condition checks. This will reduce recidivism and increase the likelihood that court imposed conditions will have a positive impact.</p>	<p>Y10 maintains a current list of youths with conditions and/or restrictions. It receives daily updates on youth with court-imposed conditions through the Justice Information system (JUSTIN) and related court documents at the Hornby Street probation office.</p> <p>Y10 officers frequently visit locations and facilities occupied by youth and they familiarize themselves not only with the youth, but also with the staff who operate these facilities. Strong relationships with these staff members assist Y10 officers to locate and direct youth with court-imposed conditions.</p>
<p>Measure: The number of youth with conditions being monitored by Y10.</p>	<p>Y10 currently monitors approximately 70-80 youth. This baseline is based on priority and on the probability of locating the youth. In addition, since Y10 only consists of two officers, they are currently not able to monitor more than 70-80 youth.</p>
<p>Target: Establish a baseline for the number of youth being monitored by Y10.</p>	

Overall Strategic Progress
<p>Y10 works directly with at-risk youth who in most cases have had direct contact with law enforcement officials. Y10 officers utilize all resources available to them by connecting with outside services that can provide them with the information necessary to locate youth.</p> <p>Y10 does an excellent job in the community and is highly respected in all youth centres in Vancouver. Y10 officers earned this respect through open and transparent communication with the youth and resource workers they connect with. Most of these resource people will call the Youth Car directly before they consider calling 911 when a major issue arises.</p> <p>Overall, the program is an asset for the VPD including being a tremendous resource for Investigators. Youth Car officers regularly coordinate with SLOs and YSU Investigators. Y10 officers support these Units by making arrests for their files as well as by conducting street checks to enforce court conditions. Y10 officers have achieved their objectives for 2012 but continue to be challenged by an increasingly heavy workload. Additional officers would allow the Youth Car to monitor a greater amount of at-risk youth.</p>

2012 Strategy 4: Continue to develop and maintain the success of the Police Athletic League (PAL) program.		
Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Ralph Pauw
Activities (Action Plans)	Completion Status	
<ul style="list-style-type: none"> Explore fundraising opportunities in order to increase the number of events sponsored by PAL. 	☒☒☐	

<ul style="list-style-type: none"> Create more awareness of the PAL program by posting in-house bulletins on a regular basis throughout the year. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Liaise with the Youth Referral Coordinator for youth referrals who would benefit by participating in sporting events/programs promoted by the PAL program. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2012 Performance Projections	2012 Performance Results
<p>Outcome: Provide a safe and supervised environment for youth, giving them the opportunity to work with positive role models and build relationships with police officers.</p> <p>Encourage youth to become involved in community sports and activities thereby enhancing their self-esteem and motivation to develop a positive self-image.</p>	<p>The PAL program held 44 supervised events in 2012. They were very well attended by both VPD members and youth. These events continue to provide excellent opportunities for the VPD to build strong relationships with youth and to act as a positive role model.</p>
<p>Measure: The number of participants in PAL sessions.</p>	<p>Approximately 900 students participated in the 2012 PAL events. The VPD is on track to increase enrolment in 2013.</p>
<p>Target: A 10% increase in the number of students who participate in PAL.</p>	

Overall Strategic Progress
<p>PAL events continue to be well attended by youth throughout Vancouver. Numerous VPD officers have volunteered to coach, supervise, and mentor the young athletes. PAL was also successful in raising funds to meet the objectives of providing scholarships, t-shirts, snacks, and awards. The VPD's Youth Services Section (YSS) will continue to explore fundraising opportunities in order to continue expanding the PAL program. In-house promotion of the program will be further enhanced once additional funding is secured.</p> <p>Overall, the PAL program continues to be an excellent tool for building relationships with youth while encouraging them to lead a healthy lifestyle and be socially responsible.</p>

2012 Strategy 5: Secure funding to ensure the VPD <i>Student Challenge</i> can be held annually.		
Initiation Date	Target Date	Lead
Ongoing	Ongoing	Sergeant Brent Haines
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Identify a team of SLOs to administer and coordinate the Student Challenge. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Solicit and secure sufficient funds to successfully run this program. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Market the Student Challenge program to VSB students and children of VPD members. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
2012 Performance Projections	2012 Performance Results	
<p>Outcome: The VPD Student Challenge will continue to have a positive effect on students through a relationship building process with youth. Moreover, this program will generate interest in a policing career.</p>	<p>48 students took part in the 2012 <i>Student Challenge</i> resulting in positive relationship building between VPD officer and youth participants. All 48 students expressed an interest in policing.</p>	
<p>Measure: Progress on securing funding for the Student Challenge.</p>	<p>Funds were successfully raised to fully host the 2012 <i>Student</i></p>	

<p>Level of enrolment in the program.</p>	<p><i>Challenge</i> with an enrolment level of 48 students.</p>
<p>Target: Secure approximately \$22,000 annually to offset the operating costs of the program.</p> <p>Achieve an enrolment level of 48 students per year to ensure the program is sustainable.</p>	<p>\$14,696 has been raised thus far to fund the 2013 <i>Student Challenge</i>.</p>

Overall Strategic Progress

The *Student Challenge* has had a positive effect on students and has provided numerous opportunities for relationship building with youth. Over the years, the VPD has seen an increase in the number of students taking part in the *Student Challenge* many of which whom are aspiring to be police officers. Incidentally, several former *Student Challenge* participants are now serving as police officers.

Goal – Manage resources in an environmentally sustainable manner
Champion – Senior Director Dawna Marshall-Cope

2012 Strategy 1: Engage in a waste reduction program to divert waste in the VPD.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Senior Director Dawna Marshall-Cope

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Collect metrics on waste generated at the VPD. 	☒☐☐
<ul style="list-style-type: none"> Implement the Corporate Waste Diversion program at the two main VPD facilities. 	☒☒☐
<ul style="list-style-type: none"> Fully integrate battery recycling for all employees. 	☒☒☐
<ul style="list-style-type: none"> Expand waste diversion programs to satellite facilities of the VPD. 	☒☒☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: A full understanding of the amount of waste generated within VPD facilities.</p> <p>The implementation of a comprehensive recycling program at the VPD.</p>	<p>In co-operation with the CoV's <i>Zero Waste</i> program, both VPD facilities at 3585 Graveley and 1570 Kootenay have been outfitted with recycling stations, including signage and instructional posters. Additionally, all personal garbage receptacles have been replaced with personal recycling bins, and each staff member is now responsible for sorting their own waste. Information sessions facilitated by the CoV were offered at the Graveley Street facility in December 2012.</p> <p>The battery recycling program <i>Call2Recycle</i> has also been implemented at Graveley and Kootenay, although with less buy-in than the <i>Zero Waste</i> program.</p>
<p>Measure: The amount of waste diverted at the VPD.</p>	<p>The waste stations were delivered in late 2012 to the Graveley and Kootenay Street facilities. Within sixty days of implementation, the Department diverted 50% of its waste from going to a landfill, exceeding the 10% target.</p>
<p>Target: A 10% reduction in waste based on benchmarks established by the Corporate Waste Diversion Program.</p>	

Overall Strategic Progress

The waste reduction program is fundamental to the goal of managing resources in an environmentally sustainable manner. The *Zero Waste* program has been embraced by staff at the Gravely and Kootenay Street facilities, and we anticipate a similar response once implemented at the other VPD facilities. The battery recycling program was introduced in mid-2012 but has not been as well received. In an effort to raise awareness and facilitate access, the *Call2Recycle* containers are now located in the same areas as the *Zero Waste* stations.

2012 Strategy 2: Reduce vehicle emissions by the VPD.

Initiation Date	Target Date	Lead

January 1, 2012	December 31, 2012	Fleet Manager Rob Rothwell
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Replace remaining prisoner wagons with efficient Sprinter vans. 		☒☒☒
<ul style="list-style-type: none"> Add additional hybrid or electric vehicles to the fleet where operationally feasible. 		☒☐☐
<ul style="list-style-type: none"> Patrol Fleet renewal will explore replacing old V-8 technology with newer, more efficient, and more powerful 6-cylinder motors. 		☒☒☒
<ul style="list-style-type: none"> Expand testing to incorporate technological advances to reduce idling. 		☒☒☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: Implementation of more fuel efficient vehicles within the VPD fleet.</p> <p>Reduction in idling time for VPD vehicles.</p>	<p>Prisoner wagons and six unmarked hybrid vehicles have been purchased, replacing less efficient fleet vehicles. A comprehensive evaluation of two V6 models has been completed for the pending Patrol fleet refresh.</p> <p>Idling times have not yet been reduced. However, preliminary research has begun in working towards reducing idling, including an analysis of idling times in Patrol vehicles. This work was conducted by a UBC graduate student in cooperation with the CoV in the <i>Greenest Cities Scholars</i> program.</p>
<p>Measure: The number of hybrid and/or alternate fuel source vehicles in the fleet.</p> <p>The number of more fuel-efficient Patrol vehicles deployed in 2012.</p> <p>Improved metrics for vehicle emissions, from operational police vehicles.</p>	<p>Nine V8 prisoner wagons have been replaced with V6 models, resulting in a 35% fuel savings. Six hybrid vehicles have replaced six gas fuelled vehicles which is expected to yield a 40% savings in fuel.</p> <p>Replacing the existing Crown Victoria vehicles with Dodge Chargers will result in fuel savings; however, actual measures will not be reported until 2013. Fuel consumption metrics have been obtained and will be used as a base when reporting measures in the future.</p>
<p>Target: The addition of 10 hybrid and/or alternate fuel vehicles to the fleet.</p> <p>A 5% reduction in fuel consumption for operational police vehicles.</p>	<p>Furthermore, two electric vehicles have been requested, but have not yet been delivered.</p> <p>In the past year, the VPD has realized a 3.4% reduction in fuel consumption.</p>

Overall Strategic Progress

This is a vital strategy for the strategic goal of managing resources in an environmentally sustainable manner. Key to the success of this strategy is to continue to work productively with the CoV's Equipment Services (EQS) in order to make necessary fleet acquisitions in the timeliest possible manner. While the relationship is productive, the VPD and CoV both have their own sets of processes and this often results in some projects taking more time than was originally planned.

The first order of Patrol vehicles is expected to be made in the first quarter of 2013. The electric vehicles were requested in mid-2012 but their delivery date is not firm.

Moreover, the goal to reduce idling time has taken more research than anticipated. The original technical solution did not meet the Department's operational needs. A more suitable version has been identified and is now on order.

2012 Strategy 3: Replace paper-intensive processes with paperless systems where possible and when cost effective.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Audit Manager Simon Demers
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Identify paper-intensive processes in administrative, investigative, and operational areas. 		□□□
<ul style="list-style-type: none"> Identify where efficiencies could be gained with paperless processes. 		□□□
<ul style="list-style-type: none"> Implement new processes where feasible. 		□□□

2012 Performance Projections	2012 Performance Results
<p>Outcome: This initiative will result in less paper use and will allow for more efficient and timely business processes.</p>	<p>Much of what has been realized in 2012 with regards to the reduction in paper use is a direct result of the IT Green initiative. For instance, all printers now default to double-sided printing, resulting in a significant reduction in single sided printing. In addition, the <i>Papercut</i> program enables VPD staff to monitor the carbon footprint relating to its usage of paper and printing.</p> <p>Overall, these measures have resulted in a significant reduction in paper usage throughout the organization.</p>
<p>Measure: The volume of paper used for printing.</p> <p>The number of paperless processes implemented in the year.</p>	<p>As a result of defaulted double-sided printing, the percentage of print jobs that are now done on both sides of the page has increased from 18% in 2008 to 53% in 2012.</p>
<p>Target: A 5% reduction in the amount of paper used.</p> <p>The addition of 3 new paperless business processes to replace legacy paper-based ones.</p>	<p><i>PaperCut</i> software has been enabled on all desktops allowing staff to monitor the number of print jobs and pieces of paper they use. The impact of this is not easily quantifiable, but it does increase user awareness.</p> <p>Several business practices have moved from paper to electronic:</p> <ul style="list-style-type: none"> Automation of the overtime process. Introduction of the electronic Violent Crime Linkage Analysis System (VICLAS) booklet. Implementation of the electronic tracking system in Archives (<i>Wise Track</i>). Introduction of the electronic warrant management system, where the Canadian Police Information Centre (CPIC) Management Unit now stores and shares all warrants electronically. Partnering with the CoV, all VPD staff members now receive their pay information electronically. Implementation of the electronic Emergency and Operational Planning Section (EOPS) event debrief report.

Overall Strategic Progress

The implementation of paper-less systems is a key strategy in the VPD's commitment to managing resources in an environmentally sustainable manner. Since 2008, the VPD has reduced its carbon footprint related to photocopying by 34%.

Year	Total Print Jobs	Total Sheets of Paper	Total Pages Printed	% Two-Sided*	Trees Equivalent	Carbon Footprint (T)
2008	1,402,854		5,009,270	17.9%	62.2	43.1
2009	1,250,333		4,780,499	48.7%	59.4	41.1
2010	1,306,819	3,832,151	4,481,988	47.4%	47.6	33.0
2011	1,196,395	3,378,197	4,299,530	52.8%	42.0	29.1
2012	1,227,923	3,483,203	4,431,122	53.2%	40.9	28.3

2012 Strategy 4: Assess the feasibility of a dedicated sustainability coordinator role within the VPD, exclusively for VPD programs and initiatives.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Senior Director Dawna Marshall-Cope

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Develop a business case to support the position, based on research already done through the Greenest City Scholars program. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Define roles and responsibilities for the position. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Receive approval for the position. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Complete selection to fill the position. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2012 Performance Projections	2012 Performance Results
<p>Outcome: A subject matter expert will be able to provide added value to current and future VPD sustainability projects through research and pre-existing knowledge.</p>	<p>This strategy has not yet been initiated.</p> <p>No progress has been made as this strategy has not yet been initiated.</p>
<p>Measure: A dedicated program coordinator to oversee on-going and new sustainability initiative within the VPD.</p>	
<p>Target: The addition of one FTE position to the Facilities Services Section.</p>	

Overall Strategic Progress

In 2011, the VPD participated in the *Greenest Scholars* program, commissioning a research project that identified sustainability initiatives in police departments from other jurisdictions. That research indicates that departments containing an organized committee (e.g. *Code Green*) together with a dedicated sustainability coordinator (who is professionally trained in environmental management and sustainability) exhibit the highest level of involvement in achieving their green objectives.

Agencies possessing dedicated sustainability coordinators have been shown to have a greater depth of expert knowledge with regards to sustainability practices. This has enabled those departments to undertake more comprehensive planning and implementation of sustainability initiatives than would otherwise be possible. While the VPD's *Code Green* Committee is committed to the strategic goal of sustainability, this work is performed in addition to the regular duties and responsibilities of committee members. In addition, none of the members are formally trained in the field of environmental sustainability.

Due to limited staffing resources, the Code Green Committee will not be recommending the creation of a dedicated sustainability coordinator position at this time. Instead, the committee will continue to work with its CoV partners and will rely on existing internal resources. The concept of creating a dedicated coordinator position will be reviewed on an annual basis.





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

Champion – Inspector Larry Cope

2012 Strategy 1: Manage all periods of rank depletion through planning and projection.

Initiation Date	Target Date	Lead
January 1, 2012	June 30, 2012	Inspector Larry Cope and Staff Sergeant Ross Jackson

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Develop a five year forecasting database for attrition derived from SAP. 	☒☒☐
<ul style="list-style-type: none"> Identify rank depletion. 	☒☒☐
<ul style="list-style-type: none"> Identify age and gender gaps. 	☒☒☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: Pro-active awareness of requirements for the next 5 years by all managers will improve how succession planning and attrition is handled, resulting in more seamless transfers.</p>	<p>Monthly attrition reports are generated by the VPD's Human Resources Section (HR). Attrition reports provide snapshots of the VPD's current staffing situation and forecasts retirements and resignations.</p> <p>The VPD Tenure Plan has been vastly expanded to assist managers in defining their succession planning needs.</p>
<p>Measure: Progress on the development of a new database which contains comprehensive demographic information for all members including but not limited to age, rank, gender, length of service, and the '80 factor'.</p>	<p>The VPD's Business Analyst regularly produces an '80' factor report which captures all staff members nearing their 80 factor, projected five years into the future.</p>
<p>Target: The successful development of the new database.</p>	<p>The new database of demographic information has yet to be implemented.</p>

Overall Strategic Progress

The monthly attrition reports provide a good snapshot of the VPD's current staffing situation and can be helpful in predicting future staffing needs. The challenge with this predictive model is that VPD employees are staying longer in their positions, mirroring the trend across the entire Canadian workforce. Likewise, police officers are staying longer than their 80 factor, again mirroring trends indicating that more and more of the Canadian workforce is working longer than 30 years.

2012 Strategy 2: Explore and investigate software that is compatible with SAP and focus on "skills management".

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Larry Cope and Staff Sergeant Ross Jackson

Activities (Action Plans)	Completion
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<ul style="list-style-type: none"> Identify requirements. 		Status ☒☒☒
<ul style="list-style-type: none"> Set up appointments for demonstrations. 		☒☒☒
2012 Performance Projections	2012 Performance Results	
Outcome: Training budgets can be better allocated once there is a software package in place to identify the status of all members with regards to qualifications and training.	Performance appraisal and succession planning software has not been purchased due to significant costs. The CoV has expressed some interest in initiating a collaborative approach including sharing costs relating to the area of performance development.	
Measure: The number of identified training software options identified as potentially being feasible for implementation at the VPD.	HR has reviewed a variety of performance appraisal and succession planning programs through demos, consultation with several other police agencies, and specific on-site reviews in Seattle and Calgary. All programs reviewed require SAP compatibility.	
Target: The selection of one software package for demo at the VPD.		
Overall Strategic Progress		
There are a number of organizations that supply succession and performance development software. The VPD's HR Section has narrowed down the list of possibilities to just two of those organizations. The main challenges in purchasing the software and implementing the program is the significant costs and staff resources required.		

2012 Strategy 3: Establish a committee to work with IT to establish the viability of further development of the Mandatory Training Program for the purposes of career development.		
Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Larry Cope and Staff Sergeant Ross Jackson
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Identify requirements. <ul style="list-style-type: none"> Leadership Development Committee Leadership in Police Organizations OPC Frontline Supervisors series (CPKN) 		☒☒☒
<ul style="list-style-type: none"> Set up meetings with the Training Unit. 		☒☒☒
<ul style="list-style-type: none"> Set up meetings with IT. 		☒☒☐
2012 Performance Projections	2012 Performance Results	
Outcome: This committee will determine what functionality is required in a new career development and training program and whether the VPD's current software is capable of fulfilling the requirements.	The VPD's Career Development Unit is working with a Curriculum Designer on several projects designed to enhance the Unit's service to the VPD membership.	
Measure: Progress on establishing the committee. The number of meetings the committee holds.	Through the Leadership Development Committee, the VPD's HR and Training Sections are working together to provide a number of leadership courses for the development of members in all ranks.	
Target: The creation of the committee.		

Hold regular meetings and act upon agenda items.

Overall Strategic Progress

Leadership courses have been implemented at the VPD, and audits of the courses have also been completed. Members eligible for the new courses have been identified.

2012 Strategy 4: Create formal working policies on what constitutes career development.

Initiation Date	Target Date	Lead
January 1, 2012	September 30, 2012	Inspector Larry Cope and Staff Sergeant Ross Jackson
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Prepare a simple questionnaire of ten basic questions. 		☒☒☐
<ul style="list-style-type: none"> Promote the questionnaire via Intranet and internal memos. 		☒☐☐
<ul style="list-style-type: none"> Identify courses relevant to career development. 		☒☒☒
<ul style="list-style-type: none"> Identify courses for consideration. 		☒☒☒
<ul style="list-style-type: none"> Identify groups and individuals ready for other development. 		☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: Formal definitions and policies surrounding career development will allow members to more effectively plan their career development.</p> <p>Moreover, soliciting employee feedback has the potential to increase employee participation and increase members' awareness of career development.</p>	<p>Currently, there is a general vision for the Career Development Unit. The results of a pending survey will help augment the Unit's purpose and business processes.</p>
<p>Measure: Progress made on soliciting VPD employees for their thoughts regarding career development.</p> <p>Progress made on establishing policies.</p>	<p>Survey questions have been prepared and will be disseminated in the near future. The results will inform formalized policies surrounding career development.</p>
<p>Target: Solicit employees for their thoughts regarding career development.</p> <p>Establish policies surrounding career development.</p>	

Overall Strategic Progress

The Career Development Unit will be able to make a determination on how to best augment its mandate and business rules once the results of the pending survey have been reviewed and analyzed. The survey is scheduled to be sent out to VPD members on Feb 15, 2013.



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

Champion – Superintendent Daryl Wiebe

2012 Strategy 1: Develop a five year comprehensive training and education plan for constables that will ensure our members are achieving their full potential.

Initiation Date	Target Date	Lead
January 1, 2012	On-going	Inspector Jeannie Yee

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Conduct research to identify essential learning needs and competency levels for constables at the 5 year mark. 	☒☒☐
<ul style="list-style-type: none"> Link with mandatory training requirements identified in the Training Management and Planning Information System (TMPIS). 	☒☒☐
<ul style="list-style-type: none"> Provide and schedule identified training. 	☒☒☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: Focused training and education plans will ensure members meet organizational competencies and increase their job satisfaction.</p>	<p>The framework for a comprehensive training plan is in place, and the Department is set for the future as it strives to deliver essential educational material to all members during their first five years of service. Remaining hurdles to enable efficient delivery of the material are limited to logistics and the acquisition of technology.</p>
<p>Measure: Progress on developing and implementing the training and education plans.</p>	<p>By the end of 2012, the development and implementation of training and education plans is approximately 80% complete. The Training Unit has initiated some on-line learning programs, and further delivery of the mandatory training courses is expected throughout 2013.</p>
<p>Target: Training and education plans fully developed, communicated, and implemented.</p>	

Overall Strategic Progress

The development of the five-year training and education plans has been completed and discussions continue regarding the delivery of the plans and their material. The crux of the discussion revolves around the logistics of implementing the plan and utilizing a more efficient “blended delivery” training model. Blended training involves both on-line and classroom instruction and securing technology to deliver on-line material has been difficult within the existing budget.

The training and education plans are linked to TMPIS, and managers have been asked to review previously identified training courses to ensure they are current and to ensure that they continue to provide mandatory material for the on-going development of VPD members.

Identified training will be scheduled in 2013, once logistical and technology hurdles have been overcome.

2012 Strategy 2: Ongoing delivery and development of leadership, labour process investigation, and HR processes training for supervisors and managers.

Initiation Date	Target Date	Lead
On-going	December 31, 2012	Inspector Jeannie Yee and Superintendent Daryl Wiebe

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Continuation of Supervisor and Manager training in labour processes. 	☒☒☒
<ul style="list-style-type: none"> Delivering mandatory training for Supervisors and Managers as identified in TMPIS according to positions. 	☒☒☐
<ul style="list-style-type: none"> Research and identify new education programs through various venues such as the Leadership Development Committee. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: Supervisors and Managers have access to a balance of training / career development programs.</p>	<p>A comprehensive police-specific leadership development program has been identified for the VPD. Over the coming years, this program will be immediately available to sworn and civilian supervisors and managers, and eventually available to front-line staff.</p>
<p>Measure: Increased amount of training and achievement of customer service (internally).</p>	<p>Leadership training will commence in March 2013. This program is fully self-sustaining, involving a train-the-trainer component. This will enable the VPD to continue to roll this program out across all areas of the Department over the next five years.</p>
<p>Target: Supervisors and managers receive core training in labour process investigation and HR processes.</p>	

Overall Strategic Progress

The VPD's Human Resources (HR) Section is preparing updated Labour Process workshops for delivery to managers and supervisors. This builds on the previous training provided and it is anticipated to be available in early 2013.

A thorough assessment of leadership development has resulted in the identification of a comprehensive police-specific program for the VPD. The *Leadership in Police Organizations* program, developed by the International Association of Chiefs of Police (IACP), was identified as the program of choice for VPD members. It is delivered within many North American police agencies, and is designed to be fully self-sustaining within one year of implementation.

The first *Leadership in Police Organizations* program for the VPD is scheduled to commence in March 2013.

2012 Strategy 3: Recruit and retain sworn and civilian members to fill current and projected vacancies.

Initiation Date	Target Date	Lead
January 1, 2012	On-going	Superintendent Daryl Wiebe, Inspector Jeannie Yee, and Inspector Larry Cope

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Develop innovative outreach programs for recruiting candidates for sworn positions. 	☒☒☒
<ul style="list-style-type: none"> Continue efforts to obtain maximum budget that will allow hiring to authorized strength. 	☒☒☒
<ul style="list-style-type: none"> Strategize filling of both sworn and civilian vacancies to meet organizational and operational goals. 	☒☒☒
<ul style="list-style-type: none"> Continually assess assignments of sworn & civilian staff and adjust as necessary to minimize vacancy challenges. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: Filling vacancies will result in sufficient staff being in place to meet organizational goals and maintain the health and well-being of members through a balanced workload.</p>	<p>Throughout 2012, the VPD effectively recruited 108 new employees, bringing its staffing up to budgeted levels. This resulted in a more complete deployment of police officers in Patrol. It also allowed the VPD to continue to meet investigative demands in 2012, including meeting the demands of the on-going 2011 Stanley Cup Riot investigation (IRIT).</p> <p>In addition to those vacancies that were agreed upon to meet budget goals, there were a significant number of other sworn and civilian vacancies at the start of 2012. While the agreed vacancy levels were maintained, all other funded vacancies were filled by the end of 2012.</p>
<p>Measure: Sections throughout the department are staffed sufficiently to meet their organizational and operational goals.</p>	
<p>Target: All funded vacancies are filled.</p>	

Overall Strategic Progress

The VPD's Recruiting Unit has effectively used social media to further its recruitment efforts, including tweet-a-thons on Twitter, and video messaging on Facebook. In addition, the creation of a dedicated Internet presence at www.joinvpd.ca has enabled the Recruiting Unit to effectively message VPD employment opportunities to the public. These strategies have been well-received, and response has been overwhelming.

Collaboration continues between the HR, Finance, and Recruiting Sections to estimate attrition levels and optimize hiring within the allocated and forecasted budget. The Recruiting Unit hired 57 new police recruits and 45 new jail guards in 2012. In addition, six experienced police officers from other local police departments were hired and are now members of the VPD team.

The Position Control Committee was created to manage civilian vacancies, oversee competing priorities for limited resources, and approve civilian staffing requests based on budget and operational needs. This committee meets monthly, and the additional oversight has ensured that the VPD is fully aware of its staffing levels, and that efficiencies are maximized across the entire Department.

The HR Section continually reviews sworn vacancy level, and works with operational managers to ensure operational needs are met in Patrol and in investigative areas. This consultative process ensures that vacancies are filled in a balanced manner as Recruits continue to graduate from the police academy.



Goal – Support and foster employee wellness

Champion – Inspector Larry Cope

2012 Strategy 1: Create a variety of employee wellness programs.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Larry Cope

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Develop Employee Health and Wellness programs. 	☒☒☐
<ul style="list-style-type: none"> Conduct periodic medical exams. 	☒☒☐
<ul style="list-style-type: none"> Develop a High Stress Debrief program. 	☒☒☐
<ul style="list-style-type: none"> Develop a Heart Health Program. 	☒☒☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: The employer will express its overview and directive for the well-being of its employees, thereby promoting increased health awareness.</p>	<p>A Wellness website has been created, an ongoing noon-hour Yoga class is being delivered on the 6th floor of the Graveley Street facility, and the High Stress Debrief program is continuing.</p> <p>Educational videos have been created by an expert wellness coach and have been uploaded to the wellness website.</p>
<p>Measure: The number of programs up and running by the end of the year.</p> <p>The amount of services used by employees.</p>	<p>Overall, wellness activities have expanded. The Yoga class has been very popular with VPD staff, the Healthy Heart program went swimmingly, the High Stress Debrief program is more comprehensive than ever, and the on-house Flu shot clinics were well attended by both civilian and sworn staff.</p>
<p>Target: To have at least four programs up and running this year.</p> <p>Establish base lines for all programs instituted in the year.</p>	

Overall Strategic Progress

Employee Wellness programs have been very popular among staff. HR will continue to develop these programs to assist staff with their wellness. Overall, HR will continue to aim for reduced absenteeism as a result of these wellness initiatives.

The challenges facing the further expansion of wellness activities are heavy workloads in HR Section combined with a shortage of HR staff due to vacancies.

2012 Strategy 2: Promote the existence of the new Intranet site regarding wellness.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Larry Cope

Activities (Action Plans)	Completion
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	Status
<ul style="list-style-type: none"> Develop an approved declaration of aim and purpose. 	☒☒☐
<ul style="list-style-type: none"> Develop an emphatic campaign to identify and inaugurate the new employee health and wellness website. 	☒☒☐
<ul style="list-style-type: none"> Engage all HR personnel to promote the new site. 	☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: The VPD will provide meaningful information and referral sites for a variety of common health issues to its members, thus increasing the health and wellbeing of employees.</p>	<p>An executive wellness coach has tailored video clips for the VPD. The wellness site also contains video clips from a medical advisory group named Life Speak.</p>
<p>Measure: Increased awareness and better attention to good health as measured by the site's "hit" counter.</p>	<p>Hits to the wellness site continue to grow on a monthly basis. By June 2012, the website had reached 9,800 total hits since its inception. That figure has grown to 12,000 hits by October 2012.</p>
<p>Target: Establish baseline of hits to the website.</p>	<p>The IT Section has developed a new software program to thoroughly analyse website data, but the program is not fully functional at this point in time.</p>

Overall Strategic Progress
<p>The wellness website site is an effective tool to enhance wellness awareness among VPD staff members seeking assistance. This effectiveness is being measured by the increase in hits to the website. Hits to the website have continued to increase at a steady pace while new information is continually added on a regular basis.</p> <p>The lack of a full-time wellness coordinator to manage wellness programs and the website has posed workload challenges for HR staff.</p>

2012 Strategy 3: Create a wellness committee to ensure the ongoing development of the Intranet site and other health programs.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Larry Cope

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Continue to add information to the intranet site. 	☒☒☒
<ul style="list-style-type: none"> Creative editing applications to ensure more readerships. 	☒☒☒
<ul style="list-style-type: none"> Library enhancement for the access of the membership –both soft and hard data. 	☒☒☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: The Wellness Committee will be able to increase awareness and usage of wellness programs by acting as a conduit to include and incorporate employee feedback into ongoing programming.</p>	<p>Information including online videos has regularly been added to the wellness website.</p> <p>A wellness subcommittee will expand to a greater committee once a statement of purpose is created and committee members</p>

	are identified and notified.
<p>Measure: The progress on establishing a Wellness Committee.</p> <p>The number of meetings held.</p>	<p>Currently, subcommittee meetings are held every three or four weeks. Once the committee is expanded, meetings will be held once every three or four months.</p>
<p>Target: Establish the Wellness Committee.</p> <p>Hold regular meetings and act upon agenda items.</p>	

Overall Strategic Progress

Work to establish a formalized Wellness Committee is on-going. The establishment of this committee has been hampered by heavy workloads in the HR Section combined with the lack of a full-time Wellness Coordinator or Sergeant to manage the wellness portfolio.

2012 Strategy 4: Establish attendance reports for supervisors and managers with corresponding departmental standards of attendance.

Initiation Date	Target Date	Lead
January 1, 2012	September 30, 2012	Inspector Larry Cope

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Create attendance reports for each VPD Section. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Determine quarterly departmental averages. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2012 Performance Projections	2012 Performance Results
<p>Outcome: Managers will have regular absenteeism reports resulting in improved attendance management, ultimately reducing overall absenteeism.</p>	<p>Managers receive e-mails and verbal updates from HR regarding trends in member absenteeism. Managers are immediately contacted when one of their members is identified as part of the Early Intervention Program.</p>
<p>Measure: Progress on creating the attendance report.</p> <p>The number of reports distributed yearly.</p>	<p>The development of attendance reports has been initiated. There are workload challenges with maintaining quarterly reports in addition to configuring systems to capture the desired data.</p>
<p>Target: Create the quarterly absenteeism report.</p> <p>The delivery of at least one report by years end.</p>	

Overall Strategic Progress

Efforts will continue throughout 2013 to reduce absenteeism at the VPD. Aside from completing an in-house quarterly attendance reporting system, the VPD's HR Section will continue meeting with the City of Vancouver's HR Section and WorkSafe BC in a collaborative effort to develop strategies to return staff on sick leave to back work sooner.

2012 Strategy 5: Implement a new program to replace the outdated ADAM program for Attendance Management, including a revised list of who receives this information and why.

Initiation Date	Target Date	Lead
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January 1, 2012	September 30, 2012	Inspector Larry Cope
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Seek support from the Executive to prioritize this project. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2012 Performance Projections		2012 Performance Results
<p>Outcome: Managers will be provided with meaningful attendance information on a daily basis which will further aid efforts in reducing absenteeism where applicable.</p>	<p>The new attendance management program has not been development. Replacing the ADAM system is no longer a priority for the Department.</p>	
<p>Measure: Progress on replacing the ADAM system.</p> <p>The number of reports disseminated.</p>	<p>The VPD will no longer pursue the development a daily attendance reporting system.</p>	
<p>Target: The replacement of the ADAM System.</p> <p>Daily reports be disseminated once the new system is up and running.</p>		
Overall Strategic Progress		
<p>Although there are many benefits to providing accurate daily attendance data, replacing the ADAM system is no longer a priority for the VPD.</p>		

Goal – Develop and implement initiatives that streamline administrative processes

Champion – Director Drazen Manojlovic

2012 Strategy 1: Use the information obtained in the VPD's internal Strategic Planning focus group dialogue sessions to identify administrative processes that may be improved upon.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Director Drazen Manojlovic

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Review the material recorded from the VPD's internal Strategic Planning focus group dialogue sessions. 	☑☑☑
<ul style="list-style-type: none"> Identify opportunities from this material and create an opportunity log. 	☑☑☑
<ul style="list-style-type: none"> Prioritize opportunities. 	☑☑☐
<ul style="list-style-type: none"> Make recommendations for change (if required). 	☑☐☐

2012 Performance Projections	2012 Performance Results
<p>Outcome: The re-allocation, reduction, or elimination of unnecessary administrative tasks.</p>	<p>Possible opportunities to re-allocate, reduce, or eliminate administrative tasks have been identified through the creation of an opportunity log. Ongoing analysis is required to assess the viability of these opportunities. A specific Patrol Administrative Study has already been completed (see Strategy 2).</p>
<p>Measure: The number of administrative tasks identified.</p>	
<p>Target: As many administrative tasks identified as operationally feasible.</p>	

Overall Strategic Progress

The internal Strategic Planning consultations were held in late 2010 and the purpose of those consultations was for members to contribute to the development of the Strategic Goals that comprise the VPD's 2012-2106 Strategic Plan. It was at these forums that members identified the need to minimize the amount of administrative tasks that they are faced with.

Members provided information at these sessions which identified 18 administrative tasks with numerous suggestions for improvement. For instance, many members commented during these sessions that a significant amount of time was spent on lower priority calls. This data formed an 'opportunity log' and some of these suggestions were applicable, while others needed more study, and others were not practical.

The information from the opportunity log led to a 2011 project to study administrative burdens in Patrol and those results are discussed in Strategy 2 below.

2012 Strategy 2: Use the information analyzed in the 2011 Patrol Administrative Study to identify Patrol-specific tasks that may be improved upon.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Director Drazen Manojlovic

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Finalize the Patrol Administrative Study Report (the report is near completion and was delayed because of Planning, Research & Audit Section's dedication to the VPD's Riot Review). 	☑☑☑
<ul style="list-style-type: none"> Identify opportunities from this report. 	☐☑☑
<ul style="list-style-type: none"> Prioritize opportunities. 	☐☐☑
<ul style="list-style-type: none"> Make recommendations for change (if required). 	☐☐☑

2012 Performance Projections	2012 Performance Results
<p>Outcome: The re-allocation, reduction or elimination of unnecessary administrative tasks specific to patrol.</p>	Some administrative tasks in Patrol have been addressed or improved. Further analysis and/or resources are required to improve other administrative tasks.
<p>Measure: The number of administrative tasks identified.</p>	10 categories of possible administrative improvements have been identified.
<p>Target: As many administrative tasks identified in 2011 as operationally feasible.</p>	

Overall Strategic Progress

In 2011, the Planning, Research and Audit Section commenced a Patrol Administrative Study (which was a result of the feedback received from members during the internal Strategic Planning consultations of 2010). Focus groups were held with all Patrol teams in all four Districts and 10 categories of possible improvements were identified.

There have been a few examples of administrative tasks that have been addressed such as eliminating the requirement to complete the VPD's use of force report. This has been replaced by the Provincial Government's Subject Behaviour Officer Response Report. Patrol officers have also been provided in-vehicle access to the K-file 9-1-1 Audio Request Template, as all domestic violence incidents require the retrieval of the 9-1-1 audio tapes.

Many of the suggestions received from Patrol members require some form of investment or change in technology or infrastructure while others require a change in process and/or the re-allocation of tasks to other employees. For some of the more complex suggestions a proper business case would be required to assess the suggestion's viability.

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

Champion – Senior Director Dawna Marshall-Cope

2012 Strategy 1: Complete an Information Technology (IT) Resource Review to determine the optimal staffing levels for the VPD IT Section.

Initiation Date	Target Date	Lead
January 1, 2012	June 30, 2012	IT Director Kathy Wunder

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Define parameters for a review of VPD IT staffing levels. 	☒□□
<ul style="list-style-type: none"> Contract with external company to provide independent review. 	□□□
<ul style="list-style-type: none"> Examine outcomes to assess next steps to meet the recommendations from the review. 	□□□

2012 Performance Projections	2012 Performance Results
<p>Outcome: An independent review of staff resources within the VPD IT Section to ensure staffing levels meet best practice standards in police departments.</p> <p>An understanding of how the VPD fares with regard to IT staff resources relative to other police departments and government agencies.</p>	<p>Funds to conduct this independent review were not secured in 2012. However, the VPD's Planning, Research & Audit Section (PR&A) will conduct an IT workload study in April 2013. Data for this study will be gathered by IT and workload and staffing levels will be compared to other North American police agencies of comparable size to the VPD.</p>
<p>Measure: Progress on completing an IT resource review.</p> <p>Target: A completed IT resource review.</p>	<p>It is anticipated that the recommendations of the internal report will act as the foundation for creating the scope of the external review. However, the ultimate completion of an independent review is dependent on whether or not funding can be secured to hire a consultant.</p>

Overall Strategic Progress

If the VPD is to be successful in researching, acquiring, and utilizing the best technology and infrastructure to assist officers in the investigation and enforcement, this strategy is a fundamental requirement. While the technical acumen or skill set required to conduct a comprehensive IT evaluation does not exist within the Department, the Planning, Research and Audit Section do have the expertise to conduct a workload study. Accordingly, the Audit Unit has been engaged and completion of their workload assessment report is expected in the second quarter of 2013. Without the funds to employ an external consultant, this strategy ultimately will not be completed.

2012 Strategy 2: Utilize new fleet technology to maximize the effectiveness of front-line Patrol officers.

Initiation Date	Target Date	Lead

January 1, 2012	December 31, 2012	Fleet Manager Rob Rothwell and Special Constable Ryan Prox
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Complete a Request for Expression of Interest (RFEOI) for new Patrol fleet. 		☒☒☒
<ul style="list-style-type: none"> Assessment and selection of new Patrol car. 		☒☒☐
<ul style="list-style-type: none"> Explore new technology options for the mobile environment. 		☒☐☐
<ul style="list-style-type: none"> Determine additional strategies to get real-time and relevant crime information to front-line officers. 		☒☒☐
2012 Performance Projections		2012 Performance Results
<p>Outcome: A mobile environment for Patrol officers that provides them with the best-suited vehicle to accomplish their duties, and provides them with relevant information to investigate and combat criminal activity.</p>		<p>The identification of the new fleet vehicle is fundamental in the evaluation of the mobile work environment (i.e. laptops), which is scheduled to be refreshed in 2014. Both the Dodge Charger and Ford Interceptor (V6) were piloted by Patrol members, and the Dodge Charger was ultimately identified as the preferred vehicle.</p>
<p>Measure: The number of cars within the current fleet that have been replaced with more progressive and technologically advanced Patrol vehicles.</p>		<p>No new Patrol vehicles were purchased in 2012; however, the VPD continues to work with the CoV's EQS and anticipates ordering 70 vehicles in 2013.</p>
<p>Target: The replacement of 50 Patrol vehicles.</p>		
Overall Strategic Progress		
<p>Great progress has been made with this strategy, including the completion of a comprehensive evaluation process to identify the most suitable vehicle to replace the current fleet of Crown Victoria's. The next important project is the purchase of new laptops, which could not be completed until the new fleet vehicle had been identified. In preparation for work, the Inspector in charge of the VPD Communications Section attended the Law Enforcement Education and Technology Exposition while the Fleet Manager and two EQS staff members attended the COPSWEST Trade Show. Crime mapping technology is nearing completion and is expected to be available to front-line officers by the end of 2013.</p>		

2012 Strategy 3: Develop a regional 'Real-Time Crime Centre' (RTCC) to provide front-line officers and investigators in the field with real time information.		
Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2014	Inspector Bob Stewart
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Obtaining organizational commitment from regional police agencies. 		☒☒☒
<ul style="list-style-type: none"> Defining a governance model through a joint management team. 		☒☒☒
<ul style="list-style-type: none"> Identifying operational strategies and a business model. 		☒☐☐

• Secure facility space.	☒☒☒
• Defining a shared staffing model.	☒☐☐

2012 Performance Projections	2012 Performance Results
Outcome: The creation of a regional intelligence hub, working 24/7, will increase the quality of operational decisions and investigations as front line members will have access to real-time information.	An RTCC Steering Committee has been formed and many of its identified activities have been achieved, including securing approval by the British Columbia Association of Municipal Chiefs of Police (BCAMCP) for a governance model. Considerable work remains in developing business rules and staffing models.
Measure: Progress on the development of real-time, cross-jurisdictional intelligence to police officers throughout Metro Vancouver.	The target of having an agreement in principle between all local departments for a RTCC has been met. Significant other milestones have been reached with regards to this project, including the identification of facility space and a governance model. Other key activities are in progress.
Target: Obtain agreement in principle between all local departments for the 'Real-Time Crime Centre'.	

Overall Strategic Progress

The creation of an RTCC is a significant undertaking and one that may span over several years. The activities completed thus far are significant, although overall progress has been slower than anticipated. This strategy remains a priority for 2013, and the VPD is focused on determining how it can participate in the process from a technical perspective.

2012 Strategy 4: Develop an Information Management Plan to streamline business processes.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2013	Superintendent Daryl Wiebe and Senior Director Dawna Marshall-Cope

Activities (Action Plans)	Completion Status
• Form an Information Management Steering Committee.	☒☒☒
• Define retention policies for operational and administrative files.	☒☐☐
• Standardize file naming conventions across the VPD.	☒☐☐
• Develop policies and procedures for electronic document storage.	☒☐☐
• Explore solutions for the management & storage of electronic information.	☐☐☐
• Define business processes for electronic filing and document storage on network.	☒☐☐
• Deliver training to all staff on information management.	☐☐☐

2012 Performance Projections	2012 Performance Results
Outcome: Business processes will be streamlined and both electronic and paper based information will be stored in a consistent manner increasing efficiency and minimizing loss of information due to non-standardized naming conventions.	The activities related to the streamlining information management business processes have not been completed. However, through on-going discussions, the steering committee

	has developed a better understanding of the scope of the work required to complete this strategy. This strategy remains a work in progress and will move forward in 2013.
Measure: Progress on defining information management business processes for the VPD. Consistent business practices for information management across the VPD.	The work required to complete this strategy was originally under- scoped and needs to be better defined. Defining the true scope of project among other activities will be undertaken in 2013.
Target: New policies and procedures for the management of information. A 10% reduction in duplicate files across the Department.	The work already performed by the Information Management Steering Committee has not led to any changes in how information is managed within the organization.

Overall Strategic Progress

While not specifically identified in the original business plan for 2012, all VPD computers were updated with *Microsoft Office 2010* during the past year. 47 classes were scheduled to inform staff on how to use the new software to improve business efficiencies.

A comprehensive information management plan to streamline business processes is proving to be a large task that will likely take several years to complete. Accordingly, due to the scope of this project, an external consultant would likely be required. Many other large agencies have hired or are planning to hire a consultant in order to conduct their own information management plan.

Realizing that funding may not be approved to fully undertake this comprehensive information project, the VPD's Information Management Steering Committee has only been focusing on smaller tasks in the meantime. Some of the most basic principles of information management have yet to be defined by the organization and this work is scheduled to be undertaken in 2013.

A survey completed by the VPD's Audit Unit in 2012 indicates that most police agencies are in a similar position to the VPD in that they are struggling with the same information management concerns. Incidentally, these agencies are very interested in learning the VPD's progress on developing and implementing its comprehensive information management plan.

2012 Strategy 5: Develop improved knowledge and understanding of Internet and Technology Crime, and how technology is a part of most police investigations today.

Initiation Date	Target Date	Lead
January 1, 2012	December 31, 2012	Inspector Jim McCardell and Inspector Cita Airth
Activities (Action Plans)		Completion Status
• Create a virtual technology training environment.		☒☒☒
• Increased course availability through effective scheduling in-house.		☒☒☒
• Develop a training plan.		☒☒☒
• Deliver in-house course.		☒☒☒
• Explore course delivery to external policing partners.		☒☒☒

2012 Performance Projections	2012 Performance Results
<p>Outcome: Members will have increased knowledge and awareness of the role of internet technology in police investigations and will utilize this technology to solve crimes.</p>	<p>The creation of the virtual classroom has increased knowledge and awareness of internet and technological crime.</p>
<p>Measure: Level awareness of investigative strategies that leverage technology and the Internet.</p>	<p>Internet and technology crime training has been delivered to over 75 Patrol and Investigative officers.</p>
<p>Target: Training delivered to 75 officers in patrol and investigative functions.</p>	

Overall Strategic Progress

This has been an important strategy as so many crimes nowadays involve the internet or another form of technology in some manner. In 2012, the VPD developed an in-house internet and technological crime course and created a virtual classroom. The course is taught by a member of the Forensic Services Section (FSS) in the VPD's virtual classroom and at the Justice Institute of British Columbia (JIBC). The creation of a virtual classroom increases the number of courses that are held while reducing the impact on IT resources. The course is also available to the VPD's partner agencies.