



**VANCOUVER POLICE DEPARTMENT
2009 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.

As in 2008, the 2009 Annual Business Plan flowed from the Strategic Plan and comprised the key strategies and subsequent activities or action plans identified for 2009. 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 June of 2009 to give the VPD Executive and the VPB 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 2009 strategies outlined in this report allows each Champion to determine the most appropriate and feasible strategies for 2010, in order to continue supporting the achievement of their principal strategic goal. As the strategic planning process is dynamic, the results of the 2009 report-back helps the VPD Executive and the VPB determine if the overall priorities of the Strategic Plan need to be adjusted to meet changing operational, investigative, or administrative priorities. Ultimately, the Strategic Plan maintains its vitality through the annual business planning process – a process that reports back on the Strategic Plan's progress in maintaining its commitment to make Vancouver the safest major city in Canada.

2009 OVERVIEW

In total, 61 strategies and 193 activities were identified in the VPD's 2009 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 began on many more. As a result, during the past year, the VPD has continued to make significant progress towards fulfilling the 13 principal goals of its 2008-2012 Strategic Plan.

2009 highlights include further decreases in property and violent crimes as well as decreased street disorder. The VPD has seen an overall 9% city-wide decrease in property crime and an overall 3% city-wide decrease in violent crime. The VPD's efforts in relation to the most serious forms of violent crime (as monitored by the CompStat process) witnessed an 8% city-wide reduction over last year. Street Disorder has seen an overall city-wide decrease of 13%. A 19% decrease in street disorder was seen in District 2, which includes the Downtown Eastside (DTES) where incidents of street disorder are typically the most common. The VPD has also achieved tremendous success in suppressing violent gang activity, as demonstrated by the 228 charges laid against 28 of some of the Lower Mainland's most notorious gang members which resulted in the complete dismantling of one of Vancouver's most violent gangs. Intelligence-led deployments in high collision locations and increased enforcement towards impaired drivers have contributed significantly to the VPD's success in 2009 at improving road safety in the city, and once again reducing the overall number of collisions, including those involving injury or death. 2009 also saw the VPD complete a number of operational plans and specialized training sessions for members to ensure the safety and security of residents and visitors during the upcoming Olympic and Paralympic Games. Meanwhile, the quality of VPD policing was once again improved in 2009 through the completion of several initiatives aimed at enhancing the proactive policing time and the visibility of frontline officers. These initiatives included working closely with the South Coast British Columbia Transportation Authority Police Service ("Transit Police") to successfully increase public confidence and feelings of safety in and around the city's Skytrain system.

The VPD's strategic operational goals were once again supported by successes in other areas of the organization. In 2009, the VPD successfully hired the new sworn recruit and exempt members required to reach full staffing levels prior to 2010. These staffing increases were necessary to meet operational goals and targets and to ensure that the necessary staffing resources are in place for the Olympic and Paralympic Games. Numerous cost-effective public media campaigns have continued to be an important aid for raising public awareness of the VPD's services and crime prevention initiatives, as well as highlighting the successes achieved by the VPD. The VPD also completed a number of internal processes and external reports focusing on implementing best practices in the delivery of its policing services such as the completion of a comprehensive short, mid-range, and long-term assessment of the department's facility and infrastructure needs going forward. Further steps have been taken to support and develop VPD staff and to facilitate the delivery of the VPD's Early Warning System through the development of processes that efficiently and effectively capture, track, and monitor the disciplinary and training history of all VPD members. Similarly, the VPD has undertaken a number of initiatives to enhance planning and mitigate future issues in relation to the leveraging of technology while also achieving considerable power consumption savings in 2009. Finally, efficiencies have also been advanced with respect to the organization's financial processes as the VPD Executive is now provided with timely budget variance information that allows management to consistently identify, monitor, and address areas of financial concern. These efforts have helped ensure that the VPD is well-positioned to deliver on-budget results for 2009 for the fifth consecutive year.

While significant successes were realized in 2009, the VPD also faced several noteworthy challenges that have impeded progress in accomplishing some strategic priorities. Accordingly, some 2009 strategies have not made progress in meeting performance targets or progress is not yet known, as related activities have not been completed. The global economic crisis and the subsequent comprehensive review of City of Vancouver services (Vancouver Services Review) has had an impact on the ability of the VPD to support service delivery and to fully undertake all initiatives as planned. As such, shifting organizational priorities have hindered the completion of some action plans in 2009. In addition, the initiation or outcome of certain activities has been limited by the continuing need to engage municipal, provincial and judicial partners, whose priorities may have also shifted due to the economic recession. 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 once again seen a measurable level of success in 2009. Moreover, although not all strategies for 2009 were fully realized, efforts will be re-focused in these areas in 2010, 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 2009 Annual Business Plan. This period covers activities from January through December, 2009. The table below shows the key strategies attached to each Strategic Plan goal along with the number of activities identified, initiated, and completed in relation to each strategy. Progress has been made on 92% of the activities identified for 2009 with just over half (54%) of all activities having been fully completed.

Strategic Plan Goals and their 2009 Strategies	Activities Identified	Activities Initiated	Activities Completed
1. To Reduce Property Crime by 20% by 2012	14	14	8
1.1 Enhance the success and capability of the Property Crime Unit by introducing proactive investigations using new investigative resources, equipment, training and basing it on intelligence-led policing.	3	3	0
1.2 Operations Investigative Section (OIS) to become an active participant in Community Outreach / Notification Programs, by using various tools, contacts, and methods to get information to the community in regards to current 'Property Crime Trends' and 'Hot Spots'.	2	2	0
1.3 To enhance sentencing for chronic offenders and other high profile offenders and/or cases.	9	9	8
2. To Reduce Violent Crime by 10% by 2012	12	12	5
2.1 Implement a court order compliance system for chronic violent offenders.	4	4	2
2.2 Research the development of an information repository where strategies/tactics used to address violent crime throughout the City are available to all four Patrol Districts.	3	3	0
2.3 Educate Patrol officers on the dynamics of violence against sex trade workers.	3	3	3
2.4 Explore mobile workstation enhancements (MWS) that would provide accurate and timely crime data to Patrol officers.	2	2	0
3. To Suppress Violent Gang Activity	10	8	4
3.1 Increase the number of convictions and guilty pleas while impacting the severity of sentences and court imposed punishment.	3	2	2
3.2 Focus departmental resources and conduct coordinated and proactive investigations that increase the VPD's ability to monitor and put pressure on gangs thereby reducing gang activity in the City.	3	3	1
3.3 Develop an educational campaign to complement the Public Affairs Section's advertising campaign strategy to discourage youth from joining gangs, while assisting and encouraging those already involved in gangs to exit the lifestyle.	4	3	1
4. To Reduce Traffic-Related Injuries and Deaths	23	23	11
4.1 Continue with intelligence-led deployment in high collision locations.	4	4	2
4.2 Continue efforts to improve Traffic Court efficiencies in order to reduce the frequency and duration of traffic court attendances by police members.	4	4	0
4.3 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	3	1
4.4 Increase enforcement of impaired drivers.	5	5	3
4.5 Deliver traffic education and programs internally and externally.	5	5	5

Strategic Plan Goals and their 2009 Strategies	Activities Identified	Activities Initiated	Activities Completed
4.6 Increase safety information available to the public on the VPD Traffic website.	2	2	0
5. To Improve Liveability by Reducing Street Disorder	16	16	9
5.1 Encourage member awareness of COV bylaws for disorder offences; increased involvement in service of summons for chronic disorder related bylaw offenders; usage of the <i>Safe Streets</i> and <i>Trespass Acts</i> in appropriate circumstances, and increased number of hours officers are deployed on foot.	3	3	0
5.2 Re-focus of the Beat Enforcement Team (BET) to ensure high-visibility presence of officers and a law enforcement focus on disorder issues.	4	4	4
5.3 Liquor enforcement shift (LIMA) to continue year round in 2009 with street closures from May to September. VPD will continue to work with COV to enhance the closures and the activities within.	2	2	0
5.4 Assist the City of Vancouver (COV) in achieving their goal of eliminating homelessness by 2015.	4	4	3
5.5 To research the situation in the Downtown Eastside in terms of past, present and future.	3	3	2
6. To Ensure Best Practices for Consequence Management and Emergency Preparedness	10	10	7
6.1 Enhance the ability of the VPD Criminal Intelligence Section 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 Criminal Intelligence Section and INSET Vancouver will continue the terrorism awareness training program for Patrol Officers that the former Counter Terrorism Unit began in 2007 and continued throughout 2008. 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	3
6.4 To create operational plans and ensure that sufficient human resources are in place to provide safety and security for the City of Vancouver during the 2010 Olympic Games.	5	5	4
7. To Enhance Proactive and Visible Policing	26	22	19
7.1 To create 'uniform days' for all sworn personnel.	2	1	0
7.2 To increase the number of marked Patrol cars in the fleet.	3	2	2
7.3 To include front-line officers in the weekly District-based Crime Control meetings.	2	2	2
7.4 To deliver joint VPD-Transit Police operational policing projects that target Skytrain lines and stations identified as high-crime areas.	4	4	3
7.5 To further increase the investigative capacity of Patrol officers with additional training on statement-taking and field interviewing techniques.	4	2	1
7.6 Increase the capacity of the Telephone Response Team (TRT), and review the Enhanced Call Management (ECM) program to provide a broader spectrum of services to Patrol.	5	5	5
7.7 To reduce the call-response times for Priority 1 and 2 calls in the Patrol Districts that receive additional personnel in 2009.	3	3	3
7.8 To increase proactive policing outputs by Patrol officers.	3	3	3
8. To Leverage Technology to Deliver Effective and Efficient Policing Services	23	20	8
8.1 Develop a Disaster Recovery Plan.	4	4	0

Strategic Plan Goals and their 2009 Strategies	Activities Identified	Activities Initiated	Activities Completed
8.2 Create and Measure IT Online Key Performance Indicators.	5	3	3
8.3 Create New IT Policy site.	3	2	0
8.4 Create a <i>green</i> IT Plan.	4	5	1
8.5 Deploy 50 operational Blackberries in a field test to assess effectiveness & operational efficiencies.	4	4	4
8.6 To complete a comprehensive review of VPD technological services and products.	3	2	0
9. To Improve Communication and Public Engagement in Crime Prevention and VPD Services	16	16	12
9.1 To enhance the public's awareness of programs and services that the VPD provides for their safety through increasing traffic to our website.	2	2	2
9.2 To enhance the reputation of the VPD and increase the public's awareness of our services through an increase in proactive and positive earned media coverage.	3	3	3
9.3 To enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories.	4	4	4
9.4 To enhance the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services.	1	1	1
9.5 Produce a province-wide advertising campaign to assist with reducing gang crime by discouraging youth from joining gangs.	2	2	0
9.6 Create a webpage on the <i>vpd.ca</i> website and on the VPD intranet that records and outlines all notable awards received by our sworn and civilian members.	4	4	2
10. To Support and Develop Our Staff to their Full Potential	16	15	8
10.1 Determine the feasibility of developing an electronic database that will have the complaint and discipline history of every sworn VPD member.	3	3	2
10.2 Develop a comprehensive "Training Plan/Vision" that continues to improve police in-service and civilian training, with an emphasis on members in the Operations Division.	6	5	2
10.3 Conduct a review of force options training programs and the capacity/span of control of supervision in the Force Options Training Unit.	2	2	1
10.4 Continue to develop supportive and relevant HR processes and programs for sworn and civilian members.	5	5	3
11. To Continue to Implement Best Practices in Police Services	12	10	7
11.1 Applying CompStat principles to measure effectiveness and efficiencies to all aspects of the VPD.	3	1	0
11.2 Develop and implement a survey to assess the facility needs of each VPD Section.	2	2	2
11.3 Update the Regulations & Procedures Manual (RPM).	2	2	2
11.4 Participate in the Quality Assurance in Law Enforcement Committee (QALEC).	1	1	1
11.5 Nominate projects and research papers for national and international awards and/or honours.	4	4	2
12. To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs	9	8	4
12.1 To continue with the comprehensive Facilities Review of the VPD and to acquire Council support.	2	2	1
12.2 To assist the City of Vancouver in opening the new Force Options Training Centre (FOTC).	4	3	0

Strategic Plan Goals and their 2009 Strategies	Activities Identified	Activities Initiated	Activities Completed
12.3 To continue with the increased application and hiring rate of new recruits and exemption candidates to the VPD.	3	3	3
13. To Deliver Financial Processes to Support the Organization	6	3	2
13.1 To provide the Executive with timely budget variance information in order for corrective action to be taken if necessary to ensure the VPD remains within budget for 2009.	1	1	1
13.2 To provide managers with monthly variance reports customised to their budget responsibilities.	2	0	0
13.3 To enhance the equipment tracking function and to incorporate it into the Stores area.	2	1	1
13.4 Implement the Material Requirement Planning (MRP) module - an order replenishment system - for use by Stores.	1	1	0
TOTAL	193	177	104

2009 PERFORMANCE RESULTS

The following section contains full performance results for each goal and its related strategies as identified in the 2009 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 2009, and an overview of the overall strategic progress including challenges that impeded success.

Goal – To reduce property crime by 20% by 2012

Champion – Inspector Les Yeo

2009 Strategy 1: Enhance the success and capability of the Property Crime Unit (PCU) by introducing proactive investigations using new investigative resources, equipment, training and basing it on intelligence-led policing.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Inspector Les Yeo and Sergeant Kim Serheniuk
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Provide appropriate training to members involved in property crime investigations. 		☒☐☐
<ul style="list-style-type: none"> Conduct more proactive investigations / projects that are based on intelligence from the Crime Analysis Unit (CAU). 		☒☒☐
<ul style="list-style-type: none"> Obtain and deploy more investigative strategies, projects and equipment that assist in property crime investigations. 		☒☒☐
2009 Performance Projections		2009 Performance Results
<p>Outcome: (1) Increased success of PCU / Chronic Offenders Unit (COU) initiated investigations which are focused on high crime areas/suspects.</p> <p>(2) A higher calibre of investigators with higher levels of training who will be expected to bring new experiences into investigations while performing new roles.</p>		<p>(1) The PCU has noticed an increase in targeted enforcement / investigations on the most prolific chronic Offenders and has noticed an increase in sentences for those identified targets.</p> <p>(2) Training has been an issue due to budgetary restraints; however, some in-house training has been completed by utilizing local expertise at significant cost savings. In addition, training by mentorship continues to provide significant results.</p>
<p>Measure: (1) A review of PCU/COU investigations to determine which investigations were initiated by PCU /COU and deployed new investigative strategies. As there are currently few, if any, such investigations occurring, the increase will be relative.</p> <p>(2) Comparison between investigative standards of officers in 2008 to those after 12 months.</p>		<p>Investigative projects, including the use of covert operations, have increased dramatically. The focus of the PCU has shifted towards proactive investigations and a noticeable increase in the success of the Unit has been seen. These projects in themselves have acted as an educational tool for the members of the Unit.</p> <p>Budget restraints have not allowed the PCU and related Units to meet their targeted level of training.</p>
<p>Target: (1) Dynamic increase in use of investigative strategies in property crime investigations including more projects and use of covert operations.</p> <p>(2) 15% increase in level of training for current members within</p>		

property crime and related units (from 2008).

Overall Strategic Progress

The success of the investigations relating to the most prolific offenders has had a direct and measurable crime reduction impact on identified high crime areas. Property crime is currently down 9% from year-end 2008 and by just over 15% since year-end 2007.

Although budgetary cutbacks have not enabled us to meet the goal of a 15% increase in training, we have managed to meet some training needs through internal resources.

2009 Strategy 2: OIS to become an active participant in Community Outreach / Notification Programs, by using various tools, contacts, and methods to get information to the community in regards to current 'Property Crime Trends' and 'Hot Spots'.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Inspector Les Yeo and Sergeant Mark Tonner

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

2009 Performance Projections	2009 Performance Results
<p>Outcome: Greater and swifter communication to the community in regards to identified hotspots and crime trends in the COV.</p>	<p>The Neighbourhood Crime Alert Service has been developed and this program is scheduled to roll out to the community in mid-January 2010.</p> <p>The program will allow the VPD, via e-mail, to instantly notify individuals of significant crime issues / trends that relate to their particular neighbourhood. This will be based on a voluntary sign-up to the program.</p>
<p>Measure: A measurable increase in participation by the community into the Programs.</p>	<p>As this program has not yet been rolled out to the community, it is not possible to determine success with relation to participation and with crime reduction.</p>
<p>Target: A 10% reduction in property crime in identified hotspots following the implementation of the Program into various areas.</p>	

Overall Strategic Progress

This program is a complex undertaking and is nearing completion and implementation. Numerous Sections within the Department have already expressed a keen interest in utilizing the service.

Once implementation has occurred, the VPD anticipates an immediate impact in terms of an enhanced ability to communicate with individual neighbourhoods and community partners with respect to specific property crime trends and hot spots.

2009 Strategy 3: To enhance sentencing for chronic offenders and other high profile offenders and/or cases.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Staff Sergeant Ruben Sorge

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Creation of a VPD Sentencing Committee to include the Planning, Research & Audit Section to ensure best practices and proper implementation. 	☒☒☒
<ul style="list-style-type: none"> More direct contact with victims of crime, including occasional video impact statements. 	☒☒☒
<ul style="list-style-type: none"> Designated officer(s) to attend identified hearings to provide enhanced testimony at sentencing in order to provide effective information to the court. 	☒☒☒
<ul style="list-style-type: none"> Police request that Crown proceed by indictment for serious criminal cases. 	☒☒☐
<ul style="list-style-type: none"> Enhanced GO information, including sentencing recommendations (if available). 	☒☒☒
<ul style="list-style-type: none"> Continue to expand background documents for Crown akin to the template utilized by the Chronic Offender Unit. 	☒☒☒
<ul style="list-style-type: none"> Members to attend sentencing and provide testimony where appropriate. 	☒☒☒
<ul style="list-style-type: none"> Address RCC deficiencies and institute training to ensure value added for Crown Counsel. 	☒☒☒
<ul style="list-style-type: none"> Explore video sentencing evidence. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: Improved success surrounding the remand and sentencing of chronic offenders and other high profile offenders and/or cases to better protect the public.</p>	<p>A modest increase in sentencing has been noticed; however, the VPD anticipates a robust increase in sentences as it partners with Crown Counsel to pursue federal sentences. In the meantime, more detailed Chronic Offender reports have enhanced the success of pre-trial custody requests by the Chronic Offender Unit.</p> <p>A committee has been created and it continues to meet and develop new initiatives and options for proposed legislative changes. The proposed changes will provide the courts with an avenue to raise the bar on sentencing and ensure the protection of the public.</p>
<p>Measure: The implementation of a committee focused on the development of policies surrounding internal VPD activities primarily related to the information provided to Crown Counsel in order to enhance their ability to seek greater penalties for high profile offenders and/or cases.</p>	
<p>Target: Successful creation of the committee and development of the policies.</p>	

Overall Strategic Progress

As the VPD continues to seek increases in sentences and pre-trial custody for property crime offences,

incidents of property crime will decrease as chronic offenders will face more jail time. Increased incarceration periods should also deter chronics from re-offending once they are released. In addition, increased incarceration periods provides more time for other services within the criminal justice system to attempt to modify the behaviour of offenders.

Legalities and other current policies have prevented the VPD from engaging in the use of video sentencing evidence obtained in part through more direct contact with victims of crime. These factors have also prevented VPD members from attending sentencing hearings and providing testimony where appropriate.

Goal – To reduce violent crime by 10% by 2012
Champions – Inspector Bob Usui and Inspector Adam Palmer

2009 Strategy 1: Implement a court order compliance system for chronic violent offenders.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Staff Sergeant Loris Zuccato and Sergeant Doug Bain

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Patrol District Analysts to provide RMS analysis on top chronic violent offenders. 	☒☒☒
<ul style="list-style-type: none"> High Risk Offender Unit (HROU) to liaise with corrections and probation to provide viable targets for Patrol-based court order compliance. 	☒☒☒
<ul style="list-style-type: none"> Domestic Violence and Criminal Harassment Unit (DVACH) Analyst to provide targets for Level II and III K-file court order compliance by Patrol. 	☒☒☐
<ul style="list-style-type: none"> District Crime Control Officers (CCOs) to implement enforcement plan for chronic offenders in their District – similar to “Project Champion” in District 2. 	☒☒☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: Reduction of violent crime committed by chronic violent offenders.</p>	Violent crime committed by chronic violent offenders has been drastically reduced as a result of <i>Project Champion</i> .
<p>Measure: Track enforcement action against chronic violent offenders.</p>	In 2009, the VPD closely monitored 25 chronic offenders as compared to 20 in 2008, representing a 25% increase in enforcement action.
<p>Target: 10% increase in enforcement action against chronic violent offenders.</p>	Year-to-date, as of the end of November 2009, there has been a 50% reduction in the number of violent offenses committed by the original 20 chronic violent offenders monitored under <i>Project Champion</i> when compared to the same time period from last year. These 20 chronics committed a total of 20 violent crimes from January to November 2009 as opposed to a total of 40 from January to November 2008.

Overall Strategic Progress

Chronic violent offenders were identified as individuals who have committed four or more violent offences. From 2007 to 2008, a total of 20 chronic violent offenders were identified in District 2 with an additional 5 chronics selected in 2009.

Throughout 2009, front-line patrol officers in District 2 have been conducting court order compliance checks of high risk offenders, serious domestic violence suspects, and other chronic violent offenders. As such, this strategy has been completely implemented in District 2 and is in the process of being implemented in Districts 1, 3 and 4.

Moreover, the VPD has been asking Crown for longer incarceration periods for chronic violent offenders

at bail reviews with the expectation that chronic offenders do not have the opportunity to re-offend while in custody.

Enforcement efforts against the chronic offenders have significantly reduced the number of violent acts committed by these individuals. Incidentally, year-to-date, in terms of the most serious incidents of violent crime (as measured by the CompStat process at the end of November 2009), there has been an overall 8% city-wide reduction with a specific 3% decrease in District 2.

2009 Strategy 2: Research the development of an information repository where strategies/tactics used to address violent crime throughout the city are available to all four Patrol Districts.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Sergeant Cam Murdock

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> District CCOs to compile strategies/tactics used to address violent crime in their District. 	☒☒☐
<ul style="list-style-type: none"> Explore the feasibility of a centralized location on “M” Drive that is accessible by all officers so they can utilize this information. 	☒☒☐
<ul style="list-style-type: none"> Centralized file location may include a summary table/index developed to facilitate searching for a specific type of project. 	☒☐☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: Officers will have access to a knowledge base that will provide proven strategies/tactics for combating violent crime. This will provide insight and save time when officers are developing new operational plans.</p>	<p>A SharePoint site containing proven strategies/tactics for combating violent crime has been developed and will soon be available to all Patrol members and Investigators.</p> <p>Once the SharePoint site becomes available to operational and investigative members, the VPD can begin tracking the number of Patrol-based violent crime projects that are guided by past strategies/tactics.</p>
<p>Measure: Track the number of Patrol-based violent crime projects that are based on or guided by strategies/ tactics used in the past.</p>	
<p>Target: 10% increase in the number of Patrol-based violent crime projects.</p>	

Overall Strategic Progress

A database has been developed and a large number of projects have been entered into the system. Instead of using the “M” Drive (as originally envisioned), a SharePoint database has been employed that is more efficient and user-friendly. This will provide front-line police officers with easy access to a knowledge base of proven operational projects.

In the development of the SharePoint Site, several challenges had to be overcome as:

- there is no method for retrieving past operational plans/projects;
- existing technology utilized for the investigative knowledge base was archaic and not suited to our task; and
- there is no existing method for the follow up of concluded operational plans to evaluate their performance or success.

The development of a SharePoint Site containing a repository of completed operational plans conducted by Patrol members throughout the city provides a basis for other members to gain guidance and insight into the organization and operation of projects targeting all crime types. The ready access to this

repository of knowledge will reduce the reluctance of members to undertake these investigations and thereby encouraging them to conduct an increased number of projects. An increase in projects targeting violent crime (among other crime types) through proactive targeted enforcement will help to reduce these crimes.

2009 Strategy 3: Educate Patrol officers on the dynamics of violence against sex trade workers.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Detective Constable Denise Foster, Detective Constable Brett Farragher, and Constable Linda Malcolm

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Develop a Patrol-based training package to assist officers when dealing with sex trade workers and to improve their investigative skills. 	☒☒☒
<ul style="list-style-type: none"> Includes both investigative training and sensitivity training around this marginalized group. 	☒☒☒
<ul style="list-style-type: none"> Deliver to Patrol through Delta shift training later in the year. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: Officers will be equipped with the knowledge, skills and abilities required to successfully investigate crimes against sex trade workers (STWs). This will also improve the relationship between STWs and the police.</p>	<p>Presentations have been completed and resulting Patrol officer investigations in relation to STWs will be more thorough thereby likely leading to more convictions. Patrol members will be able to more effectively deal with witness and source handling issues related to sex trade workers.</p>
<p>Measure: (1) Track the number of (Crown Council Queries) CCQs for these types of files. (2) Track the number of STWs referred to the Victim Services Unit (VSU).</p>	<p>Due to the limited capability of PRIME it is difficult to quantify and track CCQ's in relation to these cases.</p> <p>Tracking STWs referred to the VSU is difficult as they generally will not advise that they have been referred.</p>
<p>Target: (1) 10% reduction in CCQs for these types of files. (2) 10% increase in referrals to the VSU by Patrol members for these types of files.</p>	

Overall Strategic Progress

The Sex Crimes Unit (SCU), Vice Unit, and the Sex Trade Worker Liaison Officer have collaboratively developed a training package presentation to assist officers when dealing with STWs and to improve their investigative skills in that regard. The presentation provides Patrol officers with an understanding of the current street scene relating to prostitution and explains what resources are available to assist them in their investigations. The focus is to treat STW investigations seriously and to assist STWs in exiting the lifestyle wherever possible. SCU, Vice, and the Liaison Officer delivered this training to Patrol officers on Delta shifts. Ten presentations were delivered between October 13th and December 17th, 2009.

Although not directly related to the strategy, it is worthwhile to note that Drug Facilitated Sexual Assault (DFSA) training for Vancouver School Board (VSB) students is also underway. Members of the Sex Crimes Unit (SCU) and the School Liaison Unit are working in concert with the VSB to provide this preventative education to grade 10 students in Vancouver.

2009 Strategy 4: Explore Mobile Workstation (MWS) enhancements that would provide accurate and timely crime data to Patrol officers.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Sergeant Cam Murdock
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Research possibilities for implementing in-car access to CompStat style data similar to Data 911 system used by Fresno PD. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Explore how this strategy could be achieved through IT, E-Comm and/or Versaterm. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2009 Performance Projections		2009 Performance Results
<p>Outcome: Officers will be better informed to focus their efforts on the most violent areas in their respective Patrol Districts (intelligence-led policing).</p>		Technical issues must be overcome before MWS enhancements are initiated to better focus the efforts of Patrol members on the most violent areas of their respective Districts.
<p>Measure: (1) Enhancement of the MWSs in the patrol vehicles. (2) Track the number of violent crimes committed in the most violent areas of the City.</p>		To be determined once MWS enhancements are complete.
<p>Target: 5% reduction in violent crime in high crime locations.</p>		

Overall Strategic Progress

As this strategy has not yet been implemented, it cannot be evaluated as contributing to any reduction in violent crime. In order to implement this strategy, the following challenges must be overcome:

- Hardware/software solutions which will permit the real time delivery of crime analysis data to front line officers via MWS must be researched/evaluated/selected and implemented.
- Procedures must be developed to determine the scope of the data provided to front-line members to prevent information overload and subsequent reluctance to utilize difficult systems.
- Education of front-line members must occur to encourage the use of real time crime analysis data by these members.

The successful application of MWS enhancements will provide Patrol officers with instantaneous information regarding the most violent areas of their District. This real time intelligence will enhance the ability of Patrol to target these areas and thereby more efficiently and effectively combat incidents of violent crime.

The Fresno Police Department provided the idea behind this strategy. Although they use a Data 911 CAD system, their MWS enhancements were designed by their own Information Technology Section. Their system has provided insight into how to improve the current VPD situation. The Champions and lead of this strategy are currently working with the VPD's Crime Analysis Unit (CAU) and the Planning, Research & Audit Unit (PR&A) to explore the implementation of this strategy.



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

2009 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 2009	December 31, 2009	Inspector Brad Desmarais and Sergeant Steve Hyde

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Utilize Justin and Justin features to identify an accused as a gang related subject. 	□□□
<ul style="list-style-type: none"> Work with Crown to develop a common and consistent prosecution approach to gang crimes or gang associated accused. 	☒☒☒
<ul style="list-style-type: none"> Develop a court brief template for use by Crown of compelling information that proves gang status or affiliation with gang activity to better support sentencing. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: In order to accomplish this ongoing strategy, the first step will be to develop a mechanism to allow for tracking of files and subjects through the court system.</p>	<p>The development of a tracking process through the Justice Information System (JUSTIN) is not easily achievable due to technical barriers and the large number of stakeholders involved and as such, has limited value. However, a referral process has been developed with the Gang and Organized Crime Prosecution Unit of the Provincial Crown. All gang-related prosecutions will be referred to this Unit for first refusal and/or assignment to an appropriate Crown Counsel.</p>
<p>Measure: The successful development of a tracking program that would allow individuals to track gang members from initial contact through to conviction, including tracking guilty pleas and the length of any prison sentences and any other relevant information.</p>	
<p>Target: The successful implementation of the tracking system.</p>	

Overall Strategic Progress

A tangible increase in engagement on gang related issues from the Provincial Crown as well as a greater willingness to pursue “in custody” remands has already been observed. Asset forfeiture applications arising from gang investigations are also viewed in a much more favourable light by the Provincial Crown. Preliminary reports from Crown Counsel suggest a high percentage of the targets arrested by the Gangs/Drugs Section are engaged in plea negotiations.

2009 Strategy 2: Focus departmental resources and conduct coordinated and proactive investigations that increase the VPD's ability to monitor and put pressure on gangs thereby reducing gang activity in the city of Vancouver.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Inspector Brad Desmarais and Sergeant Steve Hyde

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 focused enforcement by traffic, Patrol, Gang Crime Unit (GCU), Drugs and the Emergency Response Section (ERS) while maintaining a zero tolerance attitude for gang members and gang associates. 	☒☒☐
<ul style="list-style-type: none"> Utilize department Analysts to provide profiles of gangs and individuals who are the most high value targets for enforcement. 	☒☒☒
<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. 	☒☒☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: The amount of gang presence and activity in the city is visibly reduced by ongoing pressure and disruption of gang members.</p>	<p>Gang members, who have traditionally gathered in Vancouver, are now increasingly being checked outside city limits, particularly in the Fraser Valley.</p> <p>In total, 228 charges were laid against 28 of some of the Lower Mainland's most notorious gang members.</p>
<p>Measure: Continued pressure on gang members to disrupt activity in the city through the issuance of VTs; creation of GOs; street checks; arrests; and criminal charges.</p>	<p>Incidents of gang activity have decreased within the city of Vancouver. "Shots fired" calls have been reduced in the city by over 35% over the past two years. In addition, the number of gang-related homicides within Vancouver's boundaries has decreased to 3 in 2009 as compared to 10 in 2008 and 11 in 2007.</p>
<p>Target: As contacts with gang members may decrease due to the success of this initiative, the target will be to see a noticeable decrease in gang activity and presence of gang members as evidenced anecdotally by GCU and IGTF.</p>	

Overall Strategic Progress

Anecdotal intelligence indicates that Vancouver entertainment venues are now avoided by most gang members due to the high level of police presence. Further, the recent success of gang enforcement in the city and in the nearby region has left vacuums in some gang hierarchies while others have also been significantly disrupted. By building on this success and the resultant destabilization within these gangs, the VPD will continue to conduct pro-active enforcement action against organized gangs.

2009 Strategy 3: Develop an educational campaign to complement the Public Affairs Section's advertising campaign strategy to discourage youth from joining gangs while assisting and encouraging those already involved to exit the lifestyle.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Inspector Brad Desmarais, Inspector Scott Thompson, Sergeant Steve Hyde, and Sergeant Ian Upton

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Conduct presentations for at-risk youth from existing materials. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Create a committee to further develop educational material for presentations as well as to develop a cadre of suitable presenters strategically placed by position within the organization. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Acquire a practicum student to help conduct research and analysis into best practice educational models used across North America and the UK to successfully discourage youth from joining gangs. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> GCU to work closely with the Youth Services Section (YSS) and Public Affairs as well as with UBC, SFU, and social support groups such as Nexus to develop presentations and research findings. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2009 Performance Projections	2009 Performance Results
<p>Outcome: See that “at risk youth” stay away from gang activity. See fewer street gangs form. Parents or custodians motivated to steer VPD to “at risk youth”. Less gang activity noted in schools.</p>	<p>The achievement of this outcome cannot yet be determined as the comprehensive anti-gang public campaign (designed by VPD Public Affairs in concert with a private advertising corporation) has not commenced. Incidentally, the VPD’s Youth Services Section continues to bear the bulk of the interaction with youth in the school setting and elsewhere.</p>
<p>Measure: (1) Number of presentations delivered to youth.</p> <p>(2) Development of a presentation or presentations designed to educate parents or custodians of youth of behavioral identifiers that may indicate gang involvement.</p> <p>(3) Re-assessment of the educational tactics and strategies used to discourage youth from joining gangs based on best practice research and analysis.</p>	<p>Although the major work of putting together materials to create a multi-media campaign and then obtaining its endorsement among numerous police agencies has been completed, the campaign has not yet been launched because provincial funding has not yet been granted.</p> <p>The VPD’s Gangs/Drugs Section will continue to liaise with Youth Services in order to develop alternative initiatives at curbing youth involvement in gangs.</p>
<p>Target: (1) A 10% increase in presentations directed at and delivered to youth.</p> <p>(2) Completion of the presentation and supporting materials directed at parents or custodians.</p> <p>(3) Completion of a report outlining best practice educational techniques used to discourage youth from joining gangs and/or to encourage those already involved to exit the lifestyle.</p>	

Overall Strategic Progress

Lack of available funding has severely hampered the commencement of this strategy. The VPD has already designed the multi-media campaign and has already obtained endorsement from numerous police agencies in the province. However, the launching of this campaign requires the fulfilment of promised Provincial funding. As such, this strategy will continue into 2010 with some modification to the original target measures.



Goal – To reduce traffic-related injuries and deaths

Champion – Inspector Ted Schinbein

2009 Strategy 1: Continue with intelligence-led deployment in high collision locations.

Initiation Date	Target Date	Lead
January 2009	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. 	☒☐☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: Improved road safety in the city of Vancouver such that there is a noticeable improvement in the behaviours of drivers, motorcyclists, cyclists and pedestrians.</p>	<p>VPD efforts in 2009 for improving road safety have reduced collisions involving injuries and deaths while pending figures are expected to also show a drop in the overall number of collisions.</p>
<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. Overall reduction in collisions will be measured through ICBC data.</p>	<p>There were a total of 16 motor vehicle involved fatalities in 2009 compared to 19 in 2008.</p>
<p>Target: 2.5% reduction in collisions.</p>	<p>Insurance Corporation of British Columbia (ICBC) statistics are approximately 4-6 months behind and therefore an accurate assessment of our 2009 target in relation to overall collisions cannot yet be determined.</p>

Overall Strategic Progress

The VPD's Traffic Section has continued to experience significant staffing shortages in 2009 as the result of unfilled vacancies, on-loans, illnesses, and injuries. Due to these shortages, the number of tickets written by Traffic Enforcement officers was down in 2009 from previous years. However, like in 2008, the VPD has continued in 2009 to increase traffic enforcement in high collision corridors and intersections throughout the city and this strategy has produced favourable results. For two consecutive years, the number of fatalities resulting from motor vehicle accidents has dropped. Meanwhile, according to ICBC statistics, the total overall number of collisions in Vancouver dropped by approximately 3% in 2008 and a similar decrease is expected for 2009 once final figures are released.

2009 Strategy 2: Continue efforts to improve Traffic Court efficiencies in order to reduce the frequency and duration of traffic court attendances by police members.

Initiation Date	Target Date	Lead
January 2009	Ongoing	Inspector Ted Schinbein, Superintendent Warren Lemcke, and Superintendent Andy Hobbs

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Planning, Research & Audit Section (P,R&A) and the Traffic Section to complete a Traffic Court Review Report. 	☒☒☐
<ul style="list-style-type: none"> Ongoing evaluation of recent court scheduling changes. 	☒☒☐
<ul style="list-style-type: none"> Create a PowerPoint presentation summarizing review findings. 	☒☒☐
<ul style="list-style-type: none"> Examination of technology that could be used to improve efficiencies related to impaired-driving investigations, traffic violation tickets and reports, and traffic offence evidence. 	☒☐☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: Presentation of a compelling case to Ministry of the Solicitor General and the Attorney General to consider an alternative court process currently in place in Alberta and Ontario.</p>	A formal report was completed at the end of November 2009 outlining issues and recommendations.
<p>Measure: (1) Completion of review and recommendations. (2) VPD presents review findings and recommendations to both Ministry of the Solicitor General and the Attorney General.</p>	The report will be presented in early 2010 to both the Ministry of the Solicitor General and the Attorney General. The report ultimately intends to convince the Provincial Government to initiate action to change the current Traffic Court Process to a system that is similar to that of Alberta and Ontario.
<p>Target: Provincial Government initiates action to change current Traffic Court Process.</p>	

Overall Strategic Progress

A formal report has been completed outlining issues and recommendations for improvement with regards to the current Traffic Court process in British Columbia. The report presents a compelling case to Ministry of the Solicitor General and the Attorney General to consider an alternative court process currently in place in Alberta and Ontario. The report includes consultations with various stakeholders within the court system. The report's findings and recommendations will be presented to the Solicitor General and Attorney General in early 2010. Approval and implementation of the recommendations by the Provincial Government will improve Traffic Court efficiencies thereby allowing the VPD Traffic Section to more efficiently allocate resources towards fulfilling the VPD's Strategic goal of reducing traffic-related injuries and deaths.

2009 Strategy 3: Increase the number of traffic violation tickets written by operational police officers, focusing on seatbelt compliance, traffic light intersection infractions, and pedestrian related offences.

Initiation Date	Target Date	Lead
January 2009	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"> Increase in VT's issued by Patrol, Dog and ERT members. 	☒☐☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: Reduced accidents as the result of traffic light intersection and pedestrian related offences. In addition, reduced death and injury as the result of increased compliance with seatbelt requirements.</p>	<p>VPD efforts in 2009 for improving road safety in Vancouver have reduced collisions involving injuries and deaths as evident by a reduction in the number of fatalities as compared to 2008. However, this cannot be attributed to increased conformity with seatbelt compliance as the VPD has not achieved its target in that regard.</p>
<p>Measure: Increased number of seatbelt, yellow and red light and, pedestrian related tickets written by Patrol members. Overall increase in traffic violation tickets (VTs) written by Patrol members which will be measured and reported on monthly.</p>	<p>The VPD has not achieved the overall target of a 10% increase in seatbelt and occupant restraint enforcement. Year-to-date, as of the end of November 2009, seatbelt and occupant restraint enforcement by Patrol members has decreased by roughly 21% when compared to the same time period last year.</p> <p>Moreover, year-to-date, as of the end of November 2009, the overall number of traffic violation tickets issued by Patrol members, Dog Squad, and ERT has seen an approximate 17% decrease as compared to the same time period in 2008.</p>
<p>Target: Increase seatbelt and occupant restraint enforcement by 10%.</p>	

Overall Strategic Progress

In 2009, the Traffic Section began to commence some key initiatives aimed at educating and mentoring Patrol, Dog Squad, and ERT members with respect to traffic-related violations. However, an overall lack of funding has not allowed the Traffic Section to fully deliver this type of training to operational members. As a result of this lack of training in conjunction with high priority call loads, targets relating to the number of traffic violation tickets (VTs) written by operational members have not been achieved.

With increased traffic safety funding recently provided to the VPD by the Provincial Government, the VPD Traffic Section will be better positioned at the end of 2009 and into 2010 to fully train, educate, and support operational members on traffic enforcement strategies. This coaching will help to increase the number of VTs issues by operational members in 2010.

2009 Strategy 4: Increase enforcement of impaired drivers.		
Initiation Date	Target Date	Lead
January 2009	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"> Counter Attack road blocks. 		☒☒☒
<ul style="list-style-type: none"> Community Road and Education Safety Team (CREST) education programs delivered in the schools and community. 		☒☒☒
<ul style="list-style-type: none"> Increase enforcement hours available for all Traffic Section members. 		☒☒☒
<ul style="list-style-type: none"> Strategic drinking driver unit deployment. 		☒☒☒
2009 Performance Projections		2009 Performance Results
<p>Outcome: Reduction of impaired driving related motor vehicle collisions and pedestrians struck.</p>		<p>Funding for Counter Attack and the drinking driving unit programs was approved in mid-October 2009. Subsequently, enforcement of impaired drivers significantly increased from October 30, 2009 to January 3, 2010.</p> <p>Moreover, throughout 2009, other strategies such as <i>Beach Watch</i> were used to assist in the detection of impaired drivers.</p>
<p>Measure: (1) Increase in number of Administrative Driving Prohibitions (ADPs), 24 hour suspensions, and impaired driving criminal charges, all of which will be measured and reported on monthly. (2) Increased number of Counter Attack road blocks. (3) Continued deployment of a drinking driving unit. (4) Continued Patrol mentorship for impaired investigations.</p>		<p>From October 30, 2009 to January 3, 2010, the VPD significantly increased the number of Counter Attack roadblocks undertaken as well as the deployment of a Drinking Driving Unit. Prior to that time period, there had been no funding this year for Counter Attack road blocks or for a Drinking Driving Unit.</p> <p>Final 2009 VPD figures in relation to impaired driving enforcement show:</p> <ul style="list-style-type: none"> 95 people charged with impaired driving 284 ADPs issued 822 24hr suspensions (215s) issued <p>Subsequently, the VPD achieved a 95% increase in 2009 in impaired driving criminal charges over 2008. There was also a 117% increase in the number of ADPs issued and a 3% increase in the number of 215s issued.</p> <p>Moreover, Patrol membership is ongoing and the feedback from operational members is that this form of training is beneficial for impaired driving investigations.</p>
<p>Target: (1) 20% increase in ADPs served. (2) 10% increase in impaired driving criminal charges.</p>		
Overall Strategic Progress		
<p>Funding for 2009 Counter Attacks roadblocks aimed at combating impaired drivers was identified in mid-October 2009. These roadblocks ran from October 30, 2009 to January 3, 2010 resulting in significant numbers of VT's, ADPs, and 215s issued as well as in people charged with impaired driving thereby helping to reduce impaired driving related collisions.</p> <p>Moreover, other strategies were used to assist in the reduction and identification of impaired drivers throughout the year. Traffic Section mentorship has been well received by Patrol members who may have</p>		

not otherwise had an opportunity to develop knowledge in the area of impaired driving enforcement. In addition, "Beach Watch" was developed and implemented throughout the summer of 2009. This operation focused on high visibility roadblocks in and around Vancouver's beaches.

2009 Strategy 5: Deliver traffic education and programs internally and externally.

Initiation Date	Target Date	Lead
January 2009	Ongoing	Inspector Ted Schinbein, Superintendent Warren Lemcke, and Superintendent Andy Hobbs

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Counter Attack road blocks and media attendance. 	☒☒☒
<ul style="list-style-type: none"> CREST education programs delivered in the schools and community. 	☒☒☒
<ul style="list-style-type: none"> Partner with ICBC on messaging and media exposure. 	☒☒☒
<ul style="list-style-type: none"> Examine the possibility of expanding traffic related information available to members on the intranet and create a District specific traffic parade briefing page (e.g. District high crash locations). 	☒☒☒
<ul style="list-style-type: none"> Deliver Parade briefings and provide reference material to Patrol. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: Greater awareness by both police and public of the importance of traffic enforcement and education.</p>	Enhancement of the VPD Traffic Section website and media attendance at each VPD Traffic Safety campaign has promoted greater awareness among both police and public of the importance of traffic enforcement and education.
<p>Measure: (1) Number of programs delivered internally and externally. (2) Number of public service ads created (TV, radio and paper). (3) Number of press releases and media attended events.</p>	Internally, one set of Parade briefings has been delivered relating to 2009 priorities and code 3 driving. A second parade briefing has been delivered relating to fatal collision Next of Kin (NOK) notifications.
<p>Target: One public service ad for each major media organization.</p>	Externally, the Traffic Section launched a total of 6 Traffic Safety Campaigns. Several members of the media were in attendance for each VPD Traffic Safety campaign.

Overall Strategic Progress

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

The Traffic website has been expanded internally to include District-specific traffic parade briefing pages. The Traffic Section also continues to educate and mentor operational members in various traffic related issues.

Enhancements made to the VPD's Public Traffic website include a new link informing the public on the various ways to contact the VPD Traffic Section for answers to any traffic-related inquiries. The Traffic Section has also launched a number of Traffic Safety campaigns for the public including Beach Watch,

Cycle Awareness, Speed Watch, and so forth. Media attendance at the launching of these campaigns has further helped to deliver the message of traffic safety to the public.

2009 Strategy 6: Increase safety information available to the public on the VPD Traffic website.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Inspector Ted Schinbein, Superintendent Warren Lemcke, and Superintendent Andy Hobbs

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

2009 Performance Projections	2009 Performance Results
Outcome: Greater awareness by the public of the importance of traffic safety.	Traffic has been updating their profile on the web and is continuing to raise their profile.
Measure: Number of hits received on VPD website.	There has been a 20% increase in hits on the Traffic website.
Target: 20% increase in hits on website.	

Overall Strategic Progress

Continued development of both the internal and external (public) websites is ongoing with the hope of having direct links to various programs for continued traffic safety-related education and awareness. There will also be continued exposure through the media for the VPD's traffic enforcement strategies/campaigns.

In addition, the Traffic Section will work with corporate partners, (ICBC, Motor Vehicle Branch) on improving Road Safety and working towards legislative changes to the Motor Vehicle Act. Updates will be placed on the Traffic Section website to assist in the education of new amendments to the Motor Vehicle Act.



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

2009 Strategy 1: Encourage member awareness of COV bylaws for disorder offences; increased involvement in service of summons for chronic disorder related bylaw offenders; usage of the Safe Streets and Trespass Acts in appropriate circumstances, and increased number of hours officers are deployed on foot.

Initiation Date	Target Date	Lead
January 2009	February 2009	Superintendent Warren Lemcke and Sergeant Doug Bain

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> A streamlined procedure is being developed by the District 2 Crime Control Sergeant for testing in D2. The procedure will involve the identification of chronic bylaw offenders through PRIME and the COV bylaw prosecutor's office. 	☒☒☐
<ul style="list-style-type: none"> Identified chronic offenders will be served summonses by members working the areas frequented by the offenders. 	☒☒☐
<ul style="list-style-type: none"> <i>Safe Streets Act</i> and <i>Trespass Act</i> charges will be measured and reported back quarterly to the District Inspectors. 	☒☒☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: Members will have a broader knowledge of the City of Vancouver (COV) bylaw process as well as summons and arrest warrant procedures and their applications in order to increase consequences for chronic disorder related bylaw offenders, namely, in relation to aggressive panhandling, loitering, and street vending. In addition, there will be effective use of the Safe Streets and Trespass Act in appropriate circumstances. As a result, there will be a decline in Business Improvement Association (BIA) captured disorder statistics, particularly, a reduction in city-wide aggressive panhandling and street vending.</p>	<p>All patrol members have been educated in the use of the <i>Safe Streets</i> and <i>Trespass Acts</i> as well as the bylaw process. There have been challenges with the summons process as at this time the COV bylaw prosecutor's office lacks capacity to process many summonses. The Downtown Vancouver BIA has provided statistics that support the effectiveness of the initiative.</p>
<p>Measure: (1) Increases in the use of COV bylaw processes as well as increases in summonses requested by members for service on offenders. (2) Decreases 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.</p>	<p>Until capacity issues in the bylaw prosecutor's office are rectified, increasing the number of summonses issued will be a challenge.</p> <p>Although there has been a reduction in the number of <i>Safe Streets</i> and <i>Trespass Act</i> charges, offences related to unwanted persons are down 68% citywide year-to-date as of the end of November 2009 when compared to the same time period in 2008.</p>
<p>Target: (1) Adoption of a standard practice by members requesting bylaw summonses for service on chronic bylaw offenders. 2009 actions to create a baseline for further years. (2) A 10% decline in BIA captured disorder statistics with regards to city-wide aggressive panhandling and street vending. (3) A 10% increase in citizen and business satisfaction in regards to street disorder enforcement.</p>	<p>Panhandling complaints are down 8% in 2009 in District 1 but are up 6% city-wide year-to-date as compared to the January to November 2008 timeframe. However, overall street disorder is down 13% city-wide as reflected in CompStat year-to-date as of the end of November when compared to the January to November 2008 timeframe. The Downtown Vancouver BIA also reports a reduction in disorder related activities in their catchment areas.</p>

Overall Strategic Progress	
<p>This 2009 strategy has been played an integral role in helping the VPD reduce incidents of street disorder by 13%. Incidentally, a reduction in the number of <i>Safe Streets</i> and <i>Trespass Act</i> charges should be attributed to the steady decrease in street disorder occurrences.</p> <p>Moreover, the by-law summons initiative remains a challenge due to capacity issues in the COV by-law prosecutor's office. The VPD is hopeful that these capacity issues will be addressed in 2010.</p>	

2009 Strategy 2: Re-focus of the Beat Enforcement Team (BET) to ensure high-visibility presence of officers and a law enforcement focus on disorder issues.

Initiation Date	Target Date	Lead
January 2009	Ongoing	Inspector Adam Palmer

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> In December 2008, an initiative was implemented where BET was fully staffed using overtime as backfill to put extra police officers on the street. 	☒☒☒
<ul style="list-style-type: none"> Instructions were delivered to all of BET and District 2 regarding deployment and priorities including zero tolerance toward open air drug use and dealing. Discretion was to be used with respect to simple possession, but all drugs were to be seized and tagged. This would help ensure members would be kept on the street. 	☒☒☒
<ul style="list-style-type: none"> In January 2009, this type of activity will continue with regular staffing. To bolster BET, consideration will be given to changing squad minimums and adding to BET strength using existing resources in District 2. Consideration may also be given to bolstering BET by using some of the 65 Patrol officers allocated to the Department through the 2007/08 Council-approved increase to the Authorized Strength. 	☒☒☒
<ul style="list-style-type: none"> The priority will be to keep members on foot on the street as foot patrol will be mandatory. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: More efficient and effective use of BET resources to reduce violent crime, property crime, street disorder and the open air drug market.</p>	<p>With an increase in BET authorized strength by 12 members as of November, there are now 3 shifts working per day with overlap during the highest call load hours thereby putting more members on the street in the Downtown Eastside (DTES). This has increased the visible foot patrols in the area.</p> <p>Members will not be arresting for minor drug possession charges except in extenuating circumstances. However, open air drug use will not be tolerated and drugs will be seized from those participating in that activity. Charges will still be laid in relation to trafficking and possession for the purpose of trafficking.</p>
<p>Measure: (1) Increased number of members walking and visible in the DTES area at all times. (2) Increase public perception of livability in the DTES as measured by community surveys.</p>	<p>The 12 member increase in B.E.T. authorized strength has led to an increase in the number of members walking the beat in the DTES thereby increasing the public's perception of safety in that</p>

<p>Target: (1) An increase in authorized strength in BET by the end of 2009. (2) A 10% Increase in citizen and business satisfaction with police presence in the DTES. (3) No street vending in the BET catchment area by the end of 2009.</p>	<p>area.</p> <p>Street vending is still rampant in the DTES but it will be addressed in 2010. The VPD is working with the COV to examine the feasibility of providing an area for lawful vending.</p> <p>In District 2, year-to-date as of the end of November, there is an overall 19% reduction in street disorder in 2009 when compared to the same time period last year. Incidentally, the BET catchment area has seen a year-to-date drop in property crime by 9% and violent crime by 7% when compared to the same January to November time period in 2008.</p> <p>Lastly, as of the end of 2009, a community survey was not conducted to specifically assess citizen and business satisfaction with police presence in the DTES.</p>
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Overall Strategic Progress

Re-focusing the B.E.T. has led to a significant reduction of street disorder offences in the DTES thereby resulting in an overall 19% reduction in street disorder in District 2. The recent increase in B.E.T. authorized strength will greatly assist the VPD in further combating street disorder in the DTES particularly in relation to ongoing issues such as unlawful street vending.

2009 Strategy 3: Liquor enforcement shift (LIMA) to continue year round in 2009 with street closures from May to September. VPD will continue to work with COV to enhance the closures and the activities within.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Inspector Adua Porteous

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Submission of a report back to council outlining the successes of the closures in 2008 and a request for permanent funding for closures. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Continued discussion with the COV and implementation of entertainment and other non-alcohol related activities in the Granville Entertainment District (GED) in 2009. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2009 Performance Projections	2009 Performance Results
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<p>Outcome: The GED is a safe and enjoyable entertainment destination and work environment.</p>	<p>The LIMA Squad and Granville street closures continued in 2009, but due to construction on the Granville Mall, the closures did not actually occur until July. Regardless of the delay, there was an increase in LIMA officers deployed from May to July. These increased numbers helped to ensure the safety and enjoyment of residents, visitors, and workers in the GED.</p>
<p>Measure: (1) Decrease in the amount of violent crime and street disorder as measured by CompStat and/or calls for service.</p> <p>(2) Decrease in the amount of street disorder and crime and increase in public safety as perceived by the public through bi-annual citizen and business surveys in relation to the Entertainment District.</p> <p>(3) A decline in the number of visible indicators of disorder and a decline in BIA captured disorder-related statistics.</p>	<p>There continues to be immense support for the increased staffing and summer closures from the public, the liquor industry, and from the police officers working the area. Year-to-date statistics as of the end of November 2009 have again shown reductions in violence and disorder in the Granville Entertainment District when compared to the same time period in 2008. Fight calls are down 17%, annoying circumstances are down 76%, disturbance calls are down 13%, and State of Intoxication in a Public Place (SIPP) calls are down 25%. Assaults, on the other hand, are up 17% but this may have been the result of the late start to the closures.</p>

<p>Target: (1) 10% reduction in violent crime and street disorder for the GED based on CAD data.</p> <p>(2) 5% decrease in street disorder perceived by the public. 5% increase in perceived public safety.</p> <p>(3) 5% decline in the number of visible indicators of disorder captured by the BIA.</p>	<p>In November, the VPD received an award from the Institute for Public Administration in Canada for the Entertainment District project.</p> <p>Moreover, the Downtown Vancouver Business Improvement Association reports that, between 2008-2009, they have observed the following:</p> <ul style="list-style-type: none"> • 50% reduction in “open-air” drug use; • 67% reduction in “open-air” drug trafficking; and, • 45% reduction in aggressive panhandling. <p>Lastly, as of the end of 2009, a community survey was not conducted to specifically assess the public’s perception of street disorder and public safety.</p>
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Overall Strategic Progress

2009 was another successful year in the GED. Statistically, there have been significant declines in disorder in the area, and the initiative was nationally recognized for the success that the VPD has enjoyed. The GED continues to be a safer and more enjoyable entertainment destination. Due to the late start for the closures and the on-going construction, there was limited success with initiating street closures in the area in collaboration with the COV.

2009 Strategy 4: Assist the City of Vancouver in achieving the goal to end homelessness in the City by 2015.

Initiation Date	Target Date	Lead
January 2009	Ongoing	Superintendent Warren Lemcke and Constable Jodyne Keller

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> • Work with various levels of government and the private sector to identify homelessness issues and assist in the implementation of homelessness reduction programs. 	☒☒☒
<ul style="list-style-type: none"> • Commit the services of the new Homelessness Outreach Coordinator Constable to these efforts and to identify causal issues. 	☒☒☒
<ul style="list-style-type: none"> • Police representation on government, private and non-profit sector committees working on issues. 	☒☒☒
<ul style="list-style-type: none"> • Assistance with annual homeless counts. 	☒☐☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: VPD is formally and actively supportive of homelessness initiatives by designating a member in the role of Homeless Coordinator, as well as ongoing participation in working groups and the development of a regular homeless count.</p>	<p>The VPD’s Homeless Coordinator has become fully engaged in her role. The Coordinator works with the COV, Provincial Government, non-profit agencies, and other groups on numerous homelessness issues. All partners consider this position to be a very valued resource.</p> <p>Through the <i>Partners in Action</i> initiative, several members of the VPD work on homelessness issues with various groups and committees such as with <i>Street-to-Home</i>, the Provincial</p>

	<p><i>Homelessness Intervention Project Team</i>, and with non-profit Single Room Occupancy (SRO) operators. The VPD has also supported the DTES Homeless Emergency Action Team (HEAT) shelters and their efforts. The DTES HEAT shelters are vital to disorder reduction and the care of the homeless in that area.</p>
<p>Measure: A decrease in the number of homeless on the streets and a statistical reduction based on the annual homelessness count.</p>	<p>There are no statistics available at this time with regards to homelessness numbers; however, there should be a reduction in the future as more SRO residences become available following the renovation of several buildings purchased by B.C. Housing.</p>
<p>Target: (1) Determine baseline for seasonal homeless count. (2) Participation by VPD member(s) on COV homelessness working group.</p>	

Overall Strategic Progress

The VPD remains committed to working with its partners to assist the COV, Provincial Government, and other groups in reducing homelessness. Reducing homelessness will assist the VPD in achieving its long-term strategic goal of reducing street disorder.

2009 Strategy 5: To research the situation in the Downtown Eastside (DTES) in terms of past, present, and future.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Chief Constable Jim Chu

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> • Identification of stakeholders and strategies to utilize in improving the area. 	☒☒☒
<ul style="list-style-type: none"> • Perform research, develop models for change and present in written and visual formats. 	☒☒☒
<ul style="list-style-type: none"> • Work with the City of Vancouver and the provincial government to move forward with implementation of model for change. 	☒☐☐

2009 Performance Projections	2009 Performance Results
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<p>Outcome: Increase awareness and institutional knowledge of the historical and present issues facing the DTES.</p>	<p><i>Project Lockstep</i> is a report that gives a historical overview of the DTES and the conditions that currently exist there. The report advocates for a more cohesive approach to solving the problems facing the vulnerable population residing in that area. The report emphasized the need for information sharing between agencies to ensure proper care and funding for the most vulnerable. There was a significant amount of media coverage for <i>Project Lockstep</i>; as a result, awareness at both the public and government/agency levels has increased.</p>
<p>Measure: Increased collaboration and information sharing between the VPD and other partner organizations on issues of the DTES.</p>	<p>As a result of <i>Project Lockstep</i>, there has been significant discussion between the VPD, various levels of government, and health/social support agencies. The report was well received by the media in February 2009 and was made available to the public. Since that time, the Provincial Government appears to have taken on a role much like the one the VPD suggested was required to assist the DTES. This suggests that the report has been a catalyst, at least in part, for some change at the governmental levels about how to respond to the issues facing</p>
<p>Target: Presentation of a collaborative report discussing the historical development and key challenges facing the DTES that is supported and championed by all key stakeholders and numerous levels of government.</p>	



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

Champions – Inspector Rick McKenna and Inspector Bob Stewart

2009 Strategy 1: Enhance the ability of the VPD Criminal Intelligence Section (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 2009	December 31, 2009	Inspector Bob Stewart and Sergeant Greg McCullough

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> The Coordinator of OPERATION SECURUS will be assigned to identify 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 checked="" type="checkbox"/> <input type="checkbox"/>

2009 Performance Projections	2009 Performance Results
<p>Outcome: Better informed business community and enhanced communication between businesses of concern and the VPD. In addition, Patrol members will have an increased ability to recognize terrorism indicators, react to possible terrorist events, and provide a visible deterrence to terrorist activity. This will enhance the excellent relationship between the Patrol Division and the VPD CIS and the Integrated National Security Enforcement Team Vancouver (INSET Vancouver). Subsequently, the VPD will be able to hold itself as a best practice organization in this regard as other organizations do capture suspicious activity but little analysis is completed allowing for proper investigation.</p>	<p>In addition to identifying specific businesses, OPERATION SECURUS in conjunction with <i>Project Griffin</i> have delivered lectures/training to business staff and security personnel. OPERATION SECURUS is now particularly focusing on the hotel industry. The lectures have been well received and businesses have been requesting more training. OPERATION SECURUS has plotted the identified businesses and all "critical infrastructure" in City of Vancouver within the ArcGIS (a geographic information system) component of the VPD's Consolidated Records Intelligence Mining Environment (CRIME) system to assist Commanders, Investigators, and Analysts in determining the risk associated with critical incident responses and investigations. This is believed to be a first in Canada.</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.</p>	<p>Close to 300 businesses have been identified by the program of which nearly 180 have been visited. Approximately 20% of the 180 businesses visited have signed up and are displaying the OPERATION SECURUS certificate on their premises.</p> <p>It has yet to be determined whether business enrolment in the OPERATION SECURUS program has resulted in successful investigations.</p>
<p>Target: The target measurement for OPERATION SECURUS for 2009 is the registration of all categories of businesses who sell products that could be used by a terrorist. The number of businesses currently identified is approximately 300.</p>	

Overall Strategic Progress

OPERATION SECURUS is continuing to meet its goals of informing the public and the department about possible terrorism-related activity. The roll-out has been slow due mainly to resourcing issues. At the present time, the sworn member position dedicated to OPERATION SECURUS is vacant; however, the Analyst and members of INSET Vancouver are helping to mitigate this issue in order to keep this worthwhile program running.

2009 Strategy 2: The VPD Criminal Intelligence Section (CIS) and INSET Vancouver will continue the terrorism awareness training program for Patrol Officers that the former Counter Terrorism Unit began in 2007 and continued throughout 2008. The CIS and INSET Vancouver will use E Parade, Intranet, roll call training, and lectures in this effort.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Sergeant Greg McCullough

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Each member of the INSET Vancouver will be assigned to a specific number of training events throughout the year. Patrol members recognize the importance of this training for gaining the skills necessary to recognize terrorist activity. INSET Vancouver will look to all sources of information to develop these opportunities. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

2009 Performance Projections	2009 Performance Results
<p>Outcome: Increased ability for Patrol members to recognize terrorism indicators, react to possible terrorist events, and provide visible deterrence to terrorist activity. The effort will enhance the excellent relationship between the Patrol Division and the VPD CIS and INSET Vancouver.</p>	<p>The RCMP National Security Counter Terrorism Intelligence Officer (CTIO) program was introduced to the VPD with 16 Patrol members trained. These members are to be the conduit for sharing national security information/intelligence with their units and squads.</p>
<p>Measure: An increase in the number of General Occurrence (GO) Reports (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.</p>	<p>Given Vancouver's diverse communities, 10 parade briefings/intelligence bulletins have been disseminated to Patrol members describing worldwide terrorist events and their possible local impact. This represents a 40% increase over 2008.</p>
<p>Target: 15 training opportunities will be the target of this strategy.</p>	<p>The VPD has also consistently posted approximately 40 Integrated Threat Assessment Centre (ITAC) bulletins/year.</p> <p>INSET Vancouver members are presently delivering training to all of Patrol at Cycle 4 regarding the use of the terrorism flag in PRIME. Incidentally, in 2009, there have been 42 GO reports forwarded to INSET Vancouver and CIS from Patrol members representing a 45% increase over 2008. In addition, INSET Vancouver has reached out to the South Coast British Columbia Transportation Authority Police Service (Transit Police) to gain access to their reporting of suspicious circumstances around Skytrain stations. This resulted in a slight increase in the reporting of suspicious activities by Transit Police members, as the VPD has encouraged them to use the terrorism flag in PRIME.</p>

Overall Strategic Progress

This strategy has helped the VPD ensure emergency preparedness as terrorism awareness training for VPD Patrol members has been well received. Subsequently, patrol member awareness of possible terrorist activity has increased as evidenced by the growing number of Patrol GOs forwarded to INSET Vancouver and to the VPD's CIS. To supplement ongoing INSET Vancouver training, the VPD hopes to hold additional RCMP CTIO courses going forward.

2009 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 2009	June 1, 2009	Emergency Planner Gale McMahon and Assistant Emergency Planner Remi Combasson

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

2009 Performance Projections	2009 Performance Results
<p>Outcome: (1) An 'All Hazard' Emergency Plan will be completed. (2) All VPD Sections will have fully functional Business Continuity Plans in place.</p>	<p>The draft Emergency Plan is complete and a number of support plans are in development. The Business Impact Analysis (BIA) has been presented to, and accepted by, the Executive Committee. Two VPD Sections were selected to be a priority for Business Continuity Planning (BCP) prior to the 2010 Olympic games. Development of BCP for all other VPD sections will occur after the 2010 Olympics.</p>
<p>Measure: The Emergency Plan and the Business Continuity Plans have been tested and exercised and found to be effective.</p>	<p>A test of the new 'fan out' procedure is planned for later this year in conjunction with the activation of a Department Operations Centre.</p>
<p>Target: Exercises are conducted as the Plans are finalized to determine their effectiveness.</p>	

Overall Strategic Progress

Once the 'All Hazards Emergency Plan' is updated and the department-wide Business Continuity Plans are completed, the VPD will be well-positioned to help ensure that Vancouver is the safest major city in Canada.

2009 Strategy 4: To create operational plans and ensure that sufficient human resources are in place to provide safety and security for the city of Vancouver during the 2010 Olympic Games.

Initiation Date	Target Date	Lead
January 2009	Ongoing	Inspector Rick McKenna, Deputy Chief Constable Steve Sweeney, Constable Ian Stowe, and Sergeant Lee Patterson

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Liaise with Vancouver 2010 Integrated Security Unit (2010 ISU) to ensure coordination with site security. 	☒☒☐
<ul style="list-style-type: none"> Venue Site Commanders and Deputy Commanders receive training. 	

		☒☒☒
<ul style="list-style-type: none"> • Three additional Public Order Commanders receive training. 		☒☒☒
<ul style="list-style-type: none"> • VIP training is conducted. 		☒☒☒
<ul style="list-style-type: none"> • VPD CCU conducts two full weeks of additional training. 		☒☒☒
2009 Performance Projections		2009 Performance Results
<p>Outcome: (1) Operational Plans are in place for all venues and events that occur in the City during the Games.</p> <p>(2) VPD Members are properly prepared and trained for their assignments during the Games.</p>		Plans are in place for major events and activities during the Games. Contingency plans have been developed with the City for extraordinary events.
<p>Measure: (1) The VPD is prepared for all Games related events.</p> <p>(2) VPD members have completed required training.</p>		Team Training to prepare VPD members for their Olympic assignments has been delivered consistently throughout 2009. This training is ongoing and will continue until the start of the Olympics.
<p>Target: Any weaknesses identified during Exercises 'Silver' and 'Gold' are rectified.</p>		
Overall Strategic Progress		
<p>The 2010 Olympic Games provide an opportunity for the VPD to demonstrate its ability to maintain order and safety during a major international event. Having operational plans in place prior to the event will allow the VPD to be successful in facilitating a safe environment in order for residents and visitors to fully enjoy the festivities.</p>		

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

2009 Strategy 1: To create 'uniform days' for all sworn personnel.		
Initiation Date	Target Date	Lead
January 2009	June 30, 2009	S/Sgt. Larry Cope
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Develop scheduled days in the year where members in all assignments generally viewed as plainclothes positions, will wear their uniforms. 		☒☒☐
<ul style="list-style-type: none"> Develop a program where all members assigned to traditional investigative and administrative positions will deploy for two shifts per year with a Patrol team. 		☐☐☐
2009 Performance Projections		2009 Performance Results
<p>Outcome: Increased uniformed presence in all areas of the Department, and expand this visibility to the field on a regular basis.</p>		<p>The first Uniform Day, which was tentatively scheduled for Wednesday, November 19, 2009, did not occur due to other organizational priorities. Future dates are expected to be scheduled following the 2010 Winter Olympic and Paralympics Games.</p>
<p>Measure: (1) Increased Patrol deployment of non-Patrol personnel.</p> <p>(2) In addition, the VPD Employee Survey will indicate employee satisfaction and identification with the core services of the VPD patrol-based, uniformed policing.</p>		<p>Uniform Days have not occurred in 2009 and are not yet scheduled for 2010. In addition, non-Patrol personnel have not yet been deployed to perform regular patrol duties. As such, target measures have not yet been tracked.</p>
<p>Target: (1) To deploy non-Patrol personnel for a combined total of at least 6000 Patrol hours.</p> <p>(2) To see a 5% increase in employee satisfaction and identification with the core Patrol services.</p>		
Overall Strategic Progress		
<p>Preliminary steps were taken, early in the year, to ensure that all personnel assigned to investigative functions were equipped with a basic uniform, which satisfies the need for these members to be deployed operationally should circumstances require. This was a critical step, as the VPD prepared its deployment model for the 2010 Winter Olympic and Paralympic Games. Other organizational priorities precluded the scheduling of the first Uniform Day until after the Olympics. This is anticipated to be the first of a series of scheduled days each year. In addition, the work demands of the different investigative assignments have precluded the Operations Division from moving forward with the initiative to deploy investigators out in Patrol for two shifts in a year. Subsequently, the feasibility of this initiative will be re-examined in 2010.</p>		

2009 Strategy 2: To increase the number of marked Patrol cars in the fleet.		
Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Inspector Daryl Wiebe and Inspector Dave Nelmes

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Assessment of the current ratio of marked and unmarked Patrol cars. 	☒☒☒
<ul style="list-style-type: none"> Adjustments to the vehicle replacement schedule, where some unmarked cars are replaced with marked cars. 	☐☐☐
<ul style="list-style-type: none"> Review the opportunity to add marked units in specialty areas such as the Dog Squad, Patrol Non-Commissioned Officer (NCO) cars, etc. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: Increase the ratio of marked to unmarked police vehicles in the Patrol fleet.</p>	There was no change to the ratio of marked and unmarked Patrol cars.
<p>Measure: (1) The ratio of marked to unmarked vehicles in the fleet. (2) The number of marked Patrol cars deployed on a daily basis is increased.</p>	While the 2-person car deployment model was re-established at the start of the year, and a few additional Patrol units were deployed with no change to staffing, this did not necessarily equate to an increase in the number of marked cars on the road. This objective was not reached.
<p>Target: (1) Increase the Patrol deployment of marked cars, so that the only unmarked cars deployed are for plainclothes units. (2) All uniformed Patrol will be driving marked cars.</p>	

Overall Strategic Progress

A fleet review was completed at the start of the year. This review process identified that there were insufficient vehicles assigned to the Patrol districts; however, a substantial number of general pool vehicles were available for use. These pool vehicles were primarily unmarked small cars, which could not be used to offset the need for additional marked cars. In addition, there was no change to the vehicle replacement schedule, as cars were replaced on a like-for-like basis, meaning that an unmarked Ford Fusion was replaced with a similar car, and not a marked Ford Crown Victoria. This is a budget issue, as it is more expensive to equip a marked Patrol car. Subsequently, there were no marked cars replacing unmarked cars and as such, no increases were seen in the ratio of marked to unmarked cars.

Moreover, a review of the Dog Squad and Patrol NCO car usage revealed that it was not feasible to add additional marked cars into the fleet in these areas. Dog Squad deployment, and the nature of their work, requires the ability to deploy unmarked vehicles. Each Patrol district has three NCO cars, with two of the three being marked cars. Patrol teams frequently run operational projects, which require the project supervisor to be deployed in an unmarked car. As such, there is no change anticipated in this area.

2009 Strategy 3: To include front-line officers in the weekly District-based Crime Control meetings.

Initiation Date	Target Date	Lead
January 2009	March 31, 2009	Staff Sergeant Keith Hammond and Staff Sergeant Loris Zuccato

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Assignment of personnel to attend these weekly meetings 	☒☒☒
<ul style="list-style-type: none"> Pilot of processes in South Command 	

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2009 Performance Projections	2009 Performance Results
<p>Outcome: Regular weekly attendance by front-line Patrol officers at every weekly meeting to provide timely intelligence to the management team and to assist in targeting crime problems by the most proactive and relevant means.</p>	<p>All four Patrol Districts now include front-line personnel in the weekly crime control processes.</p>
<p>Measure: Obtain employee feedback from the Employee Satisfaction Survey to show increased satisfaction levels related to the following specific questions: "Involving employees in decisions that impact them" and "I understand how my work contributes to the achievement of the VPD's goals."</p>	<p>The 2009 Employee Satisfaction Survey was conducted through the month of December 2009. Results will not be available until February 2010. This strategy will continue to be a priority within Patrol, as the sharing of information is vital to proactive policing duties. A report on the Employee Satisfaction Survey will be included in the 2010 Business Plan reporting process.</p>
<p>Target: An increase of 5% in the satisfaction levels related to inclusion and employee involvement in operational decision-making.</p>	

Overall Strategic Progress

Each of the four Patrol districts now includes representation from front-line personnel in their weekly crime control meetings. Neighbourhood Policing Officers also attend on a regular basis, ensuring that our Community Policing Centres are aware of their respective neighbourhood issues. Furthermore, the District Analysts work closely with the Patrol teams, and identify crime trends and hot-spots to assist with enforcement duties.

Qualitative feedback from the members who have participated is very positive. Many members did not realize the extent that Patrol management teams are involved in the day-to-day crime fighting strategies within each District. This sharing of information also proved to be valuable in that Patrol teams became more aware of District crime problems along with the steps being taken to address them.

2009 Strategy 4: To deliver joint VPD-South Coast British Columbia Transportation Authority Police Service (Transit Police) operational policing projects that target Skytrain lines and stations identified as high-crime areas.

Initiation Date	Target Date	Lead
January 2009	November 30, 2009	Staff Sergeant Keith Hammond and Staff Sergeant Loris Zuccato

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Liaison with Transit Police representatives responsible for Skytrain policing in Vancouver. 	☒☒☒
<ul style="list-style-type: none"> Assessment of policing needs in, on and around the line to develop operational policing projects. 	☒☒☒
<ul style="list-style-type: none"> Assessment of crime impacts along the new Canada Line, looking for opportunities to deploy targeting policing projects. 	☒☒☐
<ul style="list-style-type: none"> Implementation of short-term operational policing projects with joint VPD-Transit Police project teams. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: Improved partnerships with Transit Police, and an increased sense of safety and security around Skytrain lines and stations.</p>	<p>Relationships have been established between the District Crime Control officers and their respective counterparts with the Transit Police. These relationships have helped to ensure ongoing communication relative to the crime occurring on and</p>

	around the Skytrain and its platforms.
Measure: To show increased perceptions of police presence and enforcement in, on, and around Skytrain lines and stations as an indication of feelings of safety.	Increased public confidence and a feeling of safety has been communicated to the VPD regarding police presence around Commercial and Broadway, following a joint District 2 and District 3 beat policing project, and other visible policing initiatives.
Target: A 10% increase in the community's perception of their safety in and around Skytrain lines drawing on existing results from the ICURS study and the recent TransLink/ Skytrain ridership survey.	No formal study has been completed by the VPD to quantify public safety around the Skytrain lines.

Overall Strategic Progress

Each of the four District-based Crime Control Officers has established relationships with their Transit Police counterparts thereby ensuring communication between the two agencies relative to crime on and around the Skytrain. In addition, the District Crime Analysts regularly work with the crime analysts from the Transit Police by sharing crime trend information and comparing crime intelligence to identify offenders and to inform front-line personnel thereby assisting them with their patrols.

Districts 2 and 3 embarked on a joint foot-beat project, specifically focussing on the busiest Skytrain station at Broadway and Commercial. This project resulted in two dedicated beat teams, working a conventional foot beat in this area, and was augmented by District 3 bicycle patrols around the stations. The public support for this initiative was overwhelming as numerous public letters attested to a greater sense of safety and security at this intersection, along with the community's pleasure with simply 'seeing' more officers in this area. As a result of this success, this project will continue through 2010.

Moreover, a few short-term policing projects were undertaken in 2009 where VPD officers and Transit Police officers worked together to target crime problems around specific stations, or in specific neighbourhoods. These projects focussed on specific crime problems at different intervals throughout the year. By facilitating collaboration between the two agencies, the projects allowed VPD members to gain a greater understanding of the constraints facing Transit Police officers. The initial barriers have been broken down and the VPD is well-positioned to move forward with more of these projects in the future, as required by specific crime problems at any given time.

2009 Strategy 5: To further increase the investigative capacity of Patrol officers with additional training on statement-taking and field interviewing techniques.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Staff Sergeant Glenn Newman, Staff Sergeant Loris Zuccato and Sergeant Ross Jackson
Activities (Action Plans)		Completion Status
• Development of a one-day training program for front-line Patrol officers.		☒☒☐
• Scheduling of this training into the Patrol cycle training program.		☐☐☐
• Delivery of training in Q3 or Q4 of 2009.		☐☐☐
• Conduct and evaluate a pilot test regarding the deployment of digital recording devices for Patrol officers to use during suspect and witness interviews.		☒☒☒

2009 Performance Projections		2009 Performance Results	
Outcome: Improved investigative capacity within the uniformed Patrol Division.		The delivery of an on-line interviewing course for Patrol officers, the availability of digital audio recording devices, and renewed expectations that all suspects be interviewed subsequent to arrest have all resulted in an increased investigative capacity within Patrol. Consequently, Patrol members are more confident in how they deal with suspects, they have experienced success where suspects confess to crimes, and these files frequently result in guilty pleas with no need for members to appear in court.	
Measure: The number of cleared files within the Patrol Division.		Research shows a marked increase in the number of files where Patrol officers attempted an interview and/or obtained a confession from a suspect. Of the files reviewed for this research, confessions were obtained in 66% of the cases.	
Target: An increase of 20% in the number of Patrol investigations which include confessions from charged persons and attempts to obtain statements from suspects.			

Overall Strategic Progress

The Deputy Chief Constable of Operations embarked on a multi-faceted approach to suspect interviews subsequent to an arrest by a Patrol officer. An on-line interviewing course was completed by 300 Patrol officers early in 2009. Digital audio recording devices were provided to many Patrol officers, and expectations were put in place that all Patrol investigations involving an arrested suspect should include an attempt to interview. These parameters have resulted in a significant increase in successful interviews where suspects confess, or otherwise implicate themselves in a crime. These interviews, combined with a strong investigation, are leading to more guilty pleas to criminal charges, and less officer involvement in the court process.

Other organizational training demands have precluded the development of an in-house interviewing course, and no such course was scheduled or delivered in 2009. However, other investigative training related to report writing has been delivered, and this topic will continue to be a priority into 2010.

2009 Strategy 6: Increase the capacity of the Telephone Response Team (TRT), and review the Enhanced Call Management (ECM) program to provide a broader spectrum of services to Patrol.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Inspector Dave Nelmes

Activities (Action Plans)	Completion Status
• Review of the TRT mandate.	☒☒☒
• Improved shifting for TRT to meet the call demands.	☒☒☒
• Standardized shifting across all TRT teams to ensure consistent deployment of this resource.	☒☒☒
• Increased areas of responsibility, expanding the types of calls that TRT can complete.	☒☒☒
• Improved communication with District Alternate Response Service (DARS) cars and District Patrol NCOs to best address the support needs of Operations.	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: Increased front-end file work completed by TRT personnel.</p>	<p>The Telephone Response Team (TRT) was restructured, which included shift realignments, enabling them to increase the volume of front-end file work, and support the initiative to provide Patrol officers with more proactive policing time.</p> <p>TRT call volume was tracked throughout the year, and a 25% increase was observed year-to-date as of the end of November 2009 when compared to the same time period in 2008. TRT, when combined with appointment-based police deployment with the Directed Alternate Response (DARs) units, resulted in a dramatic reduction in the number of TRT calls requiring Patrol follow-up.</p>
<p>Measure: (1) Use TRT Call Volume numbers to track their increased capacity. (2) Increase the ratio of files being completed by TRT, with no patrol follow up necessary.</p>	
<p>Target: A 5% increase in the ratio of files completed by TRT.</p>	

Overall Strategic Progress

A full review of the TRT's deployment, shifting patterns, and mandate was completed early in 2009. In response to this review, TRT's deployment and shifting model was changed to meet operational needs. Personnel in TRT now work a 4-on/4-off deployment, mirroring that of Patrol. They are available for calls between 6:00 AM and 2:00 AM, covering a time frame that is based on call volumes. They now handle an average of 225 calls per day which equates to a year-to-date 25% increase from last year. This increase in the volume of work allows uniformed Patrol officers to have more time for proactive policing duties.

The review of call types prompted an expansion of the TRT mandate to include a response to Hit and Run calls as well as a broader spectrum of fraud files. A process was also put in place to allow the TRT supervisor the ability to monitor calls coming in and to look for other opportunities where their members could take initial reports, leaving general Patrol units available for proactive policing duties.

Throughout the year, the Communications Section has been diligently working with Patrol members and supervisors to ensure that regular daily contact occurs between regular Patrol members and DARS units and to ensure that the DARS units are deployed properly for their appointment-based calls. TRT supervisors have conducted presentations at District NCO meetings while members assigned to DARS have been regularly checking in each day to acquire, and to receive updates on, their assignments. The commitment to this process ensures that the citizens receive the best service possible, and missed calls do not get reassigned to general Patrol.

2009 Strategy 7: To reduce the call-response times for Priority 1 and 2 calls in the Patrol Districts that receive additional personnel in 2009.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Inspector Daryl Wiebe

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Successful hiring of additional personnel, as approved by City Council in 2008. 	☒☒☒
<ul style="list-style-type: none"> Deployment of new personnel to Patrol Teams. 	☒☒☒
<ul style="list-style-type: none"> Ongoing measurement of call-response times through the CompStat processes. 	☒☒☒

2009 Performance Projections	2009 Performance Results
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<p>Outcome: Improved call-response times for Priority 1 and 2 calls.</p>	<p>A small reduction in Priority 1 and 2 response times was experienced; however, many of the new hires for 2009 were not deployed into Patrol until November. As such, the full impact of their presence on the teams will not be felt until well into 2010.</p>
<p>Measure: Reduction in call-response times, as captured in the computer aided dispatch (CAD) system.</p>	<p>The 10% reduction in Priority 1 and 2 response times was not accomplished. City-wide, Priority 1 response times increased by 8.1% in 2009 over 2008. Response times for Priority 2 calls fluctuated up and down when compared month to month, although a slight downward trend was observed.</p>
<p>Target: A 10% reduction in call-response times to Priority 1 and 2 calls, in those Districts that receive additional Patrol personnel.</p>	

Overall Strategic Progress

The VPD Recruiting Unit was successful in meeting its hiring targets to fill all of the new positions approved by City Council in 2008. While these hires were all completed early in the year, the seven month training cycle will not have these members deployable to Patrol until late-November 2009.

Through the summer months of 2009, many of the new recruits were attached to different Patrol teams for practical training. Although many of the VPD's regular Patrol officers were away on leave during this time, the addition of the new recruits nevertheless resulted in a net-gain of deployed officers. The additional police presence in Patrol resulted in a minor reduction in call response times through the summer months; this can serve as an indicator of future success when these members are fully deployable at the end of this year.

Call response times are a regular measurement reviewed by the Chief Constable at the monthly CompStat processes. The ongoing attention to this measurement will ensure that the VPD continually monitors its staffing levels, and ensures that visible policing remains at the forefront of its Patrol deployment.

2009 Strategy 8: To increase proactive policing outputs by Patrol officers.

Initiation Date	Target Date	Lead
January 2009	December 2009	Inspector Daryl Wiebe
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Inclusion of 'charge' and 'arrest' information on the Patrol Activity Report. 		☒☒☒
<ul style="list-style-type: none"> Deployment of new personnel to Patrol teams. 		☒☒☒
<ul style="list-style-type: none"> Ongoing measurement of Patrol activity through periodical reporting processes. 		☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: Increased visible policing and contact with the community, increased use of investigative techniques that result in an increase in successful prosecutions and increased traffic enforcement by Patrol officers.</p>	<p>There was no increase in the level of traffic enforcement by Patrol officers. Preliminary data has been captured to benchmark charge and warrant arrest information for future comparisons.</p>
<p>Measure: Increased charges, warrant arrests, and traffic tickets issued as indicated by the Patrol Activity Report data.</p>	<p>Determining whether there were increases in the number of charges and warrant arrests in 2009 over 2008 could not be ascertained as this information was not readily available for</p>
<p>Target: A 5% increase in the number of charges, warrant</p>	



<p>arrests and traffic tickets completed by Patrol officers.</p>	<p>2008.</p> <p>The number of traffic tickets completed by Patrol officers decreased by approximately 17% year-to-date as of the end of November 2009 as compared to same time period in 2008.</p>
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Overall Strategic Progress

Since the 2008 Patrol Activity Reports (PAR) did not include data relating to charges and arrests, the VPD was unable to determine whether there were increases in these areas in 2009. However, comparisons were made in terms of the number of traffic tickets completed by Patrol officers from 2008 to 2009, and the VPD did not achieve its target of a 5% increase in that regard.

The PARs for 2009 were modified to include statistics relating to arrests and charges, and this information allowed managers to monitor the outputs of the different Patrol teams. A focus on the ‘enforcement’ part of policing duties reaffirmed the organization’s commitment to reducing violent crime and property crime. To that end, quarterly reporting cycles are being analyzed within each District, to identify the top producing Patrol teams. Processes have been put in place to recognize these top producing teams within their respective Patrol districts, and Inspector’s Unit Citations are awarded to high-performing work units.

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

Champion – Director Kathy Wunder

2009 Strategy 1: Develop a Disaster Recovery Plan.

Initiation Date	Target Date	Lead
January 2009	October 31, 2009	Technical Services Manager Eric Nishi

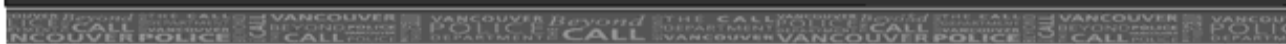
Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Take possession of the space at E-Comm designated for the Disaster Recovery Site. 	☒☐☐
<ul style="list-style-type: none"> Install a scaled down version of the VPD server infrastructure. 	☒☒☐
<ul style="list-style-type: none"> Replicate data from the VPD main server to the backup server at E-Comm. 	☒☐☐
<ul style="list-style-type: none"> Test to ensure data is being replicated according to the designated schedule. 	☒☒☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: Phase One – Implement a Disaster Recovery Site at E-Comm within a secured space. A smaller version of the VPD Infrastructure will be housed, and VPD data will be replicated daily.</p>	<p>An alternative Disaster Recovery site was temporarily set up in the server room at the 5 East 8th location.</p>
<p>Measure: (1) Designated space will receive RCMP approval. (2) Environmental controls will be maintained to industry standards for Data Centres. (3) Data will be replicated on a nightly basis and can be verified.</p>	<p>All environmental controls have been put in place at the E-Comm site and slight modifications to power and cooling have been resolved. However, initial delays in the building of the Disaster Recovery enclosure has led to a subsequent delay in the attainment of RCMP approval. As such, an alternative temporary enclosure has been established at 5 East 8th.</p>
<p>Target: Data created and/or saved to the VPD network the previous day will exist at the E-Comm Disaster Recovery site the following day.</p>	<p>Data is currently not being replicated at the temporary Disaster Recovery site, but it is being backed up.</p>

Overall Strategic Progress

In order for the VPD to be able to fully continue leveraging technology at all times, it must ensure that technology is highly available and protected from unforeseen challenges. The building of the Disaster Recovery enclosure at the E-Comm site will enable the VPD to fulfil this requirement.

Delays in obtaining the special materials to build the secure enclosure are proving to be a major challenge. Obtaining the required security clearance in order for the technicians to enter the E-Comm facility has also caused building delays. These delays have resulted in delays for RCMP approval of the designated space requirements. Given the various delays, this strategy will continue into 2010.



2009 Strategy 2: Create and Measure IT Online Key Performance Indicators.

Initiation Date	Target Date	Lead
January 2009	April 2009	Database Administrator Jason Cheung

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Define measurable indicators. 	☒☒☒
<ul style="list-style-type: none"> Determine method(s) of collecting and displaying the information. 	☒☒☒
<ul style="list-style-type: none"> Establish owner of each performance indicator. 	☒☒☒
<ul style="list-style-type: none"> Publish reports onto the intranet. 	☐☐☐
<ul style="list-style-type: none"> Timely review of performance indicators. 	☐☐☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: A collection of online reports of IT specific key performance indicators and statistics will be available on the intranet. The metrics will allow IT to have more tangible measurements for goal setting and provide the opportunity for improved proactive planning.</p>	<p>The strategy was on schedule at the beginning of the year as appropriate metrics and indicators were identified. Unfortunately, due to higher priority projects, limited resources, and time constraints, the VPD has not yet completed the implementation phase of this strategy.</p>
<p>Measure: (1) Decrease in unplanned downtime. (2) Increased Executive input in operational goals. (3) Improved project goals and strategies.</p>	<p>As resources have been diverted to other higher priority projects, the specific targets of this strategy have not yet been met. However, having identified the indicators and collection methods, the VPD has begun to utilize some of the measures.</p>
<p>Target: (1) 100% Reporting rate on all desired indicators. (2) Ability to measure availability against targets created in specific SLAs.</p>	

Overall Strategic Progress

Having identified the specific indicators and collection methods, the VPD is well positioned to leverage that information to enhance IT planning and to proactively mitigating future IT issues. Due to the lack of time and resources available because of higher priority projects, this strategy could not be completely implemented in 2009. However, the VPD has developed the foundation from which to complete this strategy for 2010. Ultimately, the work that has been and that will continue to be completed in relation to IT performance indicators will provide the IT Section with a greater understanding of how to most efficiently and effectively leverage technology at the VPD.

2009 Strategy 3: Create New IT Policy Site.

Initiation Date	Target Date	Lead
January 2009	October 2009	Systems Analyst Wai Ting Tang

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Review existing policies. 	☒☒☐

<ul style="list-style-type: none"> Seek staff participation to update policies. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Review and seek management approval. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2009 Performance Projections	2009 Performance Results
<p>Outcome: An IT Policy Site outlining current policies surrounding IT services resources and facilities.</p>	A review of all policies is underway as is a communication plan for policy revision.
<p>Measure: (1) Reduce invalid requests. (2) Increase compliance.</p>	Compliance will be measured when the revised policies have been approved and posted.
<p>Target: Improved single location to refer to VPD IT policies, and decrease in helpdesk requests that are denied.</p>	

Overall Strategic Progress
<p>The ongoing review of current IT policies and compliance will assist the IT Section in the development of material to educate VPD members with respect to standard IT items and processes. Subsequently, upon completion of these presentations, requests for items or projects that can conflict with internal policy should be reduced.</p> <p>Moreover, a Shared Services project is currently reviewing all IT policies within the COV. The VPD will review the final results of that study prior to making any revisions to its IT policies. As such, this strategy will continue into 2010.</p>

2009 Strategy 4: Creating a Green IT Plan.		
Initiation Date	Target Date	Lead
January 2009	December 31, 2009	IT Security Specialist Mike Marlay
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Upgrade to Windows Server 2008 domain. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Utilize new Server 2008 Group Policies for controlling standby mode of workstations during off hours. 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Virtualization of servers. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Implement E-Forms strategy to reduce paper use. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Examine existing business processes that waste paper and make them electronic. 		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
2009 Performance Projections	2009 Performance Results	
<p>Outcome: At least 2/3 of workstations in standby mode at night and reduced consumption of paper, thereby reducing the ecological footprint of our IT systems and lowering the costs of operation.</p>	Standby mode for workstations, controlled by group policy, will not be possible until upgrades to Windows Server 2008 are complete. However, considerable power savings have been achieved through server virtualization.	

Measure: A comparison of the consumption of electricity and paper before and after.	It is estimated that the VPD is saving \$612/month through server virtualization
Target: Annual power saving of \$32K and 15% reduction of paper use.	

Overall Strategic Progress

To help efficiently deliver policing services, the IT Section has been working in 2009 to reduce the VPD's ecological footprint in relation to power consumption. Considerable power savings were actualized in 2009 through server virtualization. Efforts to further reduce power consumption have been hampered by delays in the implementation of Windows Server 2008 upgrades.

2009 Strategy 5: Deploy 50 Operational Blackberries in a field test to assess effectiveness & operational efficiencies.

Initiation Date	Target Date	Lead
January 2009	April 2009	IT Director Kathy Wunder

Activities (Action Plans)	Completion Status
• Design network architecture.	☒☒☒
• Receive CPIC approvals.	☒☒☒
• Purchase devices & air time.	☒☒☒
• Test & deploy units.	☒☒☒

2009 Performance Projections	2009 Performance Results
Outcome: Proof of concept & cost benefit of employing the devices in an operational capacity.	Although external factors affected projected timelines, the VPD was able to implement this strategy and reach its desired outcomes and target measures.
Measure: Receive RCMP approval to run CPIC queries Assign 50 devices as personal issue Allow CPIC, RMS & PIP query ability.	Approval was received from the RCMP and CPIC to deploy 50 BlackBerry devices with the ability to perform CPIC, RMS, PIP, LEIP and other queries for 50 select VPD members. In addition, the VPD was able to implement some other optional BlackBerry applications such as online survey and wireless deployment.
Target: All devices configured & deployed with appropriate access.	

Overall Strategic Progress

This has been a very successful strategic initiative despite initial delays in attaining the required funding and in gaining approval from appropriate agencies. Once these hurdles were overcome, the Project Team for this strategy quickly and effectively worked to reach the desired target. Consequently, at this moment, the VPD has 50 BlackBerry devices deployed that will provide corporate e-mail, phone services, and query capabilities to select members. As part of this initiative, the IT Section has also implemented an online survey application that will collect metrics and comments from the members to determine the effectiveness of this strategy. Ultimately, this specific strategy has provided key select members with the latest technology to improve their operational efficiency and effectiveness.

2009 Strategy 6: To complete a comprehensive review of VPD technological services and products.		
Initiation Date	Target Date	Lead
January 2009	September 2009	Superintendent Eric Petit
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> To conduct a full inventory of pagers, cell phones and BlackBerry devices, with a corresponding list of the areas and staff they are assigned to. 		☒□□
<ul style="list-style-type: none"> To analyze the inventory of devices and determine if each Section and assigned person has a need for a device. 		☒□□
<ul style="list-style-type: none"> To conduct a review of IT Section workload and projects to determine if an improved prioritization mechanism is needed, or if future staffing increases are warranted. 		□□□
2009 Performance Projections		2009 Performance Results
<p>Outcome: That all sections of the VPD have access to appropriate technology and that technological requests fit within the VPD's strategic goals.</p>		<p>All VPD technology requests flow through the IT or Communications Section. Processes are in place to help ensure that the requests fall within organizational parameters and strategic goals. Those that don't fall within those parameters (i.e. the operational use of Bluetooth devices) are to be evaluated individually.</p> <p>Unfortunately, due to budget constraints, the VPD is unable to address all technology requests that meet the necessary benchmarks.</p>
<p>Measure: The creation of an inventory of technological devices (pagers, cell phones, BlackBerry devices), as well as the examination of the IT Section to determine if future staffing requests are required to meet workload.</p>		<p>(1) A full audit of all wireless technology has been completed. As a result, there has been some reallocation and cancelling of devices and considerable savings have been made. The saved funds will be applied to future Blackberry costs. A follow-up cell phone audit will be conducted as new phones are issued pursuant to the new wireless contract.</p>
<p>Target: (1) The completion of the inventory of technological devices. (2) The completion of a plan to either improve IT prioritization, or to increase IT staff to meet needs.</p>		<p>(2) Due to the civilian hiring freeze and Shared Services Review for IT, a plan to either improve IT prioritization or to increase IT staff has not yet been initiated. This initiative will be re-assessed once the outcome of the COV's Shared Services Review has been realized.</p>
Overall Strategic Progress		
<p>Through a comprehensive auditing process, the VPD has been able to enhance the accountability that surrounds the technology that it uses. This is reflected in cost savings as well as through efforts to help ensure that resources are distributed to where they are most needed. Nevertheless, the VPD IT Section continues to face a number of ongoing technology related challenges including:</p> <ul style="list-style-type: none"> under-resourced IT and Telecommunication Sections; inadequate funding to support IT projects; adhering with COV processes for purchasing; and constant demands on VPD IT staff to participate in COV initiatives. 		



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

Champion – Senior Director Paul Patterson

2009 Strategy 1: To enhance the public's awareness of programs and services that the VPD provides for their safety through increasing traffic to our website.

Initiation Date	Target Date	Lead
January 2009	Ongoing	Senior Director Paul Patterson, Communication Coordinator Laurel Kennedy and Graphic Designer Sharmini Thiagarajah
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Review all the web pages with the goal of improving their content and their interactivity. 		☒☒☒
<ul style="list-style-type: none"> Initiate media and public information campaigns all designed to steer people to our website. 		☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: The public will see vpd.ca as a useful tool for both obtaining information and interacting with members of the Department.</p>	Every page, every file, and every word of the site has been reviewed. The new and improved web site will launch in January 2010.
<p>Measure: The number of visits to the home page followed by the number of visits to the different sites within vpd.ca.</p>	The number of visits to the VPD home page actually fell from 2008 to 2009 down from 205,341 to 154,292. The decrease was primarily in the recruiting pages; and this likely reflects the extraordinary recruiting efforts undertaken by the VPD in 2008 with a significant drop-off in those efforts this year. Overall numbers are expected to stabilize in 2010.
<p>Target: Visits to vpd.ca will increase 5% over last year.</p>	

Overall Strategic Progress

For many people, initial contact with the VPD is achieved through our internet site. In comparison with many other Departments, vpd.ca is outstanding in content, appearance, and innovation. The changes made to the recruiting pages alone are considered best practice. The VPD is among the very first to use social media and its quick recruiting survey is without precedent. However, the VPD website still requires improvements in other areas and these changes are currently underway. These pending changes are expected to make for a more user-friendly and more interactive site that will keep the VPD in the forefront of police websites.

2009 Strategy 2: To enhance the reputation of the VPD and increase the public's awareness of our services through an increase in proactive and positive earned media.

Initiation Date	Target Date	Lead
January 2009	Ongoing	Senior Director Paul Patterson, Constable Jana McGuinness and Constable Lindsey Houghton

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Seek opportunities to gain publicity for achievements of the members. 	☒☒☒
<ul style="list-style-type: none"> Encourage different Units to participate in feature stories highlighting their achievements. 	☒☒☒
<ul style="list-style-type: none"> Seek publicity for commendations and produce the 'Beyond the Call' and 'Annual Report' publications to that end. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: The VPD will become better known as an innovative and effective Department that provides 'Beyond the Call' services to its citizens and generates positive awareness in the process.</p>	<p>Visits to the Public Affairs main page have increased this year and improvements have been made including the addition of a very popular blog. Using social media in this fashion puts the VPD at the forefront of police/public communications.</p>
<p>Measure: The number of proactive stories generated. The annual satisfaction survey will also be used as a gauge.</p>	<p>The number of positive stories have met and exceeded the target with a 7% increase over last year. The annual satisfaction survey shows that 4 out of 5 City residents continue to have high satisfaction with the VPD.</p>
<p>Target: 5% increases in both the number of proactive stories and in citizen satisfaction.</p>	

Overall Strategic Progress

Generating publicity for VPD members and for the Department's collective achievements is a major focus of the VPD's Public Affairs Unit. Feature stories have been generated on all the speciality squads and the activities of various members have been highlighted through various documentaries, campaigns, and press conferences. Examples of a highlighted story include the brave actions of the Beat Team in *Project Oldtimer* where they put themselves at risk to protect senior citizens who were being victimized. Other highlighted examples include:

- **W5** – A documentary on Chronic Offenders just filmed this past Fall.
- **Project Rebellion** - Featured three times this past year during the spring outlining the VPD's efforts to curb gang violence.
- **Project Trapdoor** – A Drug Squad feature on Marijuana Transfer Houses.
- **National Geographic Documentary** – Features the local drug trade at all levels and includes participation from the VPD Drug Squad.
- **Be Safe Be Seen** – A national VPD-created Seniors Pedestrian Safety Program in partnership with Weber Shandwick. Four police agencies across Canada are the first to adopt the program.
- **Back to School Traffic Safety** - A campaign launched in September of 2009 between the VSB, City of Vancouver, ICBC and the Community Against Preventable Injuries group.
- **Intersection Safety** - A campaign launched throughout November in partnership with ICBC
- **Raise a Reader** – An annual event that the VPD takes part in every October.
- **Police Athletic League Soccer Camp** – A press conference delivered this past summer outlining the VPD's involvement with youth sports.

- **Halloween Safety** – A press conference delivered during the Halloween season in partnership with Vancouver Fire and Rescue outlining the hazards associated with fire works and fire crackers.
- **Con Air Top 10** – A press conference outlining Vancouver's ten most violent offenders eligible for return to the province where they have outstanding warrants for their arrest.

Generating stories about the VPD and its members is not the challenge as media outlets are typically very welcoming to these suggestions. Instead, a greater challenge for the Public Affairs Unit comes from being notified of particular stories as officers are often reluctant to occupy the spotlight.

2009 Strategy 3: To enhance the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories.

Initiation Date	Target Date	Lead
January 2009	Ongoing	Sergeant Ken Athans and Constable Kevin Bernardin

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> • Block Watch and Citizens Crime Watch will employ a number of tactics to promote a membership drive. 	☒☒☒
<ul style="list-style-type: none"> • Leverage existing crime prevention campaigns such as <i>Are You Helping Thieves</i> and the 'theft from auto' campaign. 	☒☒☒
<ul style="list-style-type: none"> • Work with other Units to provide them with the resources and expertise to ensure the success of their programs. 	☒☒☒
<ul style="list-style-type: none"> • The new Business Liaison Officer will initiate and deliver crime prevention programs to businesses. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: The public will gain greater awareness of how they can reduce crime and protect themselves and their property. Crime fighting units throughout the Department will receive the assistance and resources that the Communications Section can provide.</p>	<p>Numerous campaigns were delivered to increase the public's crime prevention awareness with a focus on teaching citizens how to protect themselves and their property. For instance, the VPD's former 'Are You Helping Thieves' campaign was repurposed for tenants of condos and apartments.</p>
<p>Measure: The number of Block Watch neighbourhoods will increase, the Community Policing Centres (CPCs) will have more consistent programs, and the number of Citizen Crime Watch (CCW) volunteers will increase. In addition, these efforts will contribute to the overall drop in property crime stats.</p>	<p>Block Watch increased its new neighbourhood teams by over 200% by adding 24 teams in 2009 compared to the addition of 11 new teams the previous year. The total now stands at 600 teams. CCW increased its number of volunteers by 30 percent. The targets for Block Watch and CCW have been far exceeded.</p>
<p>Target: At least 5% increases in Block Watch memberships and CCW volunteers.</p>	<p>Moreover, the overall efforts of the Public Affairs Section have likely played a key part in helping the VPD achieve a further 9% drop in property crime over last year.</p>

Overall Strategic Progress

The VPD's Public Affairs Section has undertaken a variety crime prevention and public safety messaging campaigns including a *Public Forum and Personal Safety Presentation* in November, the *Bar Watch anti-gang* campaign, *Halloween safety*, *Con Air*, *Back to School*, *Critical Mass*, *Traffic safety*, *Summer beach patrols*, *property crime* and *fraud warnings* and updates on gang arrests. These campaigns were geared

towards informing the public on pressing crime issues while promoting an awareness of how the public can protect themselves and their property from crime.

Moreover, the VPD worked closely in 2009 with Vancouver's Community Policing Centres (CPCs) to ensure that they are delivering consistent crime prevention programs along with consistent crime prevention messaging across the entire city. To those ends, the Community Policing Services Unit(CPSU) and the Planning, Research & Audit Section (PR&A) have made dramatic progress in obtaining standardization and consistency among all the CPCs with their business planning and performance reporting.

2009 Strategy 4: To enhance the services provided by the Department to victims of crime and increase awareness among the public and within the department of those services.

Initiation Date	Target Date	Lead
January 2009	Ongoing	Victim Services Manager Sandy Jaremchuk and Senior Director Paul Patterson

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Victim Services will have achieved full strength in terms of staffing, will have examined the use of new file management software that will make them more efficient, and will employ a number of internal and external communication strategies to raise awareness. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: More victims of crime will receive our assistance, more people will become aware of the assistance we provide, and the Department's reputation of providing 'Beyond the Call' service will be enhanced.</p>	<p>Victim Services had a banner year with long awaited contact management software installed to improve productivity. The VPD's Victim Services website was updated to be more user-friendly. New brochures were produced to assist and educate victims and the public on the reporting of crimes. Brochures were also produced to assist victims in the court process. The VPD also worked to promote the services for victims of crime provided by Vancouver's CPCs.</p>
<p>Measure: (1) The number of victims receiving assistance along with their satisfaction levels. (2) The number of visitors visiting the Victim Services website.</p>	<p>The number of victims assisted in 2009 was 1,444 which represents a 47% increase over the 982 clients served in 2008. The number of inquiries about service has dropped by 19% from 913 in 2008 to 738 in 2009 indicating that information is now more widely available through the web, the printed materials, and the VPD's partners.</p>
<p>Target: An expected 5% increase in all measure areas.</p>	

Overall Strategic Progress

Victim Services has had to overcome a number of challenges this year including staff turnover, outdated contact management systems, outdated communication materials, and an outdated website. All of these challenges were overcome and the Unit now has a professional look that was previously missing. There are also plans to include satisfaction surveys in next year's contact protocols to help achieve higher levels of service in the future.

2009 Strategy 5: Produce a provincial wide advertising campaign to assist in the area of reducing gang crime by discouraging youth from joining gangs.		
Initiation Date	Target Date	Lead
January 2009	Ongoing	Senior Director Paul Patterson
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Launch a provincial wide multi-media campaign aimed at protecting youths from gangs. 		☒☐☐
<ul style="list-style-type: none"> The campaign will consider the use of a website that involves hard core information from many sources including help-lines and strategies for exiting gangs. 		☒☐☐
2009 Performance Projections		2009 Performance Results
<p>Outcome: The campaign will paint the gangster lifestyle as negative and undesirable with the intent of drastically reducing the glamour associated with gangs and the incentive for youth to join them.</p>		While the major work of putting together materials to create a multi-media campaign and then obtaining its endorsement among numerous police agencies has been completed, the granting of provincial funding to launch the campaign has not yet materialized.
<p>Measure: (1) The number of hits to the related gang website and the numbers of calls for help. (2) The number of related presentations directly to youth that stem from the campaign.</p>		These measures cannot yet be tracked as the anti-gang campaign has not yet been launched due to lack of funding.
<p>Target: More than 10,000 hits to the website in the first year and more than 100 related presentations directly to youth.</p>		
Overall Strategic Progress		
<p>The provincial-wide anti-gang campaign carries tremendous potential. The VPD has already designed the multi-media campaign and has already obtained its endorsement from numerous police agencies in the province. However, the launching of this campaign requires the pending fulfilment of promised provincial funding.</p>		

2009 Strategy 6: Create a webpage on the vpd.ca website and on the intranet that records and outlines all notable awards received by our sworn and civilian members.		
Initiation Date	Target Date	Lead
January 2009	March 2009	Communication Coordinator Laurel Kennedy and Graphic Designer Sandy Jaremchuk
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Design the look and layout of the pages to be attractive and user friendly. 		☒☒☒
<ul style="list-style-type: none"> Communicate with all Sections to obtain postings of awards. 		☒☒☒
<ul style="list-style-type: none"> Post entries for the internet and ask IT to post internally. 		

	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> Once initiated, communicate to VPD members and the public that the pages are ready for viewing. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2009 Performance Projections	2009 Performance Results
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<p>Outcome: The pages will recognize and celebrate the achievements of our members, enhancing morale, reinforcing our brand culture of providing 'Beyond the Call' service to the public and creating greater awareness among the public of those achievements.</p>	<p>Work on the webpage design was interrupted by a maternity leave. However, the web page is nearing completion and will be launched in January 2010.</p>
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<p>Measure: The number of award notifications received and the number of hits to the pages both on the internet and the intranet.</p>	<p>The page has already accumulated an impressive collection of awards from 2008 and from earlier years. All of them will be searchable. All awards from 2009 will soon be posted on the page.</p>
<p>Target: (1) Hundreds of hits on the intranet and thousands on the internet by the end of the year. (2) 100 % posting of the awards that the Communication Section is informed of.</p>	

Overall Strategic Progress

The creation of an awards page has become part of a larger project to overhaul and modernize the entire vpd.ca web site. Therefore, every file, every page, and every word of content is currently under review. The revamped site should be unveiled in January 2010.

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

2009 Strategy 1: Determine the feasibility of developing an electronic database that will have the complaint and discipline history of every sworn VPD member.

Initiation Date	Target Date	Lead
January 2009	September 30, 2009	Inspector Mario Giardini

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> In consultation with IT, identify the appropriate software and/or program. 	☒☒☒
<ul style="list-style-type: none"> Develop appropriate policy in relation to who has access to this information and how the database will be updated. 	☒☒☐
<ul style="list-style-type: none"> Enter or import all relevant information into the database. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: That the VPD will have one single database and point of reference to retrieve a member's complaint and discipline history.</p>	<p>An Excel database was created and implemented for ease of use and for enhanced search capabilities. There were no additional costs to the Department in compiling and maintaining complaint and discipline records through the use of this database.</p> <p>Information regarding members has been entered going back to 2005. Although some are missing a disposition, all of the old discipline records on file have been entered into the database. Each record will be dealt with on a case-by-case basis for those prior to 2005.</p>
<p>Measure: Elimination of the need to access numerous paper and electronic systems to retrieve information on a member's complaint and discipline history.</p>	<p>The database is fully functional and populated with historical records. As such, the database eliminates the antiquated paper system that was in use.</p>
<p>Target: That the database is fully functional and populated with historical records.</p>	

Overall Strategic Progress

The implementation of a single electronic database containing the complaint and discipline information for every sworn member has been achieved. The greatest challenge was reconciling the antiquated record keeping system that was in place with the new electronic database. This electronic database serves to further promote best practices within the Department as it facilitates the efficiency of human resources processes. Incidentally, the creation of this database will be an extremely effective tool to facilitate the delivery of the VPD's Early Intervention Program as well as to facilitate the completion of the McNeil disclosure requirements currently facing the VPD.

2009 Strategy 2: Develop a comprehensive “Training Plan/Vision” that continues to improve police in-service and civilian training, with an emphasis on members in the Operations Division.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Inspector Steve Rai

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> The creation of an all encompassing VPD Training Plan. 	☒☒☐
<ul style="list-style-type: none"> Continue with PRIME 7.0 and 7.1 training. 	☒☒☒
<ul style="list-style-type: none"> Continue with the completion of a mandatory training catalogue for all Sections of the VPD. 	☒☒☐
<ul style="list-style-type: none"> Hire a Curriculum Developer (position approved in 2008) to ensure that learning objectives are achieved and that an “ethics component” is covered in every course. 	☐☐☐
<ul style="list-style-type: none"> Develop e-learning mini-courses and supporting policy to enable members to take training without having to attend a classroom. 	☒☒☐
<ul style="list-style-type: none"> Provide every Operations Patrol member with up to four courses in 2009. 	☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: (1) A VPD Training Plan that encompasses all training requirements in the VPD. (2) All members will have access to training which will assist them with job specific skills. This will increase the quality of investigations conducted by Operations members.</p>	<p>Development of the Training Plan remains ongoing and will be carried forward to 2010. In 2009, all members were provided the opportunity to register and complete core identified mandatory courses, thereby enhancing their ability to perform operational and investigative functions.</p> <p>PRIME 7.0 training was completed for 1400 members through 152 training sessions.</p>
<p>Measure: (1) Increased access for members to training programs that are relevant to their current positions. (2) Greater clarity of what is required and/or available at each stage of a member's career and/or in specific job functions or Units.</p>	<p>The new mandatory spreadsheet helps Managers and members identify e-learning and in-house training opportunities. Pending budget availability, an internal e-learning platform is being developed to further enhance the VPD's ability to deliver core police skill improvement training.</p>
<p>Target: Completion of a VPD Training Plan and a subsequent 10% decrease in the number of Bring Forwards (BF's) relating to GO's and Crown Counsel Reports.</p>	<p>Once the VPD Training Plan is fully completed, an assessment of its impact on BF's will be determined.</p>

Overall Strategic Progress

Greater efficiencies have been created in the usage of mandatory training funds through the development of a mandatory electronic training spreadsheet which captures the history of every member's course history. This tool will allow Managers to match training with their area's operational, investigative, or administrative needs. Subsequently, suitable candidates will be registered in the appropriate courses. The development of internal e-learning platform will further enhance the VPD's ability to efficiently and effectively deliver core police skill improvement.

The ongoing development of the overall VPD Training Plan will result in greater efficiencies in relation to the use of the training budget. As such, staffing the Curriculum Developer position remains a priority for

2010.

2009 Strategy 3: Conduct a review of force options training programs and the capacity/span of control of supervision in the Force Options Training Unit.

Initiation Date	Target Date	Lead
January 2009	April 30, 2009	Inspector Steve Rai
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Assign a Staff Sergeant full-time to conduct the necessary research and review. 		☒☒☒
<ul style="list-style-type: none"> Develop a plan on how these programs will be integrated into the new Force Options Training Centre. 		☒☒☐
2009 Performance Projections		2009 Performance Results
<p>Outcome: All force options programs will be inter-connected.</p>		The framework for inter-connectivity has been developed and will be enacted once the Tactical Training Centre (TTC) is completed with relevant units being housed together.
<p>Measure: The VPD force options training program will be consistent with best practices and standards in law enforcement.</p>		The VPD's TTC is a state of the art facility and the VPD's force options training officers have been exposed to best practice operational tactics used throughout North America.
<p>Target: Force options training programs will become a part of the overall VPD Training Plan.</p>		The VPD's overall Training Plan will encompass inter-connected cycle training days unifying classroom and physical force options training.

Overall Strategic Progress

Delays in the COV's timelines for completing the VPD's TTC along with delays in the funding of a full-time facility Manager has delayed the VPD's implementation of best practice force options training sessions for VPD members. The framework for a comprehensive force option training program has been developed and will be implemented immediately upon completion of the facility.

2009 Strategy 4: Continue to develop supportive and relevant Human Resources (HR) processes and programs for sworn and civilian members.

Initiation Date	Target Date	Lead
January 2009	Ongoing	Inspector Jeff Sim
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> Create and launch a Civilian Employee webpage within HR's website in partnership with IT. 		☒☒☒
<ul style="list-style-type: none"> Review all Job Shares in conjunction with Employee Services to ensure the Collective Agreement (CA) is adhered to and appropriate documentation is in place. In addition, review all other LOA's and develop / implement appropriate template and documentation processes. 		☒☒☐
<ul style="list-style-type: none"> Using the established Development Plan, create a tracking process through MS 		

Outlook or another system that improves the management of these employees. The process will be refined to monitor and develop probationary employees.	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Using new Collective Agreements, develop training and information packages to be delivered to all Managers and Supervisors. 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Continue development of a comprehensive wellness program for employees. Integrate existing programs with new initiatives that assist all employees with their health & wellness. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2009 Performance Projections	2009 Performance Results
<p>Outcome: All sworn and civilian members to have access to the fairest and most supportive processes/programs as possible.</p>	Throughout 2009, the HR Section continued to provide relevant business processes to all Sections of the VPD.
<p>Measure: 1) Website launched and seen as a helpful tool for civilian employees with a steady increase of visits through 2009. 2) Development and implementation of standard templates for LOA, Job Share, Military Leave, and other unique circumstance employees. A template used in 100% of cases and all previous Job Shares updated. 3) Defined process in place to track & develop probationary Constables through both Training and Human Resources 4) Updated Collective Agreement and Labour Management Training delivered and information packages available to Managers and Supervisors. 5) A comprehensive Health & Wellness program will be available to all employees.</p>	<p>1) VPD Civilian Services have launched their intranet site and it is being used successfully by many in the organization. Further refinements to the overall HR webpage along with the Civilian Services site will continue through 2010.</p> <p>2) While a standard template/form for application for the various leaves is not yet complete, progress has been made in relation to job share positions. All members on job share are now deployed according to the Collective Agreement and follow a specific process for application and assignment.</p> <p>3) The existing process in place within the Training Unit was refined and is working efficiently to identify members who may have performance concerns well before the completion of their probation.</p> <p>4) Four training sessions have been provided – two to Managers and two to Supervisors (Teamsters). Those attending have given very positive feedback and as a result, this initiative will be expanded upon in 2010.</p> <p>5) Through the Employee Services Unit, members continue to receive various health and wellness initiatives. Significant work is still needed to meet the vision of a comprehensive Health & Wellness program.</p>
<p>Target: Completion of all the measures.</p>	

Overall Strategic Progress

The business processes and other activities provided by the HR Section continue to ensure that all VPD members receive fair treatment in all labour affairs. This is partially demonstrated by the low amount of formal grievances filed (none in 2009) together with the positive engagement and limited issues discovered at the Labour Management Committee meetings held for all three bargaining groups.

One of the major challenges in 2009 was maintaining the turnover allocation percentage (vacancy) for civilian members. The Position Control Committee worked with many VPD Sections to minimize the impact of vacancies (i.e. a lack of relief for other employees in the Section).

To assist our members in dealing with a variety of employee relations processes, the Civilian Services Unit along with the Employee Relations and Advisory Services Unit hosted several training sessions some of which were geared to Managers while others were geared to Supervisors. These sessions equipped Managers and Supervisors with a better understanding of VPD HR-related processes and policies in order to better prevent, remedy, or resolve potential employee dissatisfaction.

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

2009 Strategy 1: Applying CompStat principles to measure effectiveness and efficiencies to all aspects of the VPD.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	PR&A Director Drazen Manojlovic

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> A methodology needs to be created or adapted that clearly identifies assessment principles that can be applied to most programs/services. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> This methodology is then shared with all senior Managers to be applied within areas under their command. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<ul style="list-style-type: none"> The Section Business Planning Templates that were developed in 2007 may be a valid starting tool in the development of this methodology. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2009 Performance Projections	2009 Performance Results
<p>Outcome: Each Section within the VPD would have a process in place that would assess the effectiveness and efficiency of programs or services. Such processes could be founded on the principles used in CompStat or Continuous Improvement or program evaluation methodologies.</p>	<p>It has been determined that the outcome of this strategy may not be applied to every VPD Section. Going forward, special attention must be paid to ensure that the strategy is properly conceived and appropriately applied to each Section.</p>
<p>Measure: The successful development and implementation of the methodology. Once implemented, the measurements would be very specific to the section and the program/service being assessed. For example, Human Resources may be assessing a recruiting strategy, while the Crime Analysts may want to assess a deployment strategy in response to a trend they've identified.</p>	<p>Given the above statement, full implementation of the strategy may not be appropriate. The target will be revised for the 2010 Business Plan to reflect this probability.</p>
<p>Target: Full implementation of the methodology. Once implemented, the targets would be very specific to the section and the program/ service being assessed.</p>	

Overall Strategic Progress

This is a strategy that will require more than one year's worth of research, analysis, testing and planning. Staff have been assigned to this strategy and they are currently at the research phase, examining the fundamental concepts that can best be adopted across the Department.

The initial plan is to pilot-test the principles within the Planning, Research & Audit Section (PR&A), identify what is feasible and what is not, and then begin working on expanding the principles to other Sections.

The VPD currently measures organizational performance on a number of different levels. For example, there are the Key Performance Indicators presented to the Police Board on a quarterly basis and there are the monthly CompStat meetings. Also, Investigative Services has developed a system to track clearance rates by investigators. The further development of this strategy will seek to complement

established measures rather than replacing or competing with them.

2009 Strategy 2: Develop and implement a survey to assess the facility needs of each VPD section.

Initiation Date	Target Date	Lead
January 2009	May 2009	PR&A Director Drazen Manojlovic
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> PR&A, working with the facilities consultant, will develop the sectional facility needs survey. 		☒☒☒
<ul style="list-style-type: none"> PR&A will distribute and coordinate responses and provide the consultant with the results. 		☒☒☒

2009 Performance Projections	2009 Performance Results
<p>Outcome: The COV has approved an amount to be used in contracting a facilities consultant. To assist the consultant, PR&A will develop a survey that will assess the facility needs of each Section. These needs will reflect what is required by each Section to achieve their mandate and responsibilities.</p>	<p>HOK Consultants was the selected firm and they worked with the VPD's PR&A staff to develop a methodology that collected information on the current and future facilities needs of the VPD. This information did include consideration on best practices for each Section.</p>
<p>Measure: The development of the survey and participation from VPD Sections.</p>	<p>In March 2009, HOK, with assistance from PR&A staff, implemented a series of focus groups with VPD sections and distributed a survey in order to identify the VPD's facilities needs. These needs were to be considered for the present and for the next 15 and 30 years. VPD members who participated also were asked to consider the best practice requirements for their Section (i.e. forensic identification) as they were considering their present and future needs. The results are available in the HOK's final report.</p>
<p>Target: 100% completion of the survey by all VPD Sections.</p>	

Overall Strategic Progress

Specialized police functions, such as forensic identification and property/evidence storage, have specialized facility requirements. Given the generally inadequate state of 312 Main St., and the overcrowding at the other main VPD facilities (2120 Cambie St. and 5 East 8th Ave.), it was felt that drawing on the extensive police facility experience of HOK consultants was necessary in order to identify best practices specifically in relation to space needs. As a result, the VPD has a better understanding of its current and future facilities needs, and best practices are embedded into that understanding.

2009 Strategy 3: Update the Regulations & Procedures Manual (RPM).

Initiation Date	Target Date	Lead
January 2009	Ongoing	PR&A Director Drazen Manojlovic
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> The Research and Policy Unit to conduct a risk assessment of existing policies that require urgent revision. 		☒☒☒
<ul style="list-style-type: none"> Using the results of the risk assessment, policies will be prioritized, updated, and presented to the Executive and the Police Board. 		☒☒☒

2009 Performance Projections		2009 Performance Results	
<p>Outcome: The VPD's policy manual requires revisions in many areas. In conjunction with IT, PR&A has made great strides in improving the access and functionality of the RPM. The next important step is to conduct a risk assessment on which policies are in most urgent need for revision and begin the process of updating.</p>		<p>A risk assessment exercise identified policies that needed immediate revision based on the following criteria: a) immediate impact on day-to-day operations, b) notable risk to the VPD, c) emerging issues requiring an immediate response, and d) policies that need to be reviewed and revised in advance of the Olympics.</p>	
<p>Measure: (1) After a risk assessment exercise, the number of policies identified for updating. (2) The number of policies that are updated and approved by the Police Services Board.</p>		<p>As of the October 2009 Police Board meeting, 36 policies have been developed or revised, including those that were a result of an unexpected, sudden issue (e.g. R vs. McNeil, Seizure of Recording Equipment, Passports, etc.).</p>	
<p>Target: 100% of identified, risk-assessed policies to be updated in 2009.</p>			

Overall Strategic Progress

The RPM is crucial to providing VPD members with clear direction on hundreds of policing matters. An up-to-date RPM is vital to ensuring VPD members have the best direction to guide or govern their actions as they conduct their day-to-day duties. The RPM is relevant to the pursuit of best practices as the RPMs must strike a balance between being operationally feasible, while adhering to established case law and respecting the rights of citizens.

2009 Strategy 4: Participate in the Quality Assurance in Law Enforcement Committee (QALEC).

Initiation Date	Target Date	Lead
January 2009	Ongoing	PR&A Director Drazen Manojlovic

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Either the Director of PR&A or the Manager of the Audit Unit will participate in QALEC monthly meetings via tele-conference or in person. In person meetings are done quarterly but are not mandatory. 	☒☒☒

2009 Performance Projections		2009 Performance Results	
<p>Outcome: Participation on QALEC will allow the VPD to enhance its knowledge base and develop contacts from across Canada, thus enhancing our ability to identify best practices.</p>		<p>Participation in QALEC has expanded the VPD's network of Canadian police contacts.</p>	
<p>Measure: Participation in QALEC meetings, either by teleconference or in person.</p>		<p>The Audit Manager was able to participate in all teleconferences and was able to attend a quarterly meeting in Victoria.</p>	
<p>Target: 100% participation in 2009.</p>			

Overall Strategic Progress

Participation in QALEC has been a useful exercise in best practices as it has expanded the VPD's network of Canadian police contacts that specialize in policy development or police auditing.

2009 Strategy 5: Where relevant and appropriate, showcase the VPD and its members for being leaders in policing by nominating projects and/or research reports for industry awards and/or other honours.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	PR&A Director Drazen Manojlovic

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Research all available awards nationally and internationally and maintain database and requirements. 	☒☒☒
<ul style="list-style-type: none"> Ensure all members are aware of award opportunities on a regular basis by distributing upcoming award deadlines. 	☒☐☐
<ul style="list-style-type: none"> Work with members who wish to submit their work for awards to ensure the best possible chance of success. 	☒☒☒
<ul style="list-style-type: none"> Monitor awards given out. 	☒☒☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: Members who are involved in outstanding work would be recognized outside the organization for their accomplishments, exalting the reputation and professional status of both the member(s) and the VPD as an organization.</p>	<p>PR&A takes an active role in nominating VPD projects and initiatives, as well as assisting in the preparation of nomination packages. A database has been established that identifies 62 awards related to law enforcement.</p>
<p>Measure: (1) Number of applications submitted for award consideration. (2) Number of awards and/or honours received by VPD members.</p>	<p>PR&A has either prepared, or assisted in the preparation of, 5 awards submissions.</p>
<p>Target: Three (3) award nominations or applications submitted.</p>	<p>The VPD was awarded the silver medal for the Institute of Public Administration of Canada's Leadership Award - Municipal Government category. This was awarded to the VPD in recognition of the public safety improvements seen in the Granville Entertainment District.</p>

Overall Strategic Progress

It is important to the VPD that the concept of incorporating best practices further becomes a part of the Department's operating culture. This strategy contributes to this by highlighting successful VPD initiatives and building a knowledge base of awards and non-VPD award winners. By being connected to the law enforcement awards community, the VPD is better positioned to learn and benefit from others.

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

2009 Strategy 1: To continue with the comprehensive Facilities Review of the VPD and to acquire Council support.

Initiation Date	Target Date	Lead
January 2009	September 2009	Deputy Chief Constable Bob Rolls

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> The Steering Committee (created in 2008) composed of VPD and City representation will hire a consultant(s) to perform a comprehensive review. 	☒☒☒
<ul style="list-style-type: none"> The consultant's report will be completed and supported by Steering Committee and Council. 	☒☒☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: (1) To continue with a joint COV / VPD review of our facilities with the goal of identifying and hiring a facilities consultant who will assess facilities requirements. (2) To complete a comprehensive report recommending a future facilities plan for the VPD that has the concurrence of the VPD, the COV, and the consultant.</p>	<p>HOK Consultants Group was hired in the first quarter of 2009. HOK immediately conducted an assessment of future VPD facility requirements followed by the completion of a comprehensive report that was presented and ultimately accepted by the joint VPD / COV Steering Committee.</p> <p>A major recommendation in the HOK report was to take advantage of the VANOC building as an interim VPD facility once VANOC vacates the building in the second half of 2010. This move would alleviate the risk inherent in staying at the 312 Main Street building, while at the same time providing a transitional period to engage in further study in planning for a future purpose-built VPD facility.</p>
<p>Measure: The completion of the Facilities Review with corresponding support from the City and Council.</p>	<p>The short and mid-term Facilities Review has been completed and approved by the Steering Committee. Comprehensive long-term planning is ongoing.</p>
<p>Target: Immediate and urgent facilities requirements will be addressed and a comprehensive future plan for VPD facilities will be developed.</p>	

Overall Strategic Progress

This project is a very large undertaking and has had many challenges and obstacles. The creation of a joint VPD / COV Steering Committee to oversee this process has been critical to the success that has been realized to-date. The Steering Committee has worked closely with a professional consultant with expertise in police facilities to develop short, mid, and long-term planning. A resulting Council Report and accompanying documentation is nearing completion for presentation to Council by year-end. A complete transition plan has been completed for moving to the VANOC site should that be approved.

2009 Strategy 2: To assist the City of Vancouver in opening the new Force Options Training Centre (FOTC).

Initiation Date	Target Date	Lead
January 2009	October 2009	Inspector Steve Rai

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> To provide the necessary assistance the COV requires in the selection and hiring of a FOTC manager. 	☒☒☐
<ul style="list-style-type: none"> To provide assistance to the new manager in developing FOTC policies and protocols. 	☐☐☐
<ul style="list-style-type: none"> To reach agreement with the COV on VPD usage and space requirements in the FOTC. 	☒☒☐
<ul style="list-style-type: none"> To reach agreement with the COV on the roles and responsibility of VPD and COV staff in the FOTC. 	☒☒☐

2009 Performance Projections	2009 Performance Results
<p>Outcome: (1) To continue with participation in a joint VPD / COV Steering Committee. (2) To assist the COV with any area that they require police range expertise, including the marketing of the facility to outside agencies.</p>	<p>A number of VPD members have been involved in this project from the start. This includes participation in the joint VPD / COV Steering Committee, as well as in providing expertise in facility and police range specific issues.</p> <p>In June 2009, a VPD Sergeant was assigned full-time to the project when it became apparent that the COV hiring freeze was impacting the hiring of a Facility Manager. The full-time VPD member has developed a number of proposed operational protocols and policies on how the new facility will be operated. This full-time position has also engaged in a great deal of marketing functions.</p>
<p>Measure: (1) That the FOTC opens on time on November 1, 2009. (2) That a FOTC management structure is set up that meets the needs of the COV and VPD.</p>	<p>The FOTC will experience a “soft” opening in early December with a number of vendors and groups having access to the facility prior to end of 2009.</p>
<p>Target: That VPD members will be able to increase practice time and qualify on force options without having to travel outside of Vancouver.</p>	<p>Delays in the hiring of a COV Facility Manager have delayed the approval of several proposed joint operational protocols and policies. However, it is anticipated that many of these management issues will be agreed upon once a Manager is in place.</p> <p>The Force Options Training Unit (FOTU) has developed a 2010 force options training calendar which will result in increased force options training for all VPD members in 2010.</p>

Overall Strategic Progress

This project is significant for the VPD and COV in that it will result in a state-of-the art facility for tactical law enforcement and firearms training. The project is well underway and significant dialogue has occurred with external agencies in relation to future cost recovery. A Tactical Training Centre Management Oversight Committee (TTCMOC) was created in October 2009 to provide oversight and direction for the new facility. The committee is comprised of VPD Executive and senior City of Vancouver Finance and facility Managers.

The VPD FOTU is prepared for a November 2009 move-in and will be adapting force options programs for 2010 in order to provide enhanced best practice annual training for all VPD members.

2009 Strategy 3: To continue with the increased application and hiring rate of new recruits and exemption candidates to the VPD.

Initiation Date	Target Date	Lead
January 2009	December 31, 2009	Superintendent Steve Schnitzer
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> To hire a minimum of 12 exemption candidates throughout 2009. 		☒☒☒
<ul style="list-style-type: none"> To hire the correct number of recruits between January and April to ensure that the VPD Attrition/Vacancy Model projects “zero” vacancies by December 2009. 		☒☒☒
<ul style="list-style-type: none"> To continue working with Recruiting to ensure new applicants are consistently applying in order to meet targets. 		☒☒☒
2009 Performance Projections		2009 Performance Results
<p>Outcome: To send the required number of VPD recruits to the Police Academy in the first three classes of 2009 in order to reach full authorized strength in preparation for the 2010 Olympics.</p>		69 recruits and 12 exempts have been hired in 2009. The major recruit hiring initiative occurred from January to May 2009 in order for all recruits to be graduated from Block 3 prior to the start of 2010.
<p>Measure: “Zero” vacancies by December 2009.</p>		The vacancy situation is in constant fluctuation due to unanticipated attrition, secondment demands, and other personnel issues. However, it is projected that the number of vacancies will be between 5 and 10 as of December 31, 2009.
<p>Target: (1) Maintaining the increased rate of applications and hiring. (2) Working with the Police Academy to ensure that the VPD receives the required recruit seats. (3) Meeting the plan as the year progresses.</p>		The VPD is currently enjoying a good pool of very strong applicants and this pool will be sufficient well into 2010. Exempt applications are also very strong and it is anticipated that exempt hires will be equally as strong in 2010.
Overall Strategic Progress		
<p>Applications to the VPD have more than doubled over the last year leaving the Department with a good pool of very strong applicants going into 2010. The VPD’s strategic objective to reach “zero” vacancies by the start of the 2010 Olympic Games has been achieved and last minute variations in attrition will be able to be supplemented by the hiring of exempt officers.</p>		

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

2009 Strategy 1: To provide the Executive with timely budget variance information in order for corrective action to be taken if necessary to ensure the VPD remains within budget for 2009.		
Initiation Date	Target Date	Lead
January 2009	Ongoing	Financial Analysis Manager Jason Rude
Activities (Action Plans)		Completion Status
<ul style="list-style-type: none"> The monthly financial report will include the budget variances for the period to date as well as Finance Section’s projection for the 2009 year. 		☒☒☒
2009 Performance Projections		2009 Performance Results
Outcome: The Executive will be aware of variances in the budget in time to take corrective action.		Projections have been presented each month from March 31. This has allowed Management to address areas of financial concern early in the year.
Measure: VPD will be within budget for 2009.		As a result of immediate Management action to address a possible projected deficit, the VPD is now well positioned to be on budget for the year.
Target: After approval of the budget by Council, monthly budget variance reports will be presented to the Executive.		
Overall Strategic Progress		
<p>Achieving this strategy allows the VPD Management Team to accept responsibility for the financial management of the organization. The early determination of the financial impact of <i>Project Rebellion</i> is a prime example of the success of this strategy.</p> <p>The early part of the year was marked by a continuation of the gang violence that erupted across the Lower Mainland in late 2008. Accordingly, the VPD incurred substantial expenses on <i>Project Rebellion</i> that ultimately proved successful in suppressing the violence. Early financial projections for the year highlighted the impact of this exceptional level of expenditure and a small deficit was projected. As a result, the VPD was able to advise Council early in the year of the financial challenges being faced. Meanwhile, the VPD was also able to proactively respond to these financial pressures by taking action to curtail expenses elsewhere in the Department in order for the organization as a whole to remain under budget for the year. This effort ultimately proved successful in that the VPD is well positioned to deliver a small surplus for the year.</p> <p>Not all of the VPD costs, however, are under the direct control of VPD Management such as fleet maintenance as well as facility janitorial services and maintenance, and this can pose substantial challenges for VPD Management. The VPD’s financial results are, in part, subject to the fiscal management exercised by other City departments. A prime example of this problem arose during the year in relation to the Fleet Maintenance costs that are incurred by City’s Equipment Services who manage the VPD’s fleet. After questioning a growing variance in fleet maintenance in mid-2009, it was determined in October that the 2009 budget for this line item was inadequate and that a deficit in the range of \$500,000 was projected (ultimately it proved to be \$400,000 over budget). This posed a serious challenge for VPD Management to remain under budget given the short amount of time remaining in the year to address the problem. Nevertheless, VPD Management embarked on a rapid and comprehensive response to curtail expenses wherever possible. Shortly thereafter, Management’s restraint efforts were substantially</p>		

boosted by the Province's agreement to fully fund all the costs of Project Torrent (the successor to the aforementioned Project Rebellion) that had been incurred during the year. These two factors allowed the VPD to return to the probability of delivering a favourable variance for the year.

2009 Strategy 2: To provide managers with monthly variance reports customized to their budget responsibilities.

Initiation Date	Target Date	Lead
January 2009	June 30, 2009	Financial Analysis Manager Al McCabe

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Management reports to be developed so that each Manager will receive timely management information tailored to his or her particular area of budget responsibility in as short a period as possible after the financial system has been closed for the monthly accounting cycle. 	□ □ □
<ul style="list-style-type: none"> Appropriate software is to be researched and procured as existing software is not likely suitable for achieving the desired outcome. 	□ □ □

2009 Performance Projections	2009 Performance Results
<p>Outcome: Managers will be able to manage their area of responsibility within the approved budgets or will be able to fully account for any variance.</p>	Managers have not yet been provided with monthly variance information due to staffing changes and altered priorities in the VPD's Financial Services Section.
<p>Measure: Managers will be on budget or any variance will be explained. Funding for projected negative budget variances will be identified and approved by the Executive.</p>	Unable to assess the achievement of these target measures as this strategy has not yet commenced.
<p>Target: No unexplained or unfunded variance from budget for the year ended December 31, 2009.</p>	

Overall Strategic Progress

Due to the retirement of the lead for this Strategy and the resignation of his Financial Analyst earlier in the year, followed by the interruptions caused by the Vancouver Services Review, this strategy has not commenced. As a result, little progress is expected by the end of this year in terms of providing VPD Management with monthly variance information.

2009 Strategy 3: To enhance the equipment tracking function and to incorporate it into the Stores area.

Initiation Date	Target Date	Lead
January 2009	May 31, 2009	Manager of Police Stores Jim Lloyd

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Research the possibilities of using SAP's Plant Management module (PM) for the tracking and management of the VPD's equipment. 	☒ ☒ ☒

<ul style="list-style-type: none"> If the PM adequately suits our purposes, we will plan and implement the migration of current data into PM. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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2009 Performance Projections	2009 Performance Results
<p>Outcome: The proper management of VPD equipment. Reliable life cycle tracking of equipment will facilitate the securing of replacement funding.</p>	<p>Research indicated this activity would not yield the desired results. Despite not using the proposed SAP Plant Management module, Life Cycle tracking is being achieved by renewed focus on the existing Excel spreadsheet.</p>
<p>Measure: Successful implementation of suitable equipment tracking software application and the migration of existing data onto that system</p>	<p>Enhancement of the existing Excel spreadsheet is providing the necessary detail to secure replacement funding.</p>
<p>Target: Completion of the measure.</p>	

Overall Strategic Progress
<p>The possibility of using SAP's PM for the tracking and management of the VPD's equipment was researched and it was determined that shifting to PM would not deliver the enhancements originally envisaged. Therefore, PM has not been pursued and instead, efforts have been made towards enhancing the existing Excel spreadsheet used to track the life cycle of VPD equipment. Enhancement of the existing Excel spreadsheet has succeeded in providing the necessary detail to secure replacement funding thereby supporting the VPD's Strategic goal of delivering financial processes to support the organization.</p>

2009 Strategy 4: Implement the Material Requirement Planning (MRP) module - an order replenishment system - for use by Stores.

Initiation Date	Target Date	Lead
January 2009	September 30, 2009	Manager of Police Stores Jim Lloyd

Activities (Action Plans)	Completion Status
<ul style="list-style-type: none"> Plan and implement the migration of current data into SAP's MRP module. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2009 Performance Projections	2009 Performance Results
<p>Outcome: "Best practice" material management.</p>	<p>'Best practice' material management has been initiated but not fully achieved due to the Vancouver Services Review (VSR) and the Supply Chain Shared Services Initiative.</p>
<p>Measure: Successful migration of current Stores data into MRP.</p>	<p>Migration of current Stores data into MRP has been delayed.</p>
<p>Target: Completion of the measure.</p>	

Overall Strategic Progress
<p>The MRP module has been activated for VPD Stores but at this time little progress has been made on implementation due to the disruptions caused the Vancouver Services Review and the Supply Chain Shared Services initiative. It is anticipated that staff will be able to focus on this project in November of 2009, but will not be completed by the end of the year.</p>

