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**VANCOUVER POLICE DEPARTMENT
2013 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 2013 Annual Business Plan comprised the key strategies and subsequent activities or action plans identified for 2013. 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 2013 strategies outlined in this report allowed each Champion to determine the most appropriate and feasible strategies for 2014 to accomplish their principal strategic goal. As the strategic planning process is dynamic, the results of the 2013 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.

2013 OVERVIEW

In total, 62 strategies and 238 activities were identified in the VPD's 2013 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.

2013 highlights include a 4.1% reduction (from 2012) in all incidents of violent crime, and when factoring in population growth, this represents a violent crime rate reduction of 5.4%. The VPD also continued to enhance its property crime fighting efforts through an unprecedented focus on developing activities and tactics to prevent and investigate property crime, while ensuring there was a commonly communicated, unified focus across all VPD Divisions. To enhance ongoing efforts to combat low-level crimes and problems that impact perceptions of neighbourhood safety, VPD officers responded in 2013 with a 92% increase in municipal by-law tickets issued and a 16% in provincial liquor enforcement tickets issued. Similarly, ongoing VPD enforcement efforts further disrupted violent gang activity as highlighted by a 31% reduction in related shots fired and a 25% reduction in gang-related homicides. Meanwhile, the VPD has continued to actively divert youth from gangs and other criminal activity by delivering presentations and participating in anti-gang productions and by identifying and targeting the most at-risk youth. On the traffic safety front, overall fatalities decreased by 21%; collisions decreased by 11% at high collision locations; charges laid against unauthorized drivers increased by 70%; overall targeted enforcement action directed at all road users increased by 40%; and excluding the December holiday season, traffic ticketing by Patrol increased by 30%.

The VPD's strategic crime reduction or operational goals were once again supported by successes in other areas of the organization. In 2013, the VPD individually made contact with survival sex industry workers 3,000 times and regularly attended *SisterWatch* meetings and other community events in continuing to effectively forge trust and relationships with marginalized women in the Downtown Eastside (DTES). All other vulnerable women throughout the city of Vancouver were further educated on risk prevention and safety through ongoing women's safety fairs and campaigns. To better support other vulnerable groups such as seniors, the VPD also delivered numerous presentations to various community organisations and specifically to social workers at Vancouver Coastal Health (VCH) and at the University of British Columbia's (UBC) School of Social Work. *Project Link* and the Assertive Community Treatment (ACT) model has continued to greatly improve information-sharing and working relationships between the VPD and VCH thereby enhancing service delivery to mentally ill and drug addicted people in Vancouver. As a result, there were decreases of 67% in acts of street disorder, 50% in overall police contacts, and 23% in victimization relating to those mentally ill persons participating in the ACT program. Furthermore, opportunities for VPD members to build strong relationships with, and act as positive role models for, youth continued in 2013 through the successful undertaking of another 44 Police Athletic League (PAL) events and the annual *Student Challenge*.

In terms of overall public outreach, the VPD continues to cement its 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. This status is exemplified by the VPD's high social media "Klout" score of 78, well above the average score in the 40s for most organizations. Specifically, the Department's Twitter account added another estimated 12,000 followers in 2013 to take its total to approximately 40,000, making the VPD one of the most followed police departments in North America. The VPD's Facebook account added another estimated 3,000 'likes' for a running total of 9,000, while the VPD's use of YouTube and live streaming has also grown substantially. As with outreach, the VPD

continues its efforts to be a leader in environmental sustainability through its *Zero Waste* diversion program along with its systematic steps to reduce vehicle emissions, power use, and printed paper consumption.

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 delivered to 60 members in 2013 and the ongoing implementation of proven curriculum to ensure a consistent baseline of development for new constables within their first five years of service. Wellness activities and information and respectful workplace initiatives have been expanded along with other efforts to help reduce absenteeism. Work continues to be underway to develop and implement initiatives that streamline administrative processes at the VPD, particularly Patrol-related administrative processes. Accordingly, in 2013, the VPD introduced the Community Safety (CS) program to assist Patrol officers with lower priority calls for service thereby reducing their administrative burden. A total of 42 full-time and auxiliary CS members were hired in 2013 and they responded to, or assisted on, 7,183 incidents within their first seven months of deployment – which is equivalent to one incident every 35 minutes. Apart from this support to front-line operations, the CS members have been able to conduct, on average, 80 minutes of proactive duties per day.

While significant successes were realized in 2013, the VPD also faced several noteworthy challenges that have impeded progress in accomplishing some strategic priorities. Accordingly, some 2013 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 1.5% in 2013 from 2012; however, when factoring in population growth, there was virtually no change in the property crime rate. An overall increase was also seen in total incidents of street disorder city-wide (+5%). Notably, there were increases of unwanted person calls by 13%, disturbances by 10%, and annoying circumstances by 7%. In 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. Overall, the Department had to once again cope with considerable unbudgeted vacancies. The VPD was budgeted to carry 57 sworn police officer vacancies and staffing was maintained at that level throughout the year. Only seven new police officers were hired in 2013, as attrition levels did not reach anticipated numbers. 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 than others, every Strategic Plan Champion has seen a measurable level of success in 2013. Moreover, although not all strategies and/or activities for 2013 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 2013 Annual Business Plan. This period covers activities from January through December 2013. 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 roughly 94% of the activities identified for 2013 with almost three-quarters (70%) of all activities having been fully completed. Of the 238 activities planned for in 2013, 13 were not started, which is roughly 6% of the total.

Strategic Plan Goals and associated 2013 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	22	4	18
1.1 Continue to implement a court order compliance system and interdiction projects to target chronic and high risk 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.	5	4	1
1.3 Target and educate the public, particularly women, with respect to domestic violence, sexual abuse, and sexual assault awareness, prevention, and personal safety.	2	0	2
1.4 Continue to reduce crime against women in the Downtown Eastside (DTES) through the <i>SisterWatch</i> program.	5	0	5
1.5 Execute and follow-up on all arrest warrants to ensure that the police obligation to maintain public safety is met.	3	0	3
1.6 Through the use of joint Operations and Investigation Division resources, develop and execute street level enforcement projects that target problem premises and areas and/or persons responsible for violent crime.	3	0	3
2. Reduce property crime by 5% a year for a total reduction of 25% over the next five years	23	6	16
2.1 Leverage the implementation of innovative technology that will enhance the tracking of stolen property and property offenders that utilize pawn stores.	3	2	1
2.2 Led by the Chronic Offenders Unit (COU), identify and implement initiatives targeting prolific chronic offenders.	4	2	1
2.3 Incorporate investigative best practices among all units within the General Investigation Section (GIS).	3	0	3
2.4 Ensure that internal and external resources are directed at property crime priorities with input from all areas of the VPD and relevant community partners.	13	2	11
3. Disrupt organized crime groups	9	0	9
3.1 Divert youth from gangs through the development of community-based education initiatives and comprehensive exit strategies for those involved in gangs.	1	0	1
3.2 Continue to engage in intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on community safety.	1	0	1
3.3 Proactively share information obtained from Organized Crime Section (OCS) and Major Crime Section (MCS) investigations with external Canadian law enforcement agencies targeting organized crime impacting Vancouver.	4	0	4

Strategic Plan Goals and associated 2013 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
3.4 Increase the solve rate of gang-related homicides in Vancouver.	3	0	3
4. Combat low-level crimes and problems that impact perceptions of neighbourhood safety	14	6	8
4.1 Liquor enforcement (LIMA) to continue year-round throughout the city, with a specific focus on the entertainment districts and events or areas that sponsor alcohol use.	5	1	4
4.2 Continue assisting the CoV in achieving the goal to end street homelessness in Vancouver.	4	2	2
4.3 Reduce illegal street vending by working with the CoV to establish and enforce sanctioned vending locations.	3	3	0
4.4 Through order maintenance, reduce street disorder city-wide that exists in different forms including matters such as aggressive panhandling, squeegeeing for money, fighting in public, disorderly overnight loitering, etc.	2	0	2
5. Reduce motor vehicle collisions that result in injury or death by 12.5% over the next five years	15	4	11
5.1 Directed enforcement based on Insurance Corporation of British Columbia (ICBC) collision data and VPD traffic statistics.	3	0	3
5.2 Focus on enforcing the Motor Vehicle Act to ensure the safety of the most vulnerable road users, particularly pedestrians.	3	0	3
5.3 Increase the amount of traffic enforcement by Patrol officers.	3	0	3
5.4 Increase enforcement action on unlicensed, uninsured, and prohibited drivers.	3	1	2
5.5 Increase public awareness of traffic safety through community education campaigns and the use of mainstream and social media.	3	3	0
6. Develop and maintain positive working relationships, including sharing information, within the VPD and with stakeholder agencies within the community	23	1	20
6.1 Continue fostering trust between the VPD and Downtown (DTES) women's groups.	5	0	5
6.2 Increase buy-in from front-line members by continuing to include them in internal strategic communications with Senior Management.	3	0	3
6.3 Continue to work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill.	8	0	8
6.4 Continue to improve awareness and access to support services for vulnerable victims of crime and for seniors.	4	1	1
6.5 Continue to increase awareness, both within and outside the Aboriginal Community, of the VPD's partnerships in developing new crime prevention programming.	3	0	3
7. Provide public educational outreach on policing and police related issues	28	8	20
7.1 Continue to enhance the public's awareness of programs and services provided by the VPD by increasing traffic to the VPD website and increasing the use of social media.	7	3	4
7.2 Continue to enhance the reputation of the VPD through a steady growth in the number of positive media articles.	6	0	6
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.	6	0	6
7.4 Continue to enhance the services provided by the Department to victims of crime and increase awareness of these services among the public and	4	1	3

Strategic Plan Goals and associated 2013 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
within the Department.			
7.5 Outreach to the Lesbian-Gay-Bisexual-Transgender-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial.	4	2	2
7.6 Improve the VPD's outreach to Vancouver's diverse cultural communities.	2	2	0
8. Provide socially responsible programs and initiatives that benefit youth	21	9	12
8.1 Proactively target the "top 20" most at-risk youth as identified by their police history.	5	5	0
8.2 Continue to maintain the VPD Youth Referral program to remain consistent with provisions of the Youth Criminal Justice Act (YCJA) and consider extra-judicial measures for all youth who commit less serious offences.	4	1	3
8.3 Y10 (the Youth Car) to continue conducting checks on youth with court imposed conditions to ensure that their conditions are abided by.	4	0	4
8.4 Continue to develop and maintain the success of the Police Athletic League (PAL) program.	4	3	1
8.5 Continue to run the VPD Student Challenge in 2013, and secure long-term funding to ensure the ongoing success of the program.	4	0	4
9. Manage resources in an environmentally sustainable manner	19	10	9
9.1 To implement policies and practices consistent with the City of Vancouver's (CoV's) sustainability framework and initiatives.	3	0	3
9.2 Reduce overall energy consumption at the VPD.	2	1	1
9.3 Reduction in the amount of waste sent to the landfill.	6	3	3
9.4 To promote a 'green culture' within the VPD.	5	3	2
9.5 To reduce vehicle emissions produced by the VPD.	3	3	0
10. Encourage and support career development and succession planning for all staff	9	2	7
10.1 Review and update all sworn position profiles.	1	0	1
10.2 Develop succession planning strategies for specialized positions.	2	1	1
10.3 Survey various ranks regarding the effectiveness of the Career Development Unit (CDU).	2	1	1
10.4 Determine the attrition rate for all sworn ranks.	1	0	1
10.5 Create coaching videos for the VPD's Intranet.	3	0	3
11. Ensure that the VPD has the human resources and training needed to meet objectives	13	4	9
11.1 Implement a five year training plan for constables to ensure a consistent base-line for the development of sworn personnel.	3	2	1
11.2 Implement the Leadership in Policing Organizations (LPO) program at the VPD.	5	2	3
11.3 Recruit proactively to hire sworn police officers and new Community Safety Personnel officers (CSPs).	5	0	5
12. Support and foster employee wellness	13	0	12
12.1 Continue increasing awareness about the VPD wellness program.	5	0	5
12.2 Increase the VPD stakeholder base in the Wellness Committee.	3	0	3
12.3 Incorporate respectful workplace training into the VPD wellness program.	4	0	4
12.4 Establish quarterly attendance reports for managers with corresponding	1	0	0

Strategic Plan Goals and associated 2013 Strategies	Activities Identified	Activities Initiated, but not completed	Activities Completed
department standards of attendance.			
13. Develop and implement initiatives that streamline administrative processes	7	0	3
13.1 Develop, promote, and institutionalize a process where members can submit ideas and suggestions to reduce administrative burdens.	5	0	1
13.2 As part of the Evaluation Framework for the Community Safety (CS) project, assess the possible reduction in lower priority and lower complexity calls for service attended by Patrol members.	2	0	2
14. Research, acquire and utilize the best technology and infrastructure to assist officers in the investigation and enforcement of crime	21	4	12
14.1 Complete an information technology review to determine optimal staffing levels for the VPD IT Section.	5	0	1
14.2 Utilize technology to maximize the effectiveness of front-line patrol officers.	9	2	7
14.3 Develop a regional 'Real-Time Intelligence Centre' (RTIC) to provide front-line officers and investigators in the field with real time intelligence.	1	0	1
14.4 Develop a Department-wide Information Management Plan.	6	2	3
TOTAL	238	58	167

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

2013 Strategy 1: Continue to implement a court order compliance system and interdiction projects to target chronic and high risk violent offenders.

Initiation Date	Target Date	Lead		
Ongoing	Ongoing	Inspector Thompson and Inspector Airth		
Activities (Action Plans)		Priority	Dependency	Completion Status
1.1	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.	Critical	No	☒☒☒
1.2	High Risk Offender Unit (HROU) to continue working with Patrol in actively enforcing probation orders.	Critical	No	☒☒☒
1.3	Patrol District Analysts to provide Records Management System (RMS) analysis on top chronic violent offenders.	Important	No	☒☒☒
1.4	All District Crime Control Officers (CCOs) to continue implementing the enforcement plan for chronic offenders in their District.	Important	No	☒☒☒

2013 Performance Projections	2013 Performance Results
<p>Outcome: Increased amount of enforcement action against chronic and high risk violent offenders.</p>	<p>The DVACH Analyst regularly disseminates information to Patrol members with regards to high risk violent offenders with a propensity for breaching their court orders.</p> <p>All four Patrol Districts, including BET, created, and implemented a significantly greater number of projects that addressed chronic violent/property crime offenders in 2013.</p>
<p>Target Measures: HROU to maintain a baseline of enforcement activity against high risk violent offenders (i.e. monitor 150 offenders, conduct 640 interviews, and issue 5 public notifications).</p> <p>A 20% increase in Patrol interdiction projects targeting chronic violent/property crime offenders across all Districts (35 projects undertaken in 2012).</p>	<p>In 2013, a total of 336 charges for breach were forwarded to Crown Counsel in relation to domestic violence.</p> <p>In 2013, HROU monitored approximately 150 offenders, conducted 748 offender interviews, issued 3 public notifications to ensure public safety, and recommended 66 charges to Crown Counsel.</p> <p>A total of 131 formal Patrol interdiction projects were implemented in 2013 targeting chronic violent and property crime offenders. This represents a 274% increase over the 35 formal projects conducted in 2012. These figures do not include the significant number of smaller less formal projects that were conducted.</p>

Overall Strategic Progress

Ongoing coordinated efforts between the VPD’s DVACH, HROU, and the Patrol Districts have continued to target chronic and high risk violent offenders in 2013. The following efforts against chronic violent offenders have contributed to continued 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 three years now 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 2013 there were 336 breach charges recommended in relation to domestic violence and the overall strategic progress has been successful.

HROU

The Patrol Districts continue to 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 2013 the HROU conducted 748 offender interviews, three public notifications to ensure public safety, and recommended 66 charges to Crown Counsel.

District Analysts and RMS

The District Analysts continue to 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 (CCOs)

Patrol District interdiction projects focusing on the arrest of chronic offenders committing violent and property crime are on-going. District CCOs have effectively 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 2013, the four Districts, including BET, created and implemented a total of 131 formal projects that addressed chronic violent/property crime offenders. This figure does not include the significant number of smaller less formal "mini" projects that were conducted in Districts 1, 2, and 3 during Charlie shift. A notable larger formal project includes District 2's *Adopt a Thug* project where the top 15 violent offenders committing the highest number of street level violent crimes were identified and assigned to specific Patrol units. The purpose of this project was to monitor the everyday activities of these known offenders, track their movements, and proactively target them to the point of arrest.

2013 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	Inspector Scott Thompson and Sergeant Jim Kenney		
Activities (Action Plans)		Priority	Dependency	Completion

			Status
2.1 District CCOs to continue compiling strategies/tactics used to address violent crime in their District.	Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
2.2 Utilize a database and search engine that will allow members to readily search for and access operational plans.	Critical	Yes, 2.1	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2.3 Follow-up with CCOs to ensure that all relevant strategies and tactics are added to the database.	Critical	Yes, 2.1	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2.4 Inform Patrol members and Investigators on the availability and accessibility of this repository.	Critical	Yes, 2.1, 2.2, and 2.3	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2.5 Add a mandatory field to the operational plan template to indicate whether the tactics and strategies database was reviewed.	Important	Yes, 2.1 and 2.3	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
Outcome: The knowledge base of proven strategies/tactics for combating violent crime will remain relevant and recent. This will provide ongoing relevant information and save time when officers are developing new operational plans.	A database is in place and can be accessed through the <i>Investigative Knowledge Base</i> on the VPD Intranet under the link for <i>Operational Plans</i> . A simplified template - Patrol Operational Plan Form 1318(a) - was created and can be found under <i>Forms</i> on the VPD Intranet.
Target Measures: 10% increase in the number of Patrol-based violent crime projects that incorporate proven tactics and strategies.	A related form was created and implemented in District 1 that requires members to sign-off that they have reviewed project plans. This will be implemented across the four Patrol Districts in 2014 to ensure the repository is being used.

Overall Strategic Progress

The process of using a central repository to collate violent crime based Patrol projects and to identify common strategies and tactics used to address violent crime across all four Patrol Districts is ongoing. The CCO's in each Patrol District have collated all violent crime based projects with relevant strategies and tactics into their own District M drive folders. However, this information has not been regularly transferred to the central repository. Follow-up will be conducted with the CCOs in all four Patrol Districts through the District Commanders to ensure all 2013 and 2014 Patrol Operational Plans have been added to the *Investigative Knowledge Base* on the VPD Intranet.

Further follow-up will be conducted to standardize project plan forms and to review the repository and sign-off procedure. Incidentally, one Patrol District has created an internal shortened project form specifically for the Charlie shift projects, instead of using the **Patrol Operational Plan Form 1318(a)**.

Moreover, all Patrol Districts continue to maintain regular communication with the Robbery, Assault & Arson Unit 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 offences and other violent offences. This on-going communication continues to help guide the creation of violent crime based projects at the District level.

2013 Strategy 3: Target and educate the public, particularly women, with respect to domestic violence, sexual abuse, and sexual assault awareness, prevention, and personal safety.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Thompson and Inspector Airth

Activities (Action Plans)	Priority	Dependency	Completion Status
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3.1 Continue to conduct women's safety events where women are taught self-defense tactics.	Critical	No	☒☒☒☒
3.2 Re-launch the <i>Don't Be That Guy</i> campaign in the Granville Entertainment District.	Important	No	☒☒☒☒

2013 Performance Projections	2013 Performance Results
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<p>Outcome: Women and other vulnerable people will be better aware of how to keep themselves safe from domestic violence, sexual abuse, as well as from predators and other offenders.</p>	<p>The VPD's women safety events and the <i>Don't Be That Guy</i> campaign have brought much more attention to the topic of women's safety. The women safety events provided direct hands-on demonstrations to women on how to defend themselves and escape to a safe place in the event of a physical attack.</p> <p>By bringing more attention to this topic, it is the VPD's intention to help prevent these crimes by teaching women how to be safe, how to defend themselves, and how to get to a place of safety in the event of danger.</p>
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<p>Target Measures: An increase in the number of "Safety Fair" events at targeted locations.</p> <p>An increase in the number of people participating in the hands-on component of the Safety Fair (150 participants in 2012).</p> <p>A reduction of alcohol/drug facilitated sexual assaults.</p>	<p>The VPD hosted the second annual Women's Safety Fair at Langara College in 2013. Langara College was chosen as the location of the Fair due to the relatively large number of sexual assaults that have occurred in the south/central region of the City. This large event had over 200 attendees, either observing or directly partaking in numerous demonstrations.</p> <p>As a result of the popularity of the Women's Safety Fair, the VPD has fielded numerous requests to host smaller safety demonstration for women in various communities. Subsequently, the VPD hosted 11 smaller safety demonstrations in 2013 with a combined total of more than 430 women being educated and/or trained.</p> <p>By continuing to shine a light on this issue, it is the VPD's goal to decrease the level of violent crimes against women. However, with greater awareness, the VPD does expect to see an initial increase in reporting rates, thereby negatively impacting overall violent crime reduction targets. Incidentally, in 2013, there was an increase in reported sexual assaults, which was primarily driven by groping-type incidents.</p>
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Overall Strategic Progress

The Women's Safety Fairs and the smaller Women's Safety workshops are effective ways for the VPD to inform the public on women safety issues. Not only do the events hosted by the VPD educate and provide women with information about support systems in the community, they also provide direct hands-on training and techniques on how to defend themselves in the case of an attack. The *Don't Be That Guy* campaign has also continued to further educate the public of ongoing threats to women's safety.

Although the ultimate goal of education and prevention training is to reduce violence against women, these efforts can negatively impact overall statistical violence reduction targets in the immediate future as more awareness can lead to increased rates of reported incidents.

2013 Strategy 4: Continue to reduce crime against women in the Downtown Eastside (DTES) through the *SisterWatch* program.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Thompson and Inspector Airth

Activities (Action Plans)	Priority	Dependency	Completion Status
4.1 Conduct regular meetings with DTES stakeholders to exchange ideas and information, address inaccurate information, and promote VPD enforcement efforts.	Important	No	☒☒☒
4.2 A "violence against women" tip-line will continue to be staffed to encourage witnesses of violent incidents to come forward and report what they have seen or heard. This line will be answered only by women to further assist in removing barriers to reporting.	Critical	No	☒☒☒
4.3 Maintain the commitment of the VPD to have subject matter experts in the Domestic Violence and Sex Crimes units continue to liaise with <i>SisterWatch</i> .	Critical	No	☒☒☒
4.4 Continue to analyze data and intelligence regarding violence directed towards women in the DTES. This data will inform various methods of enforcement action, which will be documented.	Critical	Yes, 4.2	☒☒☒
4.5 Patrol and Investigation resources will prioritize joint projects that target violence directed toward women in the DTES.	Critical	No	☒☒☒

2013 Performance Projections	2013 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>Despite considerable combined efforts by the VPD and the DTES community, violence against vulnerable women is an ongoing issue.</p> <p>It is difficult to quantify how collaborative efforts have reduced violence against vulnerable women. However, anecdotally, the relationship between the police and the DTES community continues to improve, as demonstrated by the level of commitment to <i>SisterWatch</i> and other community programs.</p>
<p>Target Measures: To act upon all credible information received through the tip line.</p> <p>Maintain the high level of call volume received by the "violence against women" tip line (229 calls in 2012).</p> <p>Maintain ongoing meetings with the community regarding issues of violence in the DTES.</p> <p>To establish a baseline for tracking violence against women in the DTES.</p>	<p>Information continues to be disseminated from the tip line to VPD officers, who immediately investigate complaints. In 2013, 194 calls were received on the tip line.</p> <p><i>SisterWatch</i> meetings are regularly held every six weeks to discuss issues arising in the DTES.</p> <p>A baseline for tracking violence against women in the DTES has not been established. The VPD is currently working with an external consultant to determine the overall effectiveness of the <i>SisterWatch</i> program.</p>

Overall Strategic Progress
<p>The VPD is committed to continue building strong working relationships with the DTES community. The ongoing improvement in this relationship has allowed the VPD to address myths and inaccurate rumours concerning its officers. These untruths have caused long standing fear of the VPD among DTES community members in the past. The VPD continues to have subject matter experts from its Domestic Violence and Sex Crimes Units involved with <i>SisterWatch</i>.</p> <p>By regularly sharing significant success stories with the DTES community, the VPD has further demonstrated to the DTES community its level of commitment to keep women safe. For instance, the <i>SisterWatch</i> Committee always appreciates hearing when a violent offender has been arrested and a vulnerable woman has been brought to safety. This generates positive discussion amongst the community and a clear understanding that the VPD is exhausting all investigative avenues when it comes to domestic violence and sexual assault investigations.</p>

2013 Strategy 5: Execute and follow-up on all arrest warrants to ensure that the police obligation to maintain public safety is met.		
Initiation Date	Target Date	Lead

Ongoing	Ongoing	Inspector Thompson and Sergeant Kenney
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Activities (Action Plans)		Priority	Dependency	Completion Status
5.1	Arrest warrants will be immediately placed on the Patrol call board to allow officers early access to them or to allow E-Comm to assign them when practicable.	Important	No	☑☑☑
5.2	The revised procedure of assigning warrants to the original Investigator will continue.	Critical	No	☑☑☑
5.3	Patrol will work with the Fugitive Unit to implement fugitive projects that will execute arrest warrants for violent offenders.	Important	No	☑☑☑

2013 Performance Projections	2013 Performance Results
Outcome: Improved execution of arrest warrants as they come onto the VPD system.	2013 data indicates warrants are being executed in a timely manner.
Target Measures: Patrol will have timely and prioritized access to arrest warrants. Reduction in the number of existing backlogged warrants.	In 2013, 5054 warrants were entered and 5032 were removed. Of the 5032 that were removed, 4028 were executed and 1004 were cancelled. Patrol executed 2649 warrants in 2013 compared to 2326 in 2012, representing a 14% increase. The Fugitive Unit executed 535 (or 10.6%) of the total arrest warrants in 2013. Many of these arrests were completed with the assistance of Patrol.

Overall Strategic Progress

The Patrol Districts are being provided with timely access to all arrest warrants. The District Analysts are also providing a weekly warrant bulletin that is accessible on the electronic parade board, and there is ongoing work to have E-Comm place new warrants on the call board for Patrol. The relatively new warrant process established in 2012 has continued to equip Crime Control Officers (CCOs) with more capacity to concentrate on crime control issues in their Districts. Patrol officers are continually advised and reminded to confirm suspect address information at the point of all initial arrests. This new process also allows Patrol officers to be more effective and efficient when dealing with both VPD and outside jurisdiction warrants in a timely manner.

Moreover, further follow-up with the Operations Division will be conducted to determine the feasibility of joint Patrol/Fugitive Unit projects. As of now, two joint projects a year will be proposed for the Spring and Fall, when Patrol resources are generally less impacted by annual leave.

2013 Strategy 6: Through the use of joint Operations and Investigation Division resources, develop and execute street level enforcement projects that target problem premises and areas and/or persons responsible for violent crime.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Inspector Thompson and Inspector Davey

Activities (Action Plans)		Priority	Dependency	Completion Status
6.1	Identify geographical areas and/or premises that directly or indirectly contribute to or generate violent crime.	Critical	No	☑☑☑

6.2 Continue with re-deployment model of the Beat Enforcement Team (BET) in the DTES to increase police presence and visibility.	Critical	No	☒☒☒
6.3 Implement the new beat deployment model in District 1.	Critical	No	☒☒☒

2013 Performance Projections	2013 Performance Results
<p>Outcome: Violent offences will be reduced through Patrol-based beat practices and projects, assisted when possible by Investigation Division resources, to target geographical areas and problem premises and specific offenders that contribute to and/or generate violent crime.</p>	<p>VPD Patrol-based beat practices and projects targeting geographical areas and problems premises have contributed to an overall reduction in violent offences in Vancouver. Overall, the violent crime rate decreased by 5.4% in 2013 from 2012, and by a total of 11.8% since 2011.</p>
<p>Target Measures: To regularly target those persons, premises, and areas that directly or indirectly contribute to and generate violent crime in Districts 1 and 2.</p> <p>Increase the number of joint Operations and Investigation Division projects.</p> <p>Maintain high levels of liquor license and business license reviews and suspensions.</p> <p>An overall reduction in violent crime.</p>	<p>There were a number of year-round Patrol-based projects implemented in 2013 that targeted geographical areas, problem premises, and specific offenders that contribute to and generate violent crime. Some of these projects were supported by Investigation Division resources.</p> <p>From May 17 to September 3, 2013, the VPD's Beach Patrol Teams responded to 356 calls for service, 207 of those calls were on view (58%).</p> <p>The VPD also initiated and worked collaboratively year-round with the City of Vancouver (CoV) and the Liquor Control and Licensing Branch (LCLB) in responding to problem premises that contribute to crime and police calls for service.</p> <p><i>Liquor Licenses</i></p> <p>The following data was recorded in relation to police-related liquor license reviews and suspensions.</p> <p>Water Vessels – The VPD conducted liquor licence reviews in relation to a total of 9 vessels.</p> <p>All Age Events and Promoters - 2 events shut down; 1 post event COV licencing review; and 2 COV/LCLB/VPD post-event de-briefs of promoters and venue owners.</p> <p>Non-Alcohol Dance Hall and Halls- 2 business licence reviews; 1 warning letter; 1 business practice review; 3 expectations reviews/site visits with hall owners.</p> <p>Liquor Primaries</p> <ul style="list-style-type: none"> - 5 new liquor licence reviews in District 1. - 1 new liquor licence review in District 3. - 4 new liquor licence reviews in District 4. - 8 establishments sold to new operators requiring site visits and meetings regarding expectations. - 7 licence reviews and enforcement from LCLB at 2 establishments and contravention notices and/or warning letters at others. - 1 underage project at a licenced premise. <p>Food Primaries - 28 reviews of business/liquor licences; 1 suspension; one closure as a result of the suspension; and several warnings.</p> <p><i>Business Licences</i></p> <p>In relation to police-related business licence reviews and suspensions, the following data was recorded by the VPD's Problem Premises Coordinator in 2013.</p> <ul style="list-style-type: none"> Illegal Suites – 8 Licencing Issues – 18 Stores/Cafes - 23 Drug Houses - 48 Businesses involved in fraud/counterfeit - 2

	Gaming Premises - 5 Graffiti - 1 Hoarding Houses - 20 Noise Complaints - 34 Vacant or Unsafe Premises – 26 Other – 23
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Overall Strategic Progress

Geographical Areas and Premises

All Patrol District Crime Analysts regularly identify “hot spots” for property and violent crime on a weekly basis. In District 1, the CCO and Crime Analyst also meet with the Charlie and Delta Teams at the beginning of their four shift block to update them on the crime trends, district crime priorities, and crime “hot spots”. District 1 Non-Commissioned Officers (NCO’s) have been trained to use “Geo-Dash” to identify “hot spots” in their team’s Geographical Area of Responsibility (GAR) at the beginning of every shift. Subsequently, District 1 initiated a beat deployment model in April of 2013 based on GAR rather than on the beats focused on a particular street or area such as Granville or Robson Street. Odd and even teams are partnered in each GAR and have a primary responsibility to police that GAR subject to other priority operational needs in the District as a whole. The other Patrol Districts also began addressing “hot spots” by assigning officers to patrol distinct geographic areas in the second half of 2013. This GAR model will be further enhanced in 2014.

The following is a high level summary of the activities undertaken by each District to target problems premises or areas in 2013.

- **District 1** - Completed 12 property crime, two drug, and two traffic projects. Problem oriented policing/property crime projects such as *Alpha* and *Abalone* also targeted street disorder in the Granville Entertainment District area. A Beach Patrol Team was once again assembled in 2013 and deployed on bicycles from May to September 2013 to target violence and disorder between Sunset Beach and Third Beach. Starting in September 2013, District 1 Patrol teams also implemented less formalized projects on Charlie shifts to address property crime, violent crime, street disorder, and traffic enforcement hot spots.
- **District 2 and the Beat Enforcement Team (BET)** - Completed ten formal projects in addition to the implementation of several less formal “mini” projects on Charlie shift. The “mini” projects were conducted on almost a weekly basis and they addressed property crime, violent crime, and street disorder “hot spots”. A notable larger formal project includes the *Welfare Deployment Change* where BET adopted a different deployment and call response model from midnight on the Tuesday before Welfare Wednesday until 0600 on the Monday following Welfare Wednesday. During this six day period, BET members provided a highly visible presence on the street in the blocks of the DTES where there is a high volume of violent crime related to welfare payments (drug debt collection, drug/alcohol induced violence). The BET officers remained on foot and deployed only to priority one calls for service while regular District 2 officers responded to all other calls for service, including calls in the geographical area designated as the BET zone.

The BET has been fully staffed in 2013 and its redeployment model will continue going forward in order to increase visible police presence on the street during peak periods when violent crime takes place.

- **District 3** - Completed a total of 21 projects in 2013. The majority were Charlie shift projects focusing on property crime offences. One project focused on violent crime towards sex trade workers.
- **District 4** - Completed a total of 84 projects on Charlie shift to target areas affected by crime as identified in the District’s weekly priorities. Charlie shift projects primarily targeted property crimes and arsons in the Riley Park area during the summer months; sex assaults along Cambie Street in the Fall; and prowler/indecent act offences in the Kitsilano and Fairview neighbourhoods year-round.

District 4 also deployed a Beach Patrol Team on All Terrain Vehicles to address violent crime and disorder issues on the city's beaches.

Joint Patrol and Investigation Projects

Notable intelligence-led projects were conducted by the VPD's Organized Crime Section with assistance from Patrol whenever possible. Six such projects were completed in 2013, with five directly targeting violent offenders who impact the safety of residents in the DTES.

Moreover, the VPD's Sex Crime Unit (SCU) continues to hold a weekly conference call with all Patrol District Analysts, CCOs, and the Transit Police. At this 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.

Entertainment Districts

With regards to reducing violence associated with Vancouver's Entertainment Districts, the VPD has continued to successfully partner with *BarWatch* and *Restaurant Watch* to promote safety in licenced premises. The VPD has also continue continued to run the *Don't Be That Guy* Campaign to inform and educate women on how to keep themselves safe from sexual predators. As in 2012, the Sex Crimes Unit (SCU) provided additional training in 2013 to all *Bar Watch* licenced premises employees regarding how to recognize a sexual predator and what to do. SCU also provided similar additional training to VPD Liquor Enforcement (Lima) call-out officers.

Night club and licensed premises related sexual assaults have declined, but it is difficult to specifically measure how much this initiative contributed to that decrease.

Liquor and Business Licence Reviews

On a city-wide basis, premises that contribute to crime, including violent crime, were identified and targeted for enforcement, as demonstrated by the liquor and business licence review performance results data presented above. The VPD, CoV and provincial departments work together in partnership to address licensing and enforcement concerns throughout the city. The same relationship exists at the COV level where the VPD Liquor Coordinator works directly with the Liquor License Coordinator and the Deputy Chief License Inspector. Incidentally, the VPD's relationship with LCLB managers and staff has never been better. The partnership is strong both on the investigative and on the inspection/enforcement side.

The Multi Agency Inspection Team (MAIT) conducted four inspections in 2013. In addition, the VPD Liquor Coordinator, CoV inspectors, and LCLB inspectors also engaged in multi-agency inspections with the Vancouver Fire and Rescue Service. The VPD's Problem Premises Coordinator also worked with the VPD's Counter Exploitation Unit, the CoV, and the community to address issues relating to bawdy houses.

Moreover, the VPD Liquor Coordinator assisted LCLB corporate security with 28 requests for follow-up with respect to thefts at Government Liquor Stores. The VPD was successful in identifying several suspects with the help of a VPD analyst and the Downtown Vancouver Business Improvement Association (DVBIA).

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

2013 Strategy 1: Leverage the implementation of innovative technology that will enhance the tracking of stolen property and property offenders that utilize pawn stores.

Initiation Date	Target Date	Lead		
On-going	December 31, 2013	Inspector Cumberworth and Sergeant Bieg		
Activities (Action Plans)		Priority	Dependency	Completion Status
1.1	Complete the tender process to obtain and implement the new Xtract software.	Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
1.2	Explore the development of an in-house software program to search Internet sites to identify central property crime figures.	Value Added	No	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
1.3	Train members on the new Xtract software and on other potential in-house software programs.	Critical	Yes, 1.1, 1.2	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
<p>Outcome: The VPD's ability to locate stolen property and identify offenders will be enhanced.</p>	<p>The VPD has always been adept at identifying property crime offenders and continues to have success in locating stolen property through various investigative avenues. Officers continue to make arrests and run successful investigations that often result in the execution of search warrants at locations that are used to store stolen property.</p>
<p>Target Measures: The successful implementation of the new Xtract program.</p> <p>All Property Crime Support Unit (PCSU) members to receive training on the new program.</p> <p>Full implementation of an in-house internet searching software program.</p>	<p>Implementation of the new Xtract software is near completion. Contract details are being finalized between the CoV and the vendor. The software should arrive in early 2014.</p> <p>The PCSU currently has two civilians trained to use the new software. Once the contractual matters are resolved and the software is in place, other PCSU members will be trained.</p> <p>There has been progress on the development of in-house software intended to search Internet sites to identify central perpetrators of property crimes. A software program has been developed for this purpose; however, it is not yet suitable for operational use at this time as more refinement is required.</p>

Overall Strategic Progress

Significant progress has been made in developing new innovative technology to advance the tracking of stolen property as well as to advance efforts to identify prominent on-line property crime perpetrators. The new Xtract software program will be implemented in 2014 and the new in-house Internet searching program will be further refined in 2014. Full staff training on new software will commence immediately following the implementation of each new program. The new programs are expected to be instrumental in efficiently and effectively locating and identifying stolen property as well as the persons responsible.

2013 Strategy 2: Led by the Chronic Offenders Unit (COU), identify and implement initiatives targeting prolific chronic offenders.

Initiation Date		Target Date		Lead		
January 1, 2013		December 31, 2013		Inspector Cumberworth and Inspector Eely		
Activities (Action Plans)				Priority	Dependency	Completion Status
2.1	An external academic expert to audit/review the COU to determine efficiencies and opportunities for improvement.		Value Added	No	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
2.2	Beat Enforcement Team (BET)/Patrol members to improve chronic offender conduct and accountability by conducting targeted conditions checks based on intelligence-led RMS data analysis.		Value Added	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
2.3	Crime Analysis Unit (CAU) to identify risk criteria by which high value chronic offenders are identified.		Value Added	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
2.4	COU investigators to maintain and enhance contact with high risk chronic offenders. This includes a pilot project to increase prison visits by COU officers prior to a chronic offender's release.		Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	
2013 Performance Projections				2013 Performance Results		
<p>Outcome: Increased court-ordered condition compliance through enforcement.</p> <p>The identification of best practices for chronic offender type units.</p> <p>CAU to provide enhanced intelligence to the COU to support evidence-led initiatives regarding prolific property crime offenders.</p> <p>Increased enforcement action against the most prolific chronic property offenders.</p>				<p>There is ongoing communication between the COU and the Operations Division relating to chronic offenders and enforceable conditions. Accordingly, Patrol has increased pressure on chronic offenders by regularly conducting court-ordered compliance checks.</p> <p>Work is underway to restructure the COU through a strategic change in business rules and activities. Meanwhile, past and current practices are currently being reviewed in order to establish new best practices to guide the activities of the unit going forward.</p> <p>CAU is also developing a method to provide COU with more strategic information relating to chronic offenders. This will allow for more frequent, targeted, streamlined, and productive enforcement action.</p> <p>Moreover, the VPD increased enforcement action in 2013 against the most prolific chronic offenders through a new target selection method which identified those offenders based on who rated highest on the severity index. Input was received from a number of sources, including District analysts and General Investigation Section (GIS) investigators, as informed decisions were made regarding targeting.</p> <p>This new selection method allowed surveillance teams to focus their attention on those identified as the most prolific offenders, resulting in increased arrests of these offenders for new crimes or for breaches of court-imposed conditions.</p>		
<p>Target Measures: Formal completion of an external audit of the COU.</p> <p>Implementation of recommended changes and best practices with regards to the COU.</p> <p>Establish baseline for chronic offender contacts and compliance.</p> <p>10% increase in condition checks on the most prolific chronic offenders.</p>				<p>A formal external audit of the COU was not undertaken. Rather, it was decided that the COU would be better and more efficiently served with the establishment of new business rules and best practices and through a restructuring of the unit characterized by a more enforcement and compliance oriented philosophy.</p> <p>Collectively, the restructuring and establishment of new business rules and best practices are expected to improve the ability of the unit to manage enforcement action against chronic offenders in partnership with Patrol and surveillance teams.</p>		

Accordingly, once these organizational improvements have been fully implemented, a specific baseline for chronic offender contacts and compliance will be established.

With the introduction of the new target selection method, condition checks on the most prolific chronic offenders increased significantly in 2013 compared to 2012 and previous years. However, the VPD has been unable to specifically quantify this increase as a tracking mechanism was not established. A baseline for condition checks in relation to the most prolific chronic offenders will be established in 2014.

Overall Strategic Progress

In 2013, Patrol increased pressure on chronic offenders by regularly conducting court-ordered compliance checks. In addition, a new target selection method allowed VPD surveillance teams to better focus their efforts on the most prolific chronic offenders.

Though there has been ongoing communication between the COU and the Operations Division relating to chronic offenders and enforceable conditions, the COU has not effectively advanced its own initiatives to further identify and target chronic offenders. As a result, the COU has been undergoing a restructuring process to improve business practices in the unit. New business rules and best practices will be implemented in 2014, and the unit has also recently undergone a change in leadership and personnel. With these new changes in place, the unit is expected going forward to more efficiently and effectively identify and implement initiatives targeting prolific chronic offenders in partnership with VPD Patrol units and surveillance teams.

2013 Strategy 3: Incorporate investigative best practices among all units within the General Investigation Section (GIS).

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Inspector Cumberworth and Staff Sergeant Hammond		
Activities (Action Plans)		Priority	Dependency	Completion Status
3.1	Further implement Major Case Management (MCM) practices, where appropriate.	Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
3.2	Complete the establishment of business rules for investigative units within GIS.	Critical	Yes, 3.1	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
3.3	Utilize civilian staff for appropriate administrative tasks thereby improving efficiency for investigative tasks.	Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

2013 Performance Projections	2013 Performance Results
Outcome: Efficiencies will be gained and proven best practices will be adopted throughout GIS.	New business rules were developed best practices were adopted throughout GIS.
Target Measures: The adoption by GIS of investigative strategies used within the Major Crime Section (MCS), Special Investigation Section (SIS), and Organized Crime Section (OCS). A 15% increase in clerical tasks performed by civilians to support investigations.	GIS has fully adopted the practice of running all projects under the Major Case Management (MCM) philosophy modelled by MCS, SIS, and OCS. Under the newly adopted MCM model of project governance in GIS, there has been a significant increase in the clerical duties performed by civilians to support investigations. However, specifically quantifying this increase is difficult to ascertain.

Overall Strategic Progress

In 2013, GIS efficiently and effectively established new business rules and transitioned over to the best practice of implementing MCM principles in relation to all projects.

The MCM model of project governance has enhanced the ability of GIS to complete projects in a more fluid, efficient, and cost effective manner. In addition, GIS projects have resulted in more arrests, charges, and convictions since the recent implementation of investigative best practices.

2013 Strategy 4: Ensure that internal and external resources are directed at property crime priorities with input from all areas of the VPD and relevant community partners.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Superintendent Dean Robinson		
Activities (Action Plans)		Priority	Dependency	Completion Status
4.1 Develop a comprehensive/documented property crime strategy for 2013.		Critical	No	☒☒☒
Enforcement				
4.2 Introduction of a Crime Surveillance Pilot.		Critical	No	☒☒☒
4.3 Train and equip Patrol officers to conduct low level property crime surveillance.		Important	No	☒☒☒
4.4 Conduct undercover operations targeting illegal property fences that order stolen merchandise.		Important	No	☒☒☒
Target Hardening				
4.5 On-going identification of current crime trends/hotspots through analysis and crime control meetings.		Critical	No	☒☒☒
4.6 Incorporate input from GIS and the Operations Division to identify priority targeting of offenders.		Critical	Yes, 4.5	☒☒☒
4.7 Liaise with surrounding police agencies to share property crime intelligence, trends, and patterns and if possible, coordinate enforcement action on suspects.		Important	No	☒☒☒
4.8 Liaise with representatives from the security industry to identify crime trends, hotspots, and identify suspects.		Important	No	☒☒☒
4.9 Dispense free anti-theft devices for chronically stolen vehicles.		Value Added	Yes, 4.11	☒☒☒
4.10 Expand the Safer Parking program to all Districts and to include hotels, motels, and residential buildings.		Value Added	No	☒☒☐
Education				
4.11 Conduct public education campaigns to educate the public, improve target hardening, and put pressure on offenders.		Critical	No	☒☒☒
4.12 Work with community partners to address property crime concerns.		Important	Yes, 4.11	☒☒☐
4.13 Neighbourhood Police Officers (NPOs) and Community Policing Centres (CPCs) to educate property crime victims on how to target-harden their properties.		Important	No	☒☒☒
2013 Performance Projections		2013 Performance Results		
<p>Outcome: Greater focus on key property crime “hot spots” and offenders.</p> <p>Reduction of victims of property crime.</p>		<p>The VPD took more of a strategic focus in 2013 with regards to property crime “hot spots” and the chronic offenders responsible for property crime. A coordinated target selection process was instituted that took many factors into consideration such as crime severity index, source information, analytics, information from Patrol officers, and so forth. This process helped guide</p>		

	<p>Patrol beat activities as well the development of Patrol-based interdiction projects.</p> <p>The VPD also conducted comprehensive public education campaigns and worked regularly with community partners and the security industry to improve target hardening and to inform the public on how to better protect their property.</p> <p>Though a universal reduction in the number of property crime victims was not achieved, there was a significant reduction in residential break & enters (B&Es), which are commonly known as the most severe type of property crime victimization. All incidents of residential B&Es decreased by 10% in 2013 over 2012, while all incidents of all types of B&Es decreased by 6.2%.</p>
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<p>Target Measures: 5% reduction in property crime.</p> <p>Establish baseline for joint Investigations and Operations Division projects.</p>	<p>The property crime rate remained virtually unchanged from 2013 over 2012, while all incidents of property crime increased slightly by 1.5% in 2013 over 2012. The VPD expects to improve upon these figures in 2014 by continuing proven strategies from 2013 and adopting new and initiative measures in 2014.</p> <p>A total of 131 formal Patrol interdiction projects were implemented in 2013 targeting chronic property crime and violent offenders. This represents a 274% increase over the 35 formal projects conducted in 2012. These figures do not include the significant number of smaller less formal projects that were conducted. Accordingly, the baseline for 2014 will be a total of between 100-150 formal Patrol-based interdiction projects.</p>
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Overall Strategic Progress

The various tactics employed by the VPD in 2013 made a positive contribution to the overall strategy of reducing property crime. Though an overall reduction in property crime was not achieved in 2013, the VPD saw considerable success in reducing in one of the most invasive and alarming types of property crime - residential B&E's. There was also a reduction in stolen vehicles, which was another area of focus in 2013. On the flip side, analysis shows a considerable increase in minor low-value thefts in 2013. The total number of minor thefts has increased by 4.6% in 2013 over 2012, and by 12.2% since 2011. Further detailed analysis is underway to examine these minor thefts as they can negatively influence the overall property crime rate and have a negative impact on our quality of life. Different strategies will be explored to more closely address these crimes of opportunity in 2014. Accordingly, the VPD expects to improve overall property crime reduction figures in 2014 by continuing proven strategies from 2013 and adopting new and innovative measures in 2014.

Property crime "hot spots" were identified in 2013 through strategic targeting and were dealt with through various interdiction projects designed to address the crime trends that were occurring. Patrol District Analysts continue to identify current crime trends/hotspots and to distribute this information to relevant VPD stakeholders during crime control meetings. Patrol District CCOs have effectively 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 2013, the four Districts, including BET, created and implemented a total of 131 formal interdiction projects that addressed chronic property crime and violent offenders. This figure does not include the significant number of smaller less formal "mini" projects that were conducted in Districts 1, 2, and 3 during Charlie shift.

Property crime "hot spots" were also addressed by regularly assigning officers to patrol distinct areas in their District, and these assignments became known as their Geographic Areas of Responsibility or (GARs). Meanwhile, numerous Patrol officers were trained to conduct low level property crime

surveillance. Accordingly, Patrol officers began working with specialised surveillance teams to conduct low level surveillance on high-level targets. The Operations Division will continue to run as many Patrol Charlie and Delta shift surveillance projects as possible targeting low-level offenders. Plainclothes Patrol members will be used at every opportunity to target offenders uncovered by uniformed Patrol members.

The VPD also continued to ensure that property crime intelligence was regularly shared between the VPD and external surrounding police agencies in 2013. VPD analysts routinely provide outside with property crime patterns and trends occurring in Vancouver.

Moreover, the VPD's Patrol Districts and Public Affairs Section worked regularly with various community partners (e.g., CPCs and Business Improvement Associations) and security firms, to address hotspots and property crime issues. Various education campaigns were undertaken to inform the public on how to better protect their property. For instance, the VPD dispensed 880 complimentary anti-theft devices to help prevent the theft of chronically stolen vehicles. The VPD has also started to formalize a target hardening program for victims of property crime. Once this program is fully implemented, NPOs will work with CPC volunteers and VPD Community Safety Personnel (CSPs) to perform home and business security audits/checklists. This will include encouraging citizens to register serial numbers on their property and to mark their property with identifying numbers (such as driver's license and social Insurance numbers) to support recovery and return of property. NPOs will recommend pertinent security features and activities to assist those who are repeat victims of property crime. Overall, these efforts have worked in tandem with the VPD's popular and effective ongoing Neighbourhood Crime Alert, Block Watch, and Citizen's Crime Watch (CCW) programs.



Goal – Disrupt organized crime groups
Champions – Inspector Mike Serr and Inspector Laurence Rankin

2013 Strategy 1: 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, 2013	December 31, 2013	Inspector Serr and Sergeant McConnell		
Activities (Action Plans)		Priority	Dependency	Completion Status
1.1 Conduct a literature review aimed at researching current anti-gang programs and initiatives.		Important	No	☑☑☑

2013 Performance Projections	2013 Performance Results
<p>Outcome: A program platform to divert youth from gang activity will be identified and recommended.</p>	<p>A comprehensive literature review on anti-gang initiatives was completed by two Royal Roads University students on behalf of the VPD.</p> <p>15 programs from across North America were reviewed for best practices.</p> <p>The Gang Crime Unit (GCU) is currently in the process of identifying and developing a youth anti-gang program platform to be implemented in Vancouver.</p>
<p>Target Measures: Production of a compressive report on current best practices.</p> <p>Increased Gang Crime Unit (GCU) presentations to youth in the community.</p>	<p>A comprehensive report on youth anti-gang best practices has been produced.</p> <p>The <i>Yo Bro</i> program was identified as an effective youth anti-gang program, and it has received support and funding from the Vancouver Police Foundation (VPF) to continue in 2014.</p> <p>GCU is currently continuing to evaluate youth anti-gang initiatives, and further programs will be identified and implemented in 2014.</p> <p>A total of 24 youth gang-related presentations were delivered in 2013. This will act a baseline number for 2014.</p>

Overall Strategic Progress

The comprehensive literature review of youth anti-gang initiatives has assisted the VPD in evaluating several successful programs in Canada and the United States. Consultation with officers from the VPD's Youth Services and School Liaison Units has further assisted the GCU in narrowing down effective programs specific to the needs of youth in Vancouver.

The *Yo Bro* program was identified in 2013 as an effective anti-gang youth initiative. GCU made an application and received funding from the Vancouver Police Foundation to support this program in 2014. Further programs will be identified for VPD support in 2014, as GCU continues to evaluate youth anti-gang initiatives and best practices. GCU will also continue to deliver anti-gang presentations to various youth in the community.

2013 Strategy 2: Continue to engage in intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on community safety.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Inspector Serr		
Activities (Action Plans)		Priority	Dependency	Completion Status
2.1 Organized Crime Section (OCS) to conduct Major Case Management (MCM) type investigations on targets identified by VPD and or PTEP threat assessment.		Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

2013 Performance Projections	2013 Performance Results
<p>Outcome: Organized crime groups will continue to be disrupted, and Vancouver will continue to be a difficult place to conduct organized crime activity.</p>	<p>OCS initiated and concluded six projects in 2013. These projects utilized the major case management model.</p> <p>Organized crime groups were disrupted throughout Vancouver as a result of these proactive projects. Numerous organized crime members were charged, or charges are pending. In addition, large volumes of drugs, weapons, and proceeds of crime were recovered.</p>
<p>Target Measures: Confirmation, through statistical analysis, of a reduction in organized crime activity in Vancouver.</p>	<p>There were 6 homicides in 2013, a reduction of 25% from 2012. This was the lowest number of homicides recorded in Vancouver since 1953.</p> <p>There was also a 31% reduction in shots fired calls associated to organized crime in Vancouver in 2013.</p> <p>Targets identified in both the Provincial and National Tactical Enforcement Priorities (NTEP) were arrested as a result of OCS/Major Crime Section (MCS) projects.</p> <p>Overall total incidents of violent crime were reduced by 4.1% in 2013 from 2012.</p>

Overall Strategic Progress

OCS analysts have proactively identified organized crime targets and groups whose activities impact public safety. These targets were submitted as VPD priorities to the Provincial Tactical Enforcement Priorities (PTEP). OCS initiated six projects which utilized major case management to target these groups and individuals.

In February, Project Talon culminated in the execution of six search warrants. Investigators recovered five kilograms of cocaine and heroin, two handguns, and in excess of \$340,000 cash. Six members of this organized crime group, which primarily preyed on the marginalized in the Downtown (DTES), were charged with multiple offences. Projects Tag, Thorn, Trunk and T-Char also targeted organized crime groups preying on the vulnerable in the DTES. These projects resulted in multiple arrests and the seizure of drugs, weapons and money. Project Cyan successfully targeted an organized group selling drugs in South Vancouver. Project Rolex is further example of the nexus between an effective investigation and a corresponding reduction in violent crime. This project arose from an investigation of an armed robbery of a high end jewellery store. An organized group with plans to commit multiple similar robberies was identified. A lengthy investigation resulted in the arrest of five suspects, preventing the execution of the other planned robberies and the associated violence. Overall, these projects resulted in the arrests of multiple targets; organized crime groups were disrupted; and public safety improved, particularly in areas such as the DTES and the south slope of Vancouver.

In late 2013, several OCU officers were assigned to RCMP projects. These projects will benefit Vancouver and will assist the VPD with further achieving its strategic initiative of reducing violent crime associated to organized crime groups.

2013 Strategy 3: Proactively share information obtained from OCS and Major Crime Section (MCS) investigations with external Canadian law enforcement agencies targeting organized crime impacting Vancouver.

Initiation Date	Target Date	Lead
January 1, 2013	December 31, 2013	Inspector Rankin

Activities (Action Plans)	Priority	Dependency	Completion Status
3.1 On a national level, continue to contribute to the National Tactical Enforcement Priorities (NTEP) on a weekly basis.	Important	No	☒☒☒
3.2 On a Metro Vancouver level, continue to share information through the Provincial Intelligence Centre British Columbia (PICBC), Criminal Intelligence Service British Columbia (CISBC), and other agencies.	Important	No	☒☒☒
3.3 MCS supervisors will confirm that Investigators have disseminated information as appropriate throughout an investigation.	Value Added	No	☒☒☒
3.4 Train more MCS Investigators in human source development, to take advantage of opportunities that arise during an MCS investigation.	Value Added	No	☒☒☒

2013 Performance Projections	2013 Performance Results
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<p>Outcome: External Canadian law enforcement agencies will have more information to use in their investigations. Some of these investigations inevitably involve non-Vancouver residents with criminal operations affecting Vancouver.</p> <p>More information will be obtained from human sources and available to support investigations.</p>	<p>MCS has been a strong and regular contributor to weekly NTEP teleconferences. Significant disclosures from several VPD homicide investigations have been made to other Canadian law enforcement agencies who are investigating targets with criminal operations in Vancouver. Project Scrapyrd is an excellent example of this collaboration and cooperation. Another example includes information sharing from a VPD homicide to several external police agencies directly resulting in the subsequent incarceration of a violent offender in Eastern Canada, ending the offender's violent crime spree.</p> <p>Moreover, several newly recruited MCS human sources provided information which assisted other Canadian law enforcement agencies.</p>
<p>Target Measures: An increase in the number of external investigations making use of VPD generated information and a corresponding reduction in organized crime activity in Vancouver.</p> <p>An increase in the number of VPD confidential sources recruited by MCS Investigators or identified by MCS, and recruited by other VPD officers.</p>	<p>The VPD is unable to specifically determine whether these targets were met, as these measures have not been previously tracked. Baselines for VPD generated information as well as for confidential sources recruiting will be established going forward.</p> <p>Several instances of VPD generated information were shared with other Canadian law enforcement agencies in 2013. The number of instances will be tracked in 2014.</p> <p>MCS officers recruited 4 new confidential sources in 2013.</p>

Overall Strategic Progress

A culture of sharing information with other Canadian law enforcement agencies is now well established. Participation in NTEP, and personal relationships between investigators and their counterparts with the Integrated Homicide Investigation Team (IHIT) and other police agencies, contributes to this sharing.

Several productive confidential sources were recruited by MCS officers in 2013; however, more officers would benefit from training in source handling. Several officers receiving this training in 2013, and more will be encouraged to take this training in 2014.

Moreover, the VPD's MCS organized and hosted the Western Canada Robbery Conference in 2013.

This event was successful and well-received with approximately 135 members from outside agencies attending from as far as Toronto. The networking and information shared between officers will benefit future police investigations in Vancouver and across Canada.

2013 Strategy 4: Increase the solve rate of gang-related homicides in Vancouver.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Inspector Rankin		
Activities (Action Plans)		Priority	Dependency	Completion Status
4.1 Continue to liaise closely and work cooperatively with IHIT, CFSEU, and other related agencies to ensure information and resources are most effectively deployed and are shared where appropriate.		Important	No	☒☒☒
4.2 Continue to use and enhance MCM principles in project based investigations.		Important	No	☒☒☒
4.3 Contribute resources to joint force operations targeting organized crime in Vancouver.		Important	No	☒☒☒

2013 Performance Projections	2013 Performance Results
Outcome: A safer community through the successful prosecution of violent offenders.	The number of homicides fell from 8 in 2012 to 6 in 2013. 3 of the 6 homicides in 2013 were gang-related. There were 4 gang-related homicides in 2012 and 7 in 2011.
Target Measures: An increased homicide solve rate.	The solve rate for gang-related homicides has remained at 33% in 2011, 2012 and 2013. The VPD's overall homicide solve rate has remained relatively constant at approximately 72% over the same three years. This rate is much higher rate than historical rates, and is considerably higher compared to other agencies in British Columbia.

Overall Strategic Progress

As noted above, the total number of violent crime incidents fell by 4.1% in 2013. When factoring in population growth, the violent crime rate dropped by 5.4% in 2013 from 2012.

The number of homicides fell from eight in 2012 to six in 2013, the lowest number since 1953. The solve rate for gang-related homicides has remained at 33% for the past three years, while the solve rate for all homicides has been relatively constant at approximately 72%. The lower gang-related homicide solve rate is likely reflective of the greater challenges normally associated with gang-related homicides, often involving uncooperative witnesses and relatively sophisticated suspects.

MCS continues to implement measures to derive the greatest benefit from MCM principles. Several MCS officers received training as file coordinators and team commanders. There are currently five provincially accredited team commanders in MCS. VPD MCM business rules were completed in 2013 to ensure the consistent application of MCM principles throughout the organization.

Moreover, in 2013, the VPD contributed MCS officers to two significant joint force operations with the RCMP's Federal Serious and Organized Crime Section. MCS also maintained its commitment to provide an officer to E-Nexus, which is an ongoing violent crime project with the RCMP.



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

Champion – Superintendent Andy Hobbs

2013 Strategy 1: Liquor enforcement (LIMA) to continue year-round throughout the city, with a specific focus on the entertainment districts and events or areas that sponsor alcohol use.

Initiation Date	Target Date	Lead
Ongoing	December 31, 2013	Patrol District Inspectors

Activities (Action Plans)	Priority	Dependency	Completion Status
1.1 Continued partnership with <i>BarWatch</i> and <i>Restaurant Watch</i> .	Critical	No	☒☒☒
1.2 Continued discussions with the City of Vancouver (CoV) concerning the implementation of entertainment and other non-alcohol related activities in entertainment districts and elsewhere in the city.	Critical	No	☒☒☐
1.3 Continued LIMA deployments, Beach Patrol, and Special Attention to events and areas as required.	Critical	No	☒☒☒
1.4 Monitor initiatives that impact liquor licensing and seating throughout the city.	Important	No	☒☒☒
1.5 Continue to work with the Liquor Board.	Important	No	☒☒☒

2013 Performance Projections	2013 Performance Results
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<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 LIMA budget remains a challenge, as it is usually about 25% less than the amount needed to provide sufficient policing levels for the Patrol Districts 1 and 2 entertainment areas. Budget constraints in 2013 resulted in fewer members deployed in the Granville Entertainment District (GED) and fewer road closures with the use of Traffic Authority.</p> <p>Beach patrols were a priority for Patrol Districts 1 and 4. The beaches of District 4 in particular have continued to face increased disorder and safety concerns over recent years.</p> <p>District 4 deployed a full-time Beach Patrol Team on ATVs from May 18 to September 2 in 2013 and they recorded 3,671 incidents of liquor pour-outs; extinguished 247 bonfires; and issued 158 violation tickets and 33 by-law tickets. This proactive and high visibility effort continues to be the most effective way of quelling alcohol fuelled disturbances and maintaining safety on the beaches.</p> <p>District 1 beaches were policed by officers on foot patrol, bicycles, and horseback.</p>
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<p>Target Measures: Decreases in various measures of street disorder. Levels of disorder that affect safety and perceptions of safety are measured by COMSTAT and through citizen and business surveys. Business Improvement Association (BIA) and Community Policing Centre (CPC) statistics also help assess attitudes in perceptions of safety.</p> <p>A 5% decrease in overall street disorder city-wide based on CAD data.</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>City-wide, total levels of reported street disorder increased by 5% in 2013 from 2012. Notably, there were increases of unwanted person calls by 13%, disturbances by 10%, and</p>
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	<p>annoying circumstances by 7%. On the other hand, panhandling, fight, and SIPP calls decreased by 26%, 14%, and 13% respectively.</p> <p>Moreover, as measured by the annual Community Satisfaction Survey conducted by NRG Research, perceptions of safety among residents in 2013 remained the same as in 2012, with 85% of residents satisfied with the service provided by the VPD. Perceptions of safety among businesses have increased to 87% from 78% in 2012.</p> <p>2,866 <i>Liquor Control and Licencing Act</i> tickets were issued by VPD officers in 2013, an increase of 16% from the 2,478 tickets issued in 2012.</p>
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Overall Strategic Progress

Despite the VPD’s ongoing efforts to quell street disorder through liquor enforcement and other efforts, total incidents increased by 5% across the entire city in 2013 as compared to 2012. Typically, the Patrol Districts most affected by incidents of street disorder are Districts 1 and District 2. Due to budget constraints, LIMA call-outs and street closures for the GED were reduced in 2013. Despite these cuts, District 1 only saw a 1% increase in total incidents of street disorder in 2013. District 2 on the other hand saw a considerable 9% increase in total reported incidents of street disorder in 2013. District 3 also saw a relatively large increase at 7% with District 4 seeing a 1% increase.

Though total incidents of street disorder increased in all four Patrol Districts, the public’s perception of neighbourhood safety remained relatively unchanged in 2013 from 2012. In addition, 85% of residents and 87% of businesses report to be satisfied or very satisfied with the service provided by the VPD. In 2014 the VPD will continue with its various efforts to combat street disorder city-wide. Particularly, liquor enforcement efforts will continue year-round throughout the city, with a specific focus on the entertainment districts and events or areas that sponsor alcohol use.

LIMA and Beach Patrol call-outs will continue to be supported by ongoing programs such as *BarWatch* and *Restaurant Watch*. The VPD will also continue with the provincial Liquor Board and the CoV to conduct enhanced liquor licensing inspections at various establishments and events throughout the City. For instance, the VPD Liquor Coordinator and Neighborhood Policing Team (NPT) Sergeants will continue to spend two shifts per week conducting evening and night inspections at licensed premises during weekdays. Incidentally, the CoV has maintained a moratorium on new liquor seats and on the movement of existing liquor seats into new establishments in the GED. Discussions are ongoing to determine the CoV’s long-term plan for the GED, as well as for Gastown’s entertainment zone. An extensive public consultation and visioning process for the GED had originally been proposed for late 2012, but has not yet been undertaken as of the end of 2013. The CoV and the VPD are waiting until the spring of 2014 for possible new provincial liquor act legislation that may impact enforcement strategies and practices.

2013 Strategy 2: Continue assisting the CoV in achieving the goal to end homelessness in Vancouver.

Initiation Date	Target Date	Lead		
Ongoing	December 31, 2013	Patrol District Inspectors and VPD Homeless Coordinator		
Activities (Action Plans)		Priority	Dependency	Completion Status
2.1 VPD Homeless Coordinator to continue working with the various levels of government and the private sector to identify homelessness issues and assist in the implementation of homelessness reduction programs.		Critical	No	☑☑☑

2.2 Homelessness Coordinator to continue identifying causal issues.	Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2.3 Continue working with BC Housing and non-profit organizations to help keep Single Room Occupancy (SRO) buildings safe and secure.	Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
2.4 Homelessness Coordinator to liaise with Crime Control Officers (CCOs) and Neighbourhood Police Officers (NPOs) from all Districts to address homelessness issues across the city.	Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
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<p>Outcome: The VPD is supportive of the collaborative initiatives to secure safe shelter for all residents.</p> <p>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. In May of 2013, a third Social & Supportive Housing site was opened in the Patrol District 4 area.</p> <p>The VPD's Homeless Coordinator liaises with NPOs to ensure staff at each Social & Supportive Housing site has ongoing VPD support. She works to ensure that the city's 14 newest Social & Supportive Housing sites do not become a drain on police resources and are integrated into the community though dedicated police support. She also continues to work to ensure that existing SROs are a safe place for vulnerable people to live. Accordingly, the Homeless Coordinator regularly links NPOs to community resources in their area.</p> <p>The VPD's Homeless Coordinator has been working with BC Housing, the Ministry of Social Development, the CoV, and many non-profit supportive housing suppliers to ensure efficient supports are in place to meet the needs of the homeless as well as those who are at risk of becoming homeless. The Homeless Coordinator shares information with all levels of government as well as with the private sector to ensure all agencies are working together to support specific homeless populations as well as to ensure services are not duplicated.</p> <p>The VPD's Homeless Coordinator will also continue her outreach efforts to work directly with the chronic homeless population to help them overcome their personal challenges (i.e. mental health and addictions) and to help guide them through often confusing and overwhelming public and non-profit support systems.</p> <p>The Homeless Coordinator works closely with the Mental Health Commission of Canada to facilitate data analysis as part of a comprehensive in-depth review of homelessness and its causes. She also works closely with <i>Streethome</i> to build an understanding of evidence-base and promising practices in homelessness prevention for youth, women & children, aboriginals, and at-risk adults.</p>
<p>Target Measures: Reduction in the number of homeless people in Vancouver.</p> <p>Reduction in the homeless count in Vancouver in 2013 over 2012 figures.</p>	<p>There continues to be a reduction in the number of homeless people in Vancouver.</p> <p>The CoV's homeless count decreased by 11% from 306 homeless people in 2012 to 273 in 2013.</p>

Overall Strategic Progress

Ongoing strong and cooperative joint efforts by the VPD and the CoV have resulted in the reduction of homelessness in Vancouver. Notably, the CoV has recently opened fourteen new Social & Supportive Housing sites throughout the entire city. In May of 2013, a third Social & Supportive Housing site was opened in the Patrol District 4 area.

While these sites are important initiatives for housing the homeless, they do bring with them an increase in crime and disorder issues. The surrounding neighbourhoods have seen an increase in disturbances, thefts, break-ins, panhandling, and street level drug activity. In addition to her various other outreach duties, the VPD's Homeless Coordinator has been working closely with NPOs and Patrol teams to help maintain order and neighbourhood safety in the areas surrounding these sites. The Homeless Coordinator also works closely with BC Housing, the CoV, and the Social & Supportive Housing facility operators to monitor conditions in the buildings and to support building staff. These efforts have also continued with respect to the city's SROs.

In 2014, the VPD will continue to coordinate efforts to ensure that SROs and Social & Supportive Housing Sites are safe and secure as well as to combat street disorder in the neighbourhoods surrounding these buildings.

2013 Strategy 3: Reduce illegal street vending by working with the CoV to establish and enforce sanctioned vending locations.

Initiation Date	Target Date	Lead		
Ongoing	December 31, 2013	Patrol District Inspectors and VPD Homeless Coordinator		
Activities (Action Plans)		Priority	Dependency	Completion Status
3.1	Work with CoV to establish legal vending sites.	Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
3.2	Patrol members, and particularly BET members, to monitor vending activities.	Value Added	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
3.3	Work with the CoV to enforce by-laws for illegal vending in order to ensure consistency of action and messaging.	Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
<p>Outcome: Street vending will be limited to locations which are approved and established by the CoV.</p>	<p>The Sunday Market in the DTES is the highest profile sanctioned street vending site in the city of Vancouver. The VPD and the CoV continue to discuss the development of more suitable permanent locations for sanctioned street vending. These sanctioned locations will be created with the purpose of providing DTES vulnerable "binners" with the opportunity to sell their found property. Concurrently, the VPD and CoV will continue to work to stem the flow of stolen property that is being illegally sold on the streets of Vancouver, and particularly at the current sanctioned Sunday Market in the DTES.</p>
<p>Target Measures: The establishment of legal vending sites.</p> <p>The elimination of illegal street vending sites in the DTES and elsewhere in the city.</p>	<p>The CoV and the VPD continue to work together to provide a positive street vending site. This focuses mostly on the DTES market.</p>

Overall Strategic Progress

The VPD has representation on a joint CoV committee that is working to find a suitable permanent street vending location. Specifically, the VPD is assisting with the development of business rules and is providing safety advice.

With regards to providing support for the current Sunday Market in the Downtown Eastside (DTES), the VPD has been regularly providing a visible presence and has been training Market staff to identify stolen property and problem vendors.

The Patrol District 2 Crime Control Officer (CCO) has also run a project in 2013 to address the issue of increased shoplifting incidents from DTES retail stores on Sundays. This work is ongoing.

Call-load permitting, the VPD's Beat Enforcement Team (BET) members are monitoring the goods coming through the Sunday Market. BET members are also addressing calls for service relating to the vending of stolen property at the Market.

Illegal vending continues to be rampant outside the building near the northeast corner of the East Hastings and Carrall Street intersection in the DTES. Patrol District 2 and BET members regularly issue tickets for illegal vending after all other avenues to gain compliance are explored. The goods seized by VPD officers are stored by the CoV for 30 days.

Though illegal street vending is significantly less prolific in other areas of the city compared to the DTES, any incidents are quickly and appropriately addressed by all NPOs and Patrol members. VPD officers continue to make every effort to disrupt and eliminate street vending in non-approved public spaces, exercising their authority under the CoV By-Law and requesting the assistance of the CoV Engineering Department for property removal when required. Rather than issuing tickets, warnings and removal of property are the typical enforcement actions taken by VPD officers.

2013 Strategy 4: Through order maintenance, reduce street disorder city-wide that exists in different forms including matters such as aggressive panhandling, squeegeeing for money, fighting in public, disorderly overnight loitering, etc.

Initiation Date	Target Date	Lead		
On-going	December 31, 2013	Patrol District Inspectors		
Activities (Action Plans)		Priority	Dependency	Completion Status
4.1	Patrol Staff Sergeants to educate 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.	Value Added	No	☒☒☒
4.2	District CCOs to work with analysts, NPOs, and Patrol officers to direct enforcement.	Important	No	☒☒☒
2013 Performance Projections		2013 Performance Results		
<p>Outcome: Street disorder will decrease in areas of the city commonly afflicted with such occurrences and incidents.</p>		<p>Patrol District Staff Sergeants continue to educate Patrol members on the importance of and need to proactively address disorder issues such as loitering, panhandling, and fighting in public. Patrol members are instructed to promptly deal where possible with all on-view street disorder incidents through by-law ticketing and other means in order to eliminate the continuation of that offence.</p> <p>Beat Enforcement Team (BET) Staff Sergeants have informed all BET members to take enforcement action against street disorder offences in the DTES, particularly for street vending and jaywalking.</p> <p>Beach Patrol Teams were deployed on the beaches of Districts 1 and 4 from May to September 2013 to focus on liquor enforcement and other street disorder issues.</p>		

Target Measures: Reductions in incidents of all types of street disorder across the city.

A 5% increase in the ticketing specific to street disorder.

The incidents or calls for service that comprise street disorder include:

Annoying circumstances, Breaches of Peace, Disturbances, Drugs, Fights, Panhandlers, Prostitution, States of Intoxication in a Public Place (SIPPs) and Unwanted Persons.

City-wide, total levels of reported street disorder increased by 5% in 2013 from 2012. Notably, there were increases of unwanted person calls by 13%, disturbances by 10%, and annoying circumstances by 7%. On the other hand, panhandling, fight, and SIPP calls decreased by 26%, 14%, and 13% respectively.

At the District level, all incidents of street disorder increased by 1% in District 1; 9% in District 2; 7% in District 3; and by 1% in District 4.

District 1: +1%
 District 2: +9%
 District 3: +7%
 District 4: +1%

In response to these instances of street disorder, a total of 251 municipal by-law tickets were issued by VPD officers in 2013. This is an increase of 92% from the 131 tickets issued in 2012 and an increase of 164% from the 95 tickets issued in 2011. The majority of municipal by-law tickets written in 2013 were in relation to public fighting and urination.

2,866 *Liquor Control and Licencing Act* tickets were issued by VPD officers in 2013, an increase of 16% from the 2,478 tickets issued in 2012.

100 tickets were issued to offenders under the *Safe Streets Act* in 2013 compared to 111 tickets in 2012.

Overall Strategic Progress

In 2013, Patrol District and BET Staff Sergeants continued to emphasize the importance for officers to continue focusing greater attention and elevate enforcement on incidents of street disorder when and where applicable. Beach Patrol Teams also continued to be deployed during the summer months to specifically combat issues of street disorder on Vancouver's beaches. Several projects were also run in 2013 targeting thefts from parking meters around the city, resulting in the arrest of numerous individuals.

Despite these efforts to combat street disorder, all incidents of street disorder increased by 5% city-wide. At the District level, all Patrol Districts also experienced an overall increase in all incidents of street disorder in 2013.

Notwithstanding the overall increase, there were noteworthy decreases in panhandling, fight, and SIPP calls city-wide. Notable increases were seen in relation to unwanted person, disturbances, and annoying circumstances calls city-wide.

The VPD will continue work to engage its frontline officers to combat street disorder among other crime enforcement priorities such as combatting property and violent crime. Given the difficulty in combatting all types to crime to ensure public safety and satisfaction, VPD Operation Division supervisors will be continually challenged with ensuring that front-line officers specifically 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

2013 Strategy 1: Directed enforcement based on Insurance Corporation of British Columbia (ICBC) collision data and VPD traffic statistics.

Initiation Date	Target Date	Lead		
On-going	On-going	Inspector Yeo		
Activities (Action Plans)		Priority	Dependency	Completion Status
1.1	High visibility enforcement during peak hours.	Critical	No	☑☑☑
1.2	Project work at high crash locations.	Critical	No	☑☑☑
1.3	Increase awareness and engage Patrol members on high crash locations in their respective Districts.	Value Added	No	☑☑☑
2013 Performance Projections		2013 Performance Results		
Outcome: Focusing on high collision locations will result in reduced traffic incidents at those locations as well as a reduction in overall collision rates.		According to VPD reportable collision statistics, there has been a reduction in traffic incidents at high collision locations. ICBC contains full statistics on high collision locations but those statistics have not yet been released.		
Target Measures: 3% reduction in the number of collisions at high crash locations, measured semi-annually.		In 2013, there has been an 11% reduction in collisions relating to Vancouver's 2012 top 10 high collision locations. Overall fatalities are down 21% in 2013 from 2012.		

Overall Strategic Progress

In 2013, the VPD's Traffic Section continued to direct enforcement efforts at the city of Vancouver's highest collision locations based on statistics from 2012. A formal process to notify the Patrol Districts of these high collision locations has also been completed. This process includes timely presentations to update Patrol on collision trends and on traffic safety initiatives. Greater Patrol awareness of high collision locations and resulting enhanced Patrol-based traffic enforcement efforts will help the VPD achieve its strategic goal of reducing motor collisions.

2013 Strategy 2: Focus on enforcing the *Motor Vehicle Act* to ensure the safety of the most vulnerable road users, particularly pedestrians.

Initiation Date	Target Date	Lead		
On-going	On-going	Inspector Yeo		
Activities (Action Plans)		Priority	Dependency	Completion Status
2.1	Increased enforcement for identified offences and offenders.	Critical	No	☑☑☑
2.2	Enforcement at high collision locations that involve vulnerable road users.	Critical	No	☑☑☑
2.3	Continued Police Services, ICBC and City of Vancouver (CoV) funding for vulnerable road user safety campaigns.	Critical	No	☑☑☑

2013 Performance Projections	2013 Performance Results
<p>Outcome: Increased road safety for the most vulnerable road users through enforcement action of all road users.</p>	<p>Despite a reduction in some government funding, various enforcement projects continued throughout 2013.</p> <p>Though funding was reduced for the 2013 winter impaired driving <i>Counter Attack</i> program, the relative production ratio-to-funding shows a decrease in impaired drivers. As such, it would appear that there were less impaired drivers on the road during the 2013 winter season.</p>
<p>Target Measures: 15% increase in traffic tickets for motorists, pedestrians, and cyclists for the following offences:</p> <ul style="list-style-type: none"> o Distracted driving o Speeding o Fail to yield to pedestrians o Fail to yield to vehicle o Disobey traffic control device o Riding on sidewalk 	<p>There was an overall 40% increase in 2013 over 2012 in the number of traffic tickets issued to motorists, pedestrians, and cyclists for targeted offences.</p>

Overall Strategic Progress
<p>The VPD conducted five major traffic projects in 2013 aimed at ensuring the safety of the most vulnerable road users, particularly pedestrians. Four projects were funded by and completed in conjunction with ICBC while the other project was funded by WorkSafe BC. These projects resulted in significantly increased enforcement action against motorists, pedestrians, and cyclists. This enforcement action should help alter the behaviour of road users thereby enhancing the safety of vulnerable road users.</p> <p>Aside from those five funded projects, other traffic safety funding was considerably reduced in 2013. Notably, ICBC funding to conduct winter impaired driving <i>Counter Attacks</i> was significantly cut. Subsequently, VPD Patrol resources had to be redirected in order for the VPD to maintain its high <i>Counter Attack</i> presence during the busy holiday season.</p>

2013 Strategy 3: Increase the amount of traffic enforcement by Patrol officers.				
Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Inspector Yeo		
Activities (Action Plans)		Priority	Dependency	Completion Status
3.1	More detailed evaluation and assessment of ticket production by Patrol members.	Critical	No	☒☒☒
3.2	Management to emphasize road safety enforcement to Patrol members during select parade briefings throughout the year.	Critical	No	☒☒☒
3.3	Continued training of Patrol members and recruits on road safety.	Important	No	☒☒☒
2013 Performance Projections	2013 Performance Results			
<p>Outcome: Higher level of service to the community in relation to traffic enforcement by all operational members.</p> <p>A safer environment for all road users.</p>	<p>In 2013, all VPD operational members provided a higher level of service to the community in relation to traffic enforcement. Through greater ongoing traffic enforcement efforts by Patrol members to supplement the work of the Traffic Section, all city roads will be safer.</p>			
<p>Target Measures: 30% increase in production of violation tickets by Patrol members</p>	<p>For the first 11 months of 2013, the VPD met its target of a 30% increase in production of violation tickets by Patrol members. However, this production dropped significantly in December as significant Patrol resources had to be redirected in order to properly conduct impaired driving <i>Counter Attacks</i>. Redirection of resources was necessary in light of the significant reduction in</p>			

	2013 funding provided by ICBC to run this campaign.
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Overall Strategic Progress

Ongoing oversight by Patrol managers and supervisors helped to enhance Patrol member recognition that increased enforcement action is needed to keep Vancouver's roads safe and to change the attitude of some of the city's road users. Accordingly, the production of violation tickets by Patrol members increased significantly in 2013 and further high levels of Patrol enforcement is expected in 2014. However, it should be noted that traffic enforcement is always subject to day-to-day operational demands, and hence maintaining or increasing traffic enforcement will continually be a challenge.

2013 Strategy 4: Increase enforcement action on unlicensed, uninsured, and prohibited drivers.

Initiation Date	Target Date	Lead
January 1, 2013	December 31, 2013	Inspector Yeo and Sergeant Fox
Activities (Action Plans)		Priority
		Dependency
		Completion Status
4.1 Increase in use of Automatic License Plate Readers (ALPRs).		Critical
4.2 Maximum deployment of ALPR vehicles.		Critical
4.3 Target known prohibited drivers.		Important

2013 Performance Projections	2013 Performance Results
Outcome: High risk unauthorized drivers that pose a risk to the safety of all road users will be taken off the road.	Significant steps are being taken to ensure that high risk unauthorized drivers are taken off the road. Notably, the ALPR program is being transitioned from the VPD's General Investigation Section (GIS) to the Traffic Section. This will enhance the traffic safety-related use of the ALPRs by specifically helping the Traffic Section target high risk authorized drivers.
Target Measures: 15% increase in charges relating to: <ul style="list-style-type: none"> o Driving while prohibited o No driver's license o No insurance 	Due to increased use of ALPRs amongst Traffic members along with related training, there was a 75% increase in charges laid against unauthorized drivers. This figure is expected to further increase in 2014 as the ALPRs are completely transitioned from GIS to the Traffic Section.

Overall Strategic Progress

The ALPR program has always been the portfolio of GIS, as the ALPRs have been predominantly used for locating stolen and abandoned autos. Since there has been a significant drop in stolen autos over the past several years, the VPD began transitioning the ALPRs over to the Traffic Section in 2013. Though Traffic members have used ALPRs to assist with their past traffic enforcement efforts, the complete movement of the administrative oversight of the program to the Traffic Section will make deployment easier and more common.

Traffic Section members already began receiving enhanced training on ALPR usage in 2013. Subsequently, ALPRs were increasingly used throughout 2013 to target high risk unauthorized drivers. In addition to greater access to the ALPRs, advanced training will also continue in 2014 to further facilitate even greater use of the ALPRs by Traffic members in targeting unauthorized drivers among other traffic safety hazards. Moreover, ALPR issues relating to public privacy breaches were rectified in 2013 and the process for downloading and uploading ALPR data has been changed to meet privacy needs.

2013 Strategy 5: Increase public awareness of traffic safety through community education campaigns and the use of mainstream and social media.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Inspector Yeo		
Activities (Action Plans)		Priority	Dependency	Completion Status
5.1 Increase the number of Community Road Education Safety Team (CREST) presentations.		Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
5.2 Work with Public Affairs in developing a media strategy.		Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
5.3 Increase traffic safety awareness through social media.		Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2013 Performance Projections		2013 Performance Results		
Outcome: Enhanced understanding and awareness of traffic safety concerns by all road users.		Several media campaigns and a social media project were undertaken in 2013 to enhance understanding and awareness of traffic safety concerns by all road users.		
Target Measures: 10% increase in community presentations. Establish a baseline for traffic safety related media stories.		Community Road & Education Safety Team (CREST) presentations decreased in 2013 due to resource limitations. However, recent changes to the administrative processes of the program make it feasible to increase presentations in 2014. The establishment of a baseline target was also not achieved in 2013. The Traffic Section will work with the Public Affairs Section to establish a baseline in 2014 for traffic safety related media stories.		
Overall Strategic Progress				
Several media campaigns as well as a social media project were undertaken in 2013 to increase public awareness of road safety concerns. Community stakeholders continue to embrace the VPD's interest in using earned media to assist in enhancing road safety. A meeting was held between the VPD, ICBC, and the CoV resulting in a renewed joint commitment to increase media and public awareness of road safety in 2014 particularly with regards to vulnerable road users.				



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

Champion – Inspector Mario Giardini

2013 Strategy 1: Continue fostering trust between the VPD and Downtown (DTES) women's groups.

Initiation Date	Target Date	Lead		
On-going	December 31, 2013	Inspector Flamand, Inspector Giardini, and Constable Malcolm		
Activities (Action Plans)		Priority	Dependency	Completion Status
1.1	Deliver training which informs stakeholders how to engage marginalized women and sex trade workers.	Critical	No	☑☑☑
1.2	Continue delivering training to front-line community stakeholders that have direct contact with sex trade workers who are victims of violent crime.	Critical	No	☑☑☑
1.3	Continue to regularly attend <i>SisterWatch</i> meetings.	Important	No	☑☑☑
1.4	Continue to regularly participate in community events such as marches, movie nights, and gift drives.	Value Added	No	☑☑☑
1.5	Continue to assist survival sex trade workers in accessing already available resources such as detox, treatment, and family reconnections.	Value Added	Yes, 1.4	☑☑☑

2013 Performance Projections	2013 Performance Results
<p>Outcome: Increased communication between DTES women's groups and the VPD.</p> <p>Increase co-operation between victims of violent crime and the VPD.</p> <p>Increased clearance rates for violent crime targeted against at-risk women in the DTES.</p>	<p>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 industry workers have been more cooperative and have provided more information on first contact with VPD officers in relation to an incident.</p>
<p>Target Measures: Maintain similar level of training as 2012 baseline, with at least one Justice Institute of British Columbia (JIBC) recruit class and 10 front-line workers to receive relevant training.</p> <p>Act upon all agenda items tabled at <i>SisterWatch</i> meetings.</p> <p>Participate in one community event per month.</p> <p>Regular contact with as many sex trade workers as operationally feasible.</p>	<p>All the targets were met. Four group sessions were delivered at the Justice Institute of British Columbia (JIBC) and over 10 front-line workers received interview technique training.</p> <p>The VPD continues to co-host regular <i>SisterWatch</i> meetings and has taken action on tabled agenda items. In addition, the VPD attended or hosted more than 15 community events in 2013.</p> <p>Contact was made with survival sex industry workers more than 3,000 times in 2013.</p>

Overall Strategic Progress

2013 saw the successful completion of this strategy due largely to the efforts of the VPD's Sex Industry Liaison Officer as well as those of the police members on the *SisterWatch* Committee. Regular attendance at community events in the DTES (e.g., Women's Memorial March) and ongoing relationship building community meetings were keys to the success of all action items. Information regarding the safety of marginalized women is regularly shared and acted upon.

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 on how to engage marginalized women and sex industry workers. Due to the success seen thus far, this strategy will continue into 2014.

2013 Strategy 2: Increase buy-in from front-line members by continuing to include them in internal strategic communications with Senior Management.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Patrol District Inspectors		
Activities (Action Plans)		Priority	Dependency	Completion Status
2.1	Continue to seek participation from front-line officers in attending crime control and Compstat meetings.	Important	No	☒☒☒
2.2	Through District Commanders, garner general feedback from frontline members that have attended the meetings.	Important	Yes, 2.1	☒☒☒
2.3	Enhance notification of meetings in order to increase attendance of front-line members.	Value Added	No	☒☒☒
2013 Performance Projections		2013 Performance Results		
Outcome: Better circulation of information between management and front-line officers.		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.		
Target Measures: Have at least 2 front-line members from each District attend Compstat and crime control meetings.		Front-line 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.		

Overall Strategic Progress

This strategy continues to increase front-line 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 2014 in order to continue obtaining buy-in from front-line members 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.

2013 Strategy 3: Continue to work with Vancouver Coastal Health (VCH) to improve service delivery to the mentally ill.

Initiation Date	Target Date	Lead		
On-going	December 31, 2013	Staff Sergeant Tran		
Activities (Action Plans)		Priority	Dependency	Completion Status
3.1	Create an action log to formally document and coordinate the VPD's efforts regarding the delivery of health services to the mentally ill.	Critical	No	☑☑☑
3.2	Attend regular meetings with VCH and stakeholders regarding Project Link and the Assertive Community Treatment (ACT) model.	Value Added	No	☑☑☑
3.3	Expand the VPD and VCH ACT Team.	Value Added	No	☑☑☑
3.4	Monitor and analyze the progress of the ACT client group.	Important	Yes, 3.3	☑☑☑
3.5	Participate in a joint VPD and VCH study, facilitated by UBC, on how to improve mental health services.	Value Added	No	☑☑☑
3.6	Create an early warning system to identify high risk emotionally disturbed persons (EDPs) and intervene to prevent incidents of violence.	Important	Yes, 3.1	☑☑☑
3.7	Advocate for better mental health services at the national level with the Federal Government and other police leaders in Canada.	Value Added	No	☑☑☑
3.8	Train Patrol members in the resources available when dealing with the mentally ill and how to document such incidents.	Critical	Yes, 3.1, 3.6	☑☑☑
2013 Performance Projections		2013 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 continues to meet monthly. The VPD also participates in regular VPD-VCH Mental Health Collaborative Meetings where the focus is on hospital wait times. VCH, VGH, SPH, BCAS and Hospital Security attend these meetings.</p> <p>The ACT program has been an overall success with 2013 results showing decreases of 50% in police contacts, 61% criminal justice system involvement, 23% victimization, and 67% in acts street disorder for the study cohort (n=32).</p>		
<p>Target Measures: Meet or exceed the 2012 baseline as to the number of MHA and EDP calls handled.</p> <p>Meet or exceed the 2012 baseline as to the current hospital wait times following MHA apprehensions.</p>		<p>The wait times have increased slightly in 2013 but this is a direct result of increases in MHA apprehensions as well as in the volume of EDP cases. Hospital capacity has reached a saturation point where any changes to intake policy is negligible without corresponding increase in beds.</p> <p>The mental health template was established in November 2012 and since that time the VPD has been able to capture the volume of mental health related calls for service generating a general occurrence (GO) report. This figure is currently 21% city-wide, (although anecdotal analysis suggests MH-related incidents are being under-reported by investigating members, i.e., the "no" template is selected on occasions when the "yes" template should have been), and this has been the case for the past 18 months. Mental health data has enabled the VPD to present a case to its partners and to the provincial government for more support and resources for those living with serious addiction and mental illness.</p> <p>The hospital wait-time templates have enabled the VPD to accurately measure the number of MHA apprehensions (3564 in 2013) and increases year over year (18% in 2013 over 2012). There is an upward trend for MHA apprehensions.</p>		

Overall Strategic Progress

The success of *Project Link* and the ACT Teams has allowed the Mental Health Unit (MHU) to expand from one team in January 2012 to five teams by the end of March 2014. The VPD and VCH collaborated on a number of mental health initiatives in 2013.

The VPD released the Mental Health Update Report which was endorsed by VCH who also released a similar report. VPD-VCH has collaborated on a joint letter to Premier of British Columbia requesting additional funding and beds for mental illness. This resulted in the provincial government pledging an additional \$20 million to help deal with mental health issues which includes the creation of the following:

- Two additional ACT Teams (5 total);
- an Assertive Outreach Team (AOT);
- Five additional beds dedicated to mental illness in the Emergency Department of St. Paul's Hospital in Downtown Vancouver; and
- 34 new beds in the region.

VPD-VCH also collaborated on an information sharing memorandum of understanding (MOU) for patients apprehended under the MHA which was recently signed by the VPD's Chief and the CEO of VCH. The collaboration with VCH has been the key to VPD's success in better managing mental health issues over the past two years and has greatly expanded the VPD's sphere of influence in the field.

2013 Strategy 4: Continue to improve awareness and access to support services for vulnerable victims of crime and for seniors.

Initiation Date	Target Date	Lead		
On-going	December 31, 2013	Sergeant Fawcett		
Activities (Action Plans)		Priority	Dependency	Completion Status
4.1	Identify cultural groups which require and lack an existing connection to the VPD Domestic Violence and Criminal Harassment (DVACH) Unit.	Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
4.2	Provide greater accessibility to resources for at-risk groups via the VPD website.	Value Added	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
4.3	Determine the feasibility of a victim's written consent form to share personal information with community support agencies.	Value Added	No	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4.4	Create a DTES community services card for vulnerable women and seniors.	Value Added	No	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2013 Performance Projections		2013 Performance Results		
<p>Outcome: Continued increased communication and trust between vulnerable groups and the VPD.</p> <p>Increased reporting of domestic violence, criminal harassment, and elder abuse.</p>		<p>In 2013, strong connections have been made with various vulnerable groups, specifically through strengthened relationships with the Chinese Community Policing Centre (CPC), Musqueam Band, VCH, and Multi-Cultural family support services.</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. The VPD's Domestic Violence and Criminal Harassment Unit (DVACH) attended a safety forum at Musqueam and spoke to domestic violence issues in the community.</p> <p>Hospital social workers are now more familiar with the VPD's elder abuse support officers and routinely consult these officers</p>		

	regarding potential criminal offences.
<p>Target Measures: Connect with at least two identified community organizations.</p> <p>Provide two elder abuse training sessions to social workers and medical professionals over the course of the year.</p>	<p>Two connections in the community were established. DVACH delivered presentations to social workers at the University of British Columbia's (UBC) School of Social Work and at various Vancouver hospitals.</p> <p>A DVACH member regularly attends the <i>SisterWatch</i> meetings in the DTES. DVACH also participated in the annual Women's Safety Fair where attendees received information regarding domestic violence, criminal harassment, and elder abuse.</p>

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. Staffing shortages have been filled in 2013 so that DVACH can respond to most or all requests along with being able to complete this strategy.

2013 Strategy 5: Continue to increase awareness, both within and outside the Aboriginal Community, of the VPD's partnerships in developing new crime prevention programming.

Initiation Date	Target Date	Lead		
On-going	December 31, 2013	Inspector Giardini and Lori Beckstead		
Activities (Action Plans)		Priority	Dependency	Completion Status
5.1	Attain sustainable funding for new crime prevention programming.	Critical	No	☒☒☒
5.2	Cultural awareness training.	Important	Yes, 5.1	☒☒☒
5.3	Participate in the <i>Paddling Together</i> canoe journey.	Critical	No	☒☒☒

2013 Performance Projections	2013 Performance Results
<p>Outcome: Continued improved relationships between the VPD, the Aboriginal community, and Aboriginal Service Providers.</p> <p>Aboriginal youth will be discouraged from committing crimes through new crime prevention programming.</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 to four Aboriginal organizations to participate in the <i>Pulling Together</i> canoe journey. Without this 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</p>

	decrease in youth crime and victimization has been noted.
<p>Target Measures: VPD attendance in at least one Aboriginal event per month</p> <p>Aim to attend 75 or more total events.</p>	<p>The VPD attended 60 Aboriginal events, many of which were attended by at least one Inspector.</p> <p>Moreover, referrals are part of the mandate of the VPD's Diversity & Aboriginal Policing Section and have occurred on an ongoing basis. Multiple contacts are made on a daily basis and referrals to Aboriginal service providers fluctuate between 1 and 6 per week depending on the context and individual circumstances of each individual.</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 ongoing positive engagement, the VPD has seen decreases in these problems, specifically among the youth population participating in partnership programs.

The final year of operation of the anti-gang EASY program showed great success in the reduction of crime and victimization among the Aboriginal population. The program was funded by the Ministry of Justice's Crime Prevention Division as well as by the National Crime Prevention Centre. The program is now closed with youth being referred to other programming and organizations for follow-through and follow-up.

Although 2013 was the final year of the EASY program, Aboriginal crime prevention initiatives continued to be a priority for the VPD. In 2013, the VPD partnered with Translink to decrease the number of youths charged with transit fare evasion. Partnerships with programs such as the Aboriginal Youth First recreation project 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.

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 VCH. 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 VCH. This course is eight weeks long and an assessment for the Executive will be completed when it ends.

The Diversity Section is also working on a new online component of Cultural Awareness training for 2014 which will involve the Police Knowledge Network. Funding is being obtained from the Solicitor General's Civil Forfeiture Office for a starting amount of \$10,000 which will fund the participation of 400 VPD members.

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 Vancouver Aboriginal youth to participate in the annual *Pulling Together* canoe journey. The program was reported to be the highlight of the year for these youth and has proven to change 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. Sustainable funding of \$5,000 a year has been provided by the VPF.

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

Champion – Senior Director Paul Patterson

2013 Strategy 1: Continue to enhance the public’s awareness of programs and services provided by the VPD by increasing traffic to the VPD website and increasing the use of social media.

Initiation Date	Target Date	Lead
Ongoing	Ongoing	Senior Director Paul Patterson, Constable Longley, and Laurel Kennedy

Activities (Action Plans)	Priority	Dependency	Completion Status
1.1 Update the VPD website or create a new one depending on whether the COV's content management program is adopted.	Value Added	No	☑☑☑
1.2 Update website content by contacting all VPD sections to revise outdated information.	Value Added	No	☑☑☐
1.3 Brand VPD media releases to embedded links on VPD social media sites.	Important	No	☑☑☑
1.4 Launch a new blog showcasing the accomplishments of the people working behind the scenes at the VPD.	Value Added	No	☑☑☐
1.5 Launch a new webpage called VPD TV which contains all departmental video links.	Value Added	No	☑☑☐
1.6 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.	Value Added	No	☑☑☑
1.7 Continue to use special events and blogs to drive up visits to VPD social media sites.	Value Added	No	☑☑☑

2013 Performance Projections	2013 Performance Results
Outcome: The public will see vpd.ca and the Department's Facebook, Twitter, and Flickr accounts as useful tools for obtaining public safety information as well as for interacting with VPD members.	The VPD has become a recognized leader among police departments in North America for its use of social media.
Target Measures: An increase of 5% in visits to vpd.ca over last year. Increased visitors to or followers of VPD social media sites.	In 2013, the VPD had 768,391 visits and 1,946,559 page views on the website. This represents increases of 9% and 6.5% respectively over the 704,708 visits and 1,828,619 page views received in 2012. At the end of 2013, the VPD had over 40,000 Twitter followers, up from the 28,000 total by the end of 2012. At the end of 2013, the VPD had over 37,000 visits to its Facebook page and 9,000 'likes', up from the 6,000 'likes' total received by the end of 2012. The VPD also has had 207,901 photo views since February 3, 2011, and currently has 300 followers on Pinterest.

Overall Strategic Progress

The VPD has continued to achieve leadership status among police departments for its use of digital social

media. This status is exemplified by the VPD’s high Klout score of 78. Klout is an electronic tool that tracks and scores a company or organization’s effectiveness at using social media, and most companies achieve an average Klout score in the 40s.

In addition to the hundreds of thousands of people reached each day through the traditional media, the VPD’s Public Affairs Section has used social media as a valuable tool to promote its programs and to disseminate news items and crime alerts. The following are examples of initiatives from 2013 where the VPD used various social media avenues and its website to effectively engage the public:

- Tweeted cancellation of Kanye West concert to avert another mini riot incident, such as what was seen with the cancellation of Guns N Roses a few years ago. This tweet helped inform ticket holders of the cancellation. Subsequently, only six uninformed people showed up to the arena out of 19,000 ticket-holders.
- Tweeted condolences to the family, loved ones, and fans of Corey Monteith, and received 4,100 re-tweets to-date.
- Light humour was used in a tweet regarding a mobile meth lab which resulted in the VPD reaching the #4 spot trending Canada-wide.
- The *Are You Helping Thieves?* radio campaign was re-launched.
- A *Stupid Combos* contest was launched to bring aware to distracted driving.
- The VPD launched an initiative to donate used cell phones to low-income seniors.
- The VPD brought awareness to the theft of mobile devices.
- The VPD’s *Operation Keep Safe* was launched where free immobilizers were given out to physically disabled people operating adapted vehicles.
- The VPD launched an initiative to dispense a thousand free immobilizers to owners of the top ten most stolen vehicles.
- The VPD re-launched the *Don’t Be That Guy* campaign aimed at preventing sex assault. The VPD launched the *Love It or Lose It* campaign to encourage people to record the serial numbers of their belongings.
- A Prescription Drug Drop-off Program was launched.

For many of these initiatives, posters were used as aids to help drive people to the VPD’s website and its various social media channels.

2013 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	Ongoing	Senior Director Paul Patterson		
Activities (Action Plans)		Priority	Dependency	Completion Status
2.1	Raise the profile of departmental live-streaming media conferences to increase awareness and viewership.	Value Added	No	☒☒☒
2.2	Increase production of video news releases to further influence the control of public messaging.	Value Added	No	☒☒☒
2.3	Seek opportunities to gain publicity for the achievements of VPD members.	Value Added	No	☒☒☒
2.4	Encourage different VPD units to participate in feature stories highlighting their achievements.	Value Added	No	☒☒☒
2.5	Seek publicity for the commendations of VPD members as well as for the <i>Beyond the Call</i> and <i>Annual Report</i> publications.	Value Added	No	☒☒☒
2.6	Produce online versions of the above mentioned publications as well as an online video of the Commendation Ceremony.	Value Added	No	☒☒☒

2013 Performance Projections	2013 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>2013 has been the most successful year in terms of the number and quality of stories, publications, videos, and social media blurbs produced to highlight the achievements of the VPD and its members.</p>
<p>Target Measures: 5% increase in positive media stories.</p> <p>5% increase in overall citizen satisfaction with the VPD.</p>	<p>Positive media stories about the VPD increased to 160 in 2013. This is a 10% increase from 145 produced in 2012.</p> <p>According to the 2013 VPD's annual citizen satisfaction survey, 85% of residents reported to be overall satisfied with the services of the VPD. This is consistent with 2012 figures.</p>

Overall Strategic Progress

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 routinely gauges its reputation by the number of positive news stories and or editorials written about the department. The VPD also now regularly compares its media results to those of other agencies such as the RCMP. Based on these measures, the VPD continues to have maintained a largely positive reputation along with solid levels of public support.

Moreover, the use of live streaming for all VPD news conferences and Police Board meetings is reaching a growing audience. A total of 106,832 different viewers have accessed these video streams totalling 1,029,820 combined viewer minutes. While a live streaming press conference garners an average of twenty-five (25) viewers, a recorded press conference will garner on average between two hundred to five hundred (200-500) viewers in the days following. Certain high profile press conferences will garner well over one thousand (1,000) viewers. For instance, the video stream relating to the VPD's follow-up of actor Cory Monteith's death garnered an unprecedented total of 232,049 viewers. The December 9th VPD video stream of Tom Billing's father speaking to the media garnered 2,681 viewers.

The VPD video streams are being embedded on other websites which includes inquisitr.com, globalgrind.com, and 4,022 views and veja.abril.com. A total of 22,784 people used these websites to access the VPD's video relating to death of Cory Monteith. In addition, a number of news agencies are using the VPD's video streams of press conferences as a tool in their reporting.

The VPD has recently installed new equipment in its Media Room that will allow for the live streaming of press conferences at a higher quality, both in terms of video picture and audio sound. These improvements are expected to attract even more viewers to access the VPD's Internet channel and its live video stream of events.

Moreover, the VPD's Public Affairs Section continues to steadily increase its production of videos through a designated videographer. In 2013, a number of videos were produced to showcase the achievements of VPD programs and units including Block Watch, the Community Policing Centres (CPC), and the Recruiting and Ceremonial Units. A number of other videos were also produced to promote and enhance community safety. Combined, these videos received a total of 109,699 views on YouTube in 2013, a 22% increase from the 90,000 views received in 2012.

The most notable videos from 2013 include the following:

- For the first time in the VPD's history, videos were produced in Cantonese and Punjabi to respectively promote the city's Chinese New Year and Vaisakhi events. The Cantonese language video was one of the VPD's top ten videos of the year with 5,391 views.
- The VPD's March 1, 2013 Swearing-in Ceremony attracted 2,119 views.
- The Chief's 2013 Commendation Ceremony garnered over 500 different YouTube viewers.
- The VPD produced eight short videos to accompany its Annual Report and these garnered a

combined total of over 2,746 views.

Viewership for both VPD live streaming and YouTube videos is increasing at a slow but steady rate. Increased public awareness of this service is expected to continue increasing viewership for years to come. Notwithstanding, the VPD will continue to provide this service for the public as there is expectation for the Department to do so.

2013 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	Ongoing	Sergeant Bernardin and Constable Longley

Activities (Action Plans)	Priority	Dependency	Completion Status
3.1 Citizen Crime Watch (CCW) to focus on the next generation of computer related upgrades such as the implementation of a GPS system to assist the volunteers.	Value Added	No	☑☑☑
3.2 Work to promote and increase memberships in the Block Watch and CCW programs.	Value Added	No	☑☑☑
3.3 Leverage existing crime prevention campaigns such as Sister Watch to help reduce crime.	Value Added	No	☑☑☑
3.4 Public Affairs Section to work with and provide resources/expertise to other VPD units to ensure the success of their programs.	Value Added	No	☑☑☑
3.5 The Business Liaison Officer will initiate and deliver crime prevention communication and programs to business organizations and will be a liaison for the Neighbourhood Police Officers (NPOs) regarding business related crime trends.	Value Added	No	☑☑☑
3.6 Seek to create a new position dedicated to solely act in the capacity of a Business Liaison.	Value Added	No	☑☑☑

2013 Performance Projections	2013 Performance Results
<p>Outcome: The public will gain greater awareness of the measures they can take to help protect themselves and their property from crime.</p> <p>Enhanced Community Policing Centre (CPC) program and service delivery.</p>	<p>In 2013, the VPD leveraged the CPCs and re-launched the effective <i>Project Griffin</i>, <i>Log It or Lose It</i>, and the <i>Are You Helping Thieves?</i> initiatives to increase public awareness of how to protect their property from crime. The VPD's <i>Neighbourhood Crime Alert Service</i>, <i>Block Watch</i>, and CCW programs also continued to raise such public awareness.</p> <p>The Community Policing Services Unit (CPSU) regularly works closely with all ten CPCs. The CPSU Sergeant meets monthly with the Executive Directors of the Non-profit Society-based CPCs. More presentations were hosted in 2013 for CPC volunteers on such topics as tactical communication, mental health, police recruiting, and women's safety.</p>
<p>Target Measures: 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><i>Block Watch</i> has over 628 blocks registered throughout the city of Vancouver. 18 new block memberships were added in 2013, doubling the increase of 2012.</p> <p>The CCW added 15 new volunteers in 2013 for a current total of 125. In addition to searching for stolen and abandoned vehicles, CCW has increasingly focused on assisting the Patrol Districts with other priorities.</p>

The new CPSU Sergeant has worked diligently to continue to increase the consistency of program and service delivery between CPCs. This standardized model will be maintained going forward.

Overall property crime statistics do not reflect the enhanced crime prevention effort undertaken by the Department in 2013. The property crime rate remained virtually unchanged from 2013 over 2012, while all incidents all property crime increased slightly by 1.5% in 2013 over 2012. The VPD expects to improve upon these figures in 2014 by continuing proven strategies from 2013 and adopting new and initiative measures in 2014.

Overall Strategic Progress

The VPD has continued to undertake a number of crime prevention initiatives in 2013 largely aimed at educating the public on how to protect themselves and their property from crime. Notable initiatives include the following:

- Three *Project Griffin* presentations were delivered by the VPD in 2013 to CPC and Block Watch volunteers and to members of the private security community. Each class size exceeded 60 participants and they were trained to become more effective crime intelligence resources for the Department.
- With the support of the Vancouver Police Foundation (VPF), the *Are You Helping Thieves?* radio campaign was launched in conjunction with web-based property crime tips.
- The CPSU, in partnership with the VPD Property Crime Unit, launched the *Lot It or Lose It* program to encourage the public to properly and actively document their personal property. This initiative has evolved into the creation of an iOS smart phone application which will be ready for implementation in early 2014.
- *SisterWatch* continues to be an effective program at combatting violence towards women in the Downtown Eastside (DTES) and building relationships between the VPD and the DTES Community. VPD Public Affairs enacted a special program in 2013 that involved a donation of hundreds of emergency phones cards for free distribution in the DTES. The cards were branded with the *SisterWatch* logo and with the program's emergency "tip-line" phone number.
- A police constable has been appointed to take on a dedicated leadership role as the VPD's new Business Liaison Member. In previous years, this position was also utilized as the Social Media Officer and back-up Media Relations Officer. The newly dedicated nature of this position allows the Constable to liaise with all the Business Improvement Associations (BIAs) and CPCs and to therefore engage a greater number of businesses in crime prevention. She routinely supports the VPD's NPOs as they perform their outreach duties.
- *Block Watch* has further increased its membership in 2013 and has taken a role in partnering with local CPCs to promote greater crime awareness in their communities. For example, a *Block Watch* Summit with over 70 participants was hosted in the Marpole Community in partnership with the Kerrisdale-Oakridge-Marpole (KOM) CPC.
- CCW has acquired software and hardware to allow volunteers to track their location in real-time using a Patrol laptop. This technology increases the safety of volunteers, particularly in neighbourhoods and side streets that are less frequently patrolled by VPD officers. This technology is especially useful for those volunteers residing outside the city of Vancouver.
- CCW and *Block Watch* continue to increase their total membership levels. Concurrently, CCW continues to act as an effective recruiting platform for new quality VPD officers. Meanwhile, the VPD is always examining ways to efficiently manage *Block Watch* program, given its magnitude and ongoing expansion. Incidentally, a member of the VPD has been newly elected as the President of the *Block Watch* Society of British Columbia.

2013 Strategy 4: Continue to enhance the services provided by the Department to victims of crime and increase awareness of these services among the public and within the Department.

Initiation Date	Target Date	Lead		
Ongoing	Ongoing	Senior Director Paul Patterson		
Activities (Action Plans)		Priority	Dependency	Completion Status
4.1 Work to fully staff the Victim Services Unit (VSU).		Important	No	☒☒☐
4.2 Employ a number of internal and external communication strategies to raise public awareness of the VSU.		Value Added	No	☒☒☒
4.3 Continue to make presentations to VPD members and apply stickers to member's notebooks to raise their awareness and utilization of the VSU.		Value Added	No	☒☒☒
4.4 Hire a new VSU manager.		Important	No	☒☒☒

2013 Performance Projections	2013 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 multiple staff shortages and changes in 2013, the VSU nevertheless performed at a high level and received high approval ratings from clients.</p>
<p>Target Measures: 5% increase in victims assisted. 5% increase in visits to the Victim Services webpage.</p>	<p>The number of clients fell slightly to 1,904 in 2013 from 1914 in 2012.</p> <p>There were a total of 6,889 visits to the Victim Services webpage. This figure will act as a baseline for 2014.</p>

Overall Strategic Progress

2013 was a transition year for the VSU. A new Manager was hired to take over a position that had been vacant for almost two years as the Department and the Union negotiated over the status and terms of the position going forward. The new Manager brings a wealth of experience and maturity to a unit that has seen many changes and turnovers in recent years, largely due to many maternity leaves.

The new Manager has had to deal with some staffing issues and continues to work towards full staffing of the Unit. Nevertheless, the VSU has had a productive year attending 221 call-outs after business hours; accompanying victims to court eight times; and assisting 169 victims with their application forms and another 26 with their impact statements. As a result of these efforts, the VSU consistently received notes of appreciation from clients and staff in 2013. One such letter came from an Inspector of the Integrated Homicide Investigation Team who applauded the efforts of VSU member in relation to a very sensitive case. Similarly, two other VSU members were commended for their handling of a traumatized family following an infant death call.

Towards the end of 2013, a soft interview room adjacent to the media room near the VPD Cambie Street Headquarters lobby area was created for VSU use. This room enhances the opportunity for case workers to have important face-to-face contact with clients going forward.

In 2014, the VSU plans to expand its presence with the Patrol Districts, so that Patrol officers are more aware of the Unit's services.

2013 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		
Ongoing	Ongoing	Inspector Giardini and Lori Beckstead		
Activities (Action Plans)		Priority	Dependency	Completion Status
5.1	Work to develop crime prevention programs designed for the LGBTQ community.	Important	No	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5.2	Track the number of referrals to service providers.	Value Added	No	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5.3	Track the number of notifications to the VPD in relation to hate crimes.	Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
5.4	VPD officers to attend Hate Crimes training.	Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

2013 Performance Projections	2013 Performance Results
<p>Outcome: Increased safety and support for the LGBTQ community.</p> <p>Improved relationships between the VPD and the LGBTQ community.</p>	<p>2013 commenced a joint Grant writing project between Qmunity (the main LGTBQ community contact) and the VPD. If successful, this \$150,000 grant will lead to an increase in support for members of these communities who are victims of all crimes, and not just biased, prejudice, and hate incidents.</p> <p>Increased support efforts will focus on grouping age demographics (programming for youth and elderly) as well as different cultures and races through educational programming.</p> <p>The ongoing collaborative nature of this large joint project will go a long way towards continuing to improve the VPD's relationship with the LGBTQ community.</p>
<p>Target Measures: Increase in the number of referrals to service providers.</p>	<p>Referrals to service providers have been made in all incidents officially designated as hate crimes. The VPD's VSU continues to be referred for other incidents that are not officially designated as hate crimes.</p> <p>A total of 50 incidents were reported in 2013 under the bias, prejudice, and hate designate. 14 of those 50 incidents were officially designated as hate crimes.</p>

Overall Strategic Progress

The VPD has continued to work with the LGBTQ Community to develop mutually beneficial programming and relationships. The VPD is currently working with the Qmunity interest group in landing a large government grant to support enhancing program planning for all marginalized communities, not just the LGTBQ.

In addition to programming work, the VPD continues to focus on combatting and investigating hate crimes or other crimes under the bias, prejudice, and hate designate. Notably, the VPD successfully solved a high profile hate crime investigation in 2013 involving the assault of two females at a Vancouver transit stop. In partnership with *Crime Stoppers*, the VPD was able to locate the suspect and elicit a confession resulting in charges of assault causing bodily harm. This case shed a light on the prejudice facing the LGTBQ community thereby increasing public awareness while also showcasing the efforts of the VPD to combat such prejudice and all associated violence. Subsequently, the victims of this crime and the LGTBQ community as a whole were very pleased with the VPD's commitment and ability to solve this case.

Overall, the VPD has taken great strides in 2013 to improve its relationship with the LGTBQ community through its joint program planning work, its operational and investigative efforts to combat hate related

crime, and its ongoing involvement in community events such as the annual Pride Parade.

The VPD continues to be challenged by staffing shortages in its Diversity & Aboriginal Policing Section as well as by the current lack of readily available government grant opportunities for crime and victimization prevention projects.

In 2014, the VPD will look to increase the number of VPD officers attending hate crimes training. 45 members were trained in 2013 and greater numbers are expected in 2014. Enhanced hate crimes training will add credibility to the VPD's efforts to collaboratively develop programs and relationships with marginalized communities.

2013 Strategy 6: Improve the VPD's outreach to Vancouver's diverse cultural communities.

Initiation Date	Target Date	Lead		
Ongoing	Ongoing	Lori Beckstead		
Activities (Action Plans)		Priority	Dependency	Completion Status
6.1	The Diversity Advisory Committee (DAC) to continue to develop action plans to reach out to the various or diverse communities in Vancouver.	Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
6.2	To coordinate or participate in diverse community events such as an 'Anti Bullying forum' or a 'Hate Crime Dialogue Session'.	Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
<p>Outcome: Greater VPD representation at various community events.</p> <p>Improved relationships between the VPD and Vancouver's diverse communities.</p>	<p>The VPD continues to be represented at the majority of community events, festivals, and parades that occur throughout the year in Vancouver. For some events, upwards of 50 VPD members or more are in attendance. These events include the Vaisakhi Festival, Pride Parade, Canada Day celebrations, Chinese New Year, National Aboriginal Day, and the Pulling Together Journey.</p> <p>Ongoing and increased attendance at these community events continues to demonstrate to the public the VPD's commitment to partner with each diverse community. It is also an opportunity for the VPD to showcase to the community the cultural diversity of its own membership. Greater public awareness of the VPD's diversity will further build trust and improve relationships.</p>
<p>Target Measures: Continued increase in the VPD's outreach to diverse communities.</p>	<p>The VPD continues to increase its outreach to diverse communities by attending the majority of events, festivals, and parades that occur throughout the city year-round. The VPD also attends a number of community meetings such as those in relation to the <i>SisterWatch</i> and LGBTQ communities.</p> <p>More than 40 events were attended in 2013 by the VPD Executive, Senior Management, and members from specialty VPD units (e.g. Dog and Mounted Units). The majority of other events were attended by at least two or more frontline officers and/or by a member of the VPD's Diversity Section.</p>

Overall Strategic Progress

The VPD continues to be highly represented at all levels at a variety of community events. The VPD's Diversity & Aboriginal Policing Section continues to convey a greater understanding of the importance of VPD participation in community events to Management and front-line police. This includes providing advance notice to VPD members regarding what events are taking place in the city.

The VPD will continue to work to increase its representation at community events and meetings as such participation is required to improve partnerships and build greater trust with Vancouver's diverse communities. Continually building and strengthening these relationships is important in helping the VPD to achieve its vision of being the safest major city in Canada.

Goal – Provide socially responsible programs and initiatives that benefit youth

Champion – Inspector Ralph Pauw

2013 Strategy 1: Proactively target the “top 20” most at-risk youth as identified by their police history.

Initiation Date	Target Date	Lead		
January 1, 2013	Ongoing	Sergeant McDonald		
Activities (Action Plans)		Priority	Dependency	Completion Status
1.1 Identify the “top 20” at risk youth.		Critical	Yes, 1,3	☒☒☐
1.2 Identify and engage stakeholders to participate in providing programming.		Critical	No	☒☒☐
1.3 Active collaboration with various VPD sections and outside agencies will be required to ensure resources are being utilized effectively.		Important	No	☒☒☐
1.4 Schedule regular “case conference” style meetings with the stakeholders that focus on the root causes of delinquency.		Important	Yes, 1,2 and 1.3	☒☒☐
1.5 Continually monitor and assess the progress of the cohort.		Important	Yes, 1,1	☒☒☐

2013 Performance Projections	2013 Performance Results
<p>Outcome: By addressing the root causes of their delinquency, police contact with this cohort of youth will be reduced.</p> <p>If successful, this strategy will result in a reduction in the number of recorded PRIME incidents for the cohort. In turn, this strategy will improve the quality of life of both offenders and potential victims.</p>	<p>An original group of the “top 20” at-risk youth was identified in early 2013. This group has been reviewed and amended on two separate occasions as some of those youths have become adults; some have moved out of Vancouver’s jurisdiction; while others have refused assistance from the police or any other stakeholder agency.</p> <p>Success has been achieved in that some of these at-risk youth have been receptive to maintaining positive relationships with members of the VPD’s Youth Services Unit (YSU). Accordingly, there has been a significant reduction in criminal behaviour exhibited by some of these at-risk youth.</p>
<p>Target Measures: All targeted youth enroll and complete at least one educational or social program through this strategy.</p> <p>20% reduction in PRIME incidents for the “top 20” cohort.</p> <p>A reduction in Missing Persons reports for the “top 20” cohort.</p>	<p>As the original “top 20” list has been amended quite extensively throughout 2013, specific quantifiable reduction figures are not available.</p>

Overall Strategic Progress

Overall, this initiative continues to proceed with positive results. While it is difficult to engage all at-risk youth in meaningful relationships and positive community contributions, the VPD’s YSU has been successful in maintaining positive relationships with some of these youth. In order to sustain this success, YSU will work to maintain relationships over a medium to long term period of time. The ongoing fostering of these relationships will help ensure that receptive at-risk youth will eventually develop into responsible law-abiding adults. Accordingly, YSU will continue in 2014 to revise the “top 20” list of at-risk youth and will continue to focus on assisting those youth that are receptive to this initiative.

2013 Strategy 2: Continue to maintain the VPD *Youth Referral* program to remain consistent with provisions of the Youth Criminal Justice Act (YCJA) and consider extra-judicial measures for all youth who commit less serious offences.

Initiation Date	Target Date	Lead		
Ongoing	Ongoing	Amy Powder		
Activities (Action Plans)		Priority	Dependency	Completion Status
2.1	Have the Youth Services Unit (YSU) Sergeant contact individual VPD members to advise them of the availability of the Youth Referral Coordinator for files involving youth, where applicable.	Important	No	☒☒☒
2.2	Train recruits at the Justice Institute of British Columbia (JIBC) during their <i>Youth Criminal Justice Act</i> (YCJA) module.	Important	No	☒☒☒
2.3	Regularly post bulletins regarding the <i>Youth Referral</i> program on e-parade.	Value Added	No	☒☒☒
2.4	Liaise and build partnerships with community agencies and organizations to provide the highest quality program referrals.	Critical	No	☒☒☐

2013 Performance Projections	2013 Performance Results
<p>Outcome: By increasing the number of referrals from Patrol, more youth will be reached, thereby increasing the benefits of this program.</p> <p>Referring at-risk youth to community programs rather than incarcerating them will assist in addressing the underlying issues behind their criminal behavior.</p> <p>Agencies involved in extra judicial measures work with youth to help them gain the skills and knowledge to make better choices to develop into socially responsible citizens.</p>	<p>In 2013, Patrol officers were informed on the <i>Youth Referral</i> Program through e-parade bulletins while relevant training was provided to new police recruits at the JIBC during their YCJA module.</p> <p>By increasing the amount of referrals from Patrol, more youth were reached by the <i>Youth Referral</i> Program in 2013. Programming and support for 80 youth was effectively implemented in 2013, an increase of 40% from the 57 youth supported in 2012.</p> <p>Moreover, building partnerships with community organizations and agencies is an ongoing development that enables the <i>Youth Referral</i> Program to help youth connect to positive pro-social supports in their community.</p>
<p>Target Measures: A total of at least three referrals per month from School Liaison Officers (SLOs) and Investigators.</p> <p>A total of at least one referral per month from Patrol members.</p>	<p>A total of 52 referrals were received from SLOs in 2013 thereby exceeding the three-a-month (36 total) target by 44%.</p> <p>A total of 16 referrals were received from Patrol in 2013 thereby exceeding the one-a-month (12-total) target by 33%.</p> <p>Additionally, 8 referrals from YSU and 4 referrals from other VPD sections and external agencies were received.</p>

Overall Strategic Progress

Overall, the VPD exceeded its target for the number of youth referrals from SLOs and Patrol members. Referrals were also received from YSU, VPD investigative sections, and outside policing agencies. In addition to the use of e-parade bulletins and JIBC training, the YSU Sergeant actively contacted individual VPD members to advise them of the availability of the Youth Referral Coordinator for appropriate files involving youth. This tactic proved to be beneficial to increasing the amount of youth referrals from Patrol. A total of 12 referrals were received from Patrol in 2013 compared to only two in 2012. The steady growth of the *Youth Referral* program is making a significantly contribution in helping the VPD achieve its main strategic objectives of combatting youth crime and supporting youth development.

2013 Strategy 3: Y10 (the Youth Car) to continue conducting checks on youth with court-imposed conditions to ensure that their conditions are abided by.

Initiation Date	Target Date	Lead		
Ongoing	Ongoing	Sergeant Humayun		
Activities (Action Plans)		Priority	Dependency	Completion Status
3.1	Work with Patrol, School Liaison Unit, YSU officers and Youth Probation in order to proactively monitor young offenders; enforce the law when a breach occurs; and pursue fresh charges when appropriate.	Critical	No	☒☒☒
3.2	Conduct street checks to develop intelligence and to establish rapport with at-risk youth.	Critical	Yes, 3.1	☒☒☒
3.3	Receive daily updates of the latest court-imposed conditions through the Justice Information Network (JUSTIN) and through related court documents at the Hornby Street probation office.'	Important	Yes, 3.1	☒☒☒
3.4	Y10 officers to frequent locations and facilities occupied by youth and to familiarize themselves with not only the youth but also with the staff who operate these facilities.	Critical	No	☒☒☒

2013 Performance Projections	2013 Performance Results
<p>Outcome: Monitoring adherence to court-imposed conditions will assist in preventing at-risk youth from becoming involved in situations which, according to the courts, may increase the likelihood of recidivism.</p>	<p>Y10 updates its files daily through the Justice Information system (JUSTIN) and related court documents from the Hornby Street court registry. Accordingly, Y10 constantly maintains an updated list of youth with restrictions and conditions.</p> <p>Y10 officers continue to frequently visit locations and facilities occupied by youth thereby familiarizing themselves with these youth and with the staff members who operate these facilities. Resulting strong relationships with these youth and staff members assist Y10 officers in locating and directing youth with court-imposed conditions.</p> <p>Y10 currently provides seven days per week coverage.</p>
<p>Target Measures: Monitor 120 youth with court-imposed conditions.</p>	<p>Y10 currently monitors approximately 100 youth, a significant increase from the 70-80 youth monitored in 2012. These numbers are based on priority and on the probability in locating the youth. Through regular communication with resource and outreach teams, Y10 maintains its ability to effectively identify and locate the youth it monitors.</p>

Overall Strategic Progress

Y10 is a unique speciality team that works directly with youth that in most cases have had some sort of involvement in criminal activity. Y10 officers utilize all resources available to them, connecting with outside services that are able to provide them with information necessary to help locate the youth they monitor. Y10 frequenting visits the locations and facilities occupied by at-risk youth in order to build important relationships with these youth and with facility operating staff.

Y10 officers continue to perform an excellent community-focused policing role making them highly regarded across all youth centres in Vancouver. Through effective communication and transparency, Y10 have continually gained the respect and trust of the youth and resource workers they connect with. As an example, these youth resource workers regularly contact Y10 rather than 911 when an issue arises.

The proactive work of this Y10 initiative continues to be a tremendous resource for VPD investigators and an asset in the Department's overall efforts to combat youth crime and support youth development.

2013 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)		Priority	Dependency	Completion Status
4.1	Explore fundraising opportunities in order to increase the number of events sponsored by the PAL.	Critical	No	☒☒☐
4.2	Create more awareness of the PAL program by posting in-house bulletins on a regular basis throughout the year.	Important	Yes, 4.1	☒☒☐
4.3	Liaise with the Youth Referral Coordinator for referrals on which youth would benefit from participating in sporting events promoted by the PAL program.	Value Added	No	☒☐☐
4.4	Approach the VPD's Finance Section to secure funding for 2014 PAL Initiatives such as the purchasing of t-shirts.	Critical	Yes, 4.1	☒☒☒
2013 Performance Projections		2013 Performance Results		
<p>Outcome: Through PAL, a positive rapport and mutual trust between youth and police officers will be established.</p> <p>PAL provides a safe and supervised environment for youth, giving them the opportunity to work with positive role models and encouraging them to become involved in community sports and activities. This subsequently helps to enhance their self-esteem and motivation to develop a positive self-image.</p> <p>Overall, PAL will help to reduce youth crime.</p>		<p>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>Approximately 900 students once again participated in 2013 PAL events. The VPD is on track to further increase enrolment in 2014.</p>		
<p>Target Measures: Host at least 11 tournaments/ league events throughout 2013.</p>		<p>The PAL program held 44 supervised events in 2013, greatly exceeding the target of 11.</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 also continues to be 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.</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>				

2013 Strategy 5: Continue to run the VPD *Student Challenge* in 2013, and secure long-term funding to ensure the ongoing success of the program.

Initiation Date	Target Date	Lead		
Ongoing	Ongoing	Sergeant Stevens		
Activities (Action Plans)		Priority	Dependency	Completion Status
5.1	Identify a team of SLOs who will administer and coordinate the 2013 <i>Student Challenge</i> .	Critical	No	☒☒☒
5.2	Identify a lead SLO coordinator for this program.	Important	Yes, 5.1	☒☒☒

5.3 Solicit and secure sufficient funds to successfully run this program.	Critical	Yes, 5.1 and 5.2	☒☒☒
5.4 Market the <i>Student Challenge</i> to Vancouver School Board (VSB) students and children of VPD members.	Important	Yes, 5.1 and 5.2	☒☒☒

2013 Performance Projections	2013 Performance Results
<p>Outcome: Through participation in this program, youth self-esteem is enhanced and positive relationships with police are developed. This helps reduce the likelihood of these youth becoming involved in crime.</p>	<p>48 students once again took part in the 2013 <i>Student Challenge</i> resulting in positive relationship building between VPD officer and youth participants.</p>
<p>Target Measures: Obtain full enrollment of 48 students in the 2013 VPD <i>Student Challenge</i>.</p> <p>Secure approximately \$22,000 for 2013 and identify long-term funding to offset the operating costs of the program in future years.</p>	<p>Funds were successfully raised to fully host the 2013 <i>Student Challenge</i> with an enrolment level of 48 students.</p> <p>A carry over balance of approximately \$13,000 is being applied to the 2014 <i>Student Challenge</i>. Additional funding was secured through the Vancouver Police Foundation (VPF).</p>

Overall Strategic Progress

The *Student Challenge* continues to have a positive and long-lasting effect on students and has provided numerous opportunities for building relationships with youth. The VPD continues to see former *Student Challenge* participants pursuing a career in law enforcement or volunteering their time for community-based police programs throughout the city of Vancouver. In addition, many past participants have returned to volunteer in helping run subsequent editions of the *Student Challenge*.



Goal – Manage resources in an environmentally sustainable manner

Champion – Senior Director Dawna Marshall-Cope

2013 Strategy 1: To implement policies and practices consistent with the City of Vancouver’s (CoV’s) sustainability framework and initiatives.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Senior Director Dawna Marshall-Cope		
Activities (Action Plans)		Priority	Dependency	Completion Status
1.1 Continued partnership with the CoV Sustainability Group in future joint initiatives.		Important	No	☒☒☒
1.2 The Code Green Steering Committee will be responsible for taking the lead on new initiatives and will continue to meet on a regular basis.		Important	Yes, 1.1	☒☒☒
1.3 Participation in the <i>Greenest City Scholars</i> program.		Value Added	Yes, 1.1 and 1.2	☒☒☒

2013 Performance Projections	2013 Performance Results
<p>Outcome: New initiatives will be identified to further environmental sustainability within the organization.</p> <p>Submission for research topics will be submitted from the Code Green Committee.</p>	<p>The Senior Director of Information Services sits on the Green Operations Steering Committee, chaired by the Deputy City Manager.</p> <p>The VPD Code Green Steering Committee met monthly throughout 2013.</p> <p>The VPD submitted two proposals for research topics through the <i>Greenest City Scholar</i> Program.</p>
<p>Target Measures: The implementation of three programs in 2013 to further support the management of resources in an environmentally sustainable manner.</p> <p>The CoV Sustainment Group will choose a research topic submitted by the Code Green Committee.</p>	<p>The Code Green Committee exceeded its goal of 3 initiatives, largely due to the passion this group has for sustainability.</p> <p>The VPD was successful in its submission for a <i>Greenest City Scholar</i> project.</p>

Overall Strategic Progress

Excellent progress was made this year in implementing practices and policies consistent with the CoV’s sustainability framework and initiatives. The VPD’s 2013 Business Plan was shared with CoV committee members, and some of the business units adopted the report format. The CoV’s Green Operations Steering Committee met monthly in 2013, as each business group completed and reported out on their sustainment goals. The information from the committee was also shared with the VPD’s Code Green Committee members and its strategic planning “champions”. This partnership provides an excellent networking opportunity and some insight into the challenges and opportunities of other worksites.

The VPD Code Green Committee met on a monthly basis in 2013. Each meeting included Code Green website updates, report -back on action items from previous meetings, and discussion on communication strategies and new initiatives. One of the challenges faced is that VPD sworn committee members could not attend many of the meetings due to operational commitments.

The VPD was successful in acquiring the *Greenest City Scholar* in 2013. This is a program sponsored by the University of British Columbia (UBC) in partnership with the CoV. The student works 16 weeks on a sustainment related topic. This year, the scholar was to provide information on how change could be implemented within the VPD, with the focus being on two sustainment initiatives, waste reduction, and

idling behaviour.

Research Question: How can we best change idling behaviour and reduce waste at the Vancouver Police Department?

Research Objectives

- Develop a strategy for implementation of the anti-idling program.
- Understand Best Practices and means of implementing change in police departments.
- Identify barriers that prevent staff from participating in sustainment initiatives.
- Develop Best Practices for behaviour change specifically related to idling and waste reduction.
- Identify other diversion opportunities.

Project Deliverables

- Creation of Anti-Idling Education materials for both presentations and web-based material for the VPD Intranet site.
- Make recommendations regarding how to increase interest and participation in sustainment initiatives at the VPD.
- Create materials for a Waste Reduction Education Workshop for the members of the VPD.
- A report outlining research results, analysis of research and recommendations to successfully implement the anti-idling program and increase participation in sustainment initiatives at the VPD.

It was anticipated that the new Patrol fleet would be in place in late 2013. However, the timeline has been moved to early 2014, resulting in a delay in the delivery and adoption of some of the anti-idling material. Though this delay was a disappointment, the material will be utilized when the vehicles are delivered in early 2014.

2013 Strategy 2: Reduce overall energy consumption at the VPD.

Initiation Date	Target Date	Lead
January 1, 2013	December 31, 2013	Inspector Schinbein

Activities (Action Plans)	Priority	Dependency	Completion Status
2.1 Improve awareness of energy use within the organization through the Code Green website, signage, and posting of energy usage metrics.	Value Added	Yes, 1.1	☒☐☐
2.2 Share energy consumption data with the Senior Leadership Team.	Value Added	No	☒☒☒

2013 Performance Projections	2013 Performance Results
Outcome: Overall improved awareness of energy use within the organization resulting in change to current behaviors and business practices.	The <i>PaperCut</i> software measures each employee's paper usage and overall consumption levels were reported to the Senior Leadership Team. This software was installed on every desktop at the VPD thereby informing each employee of their paper consumption and the associated carbon footprint.
Target Measures: A 5% reduction in energy consumption.	There was a minor reduction in the number of print jobs from 2012 to 2013, but since the implementation of the <i>PaperCut</i> software in 2008, double-sided printed has increased from 18% to 53% of all print jobs.

Overall Strategic Progress

The goal of reducing energy at the five VPD facilities was discussed at the Green Operations Steering Committee. However, it was recommended that this goal should not be a Departmental priority because the majority of VPD facilities are relatively new and they use resources relatively efficiently as they are built to

Leadership in Energy and Environmental Design (LEED) standards.

Though the facilities themselves are relatively self-sustaining, the VPD IT Section has however installed an energy saving program for computers, so that the majority of computers automatically go into sleep mode after regular business thereby using less energy. Furthermore, lights are automatically turned off after regular business hours in the administrative office areas of the Kootenay and Graveley Street facilities.

Paper consumption and the associated energy use of printers are monitored and shared on the Code Green SharePoint site. The goal of reducing paper consumption by 5% has been carried forward, largely because upgrades in the Court database process have been postponed until 2014. The upgrade will necessitate less overall printing by the Crown Liaison Unit, which has been one of the leading consumers of printed paper (all single sided) at the VPD each year. A notable reduction in the overall number of documents printed by the VPD is expected in 2014 as a result of this upgrade.

Paper Cut Results

Year	Print Jobs	Sheets of Paper	Pages Printed	Two-Sided*	Tree 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
2013	1,209,043	3,438,523	4,359,116	53.0%	42.7	29.6

2013 Strategy 3: Reduction in the amount of waste sent to the landfill.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Senior Director Dawna Marshall-Cope		
Activities (Action Plans)		Priority	Dependency	Completion Status
3.1 Implementation of the Zero Waste program in all VPD buildings or sites.		Critical	Yes, 1.1 and 1.2	☒☒☒
3.2 Employee engagement through formal information sessions, signage, and the posting of metrics on the Code Green website.		Important	Yes, 1.2	☒☒☐
3.3 Identifying Code Green champions (at least one per site).		Important	No	☒☒☒
3.4 Expansion of the Zero Waste program to include packing materials, writing instruments, and small appliances.		Important	Yes, 1.1 and 1.2	☒☒☐
3.5 Introduction of a formal up-cycling program within the organization.		Value Added	No	☒☒☐
3.6 Implementation of an informal up-cycling program in partnership with Operations.		Value Added	No	☒☒☒
2013 Performance Projections		2013 Performance Results		
<p>Outcome: All VPD sites owned by the CoV will have Zero Waste stations.</p> <p>All personal garbage receptacles to be replaced by a blue recycle bin, with the contents of that bin managed by staff.</p>		<p>All CoV owned facilities have been outfitted with the waste diversion stations and all personal garbage receptacles have been removed.</p> <p>Monthly diversion rates are provided and posted on the Code</p>		

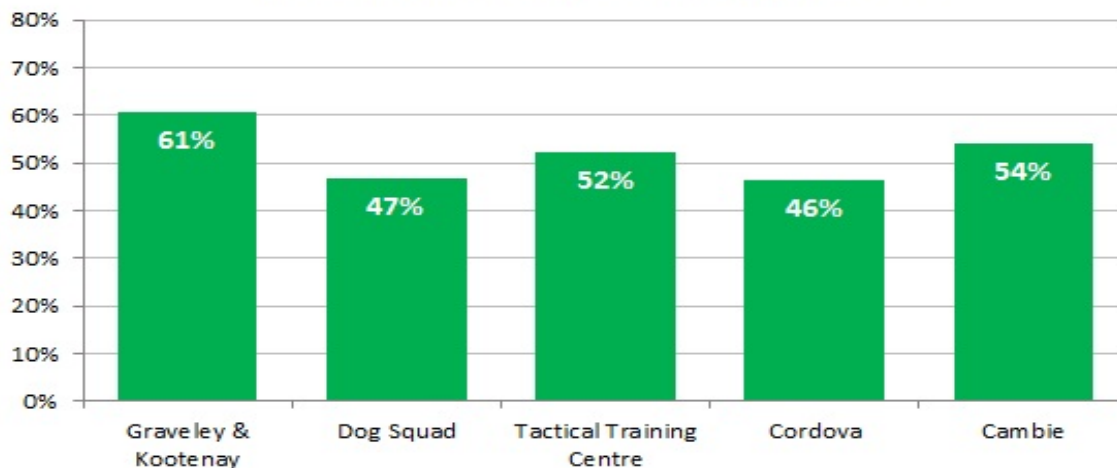
<p>Significant amount of waste will be diverted from a landfill site.</p> <p>Staff will donate personal items that they no longer require and that may otherwise end up in a landfill site.</p>	<p>Green SharePoint site.</p> <p>An area has been designated at each VPD site for staff to share stationary items they no longer require. Household items are donated to a police officer who gives the items to needy citizens residing in Patrol District 2.</p>
<p>Target Measures: A 60% reduction in VPD landfill site waste.</p>	<p>Waste diversion rates fluctuate month to month. October was the best month in 2013 where waste was reduced by more than 60% at two buildings.</p> <p>In 2014, the VPD will continue to with its staff and its CoV partners to understand where diversion rates can further be improved upon.</p>

Overall Strategic Progress

Outfitting each VPD building with waste diversion stations took more resources than originally planned, thereby delaying the implementation of the project. There was a city-wide shortage of receptacles that has now been rectified. Some of the VPD's requirements will not be addressed until later phases of this program; specifically, the Fleet parking area and the operational waste in the custody of the Property Office and the Forensic Storage Services site.

Waste diversion rates fluctuate from month to month, but as of September, all VPD buildings have had waste diversion receptacles in place. Through ongoing messaging and the sharing of diversion rates, the VPD hopes to increase waste diversion participation and compliance.

Diversion Rate by Building in 2013



2013 Strategy 4: To promote a 'green culture' within the VPD.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Dawna Marshall-Cope		
Activities (Action Plans)		Priority	Dependency	Completion Status
4.1 Increase employee awareness through messaging and presentations.		Important	Yes, 1,2	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

4.2 Continued refreshing of the Code Green website.	Important	Yes, 1.2	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
4.3 Implementation of the VPD Cycling Club.	Value Added	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
4.4 Creating incentives to carpool by offering incentives for staff to participate and contribute to the program.	Value Added	No	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4.5 Continued support of the Green IT initiative.	Important	No	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
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<p>Outcome: Increased employee engagement in environmental sustainability.</p> <p>Increased number of staff members using bicycles to commute.</p> <p>Increased number of staff submitting suggestions to the Code Green website.</p> <p>Reduce the amount of paper used by the organization.</p>	<p>With diversion rates nearing 60%, employee engagement in environmental sustainability is high. This will remain at 2014 strategy. Due to the late rollout of the waste diversion stations in 2013, it is important to continue messaging.</p> <p>In 2013, the Code Green SharePoint site had over 4,000 visits from staff. The VPD will continue measuring this information.</p> <p>A small reduction in printed paper used was realized in 2013.</p>
<p>Target Measures: 5% reduction in paper use.</p> <p>5% increase in the number of double-sided printing.</p> <p>The VPD Cycling Club is formed.</p>	<p>The 5% reduction in paper use target was not met. However, considerable reductions are expected for 2014 following a large scale Court database upgrade scheduled for February 2014.</p> <p>The VPD Cycling Club was formed and currently consists of 80 members. The Club has designed a riding jersey and has hosted several recreational rides. It has also assisted the CoV with the planning of commuting cycle routes.</p> <p>A bicycle purchase program is also planned, currently awaiting final approval.</p>

Overall Strategic Progress

Although waste diversion rates indicate that VPD staff members are very engaged in sustainability, employee engagement strategies will continue throughout 2014. The full roll-out of waste diversion stations was only completed in September 2013, taking much longer than anticipated due to a shortage of recycling receptacles. In late 2013, the Public Affairs Section developed a poster with some positive messaging, while still calling for further action to enhance sustainability. Notices illustrating diversion rates by building were posted in the common areas of all VPD facilities in mid-December. Updated diversion information will be shared on a regular basis in 2014. With so much other information and message competing for staff's attention, the goal of the Code Green Committee members is to keep its message current and simple.

The reduction of paper was a challenge due to delays in the upgrade to the Court database system. This upgrade will reduce the need to print supplemental documents for Reports to Crown Counsel, thereby significantly reducing printed paper consumption at the VPD in 2014.

2013 Strategy 5: To reduce vehicle emissions produced by the VPD.		
Initiation Date	Target Date	Lead

January 1, 2013	December 31, 2013	Robert Rothwell
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Activities (Action Plans)	Priority	Dependency	Completion Status
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5.1 Adopt more fuel-efficient practices.	Critical	Yes, 1.1, 1.2, 1.3, and 4.1	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
5.2 Increase consumer awareness through training and information tools (signage,	Important	No	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

blogs, and video).			
5.3 Continue working with CoV Equipment Services (EQS) to secure electric powered fleet vehicles.	Important	Yes, 1.1 and 1.2	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
<p>Outcome: Reduction in the idling time of VPD fleet vehicles.</p> <p>The VPD will have alternative fuelling station options, and therefore reduce the number of staff hours spent traveling to fueling locations.</p> <p>Reduction in fuel consumption (and therefore GHG emissions).</p> <p>All new fleet vehicles will be installed with anti-idling technology.</p> <p>The VPD will acquire electric powered vehicles.</p>	<p>To reduce the amount of time staff spend traveling to the current fuelling site, a business plan was presented to the CoV proposing that a fuelling station be installed at the VPD Spyglass Street parking lot.</p> <p>All new fleet vehicles have been installed with anti-idling technology.</p> <p>The VPD has not yet acquired electric vehicles, but this request will be re-submitted in 2014.</p>
<p>Target Measures: The addition of 70 Dodge Chargers to the VPD fleet.</p> <p>The addition of two electric powered vehicles to the VPD fleet.</p> <p>A 10% reduction in fuel consumption.</p>	<p>The approval to purchase the new Dodge Chargers was obtained in 2013, but delivery did not commence until 2014.</p> <p>Due to the work entailed in acquiring the new Dodge Chargers, there were insufficient resources to assign to the project of acquiring electric vehicles. Work is ongoing to assign these resources.</p> <p>Due to the delayed delivery of the new Fleet vehicles, the 10% reduction target will be pursued in 2014.</p>

Overall Strategic Progress

Much progress was made in 2013 towards reducing vehicle emissions produced by the VPD, and this strategy will be completed in 2014. The actual procurement of the new Dodge Chargers took longer than anticipated; therefore some of the 2013 activities and associated targets are being carried forward. Each of the new fleet vehicles is outfitted with the anti-idling technology and a robust information campaign will ensure that users are fully informed on the use of this system.



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

Champion – Inspector Larry Cope

2013 Strategy 1: Review and update all sworn position profiles.			
Initiation Date	Target Date	Lead	
January 1, 2013	June 30, 2013	Sergeant Yung	
Activities (Action Plans)		Priority	Dependency
1.1 Obtain position description updates from all VPD Sections.		Critical	No
		☑☑☑	
2013 Performance Projections		2013 Performance Results	
Outcome: All VPD position profiles will be current.		Throughout 2013, 149 sworn position profiles were updated.	
Target Measures: Accurate position profiles for potential applicants.		As of 2013, newly updated profiles better reflect current requirements for job applicants.	
Overall Strategic Progress			
All existing position profiles have been updated, and in some cases, new position profiles were created. Updated position profiles better reflect the work required by a sworn member to fulfil a particular role within the Department.			

2013 Strategy 2: Develop succession planning strategies for specialized positions.			
Initiation Date	Target Date	Lead	
January 1, 2013	June 30, 2013	Sergeant James	
Activities (Action Plans)		Priority	Dependency
2.1 Review inventory of specialized positions.		Critical	No
2.2 Identify training gaps.		Critical	Yes, 2.1
		☑☑☑	
		☑☑☐	
2013 Performance Projections		2013 Performance Results	
Outcome: Succession planning for specialized positions will be formulated.		Succession planning for specialized positions has been formulated.	
Target Measures: The identification of training needs and costs in relation to succession planning for specialized positions.		In order to set fiscally realistic training needs, further discussion will be required with various managers in 2014. The costs required for the succession planning of specialized positions will be determined once all training needs are agreed upon.	
Overall Strategic Progress			
All specialized positions requiring succession planning have been identified in 2013. However, the full benefit of this strategy has not yet been attained as the VPD has yet to determine realistic next steps.			

Due to heavy workloads, some managers delayed in responding to initial requests for the identification of succession planning training in their respective sections or units. This respondent delay ultimately delayed the ability of Human Resources to formulate and prioritize training needs and costs. Accordingly, there are considerable training and budget considerations associated with this strategy that remain to be sorted out.

2013 Strategy 3: Survey various ranks regarding the effectiveness of the Career Development Unit (CDU).

Initiation Date	Target Date	Lead		
January 1, 2013	June 30, 2013	Sergeant Yung		
Activities (Action Plans)		Priority	Dependency	Completion Status
3.1 Compile a survey to sample members from various VPD sworn ranks.		Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
3.2 Garner other informal feedback from members.		Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2013 Performance Projections		2013 Performance Results		
<p>Outcome: The survey will provide a snapshot assessment of the effectiveness of the CDU.</p> <p>The CDU will better serve staff.</p>		<p>The survey was completed in 2013 and it provided HR with a greater understanding of how CDU could better serve the career development needs of VPD members.</p>		
<p>Target Measures: Identify areas for improving the effectiveness of the CDU.</p> <p>To clarify the mandate and purpose of the CDU.</p>		<p>In addition to focusing on promotion, HR determined that the focus of CDU should also include lateral transfers and personal development.</p>		
Overall Strategic Progress				
<p>In addition to identifying gaps and improving the effectiveness of CDU, the 2013 survey served to increase the overall profile of the CDU amongst all sworn members, and particularly amongst junior members. Historically, junior members have been less concerned about career development and have been generally less aware of the service provided by CDU. Going forward, the CDU will place greater importance on lateral transfers and personal development rather than just focusing on promotional processes.</p>				

2013 Strategy 4: Determine the attrition rate for all sworn ranks.

Initiation Date	Target Date	Lead		
January 1, 2013	March 31, 2013	Sergeant Yung and Gail August		
Activities (Action Plans)		Priority	Dependency	Completion Status
4.1 Compile a list to reflect members who are eligible for retirement.		Critical	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
2013 Performance Projections		2013 Performance Results		
<p>Outcome: An Attrition Rate report will be generated every four months.</p>		<p>An attrition report is generated monthly by the HR Business Analyst.</p>		
<p>Target Measures: Determine the VPD's projected attrition rate.</p>		<p>Members are not retiring with the same predictability as in the past. Trends across Canada indicate that employees are retiring with longer years of service.</p>		

Overall Strategic Progress

Projecting attrition rates remains a challenge. Police officers at the VPD are not retiring with any sort of predictability. This trend of unpredictability began to show in 2010 and thus far, no compelling statistics have become available to formulate a prediction model. This is also the case at other police agencies.

2013 Strategy 5: Create coaching videos for the VPD's Intranet.

Initiation Date	Target Date	Lead		
January 1, 2013	June 30, 2013	Sergeant Yung		
Activities (Action Plans)		Priority	Dependency	Completion Status
5.1 Liaise with accredited coaches.		Important	No	☒☒☒
5.2 Produce coaching videos on 360 coaching and wellness.		Critical	No	☒☒☒
5.3 Conduct a sample survey to determine how many staff members have worked with coaches.		Important	No	☒☒☒

2013 Performance Projections	2013 Performance Results
<p>Outcome: A coaching environment will be created at the VPD.</p> <p>There will be an increased interest and awareness of 360 coaching and mentoring.</p>	<p>Two 360 coaching and mentoring videos were created in 2013. These videos, along with a survey, increased VPD member's awareness of the importance of coaching.</p>
<p>Target Measures: Increase the number of staff members who use work coaches.</p>	<p>The 2013 survey found that the majority of VPD members have worked with formal and informal coaches.</p>

Overall Strategic Progress

Time constraints for coaches remain a challenge in formally creating a coaching environment at the VPD. However, the 2013 survey revealed that an informal coaching environment already exists at the VPD. The survey and two new coaching videos posted on the VPD's intranet have served to further increase members' awareness about the importance of coaching.

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

Champion – Superintendent Daryl Wiebe

2013 Strategy 1: Implement a five year training plan for constables to ensure a consistent base-line for the development of sworn personnel.

Initiation Date	Target Date	Lead		
January 1, 2013	June 30, 2014	Inspector Yee		
Activities (Action Plans)		Priority	Dependency	Completion Status
1.1	Complete a review of required learning modules with content in the Training Management and Planning Information System (TMPIS), and determine gaps.	Important	No	☒☒☒
1.2	Acquire necessary technology to facilitate a blended learning model of on-line and classroom curriculum.	Value Added	No	☒☐☐
1.3	Deliver training to junior Constables.	Value Added	Yes, 1.1	☒☐☐
2013 Performance Projections		2013 Performance Results		
<p>Outcome: The implementation of comprehensive curriculum pertaining to the first five years of a police officer's career.</p> <p>Junior police officers will develop into well-rounded investigators.</p>		<p>The VPD partnered with the RCMP to pilot a new program designed to provide Constables with essential training during the first five-years of their career. One training session was held in 2013, with both the VPD and the RCMP subsequently deciding not to continue with the program in 2014.</p>		
<p>Target Measures: The focused delivery of training to front-line personnel, and a schedule to ensure the continuation of this training for the coming years.</p>		<p>The VPD will be exploring a different approach for 2014, as the pilot program was not a sustainable option for the future.</p>		

Overall Strategic Progress

The VPD and RCMP delivered the *Investigative Skills and Education Program (ISEP)* to a group of Constables in their first five years of employment. The program used a blended-learning model, combining on-line work with classroom study, and was very well received by the participants. However, the program was structured around a similar program already in place in Alberta, and the development and licencing costs to maintain the program for the long-term became prohibitive. As such, this program was deemed not sustainable as a long-term solution at the VPD.

The consistent development of all front-line police officers during the first five years of their careers is a long-term goal for the VPD, and the VPD will continue to work with the RCMP throughout 2014 to explore various options and to consider the development of a localized version of the ISEP concept.

2013 Strategy 2: Implement the *Leadership in Policing Organizations (LPO)* program at the VPD.

Initiation Date	Target Date	Lead		
January 1, 2013	June 30, 2014	Superintendent Wiebe and Inspector Yee		
Activities (Action Plans)		Priority	Dependency	Completion Status

2.1 Secure contract for services with the International Association of Chiefs of Police (IACP) for training and materials.	Critical	No	☒☒☒
2.2 Identify the first group of 36 candidates, representative of the organization.	Important	No	☒☒☒
2.3 Deliver the first LPO program.	Important	Yes, 2.1 and 2.2	☒☒☒
2.4 Identify and train future trainers.	Value Added	Yes, 2.3	☒☒☐
2.5 Develop group of in-house trainers for program sustainability.	Value Added	Yes, 2.3 and 2.4	☒☐☐

2013 Performance Projections	2013 Performance Results
Outcome: The ongoing delivery of a robust leadership program within the VPD.	The IACP LPO program has proven to be a comprehensive leadership development opportunity for the VPD. It has received accolades from all who have attended, and is the desired leadership development program for all staff.
Target Measures: The completion of two LPO courses and one FDW (train-the-trainer) program, and a schedule for the ongoing delivery of the program into the coming years.	Two LPO courses have been offered, and 60 VPD personnel have taken advantage of this development opportunity. The FDW program is scheduled for mid-year 2014.

Overall Strategic Progress

Two LPO program training sessions were delivered at the VPD in 2013: one in the spring, and one late in the year. The program has been very well received and feedback has been positive. There continues to be an appetite for this training at all levels of the VPD. However, IACP facilitators own the right to the LPO program and scheduling them has been difficult to coordinate, due to high demand from other police agencies across North America. The completion of the FDW program in 2014 will enable the VPD to be fully self-sufficient in better controlling the delivery of the LPO program in-house.

One LPO program is already scheduled for mid-year 2014, while one FDW program is being scheduled to be delivered at mid-year as well.

2013 Strategy 3: Recruit proactively to hire sworn police officers and new Community Safety Personnel officers (CSPs).

Initiation Date	Target Date	Lead
January 1, 2013	December 31, 2013	Superintendent Wiebe, Inspector Yee, and Staff Sergeant Thordarson

Activities (Action Plans)	Priority	Dependency	Completion Status
3.1 Utilize social media to reach out to potential applicants.	Important	No	☒☒☒
3.2 Recruit and hire the first 40 CSPs.	Critical	No	☒☒☒
3.3 Procure all start-up equipment to implement the Community Safety program.	Critical	No	☒☒☒
3.4 Develop training curriculum for CSPs.	Critical	No	☒☒☒
3.5 Train and deploy CSPs.	Critical	Yes, 3.2, 3.3 and 3.4	☒☒☒

2013 Performance Projections	2013 Performance Results
Outcome: Ongoing sworn member staffing that meets budget funding.	The VPD remained fully staffed to budget through 2013, recognizing that funding was provided for 1,270 sworn police

<p>The deployment of new CSPs to assist front-line police officers.</p>	<p>officers though the authorized strength is 1,327 – carrying 57 vacancies throughout the year.</p> <p>The CSP program saw the addition of 42 new full-time and auxiliary employees commencing their training in May 2013, and they were deployed in August 2013.</p>
<p>Target Measures: All funded police officer positions are filled.</p> <p>All 40 new CSPs are hired, trained, and deployed.</p>	<p>All funded police positions were filled throughout the year.</p> <p>All funded CSPs were hired, trained and deployed, as outlined in that project plan.</p>

Overall Strategic Progress

The VPD was budgeted to carry 57 sworn police officer vacancies and staffing was maintained at that level throughout the year. Only seven (7) new police officers were hired in 2013, as attrition levels did not reached anticipated numbers.

The CSP program was budgeted for thirty (30) full-time equivalent positions, commencing in April 2013. In practice, the VPD hired, trained and deployed forty-one (41) CSPs, comprised of twenty (20) full-time staff and twenty-one (21) auxiliary staff. An additional twenty-one (21) auxiliary staff were hired in December 2013, to assist in meeting deployment projections for 2014, while working within the same overall operating budget for the program.

Goal – Support and foster employee wellness

Champion – Inspector Larry Cope

2013 Strategy 1: Continue increasing awareness about the VPD wellness program.			
Initiation Date	Target Date	Lead	
January 1, 2013	December 31, 2013	Inspector Cope and Staff Sergeant Jackson	
Activities (Action Plans)		Priority	Dependency
1.1 Create promotional bulletins.		Value Added	No
1.2 Post bulletins on the VPD Intranet.		Value Added	Yes, 1.1
1.3 Human Resources (HR) to meet with the Public Affairs Sections regarding the creation of posters featuring VPD staff and wellness information.		Value Added	No
1.4 Place framed VPD wellness posters in strategic locations throughout the VPD.		Value Added	No
1.5 Use new wellness initiatives in the VPD bulletins to drive staff to the wellness website.		Value Added	No
2013 Performance Projections		2013 Performance Results	
<p>Outcome: Increased awareness of the VPD wellness website and wellness program.</p> <p>New interest will spawn new ideas thereby making the website more VPD consumer orientated.</p>		<p>The VPD's wellness website has generated a lot of interest in matters related to wellness, as has the wellness committee. Several new initiatives were undertaken in 2013, and new ideas have been conceived for implementation in 2014.</p>	
<p>Target Measures: Increase in visits to the VPD wellness website.</p>		<p>The website saw a steady increase in visits in 2013 totalling 89,000 visits by year-end.</p>	
Overall Strategic Progress			
<p>A much greater degree of awareness among staff members of VPD wellness programs was achieved in 2013. This awareness was created in part by the use of posters, the wellness website, the wellness committee, and bulletins.</p>			

2013 Strategy 2: Increase the VPD stakeholder base in the Wellness Committee.			
Initiation Date	Target Date	Lead	
January 1, 2013	June 15, 2013	Inspector Cope and Staff Sergeant Jackson	
Activities (Action Plans)		Priority	Dependency
2.1 Develop a common purpose for the Wellness Committee.		Important	No
2.2 Seek out additional stakeholders from within the VPD to be committee members.		Critical	No
2.3 Conduct research into the wellness initiatives of other police agencies.		Value Added	No

2013 Performance Projections	2013 Performance Results
<p>Outcome: Broader input from the VPD on what components of wellness are most important to the organization.</p>	<p>Broader wellness input is regularly provided to the Wellness Committee and to HR through the wellness website. In addition, HR set up a wellness booth at the VPD's Family Day event. Over 400 attendees visited the booth and many suggestions for wellness were provided.</p>
<p>Target Measures: Increase current committee size from 6 members to 12 or more members.</p>	<p>There are now 20 wellness committee members consisting of personnel of diverse backgrounds from throughout the organization.</p>

Overall Strategic Progress

The VPD Wellness Committee consists of civilian and sworn staff from all over the Department. The wellness website is comprehensive, and there have been many suggestions for wellness initiatives. The Committee plays a role in vetting the various suggestions received through the website and other avenues. HR will continue to encourage feedback on VPD wellness initiatives going forward.

2013 Strategy 3: Incorporate respectful workplace training into the VPD wellness program.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Inspector Cope, Staff Sergeant Jackson, and Christine Maclean		
Activities (Action Plans)		Priority	Dependency	Completion Status
3.1 Creation of framed respectful workplace posters.		Value Added	No	☑☑☑
3.2 Develop and deliver respectful workplace e-learning for sworn members.		Critical	No	☑☑☑
3.3 Deliver respectful workplace training for civilian staff members.		Critical	No	☑☑☑
3.4 Update VPD policy to include workplace bullying.		Critical	No	☑☑☑

2013 Performance Projections	2013 Performance Results
<p>Outcome: Greater and/or broader understanding of what makes a respectful workplace.</p>	<p>2013 saw many initiatives aimed at fostering respectful workplaces throughout the VPD. Posters, new policy, staff training, investigator training, and manager training, WorkSafe BC resources, website updates, and anonymous reporting all contributed to the building of respectful workplaces in 2013.</p>
<p>Target Measures: Less workplace harassment complaints.</p> <p>75 % of civilian staff to have received respectful workplace training.</p> <p>Respectful workplace e-learning is developed and is delivered in 2013.</p>	<p>All civilian and sworn staff members are now required to take mandatory respectful workplace training, and compliance is at approximately 95%. The remaining 5% will be notified of their obligation to complete these training.</p> <p>Due to a workload capacity issue in the VPD's IT Section, a mechanism to automatically track employee complaint history has not yet been developed. As such, HR has not yet been able to determine trends in harassment complaints.</p>

Overall Strategic Progress

A respectful workplace is one that supports and fosters mental health and wellness. In 2013, many steps were taken to inform all staff of their requirement to maintain a respectful workplace. These steps should result in less workplace harassment complaints received by HR.

2013 Strategy 4: Establish quarterly attendance reports for managers with corresponding department standards of attendance.

Initiation Date	Target Date	Lead
January 1, 2013	December 31, 2013	Inspector Cope, Staff Sergeant Jackson, Louis Odendaal, and Christine Maclean

Activities (Action Plans)	Priority	Dependency	Completion Status
4.1 Introduce attendance management training for managers.	Critical	No	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
<p>Outcome: Reduced days away from work due to Work safe-related injuries.</p> <p>Injured staff members return to work sooner.</p> <p>Staff members are healthier and more productive at work.</p>	<p>Many significant initiatives were undertaken in 2013 to address issues related to sick leave and injury claims. However, due to the greater priority of creating respectful workplaces, attendance management training was not delivered in 2013.</p>
<p>Target Measures: Quarterly attendance reports for Managers are established.</p> <p>Decreased number of staff sick days taken.</p> <p>Decreased absenteeism due to WorkSafe-related injuries.</p>	<p>Attendance reports are viewed regularly by various managers at the <i>Early Intervention</i> meetings held every two months.</p> <p>In 2013, there have been fewer total staff absences relating to sick leave and WorkSafe-related injuries.</p>

Overall Strategic Progress

Sick leave and injury claims are now reviewed on a daily basis and many steps are being taken to reduce the number of staff work days missed per incident. Sick leave trends are discussed with various VPD managers at the *Early Intervention* meetings, which are held every two months. Meanwhile, regular meetings are scheduled between VPD's HR Section and the CoV to discuss pressing attendance issues. In addition, the VPD's HR Section holds regular internal brainstorming sessions in an effort to find suitable accommodated placements for all long-term sick or injured staff. As a result of these efforts, the VPD has seen some reductions in absenteeism in 2013 relating to sick leave and WorkSafe-related injuries.

Goal – Develop and implement initiatives that streamline administrative processes

Champion – Director Drazen Manojlovic

2013 Strategy 1: Develop, promote, and institutionalize a process where members can submit ideas and suggestions to reduce administrative burdens.

Initiation Date	Target Date	Lead		
January 1, 2013	June 30, 2013	Director Manojlovic		
Activities (Action Plans)		Priority	Dependency	Completion Status
1.1 Develop options to regularly obtain feedback from members.		Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
1.2 Identify and propose viable suggestions.		Important	Yes, 1.1	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
1.3 Seek Executive approval on recommended options.		Critical	Yes, 1.2	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
1.4 Implement options with emphasis on regular communication with members who make submissions.		Important	Yes, 1.2	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
1.5 Report annually on progress.		Value Added	Yes, 1.2	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
<p>Outcome: An easy process will be in place for members to submit suggestions to a central repository.</p> <p>This repository is monitored regularly and suggestions are analyzed, and the analysis is communicated back to the submitting member.</p> <p>Analysis will determine the viability of the suggestion and, if viable, approved changes will be made.</p>	<p>An internal e-mail suggestion box has been developed to solicit and obtain suggestions from members. Due to other organizational priorities, the suggestion box has not yet been made accessible and will be rolled out in 2014.</p>
<p>Target Measures: As many operationally viable suggestions as possible.</p> <p>If a suggestion is implemented, assess the improvement in productivity.</p>	<p>The Planning, Research & Audit Section (PR&A) will immediately begin collecting suggestions following the roll-out of the suggestion box.</p>

Overall Strategic Progress

The suggestion box e-mail system has been developed and will be rolled out in 2014. Aside from the completion of that activity, this strategy has not progressed as planned due to other significant major projects that took priority within PR&A. However, it should be noted that other initiatives have been developed in 2013 by other VPD Sections in order to streamline certain administrative processes and reduce administrative burdens. These initiatives include the following:

- Reducing the paperwork required to be completed by Patrol officers when they are required to make an apprehension under s.28 of the *Mental Health Act* (MHA).
- Automating the process of submitting ‘overnight’ (reports on significant incidents that happened the previous day and night).
- Automating the submission of Form 1701 (“MCNeil disclosure”) which is required by every officer when submitting a Report to Crown Counsel (RTCC).
- Revising procedure to allow members of the Beat Enforcement Team (BET) to submit drugs seized for destruction in a secure locker at the Main Street Annex building as opposed to them having them travel to the property facility at Glen Drive.

2013 Strategy 2: As part of the Evaluation Framework for the Community Safety (CS) project, assess the possible reduction in lower priority and lower complexity calls for service attended by Patrol members.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Dr. Jennie Gill		
Activities (Action Plans)		Priority	Dependency	Completion Status
2.1 Develop a detailed and specific evaluation plan on how to assess the change to lower priority and lower complexity calls for service.		Critical	No	☑☑☑
2.2 Report annually on the results.		Critical	Yes, 2.1	☑☑☑

2013 Performance Projections	2013 Performance Results
<p>Outcome: Annual evaluation reports that assess if the implementation of the Community Safety Program has had a positive effect on Patrol. This should include the assessment of metrics such as response time and officer availability (utilization rate).</p>	<p>The formal evaluation of the Community Safety (CS) Program will be led by Dr. Curt Griffiths and Dr. Nahanni Pollard. This was based on an agreement between the VPD and the Vancouver Police Union (VPU) to jointly sponsor an independent evaluation.</p> <p>PR&A's role in this evaluation is to facilitate interviews, retrieve and validate data, perform requested analyses, and forward data and analyses to the external consultants.</p>
<p>Target Measures: An improvement in response times to lower priority and lower complexity calls for service.</p> <p>An improvement in officer utilization rates.</p>	<p>PR&A has been able to completely assist in the facilitation of interviews and the retrieval of data for the external consultants. Much of their early analysis will include results of the impact that the CS Program has had on the VPD's Operations Division.</p>

Overall Strategic Progress

Doctors Griffiths and Pollard anticipate completing a preliminary report by May of 2014. A one-year report will be completed by the fall of 2014 while the two-year report will be completed in the fall of 2015. In addition to the detailed data provided to the external consultants, the VPD's PR&A is also tabulating basic CS data.

In the first seven months of deployment, CS members have responded to, or assisted on, 7,183 incidents – which is equivalent to one incident every 35 minutes. In addition to this support to front-line operations, the CS members have been able to conduct, on average, 80 minutes of proactive duties per day.



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

2013 Strategy 1: Complete an information technology review to determine optimal staffing levels for the VPD IT Section.

Initiation Date	Target Date	Lead
January 1, 2013	December 31, 2013	Senior Director Dawna Marshall Cope

Activities (Action Plans)	Priority	Dependency	Completion Status
1.1 Request a workload review from the VPD's Planning, Research and Audit Unit (PR&A).	Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
1.2 Based on the results of the PR&A report, a steering committee will determine if there are sufficient grounds to commission an external audit.	Important	Yes, 1.1	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
1.3 Secure consultation funding if moving forward.	Critical	Yes, 1.1 and 1.2	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
1.4 Determine scope of the project in preparation of hiring a consultant.	Important	Yes, 1.1, 1.2, and 1.3	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
1.5 Identify and hire consultant to complete a comprehensive evaluation.	Critical	Yes, 1.1, 1.2, 1.3, and 1.4	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
<p>Outcome: An internal workload and staffing review will provide an overview of workload trends in the VPD IT Section, including corresponding staffing level information. The report will also provide a comparison of this information with similar sized police organizations in North America.</p> <p>A comprehensive external evaluation of IT workload and staffing levels will ultimately inform future staffing levels.</p>	<p>Funding to hire an external consultant was not available in 2013. As such, we utilized internal resources to initiate this work. A survey was developed to compare IT staffing, scope, and workload levels across several police agencies across Canada. The survey was distributed in early November and responses were due in mid-December 2013. The results were scheduled to be compiled mid-January 2014.</p>
<p>Target Measures: An IT workload and staffing assessment will be completed by PR&A.</p> <p>The steering committee will gain an understanding of what the optimal staffing levels in IT should be.</p> <p>Adequate financial resources will be secured to proceed with the external audit.</p> <p>Steering committee will have a document detailing the nature and scope of the external review.</p> <p>An evaluation process, identifying a consulting firm best qualified and available to conduct the external review will be identified.</p> <p>An external consultant will be hired.</p>	<p>Funding for the comprehensive evaluation project was not secured in 2013.</p> <p>The survey has been developed by the VPD's Planning, Research & Audit Section (PR&A) and distributed to police agencies across Canada. Based on those results, a high level IT comparison report will be completed by PR&A in 2014.</p>

Overall Strategic Progress

Working with PR&A, it was determined that a preliminary analysis could be conducting by scanning the IT staffing, scope, and workload levels of the IT sections of other police agencies across Canada. To

maximize the value of the data collected, the VPD collaborated with the Canadian Association of Chiefs of Police (CACP) through its Technology Communications Committee. However, using the CACP as a delivery conduit adversely affected the original targeted timeline for distributing the survey. Despite this delay, having it sent out with the support of the CACP is invaluable.

To encourage other police agencies to complete the VPD's extensive IT survey, the VPD offered to share the results with all participants. The responses were due back mid-December 2013, and will be reviewed in early 2014.

2013 Strategy 2: Utilize technology to maximize the effectiveness of front-line patrol officers.

Initiation Date		Target Date		Lead		
January 1, 2013		December 31, 2013		Director Kathy Wunder and Inspector McCormick		
Activities (Action Plans)				Priority	Dependency	Completion Status
2.1 Strike a working group to lead the mobile workstations (laptops) refresh.				Important	No	☑☑☑☑
2.2 Identify a team lead.				Important	Yes, 2.1	☑☑☑☑
2.3 Conduct a market scan of technical options.				Critical	No	☑☑☑☑
2.4 Conduct a review of research conducted by other agencies to determine technology they have deployed.				Important	No	☑☑☑☑
2.5 Develop an evaluation matrix based on the research results.				Important	Yes, 2.4	☑☑☑☑
2.6 Pilot options with end users, and document findings.				Critical	No	☑☑☑☑
2.7 Create an electronic resource for front-line officers, identifying critical activities for specific investigative situations and crime types.				Important	No	☑☑☑☑
2.8 Install Crime Mapping on the mobile work environment.				Important	Yes, 2.7	☑☑☐☐
2.9 Participate in the initial phase of the Provincial e-ticketing project.				Important	No	☑☐☐☐
2013 Performance Projections				2013 Performance Results		
<p>Outcome: All VPD Patrol vehicles will be ultimately equipped with refreshed mobile workstations that will include Crime Mapping and an electronic investigation resource.</p>				<p>The evaluation of mobile workstations options is complete; the findings are that the current provider offers the best product to suit VPD requirements. A first half of the computer refresh was scheduled for 2013, with the other half to be purchased in 2014. Due to the concurrent refresh of the Patrol fleet, this project has been postponed until 2014. The crime mapping software has been installed and is currently being piloted by the Operations Division.</p>		
<p>Target Measures: A working group consisting of specific members from each VPD stakeholder group will be formed.</p> <p>The business needs of the VPD will be identified relative to the mobile station refresh.</p> <p>The working group will have an understanding of the technology available in the marketplace.</p> <p>All companies who produce a laptop designed for emergency vehicle use will be evaluated. A minimum of ten agencies will be consulted.</p> <p>The working group will understand how technology was evaluated and implemented in other jurisdictions.</p>				<p>The working group included stakeholders from the VPD's Fleet, IT, and Communications sections and from the Operations Division, thus ensuring all aspects of this significant purchase were given adequate consideration.</p> <p>The working group identified and organized three technical options for the 2013/2014 refresh of laptops.</p> <p>All three models were installed in fleet vehicles, and Patrol officers were provided an opportunity to try each option and then provide feedback.</p> <p>The testing phase lasted three months, and the results supported remaining with the configuration that exists today.</p>		

<p>The VPD will have a comprehensive understanding of the options available in the mobile environment that will support the next phase of the project.</p>	<p>M-Port has been approved by the Executive and will be installed in the second quarter of 2014 along with the implementation of new laptops.</p>
<p>M-Port will be installed on the mobile work environment.</p>	<p>Geo-Dash is scheduled to be installed in 2014, after the completion of the pilot phase in January 2014.</p>
<p>Geo-Dash will be installed on the mobile work environment.</p>	

Overall Strategic Progress

This strategy was well managed with a steering committee formed early in the year led by a Sergeant in the Communications Section. The first step in this strategy was a market scan, resulting in three devices being short-listed for testing. One of the considerations in the evaluation process was the fact that the VPD Patrol fleet is being transitioned from Ford Crown Victoria vehicles to Dodge Chargers that have a significantly reduced cab area.

To ensure that Patrol officers are provided with equipment that meets their needs, it was critical for this group to be included in the evaluation process. An on-line survey was developed for Patrol officers to provide feedback after they have had an opportunity to test each of the three options. The survey was launched on April 28, 2013 and was open until June 30, 2013. Due to connectivity and other technical difficulties with the mobile data terminal (MDT) configurations, the test vehicles were not as widely available as originally planned. However, sufficient data was nevertheless received for the purposes of identifying the best suited equipment. The survey questions were designed to capture Patrol members' satisfaction with each MDT configuration in terms of comfort and ergonomics, adjustability, sightline impact, and overall ease of use. To understand different perspectives, members were asked to identify themselves as the primary "driver", "passenger", or "both" (if they were able to switch with their partner during the shift). Members were also given the opportunity to provide additional feedback.

After reviewing the survey results and feedback from Patrol members, the current design was determined as the best fit for VPD. A refresh of the existing model of mobile workstation will be undertaken in 2014.

2013 Strategy 3: Develop a regional 'Real-Time Intelligence Centre' (RTIC) to provide front-line officers and investigators in the field with real time intelligence.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Staff Sergeant Anderson		
Activities (Action Plans)		Priority	Dependency	Completion Status
3.1 Identify what technical support and information the VPD will be contributing to this project.		Critical	No	☒☒☒

2013 Performance Projections	2013 Performance Results
<p>Outcome: The technical requirements of the RTIC will be explored and formally agreed upon.</p>	<p>Most technical requirements will be supplied by the RCMP. The VPD will specifically play a role in access to and use of the Consolidated Records and Information Management Enterprise (CRIME) system.</p> <p>The details of this relationship are in progress.</p>
<p>Target Measures: A Memorandum of Understanding (MOU) will be in place that includes cost sharing as well as technical and resource agreements.</p>	<p>The RTIC will be resourced with 43 staff members. Nine will be funded through federal business lines, 13 through provincial business lines, and the remaining 21 will be funded through municipal contributions spread across Metro Vancouver.</p> <p>The VPD's contribution is expected to be 5 staffing resources:</p>

	<ul style="list-style-type: none"> • 1 sergeant • 2 constables • 1 analyst • 1 researcher <p>The MOU and Secondment Agreements are currently being developed and expected to be completed in early 2014. Completed agreements will immediately be shared with participating municipalities.</p>
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Overall Strategic Progress

Progress continues towards an implementation date for the RTIC of May 2014. Presentations have been made and support has been gained for this initiative from Police Boards and Police Commanders throughout Metro Vancouver. The Province fully supports the project and has included the RTIC as part of its Community Safety Plan. The British Columbia-wide RTIC will be resourced by a total of 43 staff members, five of which will be contributed by the VPD.

While support for initiative is strong, there is still work to do with the funding structure. The Province and Joint Management Team are committed to have the RTIC fully operational by May 2014, and expect to have the funding model in place before that.

The second challenge being addressed is the need to have information-sharing protocols in place to ensure that information and intelligence are managed and accessed according to privacy legislation and to ensure that various information management policies are abided by. These arrangements are in process.

Job postings for the civilian positions will be made available in February or March 2014 and distributed to all municipalities in Metro Vancouver.

2013 Strategy 4: Develop a Department-wide Information Management Plan.

Initiation Date	Target Date	Lead		
January 1, 2013	December 31, 2013	Senior Director Dawna Marshall-Cope		
Activities (Action Plans)		Priority	Dependency	Completion Status
4.1 Define retention policies for operational and administrative files.		Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
4.2 Develop an E-Mail Charter.		Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
4.3 Host an information session – for a consulting firm to provide the Information Management Steering Committee with a better understanding of the value an information management strategy provides organizations.		Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
4.4 Determine what scope of work can be conducted internally and whether or not funding should be sought to outsource the work.		Critical	Yes, 4.3	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
4.5 Refresh the VPD Security Policy (2003).		Important	No	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4.6 Review major case management solutions.		Important	No	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2013 Performance Projections	2013 Performance Results
<p>Outcome: VPD business processes will ultimately be streamlined and both electronic and paper based information will be stored in a consistent manner increasing efficiency and minimizing the loss of information due to non-standardized naming conventions.</p>	<p>The activities completed in 2013 in relation to this strategy are a good foundation for the work to come in future years. As work on this strategy progressed, it became clear that the VPD must build a complete understanding of how information is stored and managed within the organization. This realization has led to the</p>

	<p>initiation of a Departmental-wide scan of all information held at the VPD. The work began in December 2013 with the VPD's Audit Manager and the Information and Privacy Coordinator taking the lead.</p>
<p>Target Measures: The VPD will have an Executive approved retention policy.</p> <p>Through an E-mail Charter, the Department will have a standard on e-mail communications, including e-mail etiquette.</p> <p>The committee will be able to better determine if this project is one that can be conducted internally.</p> <p>A decision will be made as to what work the Department is capable of conducting with existing resources.</p> <p>The VPD security document will be refreshed and will reflect current information.</p> <p>The VPD will have completed a business case to purchase major case management software.</p> <p>Investigative units and IT experts will access investigative requirements and technical solutions.</p>	<p>The VPD Executive has mandated that all operational files will be retained indefinitely. Administrative files such as payroll and human resource files are managed using the CoV's Record and Information Management System (VanRIMS). VanRIMS has been implemented and utilized at the VPD since 2009.</p> <p>The Executive were presented with a draft of the e-mail charter, and determined that the majority of recommendations were not congruent with the realities of policing, and were therefore not adopted.</p> <p>The decision as to what work the Department is capable of conducting will be made following the completion of the Department-wide information audit. Work on the major case management software will also begin following the completion of the audit.</p> <p>The VPD's Major Crime Section is working towards sharing a lone investigation with investigators in another province. The MOU for this work continues. Before the VPD or a consortium of agencies in British Columbia can formally look to acquire Major Case Management software, a business case will be required.</p>

Overall Strategic Progress

This goal was largely exploratory, working towards the more global goal of developing a department-wide information management strategy. The information provided by the consultants revealed just how much work is required to meet this goal and that the organization will need to secure funding for external resources. The review of all the data owned by the VPD will continue to be a goal in the 2014 business plan. Given the current fiscal realities, the committee is committed to continue work in this area using internal resources from the Information and Privacy, and Planning, Research and Audit Sections; however, we do recognize that this approach will extend timelines.