



**VANCOUVER POLICE DEPARTMENT
2008 ANNUAL BUSINESS PLAN
YEAR-END REPORT-BACK**

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



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INTRODUCTION AND BACKGROUND

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

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

The resulting success and challenges of the 2008 strategies outlined in this report allowed each Champion to determine the most appropriate and feasible strategies for 2009, in order to continue supporting the achievement of their principal strategic goal. As the strategic planning process is dynamic, the results of the 2008 report-back helps the VPD Executive determine if the overall priorities of the Strategic Plan need to be adjusted to meet changing operational, investigative, or administrative priorities. Ultimately, the Strategic Plan maintains its vitality through the annual business planning process – a process that reports back on the Strategic Plan's progress in maintaining its commitment to make Vancouver the safest major city in Canada.

2008 OVERVIEW

In total, 52 strategies and 135 activities were identified in the VPD's 2008 Annual Business Plan. Cross-functional work teams completed many of the activities and accomplished numerous outcomes and targets associated with each key strategy while progress has begun on many more. As a result, during the past year, the VPD has made significant progress towards achieving the 13 principal goals of the Strategic Plan.

Highlights include a 7% decrease in property crime in 2008 thereby exceeding the overall 5% target set at the beginning of the year, while violent crime decreased slightly at 1%. However, the VPD's efforts in relation to the most serious forms of violent crime (as monitored by the CompStat process) witnessed a 5% decrease. According to citizen satisfaction surveys as well as Business Improvement Association (BIA) statistics, there have been significant decreases in street disorder in the downtown core. In addition, there has been a significant decrease in gang activity and violence due to better intelligence flow and increased pressure on gang members. A reduction in traffic related accidents and deaths coincided with increased enforcement and education as demonstrated by 65% more driving prohibitions issued and additional public media safety campaigns and traffic member training provided. Emergency preparedness for the City of Vancouver (COV) was enhanced through the updating of the VPD Emergency Plan and through the onset of other complimentary activities. Meanwhile, the quality of VPD policing was enhanced in 2008 through the successful completion of several strategies and related activities aimed at increasing both proactive policing time as well as the visibility of VPD members.

The VPD's strategic operational goals were supported by successes in other areas of the organization as well. In 2008, the VPD significantly improved its crime-fighting capacity by acquiring Council approval for an additional 96 officers and 22 civilians. In addition, major steps were taken to improve the VPD's infrastructure by gaining Council approval for \$200,000 for an independent consultant to assess and address the VPD's future facility needs. Cost-effective public media campaigns have been important aids for the VPD in raising public awareness of crime prevention and social epidemics (i.e. chronic offenders and mental health issues) as well as the VPD's recruiting needs. A number of internal and external reports and processes focusing on implementing best practices in the delivery of VPD's services were completed in 2008, while processes to make Information Technology (IT) support more efficient and effective are well underway. Human Resources (HR) and Professional Standards have successfully teamed up to implement measures to further support and develop both sworn and civilian staff as indicated by significant decreases in the number of police brutality complaints and internal grievances. Finally, the VPD is expected to be well within budget with an estimated \$1.4 million surplus once all material variances have been accounted for.

While significant successes were realized in 2008, the VPD also faced several noteworthy challenges that have impeded progress in accomplishing some strategic priorities. Accordingly, some 2008 strategies have not made progress in meeting performance targets or progress is not yet known, as related activities either have not been initiated or have just begun. In some cases, staffing shortages hindered the initiation of action plans, while organizational restructuring had the same affect on others. In addition, the initiation or outcome of certain activities has been limited by the need to engage municipal, provincial and judicial partners, whose priorities may not align with the VPD. Still other outcomes were not realized or completed due to unexpected complexities or because they were not intended to be completed within one year. Even though these challenges have impacted some areas more so than others, every Strategic Plan 'Champion' has seen a measurable level of success in 2008. Moreover, although not all strategies for 2008 were fully realized, efforts will be re-focused in these areas in 2009, and the VPD will continue to confront challenges and re-adjust in moving forward towards achieving all of its Strategic Plan goals.

SUMMARY OF PROGRESS

The following is a summary of the progress and current status of the strategies identified in the 2008 Annual Business Plan. This period covers activities from January through December, 2008. The table below shows the key strategies attached to each Strategic Plan goal along with the number of activities identified, initiated, and completed in relation to each strategy.

Strategic Plan Goals and their 2008 Strategies	Activities Identified	Activities Initiated	Activities Completed
1. To Reduce Property Crime by 20% by 2012	8	8	4
1.1 Enhance the capacity of the Chronic Offender Program (COP) and formalize the Chronic Offender Unit (COU) within the VPD structure.	4	4	2
1.2 Implementation of a comprehensive Property Crime Offender Management Program (PCOMP) operating parallel to the Chronic Offender Program (COP), targeting offenders that fail to meet the COP criteria.	2	2	2
1.3 The application of multiple Departmental resources to achieve a reduction of commercial property crime.	1	1	0
1.4 The use of technology and enforcement in the reduction of metal theft.	1	1	0
2. To Reduce Violent Crime by 10% by 2012	11	11	3
2.1 Identify a communication system to coordinate and disseminate information pertaining to high risk sex offenders (HRSOs).	5	5	0
2.2 To utilize timely and accurate intelligence that will allow patrol to combat street level violent crime and to target violent offenders.	1	1	0
2.3 Educate Patrol members on the dynamics of violence in relationships for the purpose of improving primary investigations.	2	2	1
2.4 Use multi-media tools to educate Patrol and the public on drug facilitated sexual assaults.	3	3	2
3. To Suppress Violent Gang Activity	8	7	0
3.1 Increase the number of convictions and guilty pleas while impacting the severity of sentences and court-imposed punishment.	3	2	0
3.2 Utilization of multiple departmental resources to increase the ability to monitor and increase the pressure on gangs and thereby reduce gang activities in the city.	3	3	0
3.3 Increase the VPD efforts to discourage youth from joining gangs while assisting and encouraging those already involved to exit the lifestyle.	2	2	0
4. To Reduce Traffic-Related Injuries and Deaths	13	11	4
4.1 Continue with intelligence-led deployment in high-collision locations.	4	4	2
4.2 Increase the number of traffic violation tickets written by operational police officers, focusing on seatbelt compliance, intersection red light infractions and pedestrian related offences.	3	2	0
4.3 Increase enforcement of impaired drivers.	4	4	2
4.4 Increase safety information available to the public on the VPD Traffic web site.	2	1	0
5. To Improve Liveability by Reducing Street Disorder	4	4	3
5.1 Improve member knowledge and utilization of the <i>Safe Streets Act</i> (SSA) and the <i>Trespass Act</i> (TA).	1	1	1
5.2 Initiate year-round Liquor Enforcement Team (LIMA) deployment in the Entertainment District with enhanced summer deployment and street closures.	2	2	2

Strategic Plan Goals and their 2008 Strategies	Activities Identified	Activities Initiated	Activities Completed
5.3 Support 'Project Civil City' initiatives as they relate to street disorder issues.	1	1	0
6. To Ensure Best Practices for Consequence Management and Emergency Preparedness	5	5	1
6.1 Enhance the ability of the VPD CIS to capture, analyze, and investigate suspicious incidents that may be related to terrorist activity. It is named: OPERATION SECURUS.	1	1	0
6.2 The VPD CIS and INSET Vancouver will continue the terrorism awareness training program for Patrol Officers that the former CTU began in 2007. The CIS and INSET Vancouver will use E Parade, Intranet, roll-call training, and lectures in this effort.	1	1	0
6.3 To 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.	3	3	1
7. To Enhance Proactive and Visible policing	43	36	27
7.1 To implement a consistent application of Patrol deployment across all four Districts, following the 60/40 split for 2-person cars.	7	6	5
7.2 To formalize Beach Patrol as an official unit within the organization of the VPD.	4	4	4
7.3 To establish Patrol business practices that focus on quality investigations versus quantity of calls taken.	5	5	3
7.4 To formalize the expanded Telephone Response Team (TRT), the Enhanced Call Management (ECM) program, and associated business processes.	5	5	4
7.5 To improve the quality and level of detail in the intake information coming into 9-1-1.	3	3	3
7.6 To leverage our partnership with the South Coast British Columbia Transport Authority Police Service (SCBCTAPS) to increase the uniformed police presence on and around targeted high crime Skytrain stations.	4	4	4
7.7 To involve frontline officers and supervisors in the CompStat processes.	4	3	0
7.8 Scheduled 'uniform days' for all personnel.	3	1	0
7.9 To deliver standardized community policing initiatives that focus on community development and crime prevention, and include outreach to specific cultural groups within our diverse community.	4	1	0
7.10 To implement an accountability standard for Patrol, and regularly measure the activities/outputs of Patrol members.	4	4	4
8. To Leverage Technology to Deliver Effective and Efficient Policing Services	3	3	1
8.1 Transition Tier 1 Helpdesk Service to COV.	1	1	0
8.2 Create project portfolio for new IT initiatives.	1	1	1
8.3 Create an IT Service Catalogue.	1	1	0
9. To Improve Communication and Public Engagement in Crime Prevention and VPD Services	3	3	0
9.1 To promote crime prevention and public awareness.	1	1	0
9.2 To enhance awareness of the services the VPD provides to the public.	1	1	0
9.3 To assist the Recruiting Section by creating a public awareness campaign.	1	1	0
10. To Support and Develop Our Staff to their Full Potential	19	19	12
10.1 Develop an "Early Warning System" relating to police members whose actions and behaviours are outside of the norm.	2	2	2

Strategic Plan Goals and their 2008 Strategies	Activities Identified	Activities Initiated	Activities Completed
10.2 Improve police in-service training, with an emphasis on members in their first five years.	4	4	2
10.3 Develop recruiting strategies that will increase applications to the VPD.	4	4	4
10.4 Continue to develop supportive and relevant HR processes for sworn and civilian members.	7	7	4
10.5 Maximize return on financial resources available for employee training.	2	2	0
11. To Continue to Implement Best Practices in Police Services	7	7	3
11.1 For any organizational change involving the reassignment or acquisition of resources to involve best practices analysis.	3	3	0
11.2 For all employees to have ready access to best practices contained in departmental rules and procedures.	1	1	0
11.3 To develop processes to ensure regular internal reviews and audits.	1	1	1
11.4 To research regional policing services models that also maintain municipal autonomy.	1	1	1
11.5 To research police and municipal employee bylaw enforcement delivery models.	1	1	1
12. To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs	8	7	6
12.1 Through the Operational Review to realize a significant increase in sworn and civilian personnel.	1	1	1
12.2 To complete a comprehensive Facilities Review for the VPD and to acquire Council support.	3	2	1
12.3 To significantly increase the number of applicants applying to and hired by the VPD.	3	3	3
12.4 To better manage VPD civilian and sworn resources to achieve Strategic Plan goals of VPD.	1	1	1
13. To Deliver Financial Processes to Support the Organization	3	2	0
13.1 To provide managers with monthly variance reports customised to their budget responsibilities.	3	2	0
TOTAL	135	123	64

2008 PERFORMANCE RESULTS

The following section contains full performance results for each goal and its related strategies as identified in the 2008 Annual Business Plan. Each Champion completed a template which included an assessment of the completion status of specific activities, a summary of the performance results for 2008, and an overview of the overall strategic progress including challenges that impeded success. Where possible, Champions included measurable results; however, as this is the first year of the VPD business planning process, some Champions did not have access to a full year of data or relied on external data sources that did not fully capture the targeted outcomes. In these cases, targets and outcomes will be reported in the 2009 Report Card.

Goal – To reduce property crime by 20% by 2012
Champion – Superintendent Rob Rothwell

2008 Strategy 1: Enhance the capacity of the Chronic Offender Program (COP) and formalize the Chronic Offender Unit (COU) within the VPD structure.		
Initiation Date	Target Date	Lead
January 2008	December 2008	Sergeant John Rennie and Detective Constable Rowan Pitt-Payne
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Business case developed to establish the COP as a formal unit within Patrol Support Section (PSS). 		☒☒☒
<ul style="list-style-type: none"> Link COP with the community court that is anticipated shortly. Prioritize North Streets Crime Enforcement Team (NSCET) and South Streets Crime Enforcement Team (SSCET) target selection and enter those subjects into COP upon arrest. 		☒☒☒
<ul style="list-style-type: none"> Geographically target chronic offenders. 		☒☒☐
<ul style="list-style-type: none"> Utilize the three Simon Fraser University (SFU) PhD students assigned to COP to analyze the increase in offender intake, recidivism rates, and sentencing outcomes when COP has been involved. 		☒☒☐
2008 Performance Projections		2008 Performance Results
<p>Outcome: An increase in the volume of offenders managed within the COP, and the formalization of the program and unit within the Department's structure.</p>		The COP has now been formalized as the COU, to include a Non-Commissioned Officer (NCO) and eight investigators. However, the additional positions (4 investigators and an NCO) remain empty, awaiting the 2009 staffing increase.
<p>Measure: COP records depicting the number of offenders adopted by the program in 2008, plus successfully formalizing the program and unit within the structure of the VPD.</p>		The delay in staffing has impeded the Unit's ability to lower its "chronic threshold," and engage a higher volume of offenders.
<p>Target: 20% more offenders monitored in the COP in 2008 as compared to 2007.</p>		

Overall Strategic Progress

Although staffing limitations have not enabled the COU to reach its target of monitoring 20% more offenders in 2008, the VPD has nevertheless reached, and in many ways exceeded, expectations in relation to the overall strategic goal of 'reducing property crime'. The Operations Investigative Section (OIS) has evolved into a highly effective, efficiently functioning investigative section. It has achieved many successes involving prolific property crime offenders and as a result, property crime is down for 2008. Final figures are expected to reveal a more significant drop than the target of 5%. Ongoing challenges are primarily centred on the acquisition of staff to fill the vacant investigative positions in order to lower the "chronic threshold" in 2009.

2008 Strategy 2: Implementation of a comprehensive Property Crime Offender Management Program (PCOMP) parallel to the COP, targeting offenders that fail to meet the COP criteria.

Initiation Date	Target Date	Lead
January 2008	December 2008	Staff Sergeant Ed Eviston and Sergeant Kim Serheniuk
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Examine how effectively property offenders are currently processed by PSS. 		☒☒☒
<ul style="list-style-type: none"> Establish a practice in which all segments of PSS work together in a coordinated manner to monitor property crime offenders, shepherding their movement through phases of target selection, surveillance, investigation, prosecution and sentencing thereby ensuring that 'best practices' are implemented at every step in a coordinated, holistic manner. Upon release, re-route the subject to the start of the cycle. 		☒☒☒
2008 Performance Projections		2008 Performance Results
<p>Outcome: The implementation of a cyclical system for managing property crime offenders - that do not meet chronic offender status - from the moment they are identified as suspects to the moment they are released from custody, at which time they are re-inserted into the program at the beginning of the continuum.</p>		<p>The restructuring of the PSS to become the OIS eliminated the Section's disparate makeup, giving it exclusively an investigative focus.</p> <p>The concept of a PCOMP has not been formally established. However, the restructuring of the Section has added two investigative positions to the Property Crime Unit (PCU) while its auto crime enforcement function has been removed.</p> <p>The Auto Crime Enforcement Program is now part of the Property Crime Support Unit, which also includes an NCO, second-hand bylaw enforcement, the Xtract program, POP and liquor enforcement. The investigative functions of this unit are complementary to the work of the enhanced PCU.</p>
<p>Measure: The quantity of offenders addressed in the PCOMP in 2008, their recidivism rates and the length of in-custody sentences for these individuals and the number of Health Authority referrals.</p>		<p>Given that the program has not been formally established, an Offender Management System has not yet been developed.</p>
<p>Target: The successful development and functioning of an Offender Management System before Dec. 31, 2008.</p>		



Overall Strategic Progress

The new “investigative” focus of OIS has successfully removed previous barriers to seamless communication between the units now comprising this section. The weekly surveillance priority meeting ensures that property crime offenders are factored into the availability of surveillance resources. From this point, targets are cycled through the proper investigative components of OIS (including the COU when appropriate) to ensure that all aspects of their arrest, charge and prosecution are maximized.

2008 Strategy 3: The application of multiple Departmental resources to achieve a reduction of commercial property crime.

Initiation Date	Target Date	Lead
January 2008	December 2008	Senior Director Paul Patterson

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Present two comprehensive seminars to business operators using police resources to educate the operators on crime prevention and target hardening. Throughout the year, attend businesses upon request and conduct site examinations and Crime Prevention Through Environmental Design (CPTED) assessments. Additionally, an 'Are you Helping Thieves Campaign' will be launched addressing commercial businesses. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2008 Performance Projections	2008 Performance Results
<p>Outcome: A measureable reduction in the frequency city-wide of commercial premises being victimized in 2008 as compared to 2007.</p>	<p>Significant progress has not been made with this strategy. Given the restructuring of OIS, it would appear this strategy is better suited to Public Affairs. That said, the Crime Scene Investigation Unit (CSIU) continues to provide CPTED advice to commercial premise operators.</p> <p>Given that the restructuring of OIS, property crime related to commercial premises has not been tracked.</p>
<p>Measure: Crime Analysis Unit (CAU) to track the frequency of property crime related to commercial premises throughout Vancouver during 2008.</p>	
<p>Target: A 10% or greater reduction in the rate that commercial premises are victimized in relation to property crime during 2008.</p>	

Overall Strategic Progress

Since the restructuring of PSS into OIS, this strategy has become more applicable to Public Affairs, as the Business Liaison position has been transferred there. This strategy will be incorporated into the VPD's 2009 Business Plan and will be championed by both OIS Inspector Les Yeo and Senior Director of Communications Paul Patterson.

2008 Strategy 4: The use of technology and enforcement in the reduction of metal theft.

Initiation Date	Target Date	Lead
January 2008	December 2008	Sergeant John Rennie
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Seek corporate funding and support to pilot the use of DataDot technology to mark supplies of metal. Use GPS technology to create data marked "bait" metal, and engage in enforcement projects pursuant to the bait metal. Offenders are engaged into the PCOMP, or COP based on criminal history. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2008 Performance Projections		2008 Performance Results
<p>Outcome: A measureable reduction in both the frequency of metal thefts and value in 2008 as compared to 2007.</p>		At present, this strategy is no longer under consideration given the private industry aspect to using DataDot technology.
<p>Measure: CAU to track the frequency of metal theft throughout Vancouver during 2008; major victims (such as BC Hydro) to assist by tracking reductions in monetary losses during 2008.</p>		Given that this strategy is no longer under consideration, frequency of metal theft has not been tracked.
<p>Target: A 10% or greater reduction in the rate of metal theft during 2008, along with a commensurate reduction in the value of metal stolen throughout the city.</p>		
Overall Strategic Progress		
<p>The concept of employing DataDot technology to track stolen metal has been abandoned. However, consideration will be given in 2009 to replicating the undercover sting performed in 2007 in relation to recyclers purchasing stolen metal.</p>		

Goal – To reduce violent crime by 10% by 2012
Champion – Inspector Mike Cumberworth and Inspector Adam Palmer

2008 Strategy 1: Identify a communication system to coordinate and disseminate information pertaining to high risk sex offenders (HRSOs).		
Initiation Date	Target Date	Lead
January 2008	December 2008	Staff Sergeant Loris Zuccato
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Appoint Crime Control Officers (CCOs) to coordinate activity related to HRSOs. 		☒☒☐
<ul style="list-style-type: none"> The High Risk Offender Unit (HROU) will liaise with the Community Corrections Liaison Officer and the CCO regarding intelligence on HRSOs. 		☒☒☐
<ul style="list-style-type: none"> Based on data produced by analysts, the CCO will distribute to the appropriate sergeant information related to HRSOs. 		☒☒☐
<ul style="list-style-type: none"> The CCO and HROU will determine the most appropriate action to be taken against HRSOs. 		☒☒☐
<ul style="list-style-type: none"> A communication system will be developed that will alert members as to which HRSOs are in their district. 		☒☒☐
2008 Performance Projections		2008 Performance Results
Outcome: Reduction of violent crime committed by HRSOs.		This initiative has had limited success in 2008 and is currently being re-examined.
Measure: Comparative analysis of enforcement action, number of contacts with police and criminal charges requested involving HRSOs between 2007 and 2008.		This is an ongoing project. Once completed, measureable results will be produced.
Target: 4% increase in enforcement action and criminal charge requests.		

Overall Strategic Progress

This initiative has had limited success due to the challenge of providing a suitable list of HRSOs that can be appropriately monitored by Patrol. While this is a worthwhile initiative, it is equally important to ensure that other HRSOs, which may be of a greater risk to re-offend, are effectively managed exclusively through the HROU. This initiative will be re-examined to determine the most appropriate way to achieve the proposed outcome.

District 2 is currently evaluating this initiative. The HROU has provided a list of high risk sex offenders who are currently on probation to the CCO in District 2. The CCO disseminates information packages to Patrol members with instructions to conduct curfew checks, residence checks and so on. This will ensure compliance with probation orders and it will send a clear message to offenders that they will be held accountable to their conditions. Once this process is fine-tuned, it will expand to cover the remaining Districts.

2008 Strategy 2: To utilize timely and accurate intelligence that will allow patrol to combat street level violent crime and to target violent offenders.

Initiation Date	Target Date	Lead
January 2008	December 2008	Sergeant Cam Murdock

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Compile each District's strategies for combating street level violent crime so that they can be analyzed to determine the most effective tactics for the future. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2008 Performance Projections	2008 Performance Results
<p>Outcome: Reduction of street level violent crime.</p>	Active processes are currently being put in place to reduce street level violent crime.
<p>Measure: Comparative analysis of 2007 and 2008 street level violent crime reporting.</p>	This is an ongoing project. Once completed, measureable results will be produced.
<p>Target: Reduction of street level violent crime by 4% in 2008.</p>	

Overall Strategic Progress

Each District was canvassed regarding their ongoing strategies to combat street level violent crime and it was determined that only robberies were being mapped. Sgt. Murdock consulted with the CAU and then implemented changes to District mapping to allow for the overlay of level 1 and level 2 assaults in addition to the robberies. Each District Analyst and CCO now have access to this intelligence which permits them to address relevant trends.

To create a knowledge base of effective strategies for combating street level crime, a common folder was created on the M drive and it is accessible to anyone in Patrol. Within the common folder, additional folders have been created for each District. Currently District 2 has contributed to their folder and soon the other Districts will do the same.

2008 Strategy 3: Educate Patrol members on the dynamics of violence in relationships for the purpose of improving primary investigations.

Initiation Date	Target Date	Lead
January 2008	December 2008	Sergeant Rich Rabinovitch
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> To develop and deliver training to Patrol members focusing on domestic violence investigations. This training will include awareness of the Attorney General policy on violence against women in relationships; VPD policy on domestic violence; safety planning for victims of domestic violence; investigation checklist; investigative guidelines; report considerations; scene examination; and, strangulation and choking checklist. 		☒☒☒
<ul style="list-style-type: none"> To create performance metrics in order to measure enforcement action, compliance checks and conviction rates. 		☒☒☐
2008 Performance Projections		2008 Performance Results
<p>Outcome: Equip Patrol members with the skills and abilities required to successfully investigate domestic violence incidents and to improve conviction rates.</p>		Training has been recently delivered to equip members with additional skills and abilities to help solve and reduce incidents of violent crime.
<p>Measure: Comparative analysis of 2007 and 2008 Crown BF's, no-charge by Crown and conviction rates.</p>		It's too early to determine measureable results as training was only recently delivered.
<p>Target: To increase charge approval by 4%.</p>		A database is currently being created to measure enforcement action, compliance checks and conviction rates. This should be completed in the near future.
Overall Strategic Progress		
<p>In September 2008, DVACH delivered 10 separate training sessions to members in Patrol. Patrol members were also provided with a laminated card intended to fit in their field notebooks. This card contains 13 risk factors regarding violence in relationships, bail conditions to be considered when preparing a Report to Crown Counsel (RTCC), and relevant phone numbers for referral agencies. The first part of the training focused on explaining what risk factors are and how to articulate this information in a RTCC. The second part of the training focused on defining themes of domestic violence. This included dual arrests, primary aggressor, strangulation, evidence-based prosecutions and barriers facing victims of domestic violence.</p> <p>The analyst in Domestic Violence and Criminal Harassment Unit (DVACH) is currently creating a database listing chronic and violent domestic violence offenders. Once completed, the database will be available to Patrol so that members are made aware of whom offenders are in their District. The database will include bail/probation/parole conditions so that offenders will be held accountable. The DVACH analyst will track what enforcement action has been taken.</p> <p>Measuring a reduction in domestic violence can be difficult to do. The simple fact that police follow through in a domestic violence situation might prevent violence occurring in the future. Sometimes proper police intervention might lead to a victim having the courage to escape a violent relationship but not lead to criminal charges. The effect of this type of intervention will definitely lower future violence; however it may be difficult to measure accurately.</p>		

2008 Strategy 4: Use multi-media tools to educate Patrol members and the public on drug facilitated sexual assaults.

Initiation Date	Target Date	Lead
January 2008	December 2008	Detective Constable Denise Foster
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> • Training will be delivered to Patrol members on how to identify potential victims of drug facilitated sexual assaults. 		☒☒☒
<ul style="list-style-type: none"> • Through analysis, a victim target group will be identified. 		☒☒☒
<ul style="list-style-type: none"> • Develop public education messages directed at a target group focusing on recognizing signs of drugging and how to avoid becoming a victim of drug facilitated sexual assaults. 		☒☒☐
2008 Performance Projections		2008 Performance Results
<p>Outcome: Reduction of drug facilitated sexual assaults particularly in the downtown Entertainment District.</p>		Initiatives to deliver drug facilitated sexual assaults are currently underway.
<p>Measure: Comparative analysis of 2007 and 2008 drug facilitated sexual assaults.</p>		This is an ongoing project. Once completed, measureable results will be produced.
<p>Target: Reduction of reported drug facilitated sexual assaults by 4% in 2008.</p>		
Overall Strategic Progress		
<p>Detective Constable Denise Foster has consulted with Public Affairs regarding the creation of posters and coasters that depict an effective message regarding drug facilitated sexual assaults. Once funding was secured and suitable posters and coasters were developed, Detective Constable Foster met individually with representatives from Bar Watch, the Vancouver School Board (VSB) and the University of British Columbia (UBC). After many meetings and much discussion with Bar Watch, it was decided to exclude them due to competing interests. Both the VSB and UBC were very receptive to the posters and coasters as well as information sessions delivered to students on drug facilitated sexual assaults. These sessions were delivered in November. To further the public education component, Detective Constable Foster obtained agreement from CFOX to broadcast public service announcements on drug facilitated sexual assaults. Finally, the VPD web page has been updated with the latest information on drug facilitated sexual assaults. The web address has been added to the posters and coasters.</p> <p>In September, training was delivered to members in patrol on drug facilitated sexual assaults.</p>		

Goal – To suppress violent gang activity
Champion – Inspector Dean Robinson

2008 Strategy 1: Increase the number of convictions and guilty pleas while impacting the severity of sentences and court imposed punishment.		
Initiation Date	Target Date	Lead
January 2008	December 2008 – May 2009	Inspector Dean Robinson and Sergeant Steve Hyde
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Utilize the BC Justice Information System (JUSTIN) and JUSTIN features to identify an accused as a gang related subject. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Have crown develop a common and consistent prosecution approach to gang crimes or gang associated accused. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Develop a court brief for use by crown, of compellable information that proves gang status of affiliation with gang activity to aggravate sentencing. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2008 Performance Projections		2008 Performance Results
<p>Outcome: To see an increase in the rate of convictions or guilty pleas along with corresponding and meaningful sentences including an increase in fines, more severe conditions of release and probation, along with more frequent incarceration.</p>		<p>Some success has been reached in achieving more meaningful sentences, particularly with respect to firearms offences. For instance, the Crown Attorney is now more willing to proceed by indictment to secure the minimum sentencing regarding firearm offences.</p>
<p>Measure: Develop a strategy or mechanism to allow tracking of files and subjects through the court system.</p>		<p>The tracking of files and subjects through the court system is not yet formalized and has been done in an ad-hoc manner by civilian staff within the Gang Crime unit (GCU). The intention to develop an effective tracking system remains; however, this may require further consultation with Crown to determine the best mechanism for doing so. Efforts to develop court briefs and bail packages for identified and known prominent gang members and associates are also still active.</p>
<p>Target: A measurable increase in the percentage of a) convictions, and b) convictions resulting in incarceration.</p>		<p>This strategy has been severely hampered in 2008 by the lack of staff in the GCU due to staffing the Uniform Division of British Columbia Integrated Gang Task Force (BCIGTF). However, through the direct influence of the VPD, this strategy has been taken to the task force and is currently underway in the Intelligence HUB. Once the GCU's staffing is replenished, including the addition of a Crime Analyst to the section by way of reclassifying the old Crime Data Analyst, this strategy will be able to fully move forward.</p> <p>Through contact with gang crime investigators, the local Crown Attorney is now recognizing the need to aggravate sentencing at every opportunity with regards to gangsters and gang associates. This coincidental response is an indicator of the probable success of formalizing programs designed to enhance conviction and sentencing rates and scales.</p>

Overall Strategic Progress

Progress with these initiatives has been marginal due to a lack of personnel in the GCU resulting from requirements in the past year to staff the BCIGTF Uniform Division. Remaining members have been incredibly busy maintaining historical responsibilities until September 2008. In September 2008, these remaining GCU members were then re-focused on other projects such as 'Rebellion' which left no staff members available to act on any of the initiatives of this first strategy. Despite straining GCU resources, the BCIGTF and project 'Rebellion' were both proactive, high priority measures that were highly successful in combating gang-related violence in 2008.

2008 Strategy 2: Utilization of multiple departmental resources to increase the ability to monitor and increase the pressure on gangs and thereby reduce gang activities in the city.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Inspector Dean Robinson

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Continue to provide high value information to all sections that are able to impact the gang targets in a variety of ways, such as focussed enforcement by the likes of Traffic, Patrol, GCU, Drugs and the Emergency Response Section (ERS) all the while maintaining a zero tolerance attitude for gang members and gang associates. 	☒☒☐
<ul style="list-style-type: none"> Utilize departmental analysts to provide profiles of gangs and individuals who are high value targets and who enforcement against will provide the most value. 	☒☐☐
<ul style="list-style-type: none"> The use of E-Parade, the intranet and published bulletins will disseminate the strategically developed information at the most current and valued level. 	☒☒☐

2008 Performance Projections	2008 Performance Results
<p>Outcome: A measureable increase in the number of police contacts including issuing Violation Tickets (VT's), creating General Occurrence (GO's), street checks and arrests and criminal charges followed by an expected decrease in contacts.</p>	<p>There has undoubtedly been an increase in the number of police contacts with the gang crime population due to the increase in the profiling of these individuals through the Daily Fan-out of information from the Uniform Division of the BCIGTF along with officer safety bulletins produced by the GCU and the Criminal Intelligence Section (CIS).</p>
<p>Measure: Recognize a noticeable and measureable increase in the number of contacts followed by a decrease in the number of contacts which indicates a probable displacement of gang members out of the city, contact searchable in the Police Records Information Management Environment (PRIME).</p>	<p>The overall number of contacts and the frequency of contact with gangsters and their associates are steady and this can be attributed to the high value intelligence generated by the VPD's efforts. Incidentally, the VPD is continuing to gather intelligence that identifies previously unknown subjects who are closely aligned with criminals. Meanwhile, there has been a marked decrease in the contact of some high profile gangsters indicating that they are changing behaviour and not exposing themselves as readily as in the past. Such mechanisms as 'Bar Watch' and 'Restaurant Watch' have been effective in displacing these high profile criminals into other jurisdictions.</p>
<p>Target: A measurable decrease in tracked indicators of gang activity such as shots fired and other violent acts as well as the ongoing suppression of gang violence.</p>	<p>The number of "shots fired" calls in Vancouver is down substantially from the previous year, and there is a reduction in the number of physical assaults by gangsters and associates. This can attributed to the high value programs in place as well as the attention that the VPD places to discourage gang activity and prevent related violent acts.</p>



Overall Strategic Progress
<p>Success is high in this area due to effective information flow and intelligence gathering. Fan-outs providing general duty officers with the latest intelligence on gang members and their activities continue to be produced daily. Meanwhile, specific bulletins, regarding officer safety or the identification of gang hangouts for instance, continue to be refined regularly.</p>

2008 Strategy 3: Increase the VPD efforts to discourage youth from joining gangs while assisting and encouraging those already involved to exit the lifestyle.

Initiation Date	Target Date	Lead
January 2008	September 2008	Sergeant Ian Upton and Sergeant Steve Hyde

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Create a committee to develop suitable educational material for presentations. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Develop a cadre of suitable presenters strategically placed by position within the organization to achieve the proper outreach to target audiences. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2008 Performance Projections	2008 Performance Results
<p>Outcome: Development of more presentations designed to prevent youth from joining gangs or to encourage those involved to leave. In addition, development of a presentation or presentations designed to educate parents or custodians of youth of behavioral identifiers that form clues to gang involvement.</p>	<p>At the moment presentations are delivered by members of the Youth Services Section (YSS). Consultation is currently underway with YSS Inspector Thompson and Sergeant Upton to expand on this in order to update and develop presentations suitable for a variety of age groups.</p>
<p>Measure: See that at "risk youth" stay away from gang activity. See fewer street gangs form. Parents or custodians motivated to steer us to "at risk" youth. Less gang activity noted in schools. .</p>	<p>Progress with this strategy has been hampered to a lack of staffing in the GCU. Aside from staffing issues, an ongoing challenge will be to have the Chief Administrators of Schools embrace the need to deliver the message not only to the students, but to parents and guardians as well.</p>
<p>Target: Ongoing, subject to review to assure success.</p>	

Overall Strategic Progress
<p>Work and progress in this area has been marginal as well due to the staffing issues in the GCU. That will be addressed once the unit is re-staffed and unencumbered by commitments to major projects.</p> <p>Consultation is underway between GCU and YSS to develop a closer relationship as well as mutual efforts in addressing gang issues, especially in relation to enforcing and monitoring the younger criminals who are transitioning out of the YSS realm and into the GCU realm. This ensures that those criminals, becoming too old to fall under the YSS realm and not quite old enough to be netted by the GCU realm, do not go unmonitored or unattended for a period of time.</p> <p>Consultation is also underway for GCU to begin developing an educational campaign to complement the advertising work Public Affairs has done in 2008, and will continue to do in 2009, to discourage youth from joining gangs while assisting and encouraging those already involved to exit the lifestyle.</p>

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

2008 Strategy 1: Continue with intelligence-led deployment in high collision locations.		
Initiation Date	Target Date	Lead
January 2008	Ongoing	Inspector Ted Schinbein, Superintendent Warren Lemcke, and Superintendent Andy Hobbs
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> High collision location enforcement. 		☒☒☒
<ul style="list-style-type: none"> Targeted enforcement by Patrol members. 		☒☒☐
<ul style="list-style-type: none"> Commercial vehicle enforcement. 		☒☒☒
<ul style="list-style-type: none"> Increase enforcement hours available for all Traffic Section members. 		☒☒☐
2008 Performance Projections		2008 Performance Results
<p>Outcome: Improved road safety in Vancouver such that there is a noticeable improvement in the behaviours of drivers, motorcyclists, cyclists and pedestrians.</p>		The VPD's efforts in 2008 have improved road safety as evidenced by reduced accidents and deaths.
<p>Measure: Reduced traffic collisions and associated injuries and deaths. Number of tickets written in high collision areas. Reduction in average speed in high collision areas.</p>		As of June 2008 the number of injury related collisions reported in the city has been reduced by 6% in comparison to the previous year (3 month lag in data from ICBC - Incorporation of British Columbia). As of December 18th, 2008 there were 18 traffic related deaths in comparison to this time in 2007 when it was 20 (last year's total was 25 fatalities). Project Silhouette has reduced speeds on Knight Street. An after project evaluation will be conducted in January 2009.
<p>Target: 2.5% reduction in collisions.</p>		
Overall Strategic Progress		
<p>The data is still being collected; however, the Traffic Enforcement Unit (TEU) has shifted enforcement to the high collision corridors throughout the city. For pre-planned events, call-out traffic members are an option rather than deploying on duty members. The Traffic Section experienced significant staffing shortages in 2008 as the result of unfilled vacancies, on loans, illness and injuries.</p>		

2008 Strategy 2: Increase the number of traffic violation tickets written by operational police officers, focusing on seatbelt compliance, intersection red light infractions and pedestrian related offences.		
Initiation Date	Target Date	Lead
January 2008	Ongoing	Inspector Ted Schinbein, Superintendent Warren Lemcke, and Superintendent Andy Hobbs



Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> High collision location enforcement. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Targeted enforcement by Patrol members. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Increase in VT's issued by Patrol, Dog and ERT members. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2008 Performance Projections	2008 Performance Results
<p>Outcome: Reduced accidents as the result of red light and pedestrian related offences. In addition, reduced death and injury as the result of increased compliance with seat belt requirements.</p>	<p>The data collected to date indicates that Patrol has increased enforcement related to seat belt, red light and pedestrian offences.</p>
<p>Measure: Increased number of seat belt, red light and pedestrian related tickets written by operational police. Overall increase in traffic enforcement by operational members (VTs, Bylaws, and ADPs - Administrative Driving Prohibitions).</p>	<p>With respect to impaired driving enforcement there has been an increase in 24 hour driving prohibitions (215s), ADPs and impaired driving criminal code charges over 2007. Year to date there has been a 65% increase in ADPs issued.</p>
<p>Target: Increase in seat belt compliance by 2.5%.</p>	

Overall Strategic Progress

There have been several initiatives in relation to this 2008 strategy that have contributed to the increase in impaired driving enforcement. The first initiative is a mentorship program for Patrol members to ensure competency in impaired driving investigations. The second initiative is the deployment of an 'impaired driving' car on weekends. A third initiative is the deployment of Counter Attack roadblocks throughout the year. The source of funding for these strategies was found in the one time \$300,000 grant from Police Services. There is no funding currently available for 2009.

2008 Strategy 3: Increase enforcement of impaired drivers.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Inspector Ted Schinbein and Superintendent Warren Lemcke

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> High collision location enforcement. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Counter Attack Set Ups. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Community Road Education and Safety Team (CREST) education programs delivered in the schools and community. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

<ul style="list-style-type: none"> Increase enforcement hours available for all Traffic Section members. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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2008 Performance Projections	2008 Performance Results
<p>Outcome: Reduction of impaired driving related motor vehicle collisions and pedestrians struck.</p>	<p>Increases in ADPs issued and impaired driving criminal charges laid have helped reduce related vehicle collisions and pedestrians struck.</p>
<p>Measure: Increase in number of ADPs, 24 hour suspensions, impaired driving criminal charges. In addition, increased number of Counter Attack road blocks.</p>	<p>Year to date there has been a 65% increase in ADPs issued and an increase of 8% of impaired driving criminal charges forwarded to Crown Counsel. Due to the funding provided by Police Services, there were 9 Counter Attacks deployed from May to August. As well, a drinking driver car was deployed every Friday and Saturday evening from April-December. Related training has been delivered by the Traffic Services Unit (TSU) and provincial Crown Counsel. Several media events have been held with partners such as ICBC, OSMV (Office of the Superintendent of Motor Vehicles), Royal Canadian Mounted Police (RCMP) and Mothers Against Drunk Driving (MADD).</p>
<p>Target: 20% increase in ADPs served. 10% increase in impaired driving criminal charges.</p>	

Overall Strategic Progress

Impaired driving is the primary cause of road fatalities (27.6%) and a leading cause of road-related injuries (12%) in British Columbia. With the increase in liquor licensing seats and the extended bar openings in Vancouver, impaired driving has become a more significant issue for the City. It is believed that increased efforts in this enforcement will reduce impaired driving related collisions.

There currently is no funding identified for 2009 Counter Attacks. The *Drinking Driver Car* initiative is based on an overtime model and there is no funding secured for this initiative in 2009.

2008 Strategy 4: Increase safety information available to the public on the VPD Traffic web site.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Inspector Ted Schinbein and Superintendent Warren Lemcke

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

2008 Performance Projections	2008 Performance Results
<p>Outcome: Greater awareness by the public of the importance of traffic safety.</p>	<p>Public Affairs is currently reviewing the VPD website and content. As such, no changes have made to the existing Traffic Section's site.</p>
<p>Measure: Number of hits received on VPD website.</p>	<p>Unable to determine target measures as this initiative has yet to be implemented.</p>
<p>Target: 20% increase in hits on web site.</p>	

Overall Strategic Progress

This strategy was not implemented in 2008.



Goal – To improve liveability by reducing street disorder
Champion – Superintendent Warren Lemcke

2008 Strategy 1: Improve member knowledge and utilization of the Safe Streets Act (SSA) and the Trespass Act (TA).

Initiation Date	Target Date	Lead
January 2008	Ongoing	Staff Sergeant Ruben Sorge, Superintendent Warren Lemcke, Inspector Adam Palmer, Inspector Adua Porteous, Inspector Daryl Wiebe, and Inspector Jess Ram

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Role call training developed in December 2007 and delivered to patrol in January 2008. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

2008 Performance Projections	2008 Performance Results
<p>Outcome: All members have a working knowledge of the SSA and the TA and ability to use the legislation appropriately to reduce disorder such as squeegeeing, vending and aggressive panhandling.</p>	<p>In 2008, members have been using legislation appropriately to reduce disorder as evidenced by increased issuance of tickets and corresponding decreases in disorder complaints.</p>
<p>Measure: A decrease in street disorder and crime throughout the City as measured through CompStat and through bi-annual citizen and business surveys assessing changes in attitudes and perceptions of safety. In addition, a decline in the number of visible indicators of disorder and a decline in BIA captured disorder related statistics. Improved order in the Entertainment District.</p>	<p>2008 has seen an increase in SSA tickets from 202 in 2007 to 467. There was an increase in TA tickets from 95 to 133.</p> <p>There has also been an increase in the issuance of bylaw tickets in the Downtown Eastside (DTES) for offences such as vending. In 2007, 247 tickets were written for vending, panhandling and loitering offences and for the same period in 2008, 439.</p>
<p>Target: A 20% increase in the number of charges under the SSA and the TA in 2008 as compared to 2007. In addition, a decline in BIA captured disorder statistics. Moreover, an increase in citizen and business satisfaction as captured in bi-annual VPD surveys.</p>	<p>Street disorder statistics indicate that the overall reports of incidents have dropped from 31,164 to 30,542 city-wide.</p>

Overall Strategic Progress

The increased enforcement of the SSA and TA have reduced disorder city wide and have given police officers tools to help deal with these issues. It is important that members keep being encouraged to use these enforcement tools to combat street disorder in light of ongoing challenges. Perhaps the biggest challenge facing the VPD pertains to the court's lenient sentencing practices with regards to these offences. However, the VPD is working on having the courts deal with street disorder offences more severely.

2008 Strategy 2: Initiate year round Liquor Enforcement Team (LIMA) deployment in the Entertainment District with enhanced summer deployment and street closures.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Inspector Adua Porteous



Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> LIMA to continue in winter and spring 2008 with enhanced deployment May to September 2008. 	☒☒☒
<ul style="list-style-type: none"> VPD will work with COV Engineering throughout 2008 to enhance street closures and street activities during the closures. 	☒☒☒

2008 Performance Projections	2008 Performance Results
<p>Outcome: The Entertainment District is a safe and enjoyable entertainment destination and work environment.</p>	<p>In 2008, enhanced Lima Deployment and street closures have worked to promote a safe and enjoyable Entertainment District as evidenced through crime statistics and public perception.</p>
<p>Measure: A decrease in street disorder and crime throughout the city as measured through CompStat and through bi-annual citizen and business surveys assessing changes in attitudes and perceptions of safety. In addition, a decline in the number of visible indicators of disorder and a decline in BIA captured disorder related statistics. Improved order in the Entertainment District.</p>	<p>A recent evaluation of the effect the closures have had on the GED showed a 13% drop in calls for service as compared to 2007 when there were no closures. A survey added that 81% of those surveyed felt there was less disorder and 94% stated they wanted the closures to continue. Overall Subject Intoxicated in a Public Place (SIPP) arrests in District 1 went from 1,684 in 2007 to 1,209 in 2008. Fight calls were down 23%</p>
<p>Target: A 10% reduction in violent crime and disorder related calls for service for the Entertainment District as reported in CompStat.</p>	<p>Residents, patrons and businesses all reported positive changes in the area during the closures.</p> <p>A report will be presented to the new City Council requesting permanent LIMA funding.</p>

Overall Strategic Progress

The street closures have been an overwhelming success at reducing street disorder. Challenges in 2009 will include obtaining permanent funding from the COV and dealing with issues when no closures are in place at other times of the year.

2008 Strategy 3: Support 'Project Civil City' initiatives as they relate to street disorder issues.		
Initiation Date	Target Date	Lead
January 2008	Ongoing	Superintendent Warren Lemcke
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> VPD has a Superintendent on Project Civil City committees to help facilitate the success of the initiative with regard to VPD responsibilities. 		☒☐☐



2008 Performance Projections	2008 Performance Results
<p>Outcome: Project Civil City is successful in meeting its goals.</p>	<p>Project Civil City has been slow to achieve results but the Superintendent continues to assist and support the program. A major stumbling block has been the decision of the government to not hold a fall sitting and thus no changes to legislation are being addressed.</p> <p>Project Civil City has produced a report on panhandling and is working with government to address this issue from both a social and enforcement perspective. In addition, Commissioner Plant is involved with <i>Streetohome</i>; the Downtown Ambassador program has been expanded; a Crime Free Multi Housing Coordinator has been hired and is working with the VPD; and several other programs are in development.</p>
<p>Measure: A decrease in street disorder and crime throughout the City as measured through CompStat and through bi-annual citizen and business surveys assessing changes in attitudes and perceptions of safety. In addition, a decline in the number of visible indicators of disorder and a decline in BIA captured disorder related statistics. Improved order in the Entertainment District.</p>	<p>Project Civil City has no data at this time with regard to their benchmarks.</p>
<p>Target: Project Civil City has its own benchmarks which will be used to measure success.</p>	

Overall Strategic Progress

Project Civil City may undergo some changes after the civic election. The overall success of the program is dependent on changes in legislation and this can not happen until the Fall of 2009. These changes include the use of appearance notices for bylaw offences related to disorder; the creation of a separate offence for breach of recognizance for violation of court orders stemming from violation tickets; and the power to impose conditions on individual business licences. Others include the ability to mail summons instead of having to have personal service and the use of certificates for evidence. Discussions around having ICBC collect outstanding bylaw fines at licence of insurance renewal continue as well.

Goal – To ensure best practices for consequence management and emergency preparedness
Champion – Inspector Rick McKenna and Inspector Bob Stewart

2008 Strategy 1: Enhance the ability of the VPD CIS to capture, analyze, and investigate suspicious incidents that may be related to terrorist activity. It is named: OPERATION SECURUS.

Initiation Date	Target Date	Lead
January 2008	December 2008	Inspector Bob Stewart and Sergeant Mike Purdy

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> The CIS will be assigned with identifying the businesses of concern, establishing liaison with each of them, providing training on suspicious transactions, identifying critical infrastructure, and providing the intelligence to the analyst. The analyst will provide products to assist in investigation and incident response. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2008 Performance Projections	2008 Performance Results
<p>Outcome: The outcome of this effort would be a better informed business community and enhanced communication between businesses of concern and the VPD. The VPD will be able to hold itself as a best practice in this regard given that other organizations do capture suspicious activity but little analysis is completed allowing for proper investigation.</p>	<p>In 2008, CIS has been faced with significant challenges in working to produce a more informed business community and enhanced communication between businesses of concern and the VPD. OPERATION SECURUS faced a staffing challenge from the Strategic Planning Alignment Committee (SPAC). In May, the VPD and the RCMP signed a Memorandum of Understanding (MOU) for the establishment of Vancouver Integrated National Security Enforcement Team (INSET Vancouver). This led SPAC to almost immediately re-assign two positions from the Counter Terrorism Unit (CTU) to another area. Unfortunately, the RCMP has met with continued challenges in installing computer infrastructure and this has delayed the assignment of the RCMP members to the unit. As of November 16th – the RCMP members have yet to be assigned. This led to a staffing shortage as this has, in effect, left two investigators for CTU and a part time Securus Coordinator. It was not until 2008-09-02 that a full time coordinator was secured and assigned for OPERATION SECURUS.</p>
<p>Measure: The number of businesses visited and signed into the program will be the overall measure. Several secondary measurements exist including: how many suspicious incidents are reported that likely would not have been received before the program initiation; how much training is completed with the store owners and merchants; and how many reported incidents led to investigations or analysis. The overall outcome is an increased ability for Patrol members to recognize terrorism indicators, react to possible terrorist events, and provide a visible deterrence to terrorist activity. The effort will enhance the excellent relationship between the patrol division and the VPD CIS.</p>	<p>Given the outlined challenges, businesses have not yet been visited. However, training packages have been produced and will be handed out during the visits.</p> <p>Despite the significant challenges the OPERATION SECURUS program has been able to:</p> <ul style="list-style-type: none"> - Identify 17 business categories of concern; - Produce 17 training packages for local businesses to be handed out at visits; - Establish a vital link with the COV Permits and Licensing Section that allows us to be a sustainable program as

Target: The target measurement for OPERATION SECURUS for 2008 is the identification of all categories of businesses who sell products that could be used by a terrorist group. This is followed by the establishment of a liaison with each business. The number of businesses has yet to be determined as the categories are still in the brainstorming phase, albeit, it is anticipated that the numbers will be in the hundreds.

the VPD now has a real time link to all new businesses coming into the city.

Overall Strategic Progress

Overall, OPERATION SECURUS is progressing well in working towards ensuring best practices for consequence management and emergency preparedness despite the significant staffing challenges faced through the spring and summer of 2008. CIS anticipates beginning to visit businesses before the end of the year which is in essence the next phase of the process. Upcoming obstacles will be staffing if the current coordinators position is not moved from an “accommodated/on loan position” to a permanent position.

2008 Strategy 2: The VPD CIS and INSET Vancouver will continue the terrorism awareness training program for Patrol Officers that the former CTU began in 2007. The CIS and INSET Vancouver will use E Parade, Intranet, Roll Call training, and lectures in this effort.

Initiation Date	Target Date	Lead
January 2008	December 2008	Sergeant Mike Purdy

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Each member of INSET Vancouver will be assigned to a specific number of training events throughout the year. It is appreciated by all members that to be able to recognise a terrorist activity, the Patrol division looks to us for training. The unit will look to all sources of information to develop these opportunities. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2008 Performance Projections	2008 Performance Results
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<p>Outcome: The overall outcome is an increased ability for Patrol members to recognize terrorism indicators, react to possible terrorist events, and provide a visible deterrence to terrorist activity. The effort will enhance the excellent relationship between the patrol division and the VPD CIS and V-INSET.</p>	<p>In addition to enhancing the relationship between patrol and the VPD CIS and INSET Vancouver, training sessions conducted in 2008 have served to increase the ability for Patrol members to recognize terrorism indicators, react to possible terrorist events, and provide a visible deterrence to terrorist activity.</p>
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<p>Measure: An increase in the number of GOs (year over year) submitted to INSET Vancouver and CIS by Patrol will be the overall measurement. Second to this, INSET Vancouver will provide no less than 15 training opportunities to the organization via this strategy. Two tests will be conducted covertly by INSET Vancouver and CIS to determine if the message is getting through.</p>	<p>Due to staffing shortages at CTU, it has not had the capacity to test whether its message is getting through. CTU anticipates being able to do this in early 2009 once the RCMP members are assigned to the unit.</p>
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<p>Target: 15 training opportunities will be the target of this strategy. Two tests will be conducted to determine if the strategy was successful.</p>	<p>In 2008, the CTU has provided several training sessions for the front line of patrol. These include five E Parade briefings on international events that are terrorism related. In addition, the CTU set up four days of terrorism training and public order training with colleagues from the Police Service of Northern Ireland. These sessions included a full day for Senior Management/Incident Commanders that was attended by 20 Inspectors and Sergeants. Moreover, two days were set up for the CCU and finally a full day session on source handling was delivered for members of the VPD, 2010 Joint Intelligence Group (2010 JIG), BCIGTF, the Combined Forces Special Enforcement Unit of British Columbia (CFSEU), RCMP E-Division Integrated National Security Enforcement Team (E-INSET), and the Canadian Security Intelligence Service (CSIS).</p>
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Overall Strategic Progress

Overall, this strategy is progressing well in helping achieve the strategic goal of emergency preparedness and consequence management as it is providing for a better informed “Front-Line.” The very recent addition of the Counter Terrorism Analyst for the VPD will greatly enhance the ability of CTU / INSET Vancouver to complete quick and thorough training. The only obstacle has been staffing as SPAC moved two people from the unit before the RCMP members were in place. CIS is optimistic that this will be rectified soon; however, it rests entirely with the RCMP at this point.

2008 Strategy 3: To 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.

Initiation Date	Target Date	Lead
January 2008	June 2008	Constable Scot Hourston and Emergency Planning Officer Gale McMahon

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Hazard, Risk, and Vulnerability Assessment (HRVA) conducted. 	☒☒☒
<ul style="list-style-type: none"> Draft Emergency Plan completed. 	☒☒☐
<ul style="list-style-type: none"> Business Impact Analysis completed. 	☒☐☐

2008 Performance Projections	2008 Performance Results
<p>Outcome: An ‘All Hazards’ Emergency Plan will be completed. All VPD Sections will have fully functional Business Continuity Plans in place.</p>	<p>The HRVA was conducted simultaneously with the COV HRVA and the two are complementary. The Business Continuity Plans for VPD Sections are ready for presentation to the Executive Committee for their endorsement.</p>
<p>Measure: The Emergency Plan and the Business Continuity Plans have been tested and exercised and found to be effective.</p>	<p>The draft Emergency Plan is currently being reviewed while testing will begin on the complimentary Business Continuity Plans once they are endorsed.</p>
<p>Target: Exercises are conducted as the Plans are finalized to determine their effectiveness.</p>	<p>A functioning exercise was scheduled for Nov 23, 2008.</p> <p>Business Continuity Plans testing will occur in the last quarter of 2009.</p>

Overall Strategic Progress

CIS has made significant progress in rewriting the VPD Emergency Plan. The Business Continuity Plans, which are designed to compliment the Emergency Plan, has been slower in development but is now ready to go forward. Many of the issues that will be identified in the Business Impact Analysis may not be solved in the short term as they will have very significant budgetary impacts (creating redundancies will be vital).



Goal – To enhance proactive and visible policing
Champion – Inspector Daryl Wiebe

2008 Strategy 1: To implement a consistent application of Patrol deployment across all four Districts, following the 60/40 split for 2-person cars.

Initiation Date	Target Date	Lead
January 2008	April 1, 2008	Inspector Daryl Wiebe
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Information sharing and commitment from patrol management team. 		☒☒☒
<ul style="list-style-type: none"> Education of membership and liaison with VPU. 		☒☒☒
<ul style="list-style-type: none"> Review efficiencies of revised deployment model on Enhanced Call Management (ECM) program. 		☒☐☐
<ul style="list-style-type: none"> Implementation of redeployment model across all four Districts. 		☒☒☒
<ul style="list-style-type: none"> Explore options for revised models of 'appointment-based' policing. 		☐☐☐
<ul style="list-style-type: none"> Compliance measurement. 		☒☒☒
<ul style="list-style-type: none"> Feedback from supervisors and personnel. 		☒☒☒
2008 Performance Projections		2008 Performance Results
<p>Outcome: An increase in the number of visible police units deployed, across all four Patrol districts.</p>		<p>The formalized two-person car deployment model has increased the overall number of Patrol units being deployed every day of the week. While many teams consistently deployed one-person cars, the formalized deployment model ensures consistency across every patrol team, in all four Patrol Districts.</p>
<p>Measure: The number of 2-person and 1-person police units deployed on a daily basis.</p>		<p>While the model does not specify percentages on different shifts, it recognizes that, over a 24-hour period, there is a 60/40 split within each District. There are a greater number of one-person cars during the daytime hours to account for the types of calls serviced, court and appointment commitments, and other responsibilities that do not require the involvement of a two-person unit.</p>
<p>Target: Units deployed to a 55/45 split on Alpha and Bravo shifts. Units deployed to a 60/40 split on Charlie shift. Units deployed to a 65/35 split on Delta and Echo shifts.</p>		

Overall Strategic Progress

Formalized two-person car deployment has directly increased the number of available Patrol units deployed, on a daily basis. However, there were some initial delays as the VPD has worked collaboratively with the VPU to refine the model. While the VPU holds a differing opinion on the number of two-person cars that they believe should be deployed, an agreement on the final deployment model was reached in the fall.

The deployment model was implemented on November 1, 2008, and has resulted in an increase in the number of Patrol units deployed each day.

Ongoing assessments of compliance with the revised model will be conducted by the Patrol Staff Sergeants. Any revisions to appointment-based policing will be worked out after this deployment model has been in place for a few months, and a complete assessment has been done on the VPD's response times to Priority 3 and 4 calls-for-service (early 2009). While all activities related to two-person cars are complete, the impacts linked to ECM and appointment-based policing will be tracked through Strategy 4 into 2009. This strategy is concluded.

2008 Strategy 2: To formalize Beach Patrol as an official unit within the organization of the VPD.

Initiation Date	Target Date	Lead
January 2008	May 15, 2008	Inspector Jess Ram
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Collection of metrics from 2007 Beach Patrol. 		☒☒☒
<ul style="list-style-type: none"> Fleet acquisition process through Equipment Services (EQS). 		☒☒☒
<ul style="list-style-type: none"> Implementation of Unit and staff allocation through HR. 		☒☒☒
<ul style="list-style-type: none"> Deployment. 		☒☒☒
2008 Performance Projections		2008 Performance Results
<p>Outcome: The addition of a highly visible policing unit to provide Patrol functions on the beaches and in the parks of Districts 1 and 4.</p>		<p>Beach Patrol was fully implemented during the summer months of 2008, resulting in an improved policing presence along the beaches in District 4, a reduction in the calls-for-service along the beaches, and an increase in the proactive work generated by the members assigned to this duty.</p> <p>The overall satisfaction of the community increased when compared to 2007 community feedback.</p>
<p>Measure: Area residents' survey. Beach users' survey. Member activity reports.</p>		
<p>Target: Establishing a positive level of awareness and satisfaction in 2008, and an increasing satisfaction level in subsequent years.</p>		

Overall Strategic Progress

In 2008, there were insufficient personnel resources through the summer to assign members full-time to Beach Patrol, and these duties were subsequently assumed within the existing staffing capacity of District 4. Members worked a standard 4-on/4-off patrol shift pattern, minimizing the need to incur shift adjustment penalties and overtime expense to deploy Beach Patrol. For their part, EQS secured All-Terrain Vehicles (ATVs) for the fleet by procuring assets through a leasing arrangement with Honda Canada.

All activities associated with this strategy were completed in 2008 and the metrics from the 2007 deployment were collected to use as a baseline of measurement. There was an increase in the amount of positive feedback from the community, attesting to the value of this program in 'enhancing visible and quality policing. Calls-for-service along the beaches were down in number and the amount of proactive policing time increased along with subsequent increases in the number of on-view arrests.

2008 Strategy 3: To establish Patrol business practices that focus on quality investigations versus quantity of calls taken.

Initiation Date	Target Date	Lead
January 2008	April 30, 2009	Staff Sergeant Glenn Newman and Staff Sergeant Ed Eviston
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Establish benchmarks from 2006 and 2007. 		☒☒☒
<ul style="list-style-type: none"> Review Telephone Response Team (TRT) mandate, with an eye to expand the calls they handle, and free up visible Patrol investigative capacity. 		☒☒☒
<ul style="list-style-type: none"> Develop investigative training package for Patrol. 		☒☒☐
<ul style="list-style-type: none"> Deliver training across Patrol. 		☒☒☐
<ul style="list-style-type: none"> Ongoing liaison with Crown Counsel re: quality of Patrol investigations and reports. 		☒☒☒
2008 Performance Projections		2008 Performance Results
<p>Outcome: Increased investigative capacity within the uniformed Patrol Division.</p>		The investigative capacity within the uniformed Patrol Division has been increased following the development and delivery of an interviewing program as a part of Cycle III training.
<p>Measure: The number of files cleared and concluded by Patrol officers.</p>		In addition to the interviewing program, a more comprehensive program is under development, and will be delivered to Patrol officers in early 2009. This program will expand on their preliminary knowledge base, and ensure all front-line personnel have a comprehensive understanding of statement taking, interviewing, and complete file investigation. Once the program delivery is complete, measurable results will be produced.
<p>Target: A 10% increase in cleared cases from Patrol.</p>		

Overall Strategic Progress

A training model was developed for all patrol officers, which includes a two-stage approach to educating them on performing quality investigations. The first stage entailed a one-hour information session that dispels the myths of interviewing suspects and taking statements, and has been completely delivered to all of Patrol through the Cycle III training sessions (October 2008). The second stage involves a more in-depth education piece on interviewing suspects, and is scheduled for delivery to all of Patrol in early 2009. The content of this program is being finalized through the Education & Training Unit (ETU), and the only hurdle in place now is the excessive work demands of the instructional staff – all coming from the Major Crime Section.

Ongoing liaison with Crown Counsel is presently occurring. In early 2008, introductory meetings were held to establish relations and dialogue between Patrol command staff and senior Crown Counsel. These meetings, combined with the regularly scheduled meetings of the Police/Crown Liaison Committee, ensure an ongoing dialogue between these justice partners. These activities are 70% complete, and will be concluded through the 2009 annual business planning process.

Moreover, TRT is currently set up to handle the type and volume of calls based on its present staffing situation. The mandate of TRT was reviewed in early 2008, and it has been reaffirmed across the Patrol Division. Electronic information regarding cleared cases for Patrol officers is available through the Records Management System (RMS), and processes have been established to include this information in the monthly Patrol Activity Report (PAR) beginning in the first reporting period of 2009 (reference 2008 Strategy 10).

2008 Strategy 4: To formalize the expanded TRT, the Enhanced Call Management (ECM) program and associated business processes.

Initiation Date	Target Date	Lead
January 2008	October 31, 2008	Sergeant Jim Scott and Inspector Dave Nelmes
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Continued commitment for a District Alternate Response Service (DARS) style of Patrol response. 		☒☒☒
<ul style="list-style-type: none"> Community education through Community Policing Centres (CPCs) and Public Service Announcements (PSAs). 		☒☒☒
<ul style="list-style-type: none"> Review alternate methods of appointment-based policing. 		☒☒☒
<ul style="list-style-type: none"> Explore technology improvements. 		☒☒☒
<ul style="list-style-type: none"> Formalize the enhanced TRT positions in the organizational structure. 		☒☒☐

2008 Performance Projections	2008 Performance Results
<p>Outcome: An improved service delivery for priority 3 and 4 calls and reduced call response times.</p>	<p>The VPD has reaffirmed its commitment to the deployment of DARS units, to address priority 3 and 4 calls-for-service. The primary objective is to reduce delays in the police response to these calls-for-service, and use appointment-based reporting to meet the availability of complainants.</p> <p>Technological improvements are ongoing, as the VPD explores its business relationships with Emergency Communications for Southwest BC Incorporated (E-Comm), and the VPD's Communications Section management is working closely with HR to ensure that staffing levels in TRT are maintained at a consistent level across the work day.</p>
<p>Measure: Call response times to Priority 3 and Priority 4 calls. Satisfaction metrics employed by the University College of the Fraser Valley (UCFV) in their review of the ECM pilot project.</p>	<p>While the VPD has experienced a reduction in the average call-response-time to Priority 3 and 4 calls, the commitment to this program can be best exemplified on special event nights, such as Halloween 2008. The addition of one Patrol-based supervisor to TRT for the evening resulted in 100 calls-for-service being cleared off of the patrol work queues through alternative means, and the complainants received police attention to their non-emergency concerns within an hour of calling the police. This proactive approach to servicing this work resulted in greater availability of regular Patrol officers to address the higher-priority items on the street, during this traditionally busy night.</p>
<p>Target: To service all calls for police service within 5 hours of receiving the call.</p>	

Overall Strategic Progress

This 2008 strategy is complete and has been successful in enhancing the VPD's commitment to delivering quality policing. The VPD has demonstrated its continued commitment to the DARS program, by repeatedly affirming its mandate across Patrol and ensuring that all Patrol Teams deployed on Bravo and Charlie shift staff the requisite DARS cars to accommodate this work. This program has the full support of the Executive and the management team of the Operations Division. Meanwhile, a review of community education needs showed that no formal education piece is required in relation to this strategy. When citizens call the police to report crimes, the existing processes link complainants to DARS and TRT response. Given that this model provides a more immediate police response, citizens only need to follow the pre-existing process to report crime. In other words, no unique education material is required.

Throughout 2008, appointment-based policing processes have been adjusted to ensure the VPD is able to book appointments while being able to honour these previously arranged times to see complainants. Communication links have been formalized between Patrol officers and the TRT supervisors to ensure that scheduling information is passed down to the DARS units in a timely fashion. Technological advances at E-Comm have provided TRT officers with greater access to publicly available investigative tools through the internet, enabling these officers to conduct a more in-depth preliminary investigation. While the majority of these activities are completed, work in this area will be ongoing in the Communications Section, most notably with regards to a better defined staffing level.

2008 Strategy 5: To improve the quality and level of detail in the intake information coming into 9-1-1.

Initiation Date	Target Date	Lead
January 2008	September 30, 2008	Sergeant Jim Scott
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Develop a training plan in consultation with E-Comm. 		<p style="text-align: center;">☒☒☒</p>



<ul style="list-style-type: none"> NCO training. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Training delivery to E-Comm personnel. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2008 Performance Projections	2008 Performance Results
<p>Outcome: Improved detail and quality of information contained in initial CAD calls. Improved call prioritization.</p>	<p>The VPD Communications Section has worked closely with E-Comm to ensure a consistent level of training for all staff in the 9-1-1 centre. In addition, VPD policy changes are reviewed continuously and communicated to dispatchers and call-takers, in an effort to get the best information to the members when they respond to calls. E-Comm has proactively developed scripted training packages for all of their staff to improve consistency across the shifts, and to ensure that critical information is obtained by the call-takers. Weekly performance meetings occur between E-Comm Operations management and the VPD, improving the communication between the partner agencies.</p>
<p>Measure: Call response times to Priority 1 and Priority 2 calls. E-Comm satisfaction survey results. VPD employee survey.</p>	<p>There has been a 6% reduction in call-response times to Priority 1 calls for service, year-to-date in 2008. There has been a 1% increase in the call response times for Priority 2 calls for service.</p>
<p>Target: A 5% reduction in call response times to Priority 1 and Priority 2 calls. Increased satisfaction with the quality of intake information from Patrol NCOs.</p>	<p>The employee survey is presently underway and results will be presented once it is completed.</p>

Overall Strategic Progress

Scripted training has been developed and implemented at E-Comm, so all personnel have a consistent base of knowledge and apply the same front-end questioning processes when taking emergency calls. This model ensures that key information is obtained in every instance, enabling an appropriate response to these calls by VPD patrol officers. The VPD was consulted through the development of this material, ensuring that organizational needs and policies were addressed.

Furthermore, communication between E-Comm and the VPD has been greatly improved with the implementation of weekly Operations meetings between E-Comm Operations management and the VPD Communications supervisors. This has helped to ensure the timely exchange of information, and has ensured that VPD policies are at the forefront of E-Comm's dispatch procedures when directing VPD officers. Similarly, new controls have been put in place within the VPD to ensure that accurate hazard information exists in the Computer Aided Dispatch (CAD) system. While this has added a level of accountability within the VPD, it also ensures that the information associated to addresses where officers may face risk, is as current as possible. These business improvements, and changes to training processes, will continue into the future, on an ongoing basis. The activities listed have been completed, and this strategy is concluded.

2008 Strategy 6: To leverage our partnership with the South Coast British Columbia Transportation Authority Police Service (SCBCTAPS) to increase the uniformed police presence on and around targeted high crime Skytrain stations.

Initiation Date	Target Date	Lead
January 2008	December 31, 2008	Inspector Daryl Wiebe



Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Liaison with SCBCTAPS operations staff. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Review of the initial Letter of Agreement (LOA) between SCBCTAPS and the VPD, now that SCBCTAPS has established itself in the regional policing picture. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Identification of key problem stations to target policing actions. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Ongoing monitoring of service calls at identified problem stations. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

2008 Performance Projections	2008 Performance Results
<p>Outcome: Increased visible policing presence around problem stations, where there is a high crime rate.</p>	<p>Ongoing liaison has been established between the District Crime Control Officers and their SCBCTAPS counterparts. This direct link has provided for timely information exchange between the two agencies, and results in better deployment decisions being made to tackle jointly-shared crime problems. The new LOA between SCBCTAPS and the VPD was signed and distributed late in 2008, and has been reviewed with Patrol supervisors across the VPD. The sharing of information, and a clearer delineation of duties, including the exchange of crime analysis reports, has helped the VPD identify key problems areas associated to Skytrain. Through the summer of 2008, the VPD implemented a traditional foot beat deployment around the Skytrain station at Commercial and Broadway. This intersection represents the highest location of calls-for-service in District 3, and was identified as the nexus of the Grandview/Woodlands neighbourhood where residents feared crime the most.</p>
<p>Measure: (NEW) Community satisfaction survey. Skytrain ridership survey. VPD employee survey.</p>	<p>Community feedback to the increased police presence has been overwhelming and calls for service to this area dropped by over 45%. Area businesses and the local Business Improvement Association have provided positive feedback regarding the increased police presence. There has also been reductions in all street-disorder type calls-for-service and violent crime in this area.</p>
<p>Target: A 10% reduction in assistance calls to Skytrain stations.</p>	

Overall Strategic Progress

The VPD proactively connected the patrol-based Crime Control Sergeants and District Crime Analysts with their counterparts in SCBCTAPS. This link has improved the communication flow regarding crime information, and educated both agencies on the criminal activity around the shared areas of responsibility. The VPD shared the joint-jurisdictional responsibilities with all of its Patrol supervisors, as outlined in the new LOA between the VPD and SCBCTAPS. This process has clarified areas of responsibility and eliminated duplication in many instances.

District 3 and District 2 implemented a traditional foot-beat on Commercial Drive, targeting an area where residents believe that crime is at its worst, and the area where they feel the most at-risk. These beat teams patrolled the area through the Summer and Fall months, and this increased presence has resulted in dramatic reduction in calls-for-service to this neighbourhood. The deployment of bicycle officers in District 3, which has not been traditionally done in this area, has further increased the policing presence around this Skytrain station.

A Skytrain ridership survey has not been undertaken, and is something the VPD is not pursuing at this time. Local community and business feedback has provided sufficient information to the VPD to enable informed decision-making around policing matters near Skytrain stations.

The activities associated with this 2008 strategy aimed at enhancing quality policing via the VPD and SCBCTAPS partnership are complete. The dialogue between these two policing agencies will continue, and their relationship will continue to grow. The addition of a recently announced Inspector's position within SBCTAPS, whose primary responsibilities will include collaborative policing initiatives with partner agencies, will further this strategy going forward.

2008 Strategy 7: To involve frontline officers and supervisors in the CompStat processes.

Initiation Date	Target Date	Lead
January 2008	May 31, 2008	Staff Sergeant Keith Hammond and Staff Sergeant Loris Zuccato
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Consistent attendance at CompStat by on-duty Patrol NCOs. 		☒□□
<ul style="list-style-type: none"> Increased communication and report-backs on CompStat priorities to the frontline officers. 		☒☒□
<ul style="list-style-type: none"> Cycle training for Patrol on CompStat methodology, both in theory and as practically applied in Vancouver. 		□□□
<ul style="list-style-type: none"> Inclusion of District Patrol members in the weekly District-based crime control meetings to ensure front-line input is received and applied. 		☒□□
2008 Performance Projections		2008 Performance Results
<p>Outcome: To build a sense of ownership for the District level policing problems, deliver linkages between frontline work, and educate members about the impact of crime, proactive policing priorities and operational decision-making processes.</p>		While the communication of crime priorities has improved across all patrol districts, and NCOs and Constables have been encouraged to attend CompStat meetings, this activity has seen limited success.
<p>Measure: VPD Employee Survey.</p>		Processes are currently under review to include on-duty

Target: Increased satisfaction levels related to inclusion and involvement in organizational decision-making.	personnel in the Crime Control activities at the District level, and detailed scheduling will be forthcoming at the start of 2009.
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Overall Strategic Progress

On-duty Patrol NCOs have continually been encouraged to attend and participate in CompStat meetings. However, the practicality of this occurring regularly is limited by the demands on the road. Hence, the attendance of front-line supervisors at CompStat can best be described as sporadic. Regardless, communication of CompStat priorities has improved dramatically. This includes defined accountability questions to the District commanders which clearly identify what the operational policing priorities are for the subsequent period. In addition, this information is communicated back to front-line personnel on a weekly basis, as commanders oversee deployment to target identified priorities.

Members have not received specific training on the purposes of CompStat and the VPD processes regarding CompStat at this time. Other training priorities for front-line personnel have taken precedence over CompStat specific training.

The activities in this strategy are underway, and will be completed in early 2009. Patrol member involvement in weekly crime control meetings is presently under review, and it is anticipated that this will begin in early 2009.

2008 Strategy 8: Scheduled 'uniform days' for all personnel.

Initiation Date	Target Date	Lead
January 2008	October 31, 2008	Staff Sergeant Matt Kelly
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Develop scheduled days in the calendar year where members in all assignments (except surveillance) are required to wear their uniform. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Work with Police Stores to ensure all personnel are equipped with an operational uniform. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Expand project to include mandatory Patrol days, where investigative members spend one or two days per year out on the road responding to service calls, and working with their Patrol partners. 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2008 Performance Projections		2008 Performance Results
<p>Outcome: To increase the uniformed presence in all areas of the Department, and expand this visibility to the field on a regular basis.</p>		<p>While there is general agreement among the Executive, management, and the membership that uniform days are a worthwhile initiative that build esprit de corps and organizational identity, this initiative has seen limited progress through 2008. Proactive steps have been taken, with the joint labour-management uniform committee, to ensure all personnel have the requisite uniforms, and are available for deployment. The implementation of uniform days will be pursued further in early 2009.</p>
<p>Measure: NEW Community satisfaction survey. VPD employee survey.</p>		<p>Once uniform days are implemented in 2009, satisfaction and awareness levels will be measured.</p>

Target: Establishing a positive level of awareness and satisfaction in 2008, and an increasing satisfaction level in subsequent years.

Overall Strategic Progress

Throughout 2008, Police Stores personnel have proactively gone out to ensure that all members assigned to non-uniformed investigative positions have a full uniform, should they need to be deployed accordingly. This step has been well received and is something that was required in light of pending deployment needs for 2010.

Other organizational priorities within the Operations Division have precluded this from moving forward in 2008, however, there is a strong agreement that uniforms days is a worthy initiative. The majority of the activities associated with this 2008 strategy remain uncompleted but will be included in the 2009 Annual Business Plan.

2008 Strategy 9: To deliver standardized community policing initiatives that focus on community development and crime prevention, and include outreach to specific cultural groups within our diverse community.

Initiation Date	Target Date	Lead
January 2008	December 31, 2009	Constable Heather Brown, Sergeant Cam Murdoch, and Planning Analyst Allison Metzak

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Develop a standardized model of service delivery for community based programs. Includes programs such as 'adopt-a-block', and the delivery of relevant crime information to the neighbourhoods involved. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Develop a standardized model of service delivery for community based programs. Includes programs such as 'adopt-a-block', and the delivery of relevant crime information to the neighbourhoods involved. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Development of specific and relevant strategies for each cultural group within our community. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Community education on when to involve the police and call 9-1-1. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2008 Performance Projections

Outcome: Consistent community-based programs delivered by the CPCs, which build greater community capacity across the city.

2008 Performance Results

Much of this strategy for 2008 was put on hold very early in the year, pending the outcome of the Community Policing Review being completed for the COV and the VPD Executive. Specific to the development of new programming that targets cultural groups, District 3 made significant inroads into the Indo-Canadian Community when it opened a Community Policing sub-office in the Khalsa Diwan temple on Ross Street. The partnership between the VPD, the South Vancouver CPC and the Khalsa Diwan Society has resulted in the first centre of this type anywhere in Canada, and has fostered positive police/community relations along the South-slope of Vancouver.

Measure: NEW Community satisfaction survey. CPC audit reports.

Given the nature of the Community Policing Review, none of the activities associated with this strategy were attempted and hence none of its targets were measured.

Target: Establishing a positive level of awareness and satisfaction in 2008, and an increasing satisfaction level in subsequent years. A 15% increase in the number of community-based programs being run by the CPCs.

Overall Strategic Progress

District 3 Patrol management worked collaboratively with the South Vancouver Community Policing Centre and the Khalsa Diwan Society to open a community policing office at the Ross Street Temple. This office is staffed every Sunday, by an officer from the district and with volunteers from the community, to foster relationships with the Indo-Canadian community who reside and work on the South-slope of Vancouver. This unprecedented program has been exceptionally well received by the community and steps are underway to make this a regular part of the programming of the South Vancouver CPC.

The Planning, Research & Audit Section (PR&A) completed a community policing review late in 2008, and this report was submitted to the VPB and City Council as a part of a broader policing review. Future community policing initiatives will be aligned with the recommendations found within that report.

2008 Strategy 10: To implement an accountability standard for Patrol, and regularly measure the activities/outputs of Patrol members.

Initiation Date	Target Date	Lead
January 2008	April 15, 2008	Inspector Daryl Wiebe, Staff Sergeant Doug Fisher, and Staff Sergeant Jeannie Yee

Activities (Action Plans)	Completion Status
• Develop business processes to capture relevant outputs.	☒☒☒
• Develop data extract models from CAD and RMS.	☒☒☒
• Educate supervisors and management.	☒☒☒
• Review and refinement of processes, and what outputs are getting measured.	☒☒☒

2008 Performance Projections	2008 Performance Results
Outcome: Consistent measurement of productivity across all Patrol teams, to provide performance indicators to supervisors and District management.	The Police Activity Report (PAR) was developed and implemented through the first month of 2008. Since then, periodical reports (every 32 days) are compiled by the patrol District Assistants and these reports are distributed to District management and the patrol team supervisors. These reports represent the outputs of the members in each team, and provide for team by team comparisons.
Measure: The production and internal distribution of the PAR.	The ongoing monitoring of these reports, combined with a balancing of resources between the teams, has resulted in a benchmark of expected output in each of the four Patrol districts.
Target: The equalization of employee output across Patrol teams within each of the Patrol districts.	

Overall Strategic Progress

A patrol-based working group defined the areas of output that would be measured in the PAR. This includes the number of reports written, street checks submitted, tickets issued and follow-ups assigned. In addition to measuring output, the PAR was used to track deployment, and provide average monthly deployment information for every Patrol team. This feature enabled district managers to assess where resources were needed, regardless of where personnel were actually assigned.

After the first three reporting periods, the PAR was adapted to include measurement of overdue and incomplete follow-ups, Bylaw offences, and traffic stops (where not every contact results in a traffic ticket). In the fall of 2008, measures were again reviewed, and pending reports were adapted to contain detailed numbers where members charge offenders – indicating the successful closure of a file by charge and/or arrest.

Despite continuing to face challenges in accurately collecting the required data from the different sources within the RMS, the VPD has been able to focus on areas where accurate information can be drawn out of the system without creating an onerous data entry burden on administrative staff. Ongoing review will occur with a standing committee that meets quarterly. The activities associated with 2008 strategy are complete.

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

Champion – Director Kathy Wunder

2008 Strategy 1: Transition Tier 1 Helpdesk Service to COV.

Initiation Date	Target Date	Lead
January 2008	December 2008	Senior Technical Specialist Jere Tarnowski
Activities (Action Plans)		% Complete
<ul style="list-style-type: none"> Helpdesk Transition project team participating in transition review and implementation. 		☒☒☐
2008 Performance Results		
<p>Outcome: Expanded hours of service for helpdesk coverage, with weekend availability. Client notification on all calls to the helpdesk.</p>	<p>Information Technology (IT) is currently working towards transitioning Helpdesk service to the COV in order to expand hours of service for helpdesk coverage.</p>	
<p>Measure: Reduced calls to IT outside of Helpdesk. Increased call closure times.</p>	<p>Once the transition is fully complete, measurable results will be provided.</p>	
<p>Target: 100% client notification. Improved closed on first call %.</p>		
Overall Strategic Progress		
<p>In 2008, IT created a project plan and has assigned tasks for the Helpdesk transition. Specifically, IT created a final draft of MOU, created a final draft of the Service Level Agreement (SLA), prepared training material for COV staff, and has partitioned secure areas from COV staff.</p> <p>Key milestones have yet to be achieved such as completion of COV physical infrastructure improvements, official sign-off of MOU and SLA and NCACR acceptance from RCMP. Current projection calls for completion in Q1 2009</p>		

2008 Strategy 2: Create project portfolio for new IT initiatives.

Initiation Date	Target Date	Lead
January 2008	March 2008	Director Kathy Wunder
Activities (Action Plans)		% Complete
<ul style="list-style-type: none"> Complete project site, seek staff participation to update information and seek executive review of priorities. 		☒☒☒
2008 Performance Projections		2008 Performance Results
<p>Outcome: An online application that categorizes all new or initiated projects, with progress synopsis and priority ranking by VPD executive.</p>		<p>The outcome has been successfully achieved and Executive participation occurs on a regular basis.</p>

<p>Measure: Increased Executive participation in prioritization of projects. Improved project definition and scope before initiating projects.</p>	<p>On a quarterly basis the Executive reviews the projects and prioritizes the top 10 initiatives to align with the VPD's strategic direction.</p>
<p>Target: Reduce projects initiated and cancelled. Faster completion of top priority projects.</p>	<p>There has been a reduction in the number of projects initiated and cancelled as well as faster completion of top priority projects.</p>

Overall Strategic Progress

As a result of this strategy, top priority projects in 2008 have had better support and endorsement thereby allowing staff to focus on timely completion. In addition, IT has reduced projects that are cancelled and will work towards reducing projects initiated and placed on hold.

2008 Strategy 3: Create an IT Service Catalogue.

Initiation Date	Target Date	Lead
January 2008	September 2008	Technical Services Supervisor Eric Nishi

Activities (Action Plans)	% Complete
<ul style="list-style-type: none"> Examine IT and Business activities in an effort to document the major IT services in production. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2008 Performance Projections	2008 Performance Results
<p>Outcome: Provide a Central Online Source of Information on the IT services delivered.</p>	<p>The main portion of the Service Catalogue has been created with minor details needing to be worked out.</p>
<p>Measure: All areas of the business can view an accurate, consistent picture of the IT services, their details and status.</p>	<p>Some of the forms and policies referenced by the Service Catalogue are undergoing changes and once those are complete, they can be incorporated into the catalogue.</p>
<p>Target: Improved self-direction for IT requests for service. Consistent processes for service requests.</p>	<p>Once completed, the catalogue will provide improved self-direction and consistent processes.</p>

Overall Strategic Progress

As part of the overall strategy to leverage the use of technology within the VPD, more pressure is being put on IT to "do more with less". The Service Catalogue will provide customers with the ability to search for the IT service for which they are looking, and if available, will direct the customer toward obtaining that service. The goal is to reduce the number of calls to IT, and provide the customers with information of what is required to obtain a specific service.

The largest challenge faced when constructing a Service Catalogue is identifying all the services IT provides the customer. Listing too many services leads to difficulty in finding the service that the customer desires. Providing too many choices leads to confusion. On the other hand, listing too few choices by being too general, leads to the customer being unsure if the service they seek is included within the general heading. Additional challenges were faced when attempting to get development time for the presentation of the catalogue to the customers. Focus on the top ten IT projects reduced the availability of Development time for additional initiatives.



Goal – To improve communication and public engagement in crime prevention and VPD services
Champion – Director Paul Patterson

2008 Strategy 1: To promote crime prevention and public awareness.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Senior Director Paul Patterson
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Television ads, posters, print ads, earned media etc. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2008 Performance Projections		2008 Performance Results
Outcome: Crime goes down and the public has greater awareness of how to keep themselves safe.		Campaign such as those relating to 'theft from auto' have greatly increased the public's awareness as well as their crime prevention habits as evidenced by significant drops in property crime rates. For instance, January of 2008 saw a dramatic 40 per cent drop in the 'theft from auto' crime category.
Measure: Reduction in crime rate and increase in visits to the VPD web site.		Property crime rates were reduced in 2008. Meanwhile, visits to the web site are largely consistent with major jumps to recruiting.
Target: Crime rate reductions of 10% or more are desirable.		The Property crime rate fell by 7% in 2008 as per the latest CompStat figures.
Overall Strategic Progress		
Multimedia campaigns are ongoing and they comprise the chief action plan as they appear to be the most effective crime prevention tactic available to public affairs. The reach of the message is substantially increased when the campaigns are coupled with massive earned media strategies. Residential break and enter, theft from auto, and gun amnesty campaigns all generated impressive results in 2008. The largest challenge remains raising the funds since these campaigns are not budgeted.		

2008 Strategy 2: To enhance awareness of the services the VPD provides to the public.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Senior Director Paul Patterson
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Generate earned media on the services and drive people to the VPD web site to learn more. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2008 Performance Projections		2008 Performance Results
Outcome: The public has a greater appreciation of the particular services the VPD provides in all areas of public safety services.		In 2008, there were increases in memberships of Block Watch and Citizens Crime Watch (CCW) along with increases in the use of Victim Services.

<p>Measure: Surveys concerning the awareness of the services are done at a base line level then measured a year later. Hits on the web site and calls for the services are tracked.</p>	<p>It would require a pointed survey to track awareness results but based on emails and calls received from the public along with letters to the editor and postings on websites it can be seen that public awareness on issues like Con Air for example increase dramatically after the VPD generates news stories on the subject.</p>
<p>Target: An increase in awareness of at least 10% a year would be a stretch goal.</p>	<p>On average the section receives about 85 calls a day from reporters and generates more than 6,500 stories a year in all mediums combined.</p>

Overall Strategic Progress

In addition to traditional areas of awareness concerning VPD services such as traffic safety, crime prevention, speciality squads and so forth, the department has taken a strategic turn in its direction by targeting areas of social and legislative change to enhance public safety. Public Affairs has launched major media campaigns to publicize these efforts which include Con Air, mental health issues and chronic offenders. These issues, brought to the fore by Public Affairs, have initiated public discourse and debate and promises of government action.

2008 Strategy 3: To assist the Recruiting Section by creating a public awareness campaign.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Senior Director Paul Patterson

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Produce earned media to expand awareness the VPD is hiring; to engage in partnerships and to use the internet more effectively by targeting specific groups. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2008 Performance Projections	2008 Performance Results
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<p>Outcome: Hire more than 100 new officers in 2008 along with a new cohort of jail guards.</p>	<p>Recruiting numbers are up substantially and the Unit will reach its goal of hiring 100 new officers</p>
<p>Measure: Triple the number of people coming to information sessions and more than double the hits to the web site and hire the target of 100 officers.</p>	<p>In 2008, there was a 61% increase over 2007 in the number of people attending information sessions and 112% in the number of applications.</p>
<p>Target: At least a 5% increase every month all through the year.</p>	<p>The VPD's recruiting web pages saw a substantial increase in hits this year while a record number of earned media stories about recruiting were generated. Hits on the website increased this year with over 91,000 visitors compared to 86,000 last year while earned media stories numbered in the hundreds.</p>

Overall Strategic Progress

Public Affairs's strategy of ignoring paid advertisements and concentrating on earned media has been very successful. It relies on the innovative use of the media by generating stories on novel and very successful approaches to recruiting such as the mobile recruiting van conceived and designed by Public Affairs. Also further innovations include the development of strategic partnerships, such as with the UBC Thunderbirds, and the Operation Search and Employ program. The challenge is to continue generating novel ways of encouraging the media to report the same recruiting story repeatedly.

Goal – To support and develop our staff to their full potential
Champion – Superintendent Steve Schnitzer

2008 Strategy 1: Develop an "Early Warning System" relating to police members whose actions and behaviours are outside of the norm.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Inspector Mario Giardini and Inspector Jeff Sim
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Develop Excel database that will capture data such as, complaints, sick usage, pursuits, use of force, etc. 		☒☒☒
<ul style="list-style-type: none"> Develop policy in relation to who will use this information and how interventions will be made with members exceeding certain thresholds. 		☒☒☒

2008 Performance Projections	2008 Performance Results
<p>Outcome: That members exhibiting certain behaviours are identified and provided assistance prior to issues and/or complaints developing.</p>	As of October 31, 2008, 28 members were identified regarding possible behavioural/performance issues from a HR or Professional Standards perspective. Upon detailed analysis, no intervention was deemed necessary.
<p>Measure: Decrease in complaints against police.</p>	<p>A comparison of complaints from 2007 shows that as of October 31, 2007, PSS had 426 complaint files. As of October 31, 2008, PSS has 482 complaint files. This 13% increase is attributable, in part, to improved record keeping practices within Professional Standards.</p> <p>As of October 31, 2007, Professional Standards had 269 allegations of Abuse of Authority. As of October 31, 2008, PSS has 196 allegations of Abuse of Authority. This represents a 27% decrease in this type of allegation.</p>
<p>Target: A 10% reduction in complaints relating to abusive language and abuse of authority.</p>	

Overall Strategic Progress

The completion of this strategy has resulted in improved communication between Professional Standards HR. This communication is done formally once per month during Early Intervention Program meetings and informally between meetings. The link between Professional Standards and HR has enabled the VPD to become much more proactive in dealing with employee issues, as both offices often deal with the same members. This will enable Professional Standards and HR to develop strategic solutions that will assist in preventing future adverse behaviour.

2008 Strategy 2: Improve police in-service training, with an emphasis on members in their first five years.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Inspector Tom McCluskie

2008 Performance Projections		2008 Performance Results
Outcome: That the VPD is able to hire between 75 and 125 recruits in 2008.		As of November 10, 2008, the VPD has hired 61 new police officers (recruits and exempts) and it is projected that 2008 will end with 93 hires.
Measure: The ability to fill all authorized sworn positions.		Throughout 2008 the development of the applicant tracking system, VPD recruiting website enhancements and numerous outreach strategies have greatly improved the VPD's hiring position. The Recruiting Unit was recently doubled in size to cope with the volume of applications and it is anticipated that VPD vacancies will be fully eliminated prior to the 2010 Olympic Games.
Target: That the number of vacancies is as close to "zero" as possible.		
Overall Strategic Progress		
Applications to the VPD have increased by 110% as of November 1, 2008. More importantly, the Recruiting Unit is on target for the VPD to reach full operational strength for the 2010 Olympics. The VPD is well on its way to reaching this target.		

2008 Strategy 4: Continue to develop supportive and relevant HR processes for sworn and civilian members.		
Initiation Date	Target Date	Lead
January 2008	Ongoing	Inspector Jeff Sim
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Provide all managers and supervisors labour relations training. 		☒☒☒
<ul style="list-style-type: none"> Development of a guide to assist managers/supervisors in conducting internal competitions. 		☒☒☐
<ul style="list-style-type: none"> Develop regularly scheduled "town hall" staff meetings that are attended by the Executive. 		☒☒☒
<ul style="list-style-type: none"> Develop a civilian member 'Acting Policy'. 		☒☒☒
<ul style="list-style-type: none"> Develop a sworn member 'Reassignment Policy' for internal investigations and traumatic events. 		☒☒☒
<ul style="list-style-type: none"> Provide a guide to assist managers / supervisors in the management and development of probationary employees. 		☒☒☐
<ul style="list-style-type: none"> Develop a process to identify and track probationary employees who have been identified as having performance concerns. 		☒☒☐
2008 Performance Projections		2008 Performance Results
Outcome: All sworn and civilian members to have access to the fairest and most supportive processes as possible.		Throughout 2008 the Human Resources Section continued to provide relevant business processes to all sections of the VPD.

<p>Measure: Decrease in the number of complaints and grievances in relation to internal competitions, promotions and other human resource matters. Increase in amount of Developmental Plans prepared for probationary employees with identified performance concerns.</p>	<p>HR saw a 65% decrease in grievances / labour complaints by the Teamsters Union as of November 12th. Through 2008 there was only one formal grievance by the VPU – and it will be resolved by year end.</p>
<p>Target: A 25% decrease in complaints and grievances. A 25% increase in Development Plans with relation to probationary employees.</p>	<p>The Development Plan target has not been achieved as the development of this process continues. This activity will carry forward to the 2009 Business Plan.</p>

Overall Strategic Progress

2008 brought significant staff change in the Human Resources Section, yet many lateral and promotion processes have been held while still seeing a decrease in overall grievances / complaints.

With the completion of all collective bargaining, the Human Resources Section will be refining the labour management training for all supervisors / managers in 2009 with a focus on changes in the two main collective agreements. The guide for internal selection processes and development plans for probationary employees will be completed in 2009 and will help ensure the organization continues to provide fair and relevant processes to our members.

A new process has been implemented providing an equivalent education reimbursement process for civilian employees. This, along with other changes in Civilian Employee Services (hiring of Catherine Deslauriers), contributes to the overall enhancement of the VPD’s civilian employee group.

2008 Strategy 5: Maximize return on financial resources available for employee training.

Initiation Date	Target Date	Lead
January 2008	December 2008	Inspector Tom McCluskie

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Assessment of deemed best practices training, specific to departmental programs and activities. 	<p style="text-align: center;">☒☒☐</p>
<ul style="list-style-type: none"> The development of a process to determine whether training is mandatory or optional. 	<p style="text-align: center;">☒☒☐</p>

2008 Performance Projections	2008 Performance Results
<p>Outcome: Prioritization of financial resources in support of providing best practices in training.</p>	<p>The Training Section has initiated a comprehensive review of the mandatory training needs of every unit and section in the VPD. As of November 1, 2008, this work is approximately 50% completed.</p>
<p>Measure: Determination of training deemed to be best practice, in relation to departmental programs and activities.</p>	<p>The dedication of financial resources to optional training has greatly decreased during 2008 and further analysis will continue in 2009 in relation to funding requests for conferences.</p>
<p>Target: No dedication of financial resources for optional training if it is deemed that best practices training requests cannot be met.</p>	



Overall Strategic Progress

This strategy is well underway and work will continue in 2009. Future work to conclude this strategy will coincide with a proposed 2009 Business Plan objective of creating a revised VPD training plan and vision. Preliminary work will be started in December 2008 to complete a review of the various programs in the Force Options Training Unit (FOTC), with the view of determining what is mandatory and how each program complements other training.

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

2008 Strategy 1: For any organizational change involving the reassignment or acquisition of resources to involve best practices analysis.		
Initiation Date	Target Date	Lead
January 2008	May 1, 2008	Acting Inspector Earl Andersen
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Develop instructions about key elements of best practices analysis. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Revise form 1332 to set out key elements of best practices analysis and include a section in which that analysis can be provided. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> The SPAC committee to ensure that, where appropriate, form 1332 change requests include a best practices analysis. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2008 Performance Projections		2008 Performance Results
<p>Outcome: Documented application of best practices analysis to all organizational change proposals involving the reassignment or acquisition of resources.</p>		The VPD form 1332 has been revised to ensure that all organizational change proposals regarding the reassignment or acquisition of resources involve a best practice analysis.
<p>Measure: The number of submitted 'Resource and Organizational Change Request' forms (form 1332) that include a best practices analysis.</p>		Once changes have been implemented, all submitted 1332 forms will include a best practice analysis.
<p>Target: 100% compliance, where the analysis is deemed appropriate.</p>		Implementation of the new process and form is anticipated in January, 2009.
Overall Strategic Progress		
<p>In 2008, the VPD 1332 form was amended to ensure that all organizational change proposals regarding the reassignment or acquisition of resources involve a best practice analysis. Once the form is implemented in January 2009, individuals requesting resources are required to directly relate their request to the VPD's Strategic Plan. This promotes the most effective and efficient use of VPD resources thereby directly supporting the strategic goal of 'implementing best practices in police services'.</p>		

2008 Strategy 2: For all employees to have ready access to best practices contained in departmental rules and procedures.		
Initiation Date	Target Date	Lead
January 2008	July 1, 2008	Acting Inspector Earl Andersen and IT Director Kathy Wunder

Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Development and implementation of a wireless lap-top up-dating solution. 		☒☒☐
2008 Performance Projections		2008 Performance Results
<p>Outcome: Enhancement of employee ability to implement and conform to established best practices.</p>		<p>The re-structuring of the Regulations and Procedures Manual (RPM) into chapter format and the acquisition of a new 'google' search engine has made the RPM more user-friendly thereby enhancing employee adherence to established best practices. Once laptops are re-imaged, employees will have greater access to the RPM.</p>
<p>Measure: Increase in the number of desktop and mobile workstations that provide access to the written up-to-date rules and procedures manual.</p>		<p>IT has acquired wireless remote server and the RPM has been uploaded. They are currently in the process of re-imaging the laptops.</p>
<p>Target: Access to the written up-to-date departmental rules and procedures manual by 100% of employee at any desktop or mobile workstation.</p>		<p>Once the laptops are re-imaged, all employees will have ready access to departmental rules and procedures at any desktop or mobile station.</p>
Overall Strategic Progress		
<p>PR & A's initiatives have resulted in an RPM that is much more user-friendly. The re-structuring of the RPM into chapter format and the acquisition and implementation of a new 'google' search engine has made it easier for employees to locate information they require thereby enhancing their ability to implement and conform to best practices. IT has also acquired a wireless remote server and has uploaded the RPM onto it. Once the Communications Sections has completed re-imaging all the laptops, all employees will be able to access best practice information (as contained in the RPM) from any mobile desk or workstation.</p>		

2008 Strategy 3: To develop processes to ensure regular internal reviews and audits.		
Initiation Date	Target Date	Lead
January 2008	Ongoing	Acting Inspector Earl Andersen and Audit Manager Simon Demers
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Ongoing assessment and monitoring of programs to identify areas of high impact and high likelihood of harm. 		☒☒☒
2008 Performance Projections		2008 Performance Results
<p>Outcome: Ability to assess and manage risk associated with "high impact harm" and "high likelihood of harm" program areas.</p>		<p>In 2008, a number of internal processes were reviewed and a number of audits were completed allowing the Audit Unit to identify significant risk areas and opportunities for improvement that have serious organizational implications. Moreover, an Audit Committee was formed with a mandate to ensure follow-up and implementation of Audit Report recommendations that have been approved by the Executive Committee.</p>
<p>Measure: Review of internal audits to ensure that primary emphasis is given, and resources are dedicated, to auditing programs with "high impact harm" or "high likelihood of harm".</p>		<p>The Audit Unit relies upon proven risk management principles to prioritize audit activities.</p>

Target: No dedication of resources to audits of low impact or low likelihood of harm, if high impact or high likelihood issues are outstanding.

The programs with the most potential for harm were included in the 2008 audit plan.

Overall Strategic Progress

Throughout 2008, the Audit Unit developed processes for ensuring regular internal reviews and audits to support the VPD's strategic goal of continuing to implement and/or adhering to best practices. In addition to reviewing and revamping a number of centralized and decentralized internal processes, the Audit Unit completed five large-scale audits (Private Files Audit, Overtime Audit, Use of Force Audit, Traffic Court Audit, and ViCLAS Audit), one follow-up audit (Patrol Overtime Follow-Up Audit) and one small-scale audit (Inappropriate PRIME Entries Audit). These audits led to a total of 35 documented findings accompanied by 27 formal recommendations. Two audit projects remain in progress and will be completed in 2009 (Leave Management Audit, Increment Courses Audit).

In April 2008, the Executive Committee approved the creation of an Audit Committee. The Audit Committee is currently chaired by Superintendent Eric Petit. The Audit Committee is responsible to oversee the implementation of the audit recommendations endorsed by the Executive Committee. The Audit Committee will assign each recommendation to the appropriate audit stakeholders. The audit stakeholders will report back to the Audit Committee on the status and implementation of each recommendation.

2008 Strategy 4: To research regional policing services models that also maintain municipal autonomy.

Initiation Date	Target Date	Lead
January 2008	April 1, 2008	Chief Constable Jim Chu
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Perform research, develop models and present in written report. 		☒☒☒
2008 Performance Projections		2008 Performance Results
<p>Outcome: The ability to present models that increase the effective and efficient use of limited financial policing resources, while also addressing concerns about municipal autonomy.</p>		The Report: <i>Options for Service Delivery in the Greater Vancouver Region</i> presents models for increasing the effective and efficient use of limited financial policing resources, while also addressing concerns about municipal autonomy.
<p>Measure: The identification and explanation of one or more relevant models.</p>		Three models were identified and explained in the Report.
<p>Target: Completion of a report presenting one or more possible models.</p>		The Report was completed in February 2008.

Overall Strategic Progress

Metro Vancouver is the last major metropolitan area in Canada that does not have some type of regional police service. Incidentally, a number of high profile incidents have served to re-focus attention on the increasingly complex challenges facing police services in the region and raised concerns with the current arrangements for the delivery of police services. In addition to the difficulties associated with policing cross-jurisdictional criminals and offences, there are also inherent disparities in service levels, funding formulas, and specialized expertise.

The report: *Options for Service Delivery in the Greater Vancouver Region*, completed in February 2008, examines the opportunity for the development of collaboration and creative solutions to the challenges that exist. Analysis into best practice suggests that there is an opportunity to incorporate lessons learned from other agencies across the country (who have already gone through the regionalization process) to fashion a distinctive regional Greater Vancouver Region policing structure that satisfies all stakeholders.

2008 Strategy 5: To research police and municipal employee bylaw enforcement delivery models.

Initiation Date	Target Date	Lead
January 2008	July 1, 2008	Inspector Steve Rai

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Perform research, develop models and present in written report. 	<div style="text-align: center;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>

2008 Performance Projections	2008 Performance Results
<p>Outcome: The ability to make informed decisions in relation to police and municipal employee bylaw enforcement models, that make the most efficient and effective use of limited financial policing resources.</p>	<p>A <i>White Paper Discussion on Enhanced Neighbourhood Safety vis-à-vis Community Support Officers</i> provides the basis from which the scope and model for a fiscally sensible Community Support Officer program (CSO) best suited for Vancouver will be developed.</p>
<p>Measure: The identification of legal authorities and resultant possible enforcement models.</p>	<p>The Discussion Report identifies legal authorities and a number of possible enforcement models.</p>
<p>Target: Completion of a report presenting one or more possible models.</p>	<p>The Discussion Report presenting three distinct possible models is complete and was presented for discussion at the VPB meeting in November 2008.</p>

Overall Strategic Progress

The increasing demands on the police have undoubtedly been at the expense of law enforcement's inability to provide the traditional personal service enjoyed by the public in years past. Regular force officers are at the mercy of the call load and responding to priority incidents. Research has outlined the parameters behind the potential for creating a Vancouver Police Community Support Officer program. The Discussion Document – *A White Paper Discussion on Enhanced Neighbourhood Safety vis-à-vis Community Support Officers*, completed in November 2008, presents this concept as a coordinated, comprehensive and fair approach in offering the public reassurance in their neighbourhood, whilst ethically assisting and directing those in the same neighbourhood who need help, to the appropriate social service agency. Deploying Community Support Officers is now an accepted best practice in many parts of the developed world; the VPD and the COV could operate a successful CSO program and utilize it as another tool in meeting the numerous local policing challenges.

Goal – To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs
Champion – Deputy Chief Constable Bob Rolls

2008 Strategy 1: Through the Operational Review to realize a significant increase in sworn and civilian personnel.

Initiation Date	Target Date	Lead
January 2008	February 2008	Deputy Chief Constable Bob Rolls

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Completion of the Council Report on the Operational Review, agreement by the Steering Committee and presentation to Council. 	☒☒☒

2008 Performance Projections	2008 Performance Results
<p>Outcome: The goal is to bring the Department up to the level of sworn and civilian strength identified in the joint COV / VPD Operational Review required to meet the operational, investigative and administrative requirements of the Department, move towards best practices in call response and 50% unallocated time.</p>	<p>In 2008, Council approved the VPD's minimum staffing request identified in the joint COV/VPD Operational Review. Through unprecedented recruiting efforts, the VPD will be on target to have the VPD at full strength for the 2010 Olympics.</p>
<p>Measure: Approval by Council for reaching the recommended level of staffing identified in the Operational Review Council Report and agreement on a corresponding implementation plan.</p>	<p>City Council agreed on the recommended level of staffing identified in the Operational Review and a corresponding implementation plan was agreed upon.</p>
<p>Target: Approval by Council for 48 additional sworn members and 22 civilian members in 2008 and a further 48 sworn officers in 2009.</p>	<p>A total of 48 sworn and 22 civilian members were approved for 2008 with an additional 48 sworn members approved for 2009.</p>

Overall Strategic Progress

Based on a number of studies and reviews, the VPD has been understaffed for many years. This has negatively impacted both the VPD and the COV in many ways, namely in the VPD's ability to respond to Priority 1 incidents and in its capacity to do proactive police work. The Operational Review was the most comprehensive study of its type ever conducted in North America. Approved by City Council, this report has improved the VPD's operational, investigative and administrative capacity and has highlighted the basic level of staffing required to allow the VPD to move towards best practices in call response times and unallocated time. The VPD is now extremely well positioned to move forward in tackling the many complex issues facing the city of Vancouver including gang and guns, property crime and violent crime.

2008 Strategy 2: To complete a comprehensive Facilities Review for the VPD and to acquire Council Support.

Initiation Date	Target Date	Lead
January 2008	December 31, 2008	Deputy Chief Constable Bob Rolls



Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Retired DCC Carolyn Daley will produce "snapshot" review of current state of police facilities. 	☒☒☒
<ul style="list-style-type: none"> Steering Committee composed of VPD and City representation will be formed and consultants hired to perform review. 	☒☒☐
<ul style="list-style-type: none"> A Report will be completed and supported by Steering Committee and Council. 	☐☐☐

2008 Performance Projections	2008 Performance Results
<p>Outcome: The goal is to complete a joint COV / VPD review of the VPD's Facilities identifying and addressing facilities issues and requirements based on:</p> <ol style="list-style-type: none"> 1. immediate and urgent facilities requirements 2. medium term requirements (1-3 years) and 3. longer term requirements (3+ years). 	<p>Retired Deputy Chief Constable Carolyn Daley completed a review of the current state of police facilities and this report is now being used as a resource for the joint COV / VPD Facilities Review which is currently underway.</p>
<p>Measure: The completion of the Facilities Review with corresponding support from the City and Council.</p>	<p>A Facilities Review Steering Committee, comprised of senior Executives from both the City and the VPD, was formed and several meetings took place over 2008. Additionally, a working group was formed and preliminary work was completed that included the hiring of a consultant in the latter part of the year.</p>
<p>Target: Immediate and urgent facilities requirements will be addressed and a plan will exist for medium and longer term issues.</p>	<p>A Report to Council was completed and Council approved up to \$200,000 for a consultant in December, 2008. A Request for Proposal has also now been completed for a functional program study for a replacement facility. Planning and Research staff are currently working on those aspects of the project that can be completed before a consultant is engaged. The VPD is on schedule to complete a comprehensive future facilities plan by the end of 2009.</p>

Overall Strategic Progress

This is a very large undertaking with many obstacles and challenges. Based on the Operational Review and the VPD's past experience in attempting to address facilities issues, the VPD recognizes that it is absolutely critical for this process to be a joint COV / VPD initiative supported by the expertise of a professional consultant. A Steering Committee and Working Group has been created and required preliminary reports have been completed and are now ready to move forward with the consultant.

2008 Strategy 3: To significantly increase the number of applicants applying to and hired by the VPD.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Supt. Schnitzer

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Upgrade of Recruiting web site. 	☒☒☒
<ul style="list-style-type: none"> Implementation of new recruiting initiatives. 	☒☒☒

- Agreement with Police Academy on seat allocations to meet hiring requirements.



2008 Performance Projections	2008 Performance Results
<p>Outcome: To reach full authorized strength by May 2009 in preparation for the 2010 Olympics. This will require a significant increase in applications and a plan with the Police Academy to achieve the VPD's training requirements.</p>	<p>The VPD is on target to hire to full strength by May 2009.</p>
<p>Measure: Number of applications to the VPD based on new recruiting initiatives including but not limited to further refinement of the VPD's recruiting website, partnerships with educational institutions such as UBC, and other recruiting initiatives.</p>	<p>The VPD Recruiting site has undergone significant improvements and can now be described as "state of the art". Nevertheless, the VPD will continue to refine the site and is currently looking at opportunities to make it more easily navigable. In addition links from YouTube, Facebook, and 2nd Life have been added.</p>
<p>Target: Significant increase in applications and hiring. Agreement on a plan with the Police Academy to address recruiting requirements and meeting the plan as the year progresses.</p>	<p>The VPD Recruiting Unit is the most innovative police recruiting unit in the country and likely in North America. New initiatives include, but are not limited to, the first Department to use Second Life and either the first or second in North America to use You Tube and Facebook for police recruiting. Furthermore, the VPD launched Operation Search and Employ which encourages employee referrals and currently accounts for 30% of all applicants. The VPD is also the first department to pilot a Mobile Recruiting Unit. Many of the VPD's recent efforts have focussed on recruiting outreach road trips throughout BC and Alberta. The VPD has used aircraft towing banners and other initiatives to attract tremendous media attention to our efforts.</p> <p>To date, applicants to the VPD are currently up more than 110% from last year. At the same time agreement with the Police Academy has been reached to provide the VPD with recruit seats required for 2009.</p>

Overall Strategic Progress

Applications to the VPD have been increased by more than 110% to date. Most importantly, the VPD is on target to reach full operation strength for the 2010 Olympics. This will place the department in an optimal situation for meeting the policing needs of 2010 and will provide the staffing required to implement the initiatives identified in the Operational Review.

2008 Strategy 4: To better manage VPD civilian and sworn resources to achieve Strategic Plan goals of VPD.

Initiation Date	Target Date	Lead
January 2008	Ongoing	Deputy Chief Constable Bob Rolls
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> • The creation of policy and controls to accurately capture all personnel moves, transfers and vacancies. Monthly reporting form HR of all VPD deployment. Clear direction from SPAC on the deployment priorities and requirements of the VPD. 		



2008 Performance Projections	2008 Performance Results
<p>Outcome: To have current up-to-date information on the deployment of all VPD personnel with deployment closely aligned to the priorities identified in the Strategic Plan.</p>	<p>HR has undertaken a number of initiatives so that they are now in a position to maintain an accurate ongoing picture of member deployment and vacancies. HR will also more closely manage civilian vacancies through a committee created specifically to deal with shortages resulting from short-term civilian vacancies.</p>
<p>Measure: Staffing closely aligned to the Strategic Plan and operational and administrative priorities identified by the Executive.</p>	<p>The new HR initiatives have enabled the VPD to respond quicker to staffing issues and deploy much more closely to the key strategies identified in the Strategic Plan.</p>
<p>Target: Staffing in priority areas identified by SPAC which include Patrol and Robbery / Assault maintained at or close to full strength.</p>	<p>SPAC and the Executive have been very active in providing clear direction on Operational and deployment priorities. In addition, HR conducted a comprehensive audit of all secondment positions resulting in the return of approximately 10 members.</p>
Overall Strategic Progress	
<p>The VPD's initiatives have resulted in much more accurate and up-to-date information on personnel deployment and vacancies. SPAC is taking a very active key role in ensuring that deployment is consistent with the direction of the Strategic Plan and Executive. This has resulted in operational improvements in priority areas such as Patrol and identified investigative areas and has also had a positive impact on overtime costs.</p>	

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

2008 Strategy 1: To provide managers with monthly variance reports customised to their budget responsibilities.

Initiation Date	Target Date	Lead
January 2008	December 31, 2008	Director Warwick Wright and Financial Analysis Manager Al McCabe

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> 1. OVERTIME REPORTING <p>Action a - Continue supporting and driving the Joint Overtime Project which has been tasked with writing a comprehensive set of overtime reports that will deliver monthly management information on a timely basis to relevant managers.</p> <p>Action b - Until such time as the above automated reports are in place, VPD Finance Section to provide quarterly overtime reports to relevant section managers.</p>	<p>☒☒☐</p> <p>☒☒☐</p>
<ul style="list-style-type: none"> 2. VARIANCE REPORTS <p>Management reports to be developed so that each Manager's reports can be run and distributed to them as soon as the financial system has been closed for the accounting period.</p>	<p>☐☐☐</p>

2008 Performance Projections	2008 Performance Results
<p>Outcome: Managers will be able to manage their areas of responsibility within their budget or will be able to fully account for any variance.</p>	<p>The Overtime Reporting Project completed the writing of the Overtime Reports in late September. From October, the process for claiming overtime by members was changed so that the new report would be able to run correctly. Reports should be tested by mid-November and meaningful monthly data will be available starting in January 2009.</p> <p>During 2008, the overtime reports were prepared manually each quarter.</p>
<p>Measure: VPD will be on or below budget.</p>	<p>Although the VPD is expected to exceed its overtime budget by \$1.4 million, it will be well below on its overall budget.</p>
<p>Target: To be on budget at December 31, 2008 with no unexplained variances from budget.</p>	<p>Overall, the VPD is projected to be well within budget (\$1.4 million surplus) and all material variances will have been explained.</p>

Overall Strategic Progress

As the comprehensive sets of Overtime reports (as per Activity 1) were completed late in the year, the impact of achieving this strategy will become apparent only next year. The complexity of the task exceeded expectations and delayed its completion. These delays prevented the commencement of variance reporting (as per Activity 2) which will now be scheduled into the VPD's 2009 Business Plan.