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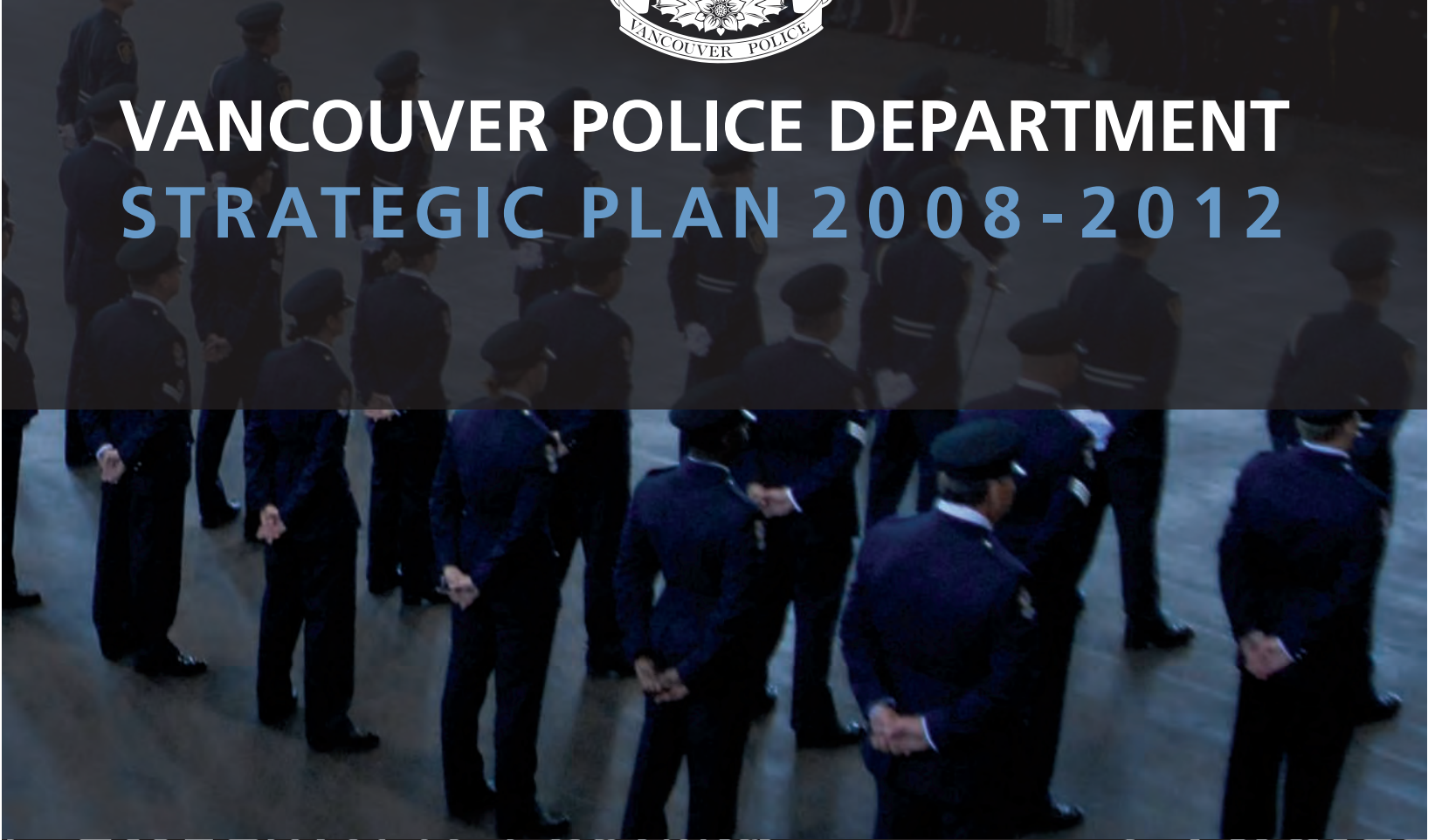
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VANCOUVER POLICE DEPARTMENT STRATEGIC PLAN 2008-2012



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1.0 MESSAGE FROM THE VANCOUVER POLICE BOARD

It is our pleasure to introduce the Vancouver Police Department's five-year Strategic Plan for 2008-2012. As a civilian oversight Board, one of our most critical functions is to work with the Chief Constable in establishing future goals and objectives for the Department. This Strategic Plan represents the culmination of that work.

Moving forward over the next five years, the Vancouver Police Department will continue to face four fundamental challenges: the Service Challenge – providing high quality services that meet the needs of the citizens of Vancouver; the Financial Challenge – operating in a fiscally responsible manner, maximizing the effectiveness of tax dollars spent; the Confidence Challenge – operating in a manner that ensures the ongoing trust, respect and cooperation of the citizens of Vancouver; and the Human Resources Challenge – ensuring a high-performing, highly trained workforce with the necessary equipment, infrastructure and technology.

The Strategic Plan outlines many of the unique service issues associated with policing Vancouver: the continual influx of non-resident criminals, compartmentalization of policing in the region (a blend of 20 different police agencies, including municipal departments and RCMP detachments), challenges raised by the prevalence of staggering property crime, drug activity, sexual predators, street disorder and the growing problem of gang violence. While the Department works to address all of these, the Strategic Plan specifically outlines several areas which have been prioritized for action – violent gang activity, property crime, traffic accidents, street disorder, emergency planning (including counter-terrorism), and proactive, visible policing.

The Board recognizes that one of the major issues affecting police service is not strictly a police problem. Most 911 calls for police today relate not to traditional law enforcement issues, but to complex social situations (homelessness, mental illness, drug addiction). These types of calls consume inordinate police time and resources. For this reason, the Board and the Department are joining other stakeholders in advocating for more and better social programs, as well as improvements within the justice system, to address these problems and help stem the related drain on police resources.



That said, we think all agree that the key is to achieve an appropriate balance reflecting the needs of our citizens. Over the next five years, the Board and the Department will continue to work with City Council to achieve an appropriate level of funding. We will also urge senior levels of government to consider funding alternatives in order to augment funds derived from property taxes. The Strategic Plan includes goals directed at improving financial controls, accountability and processes within the Department, as well as utilizing technology to the fullest, ensuring efficiency of our operations.

The Vancouver Police Department enjoys strong public confidence and support. Over the next five years, the Board and the Department will build on that support by improving public communication and further engaging the public as partners in crime prevention.

As the City gears up for the 2010 Olympics, the Board and the Department are keenly aware of the emergence of a highly competitive job market. Policing has never been more challenging and, to date, the Vancouver Police Department has been able to attract the best and the brightest, making it one of the leading police departments in North America. Our challenge in the future will be to maintain this high standard. The Strategic Plan incorporates goals to support and develop our current staff and to improve our ability to identify and attract quality personnel needed for the future. It also describes the problem of aging, inadequate facilities and outlines a process to address this issue.

In conclusion, it is important to emphasize that the Vancouver Police Department is built upon an uncompromising commitment to a very high set of values: Integrity, Professionalism, Accountability and Respect. These values are the very heart and foundation of the organization and are reflected in every aspect of its operation.

While police work is often conducted under the glare of media lights, there are hundreds of incidents every day which the public never sees – some highly charged and dangerous, some where a citizen simply needs a helping hand. The code of ethical conduct guides every member's actions in every situation.

As this Strategic Plan demonstrates, expectations are high for the Vancouver Police Department over the coming years. With the support of the community, City Council, and other stakeholders, these expectations will be met and a safer, more livable city achieved.

Sam Sullivan
Chair, Vancouver Police Board



2.0 MESSAGE FROM THE CHIEF CONSTABLE



Our current five-year Strategic Plan reflects the Department’s ongoing commitment to make Vancouver the safest major city in Canada, and the VPD the best police department in the country. The Police Board and I fully endorse this vision.

In this plan, we have provided a high-level overview of how we will focus the efforts of our sworn police officers, civilian members, partners and volunteers. We will build on our achievements, and continually evaluate our strategies to ensure we are moving forward. Key performance indicators will guide us. Annual business plans will complement this five-year plan, focusing our efforts yearly.

Public safety will always be our number one priority and will guide our decisions and policies. Vancouver residents deserve to live in a city where they feel safe to walk anywhere at any time without threat or fear. Our children deserve safe playgrounds without bullies or discarded needles. Homeowners should be able to sleep at night, secure and without worry.

It is the job of the VPD, along with the community and our partners, to ensure that Vancouver remains a safe and secure environment in which to live and conduct business.

Sincerely,

Jim Chu
Chief Constable
Vancouver Police Department



3.0 MISSION, VALUES AND VISION



OUR MISSION

"In fulfilment of its public trust, the Vancouver Police Department maintains public order, upholds the rule of law and prevents crime."

OUR VISION

"Canada's leader in policing – providing safety for all."

OUR COMMITMENT

To be the safest major city in Canada.



Constable Alvin Prasad



OUR VALUES

In carrying out our mission, members will uphold "IPAR":

INTEGRITY

"We believe in doing the right thing in all circumstances."

PROFESSIONALISM

"We will pursue the highest standards of professionalism in policing."

ACCOUNTABILITY

"We will maintain the highest ethical and legal standards."

RESPECT

"We will be compassionate and respectful in all of our actions."

Our organizational values are grounded on human rights principles that guide the actions of all of our police officers. These principles are:

JUSTIFICATION

All police actions shall be pursued toward a necessary and legitimate policing objective and shall be legally justifiable.

PROPORTIONALITY

The risk and impact of police actions shall be proportional to the priority of the policing objectives, and the severity of the situation in need of intervention.

INTRUSIVENESS

Police actions should be the least intrusive available, as required to achieve success in fulfilling policing responsibilities.

Constable Eric Jordan



4.0 CHALLENGES FACED BY THE VPD

The Vancouver Police Department (VPD) faces challenges and difficult decisions resulting from four major factors:

- Quality service expectations
- Effective financial management
- Confidence in the Department
- Ongoing human resource needs

To succeed, we must manage these factors effectively through leadership, willingness to change, and the creativity and integrity of our people. This must also be done in a civic environment that demands financial accountability and is plagued by social issues, including increasing homelessness and a growing population of drug-addicted and mentally ill residents.

The VPD developed its 2004-2008 Strategic Plan in 2003 to help focus the Department in what continues to be a rapidly changing environment. As with any organization, the Strategic Plan is fluid, constantly changing to meet the needs of the organization and the demands of the community. The 2008-2012 Strategic Plan represents an organizational evolution, accounting for progress with many of the past goals and objectives, combined with the emerging trends and policing priorities affecting the City of Vancouver.



*2005 Award of Valour recipients,
Constables Sandra Glendinning and Stan Dy*



4.1 PURPOSE OF THE PLAN

THE MAIN PURPOSES OF THE VPD STRATEGIC PLAN ARE TO:

- Serve as an agreement about the policing priorities for the City of Vancouver among the Vancouver Police Board, the Chief Constable and the Senior Management Team
- Inform the citizens of Vancouver about the policing services and standards they can expect
- Support performance measurement by the Police Board, the Chief Constable, the Senior Management Team, and the British Columbia Ministry of Public Safety and Solicitor General
- Establish the basis for inter-agency discussion on coordination of services, with respect to community safety
- Direct the annual business plans and current budgets of the divisions and individual sections
- Outline and demonstrate our commitment to being the safest major city in Canada



Constables Eric Jordan, Darren Ong and Alvin Prasad



4.2 SCOPE OF THE STRATEGIC PLAN

The VPD is well-positioned to assume a leadership role with other social and governmental agencies. The Department aggressively advocates for change to improve liveability and provide safer streets for the citizens of Vancouver. An example of a previous success is Project Haven, which focused on systemic abuse within some of the rooming houses and hotels on the Downtown Eastside. We shall continue our advocacy role into the future, as the VPD supports and drives change in other areas or organizations, in an effort to achieve its primary public safety and crime prevention goals.



Constables Carla Webb and Al Arsenault

Policing is dynamic, and the community places absolute trust in the sworn and civilian members of the VPD to provide public safety, personal protection and crime prevention in their neighbourhoods. While the nature of the work is both fascinating and diverse, the role of the police within the community has its limitations.

The VPD does not operate in a vacuum; it represents one layer within the fabric of governmental support for society. The Department regularly takes proactive steps that reduce the incidence of crime and improves public safety. However, it cannot consistently have a direct effect on many of the broader social issues within the city, such as homelessness, drug addiction and the mentally ill. While these issues are not the express responsibility of the police department, in spite of their obvious link to criminal activity, we do command substantial influence in the search for solutions that benefit everyone.



5.0 PLANNING PROCESS

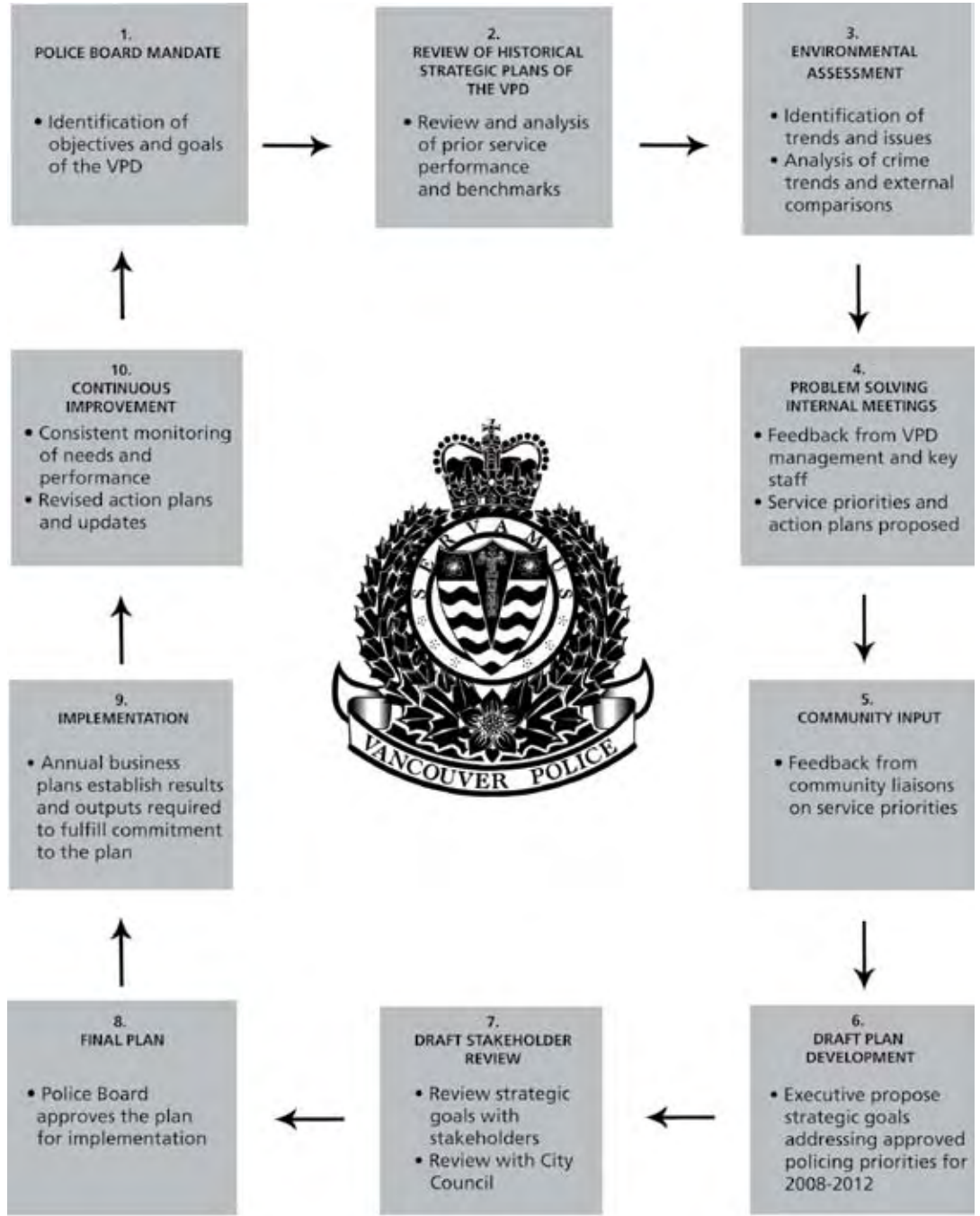


Figure 1: The Planning Process

5.1 STRATEGIC PLANNING SESSIONS

In September 2003, the Vancouver Police Board was involved in a facilitated session with a broad range of sworn and civilian personnel that helped to clarify the VPD's vision, mission, values, strategic objectives and priorities. In December 2003, a senior managers' meeting provided further input.

In February 2004, a strategic planning session was held with a cross-section of members from various ranks and assignments. Community consultation followed through a deliberative dialogue process. The Police Board engaged the community to discuss the top community safety issues in Vancouver, the root causes behind crime and the possible models of police service delivery. Feedback from the community was an integral part of the planning process, and helped form the Vancouver Police Department Strategic Plan 2004-2008.

Over the past three years, the VPD has experienced substantial success in achieving its strategic goals and objectives. Cross-functional work teams were established to oversee the implementation of strategies and tactics to meet the goals and objectives. These teams delivered notable gains in the areas of marketing and best practices, and operational gains were seen with dramatic reductions in property crime.

A Strategic Plan is a fluid document, and over time the demands on an organization and its operational priorities change. To meet this change, every organization needs to continually revisit its Strategic Plan and adjust its priorities accordingly. This is best reflected in Step 10 of the Planning Process (see Figure 1), and the VPD has annually reported on its progress with the Strategic Plan. The 2008 Strategic Plan represents an evolution of the Department's goals and objectives, and the commitment to be the safest major city in Canada.

Within the Department, a full management workshop was held in 2005 to review successes after the first year of the Strategic Plan, and to prioritize many of the different goals and objectives. Early into each subsequent year, each of the Divisions held localized management meetings to set annual target goals to "operationalize" the Strategic Plan for the year.

Community consultation was also repeated in June 2006, with a new community dialogue. This facilitated session focused on violent crime issues and specifically targeted domestic violence, gang violence, street violence and violence against the vulnerable. The feedback from this session served to inform the Department of the community's concerns about violent crime, the impact that violent crime had on the broader community at large, and where limited resources could best be utilized to meet these needs.

The 2008 Strategic Plan is not a new plan. Rather, it represents a culmination of organizational success, changing community needs and shifting crime patterns. Additionally, the 2008 Strategic Plan serves to focus the VPD as it moves through the next five years, delivering high-quality service to the City of Vancouver.



6.0 ENVIRONMENTAL SCAN



Vancouver is a thriving, dynamic and unique city, and it presents one-of-a-kind challenges for policing, including demographic issues, drugs, high levels of property crime, and increasing rates of violent crime. In addition, the VPD police a core city and regularly face the impact of criminals arriving from other neighbouring jurisdictions.

6.1 DEMOGRAPHICS



Constables Mark Steinkampf and Evan Williams, Sergeant Barry Kross and Constable Tim Henschel

The VPD serves a city with a population of approximately 588,000 residents living in 23 distinct geographical communities in a compact area of 114 square kilometres. Since 1996, the population has grown by about 50,000 people; however, the number of VPD officers remained relatively stable until 2005. Over the past three years, the VPD has increased its authorized strength by 107 police officers, although this increase has not incrementally mirrored the annual population increases in the city, and across the region.

Vancouver is unique in that the official population served by the VPD is much smaller than the actual population in the city. Unlike every other large centre in Canada, the majority of the Lower Mainland's Census Metropolitan Area (CMA) is not included in the city limits, and there is no metropolitan or regional police

service. Only 27% of Vancouver's CMA population is in the city limits, but the other 1.6 million citizens in the CMA have an incredible influence on VPD workload, as Vancouver is the hub for commuters, business, tourism, recreation, major events, protests, and other "magnet" events. Therefore, police officers-to-core population statistics in Vancouver are not sufficient by themselves to assess the adequacy of police resources, as the actual population policed in Vancouver is far greater than the official residential population.



6.2 CRIME TRENDS

As part of the ongoing strategic planning processes, improving community safety was identified as the key outcome for the Department. The issues discussed in this section provide an overview of some of the critical factors that influence the likelihood of success for the VPD.

CRIMINALS FROM OTHER JURISDICTIONS

A high number of criminals from elsewhere are attracted to Vancouver, not only by the moderate weather and easy access to drugs, but also because Vancouver’s courts are well known for their relatively lenient sentencing practices. In addition, many criminal offences are committed in Vancouver by visitors from the suburbs. The VPD has monitored transient crime activity over the past six years, and the number of people residing outside of Vancouver and identified as participants in Vancouver crime has been slowly increasing. This is further evidence of the core city policing challenges.

Analysis has revealed that in 2006:

- 29.6% of incidents where people were charged with criminal offences involved people who were not residents
- 43.4% of incidents where people were identified as suspects against whom charges could be laid (but were not charged for various reasons) involved people who were not residents
- 34.8% of incidents where people were identified as suspects involved people who were not residents
- 44.3% of motor vehicle incidents where people were identified as drivers involved non-residents

SEXUAL PREDATORS

For a variety of reasons, and in addition to the area’s home-grown offenders, some of the country’s most dangerous, untreated sex offenders choose Vancouver to live in once they have completed their sentences. This places many of the area’s most vulnerable citizens at risk. These include children, disadvantaged women and others who are ill-prepared to defend themselves. In order to monitor these convicted and untreated sexual predators properly, and to intervene in their crime cycles and prevent serious offences from occurring, the VPD recognizes the need to dedicate full-time resources for intelligence gathering and surveillance. Local experiments with a High Risk Offender (HRO) Unit and an Integrated Sexual Predator Observation Team (ISPOT), coupled with extensive research, have shown that tracking and monitoring these offenders are very effective means of preventing future victimization. The HRO Unit has become expert at seeking orders under sections 810.1 and 810.2 of the Criminal Code, which impose post-sentence completion conditions on released sex offenders to provide for some level of management and supervision. This falls to the police, as those bound by section 810 orders are not on parole or statutory release.



The creation of the National Sex-Offender Registry Act has resulted in processes for the registration of offenders and the ongoing location and warning of compliant offenders, along with police investigations for incidents of non-compliance. The abundance of halfway houses has resulted in increased numbers of high-risk sex offenders being located to Vancouver for release into the community. This has created an additional burden on the HRO Unit, which is responsible for ensuring compliance by these serious offenders; however, this offender-focused approach is critical as the VPD strives to reduce violent crime in the city.



PROPERTY CRIME

Over the past three years, the VPD has directed a great deal of attention toward the property crime problems that have plagued Vancouver.

New programs were developed, including:

- The Chronic Offenders Program, where a dedicated Crown Counsel works with a group of offender-focused investigators to concentrate on the worst property crime offenders
- The Identity Theft Task Force, which targets investigative resources toward those who steal people's identities and convert this information into cash through debit and credit card scams
- Patrol-based surveillance teams, which target known property crime offenders in the four patrol districts
- Xtract, a computer database program linked to pawnshops and secondhand stores, to assist with the tracking and recovery of stolen goods

This increased police pressure has led to notable decreases in property crime rates across the city. According to estimates provided by the Vancouver Board of Trade, the property crime rate fell 4% in Vancouver from 2003 to 2004, and then a further 10.2% from 2004 to 2005, while the rest of Canada only saw an average decrease of 6%. The property crime rate in Vancouver continued to drop in 2006, falling an additional 4.7%. Overall, since 2002 the property crime rate has dropped by 15%.



The largest decreases in property crime are seen in the category of motor vehicle theft, with a 24.4% drop from 2005-2006 and an overall decrease of 36.5% since 2002. The Bait Car program, a targeted enforcement and public awareness strategy first initiated in B.C. by the VPD, has fuelled this reduction. Other significant decreases in property crime have also been observed in relation to break and enter offences, which are down 15.7% since 2002. In particular, residential break and enter offences are down 25.9% over that same period.

However, Vancouver remains the worst metropolitan area in Canada for property crime (Figure 2). This is due, in part, to the serious problems of drug addiction, insufficient numbers of police, weak sentencing of repeat offenders and inadequate funding for treatment of drug addicts. Much of the property stolen in Vancouver is converted into cash to buy drugs. In 2005, property crime cost the citizens and businesses of Vancouver close to \$125 million. Of that, \$103 million represents residential costs, while the remaining \$22 million represents the cost to businesses. Crime related to motor vehicles was the largest factor in property crime, costing \$62 million in 2005.¹



Constable Richard Wong and PD Knight

¹ Board of Trade, "Crime in Canada, Crime in Vancouver: An Update" (October 2006), page 7; with information based on Juristat: Crime Statistics in Canada, 2006. Statistics Canada - Catalogue no.85-002-XIE, Vol. 27, no. 5 (July 2007).

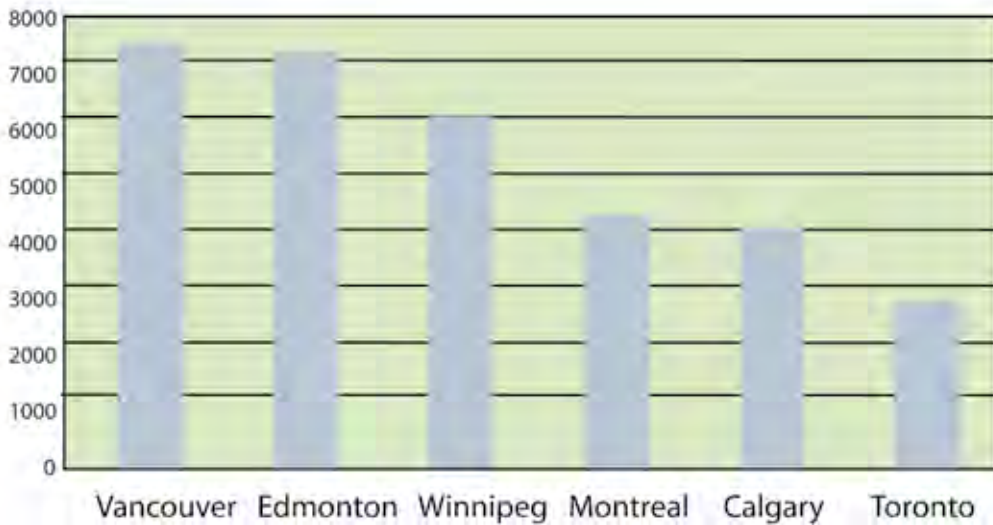


Figure 2: Property Crime Rate, by City, per 100,000 population (2005) Statistics Canada, "Crime Statistics in Canada, 2005."

PREVALENT DRUG ACTIVITY

Vancouver faces many of the same drug problems as other large cities, but also must contend with additional factors that are unique. As a port city, as well as the predominant metropolitan area in Western Canada, Vancouver is a major importer, exporter and cultivator of illegal drugs. The contribution of drugs to many criminal incidents is often not readily apparent, but further examination reveals those links.

High volumes of illegal drugs move through Vancouver's Downtown Eastside (DTES) annually. A significant portion of these drugs is consumed in Vancouver, with an estimated 4,000 illegal drug users living in the area all requiring their daily supply. In addition, more drug users come to the DTES from throughout the GVRD, in order to buy, sell and use their drug of choice. Figure 3 depicts the increasing trend in federal drug offences investigated by the Vancouver Police Department.

The proliferation of marijuana grow-ops in the Lower Mainland has generated great distress in communities because of the associated criminal activity. This includes firearm offences, rip-off robberies, assaults and homicides. In many instances, home invasion-style robberies occur at the wrong locations with criminals targeting the wrong address, and innocent citizens are subjected to violent criminal activity. Children are frequently found living in grow-ops, often in extremely hazardous circumstances due to the chemicals involved and the fire danger caused by major electrical modifications. Many marijuana grow-operations are run by organized groups. The bulk of the marijuana grown in British Columbia is exported to the United States, either in exchange for cash, for other drugs, such as cocaine and heroin, or for high-quality handguns.

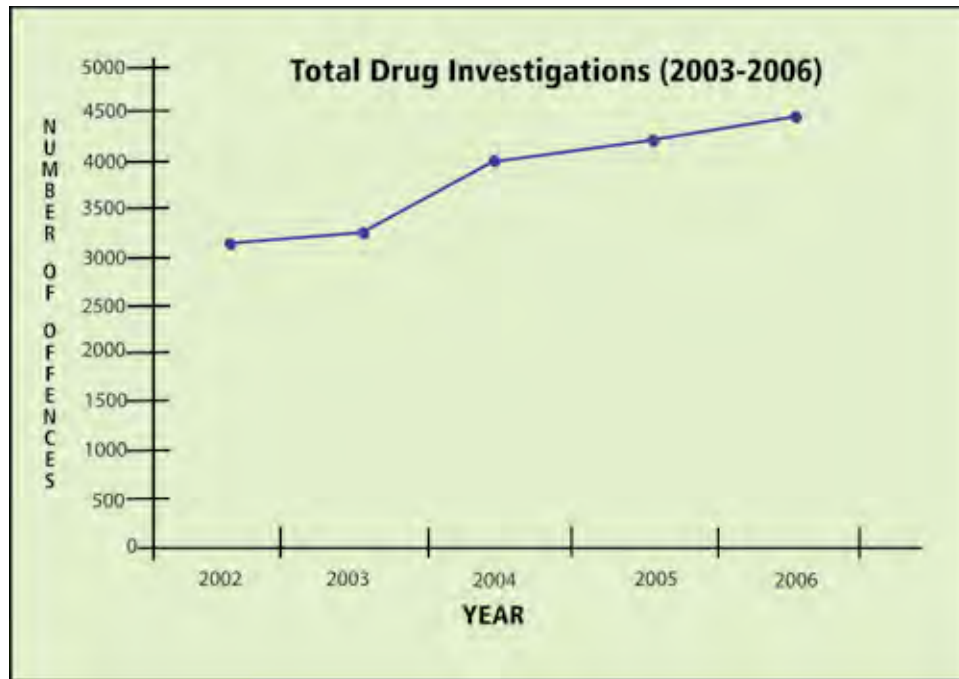


Figure 3: Offences in Vancouver, VPD Occurrence Report Data, 2002-2006.

Designer drugs, including GHB and other chemical drugs like crystal meth, are appearing on Vancouver streets with alarming frequency. These drugs are prevalent among our youth and within the nightclub scene. They bring new risks to the community. Along with the inherent personal risks associated to illicit drug use are the community risks created by the increased numbers of meth labs. Small-scale chemical laboratories in homes, warehouses and vehicles are extremely dangerous, as these drugs are made with volatile chemical compounds and a cooking process. The discovery of one meth lab will result in an incredible draw of emergency services resources, as the risk of fire and explosion is significant. This response includes the disposal of toxic waste and the associated clean-up, combined with the ensuing police investigation within this hazardous environment.

STREET DISORDER

Over the past ten years, the City of Vancouver has changed tremendously, with significant increases in population, particularly in the

Yaletown area. The Entertainment District has been revitalized, dramatically increasing the number of young people who visit the area for the nightlife. Unfortunately, alcohol incites considerable public disorder. The open drug culture in the Downtown Eastside (DTES) generates chaos and violence. Considerable police resources are dedicated to restoring order to a community in distress. The increase in people who make their livelihood from disposal bins has upset the downtown business district and the West End, where petty crime, aggressive pan-handling, and the use of crystal meth have generated unprecedented community concern.

Public order was also identified as a priority in the Vancouver Police Department Strategic Plan 2004-2008, and it remains a priority. Project Civil City is an initiative of the City of Vancouver that has been endorsed by the Vancouver Police Board.



Project Civil City subsequently focused on the issue as well. The VPD supports this project and our strategies are consistent with the goals set in Project Civil City. We are committed to working with our partners within government and the community to develop viable tactics to improve public order.

The DTES continues to be the focus of numerous agencies at all levels of government. The Supervised Injection Site remains operational; however, the current federal government has not committed to any ongoing funding. A number of well-intentioned institutions, such as The Contact Centre, run by Vancouver Coastal Health, and United We Can, continue to be focal points for disorder. The activities of these groups are positive; however, they serve as beacons for people to congregate, which attracts predators and continues the cycle.

The Beat Enforcement Team (formerly Citywide Enforcement Team), implemented in April 2003, has assisted in restoring some semblance of order in the DTES, where chaos and violence generated by the open drug market once prevailed. It is a constant challenge retaining a visible presence in the area with limited resources.

The density of licensed premises with some 5,000 total seats in the Entertainment District, coupled with late-night bar openings, has created an atmosphere of violence and drunkenness into the early morning hours. In spite of the addition of more police resources, the problems continue. The VPD has committed to working with the responsible bar owners in the area to implement tactics designed to reduce disorder issues.

The Firearms Interdiction Team (FIT) has had a dramatic effect on gun-related activity in Vancouver. Since the implementation of the team in 2004, the number of gun-related incidents in the downtown core has decreased significantly.

ORGANIZED PUBLIC DISORDER AND SECURITY CONCERNS

The VPD Emergency and Operational Planning Section (EOPS) has seen its workload increase. There were approximately 400 special events in 1993. In 1999, there were 1,889 special events. EOPS prepared policing plans for 1,791 events in 2001 and 2,070 events in 2006. The size of the demonstrations and the number of police resources required has also increased. In 2001, there were 130 demonstrations, compared to 167 in 2006. Homelessness remains the central theme for many of the contentious demonstrations.

The Celebration of Light continues to attract large crowds. While the vast majority of the audience is well-behaved, a core group of repeat troublemakers requires a significant police presence to provide safety for the general public.



2010 OLYMPIC AND PARALYMPIC WINTER GAMES

The VPD will fill a critical role in the planning and policing of the 2010 Olympic and Paralympic Winter Games, and play an integral role in the Vancouver 2010 Integrated Security Unit (V2010-ISU) with the RCMP. These Olympics represent the largest peacetime security operation in Canadian history. The VPD has significant resources committed to the planning and joint intelligence functions within the V2010-ISU. Planners are not only working on the issues that pertain strictly to Olympic and Paralympic venues, but are also focused on the areas that fall outside of the official venues, such as the policing of our cultural and entertainment zones.

Planning and logistics are required to be able to deliver a scalable police response to a range of international threat spectrums. In order to achieve this, we will need to refocus and optimize our policing deployment for the period of the Games. Issues related to staffing

(hiring and retention), equipment (new, and opportunities for renewal) and training are being explored in order to maximize effectiveness and minimize potential costs.

In accordance with international security standards and expectations, we propose to rely on CCTV coverage to provide an enhanced level of safety in areas expected to draw Olympic and Paralympic crowds. In conjunction with the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games, the Federal and Provincial Governments and the City of Vancouver - Office of Olympic and Paralympic Operations, planners are working closely to ensure that our residents, businesses and international guests will continue to receive a high level of service from the Vancouver Police Department.



6.3 COMMUNITY POLICING SURVEY

In 1998, the VPD commissioned a tracking survey to accomplish two goals:

- Analyze the effectiveness of police services
- Identify areas of improving and declining service

This community attitude survey served to benchmark the community’s perceptions and reactions to crime. The telephone survey of residents and business owners has been repeated biennially, and the results provide ongoing comparisons of changing community perceptions.

The overall satisfaction level with the VPD remains high, with four out of five residents expressing satisfaction with the services provided by the VPD (see Figure 4). In 2006, the percentage of very satisfied respondents was up by 5% when compared to 2004 figures. The primary reason that residents were satisfied with the service of the VPD was professionalism. The main sources of dissatisfaction were related to a lack of adequate resources, including: not having enough police officers (9%), slow response times (11%), issues not being resolved in a timely manner (10%), and the need for greater uniformed visibility (7%).

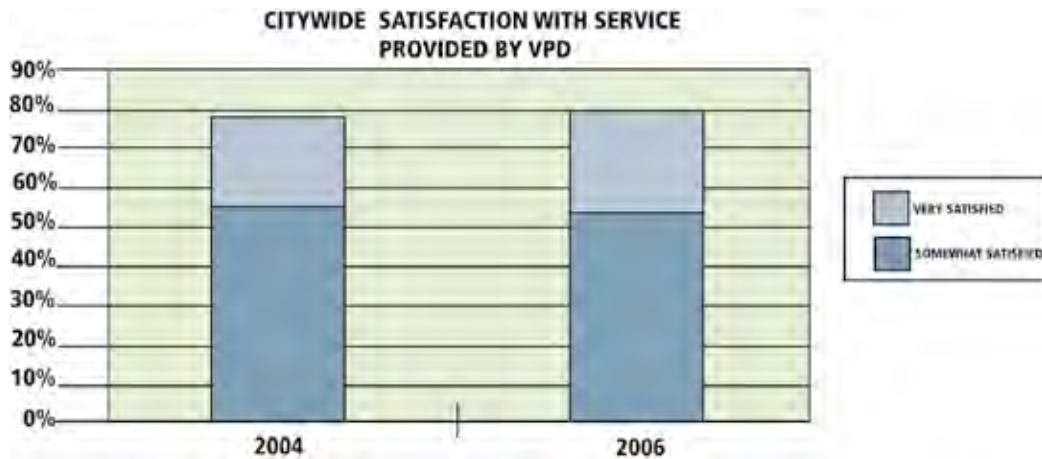


Figure 4: Citywide Satisfaction with VPD Service

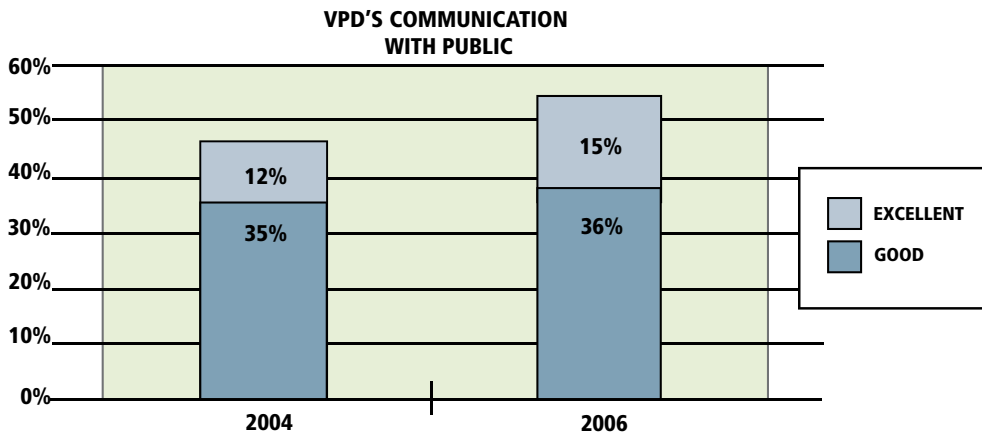


Figure 5: VPD's Communication with Public

Perceptions of the VPD's effort to communicate with the public regarding major arrests, crime reduction projects, drug crackdowns and crime prevention programs have improved from 2004 (see Figure 5). Just over half of residents have a favourable view of the VPD's communications efforts, while only 17% feel that the Department's efforts are not effective.

In 2002, one of the largest community problems involved the Downtown Eastside and, in particular, the open-air drug market and public disorder problems affecting that community. The VPD implemented a visible patrol-based project in 2003, known as the Citywide Enforcement Team (CET), to address growing community concerns. This was an extremely high-profile approach to a serious problem and it gained considerable notoriety at the time. Since its inception, however, the reduction in community problems in that area, and a corresponding reduction in media attention, has reduced public awareness of this important initiative (see Figure 6). At present, only two out of five residents note that they are aware of this initiative.



Constable Al Arsenault



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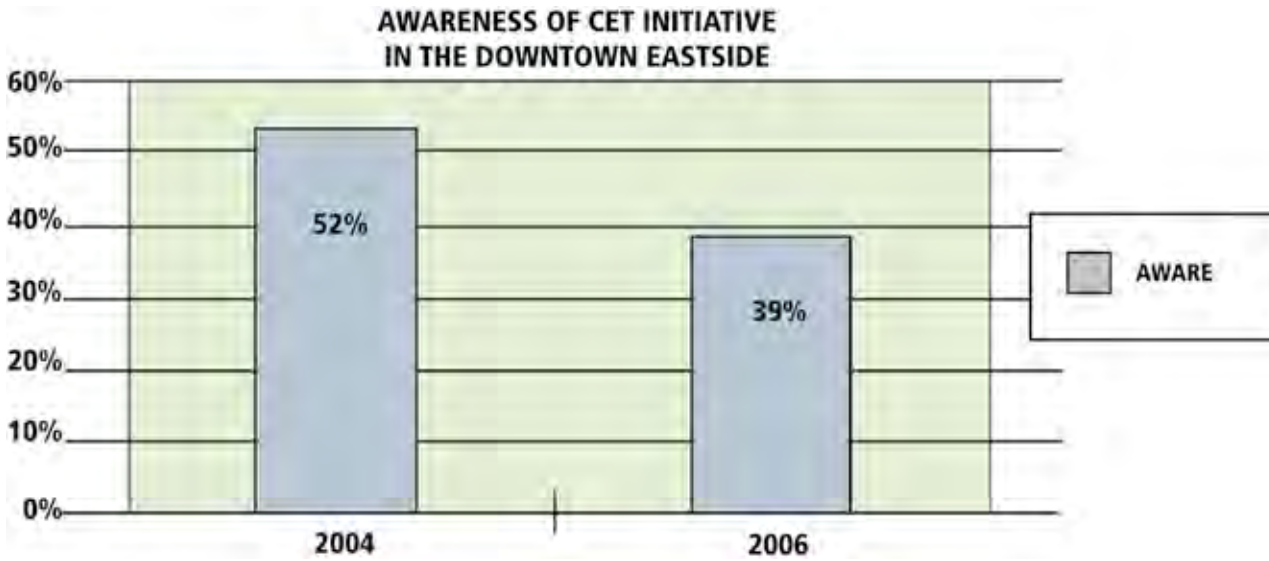


Figure 6: Awareness of CET Project

By comparison, Figure 7 shows that public awareness of the much-publicized Bait Car Program remains high, with four out of five residents saying that they are aware of this program. In fact, the increased profile of this long-standing VPD initiative, as it has expanded into other police agencies in the region, has been a contributing factor to the reduction in auto theft offences throughout the province.

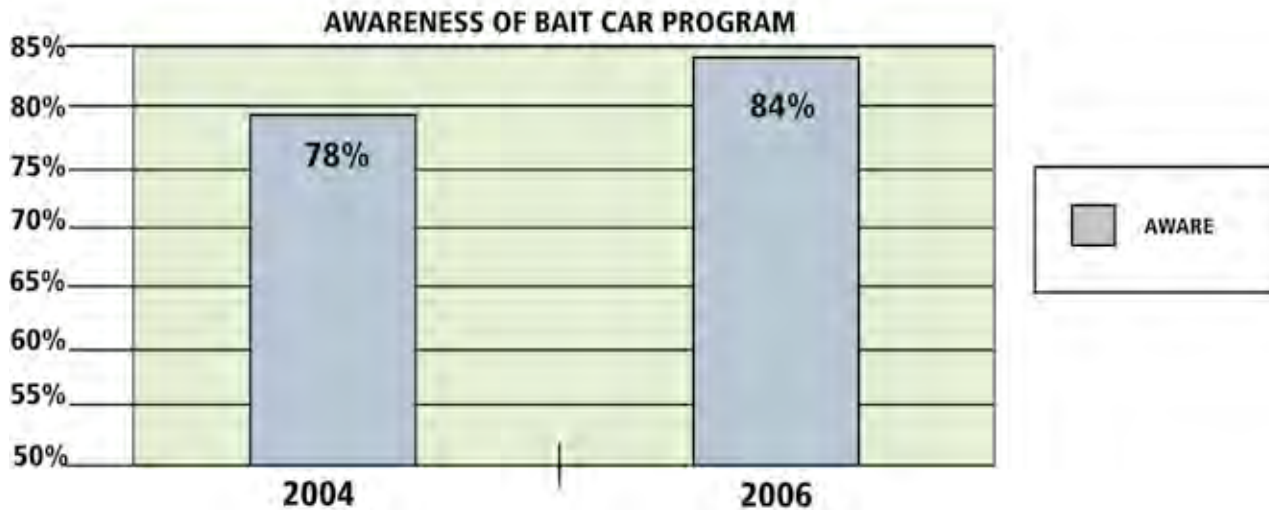


Figure 7: Awareness of the Bait Car Program

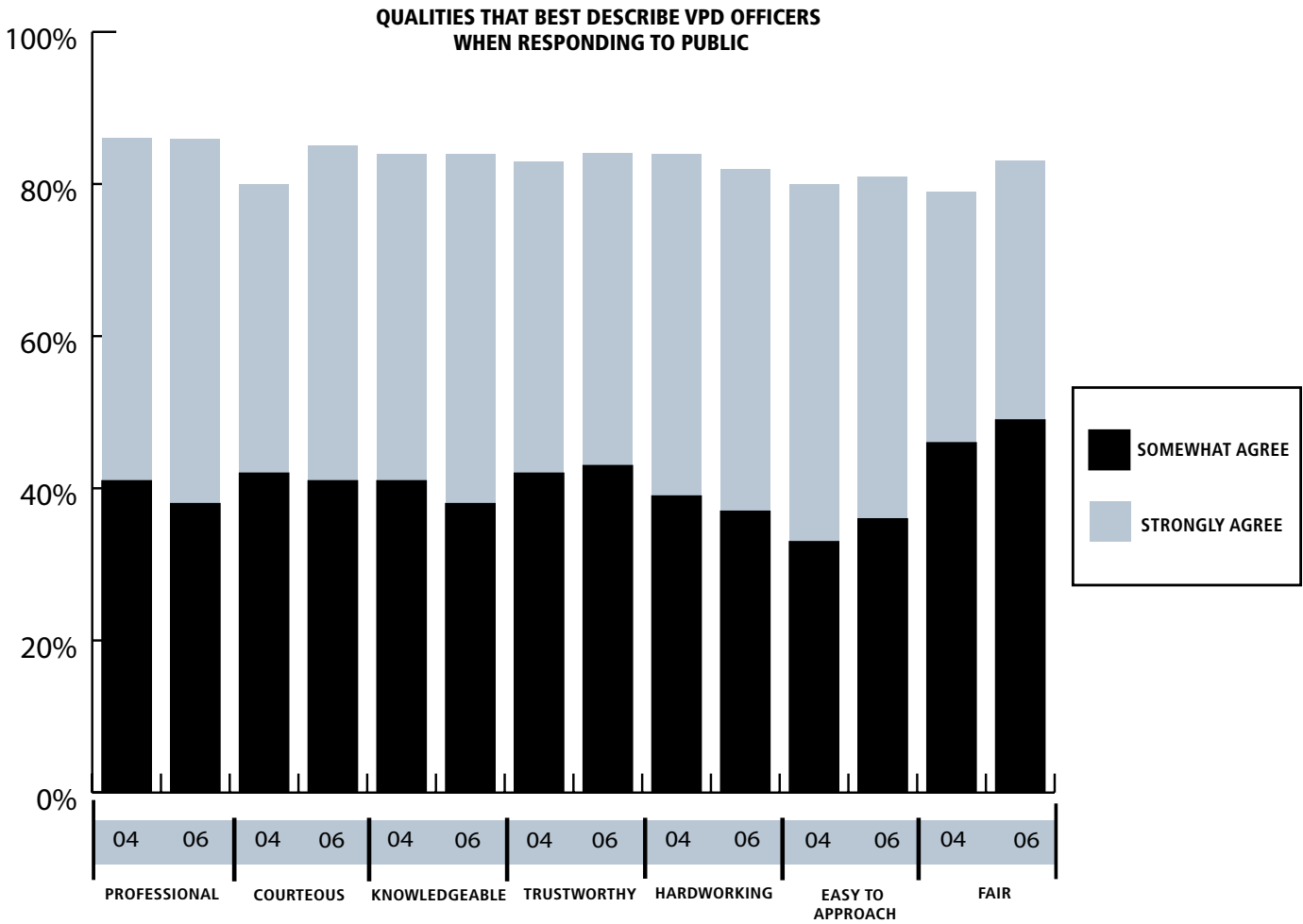


Figure 8: Qualities That Best Describe VPD Officers When Responding to Public

The Community Policing Survey also measures the public’s perceptions of the officers who work for the VPD. This evaluation measures seven key attributes of officer effectiveness, which have been consistently measured over the past four surveys. Figure 8 shows that there is improvement in six of the competencies over the past two years, with the 7th remaining stable. In both 2004 and 2006, police officers received the highest evaluations for their professional conduct when responding to the public.



Constable Michelle Davey



6.4 COMMUNITY DIALOGUE



Block Watch Unit Assistant Harp Dhillon is actively recruiting new members.

Community consultation is an important component of our planning process. The VPD and the Vancouver Police Board co-hosted a community deliberative dialogue session in March 2004. Participants were invited from each of the 23 geographical communities in Vancouver. There were 103 members of the community, with diverse backgrounds and perspectives, from all over Vancouver. Members of the Vancouver Police Board and senior management members of the VPD also participated.

These sessions bring people together from a variety of diverse backgrounds and viewpoints to discuss different approaches. By working through the conflicts, people clarify their priorities, to improve their understanding of the issue, and may find common ground from which alternatives can develop.

The emphasis is on mutual respect, sharing of views and building on the views of others, rather than on debate or attack.

The community safety issues of greatest concern were property crime, the police response to crime, drug issues, the perception of safety in the community, street disorder, violence and youth crime. These concerns focus our organizational goals and objectives over the following years, with our greatest focus being on the overall improvement of community safety.



In July 2006, the VPD and the Vancouver Police Board co-hosted a second community dialogue. Given the dramatic reductions in property crime rates over the preceding two years, the focus of this session was exclusively on violent crime. This is one of the most important and challenging areas for improving community safety. More than 100 community and police participants discussed violent crime issues, including domestic violence, attacks on vulnerable groups, gang violence and street violence. This identified “points of leverage,” where the police can move forward in a proactive fashion and potentially have an impact on violent crime. This will help focus many crime reduction strategies over the coming years, and assist the VPD in reducing violent crime.

The British Columbia Police Act mandates that the Vancouver Police Board, in consultation with the Chief Constable, must determine the priorities, goals and objectives of the VPD. Policing decisions can affect residents, businesses and visitors. The VPD continues to move forward to improve community safety and help Vancouver become the safest major city in Canada. In order to do so effectively, we have consulted both internally and externally to identify and prioritize the top safety issues in Vancouver. The information we have received from the community and from our own police officers has allowed us to develop a comprehensive plan to improve community safety. The VPD and the Vancouver Police Board are extremely pleased with the community input received. We are encouraged by the community support during this important step in our strategic planning process.



Chief Constable Jim Chu and his Deputy Chiefs: (from left to right) Steve Sweeney, Bob Rolls, Doug LePard and Bob Rich



7.0 GOALS, PERFORMANCE, OBJECTIVES AND MEASUREMENTS

The Strategic Plan’s vision is to transform the service delivery model of the VPD into a strategically oriented, community-based approach that empowers individuals to devise and implement effective decisions. By implementing a measurement model for the VPD, the Department can continually gauge its progress in achieving its objectives. Well-designed performance measures yield direct indications of the productivity of people, processes, programs and measurements, which help managers to understand and adapt their sections.

The measurement process is composed of several steps. Figure 9 depicts this process as a series of questions that help guide the VPD through the decisions of defining, choosing, and using the metrics.

In 2004, the VPD identified five key strategic steps for its operations. The steps were identified following internal and external consultation, along with the information, priorities and opportunities identified through the environmental scan. Each of these steps was consistent with our mission statement and values, and was to be accomplished through specific tactics.

As we move into 2008, many of these tactics have been attempted, and unprecedented success has been experienced in many areas. The successful implementation of these tactics has led to an evolution of the VPD Strategic Plan. The Plan will always be fluid in nature, and must adapt with time, as the community and priorities change around us. The 2008-2012 Strategic Plan adapts the five key strategic steps into two distinct areas of focus: police operations and police support.

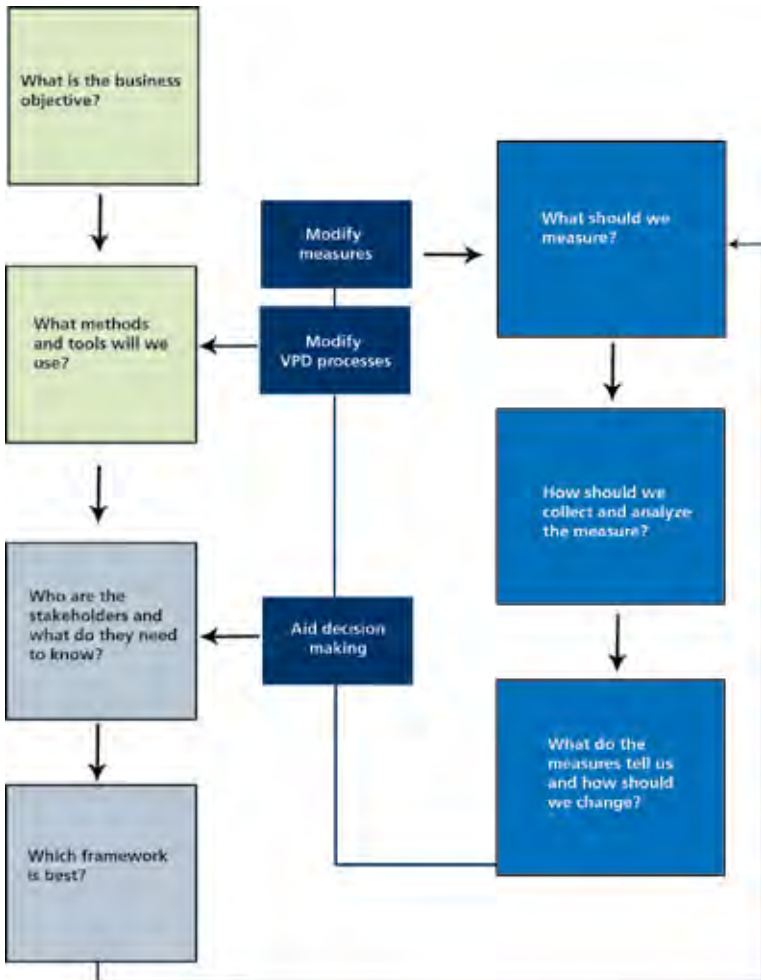


Figure 9: Process for Defining Measurement and Assessment

The VPD is committed to making Vancouver the safest major city in Canada. From an operational perspective, there are seven goals that speak to meeting this commitment:

- To reduce property crime by 20%, by 2012
- To reduce violent crime by 10%, by 2012
- To suppress violent gang activity
- To reduce traffic-related injuries and deaths
- To improve liveability by reducing street disorder
- To ensure best practices for consequence management and emergency preparedness
- To enhance proactive and visible policing

In addition to operational policing goals, there are further organizational goals that the VPD has set:

- To leverage technology to deliver effective and efficient policing services
- To improve communication and public engagement in crime prevention and VPD services
- To support and develop our staff to their full potential
- To continue to implement best practices in police services
- To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs
- To deliver financial processes to support the organization

While the establishment of organizational goals is critical, true success can only be determined through effective measurement. The Strategic Plan identifies a host of measurements that are available to quantify organizational success relative to its goals. Each organizational goal is comprised of a series of strategies, which will be fluid from year to year. These strategies or tactics will have their own program-based measurements, assessing the success or impact of the individual strategy or program in question. To track sustained program effectiveness, annual business plans will be developed to provide a one-year snapshot of the organizational priorities within that period. This differs from the Strategic Plan, which refers to broader, long-range organizational goals, designed to be accomplished over an extended period of time.

In 2005, the VPD implemented the CompStat process, providing regular measurement of crime statistics, employee output, quality service measures, risk management indicators and human information. This process is our "scorecard," or operational measurement tool, of the effectiveness of the police services delivered. These reviews enable the VPD to make informed decisions when deploying and reallocating scarce resources.



In addition to CompStat and other program-based performance measures, there are a number of “Key Performance Indicators” (KPIs), which provide a high-level overview of the VPD. They provide a macro perspective of organizational performance.

The VPD and Vancouver Police Board have identified the following KPIs. Each is a broad measurement and may require more detailed analysis to flesh out specifics, but they provide a snapshot of how the VPD is doing relative to its primary purpose – public safety.

The KPIs are:

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

The ongoing monitoring and quarterly reporting of our KPIs will ensure that the Department and the Vancouver Police Board are provided with regular performance updates. This reporting will also ensure that the public is regularly informed of how the VPD is meeting its mandate and purpose, and will ensure that the Board can regularly update City Council.

In addition to these KPIs, other examples of potential measurements have been included in the Strategic Plan. These may be applied in support of the framework by which the Department will assess its success, relative to its goals. These measurements are not meant to be a definitive list and, in some cases, may not be relevant or used. These measurements are included as options, which will show where certain strategies and programs have had an impact, and provide potential opportunities to assess outcomes and not simply quantifying outputs.



Sergeants Adam Palmer and Steve Hyde

7.1 MEETING OUR COMMITMENT

Providing security and safety for all members of the community is a core activity of any police service. It is the responsibility of every police officer within the VPD and spans every job assignment. It is our commitment to the community, as we strive to make Vancouver the safest major city in Canada.

Crime reduction is the most obvious measure of a successful police department. The City of Vancouver has experienced reductions in its reported crime rates for each of the past three years. Continued declines in reported property and violent crime will serve as a distinct measure of safety within our city, and the public confidence in its police service is a testament to the delivery of that service.

In addition to reported crime, community consultation has informed us about the impact of gang violence on the community, and the success of our general traffic safety initiatives. The community consultation has also provided insight into the liveability of the city, where street disorder in the downtown Entertainment District is a notable influence. Street disorder is a central focus point within the Civil City project and will continue to be a priority for the VPD.

Community consultation is an ongoing process, and community policing and crime prevention will continue to be important focus points for the Department. We are working together with the community on various initiatives to maintain a safe and secure community. This includes the following programs: Block Watch, Business Liaison, Citizens' Crime Watch, Citizens' Police Academy, Community Policing Centres, Crime Prevention Officers, CPTED (Crime Prevention Through Environmental Design), School Liaison Officers and the Victim Services Unit. We want to continue making progress to enhance the safety of our citizens and businesses through



Constable Michael Linde

innovative projects that involve all our partners in community problem solving.

From a broader perspective, recent global incidents of terrorism and natural disaster demonstrate an emerging trend in public safety priorities. The upcoming Olympic and Paralympic Winter Games in 2010 place these issues at the forefront as Vancouver hosts the world for these major sporting events.

Finally, public confidence in the police department is a reflection of the quality of the policing services being delivered. The VPD is a national and international leader in many areas of its police operations. Police officers from around the world attend the VPD to study how we do business. Examples of this can be found in areas including the investigation of domestic violence, how we use mobile computing and a multi-agency records management system, and other key elements of police service. Visiting police agencies study our successes and take these models back to their own departments for their own implementation. Many best practices in policing are found in the VPD, and the continued evolution of our business practices will keep the VPD at the forefront of police service delivery.



REDUCING PROPERTY CRIME

In 2003, Vancouver was plagued with one of the worst property crime problems in the country. This reality served as the impetus to focus many of our resources toward the property crime problem. In 2004, the VPD set a goal for a 20% reduction in property crime within five years. By the end of 2006, strategies employed by the VPD had resulted in a 16.2% reduction (see Figure 10).

Despite the reduction, property offences remain the biggest crime problem facing the citizens of Vancouver. It is clear that drug addiction is a significant causal factor in the commission of property crime, as offenders feed their drug habits through the proceeds

obtained from the disposal of stolen property. While the VPD is continually striving for a deeper understanding of the root causes of property crime, many of these causes are beyond the control of police. In order to align our limited resources to have the broadest effect, an offender management approach focusing on chronic offenders has proven to have the greatest impact. By directing our resources on the smaller number of offenders who commit the greatest number of crimes, and working in partnership with Crown Counsel, the VPD successfully removes these offenders from the streets for longer periods of time. This process has resulted in more appropriate

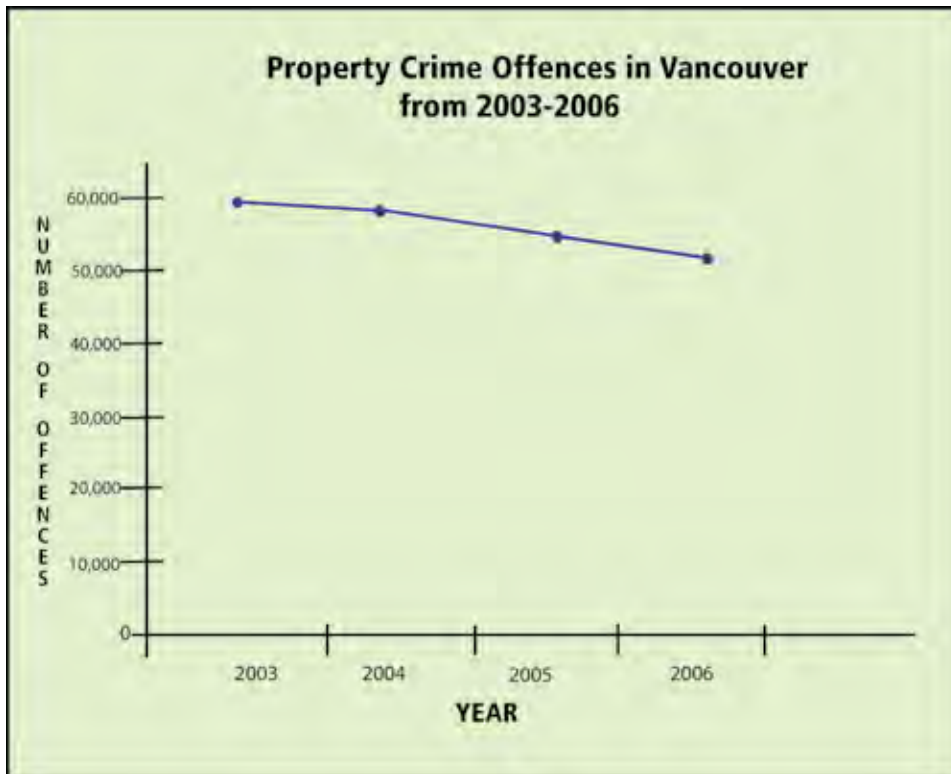


Figure 10: Property Crime Offences in Vancouver



sentences for their offences, and attempts to provide external support opportunities to assist with their drug addiction and/or mental health needs.

Theft and fraud utilizing digital technologies, and especially the Internet, are two of the fastest growth areas of criminal activity. The Internet allows criminals to easily assume false identities, create fictitious merchandise, false companies and web services, and then use these electronic means to scam unsuspecting victims out of millions of dollars. New Internet-based telephone services and online banking services provide criminals with the means to spread their illegal activities around the globe, increasing investigative complexity and causing jurisdictional issues for the police. Often the victims of these crimes are the most vulnerable in our society - the elderly. The police need to recruit and retain investigators with a strong understanding of computing and networking technology to work in this complex field. Additionally, the collaboration of police around the world, in the field of technological crime, needs to be improved, and the laws in every jurisdiction (and potentially internationally) must be strengthened to better recognize this emerging medium for crime.

As the VPD is committed to becoming the safest major city in Canada, the initial target for property crime reduction is to bring the reported property crime rates down to the national average for these cities. Using the average crime rate derived from the eight largest cities (population over 500,000) as a target, Vancouver requires a further 64% reduction in reported property crime.

While this is no small task, through the continued support of offender management programs, along with the expansion of proven crime prevention programs and education of the community, we are committed to closing this gap and realizing this goal.



Constables Barry Milewski and Brian Baird



GOAL

TO REDUCE PROPERTY CRIME BY 20% OVER THE NEXT FIVE YEARS

STRATEGIES

- Develop and deliver improved and timely tactical crime analysis for all operational members, including the use of wireless technology for front line officers
- Improve intelligence-sharing between property crime investigators, district crime control officers, district crime analysts, and neighbourhood policing officers, which will result in a more directed response to crime problems
- Expand on the success of CompStat, and hold district managers accountable for reducing property crime through effecting crime reduction strategies in their respective districts
- Continue with the development of the Chronic Offender Program to target prolific repeat offenders, including building relationships with dedicated Crown prosecutors and consistent follow-up with the courts
- Engage the community in crime prevention strategies and continue to support established and successful crime prevention programs such as Citizens’ Crime Watch, Block Watch, CPTED (Crime Prevention through Environmental Design) and the Neighbourhood Integrated Service Teams (NIST)
- Continue the expansion of the Xtract program in line with the provincial expansion of PRIME-BC
- Improve the police response to lower level property crimes through creative deployment strategies, allowing for the expansion of intelligence gathering and better relationships with the community
- Expand the YCJA-mandated youth referral program for non-judicial measures to intervene with youth offenders and reduce the incidence of property crime

MEASUREMENTS

KEY PERFORMANCE INDICATOR

- Property crime rates for residential and commercial break and enters, theft of and theft from automobile, mischief and personal theft offences

ADDITIONAL MEASUREMENTS

- Statistics Canada crime data for Vancouver, based on per capita ratios
- Arrest rates
- Youth offender rates
- Victimization rates, to account for unreported crime
- Threshold levels of property crime within each neighbourhood



VIOLENT CRIME

The Vancouver Police Department Strategic Plan 2004-2008 included a commitment to reduce violence against the vulnerable. Several objectives were identified, including working to reduce barriers for marginalized citizens, targeting sexual offenders living in our community, committing more resources to domestic violence investigations, enhancing our working relationship with sex trade worker advocacy organizations and targeting those that exploit sex trade workers.

Significant steps have been taken to address these objectives since they were identified. Our Victim Services Unit has increased in strength and restructured from a model of clerical staff supporting volunteers engaged in support, to a model that includes full-time support workers. We created a High Risk Offender Unit that is now a model for the country on how to manage sex offenders in the community. We have added a counsellor and four detectives to the Domestic Violence Unit. We have increased our liaison hours and resource time committed to working with sex trade worker advocacy groups and the John School program. In addition, we have created an Elder Abuse investigator/liaison position.

As we move forward, a new round of consultation has occurred identifying additional strategies aimed at reducing violence against the vulnerable and violent crime in general. The City of Vancouver has seen a rise in level II and III assaults and violent crime in general in the last year. The majority of this increase occurred in the two North Districts and can best be described as street violence. Further analysis is required to determine if this is an accurate reflection of a trend or a shift caused by other factors, such as:

- An increase in police officers in these areas (which allows for more reports of a crime rate already in existence)
- An increase in the permanent population
- An increase in the transient population caused by people visiting the Entertainment District, especially with the extended hours for liquor-licensed establishments.

Whether the rise in violent crime is real or a reflection of increased reporting, the public perception will be that there is increasing violence in our community. This, in turn, may result in deteriorated feelings of safety and reduced confidence in the police. It is important to develop a plan that involves three components: reducing the number of violent incidents, effectively addressing the violent incidents that do occur, and maintaining effective communication with the public about police actions in response to these incidents.

The VPD has taken proactive steps to increase police presence in the Entertainment District and has used best practice strategies to cordon off areas of Granville Street, in an effort to build a neutral zone where citizens can feel safe.



This strategy has resulted in short-term reductions in street violence in this area. Longer-range deployment solutions will continue to be explored. In addition to addressing street violence, proactive strategies designed to protect vulnerable victims will further reduce the incidence of violent crime.

Vulnerable victims include the following:

- Children
- The elderly
- The physically and mentally challenged
- Victims of domestic abuse
- Children, women and vulnerable men who may be preyed upon by sexual predators
- Marginalized persons, including the mentally ill, the poor and disadvantaged, and sex trade workers
- People belonging to minority groups who may be targeted by violent offenders because of their beliefs, lifestyle or affiliation; an example of such groups would be visible ethno-cultural minorities and members of the lesbian, gay, transgendered and bisexual communities

Because most crimes against the vulnerable have a societal component, an effective police response rests on our ability to work in meaningful and ongoing partnerships with community groups to develop plans for victim safety and offender accountability. Police have the authority and expertise to develop enforcement strategies to hold offenders accountable. Community agencies and groups have the credibility and information to develop safety plans for victims that encourage their involvement with the criminal justice system and bring needed information to the police.

One of the never-ending difficulties for police is to understand the true nature and scope of this problem. The gap between reported and unreported crime is difficult to measure, but is known to be very significant in these types of cases. Statistics on reported acts of violence would lead one to believe that most offences occur outside of the home. However, it is understood that more violent crime occurs inside residences than out in the general public. In this area, more than any other, we cannot simply rely on reports and statistics to measure and combat the problem of violent crime committed against the vulnerable. The community will be willing to collaborate with the police if the VPD combines a multi-faceted and partnership approach, and regular communication with community groups and the public as a whole, with clear statistical analysis.



GOAL

TO REDUCE VIOLENT CRIME BY 10% OVER THE NEXT FIVE YEARS

STRATEGIES

- Overcome societal and cultural barriers that deter the vulnerable from seeking police assistance
- Track and target active sexual predators living in the community
- Increase the number of domestic violence crimes followed-up by a specialized investigative unit
- Break down perceived and real barriers for sex trade workers to report crimes to the police
- Focus on those that exploit marginalized persons, including sex trade workers, the poor and the mentally ill, and advocate with government for sustained support mechanisms for these people
- Develop a homelessness initiative and work with community partners to provide support and assistance, and reduce susceptibility to victimization of violent crime for the disadvantaged
- Use multi-media tools to elevate the profile of violent crime activity in the downtown Entertainment District, and provide deterrence through the publication of offenders' pictures through media channels

MEASUREMENTS

KEY PERFORMANCE INDICATOR

- Violent crime rates for murder and attempted murder, robbery and level II and III assaults

ADDITIONAL MEASUREMENTS

- Violent crime reporting rates for sex trade workers, either directly to police or through support agencies
- Violent crime reporting rates for the elderly and vulnerable
- Violent crime reporting rates within ethnic communities
- The number of interventions in domestic violence incidents by community counsellor/police investigator teams from the Domestic Violence and Criminal Harassment Unit



GANGS AND GUNS

Gang violence is a serious and pressing issue for the VPD. Many criminal activities are committed by the numerous crime groups that are active in Vancouver, such as drug trafficking, turf wars, grow-rip robberies, drug smuggling, extortions and kidnappings. However, it is the violence inherent in these groups that is of primary concern for law enforcement. Gun violence carried out overtly and with little or no regard for public safety has become a trademark of some crime groups in Vancouver and the Lower Mainland. The threat posed to public safety is apparent and reflected in the number of bystanders injured during the commission of violent acts and homicides. The risk of not effecting change and reducing gang violence is that the safety of our citizens is jeopardized and we potentially lose control of a growing problem. As police officers, we have identified our responsibility to curb this form of violent activity as a major organizational priority.

An awareness of the amounts of drugs, money and guns that flow from organized crime, without adequate resources in place for law enforcement, is a very serious issue for our community. The investigation of organized crime and gang activities is a specialized area of policing that requires investigators to be innovative and to build up expertise over time. The disruption of these activities can often occur with patrol-based efforts, as long as the proper intelligence and operational objectives are utilized.

These cases also require a collaborative police response from the VPD. We have to work together to develop effective strategies to curb gang violence. The consensus among knowledgeable observers is that if things do not change in Vancouver and the Lower

Mainland, gang violence in general will continue to escalate. In spite of successful programs like the Firearms Interdiction Team, which has resulted in a reduction in the incidents involving guns in the downtown core, there has been an increase in the number of gun-related incidents across the region. The question often raised is, "Are there effective deterrents to gun possession?". To date, the efforts of the police, coupled with the current practices in the criminal justice system, have provided minimal deterrence; in fact, they often convey the opposite message - that the consequences are relatively light if you are caught. The availability of guns makes the likelihood of increased violence that much greater. The choice does not seem to be difficult for gang members: why not carry a gun? VPD strategies need to disrupt the supply of guns in an effort to break the cycle of gang violence.



Constables Graham Edmunds and Jennifer Obuck



GOAL TO SUPPRESS VIOLENT GANG ACTIVITY

STRATEGIES

- Centralize and analyze all gang- and gun-related intelligence, with the goal of detecting and dismantling firearms trafficking operations that provide weapons to active gang members within the City of Vancouver
- Develop a collaborative multi-jurisdictional response to gang activities by formalizing relationships with other police agencies and strengthening relationships with national and international firearms enforcement bodies, such as the National Weapons Enforcement Support Team (NWEST) and the Bureau of Alcohol, Tobacco and Firearms (ATF)
- Engage the community and work with community leaders, educators and school system leaders to implement strategies to assist in gang prevention, the disengagement of current gang members, the investigation of gang crimes, and to support victims
- Reduce violence related to gang activity through the introduction of educational and prevention programs focused on youth and at-risk individuals
- Address firearm-related incidents in Vancouver through proactive enforcement strategies, disruption of gang relationships, targeted responses to those who are known to carry firearms and vigorous prosecution of gang and organized crime members

MEASUREMENTS **PERFORMANCE INDICATORS**

- Violent Crime rates linked to gang activity
- Number of firearms offences involving gang members

ADDITIONAL MEASUREMENTS

- Number of police officers trained in the intelligence process and gang issues
- Increased firearms seizures
- Number of gang intervention presentations developed and delivered
- Reduction of gang-related activities at Vancouver schools
- Reduction of gang-related incidents in the City of Vancouver
- Disengagement of current gang members or associates
- The number of VPD sponsored cases and the number of cases assisted on for outside agencies
- Tracking sentences and corresponding decisions to be used in future investigations and subsequent prosecutions



IMPROVING TRAFFIC SAFETY

Traffic collisions cause more loss of life, injury and loss of property than crime. If we are going to have a city that is safe, we must work to reduce these numbers. The VPD Traffic Section works cooperatively with a number of partners to improve road safety, including ICBC, City of Vancouver Engineering Services, and other non-government organizations. Our focus is on enforcement, education and engineering.

The VPD Traffic Section focuses its resources on locations and corridors where injury collisions are the highest. It is through concentrated Vancouver Traffic Enforcement Programs (VTEP) on corridors like Knight Street and Granville Street that a reduction in injury collisions will be achieved. In addition to enforcement, the Traffic Section, through the VPD Public Affairs Section, develops media messages that are the basis of a broad-based public education effort. Pedestrian safety campaigns are an example of combining enforcement, effective working partnerships with Engineering Services and ICBC, and public media messages about pedestrian safety tips. Education is also accomplished one class at a time through our Pedestrian Safety Tips for Seniors presentations at Seniors' and Community Centres, as well as through our ongoing partnership with the Vancouver School Board and our Community Road Education Safety Team classroom presentations to students.



Constable Jana McGuinness instructs a senior in the Be Safe Be Seen program.



GOAL

TO REDUCE TRAFFIC-RELATED INJURIES AND DEATHS

STRATEGIES

- Continue with intelligence-led deployment in high collision locations
- Deliver traffic education programs to new recruits and on-going practical traffic training for patrol-based officers
- Increase the number of traffic violation tickets written by operational police officers, focusing on unsafe and aggressive driving, intersection infractions of vehicles and pedestrians, the proper usage of child restraints and seatbelt compliance
- Increase safety information provided to the public on the VPD traffic website
- Focus patrol-based traffic initiatives through the integration of traffic liaison NCOs
- Use volunteers for SpeedWatch programs, delivered through the Community Policing Centres
- Enhance the relationship with the City Engineering Department in relation to intersection improvement

MEASUREMENTS

KEY PERFORMANCE INDICATOR

- Number of fatality and injury collisions

ADDITIONAL MEASUREMENTS

- Number of pedestrian-involved collisions
- Number of tickets issued in high collision areas
- Number of impaired driving investigations
- Number of tickets involving pedestrian offences
- Identification and targeting of high collision incident locations
- Traffic educational programs delivered in a partnership with the media and community
- Number of tickets issued by traffic enforcement



GOAL

TO IMPROVE THE QUALITY OF LIFE BY REDUCING STREET DISORDER

STRATEGIES

- Enhance existing partnerships and identify new opportunities to partner with external agencies which focus on addiction, mental health and homelessness
- Decrease street disorder through increased visible police presence, including the use of alternative patrols involving police officers deployed on bicycles, horses and ATVs
- Improve the enforcement and prosecution processes for street disorder
- Encourage bar owners to work co-operatively with the VPD to assist in an escalation of enforcement activity designed to deal with public order and criminal issues in a highly visible and publicized manner
- Work with the City of Vancouver and other stakeholders to develop a common definition of “public disorder” and determine a methodology to measure and identify the associated problems
- Have patrol officers work collaboratively with the Drug Squad and the Beat Enforcement Team to focus enforcement efforts on profit-motivated drug dealers and on reducing open-air drug activity
- Lobby senior governments to increase funding for the Four Pillars approach to drug addiction

MEASUREMENTS

PERFORMANCE INDICATOR

- Quality of life indicators, as found with the measurement of calls for service related to annoyances, disturbances, breaches of the peace, prostitution, panhandling, fighting, drunkenness, unwanted persons and drug offences

ADDITIONAL MEASUREMENTS

- Annual survey with community stakeholders, such as local Business Improvement Associations, to assess the level of disorder
- Mental health crisis intervention training delivered to operational police officers
- The number of interventions and referrals through Car 87 (the mental health car)
- Number of citizen complaints about disorder issues
- Citizen satisfaction survey conducted biennially to assess attitudes and perceptions of safety
- The number of visible indicators of disorder (number of panhandlers, squeegee people, etc.)
- Improved order in Entertainment District
- A reduction in the level of open-air drug activity in the city, measured through public surveys



CONSEQUENCE MANAGEMENT AND EMERGENCY PREPAREDNESS

Consequence management constitutes both the actions taken in the emergency planning process prior to an incident, as well as the actions taken in the aftermath of a disaster. Regardless of the cause of a disaster, be it natural or man-made, the management of the recovery process is virtually identical. The police fulfill a crucial role in consequence management, and this role goes well beyond the initial emergency response to a disaster. It is the planning and preparation before these events that will enable the VPD to respond effectively and efficiently both during and after the events. A failure to fulfill this role will have broad economic consequences for the City of Vancouver and its residents, with long-term impacts felt in the areas of tourism, community safety and business continuity.

Western democracies have had to radically change their perception of safety in the post 9-11 world. The citizens of Vancouver can no longer assume that they are immune from the threat of terrorism. While national security investigations are a federal responsibility, the VPD takes its supporting role in this responsibility very seriously. These investigations are conducted in a coordinated manner, involving the local communities upon whom we are dependent for information and intelligence to identify, prevent and disrupt this activity. This coordinated approach must also include the law enforcement agencies we collaborate with in keeping Vancouver, its citizens and infrastructure safe from the threat of terrorism and terrorist-related activity. The VPD is committed to an integrated approach to counter-terrorism, working cooperatively with the RCMP Integrated National Security Enforcement Team (INSET), sharing pertinent information and intelligence.

The VPD is also committed to training our front line officers to recognize indicators of terrorist activity, and to properly document and report such circumstances.

Emergency planning plays an important role, not only in the response to a terrorist event, but also in coordinating a response after a natural disaster. The VPD plays a key role in assisting the citizens of Vancouver in their preparation for a significant emergency, and has a responsibility to assist all citizens should a natural or man-made disaster occur.

With the rapid approach of the 2010 Olympic and Paralympic Winter Games, the VPD remains a vital part of the Vancouver 2010 Integrated Security Unit. These games represent one of the largest security planning challenges in the history of the Department. The planning and logistics required to coordinate multi-jurisdictional policing strategies started in 2006, and will grow exponentially as the event nears. It is the responsibility of the VPD to prepare for this world class event, deliver policing services to a dramatically increased population over that period, and ensure the safety of all those visiting this city.

GOAL

TO ENSURE BEST PRACTICES FOR CONSEQUENCE MANAGEMENT AND EMERGENCY PREPAREDNESS

STRATEGIES

- Enhance current partnerships on national and international public safety initiatives
- Maximize public and police awareness to ensure the VPD receives timely information and intelligence regarding potential terror plots and terrorist activities within the City of Vancouver
- Deliver counter-terrorism detection, disruption, prevention, education and investigation based on recognized best practices, and in concert with federal partners at INSET
- Develop and implement plans and tactics for policing events leading up to and during the 2010 Olympic and Paralympic Winter Games, thus ensuring Vancouver is a safe and secure city for all major events, including the 2010 Olympic and Paralympic Winter Games and beyond
- Implement policies, procedures and logistical capability so that the VPD is the best prepared major city police service in Canada for any natural or man-made disaster
- Ensure preparation and responses to critical or life-threatening incidents follow best practices and are comprehensive, expedient and tactically sound
- Create and implement business continuity plans for every section of the VPD

MEASUREMENTS

- Level of participation in policing partnerships that focus on counterterrorism and organized crime.
- Level of partnership in 2010 Olympic and Paralympic Winter Games security planning
- Volume of public outreach including marketing of public safety initiatives
- Volume of information received from internal and external/public sources
- Number of front line police officers trained by CTU in recognizing terrorism and properly documenting and reporting such circumstances
- Number of investigations
- Number of interactions with national partners
- Number of substantiated threat disruptions



QUALITY POLICING

Every effective organization monitors performance to measure delivery and to drive change and improvement. Policing is no exception. Police performance is not solely about the setting or hitting of targets; it is about delivering the best possible service to the public. The objectives of Quality Policing are to improve public confidence and to increase satisfaction of police service users. A constant theme running throughout the Quality Policing literature is that evaluation should be part of Quality Policing. This evaluation is concerned with the levels of police performance that produce broad outcomes: actively involved in reducing crime, eliminating opportunities for crime, lowering the fear of crime, and increasing public safety. The modernization of the VPD has brought about fundamental changes already, and effective Quality Policing is becoming firmly embedded in the day-to-day business of policing our city. This policing reflects the needs and expectations of individuals and local communities in our service delivery.

The availability of continuous blocks of time sufficient for meaningful activities is critical to Quality Policing. This can occur by increasing the number of police officers, reducing existing officer workload or a combination thereof. A VPD Patrol Deployment Study examined various issues related to staffing and deployment options. The study contains an analysis of patrol deployment and sets out a number of recommendations that have the potential to increase the effectiveness and efficiency of patrol. This thorough assessment of existing resources will allow the VPD to move resources from current activities and strategies that are no longer required and combine the effect of adding new resources to enhance our approach to policing. Ongoing measurement of all patrol activity will assist the VPD in balancing the workload of every officer in the

organization, and ensure a consistent approach to call load management and investigations across the city.

Reduction of the incidence and fear of crime is the basic core of Quality Policing. Patrol units should respond to the scene of a priority 1 and 2 call for service as rapidly as possible to make an arrest, minimize injury or property loss, and resolve the incident. Proactive measures directed at the prevention of, and the resistance to, crime are equally important under Quality Policing. Patrol officers now spend almost all of their available patrol time on reactive tasks. As resources increase, this will change. While we increase staffing of patrol, we will be able to increase uniform visibility, redistribute and reduce individual officer workload and reduce response time to high priority calls for service. By spreading the calls for service workload among a larger number of patrol officers, sufficient time will be available so that each officer can initiate crime control activities. This benefit will maximize the investment of the additional resources, and will allow time to engage in innovative crime control while creating more opportunities to deal with public safety issues at the neighbourhood level instead of adding to the already overburdened criminal justice system.



GOAL TO ENHANCE PROACTIVE AND VISIBLE POLICING

STRATEGIES

- To enhance proactive and visible policing, employing “hot spot” and “hot times” analysis to enable more effective use of high visibility patrols
- To reduce individual and unit workloads wherever possible to facilitate crime control
- To reduce crime and fear of crime
- To decentralize patrol function and structure where and when possible, and distribute resources to specific areas with identified problems
- To develop productivity measurement tools to ensure a balanced work output across all of patrol operations
- To improve customer satisfaction
- To reduce priority 1 response times to the national average, and improve response times to other calls for service

MEASUREMENTS KEY PERFORMANCE INDICATORS

- Response times to priority 1, 2 and 3 calls for service
- Clearance rates

ADDITIONAL MEASUREMENTS

- Percentage of total unallocated officer hours used for proactive policing
- Number of field interactions with known offenders
- Number of traffic/bylaw tickets.
- Number of units deployed per shift
- Number of general occurrence reports written
- Number of persons charged
- Number of crime control plans



7.2 SUPPORTING OUR COMMITMENT

While operational policing is consistently the most visible aspect of what we do, it is the support sections of the VPD that maintain organizational continuity, set policies and procedures, define our technical expertise and progress, and deliver human and financial resource support to the front line. It is the continual work in these areas of the organization that enables police officers to effectively and efficiently perform their duties.

The VPD has embraced a culture of continuous improvement, both in terms of its people and its processes. There has been a long-standing tradition that the VPD hires only the best candidates, and within the organization substantial effort is placed into developing these people into professional police officers. On an organizational level, continuous assessments of business processes ensure that the VPD strives towards doing things the best way for the best results.

A change in business process frequently entails a change to our organizational culture, and this can be a complicated task. The VPD is well positioned to successfully effect change because of our newer workforce, a willingness to learn, and an organizational commitment to be Canada's leader in policing.

The VPD has an excellent reputation in policing, and we should celebrate the fact that we are recognized internationally for the development of many programs that are considered best practices. These programs include the Bait Car Program, PRIME (Police Records Information Management Environment), Growbusters, our Forensic Computer Lab, Internet Crime Reporting, and Graffiti Eradication, to name a few.

Advocacy will continue to be a key role for both the VPD and the Vancouver Police Board, as many causal factors for criminal activity fall beyond our purview. In circumstances where the VPD cannot take the primary role on initiatives, we must continually assess our opportunities to influence change to external systems and other levels of government, in an effort to support our organizational goals.

Ongoing development in the areas of information technology, communications, human resource management, best practices, resources and infrastructure, and financial management will ensure that the VPD remains at the forefront of policing. However, the VPD must also be diligent to explore opportunities for efficiency and ensure that the best policing services are being delivered to the citizens of Vancouver. While there are opportunities for integration and regionalization, we must be careful not to rush into an arrangement that does not serve our citizens well. Any proposal for integrated or regionalized police services must make sense for the Department and the City, in terms of efficiency, effectiveness and economy.

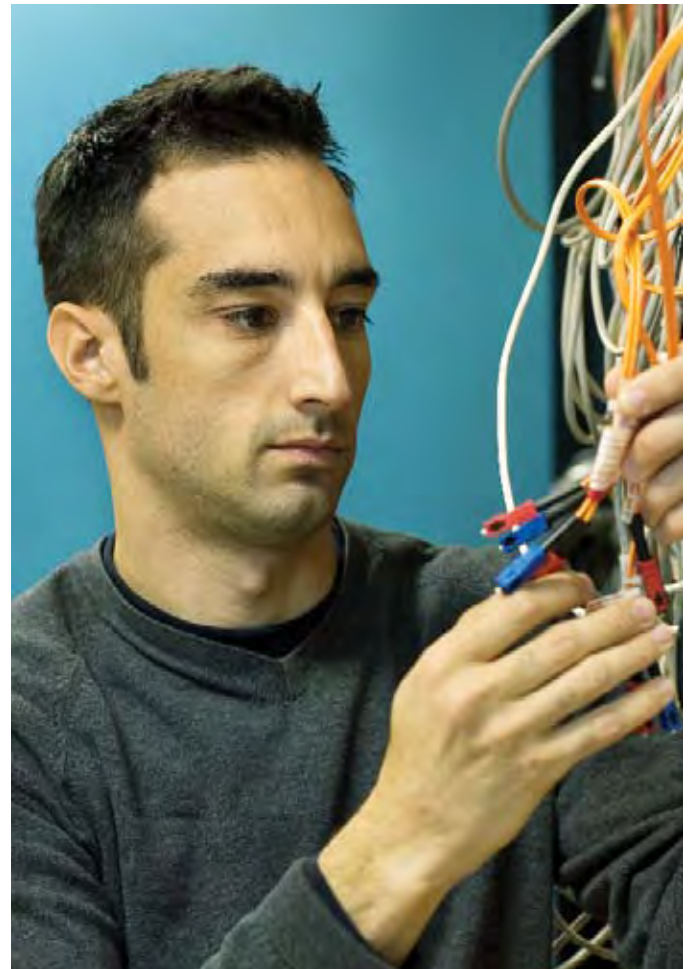


INFORMATION TECHNOLOGY

The VPD is currently undergoing a paradigm shift in business process. We are experiencing a growing emphasis on technology, as new technology tools for law enforcement are created and as the department looks at best practices and ways to create internal efficiencies.

In any organization, there are two critical junctures that must work synergistically, to maximize productivity and ensure financial viability: IT and business. The alignment of IT and business has come under scrutiny over the last several years, as organizations must manage tighter budgets and are regularly called upon to demonstrate clear return on investments. To live, learn and work successfully in an increasingly complex and information-rich society, law enforcement must be able to use technology effectively.

One of the most critical areas in the VPD's Information Technology section is the ability to react swiftly and accurately to emerging and competing business needs, and to enable a structured and systematic approach to all internal and external technology initiatives. With the transition to multi-jurisdiction police information sharing with PRIME-BC, the VPD has led the way in technological advances in the acquisition, analysis and distribution of information.



Pablo Cian, Information Technology Unit

The next phase of law enforcement technology will be to develop and deliver the tools to enable operational units to proactively project patterns of growth and occurrences and to identify developing patterns of crime. The ability to identify target areas for operational deployment and analysis will improve our ability to manage resources effectively. It is essential that technology supports our business needs and that applications are not implemented in isolation, but as a part of an integrated system that includes new business processes, procedures and information flow.



GOAL

LEVERAGE TECHNOLOGY TO DELIVER EFFECTIVE AND EFFICIENT POLICING SERVICES

STRATEGIES

- Identify goal-specific technologies, and prepare operational analyses and business cases in pursuit of acquiring, developing and maximizing the same
- Establish and adhere to industry standards, and develop best practices
- Improve and maintain a high level of performance, reliability and accessibility for our technology infrastructure
- Ensure that our technology systems are secure and privacy is protected
- Develop and enhance our technology workforce

MEASUREMENTS

- Conduct an annual department-wide survey to determine the degree to which the provided technology is facilitating the effective and efficient delivery of policing
- Conduct specific technology user focus groups to obtain assessments of the degree to which the provided technology is facilitating the effective and efficient delivery of policing services



EXTERNAL AND INTERNAL COMMUNICATIONS

At the heart of all the Department's external communications is the overriding belief that the public has an undeniable right to know what their police department is doing to keep them safe. In addition, the public is entitled to know whether the police are competent and trustworthy. The VPD believes strongly that public confidence rests on these values of open and transparent communications. Our primary communications objectives are informing the public about what we are doing to preserve their safety, and the steps we are taking to ensure our members embody the highest levels of service and integrity.

A secondary objective involves the role of the VPD as an advocate for positive social change in the area of public safety. The VPD believes it has a responsibility to encourage key stakeholders to make progressive changes, and improve community safety for all citizens of Vancouver. The VPD will also continue to participate in community and cultural forums providing an opportunity to strengthen existing relationships with Vancouver's diverse population.

While the Department engages in open communications with the public, it is also crucial that we keep our members fully informed. All sworn and civilian members of the Department should be informed of our progress in achieving our goals around public safety and our efforts in going "Beyond the Call" to provide exceptional service. We should recognize and celebrate the achievements of our members.

While internal and external audiences are occasionally surveyed for their opinions about our communications, it is difficult to produce quantifiable evidence of their effectiveness. When we use communications for crime prevention we can track changes in crime rates,

but measurement of other public information campaigns is less clear. While the police can count the responses to the website, completion of questionnaires, or other contacts, these measurement tools don't always give us definitive conclusions. Best practices measurement of communication effectiveness is accomplished by satisfaction surveys, which are base-lined before and after a fixed date; the VPD conducts such surveys every two years.

The Department's Public Affairs Unit is staffed with a team of trained and seasoned professionals employing cutting-edge communications and marketing strategies to ensure the public receives accurate information about policing issues. This expertise also ensures that the effectiveness of strategic crime-fighting communication techniques are maximized, and that our messaging is clear and well-defined. This vital communication enhances community partnerships which leads to collaborative ownership and solutions to community problems.



Constable Tim Fanning asks for the media's assistance in locating a suspect.



GOAL

TO ENHANCE EFFECTIVENESS OF VPD SERVICES BY ENGAGING THE PUBLIC THROUGH IMPROVED EXTERNAL AND INTERNAL COMMUNICATIONS

STRATEGIES AND TACTICS

- Promote an environment of honest and clear internal communication
- Explore innovative information dissemination opportunities
- Reinforce and enhance public awareness of the services of the VPD through messages from the Chief Constable, regular press conferences, broad distribution of the annual report and “Beyond the Call,” publication of special web pages, and the production of presentations and brochures outlining the VPD’s services and specialized needs
- Work with stakeholders to produce and communicate crime prevention and awareness programs and distribute information and materials through public service announcements, posters, websites, presentations and documentaries such as the Odd Squad video “Stolen Lives”
- Improve public awareness of the VPD through police attendance at parades, business events, recruiting trade shows, sporting and other public events
- Improve public awareness of the VPD through public invitations to police memorial events, open house programs for the Mounted Squad, Marine Squad and Dog Squad, and activities created to target at-risk youth, such as the Police Athletic League (PAL) and the Peewee Soccer School
- Provide consistent and effective messaging for public awareness by ensuring that all current and future collateral, brochures, posters and websites come through Public Affairs
- Maintain regular communication between the VPD and City government, enabling input and collaboration on projects that impact all parties

MEASUREMENTS

- Surveys and feedback of citizens who have received police service, media and community programs
- Number of community programs and participants, volunteers and others
- Assessments by educators/community workers
- Employee feedback surveys of internal communications
- Number of communication awards earned by the VPD corporately or by VPD staff
- The number of positive earned media stories
- The number of internal communications and new tactics to effectively deliver them
- The number of communication training sessions delivered to internal and external audiences
- Additional resources obtained to increase effectiveness of staff and production of communication collateral while reducing costs
- Number of public forums, speeches and collateral designed to influence positive social change



HUMAN RESOURCES

The Human Resources (HR) Section has made significant strides towards providing a principled approach to Human Resources Practices. It has applied the values of Integrity, Professionalism, Accountability and Respect to all facets of HR processes. This approach is evidenced by the following actions.

HR has developed and implemented promotion processes for sergeant, staff sergeant, inspector and superintendent, which are transparent and fair. These processes contain checks and balances to ensure a non-biased selection of the most qualified candidates. Further, these processes reflect a collaborative approach with union involvement and include disclosure of ratings, as well as feedback opportunities for candidates. HR has also developed selection competitions for posted positions, which also strive for fairness and transparency. In order to ensure these attributes, competitions are competency based and include impartial HR representation in the interview stage.



Dennis Telan, Public Service Counter

Almost 90% of our budget is spent on people, and the quality of service we provide is clearly delineated and distinguished by the individual and collective efforts of our sworn and civilian members.

HR has made significant improvements to the level of professional service available to all employees. For example, Employee Services and the CISM (Trauma Team) are available on a 24-hour basis to respond to members in crisis. HR professionals are available on a drop-in, as well as appointment, basis. The HR website on the Department Intranet continues development. This service is only second to policy and procedure websites as the most accessed on the Intranet. Further, the Business Analyst monitors all business and structural elements of the department, and police members in HR receive professional development annually.

Through Employee Services and CISM, HR provides members non-judgmental support regardless of what investigative process the members are undergoing. HR has contributed to fair labour practices by providing a flexible approach to labour issues. This has resulted in a very low grievance rate and has almost eliminated the use of arbitration as a solution to labour disputes. Another program adopted to support our members is an Employee Wellness program annually to debrief members assigned to high stress areas.

HR has implemented and manages the Department's Performance Development Program for sworn and civilian members. In addition to annual goals, employees have the opportunity to set and realize career goals.



GOAL

TO SUPPORT AND DEVELOP OUR STAFF TO THEIR FULL POTENTIAL

STRATEGIES

- While continuing to implement a relevant and supportive Human Resources plan, conduct a comprehensive review to identify initiatives in pursuit of this goal, and document findings and recommendations on short- and long-term steps required to achieve the goal
- Analyze current in-service training in order to strive for best practices relating to facilities, equipment, staffing, and alternative training delivery, such as e-learning and self-service options for employees
- Implement a comprehensive staff training plan, to address the training needs of a junior workforce and the supplemental training needs for new and existing employees, and ensure all in-service courses include an ethics component
- Support and/or deliver structured life-long learning, including lifestyles training and wellness initiatives to increase employees' psychological capacity, resiliency and coping skills
- Enhance current employee recognition programs
- Enhance the scope of retirement seminars
- Pursue cost-sharing, shared service, unit integration and revenue generating programs to enhance VPD's ability to provide services
- Analyze and pursue potential improvements to City, Justice Institute of B.C. or other providers' programs/services
- Implement section-specific selection and support processes
- Explore opportunities for creative recruiting and staffing
- Explore further opportunities for the civilianization of specialized services, and the inclusion of new civilian expertise in the processes for technological crime and forensic work

MEASUREMENTS

- Conduct an annual department-wide survey of managers, or analysis by managers, to determine whether the competence of the workforce is sufficient to achieve best practices benchmarks; if it is insufficient, what improvements are required and how can they be achieved
- Analyze employee Performance Development Reviews to assess whether employees are pursuing their development training and achieving their development plans and goals, and require reviews in support of all selection, transfers and promotional processes
- Conduct an annual employee satisfaction survey or focus groups to obtain employee feedback as to the desirability of employment with the Department and information as to desired improvements



BEST PRACTICES

In 2005, the Vancouver Police Department and the City of Vancouver moved forward with a joint Operational Review of the VPD. This research was unlike any other police research completed anywhere in North America. Over the following two years, a dedicated team of police officers, academics and researchers examined every aspect of policing in the VPD. This team completed an exhaustive review of our service demands and service delivery, and provided recommendations for organizational change which included internal efficiencies and additional resource needs. The research methodology was grounded in best practices, drawing on what worked elsewhere. The research group did not draw on common practice. Rather, they developed their own methodology that incorporated multiple facets from many areas, and designed a best practice that has now become an industry best. Other police agencies from across North America are now modelling the research that was developed here in Vancouver.

Best Practices is defined as a continual process of identifying, understanding and adapting outstanding practices from organizations anywhere in the world, to help our organization improve its performance. It is a process of benchmarking our organization's activities, and researching other organizations' activities, to determine if their adoption would improve our performance. Best Practices is an ongoing philosophy, and part of the organizational culture. It will continue to guide all of the initiatives and change within the VPD.

Additional leading edge research is being conducted through 2008. This research includes studies on policing the mentally ill, regionalized policing services and closed-circuit television. The application of academic rigour to police research, including both quantitative and qualitative research methodology, will enable the VPD to move forward on major change initiatives with a full understanding of the complexities involved. It will establish a strong foothold for the organization to move forward with well-informed change initiatives, and enable the leadership and management of the change in the most effective way possible.

The ever-changing nature of crime is also affecting how the police conduct their business. Digital technologies play an ever-increasing role in violent crime investigations. Criminals and victims alike are adopting computers, the Internet, and devices such as cellular telephones, PDAs, and music players, as key tools in their lives, which dramatically increase the complexity of criminal investigations. In 2006, 18 of the 19 homicides involved the use of digital technologies by the suspect or victim, in some manner. The police must be equipped, both with lab facilities and through extensive technical training, to conduct thorough and professional forensic examinations of computers, networks and personal digital devices, to recover critical evidence and solve crime. This is extremely specialized work and the VPD must look forward and recruit and retain qualified investigators with both these technical and forensic skills, along with the ability to present this complex evidence in lay terms in court.



GOAL

TO CONTINUE TO IMPLEMENT BEST PRACTICES IN POLICE SERVICES

STRATEGIES

- To create a climate that supports and delivers continuous process improvement
- To designate measurements and benchmarks that reflect organizational performance and the attainment of our vision and mission
- To ensure any organizational change involving the reassignment or acquisition of resources involves a best practices analysis
- To embed best practices in the Department's performance development and promotional processes
- To develop processes to ensure regular internal reviews and audits
- To promote principled decision-making
- To demonstrate commitment to the Strategic Plan by all, from the top down
- To explore further opportunities to expand on centralized services, similar to those in existence in the many regional integrated units, and eliminate unfunded regional functions
- To examine service delivery, and explore the reintegration of enforcement groups such as Bylaw Enforcement within the purview of the police department
- To provide a model for policing services across a diverse region that reflects the autonomy of independent municipalities, while ensuring that every citizen across the region receives the most effective and efficient policing services
- Define and develop an education program on continuous improvement that incorporates problem-oriented policing
- Integrate best practices as a subset of planning core competency as part of the promotional process
- Identify and access external grant and funding sources for best practices research and development
- Continue studies into shared services with the City of Vancouver
- Emphasize ethics in our training and education opportunities

MEASUREMENTS

- Number of quantifiable process improvements
- Recognition and reward of innovations and process improvements
- Delivery of regular benchmark reports to the Board, the Executive and the management team that supports decision making
- Delivery of an annual and semi-annual benchmark report to the Police Board and other stakeholders
- Assess best practices as a component of the Annual Performance Development employee interview
- Number of articles published by VPD employees
- Continue studies into shared services with the City of Vancouver
- Improvements in core value acceptance levels as determined by surveys
- Awareness of Strategic Plan by all staff



RESOURCES AND INFRASTRUCTURE

As the VPD moves forward past 2010, it will face constant pressure to acquire sufficient resources to meet the needs of the community. These resource needs are not limited to funding, and also include the recruitment and retention of competent personnel, and adequate facilities and infrastructure to house and support a major-city police department.

The completion of the joint City of Vancouver and VPD Operational Review in 2006 and 2007 identified the need for a substantial increase in the authorized strength of the Department. This review was all-encompassing, including extensive research into patrol needs to meet the service demands of the community, and to provide proactive policing time to enable officers to make a difference and solve community-based crime problems. The review also examined the staffing constraints within the multitude of investigative and specialty units within the organization.

While fully appreciating that funding for additional positions comes from the taxpayers, the ability to fund positions is separate from the actual need for them.

The VPD and the Vancouver Police Board are committed to working with the City of Vancouver and City Council to reach consensus on the required staffing needs of the VPD. The objective is to have one unified voice that speaks to policing needs in the city.

From there, all parties can collaboratively approach problem solving and identify methods of improving efficiencies and finding funding to allow the VPD to fully acquire the resources it needs. This may include strategies to seek other sources of revenue to offset de facto regional policing services that are provided in Vancouver with the funding provided by Vancouver residents.

It is imperative that the VPD aggressively compete within the current economic forces to attract the best-qualified applicants in order to continue building a world-leading police organization. The abundant opportunities available to young people today require us to develop and implement business strategies that align with the private sector, while maintaining policing as a viable long-term career option.



*Lisa King,
Criminal Investigation Unit*

Being a police officer is something I've wanted to do since my teens. I like the diversity of the job, coming to work and not having any idea of what you will do that day. It's definitely a challenge and it's something where you really get to learn. I don't know why anyone wouldn't want to do this job.

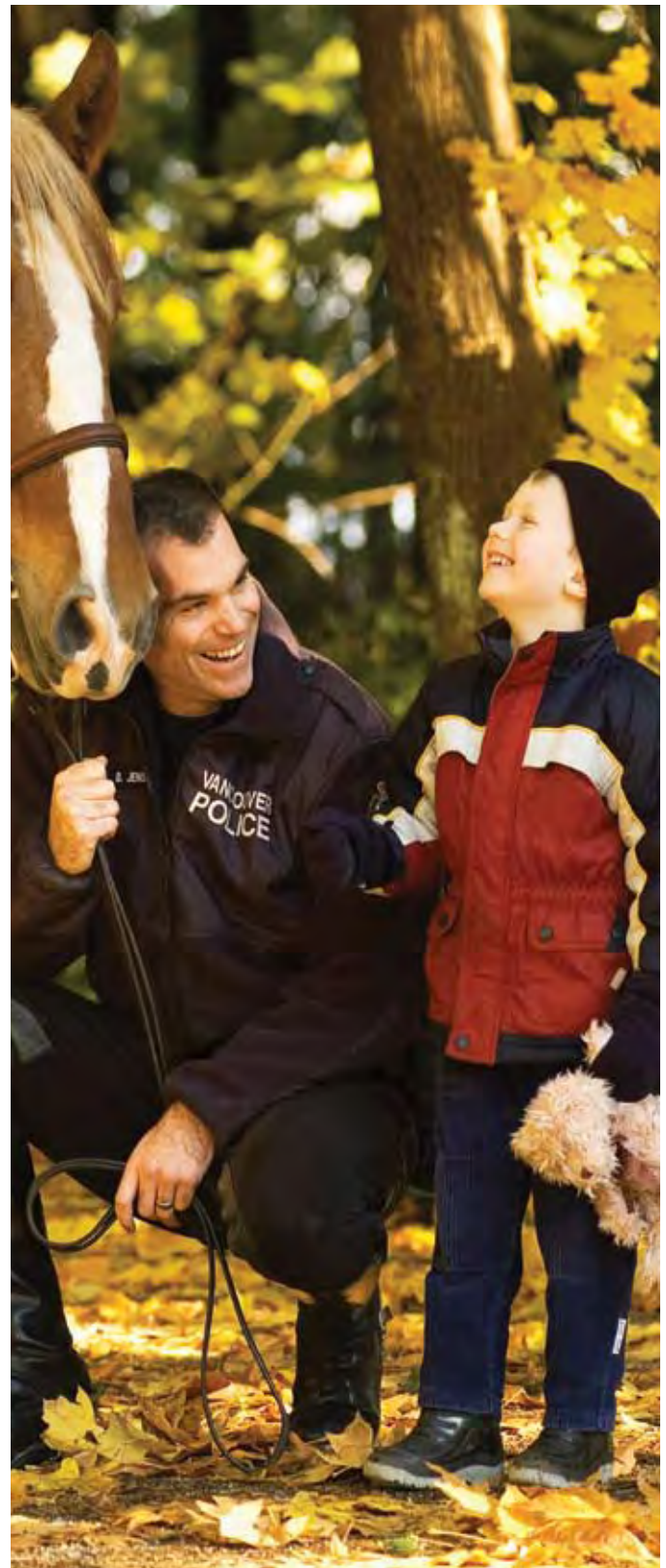
- Constable Rebecca Matson



The initiation, design and aggressive implementation of a consistent cutting-edge media campaign demonstrating the quality of our organization will greatly benefit our recruiting efforts. This “organizational buzz” need not be recruiting specific, but rather something recruiting can peripherally benefit from. Initiatives such as the elimination of JIBC tuition, and equality in pay and entitlements upon transfer for exempt hiring, may help us attract and retain quality people to continue our leadership in policing.

Through 2008, the VPD will be proceeding with short- and mid-term strategic planning, in partnership with City of Vancouver Facilities, to determine suitable solutions for our facility and space needs. Our plan is to obtain funding for a space and location consultant, knowledgeable in police facility design, to examine our current facilities.

Past facility considerations, such as a campus-style facility, may no longer be a viable option or supported by the consultant’s findings. Only after a thorough analysis has been conducted will a business case be prepared with recommendations. The intention of the VPD is to work with City of Vancouver Facilities staff in order to achieve the facility infrastructure required to support a major-city police department.





GOAL

TO IDENTIFY AND ACQUIRE THE NECESSARY PERSONNEL AND INFRASTRUCTURE TO ADEQUATELY SUPPORT OPERATIONAL AND ADMINISTRATIVE NEEDS

STRATEGIES

- Conduct succession planning and position mentoring
- Increase strategic advertising campaigns to attract and retain the highest calibre personnel and greater numbers of “exemption hires”
- Streamline hiring processes to increase efficiencies and capacities, through the implementation of computerized management of Recruiting Unit sworn officer and civilian recruitment processes
- Explore creative recruiting strategies to compete in a declining workforce marketplace
- Explore further opportunities for civilianization, and the hiring of specially trained civilians to fill new positions within the organization
- Determine the Department’s hiring and resource needs, as far in advance as possible, in order to maximize the ability to meet those needs given demographic trends and the employee marketplace
- Establish and maintain an infrastructure that facilitates consistency, coordination and communication between Human Resources, Training and Recruiting, and their customers, by creating supporting information systems, policy manuals and forms
- Reach consensus on staffing requirements with City staff and City Council, and then explore opportunities for offset, external finding, etc.
- Demonstrate management responsibility and accountability by operating within the existing parameters set out in agreements between the City and the VPD

MEASUREMENTS

- Completion of the operational review to assess personnel and infrastructure needs
- Managers’ reviews and assessments of personnel and infrastructure needs
- Audits of managers’ assessments of personnel and infrastructure needs
- Compare identified personnel and infrastructure needs to successes acquiring the same

FINANCE

With virtually all funding derived from the City of Vancouver, financial management and the control of the VPD lie within a budget process managed in co-operation with the Police Board and the City. The VPD budget represents the largest single item within a complex City budget, and is a major standalone issue for the City, the Board and VPD management. Cost effectiveness and organizational efficiencies are critical demands for the VPD, as we constantly find ways to maximize return on taxpayers' investment in policing. Further, the escalating costs associated to increased investigative demands, inadequate facilities, regional policing inefficiencies and a variety of broad social issues within the City, all require monitoring. This monitoring process will inform the VPD, help to identify their cause, and establish a framework to find solutions.

Over the past three years, there has been a shift in the minds of senior management towards adopting a higher sense of responsibility and accountability for the VPD's financial affairs. To this end, there has been a concerted effort to increase the level of financial services within the Department.

Financial Services Section staff have been re-organized to allow for improved management reporting and working within the existing budget processes. Monthly variance and projection reports allow management to monitor the financial situation of the Department, and to manage the resources available more effectively. This has contributed budget surplus in 2005 and 2006, and similar projections for 2007. With the improved quality of management reporting, input into the budget cycle is more constructive and meaningful, leading to a higher degree of accuracy in the development of the budget.

In 2008, a management reporting team will develop a package of financial reports tailored to each budget manager's needs. This will provide the manager with the information needed to maximize his or her ability to remain within budget for the year, and to highlight variances that require explanation as early in the year as possible.

A project team, drawing on staff from Information Technology, Finance, Planning & Research and the City's SAP Business Support Team, is reviewing the reporting ability of SAP to assist VPD in managing its overtime. Managing overtime is challenging within the VPD and gaining an in-depth understanding of the issues and drivers of overtime is fundamental to being able to manage it more effectively. The challenge is to develop a comprehensive package of reports that will allow managers to monitor and control the overtime incurred in their areas of responsibility.

The Police Board, VPD management and City staff agree there is a need to move toward program budgeting. This flows from the results of the VPD Operational Review, in which each program in the VPD is reviewed for efficiency and effectiveness, and how best these programs may be delivered. Business plans will be prepared that allow, among other things, an individual budget for each program. While it is hoped that this new budget approach will be in place for the 2009 year, due diligence will be performed in developing an implementation plan upon completion of the Operational Review.



GOAL

TO DELIVER FINANCIAL PROCESSES TO SUPPORT THE ORGANIZATION

STRATEGIES

- Develop and implement a budget process that supports the overall Strategic Plan, including:
 1. Developing a comprehensive understanding of the overtime drivers, out of which will flow the monthly reports to facilitate the proper management of overtime
 2. Providing each manager with section-specific budget variance reports to improve understanding of variances, accountability and fiscal management
- Enhance internal financial controls by:
 1. Hiring and retaining qualified staff to ensure appropriate segregation of duties, and
 2. Establishing organization-wide financial policies and procedures, establishing an “authority matrix” specific to expenditures, and seeking independent review of internal controls
- Staffing of tenth position in Financial Services Section

MEASUREMENTS

KEY PERFORMANCE INDICATOR

- Budget variance

ADDITIONAL MEASUREMENTS

- Improved overtime reporting to management
- Improved variance reporting to management
- Agreement as to plan and progress towards the implementation of program based budgeting
- Completed authority matrix
- Implementation of improved travel & training policies and procedures
- Completion of the City’s Internal Audit Group review of internal controls

8.0 ACKNOWLEDGEMENTS

The Vancouver Police Department would like to acknowledge the following people for their leadership, assistance and direction in moving the 2008-2012 Strategic Plan forward:

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Jerry Adams
Terry La Liberté, QC
Mary McNeil
Patti Marfleet
Dale Parker
Glenn Wong

VANCOUVER POLICE DEPARTMENT

Jim Chu, Chief Constable
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