



**VANCOUVER POLICE DEPARTMENT
2011 ANNUAL BUSINESS PLAN**

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

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LETTER FROM THE CHIEF

Significant progress continues to be made towards fulfilling the Vancouver Police Department's (VPD) commitment to make Vancouver the safest major city in Canada. At the onset of 2008-2012 Strategic Plan, the VPD set overall targets to reduce property crime by 20% and violent crime by 10% by 2012. The VPD has already exceeded its overall property crime target by achieving a 24% reduction to-date since 2008. The VPD is close to achieving its overall violent crime target with an 8.7% reduction to-date since 2008. In addition, over the past three years, there have been steady and considerable decreases in street disorder and traffic accidents as well as in gang-related violence. These issues continue to be a major concern for the public and combating them continues to be a major priority for the VPD. To continue meeting this commitment, the VPD will build upon successful strategies and related activities. Accordingly, the VPD will further increase proactive projects and investigations targeting crime 'hotspots' and chronic offenders and will maintain a highly visible police presence in strategic locations. Communication with the public will continue to grow through numerous crime prevention campaigns and the Neighbourhood Crime Alert Service, and through popular programs such as the Community Policing Centres (CPCs), Block Watch, and Citizens Crime Watch (CCW) that engage direct citizen involvement in crime prevention. To assist with its crime fighting efforts, the VPD will continue to work with external partners and all levels of government to prevent and reduce the systemic, societal, "up-stream drivers" that contribute to crime and disorder, with a specific focus on homelessness issues.

This February represents the one-year anniversary since Vancouver hosted the world during the 2010 Winter Olympic and Paralympic Games and large celebrations were held to commemorate this occasion. The Vancouver Games were heralded as a huge success, and among the successes was the excellent job performed by VPD members together with Integrated Security Unit (ISU) partners in maintaining peace, order, and safety. Overall, VPD members were complimented by national and international media outlets for dealing with the many policing issues, challenges, and circumstances surrounding the Games in a quick, effective, and respectful manner. The VPD will apply lessons learned from policing the Games to effectively plan for, and maintain order and safety during, large future events such as Vancouver's 125th Birthday Party, the Celebration of Light, and major sporting events.

The VPD is currently in the middle of a large-scale transitional move of most of its investigative and administrative Sections to the Graveley and Kootenay Street facilities. This move will be completed in 2011 as will renovations to 2120 Cambie Street and construction of the VPD's new Property and Evidence Storage Facility at 2120 Glen Drive, allowing for more efficient and effective delivery of policing services in the interim until funding is secured for the construction of a long-term purpose-built police headquarters. In conjunction with the facility moves and planning, the VPD has already taken significant steps to enhance environmental sustainability practices at VPD facilities, resulting in considerable reductions in energy consumption, paper use, and waste. The VPD will continue building a 'green culture' in 2011 and beyond.

2011 represents the third year of the business planning process that flows from the 2008-2012 Strategic Plan. Despite staffing vacancies, shifting organizational priorities and a global economic crisis over the first three years of this process, the VPD has demonstrated its ability to adapt to challenges in maintaining its commitment to achieve its long-term strategic priorities. That being said, in the 2010 Business Plan, the Strategic Plan "Champions" will maintain strategies that have been successful in addition to developing new strategies to supplement past year's efforts. The Plan continues to ensure that Departmental decisions are guided by the VPD's long-term goals. The VPD's Strategic Plan also figures prominently within the City of Vancouver's (CoV) Corporate Strategic Business Plan, where the VPD's goals and strategies are responsible for achieving the City's three-year priority of continuing to reduce and prevent crime.

To augment the business planning process throughout the year, the Champions will continue to present their progress to Senior Management and the Vancouver Police Board (VPB) on a regular basis. A 'Mid-year Report Card' will be published to give a high-level overview of the progress of each strategy, while the Strategic Plan Sustainment Committee will continue to meet regularly to ensure the messages of the Strategic Plan flow consistently to all VPD employees. Finally, a revised five-year 2012-2016 VPD Strategic Plan is currently being drafted based on extensive internal and external consultation with input from all VPD staff members, key partners and stakeholders, and the general public.

VANCOUVER POLICE DEPARTMENT'S 2008-2012 STRATEGIC PLAN

The VPD's annual business planning process flows from the VPD's Strategic Plan. The Strategic Plan is a fluid document, with the ability to be adapted to meet the constantly changing needs of the VPD, and the demands of the community. The Strategic Plan represents an organizational evolution, accounting for progress with many of the VPD's past goals and objectives, and combined with the emerging trends and current policing priorities affecting the city of Vancouver. The Strategic Plan serves to focus the VPD as it moves forward in delivering high-quality service to the public.

The Strategic Plan articulates how the VPD is going to achieve its mandate and vision, along with its commitment to being the safest major city in Canada. From an organizational perspective, there are seven strategic operational goals and seven strategic supporting goals that speak to meeting this commitment.

The seven strategic operational goals are:

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

Further organizational goals that enable the support of the operational goals are:

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

The establishment of organizational goals is critical, and success can only be accurately determined through effective measurement. The Strategic Plan identifies a number of potential measurements that are available to quantify organizational success relative to each of the goals. Each organizational goal is supported by a series of strategies designed to be fluid and re-assessed annually.

In order to identify yearly strategies and associated measurements, an annual business planning process has been developed with the intention of providing a one-year 'snapshot' of the organizational priorities and targets relating to each goal. Annual business planning is important because these plans:

- set strategies, targets and priorities towards achieving strategic and supporting goals;
- provide a basis for budgeting;
- promote accountability;
- inspire innovation and action;
- communicate to stakeholders; and,
- help employees understand how they can contribute to the success of the overall plan.

VPD BUSINESS PLAN MODEL AND FRAMEWORK

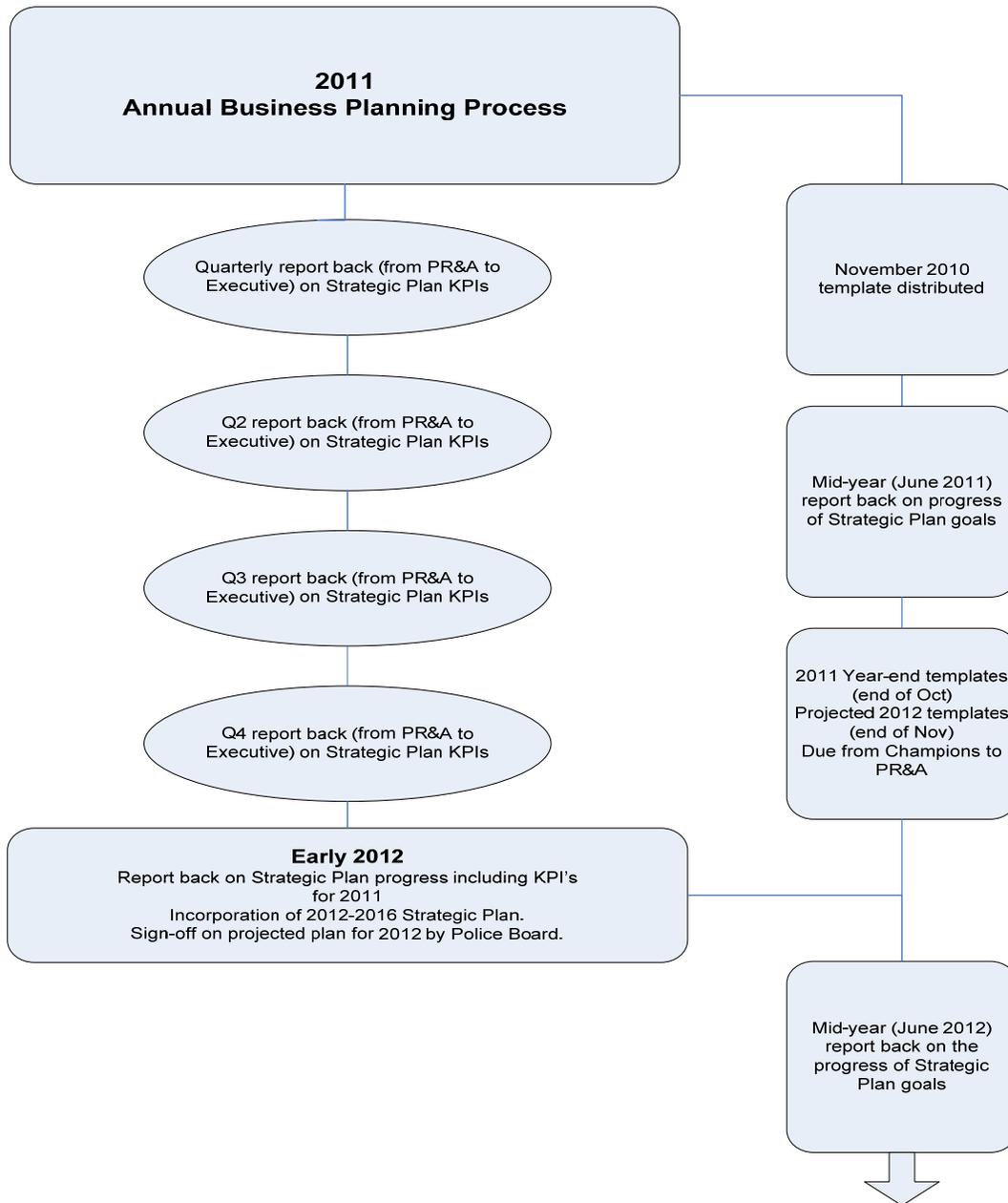
The conditions and actions needed to achieve the desired long-term results of the Strategic Plan are grounded in the VPD Annual Business Plan. Annual planning is fundamental to achieving and measuring organizational goals. The process is proactive and results-based, thereby leveraging the organization to a desired future-state and allowing for accurate planning in relation to the most pressing concerns for the VPD.

The demands on an organization and its operational priorities change over time. To meet these changes, every organization needs to continually revisit its Strategic Plan and adjust its priorities accordingly. For the VPD, this is accomplished through an annual business planning process that includes:

- an Annual Business Plan;
- quarterly reporting on Key Performance Indicators (KPIs);
- a Mid-year Report Card on the progress of the current Business Plan; and,
- a Year-end Report-back on the results of the previous year's plan and corresponding re-assessment of the 2008-2012 Strategic Plan.
- a revision of the five-year Strategic Plan every four to five years.

As illustrated by Figure 1, the progress of the VPD Annual Business Plan is measured through a semi-annual reporting process. This enables the VPD to monitor its progress on an ongoing basis, and will ensure ongoing organizational accountability.

Figure 1 - 2011 Annual Business Planning Process



CHAMPIONS TOOL AND PERFORMANCE MONITORING

The VPD Annual Business Plan articulates how the VPD is going to achieve each operational and support goal, and sets timeframes for each strategy. The VPD Executive has identified ‘Champions’ for each operational and support goal, drawing on the expertise of Deputy Chiefs, Superintendents, Inspectors, and civilian Directors.

In the Fall of each year, each Champion is tasked with forming a team consisting of subject-matter experts within the VPD to collaboratively develop annual strategies for the following year in support of the assigned Strategic Plan goal. An electronic template (a ‘Champions Tool’) has been designed to facilitate the identification of strategies and the subsequent steps and measures necessary to achieve each strategic operational and supporting goal.

The *strategies* act as guidelines to indicate how the overall goal is going to be achieved in the coming year. Subsequent steps and measures are identified in conjunction with each individual strategy to elaborate on how the goal will be achieved during the set timeframe. Each strategy will identify the following:

- *outcomes* are identified as end states of a desired strategy and the result of what was achieved;
- *measures* are used as a performance indication of how an organization is achieving its goals and objectives;
- *targets* are established as the desired level of a measure at a specific point in time;
- *activities* are listed as the actions taken and work performed, where inputs are used to produce outputs and achieve the strategy;
- *completion time* indicates when the strategy is anticipated to be completed;
- *leads* are identified as individuals accountable for each strategy;
- *linkages/stakeholders* are identified as other business areas that are involved or need to be consulted in relation to achieving each strategy; and,
- *budget implications* are identified as the expected budgetary implication of each strategy.

Each Champion completes the electronic template identifying the main strategies and their associated activities, outcomes, measures and targets in support of the long-term strategic operational or strategic supporting goal that they have been assigned. In addition, each Champion produces a one page overview/summary outlining the mandate of their goal as well as the key strategies that will be used to achieve the goal. This information is compiled to create the Annual Business Plan which outlines how the VPD intends to move forward with its long-term goals over the coming year.

SEMI-ANNUAL REPORTING PROCESS

Champions are required to report back on their progress in June of each year for the Mid-Year Report Card, and a more detailed Year-End Report-Back is required in November of each year. This will present measurable results, an evaluation of the progress of each strategy in relation to the goal, and outline any challenges that impeded progress.

Meanwhile, KPIs will be presented on a quarterly basis by the Planning, Research & Audit Section. KPIs act as a macro-measurement of organizational performance, and provide a high-level overview of where the VPD is headed. The KPIs identified by the VPD and the Vancouver Police Board are:

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

All report-back information is compiled by the Planning, Research & Audit Section and is presented to the VPD Executive and Police Board. This information continually informs the VPD on its progress towards achieving its long-term goals.

VANCOUVER POLICE DEPARTMENT 2011 ANNUAL BUSINESS PLAN

This section contains an overview of the mandate for each of the Strategic Operational and Strategic Supporting Goals developed for 2008-2012, as well as an overview of the key strategies identified in pursuit of those goals for 2011. The detailed tasks and measures associated with each strategy are presented in the templates compiled by each Champion, and found in Appendix A.

GOAL: TO REDUCE PROPERTY CRIME BY 20% BY 2012

CHAMPION: INSPECTOR LES YEO

Property crime affects more individuals than all other offence categories combined. Although often considered less serious than violent offences, property crime nonetheless results in countless victims and millions of dollars lost for residents of and visitors to Vancouver each year. Ramifications of property crime often include diminished feelings of safety and security, and as a result, the VPD is continually committed to reducing property crime and protecting the quality of life for Vancouver residents and visitors. In 2010, the VPD initiated several successful investigations focusing on high crime areas and suspects. Through the Neighbourhood Crime Alert Service and other crime prevention programs and campaigns, the VPD has increasingly notified the public of emerging crime trends and 'hotspots' to help them safeguard their property. The VPD has begun making progress in achieving accelerated and greater sentences for chronic offenders. Collectively, these efforts, along with others, saw the VPD once again exceed its annual 4% property crime reduction target as it achieved an overall 7% decrease across the city in 2010 on top of the 7% and 9% annual decreases achieved in 2008 and 2009. Of note, the VPD has already exceeded its overall five-year 20% target by achieving a 24% reduction to-date since 2008. Following the successes achieved over the past three years, the VPD will continue to build upon proactive policing and sentencing initiatives in relation to chronic property crime offenders, and will continue to reach out to the community as well as to external partners.

In 2011, the VPD will continue to target chronic property crime offenders and high crime areas through increased proactive projects and investigations in collaboration with Patrol. To supplement this operational strategy, the VPD will also engage in a number of support strategies. Technology will be leveraged to allow for better tracking of stolen property, and of property crime offenders that utilize pawn stores. Similarly, the VPD will work to develop a detailed analytical report to enhance the strategic utilization of Departmental resources in combating property crime. In addition, the VPD Sentencing Committee will continue pursuing legislative change to accelerate and enhance the sentencing of chronic offenders and advocating for a Crown Counsel "dedicated" to overseeing the sentencing of chronic offenders.

Communication from the VPD to community members on emerging property crime trends and hotspots via the Neighbourhood Crime Alert Service will be enhanced in 2011 through increased dissemination of information; increased residential subscribership; and expansion of the program to businesses and other groups. This service will continue to be supplemented by the Block Watch Program as well as by the VPD's ongoing crime prevention partnership with Vancouver's non-profit Community Policing Centres. Aside from reaching out to community members and partners, the VPD will continue to reach out to external law enforcement agencies and exchange best practice strategies and proactive intelligence information to expand upon its property crime fighting knowledge and capacity.

Moreover, strategies 6 through 10 will continue to build on the successes achieved by the VPD in tackling technological and financial crimes (cyber crimes). In 2010, in collaboration with global law enforcement agencies, the VPD successfully undertook several financial and technological crime cases involving locally-based suspects, and victims from local jurisdictions and abroad. In addition, internal forensic case-intake and forensic examination processes were improved leading to reduced turnaround times in the examination of exhibits and devices related to criminal investigations and increased awareness among VPD members on how to properly seize forensic devices as evidence.

In 2011, the VPD remains committed to working towards improved information-sharing and collaboration with the technological and financial crime units of global police/investigative agencies. To further improve internal forensic services available to assist VPD investigators, the Forensic Services Section (FSS) will continue to examine and refine examination processes to reflect changes in technology and will enhance intake processes to better prioritize cases in accordance with Departmental strategic goals. These efforts will increase investigator awareness of the value of forensic examination while helping to ensure that exhibits are both submitted and examined in a timely manner. Finally, VPD investigators will be trained on how to leverage and apply internet and network-based services to all kinds of police investigations.

KEY STRATEGIES FOR 2011

- *Leverage technology that will allow the tracking of stolen property and property offenders that utilize pawn stores*
- *Develop a process to enhance the strategic utilization of VPD resources in combating property crime*
- *Continue to expand the scope of proactive projects and investigations undertaken by the Property Crime Unit (PCU)*
- *Expand on the success of the Neighbourhood Crime Alert Service to incorporate businesses and 'group specific' (e.g. hotels) subscribers to expand messaging to the business community*
- *Operations Investigative Section (OIS) will continue reaching out to external agencies with the common goal of reducing property crime in order to share best practices and proactive intelligence*
- *Continue to capitalize on the experience of the VPD Sentencing Committee in order to develop new methods for enhancing the sentencing of chronic offenders and other high profile offenders*

Cyber Crime Strategies

- *VPD's Forensic Services Section (FSS) to continue to increase and improve information sharing and collaboration between the financial crime and technological crime units of global police and investigative agencies*
- *Develop and refine VPD forensic examination processes to increase efficiencies which will thereby lead to an increase in support provided to other investigative Sections*
- *Enhance the Technical Crime Unit's (TCU) case intake processes to better prioritize cases in accordance with Departmental strategic goals*
- *Improve member awareness of the TCU's internet investigative capabilities*

GOAL: TO REDUCE VIOLENT CRIME BY 10% BY 2012

CHAMPIONS: INSPECTOR DEAN ROBINSON AND ANOTHER INSPECTOR (TO-BE-ANNOUNCED)

The VPD has continued to dedicate significant resources to reducing violent crime in the city of Vancouver. Enforcement action targeting chronic violent offenders has continued to be one of the VPD's key initiatives in combating violent crime. In 2010, the VPD introduced two new teams to the Beat Enforcement Team (B.E.T) to specifically help combat violence in the Downtown Eastside (DTES) where such incidents are the most prevalent. Further initiatives included developing an interviewing and interrogation training package for Patrol members, and delivering Drug Facilitated Sexual Assault (DFSA) prevention awareness to grade 10 students across Vancouver. As a result of these and other efforts, for the second consecutive year, overall violent crime has decreased by 3% city-wide, while incidents of the most serious forms of violent crime have decreased by 9% in 2010 as compared to 2009. Of further note, at the onset of the 2008-2012 Strategic Plan, the VPD set the overall target to reduce all forms of violent crime by 10% by 2012, and has achieved an 8.7% reduction to-date since 2008.

Despite overall VPD successes, violent crime continues to be a major issue, with particular focus on sexual offences. To address this issue, various strategies and actions have been developed using a combination of public outreach and awareness along with operational tactics (both at the patrol and investigative levels). A project is also currently underway to track and/or monitor online sex offenders and has thus far identified over 40 potential suspects.

To continue combating overall violent crime in 2011, the VPD will continue to increase enforcement against chronic violent offenders across all police Districts through court order compliance checks. B.E.T. will continue to provide a highly visible presence in the DTES and furthermore will undertake a number of special projects to specifically combat violence, among other crimes. Increased contributions or inputs to the SharePoint database containing proven operational strategies/tactics will facilitate the planning and delivery of Patrol-based violent crime projects. Patrol members will also receive interviewing and interrogation training, and will be instructed to execute and follow-up on all arrest warrants in a timely and effective manner to further ensure public safety. Once DFSA awareness training has been fully delivered to all Secondary Schools, the VPD will begin delivering awareness training to students at accredited ESL institutions, focusing on sexual assault prevention and personal safety. In addition, through *Partners in Action*, the VPD will continue to work with BC Housing and the non-profit operators of the Province's single room occupancy buildings (SROs) to protect the vulnerable residents of these DTES buildings from violence.

Finally, the VPD will work with DTES womens' group to reduce violence against vulnerable women in the DTES under the umbrella of the "Sister Watch" program. A "violence against women" tip-line will be regularly staffed to further encourage witnesses and victims of violent incidents to come forward and report what they have seen or heard. This line will be answered only by women to further assist in removing barriers to reporting. Meanwhile, the VPD's Sex Trade Liaison Officer will continue to reach out to and build trust with sex trade workers (STWs) in order to further encourage them to come forward as either victims or witnesses of violent crime, and to help them get out of the industry. This officer also gathers intelligence that leads to the profiling of violent offenders and that informs various methods of enforcement action. Under *Project Rescue*, VPD investigators identify and target those individuals committing the worst acts of violence against women and work to gather sufficient evidence to have these perpetrators charged and held in custody. This proactive approach is proving to be more effective in encouraging victims to come forward and in building trust and cooperation with victims and witnesses.

KEY STRATEGIES FOR 2011

- *Continue to implement a court order compliance system for chronic violent offenders*
- *Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the city are available to all Patrol members and investigators*
- *Educate Patrol officers on interviewing and interrogation techniques*
- *Target and educate students at accredited ESL institutions in sexual assault prevention and personal safety*

- *Execute and follow-up on all arrest warrants to ensure that police obligations to maintain public interests and safety are met*
- *Reduce crime against women in the DTES through the “Sister Watch” program*

GOAL: TO SUPPRESS VIOLENT GANG ACTIVITY

CHAMPION: INSPECTOR BRAD DESMARAIS

Suppression of gang activity and associated violence remains a major priority of the VPD. Irrespective of crime type, violence is a consistent underlying theme in all gang-related activities. It is the means by which disputes are settled; “honour” is restored; or intimidation is manifested. Projects Rebellion and Torrent have continued to significantly disrupt gang-related violence in the city of Vancouver. Similarly, project-based policing has resulted in a focused, aggressive, and efficient deployment of police investigative resources. 2010 saw increased partnerships whereby investigative teams are now comprised of members from across the Department, leading to a richer pool of talent and skill sets to tackle sophisticated gang-related crime. Closer ties have also been forged between VPD and RCMP Criminal Intelligence Sections, thereby providing the VPD with more strategic intelligence and a greater ability to exploit weaknesses in criminal organizations. As a result, gang-related violence occurring within Vancouver’s boundaries is a fraction of that occurring in the rest of the Lower Mainland. Only 3 gang-related homicides have been reported in Vancouver in 2010 compared to 10 in 2009, while gang-related shots fired decreased by 39% in 2010 as compared to 2009.

In 2011, the VPD will continue with intelligence-led, proactive investigations to target individuals whose organized criminal activities have the greatest impact across the city of Vancouver. Proactive disruption of gang activity and/or gang member presence in popular social areas such as the Granville Entertainment District (GED) and Gastown will also continue. The VPD Gangs/Drugs Section in conjunction with the Bar and Restaurant Watch programs have been particularly successful at denying gang members and associates access to entertainment venues and other places to congregate. Gang activity will continue to be further disrupted as more gang-related intelligence is distributed to the Operations Division, to facilitate increased Patrol officer street checks of and interactions with gang members and associates.

A Gang Quick Response Team (GQRT) comprised of four Gang Crime Unit (GCU) members and two Emergency Response Team (ERT) members has been formed to augment the current Gang Response Team (GRT). GRT concentrates on interdicting gang members in the GED while GQRT will roam the city to support Patrol when they encounter gang members as well as to conduct Licence Premises Checks and respond to Bar/Restaurant Watch calls outside the downtown core. During the summer months, in conjunction with the VPD Marine Squad, GQRT will interdict gang members who are part of the boating public. This initiative is in response to reports from the VPD and other Police Marine Units that gang members have been increasingly found partying in boats, likely due to police enforcement action towards gang members frequenting land-based entertainment venues.

2011 will also see the VPD adopt innovative programs to increase access to real time intelligence and create opportunities to interdict gang members within the city of Vancouver. These programs include deploying advanced technology in the form of an Automated Licence Plate Reader (ALPR) whereby Gang Crime Unit (GCU) members can query thousands of plates over the course of an evening in areas frequented by gang members such as the GED. Similarly, gang members’ vehicles will be included in the database accessed by Citizens Crime Watch (CCW) and volunteers will be given training with respect to gang member profiling. GCU is assisting Public Affairs and the CCW Coordinator with administrative support in their effort to double the number of CCW volunteers in 2011. Including the CCW program in anti-gang initiatives will help the VPD further interdict gang members from congregating in Vancouver.

Moreover, awareness has been building amongst investigators that gangs resort to multiple criminal business lines which are often exclusive of drug trafficking. Project Transfer was a successful Gang Crime Unit (GCU) led investigation supported by VPD Financial Crime and the Combined Forces Special Enforcement Unit (CFSEU) targeting a UN Gang associate who was committing major mortgage frauds. Subsequently, in 2011, VPD investigators will turn their attention towards criminal profits and will use Federal and Provincial authorities to seize assets generated from unlawful activity.

KEY STRATEGIES FOR 2011

- *Continue intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on the city of Vancouver*
- *Attack the profit generated from illegal businesses associated to gangs and organized crime*
- *Continue making organized crime and gang members feel unwelcome in the city of Vancouver*

GOAL: TO REDUCE TRAFFIC-RELATED INJURIES AND DEATHS

CHAMPION: INSPECTOR TED SCHINBEIN

Traffic collisions cause more loss of life, injury and property damage than crime. As such, in addition to combating crime, police forces are responsible for reducing traffic-related deaths and injuries to ensure safety for all. The efforts of the VPD Traffic Section over the past three years have resulted in significant decreases in collisions in the city of Vancouver, including fatal collisions and those causing injury. The number of traffic-related fatalities is the lowest ever recorded with 9 in 2010 as compared to 16 in 2009 and 19 in 2008. According to Insurance Corporation of British Columbia (ICBC) statistics, in 2009, collisions involving injury decreased by 6% while overall collisions decreased by 3%, and similar reductions are expected for 2010.

Aside from ongoing intelligence-led deployment in high collision locations, traffic safety coaching and mentoring for Patrol members played an important role in reducing traffic-related injuries and deaths in 2010. A total of 175 Patrol officers were trained in traffic and impaired driving investigation, while all Patrol officers were trained on how to process impaired drivers, excessive speeders, and stunting pursuant to the new Immediate Roadside Prohibition (IRP) regulating drinking & driving and risky road behavior in BC. In addition, media attendance at each VPD traffic safety campaign and further development of the Traffic Section's webpage has promoted greater traffic safety awareness among both the police and the public. The VPD will continue to use education and enforcement strategies to improve road safety in 2011.

As in 2010, a key strategy for 2011 will be continued intelligence-led enforcement efforts. This strategy is to effect a noticeable improvement in the behaviors of drivers as well as those of vulnerable road users such as motorcyclists, cyclists, and pedestrians. The VPD will further target a reduction in pedestrian injuries and fatalities by developing and delivering a pedestrian safety initiative. These special enforcement activities will be complemented by continued focus on education programs, to be delivered both internally and publically, aimed at promoting a greater awareness of road safety and compliance of traffic rules by all road users. Furthermore, continuing from 2010, the Traffic Section will train additional Patrol officers in traffic and impaired driving investigations. Subsequently, concentrated efforts on the detection and investigation of impaired drivers will also continue with hopes of securing ongoing external funding for CounterAttack roadblocks. For all enforcement and educational initiatives in 2011, the VPD will continue to work with its partners to ensure all road users are safe and secure on city of Vancouver roads. For example, the VPD provides input to ICBC in relation to the placement of red-light cameras in Vancouver.

KEY STRATEGIES FOR 2011

- *Intelligence-led deployment related to high risk behaviours of all road users*
- *Delivery of a pedestrian safety initiative*
- *Continue with traffic enforcement training and Patrol mentorship*

GOAL: TO IMPROVE LIVEABILITY BY REDUCING STREET DISORDER

CHAMPION: SUPERINTENDENT ERIC PETIT

Street disorder affects the quality of life for all who live, work, or come to Vancouver for entertainment; and if left unchecked, it can diminish quality of life and lead to further disorder, violence, and property crime along with other more serious incidents. Increased city-wide enforcement action was taken against street disorder in 2010 with additional measures being taken in relation to Vancouver's Granville Entertainment District (GED) and the Downtown Eastside (DTES) where issues of street disorder remain the most prevalent. To help combat street disorder in the GED in 2010, the VPD continued implementing a year round liquor enforcement shift (i.e., LIMA), along with enhanced street closures on Granville Street from May to October in cooperation with the City of Vancouver (CoV). Meanwhile, the VPD increased the visibility of the Beat Enforcement Team (B.E.T.) and assigned members to specific locations in the DTES in 2010 to combat street disorder, particularly the open air drug market. These combined efforts resulted in a 6% city-wide decrease in street disorder in 2010 as compared to 2009. However, there continues to be high levels of certain types of street disorder, particularly in the GED and the DTES.

In 2011, the VPD will continue to focus significant resources on combating street disorder in the GED and the DTES. There continues to be immense support from the public, businesses, the liquor industry, and from the police officers working in the area for increased police staffing and summer closures in the GED. As such, LIMA will continue year round in 2011 in the GED with enhanced street closures in the area from May to October. B.E.T. will retain a high visibility presence in the DTES to combat street disorder among other crimes. To assist the B.E.T. in dealing with illegal street vending issues, the VPD will continue working with the CoV in establishing sanctioned vending locations. The VPD will also work with the CoV to enforce by-laws for illegal vending in order to ensure consistency of action and messaging.

Moreover, the VPD will continue assisting the CoV in achieving the goal to end homelessness in Vancouver. The VPD has been successful at reaching out to the homeless and establishing trust. VPD members together with Community Policing Centre (CPC) volunteers have routinely checked on the homeless, advising them of extreme weather warnings, and have provided them with blankets, sleeping bags, and with access to shelters. In 2011, the VPD Homeless Outreach Coordinator will continue working with the CoV and external partners on a number of initiatives, including the establishment of a permanent transportation system to get housing, medical, and food to those in need. Complementary to these efforts, through *Partners in Action*, the VPD, BC Housing, and the non-profit operators of the Province's single room occupancy buildings (SROs) will continue to work together to help keep these DTES buildings safe, secure and supportive for the residents. By doing so, the vulnerable are protected from the criminal element and violence is reduced in the buildings, improving the quality of life for all.

KEY STRATEGIES FOR 2011

- *LIMA to continue year round in 2011 in the GED with street closures from May to October. The VPD will continue to work with CoV to enhance street closures and the activities within the area*
- *Continue assisting the CoV in achieving the goal to end homelessness in Vancouver*
- *Reduce illegal street vending by working with the CoV in establishing sanctioned vending locations*

GOAL: TO ENSURE BEST PRACTICES FOR CONSEQUENCE MANAGEMENT AND EMERGENCY PREPAREDNESS

CHAMPIONS: INSPECTOR RICK MCKENNA AND INSPECTOR BOB STEWART

All federal, provincial and municipal agencies must take a role in emergency planning and preparedness to ensure the safety of all residents and visitors. This type of preparedness helped the VPD and its Integrated Security Unit (ISU) partners to successfully maintain order and provide safety for all during the 2010 Winter Olympic and Paralympic Games. Overall, VPD members were reported to have dealt with the many policing issues and circumstances surrounding the Olympics in an efficient, effective, and respectful manner. Having tested operational plans in place in conjunction with months of specialized training prior to the start of the Games facilitated the VPD's ability to provide necessary policing services in an effective manner.

Furthermore, in completing the 'All Hazard Emergency Plan' along with several complementary Business Continuity Plans (operational plans), the VPD has taken great strides in 2010 in ensuring that it is continually well prepared to deal with a major emergency such as a natural disaster or terrorist event. Remaining operational plans will be completed in 2011 once the VPD finalizes its transitional move to the Graveley and Kootenay Street facilities. The VPD's Business Impact Analysis will also be reviewed and updated and a full Hazard, Risk, and Vulnerability analysis will be conducted.

Operation Securus will remain the hub of the VPD's other efforts in 2011 to ensure best practices for consequence management and emergency preparedness. This initiative builds on the successes of the VPD's many outreach initiatives whereby the business community is encouraged to report suspicious activity that may be related to terrorist activity to the police. Businesses identified under OPERATION SECURUS are those that provide services, supplies, or store commodities that could be used (as indicated by prior global incidents) to facilitate a terrorist attack. As of 2010, 180 out of the 300 businesses of interest have been visited with 20% of them having signed up for the program. Information regarding the location of these businesses and the commodity or service they provide, as well as information regarding the location of the critical infrastructure throughout the city of Vancouver, are plotted in the VPD's Consolidated Records Intelligence Mining Environment (CRIME) system. This allows analysts to provide investigators with a geo-spatial analysis of an ongoing investigation or suspicious circumstance. It also provides Commanders assigned to the Departmental Operations Centre (DOC) a heightened ability to assess risk in assigning resources to a critical incident or event. In collaboration with the Emergency and Operational Planning Section (EOPS), the Criminal Intelligence Section (CIS) will continue in 2011 to visit businesses of interest while encouraging them to sign up for training on how to detect and report suspicious terrorist activity.

Moreover, with the Vancouver Integrated National Security Enforcement Team (INSET-Vancouver) being disbanded, CIS and EOPS will collaborate in 2011 to develop a strategy to continue delivering terrorism awareness training to VPD Patrol members.

KEY STRATEGIES FOR 2011

- *Continue to enhance the ability of the VPD CIS to capture, analyze, and investigate suspicious incidents that may be related to terrorist activity. It is named: OPERATION SECURUS*
- *Continue implementing 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*

GOAL: TO ENHANCE PROACTIVE AND VISIBLE POLICING

CHAMPION: INSPECTOR VINCE FORSBERG

It is recognised that in order to effectively serve the citizens of Vancouver and increase the public's satisfaction and confidence, the VPD must be visible within the community and actively pursue ways to combat and reduce crime. In order to work towards achieving this goal, the VPD initiated several successful strategies in 2010. The VPD, along with Integrated Security Unit (ISU) partners, successfully provided high-visibility policing to the public areas near event venues and entertainment zones during the 2010 Winter Olympic and Paralympic Games. This high police visibility created a safe and secure celebratory atmosphere which contributed to the overall success of the Games as evidenced by positive media coverage, both nationally and internationally. High visibility policing was increased in the DTES throughout 2010 through the introduction of two new teams to the Beat Enforcement Team (B.E.T.) thereby helping to curb street disorder and reduce serious incidents of violent crime. Similarly, increased proactive and visible policing around SkyTrain stations and associated transit corridors has reduced incidents of violent and property crime in and around those areas. In order to further increase Patrol officer proactive policing time and accountability, processes were developed in 2010 to streamline Patrol report-writing and to include local warrant arrest data in the Patrol Activity Report (PAR). Lastly, the inclusion of Patrol Staff Sergeants in regular operational deployment, special events policing, and community event attendance has been successful in contributing to an increased city-wide presence of uniformed management.

In 2011, the VPD will continue to focus on increasing year-round visible and proactive policing in the Granville Entertainment District (GED) and around SkyTrain stations and associated transit corridors. Several VPD Sections and Units will coordinate deployment and communication to deliver high visibility policing in the GED during major events. This coordinated approach will work to further reduce incidents of street disorder in the GED, particularly assaults and disturbances, while also helping to ensure that gang members and associates do not go unnoticed. To further decrease crimes in and around SkyTrain stations and associated transit corridors, the VPD will continue to maintain a high visible presence in surrounding neighbourhoods and will continue to undertake several projects targeting crime 'hotspots' in those areas. The VPD will also enhance its partnership with the South Coast British Columbia Transportation Authority Police Service (SCBCTAPS) by delivering joint projects targeting crime reduction projects in the immediate SkyTrain transit zones.

Work will also be conducted in 2011 to increase the amount of proactive policing projects initiated by Patrol Teams. To those ends, specialty investigative units will work with Patrol Teams to undertake a number of projects and strategies, including undercover work, targeting highly visible offences such as street-level drug dealing, the sex trade, property crime, excessive speeding, and drunk driving. This will increase police presence in targeted crime 'hotspots' throughout the city while also increasing Patrol Team activity and productivity as well as Patrol member investigative experience. Moreover, the VPD will enhance Patrol officer accountability and activity by continuing to further develop the PAR through the inclusion of case clearance data.

Moreover, in 2011, the VPD be looking to staff and implement the two new roving Metro Teams approved by City Council in 2007. These teams will have the effect of reducing response times and increasing the amount of time spent on proactive policing. The Metro Teams will be deployed in areas of the city that are experiencing the greatest demand for service. These teams have not yet been implemented due to vacancies resulting from Departmental attempts to respond to budgetary pressures.

KEY STRATEGIES FOR 2011

- *Deliver high-visibility policing in the Granville Entertainment District (GED) during major events*
- *Continue to increase proactive and visible policing around SkyTrain stations and nearby transit corridors*
- *Further develop the Patrol Activity Report (PAR) by tracking case clearances*
- *Increase proactive project-based policing outputs by Patrol officers*
- *Implement Metro Teams to reduce response times and increase proactive policing times*

GOAL: TO LEVERAGE TECHNOLOGY TO DELIVER EFFECTIVE AND EFFICIENT POLICING SERVICES

CHAMPION: DIRECTOR KATHY WUNDER

Information Technology (IT) progressively increases as an important tool for law enforcement agencies to fulfill their mandates. In 2010, the VPD safeguarded crucial information from being lost in the event of a natural or man-made disaster by completing the implementation of a permanent Disaster Recovery site at the E-Comm location. This site has been linked to the new VPD data centre located within the Graveley Street facility and data is now successfully replicated on a nightly basis. The IT Section also helped the VPD reduce its ecological footprint in 2010 in relation to power and paper consumption through upgrades and virtualization of server domains and measures such as double-sided printing defaults and desktop utilities that encourage less printing. The IT Section has also worked to significantly minimize members' frustration with the Work Management System (WMS) and the Police Records Information Management Enterprise (PRIME) Property Office module.

Additional considerable power savings will be realized in 2011 and beyond when group policy for workstation standby mode is implemented in 2011. Full implementation of an electronic overtime slip will be completed in 2011 to further reduce paper use, and the IT Section will continue to examine business processes and practices that produce waste.

Moreover, in 2011, the IT Section will continue building on strategies focused on improving the efficiency and effectiveness of IT service delivery corresponding to the VPD's most pressing business needs. Accordingly, VPD IT policies will continue to be reviewed in concert with CoV IT policies, as work progresses on the new VPD IT policy site to educate VPD members with respect to standard IT items and processes. This will help increase staff compliance with IT policy and will reduce invalid helpdesk requests. In addition, key online IT performance indicators have been indentified and work will proceed on creating a method to automatically report the results. Once the online IT performance metrics are in place, the VPD will be better positioned to enhance IT planning and goal-setting and to proactively mitigate future IT issues. Collectively, these efforts will improve the ability of the IT Section to leverage information technology in all areas of the VPD, thereby helping the Department to further efficiently and effectively deliver its police services.

KEY STRATEGIES FOR 2011

- *Continue working towards creating, publishing, and measuring online IT key performance indicators*
- *Continue creating a new IT Policy Site*
- *Continue creating a 'Green' IT Plan*

GOAL: TO IMPROVE COMMUNICATION AND PUBLIC ENGAGEMENT IN CRIME PREVENTION AND VPD SERVICES

CHAMPION: SENIOR DIRECTOR PAUL PATTERSON

The prime directive of the VPD's Community and Public Affairs Section (C&PA) is to act as a communication line between the Department and the public. Accordingly, the Section maintains a strong relationship with the media and administers many public outreach programs to foster a positive perception of the VPD. These programs take many forms including stories about the Department and its services delivered through the media; information generated through the VPD website (vpd.ca); crime prevention campaigns; printed materials; and presentations. On a more individual basis, this Section also educates, engages, and supports the community with programs such as Block Watch, Citizen's Crime Watch (CCW), Business Liaison, the Community Policing Centres (CPCs), and Victim Services. C&PA also continues to assist other Departmental Sections in efforts to communicate their crime prevention or public safety messages to the public.

External communication is the most important tool for involving the public in crime prevention and ensuring they are informed of how the VPD is engaged in activities to keep them safe. To that end, the VPD achieved a major redesign and upgrade to its website in 2010 thereby providing the Department with a platform to fully exploit the possibilities presented by social media going forward. Subsequently, in 2011, the VPD will be fully engaged with Twitter and Facebook, and all web pages will be reviewed with the goal of improving their content and interactivity.

In 2010, the VPD also successfully promoted crime prevention and public awareness of crime through a number of multimedia campaigns such as the date rape campaign that placed warning and information materials in bars and schools and the *Sister Watch* program designed to reduce violence against women in the DTES. Additional highlights include CCW's work to adjust its focus to include not only the pursuit of stolen cars but to also actively assist VPD members in several other crime fighting efforts. CCW has attracted such a high number of new volunteers that it currently has a wait list of more than 100. Its utility and value to VPD members will continue to be expanded in 2011 along with other programs such as Block Watch and the CPCs. The VPD will continue to highlight and explain positive media stories generated by VPD members during their everyday duties.

The services that the VPD provides to victims of crime have also experienced considerable growth in 2010 in terms of people served, and in awareness and utilization among VPD members. The VPD will continue to enhance its Victim Services Unit in 2011 while employing a number of new strategies to further increase internal and external awareness of its utility.

In 2010, C&PA was expanded to include the VPD's diversity mandate and initiatives to enhance relationships with various community groups in Vancouver including Aboriginal youth, the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community, and various ethnic groups. In 2011, through partnership programming awareness, the VPD aims to significantly reduce the number of negative police contacts with Aboriginal youth. The VPD will also focus on developing programs and issuing referrals to service providers to help keep vulnerable groups such as the LGBTQ safe. Finally, the VPD will work to expand its diversity by increasing its presence and participation in a number of multicultural and diverse community events.

KEY STRATEGIES FOR 2011

- *Increase traffic to the VPD website and increase the use of social media to continue enhancing the public's awareness of programs and services provided by the VPD*
- *Continue to build community confidence in, and dispel misconceptions about, the VPD through a steady growth in the number of positive media stories*
- *Continue to enhance the department's crime prevention initiatives and reduce crime, primarily in property crime*

- *Continue to enhance the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services*
- *Increase awareness, both within and outside the Aboriginal community, of the VPD's Aboriginal partnership programming*
- *Outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial*
- *Improve the VPD's outreach to Vancouver's diverse communities, including multicultural communities, the homeless, and sex trade workers*

GOAL: TO SUPPORT AND DEVELOP OUR STAFF TO THEIR FULL POTENTIAL

CHAMPION: SUPERINTENDENT JEFF SIM

To deliver the highest quality of service to the public, the VPD must maintain a talented and dedicated workforce. Throughout 2010, the VPD continued to demonstrate its commitment to developing and supporting its staff through fair, equal, and transparent business processes. Continued open dialogue between Human Resources (HR), VPD members, and other stakeholders has been a key method to help members fulfill their career and personal goals. These goals were further supported in 2010 through the creation of a 'Leadership Development Catalogue' and related materials; the allotment of education funding for sworn and civilian members; and feedback coach training. HR has also successfully continued the use of a coordinated and cooperative approach with all key stakeholders to mitigate grievances and complaints. Furthermore, sworn staff members were supported in 2010 through the development of in-house training courses which enabled the VPD to train a greater number of members across a number of disciplines. Moreover, 50% of Professional Standards Section (PSS) members have been provided with full training in relation to the amended *Police Act*, while all Patrol, Traffic, and B.E.T. members have been briefed.

In 2011, the VPD will continue to develop relevant HR initiatives and programs encompassing labour relations and wellness. To those ends, HR will work to develop and communicate a plan to further the education and skill sets of sworn and civilian members. The VPD will also work towards alleviating HR involvement in, and mediation of, preventable personnel issues, and to reduce the number of personnel incidents requiring costly medical referrals.

Furthermore, the VPD will seek to increase the number of in-house training opportunities delivered by external institutions, while also combining training with electronic learning (E-learning). Accordingly, certified instructors will be brought to the VPD as opposed to having members travel to outside institutions for training, and a process/policy will be explored to offer non-qualification cycle training through an E-learning platform. The VPD will complete also Crisis Intervention Training for all Patrol members in 2011.

Moreover, remaining PSS members will be fully trained in 2011 in relation to the amended *Police Act*, while all other sworn members will be briefed. A new file management system will also be implemented to accurately record the discipline history of VPD members and to capture the file status of all PSS investigations. In addition, the VPD will be working with other independent municipal police departments in the Lower Mainland to examine the feasibility of developing an integrated professional standards service delivery model. It has been envisioned that such a model will reduce the significant workload burden that has been a result of the changes to the amended *Police Act*. In addition, the VPD's Planning, Research & Audit Section (PR&A) will conduct a study to analyze the common factors in public complaints received by the Department. This will be done in order to understand the nature of complaints and with the aim of reducing them.

Lastly, a new electronic file management system will be developed specifically for McNeil disclosure tracking.

KEY STRATEGIES FOR 2011

- *Increase the number of in-house training opportunities delivered by external institutions such as the Canadian Police College*
- *Implement a new file management system to accurately record the discipline history of members and to capture the file status of all Professional Standards Section (PSS) investigations*
- *Develop a new electronic file management system for McNeil disclosure tracking*
- *Continue providing training to PSS and VPD members regarding the implementation of the amended Police Act*
- *Develop relevant Human Resources (HR) initiatives and programs, encompassing labour relations and wellness, to be effectively used by VPD managers and supervisors*
- *Explore the viability of an integrated municipal professional standards model*

- *Study the factors involved in complaints against the department with the aim of reducing the amount of complaints received*
- *Continue Crisis Intervention Training for all Patrol members*

GOAL: TO CONTINUE TO IMPLEMENT BEST PRACTICES IN POLICE SERVICES

CHAMPION: DIRECTOR DRAZEN MANOJLOVIC

In order to deliver services in the most efficient and effective manner and to help improve performance, the VPD is continually looking at identifying, understanding, and adapting outstanding practices from within its organization and from organizations anywhere in the world.

Best practices were advanced in 2010 through the updating of 28 policies that were identified as needing immediate revision based on the following criteria: a) immediate impact on day-to-day operations; b) notable risk to the VPD; and, c) emerging issues requiring an immediate response. The Planning, Research & Audit (PR&A) Section also explored the principles of CompStat to determine if they can be applied to other Sections within the VPD. Research from other police departments shows that methodologies exist that can be applied or modified to meet the structure and needs of the Department. Moreover, the Audit Unit completed the following audits and reviews: Crown Counsel Queries Audit; Master Vehicle Index Audit; an analysis of the VPD Fleet's Carbon Footprint; a review of the Crime Data Analysis Process; a review of the Telecommunications Unit; an estimate of how much Patrol overtime would be incurred between June and September 2010; assisted the Organizational Planning Unit (OPU) with the Patrol Metrics Project and the Priority 1 Response Time Analysis; co-authored the Report Back on the VPD Operational Review; and participated on the VPD Sustainable Commuting Committee. Each of these projects contributed to expanding organizational knowledge, promoting best practices, and influencing key internal business decisions within the VPD.

In 2011, the VPD will continue to implement best practices in the organization through two main strategies that could not be fully developed in 2010. Firstly, further development will occur on the multi-year project of identifying fundamental principles of accountability and measurement with the aim of piloting an assessment tool or format to ultimately measure the efficiency and effectiveness of all aspects of the VPD. The Audit Unit will take the lead in this area given its proficiency in researching business processes and methods employed by other police departments. The Audit Unit will also continue to provide value-added, data-driven, risk-oriented, and actionable business intelligence to the Chief Constable, the Executive Committee and the Senior Management Team.

Secondly, PR&A will bring forward policing practices that warrant the distinction of being considered a best practice. This would be maintained in a database for future reference, but more importantly, the information would be forwarded to the appropriate VPD section for their consideration. This strategy is simple and should improve our knowledge of emerging trends and methods; however it was hampered in 2010 by technical and resourcing issues, which should be resolved early in 2011.

Finally, PR&A will conduct a study to determine if the administrative workload of Patrol can be reduced, removed or re-assigned, in order to increase the proactive policing time for members.

KEY STRATEGIES FOR 2011

- *Applying CompStat principles to measure efficiencies and effectiveness to all aspects of the VPD*
- *Develop a process within PR&A to research and identify best practices within policing, maintain a database of such best practices, and distribute this information to any applicable Section(s) within the VPD or to other police departments*
- *Conduct a study to identify current inefficiencies in the administrative workload of Patrol*

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

CHAMPION: DEPUTY CHIEF CONSTABLE ADAM PALMER

Adequate staffing and infrastructure is integral for the Department to ensure the safety of the public. Throughout 2009, the VPD's Recruiting Unit successfully hired the necessary number of recruit and exempt police officers in order to achieve full staffing levels required for the 2010 Olympic Games. The Olympics were an amazing success; however, the Department continues to face financial challenges. While the VPD will not lose any authorized positions, there will be sworn and civilian vacancies scattered throughout the Department. Once the economic situation improves, the Department will look to fill these vacancies to ensure the success of its strategic goals. Apart from staffing, significant work has been completed in 2010 in relation to facilities planning. The Dog Squad has moved into its new facility and the state-of-the-art Tactical Training Centre (TTC) opened in 2010. Significant planning was undertaken in 2010 as the VPD prepared to move its investigative and administrative personnel into the new Graveley and Kootenay Street facilities. The moves began on November 19th, 2010 and will continue in waves until March 31st, 2011. As the short and medium term facility plans come to fruition, the VPD is working with senior CoV staff to finalize the long-term facilities plan.

The key strategies for 2011 build on the momentum created this past year. For example, with the completion of the TTC, the Training Section is now in a position to completely integrate its best practice training model. The development of a training management and planning information system will greatly enhance the delivery, planning, and record-keeping ability of the Training Section.

Furthermore, 2011 will be a busy year as VPD staff members begin to occupy two new police facilities. The Property Office and Forensic Storage Facility at 2010 Glen Drive will provide an amazing new facility which replaces existing inadequate storage facilities. The former VANOC facilities at 3585 Graveley Street and 1570 Kootenay Street are in the process of being fully renovated to accommodate VPD investigative and administrative personnel. While not centrally located in the city, this interim facility will create certain efficiencies by bringing investigators together into one location. Construction of these two facilities is being assisted financially by all three levels of government, including infrastructure grants from both the Government of Canada and the Province of British Columbia.

Lastly, in 2011 the Department will continue to work closely with the Police Board, senior CoV staff and City Council to finalize the VPD's long-term facilities plan. The Graveley site has always been recognized as an interim facility while the Department and CoV plan for a permanent long-term solution. The Department will endeavour to secure a position for new purpose-built police facilities in the CoV's upcoming 10 year Capital Strategy process.

KEY STRATEGIES FOR 2011

- *Develop a training management system*
- *Complete the VPD's transition to its new police facilities*
- *Continue planning for the VPD's long-term facility needs*

GOAL: TO DELIVER FINANCIAL PROCESSES TO SUPPORT THE ORGANIZATION

CHAMPION: SENIOR DIRECTOR WARWICK WRIGHT

As cost effectiveness and internal efficiencies are continually demanded of the VPD, the Financial Services Section (FSS) took further steps in 2010 to ensure fiscal responsibility. The VPD Executive was provided with timely budget variance reports each month, and with relevant management information as required during the year, in order for corrective action to be taken if necessary. In addition, FSS continued to provide operational Managers with detailed monthly overtime data to enable them to better fiscally manage their areas of responsibility and to achieve a higher level of financial accountability.

The 2010 plan also included the goal of developing variance reports tailored to the specific needs of the Facilities Section and the Criminal Investigation Fund (CIF). While the CIF variance report was developed as planned, finalisation (paper flow/coding/approval process) of the Facilities Section variance report was delayed due to the move of VPD investigative and administrative Sections to the Graveley and Kootenay Street facilities. Accordingly, the Finance Section instead shifted its focus to assisting the Training Section in managing its expenditures, and a tailored variance report was developed in the latter part of the year that allows for the tracking of training commitments. All variance reporting efforts in 2010 have helped ensure that the organization as a whole is well-positioned to deliver on-budget results for the sixth consecutive year.

The VPD will once again adhere to the budget in 2011 while working to further deliver financial processes to support the organization. To those ends, FSS will again provide the Executive with timely budget variance information, including detailed overtime variances by Section and other financial information as required, in order for corrective action to be taken if necessary.

To supplement the first strategy, Financial Services will work with the Facilities Manager to complete the development of an enhanced variance report for the Facilities Section once the move to Graveley and Kootenay Street facilities is complete. This area has a relatively large budget and has experienced considerable volatility in expenditures in past years. Customised and timely monthly management reports will be developed in conjunction with the Manager to allow him or her to exercise improved fiscal control and to be held accountable for expenditures.

KEY STRATEGIES FOR 2011

- *Provide the Executive with timely budget variance information, including detailed overtime variances by Section, in order for corrective action to be taken if necessary to ensure the VPD remains within budget for 2011*
- *Provide the Manager of the Facilities Section with monthly financial reports customized to his or her budget responsibilities*

GOAL: TO IMPROVE THE VPD'S ENVIRONMENTAL SUSTAINABILITY AND CONTRIBUTE TO A GREENER COMMUNITY

CHAMPIONS: SUPERINTENDENT DARYL WIEBE AND SENIOR DIRECTOR PAUL PATTERSON

The VPD recognizes its responsibility to contribute to the City of Vancouver's vision to be the greenest city in the world by 2020. Accordingly, the VPD's environmental sustainability efforts target areas where the Department can make the most positive impact while ensuring that public safety is not compromised. In 2010, the VPD focused on a number of specific strategies in an effort to improve the VPD's environmental sustainability and contribute to a greener community. These strategies included the implementation of carbon neutral policies and practices specifically in the selection of systems, equipment, and materials; working towards the reduction of Departmental energy consumption and waste; establishing a 'green culture' within the Department; and engaging VPD staff to reduce vehicle emissions. As a result, in 2010 compared to 2009, electricity and natural gas consumption were reduced by 12% and 51% respectively and paper use has decreased by 23%. The overall carbon footprint associated with the VPD fleet decreased by roughly 6% from 2006 to 2009 and further decreases are expected once 2010 data is released. Some of the other major 2010 achievements included the creation of the *Code Green* team, a new paper and newspaper recycling program, and the elimination of all plastic disposable laundry bags with the addition of dual purpose reusable laundry/garment bags. In addition, in the last three years, the VPD has seen a consistent decline in overall fuel consumption and fuel economy as a result of right-sizing of the fleet and the selection of more fuel efficient vehicles.

While certain factors outside the control of the VPD limit its ability to address all environmental concerns, including pre-existing environmental policies established for the ICBC-leased building at 2120 Cambie Street and CoV-directed waste management services, there are still other areas where improvements in environmental sustainability can be made. Green initiatives will be encouraged, recognized, and rewarded as a Department-wide 'green culture' is promoted. The *Code Green* team has created a forum for staff to offer 'green' suggestions for potential implementation at the VPD. Participants who provide suggestions have been rewarded with a stainless steel, reusable 'Code Green' water bottle, furthering sustainability and increasing awareness of the *Code Green* program. The strategies for 2011 build on the successes of 2010, particularly in terms of promoting a 'green culture' and reductions in energy, waste, and emissions, as the VPD strives to reduce its VPD's carbon footprint.

With increased encouragement to staff to conserve energy, the VPD should continue to see decreases in energy consumption in 2011. The relocation of many business units to the Graveley and Kootenay Street facilities should also help reduce the organization's overall energy consumption, due to the Leadership in Energy and Environmental Design (LEED) certified status of those buildings. Power savings will be realized in 2011 from design features such as motion detection lighting to save energy. Further power savings will be realized in 2011 with the implementation of group policy for 'workstation standby mode'.

Waste reduction will continue to be an organizational priority through 2011, and a full-scale recycling program will be aggressively pursued. The CoV Sustainability Group has assisted with some start-up funding; however, a much more robust recycling program will be achievable with additional investment in systems to sort the waste, and a consolidation of cleaning staff into fewer police. Meanwhile, in addition to the desktop utilities and double-sided printing defaults introduced in 2010, *Code Green* will take additional steps in 2011 to encourage staff to further reduce paper use.

Moreover, the VPD plans to further reduce vehicle emissions from both personal and police vehicles. Alternate transportation use will be promoted to reduce the number of single-occupancy vehicle trips to and from work, and for administrative functions. Operationally, the VPD will continue with the right-sizing of vehicles, sustainable procurement strategies, and ongoing efforts to incorporate hybrid vehicles into the fleet where feasible. VPD Fleet Services and CoV Equipment Services (EQS) will also be exploring idle reduction equipment, and leverage technology to assist in the reduction of fuel consumption.

KEY STRATEGIES FOR 2011

- *Implement policies and practices that are consistent with the CoV Sustainability Framework, and work in collaboration with the CoV to help achieve the goals of the Greenest City in the world by 2020 initiative*
- *Reduce overall energy consumption at the VPD*
- *Reduce waste in the VPD*
- *Promote a 'Green' culture and ecological health within the VPD*
- *Reduce vehicle emissions in the VPD*



Appendix A: Champions Tool Templates

Vancouver Police Department Annual Business Plan (2011)

Goal – To reduce property crime by 20% by 2012

Champion – Inspector Les Yeo

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Leverage technology that will allow the tracking of stolen property and property offenders that utilize pawn stores.	An updated property tracking program (similar to Xtract) will be in place to allow for better tracking of stolen property, and of property crime offenders that utilize pawn stores.	Progress made in the selection, development, and implementation of an updated property tracking program.	The successful identification, development, and implementation of an updated property tracking program.	<ul style="list-style-type: none"> Identify the best and most efficient methods for tracking stolen property through pawn stores. Develop and implement the updated program. Train staff and users in relation to the updated program. 	December 31, 2011	Inspector Les Yeo and Sergeant John Rennie	OIS PCU IT CoV	The goal is to complete this strategy within the current Xtract budget.
Strategy 2	Develop a process to enhance the strategic utilization of VPD resources in combating property crime.	A detailed property crime report will allow for the strategic utilization of resources within both the Operation and Investigation Divisions.	Progress made in the development of a new property crime report.	The full development of a new property crime report.	<ul style="list-style-type: none"> Audit the current processes in place in relation to the reporting of property crime. Identify methods for capturing additional required property crime data. Develop and implement an analytical report. Adjust report as required to meet needs of the Department. 	December 31, 2011	Inspector Les Yeo and Sergeant Mark Tonner	Operations Division VPD Analysts VPD Executive and Management	The development of a new data capturing process may incur minimal costs. All other activities have no budget implications.
Strategy 3	Continue to expand the scope of proactive projects and investigations undertaken by the Property Crime Unit (PCU).	Through the use of expanded investigative techniques, focusing on high crime areas and specific targets, and increased information flow from Patrol members, the PCU and Chronic Offenders Unit (COU) will see significant success in reducing property crime.	<p>The number of successful projects and high value target investigations conducted in 2011.</p> <p>PCU member knowledge of high value targets and ongoing crime trends.</p> <p>Progress made in implementing a system where the PCU obtains timely intelligence from Patrol to allow for better prioritization of property crime projects and investigations that involve mid to high value targets or chronic offenders.</p>	<p>Significant increases in the number of successful projects and high value target investigations when compared to 2010.</p> <p>PCU continues to be highly efficient with full knowledge of active high value targets and crime trends.</p> <p>Ensuring that the PCU obtains all property crime intelligence from Patrol in a timely manner allowing for better assessment and prioritization of property crime projects and investigations.</p>	<ul style="list-style-type: none"> Continue to be proactive in investigations/projects that are based on intelligence from the Crime Analysis Unit (CAU), the Operation Division, and COU. Obtain and deploy more investigative strategies that assist in property crime investigations. Property Crime investigators will expand their skill set and experience through training and the successful completion of projects, and by learning from colleagues, supervisors, and managers. Monitor current flow and dissemination of information to ensure that it adheres to protocol and best practices and gets to PCU in a timely manner. Provide guidance and training to members who fail to contribute to the flow of property crime intelligence. 	All strategies have proven to be successful and will continue until further notice.	Inspector Les Yeo and Sergeant Joanne Wild	Tactical Support Section OIS Operations Division	Any budget implications will be addressed through the Criminal Investigation Fund (CIF) and OIS budget.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Expand on the success of the Neighbourhood Crime Alert Service to incorporate businesses and 'group specific' (e.g. hotels) subscribers to expand messaging to the business community.	The expansion of the Neighbourhood Crime Alert Service to businesses and other community groups to help combat property crime.	The number of community members, groups, and businesses subscribing to the service.	Measurable increases in community members, groups, and businesses subscribing to the service.	<ul style="list-style-type: none"> Work closely with Public Affairs, Business Improvement Associations (BIAs), and business partners to inform the community in a timely manner about current property crime trends. Work to increase residential subscribership in the Neighbourhood Crime Alert Service. 	All processes to be in place by December 31, 2011 and to continue past that date with ongoing success.	Inspector Les Yeo and Sergeant. Mark Tonner	Senior Director Paul Patterson BIAs and CoV BIA Coordinator IT Block Watch CAU Operations Division	Minimal IT associated costs expected (i.e. less than \$1000).
Strategy 5	Operations Investigative Section (OIS) will continue reaching out to external agencies with the common goal of reducing property crime in order to share best practices and proactive intelligence.	<p>Firstly, the VPD's OIS will improve the utilization of property crime-related resources based on best practices learned from other agencies within Canada and the USA.</p> <p>Secondly, a formalized Lower Mainland-wide system will be in place to ensure the accurate reporting of intelligence regarding high value property crime offenders across all agencies.</p>	<p>Progress of a full review of current investigative strategies used by the VPD and several external agencies.</p> <p>Level of intelligence sharing between Lower Mainland police agencies regarding active multi-jurisdictional property crime offenders.</p>	<p>Completion of a full review of current investigative strategies used by the VPD and several external agencies to ensure that VPD property crime investigations are leading edge.</p> <p>Full intelligence and understanding on multi-jurisdiction high value property crime offenders.</p> <p>Increased usage of multi-jurisdictional surveillance resources on high value targets that routinely cross city boundaries.</p>	<ul style="list-style-type: none"> Management to review investigative strategies of external law enforcement agencies to ensure that best practices relating to property crime projects and investigations are utilized. Meeting with Lower Mainland Analysts to determine feasibility of property crime offender tracking and reporting as it relates to high value property crime targets and chronic offenders. Formalization of a report for high value property crime targets similar to the 'Lower Mainland Robbery Report'. Implementation of quarterly meetings for all Lower Mainland investigators involved in property crime investigations (similar to those held by Lower Mainland robbery units). 	December 31, 2011.	Inspector Les Yeo and Staff Sergeant Keith Hammond	Lower Mainland Police Agencies CAU	Travel to other agencies within a reasonable distance from Vancouver may be required.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 6	Continue to capitalize on the experience of the VPD Sentencing Committee in order to develop new methods for enhancing the sentencing of chronic offenders and other high profile offenders.	Greater protection of the public through improved success surrounding the remand and sentencing of chronic offenders and other high profile offenders.	The number of initiatives, activities, and policies adopted to enhance the VPD's ability to seek greater penalties for high profile offenders and/or cases. The progress made in reviewing previously established initiatives to determine which should continue and which require adaptation.	Successful identification and development of at least 1 new strategy to "raise the bar" with respect to sentencing. Permanent oversight of all previously implemented initiatives and activities to entrench those that are effective, and to review or eliminate those that are not.	<ul style="list-style-type: none"> Continued quarterly meetings of the VPD Sentencing Committee to develop new activities and ensure those activities are implemented and reviewed. Continued to seek input from Crown Counsel by the VPD Sentencing Committee. VPD to continue to request that Crown proceed by indictment for serious criminal cases. VPD to continue to request Crown to seek federal sentences for offenders that pose a significant risk to the community. Continue advocating for a Crown 'dedicated' to overseeing the sentencing of chronic offenders. 	This strategy will continue past December 31, 2011 and will remain in place until adequate changes in legislation are enacted by government.	Staff Sergeant Keith Hammond	COU Sentencing Committee Downtown Community Court Crown Counsel Operations Division	There are no expected budget implications.
Strategy 7	VPD's Forensic Services Section (FSS) to continue to increase and improve information sharing and collaboration between the financial crime and technological crime units of global police and investigative agencies.	Reduced victimization from fraud and technological crime originating both locally and globally. Increased ability to assist in the prosecution of out-of-jurisdiction suspects for local victims. Improved VPD investigative abilities through exposure to tools and techniques used by other global agencies.	The number of files with local victims and out-of-jurisdiction suspects. The number of files with local suspects and out-of-jurisdiction victims. The amount of effective tools and techniques available to deploy in investigations.	Increase in number of files successfully referred to outside agencies for investigation and prosecution. Improvement in investigative times given the availability and use of new tools and techniques.	<ul style="list-style-type: none"> Continue to participate in inter-agency meetings. Continue to participate in the Society for the Policing of Cyberspace (POLCYB) while attending quarterly and international meetings as budget permits. Reach out to global agencies where suspects who victimize Vancouverites reside. Reach out to global agencies where victims of technological crime live in order to identify and prosecute suspects who live in Vancouver. Continue the scan of new technologies and spend time thinking of how they may be applied to technological crime investigation. 	Ongoing	Inspector Kevin McQuiggin	POLCYB, local, national, international police partners.	\$6000 in funding to attend POLCYB conference and other international events.
Strategy 8	Develop and refine VPD forensic examination processes to increase efficiencies which will thereby lead to an increase in support provided to other investigative Sections.	Forensic processes that enhance efficiency through increased capacity will be implemented.	The number of exhibits processed that are associated to files submitted from other investigative Units.	An ongoing 5 % increase in demand for service from other investigative Units.	<ul style="list-style-type: none"> Continue to examine and refine the processes to reflect changes in technology. Continue to participate in inter-agency meetings to keep abreast of technological changes and advancements. Maintain professional memberships to facilitate education and the exchange of ideas and processes. 	Ongoing	Sergeant Wayne Dore	Investigation Division and other VPD investigative Units.	Demand has increased beyond current capacity despite improved efficiency realized in 2010. There is an eventual need for additional Technical Crime Unit (TCU) staff.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 9	Enhance the Technical Crime Unit's (TCU) case intake processes to better prioritize cases in accordance with Departmental strategic goals.	Business processes are developed to assist in enhancing case assignment while also reflecting organizational priorities.	Progress in identifying inefficiencies with the current case intake process.	The identification of inefficiencies with the current case intake process.	<ul style="list-style-type: none"> Research processes in other jurisdictions for advancements and policy changes that enhance performance. Review current intake process to determine inefficiencies. 	Ongoing	Sergeant Wayne Dore	Investigation Division and other VPD investigative units.	Demand has increased beyond current capacity despite improved efficiency realized in 2010. Eventual need for additional TCU staff.
Strategy 10	Improve member awareness of the TCU's internet investigative capabilities.	A better understanding of the relevance of the internet and network-based services to police investigations by all VPD members.	<p>The number of 'basic' questions and cases submitted to TCU for internet Investigations.</p> <p>The number of case referrals from other investigative Units.</p>	Increase in case referrals and in internet-based questions forwarded to the TCU.	<ul style="list-style-type: none"> Training program for investigators and other police officers on the use of the internet in police investigations. 	Ongoing	Detective Constable Mark Fenton	All VPD members	Staff time for TCU Internet investigation unit members.

Vancouver Police Department Annual Business Plan (2011)

Goal – To reduce violent crime by 10% by 2012

Champions – Inspector Bob Usui and Inspector Dean Robinson

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to implement a court order compliance system for chronic violent offenders.	Ongoing reduction of violent crime committed by chronic violent offenders.	The amount of enforcement action against chronic violent offenders.	A further 20% increase in enforcement action against chronic violent offenders across all Districts.	<ul style="list-style-type: none"> DVACH Analyst to provide targets for Level II and III K-file court order compliance by Patrol across all Districts. HROU to continue working with Patrol in actively enforcing probation orders. Patrol District Analysts to provide RMS analysis on top chronic violent offenders. All District Crime Control Officers (CCOs) to continue implementing the enforcement plan for chronic offenders in their District. 	Ongoing	Staff Sergeant Ross Jackson Sergeant Doug Bain	Patrol District CCOs District Analysts HROU DVACH	Nil.
Strategy 2	Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the city are available to all Patrol members and investigators.	The knowledge base of proven strategies/tactics for combating violent crime will remain relevant and recent. This will provide ongoing insight and save time when officers are developing new operational plans.	The number of Patrol-based violent crime projects that are based on or guided by intelligence/strategies/tactics used in the past.	10% increase in the number of Patrol-based violent crime projects.	<ul style="list-style-type: none"> District CCOs to continue compiling strategies/tactics used to address violent crime in their District. Follow-up with CCOs to ensure that all relevant strategies/tactics are added to the database. Continue informing Patrol members and investigators on the availability and accessibility of this repository. Continue to develop a process to track the number of Patrol-based violent crime projects that are based on or guided by intelligence/strategies/tactics used in the past. 	Ongoing	Staff Sergeant Ross Jackson	Patrol Districts CCOs	Nil.
Strategy 3	Educate Patrol officers on interviewing and interrogation techniques.	Officers will be equipped with the general knowledge, skills, and abilities to successfully conduct Patrol-based investigations.	The number of Patrol members to have received this training.	All Patrol members have received training on general interviewing techniques.	<ul style="list-style-type: none"> Deliver training to Patrol members during Cycle III training. 	December 31, 2011	Sergeant Shaun Deans Sergeant Geoff Gabriel	All Patrol Districts Investigative Services Training Section	Nil.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Target and educate students at accredited ESL institutions in sexual assault prevention and personal safety.	ESL students will be better aware of how to keep themselves safe from sexual predators.	The number of seminars and/or presentations delivered to ESL students. Feedback from ESL students in relation to the presentations. The number of sexual assault incidents involving ESL students.	Deliver presentations to all accredited ESL institutions in Vancouver. Overall positive feedback from ESL student participants. 10 % decrease in the number of sexual assault incidents involving ESL students.	<ul style="list-style-type: none"> Continue to develop a seminar package on the prevention of sexual assaults and safety awareness for ESL students. Work with outside agencies such as the Vancouver Lower Mainland Multicultural Society (VLMMS) to develop and deliver presentations. Deliver ongoing presentations to accredited ESL institutions. 	December 31, 2011	Detective Constable Denise Foster	Sex Crimes Unit DVACH Victim Services Unit External multicultural agencies	Nil.
Strategy 5	Execute and follow-up on all arrest warrants to ensure that police obligations to maintain public interests and safety are met.	Improved execution of arrest warrants as they come onto the VPD system.	Timely access to arrest warrants by Patrol. The number of existing backlogged warrants.	Patrol officers will be informed of the need to execute all arrest warrants in a timely manner. Reduction in the number of existing backlogged warrants.	<ul style="list-style-type: none"> Patrol officers will be instructed to confirm suspect address information at the point of all initial arrests. Once issued, arrest warrants will be immediately placed on the Patrol call board, to allow officers early access to them, or to allow E-Comm to assign them as practicable. CCOs will conduct follow-up on stale /unexecuted warrants to determine if they are still valid, and to be placed on the call board for execution. All attempts and follow-ups to be logged in the original general occurrence (GO) report to document efforts by Patrol members to execute the warrants. After execution and follow-up attempts have been exhausted, warrant files are to be forwarded to the OIS Fugitive Squad. 	December 31, 2011	Sgt. Doug Bain	ECOMM CCO's Operations Division Fugitive Squad	Nil.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 6	Reduce crime against women in the DTES through the "Sister Watch" program.	Violence against vulnerable women in the DTES will be reduced through the combined efforts of the VPD and the community.	<p>The number of tips sent to the "violence against women" tip line.</p> <p>The amount of violent crime targeted towards women in the DTES.</p> <p>VPD meetings with the community regarding issues of violence in the DTES.</p>	<p>To act upon all credible information received through the tip line.</p> <p>To establish a baseline for tracking violence against women in the DTES.</p>	<ul style="list-style-type: none"> Conduct regular meetings, initially on a monthly basis, with DTES stakeholders to exchange ideas and information, address inaccurate information, and promote VPD enforcement efforts. A "violence against women" tip-line will continue to be staffed to encourage witnesses of violent incidents to come forward and report what they have seen or heard. This line will be answered only by women to further assist in removing barriers to reporting. The creation of a subject matter expert committee within the VPD will provide a liaison to all of DTES women's groups and will assist in developing a trusting relationship with women in the DTES. The VPD will conduct analysis on data and intelligence regarding violence directed towards women in the DTES. This data will inform various methods of enforcement action, which will be documented. 	December 31, 2011.	Inspector Dean Robinson	<p>District 1 Patrol</p> <p>B.E.T.</p> <p>Sex Trade Liaison Officer</p> <p>DTES Women's Groups</p> <p>Women's Memorial March Committee</p>	<p>Costs associated with running the tipline through E-Comm.</p> <p>Costs associated with rewards for tips leading to successful convictions.</p>

Vancouver Police Department Annual Business Plan (2011)

Goal – To suppress violent gang activity

Champion – Inspector Brad Desmarais

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue intelligence-led, proactive investigations targeting individuals whose organized criminal activities have the greatest impact on the city of Vancouver.	Organized crime groups and gangs will continue to be disrupted. The city of Vancouver will continue to be a difficult place to conduct organized crime and gang activity.	Level of organized and gang-related crime. Confirmation from intelligence sources regarding the inability of gang members to engage in criminal activity in the city of Vancouver.	Maintain the current low levels of gang-related violent activity.	<ul style="list-style-type: none"> Continued formal and informal liaison with outside agencies. Intelligence led enforcement supported by VPD CIS. 	Ongoing	Inspector Brad Desmarais	VPD Criminal Intelligence Section CFSEU Gang Task Force	Impact on CIF.
Strategy 2	Attack the profit generated from illegal businesses associated to gangs and organized crime.	Organized crime groups and gangs will be less likely to engage in crimes for profit within the city.	The number of referrals to the BC Civil Forfeiture Office. The number of cases reported to the Canada Revenue Agency. The number of cases where criminal assets are removed or taxed.	Criminal assets seized or taxed whenever possible.	<ul style="list-style-type: none"> Seizing/restraining assets through criminal investigations. Assets generated by unlawful activities will be referred to the BC Civil Forfeiture Office. Members of organized crime groups and gangs who display unexplained wealth will be reported to the Canada Revenue Agency. 	Ongoing	Inspector Brad Desmarais	BC Civil Forfeiture Office Canada Revenue Agency	Nil.
Strategy 3	Continue making organized crime and gang members feel unwelcome in the city of Vancouver.	Organized crime groups and gangs will be deterred from operating and congregating in Vancouver.	The number of reported gang-related incidents.	Reduction in the number of reported gang-related incidents.	<ul style="list-style-type: none"> Continue increasing Patrol awareness of the identity of organized crime and gang members operating in the city of Vancouver to facilitate street checks. Continued denial of entertainment venues for gang and organized crime members through Restaurant and Bar Watch programs. Advocate for increased membership in Restaurant and Bar Watch. Continued support of Gang/Drug Unit and LIMA members. 	Ongoing	Inspector Brad Desmarais	District Commanders	Nil.

Vancouver Police Department Annual Business Plan (2011)

Goal – To reduce traffic-related injuries and deaths

Champion – Inspector Ted Schinbein

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Intelligence-led deployment related to high risk behaviours of all road users.	A greater awareness of road safety and compliance of traffic rules by all road users (motorists, cyclists, and pedestrians).	Number of tickets written to each road user group.	Increased tickets written to each group of road user.	<ul style="list-style-type: none"> Directed enforcement and ongoing review. 	December 31, 2011. Processes will take one year to implement.	Inspector Ted Schinbein	ICBC; CoV Engineering; Vancouver School Board ; VPD Public Affairs; Government of BC Police Services	Nil.
Strategy 2	Delivery of a pedestrian safety initiative.	A reduction in pedestrian injuries and fatalities.	The number of pedestrian-related violation tickets (VTs) and bylaw enforcement tickets.	10% increase in both VT and bylaw enforcement tickets for pedestrian-related offences.	<ul style="list-style-type: none"> Complete a pedestrian safety educational video. Direct enforcement of pedestrian-related offences to high volume and risk areas. 	December 31, 2011. Processes will take one year to implement.	Inspector Ted Schinbein	ICBC; CoV Engineering; Vancouver School Board ; VPD Public Affairs; Government of BC Police Services	Negligible.
Strategy 3	Continue with traffic enforcement training and Patrol mentorship.	Patrol members will further contribute to road safety for all road users in the city of Vancouver.	Increased traffic enforcement by Patrol members.	5% increase in traffic-related VTs written by Patrol members.	<ul style="list-style-type: none"> Create an enforcement training package for Patrol. Taffic Section to deliver training and mentorship to Patrol. Traffic Section to provide Patrol with access to enforcement equipment. 	December 31, 2011. Processes will take one year to implement.	Inspector Ted Schinbein	ICBC; CoV Engineering; Vancouver School Board ; VPD Public Affairs; Government of BC Police Services	Negligible.

Vancouver Police Department Annual Business Plan (2011)

Goal – To improve liveability by reducing street disorder

Champion – Superintendent Eric Petit

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Liquor enforcement shift (LIMA) to continue year round in 2011 in the Granville Entertainment District with street closures from May to October. The VPD will continue to work with CoV to enhance street closures and the activities within the area.	The Granville Entertainment District (GED) is a safe and enjoyable entertainment destination and work environment.	Levels of street disorder in the GED as measured by CompStat and through citizen and business surveys. BIA statistics and comments as well as Community Policing Centre (CPC) statistics and comments that assess changes in attitudes and perceptions of safety.	Decreases in the various measures of street disorder. 5% reduction in overall street disorder for the Entertainment District based on CAD data.	<ul style="list-style-type: none"> Continued partnership with Barwatch and Restaurant Watch. Continued discussions with the CoV concerning the implementation of entertainment and other non-alcohol related activities in the GED. Continued LIMA deployment. Monitor initiatives that impact the number of liquor seats in GED. Continue working with the Liquor Board. 	December 31, 2011	Inspector Adua Porteous	CoV Downtown BIA CoV Engineering BC Government	Within existing budget.
Strategy 2	Continue assisting the CoV in achieving the goal to end homelessness in Vancouver.	VPD is supportive of collaborative initiatives to secure safe shelter for all residents. Single Room Occupancy buildings (SROs) in the DTES are a safe place for vulnerable peoples to live.	The number of homeless people in Vancouver.	Reduction in homeless count in 2011 over 2010.	<ul style="list-style-type: none"> VPD Homeless Coordinator to continue working with various levels of government and the private sector to identify homelessness issues and assist in the implementation of homelessness reduction programs. Homelessness Coordinator to continue identifying causal issues. Continue working with BC Housing and non-profit organizations to help keep SRO buildings safe and secure. Participate in the yearly homeless count. 	Ongoing	Constable Jodyne Keller	CoV BC Government Various non-profit and private sector groups VPD Planning, Research and Audit	Nil.
Strategy 3	Reduce illegal street vending by working with the CoV in establishing sanctioned vending locations.	Street vending to be limited to locations which are approved and established by CoV.	The number of illegal street vending sites in the DTES.	Elimination of illegal street vending in the DTES.	<ul style="list-style-type: none"> The establishment of legal vending sites. B.E.T. to actively monitor vending activity in the DTES. Work with the CoV to enforce by-laws for illegal vending in order to ensure consistency of action and messaging. 	Ongoing	Superintendent Eric Petit	CoV B.E.T.	Nil.

Vancouver Police Department Annual Business Plan (2011)

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

Champions – Inspector Rick McKenna and Inspector Bob Stewart

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	OPERATION SECURUS to continue to enhance the ability of the VPD Criminal Intelligence Section (CIS) to capture, analyze, and investigate suspicious incidents that may be related to terrorist activity.	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 deterrent to terrorist activity.	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.	Registration of all of the approximately 300 businesses identified for selling products that could be used by a terrorist.	<ul style="list-style-type: none"> The Coordinator of OPERATION SECURUS will establish a liaison with each business, providing training on suspicious transactions, identifying critical infrastructure, and providing the intelligence to the analyst. The analyst will enter the data into the VPD's Consolidated Records Intelligence Mining Environment (CRIME) system and provide products to assist in investigation and incident response. The Analyst will continue to post terrorism awareness bulletins on the CIS bulletin board. 	Ongoing. The VPD will continue to approach previously identified businesses and sign them up to the program.	Inspector Bob Stewart and Inspector Rick McKenna	CIS EOPS	No businesses cases or operational plans have been submitted. There are no budget implications at this time.
Strategy 2	Continue implementing 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.	All VPD Sections will have fully functional Business Continuity Plans (operational plans) in place.	The exercises that are conducted to determine the effective and finalize the 'All Hazard' Emergency Plan and complementary operational plans.	The 'All Hazard' Emergency Plan and complementary Business Continuity Plans have been tested, exercised, and found to be effective.	<ul style="list-style-type: none"> Complete operational plans to supplement the 'All Hazard' Emergency Plan. Continue testing the 'All Hazard' Emergency Plan and complementary operational plans. Review and update the Business Impact Analysis. Once facility moves are complete, conduct a full Hazard, Risk, and Vulnerability (HRVA) assessment. 	December 31, 2011	Gale McMahon Remi Combasson	All VPD Sections CoV	The Business Continuity Plans may require significant resources to create redundancies within the VPD's infrastructure.

Vancouver Police Department Annual Business Plan (2011)

Goal – To enhance proactive and visible policing

Champion – Inspector Vince Forsberg

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Deliver high-visibility policing in the Granville Entertainment District (GED) during major events.	Reducing incidents of street disorder, particularly assaults and disturbances, during major events in and near the GED.	The number of street disorder calls for service in the GED during major events. Business and citizen perceptions of safety in the GED.	A 5% reduction in street disorder calls for service in the GED during major events. Increased levels of satisfaction from businesses and citizens relating to perceptions of safety in the GED.	<ul style="list-style-type: none"> • Coordination of operational needs to ensure a visible presence during major events. • Coordinated deployment of Patrol, LIMA, GCU, and Hockey Callout members during and following large events. • District 1 Staff Sergeants coordinate deployment and communication between units. • Deployment of VPD Trailer in the area for increased visibility. • Utilize Crowd Control Unit (CCU) when operational need is anticipated. • Maintain GED from closures May to October. • Develop comprehensive protocol for major event coordination of resources. 	June 2011	Inspector Vince Forsberg Sergeant Randy Regush	Patrol Gang Crime Unit Emergency Operations and Planning Section	Nil.
Strategy 2	Continue to increase proactive and visible policing around SkyTrain stations and nearby transit corridors.	Reduced incidents of violent and property crime around SkyTrain stations and nearby transit corridors.	The number of robbery and assault offences in close proximity to SkyTrain stations. The number of theft from auto (TFA) and residential break and enter (B&Es) offences in close proximity to SkyTrain stations. Crime trends or patterns around Skytrain stations.	5% reduction in robberies and assaults around SkyTrain stations. 10% reduction in TFA and residential B&Es around SkyTrain stations. No new emerging crime trends or patterns around Skytrain stations.	<ul style="list-style-type: none"> • Ongoing analysis of violent and property crime around SkyTrain stations and nearby transit corridors. • Deliver targeted policing projects in and around identified transit-oriented crime hot spots in partnership with the Transit Police. • Develop operational policing projects within the VPD that target violent and property crime offenders in the neighbourhoods surrounding SkyTrain stations. • Delivery of community-based crime prevention information, specifically directed at transit ridership. 	June 2011	Inspector Dean Robinson Inspector Vince Forsberg Staff Sergeant Lee Patterson	Patrol Patrol Surveillance South Coast British Columbia Transportation Authority Police Service Community Policing Centres	Nil.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Further develop the Patrol Activity Report (PAR) by tracking case clearances.	Improved data capture to measure the activities of Patrol officers.	An improved periodical report that reflects the true scope of Patrol activities.	The inclusion of case clearance data in the PAR.	<ul style="list-style-type: none"> Review the data capture processes to identify how case clearance data can be captured electronically. Review the processes used by investigative sections to track case clearances. Development of web-based application to track Patrol activity, similar to the Case Clearance Management System (CCMS) in use by investigative units. Development of training material for Patrol to ensure cleared cases are closed and scored properly. 	December 2011	Inspector Vince Forsberg	IT	Nil.
Strategy 4	Increase proactive project-based policing outputs by Patrol officers.	<p>Increased visible policing and contact with the community.</p> <p>Greater use of investigative techniques by Patrol officers.</p> <p>Increased charges and criminal prosecutions gained by Patrol officers through self-initiated strategies targeting street-level drug, sex-trade, property crime, and serious traffic offenses.</p>	The number of Patrol-based projects targeting street-level drug, sex-trade, property crime, and serious traffic offenses.	Minimum of 2 Patrol-based projects per Patrol team per year relating to highly visible offences.	<ul style="list-style-type: none"> Development of Patrol-based undercover policy. Patrol-based Dial-a-dope undercover projects coordinated with the Drug Squad. Patrol-based property crime investigations. Patrol-based sex-trade investigations coordinated with Vice Squad focusing on sex trade worker safety and on the identification and apprehension of predatory solicitors ('Johns'). Patrol-based traffic enforcement/impaired investigation projects coordinated with the Traffic Section. 	December 2011	Inspector Vince Forsberg	<p>Patrol</p> <p>Vice</p> <p>Gangs/Drugs Section</p> <p>Traffic Section</p> <p>Street Crime Surveillance Units</p> <p>Property Crime Unit</p> <p>Planning, Research & Audit Section</p>	Nil.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 5	Implement Metro Teams to reduce response times and increase proactive policing times.	<p>The Metro Teams were designed to be highly mobile uniform Patrol resources deployable city-wide seven days per week. The intention was to deploy the Metro Teams in areas of the city that are experiencing the greatest demand for service. This represents a cost-effective initiative designed to ensure that a sufficient number of Patrol units are available in each District at any given time.</p> <p>The Teams' benefits would most optimally be realized during times when obtaining additional patrol units would be most useful (e.g. when a major incident occurs or during special events).</p> <p>The 30 Metro Team officers would represent roughly 36,500 additional annual unit-hours that could be spent on proactive policing activities and providing a high-visibility police presence.</p>	<p>More Patrol units available to take calls for service.</p> <p>Faster police response time.</p> <p>More proactive policing.</p> <p>Improvement in solving crimes.</p> <p>Better match between staffing and call load.</p>	<p>Roughly 20% average increase in Patrol units available to take incoming calls for service across all Districts while Metro Teams are deployed.</p> <p>Up to 42 seconds city-wide decrease in average priority 1 response times.</p> <p>4% increase in proactive policing time.</p> <p>1.1% in clearance rates.</p> <p>The coefficient of correlation between Patrol staffing levels and call load is expected to increase from roughly 0.77 to 0.82, an efficiency gain of roughly 6%.</p>	<ul style="list-style-type: none"> Two Metro Teams would be created, each comprised of 14 Constables and one Sergeant following a 4-on-4-off schedule. These Teams would not be formally assigned to any particular Patrol District but would instead have the ability to patrol anywhere in the city. The Metro Teams would fill service gaps that occur during activity spikes and compensate for daily fluctuations in the activity level by District. During unanticipated developments or major incidents, the Metro Teams would saturate areas of the city. When call load peaks in a Patrol District, the Metro Teams would help reduce the number of calls waiting in the call queue for this District. 	Operational Metro Teams before end of 2012.	PR&A Director Drazen Manojlovic	The Metro Teams would allow the Duty Officer (Car 10) to deploy Patrol members throughout the city wherever their presence would have the greatest impact.	<p>The Metro Teams would require the creation of two Patrol teams each comprised of 14 Constables and one Sergeant.</p> <p>The 30 additional officers needed to staff the Metro Teams were already approved by City Council on 2007-11-27 (RTS No. 7008) and 2007-12-11 (RTS No. 7017). These positions are currently held vacant by the VPD. Additional funding will be required to staff the positions earmarked for the Metro Teams.</p>

Vancouver Police Department Annual Business Plan (2011)

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

Champion – Director Kathy Wunder

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue working towards creating, publishing, and measuring online IT key performance indicators.	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.	Decrease in unplanned downtime. Increased Executive input in operational goals. Improved project goals and strategies.	100% reporting rate on all desired indicators. Ability to measure availability against targets created in specific Service Level Agreements (SLAs).	<ul style="list-style-type: none"> Determine method(s) of collecting and displaying IT performance information. Establish staff member responsible for each performance indicator. Publish reports onto the intranet. Timely review of performance indicators. 	Quarter 3, 2010	Database Administrator Jason Cheung	VPD IT Section VPD Executive	Budget costs allocated within IT Cost Centre.
Strategy 2	Continue creating a new IT Policy Site.	An IT policy site outlining current policies surrounding IT services, resources, and facilities.	The number of invalid requests. Compliance with IT policies.	An increase in compliance with IT policy and a decrease in helpdesk requests that are denied.	<ul style="list-style-type: none"> Seek staff participation to update policies. Review and seek management approval. 	Quarter 2, 2011	Systems Analyst Wai Ting Tang	IT; Department Security Officer (DSO); HR; Freedom of Information (FOI); VPD Executive	Budget costs allocated within IT Cost Centre.
Strategy 3	Continue creating a 'Green' IT Plan.	At least 2/3 of workstations in standby mode at night and reduced consumption of paper, thereby reducing the ecological footprint of the VPD's IT systems and lowering the costs of operation.	Consumption of electricity and paper.	Annual power savings of \$32K. 15% reduction in paper use.	<ul style="list-style-type: none"> Utilize new Server 2008 Group Policies for controlling Standby mode of workstations during off hours. Complete electronic overtime (OT) slip strategy to reduce paper use. Ongoing examination of IT business processes that create waste. 	Ongoing	IT Security Specialist Mike Marlay	Power consumption/expense data will be provided by the Facilities and Finance Sections.	Implementing Standby mode of workstations during off hours does not require a budget increase.

Vancouver Police Department Annual Business Plan (2011)

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

Champion – Senior Director Paul Patterson

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Increase traffic to the VPD website and increase the use of social media to continue enhancing the public's awareness of programs and services provided by the VPD.	The public will see vpd.ca and the Department's Facebook and Twitter accounts as useful tools for obtaining public safety information as well as interacting with VPD members.	The number of visits to the VPD home page. The number of visits to different sites within vpd.ca. The number of people following or accessing VPD social media sites.	An increase of 5% in visits to vpd.ca over last year.	<ul style="list-style-type: none"> Continue to review all the web pages with the goal of improving their content and interactivity. Initiate media and public information campaigns designed to drive people to the VPD website. All graphic materials including new business cards will reference the home page. Continue to redevelop and modernize the website to make it more searchable and user-friendly. 	This will be an ongoing initiative that will be measured year over year.	Senior Director Paul Patterson Communication Coordinator Laurel Kennedy Graphic designer IT Constable Anne Longley	This strategy involves improvements to the web pages of all VPD Sections. The Public Affairs Section is also working with IT and an outside consultant to support the VPD's social media accounts.	Nil.
Strategy 2	Continue to build community confidence in, and dispel misconceptions about, the VPD through a steady growth in the number of positive media stories	The VPD will become better known as an innovative and effective police department that provides "Beyond the Call" service to its citizens. Increased support from the media, public, and other stakeholders for the VPD's initiatives and actions.	The number of positive media stories. Feedback on the annual citizen satisfaction survey.	5% increase in positive media stories. 5% increase in overall citizen satisfaction with the VPD.	<ul style="list-style-type: none"> Seek opportunities to gain publicity for the achievements of VPD members. Encourage different VPD units to participate in feature stories highlighting their achievements. Seek publicity for the commendations of VPD members as well as for the <i>Beyond the Call</i> and <i>Annual Report</i> publications. Create a Police Women's Speakers Bureau. 	This will be an ongoing initiative that will be measured year over year.	Senior Director Paul Patterson VPD Media Relations Officers.	Media outlets	Nil.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Continue to enhance the department's crime prevention initiatives and reduce crime, primarily in property crime.	The public will gain greater awareness of the measures they can take to help protect themselves and their property from crime.	<p>The number of neighbourhoods signed up with Block Watch.</p> <p>The number of Citizen Crime Watch (CCW) volunteers, and the amount of CCW activity.</p> <p>Enhanced Community Policing Centre (CPC) program and service delivery.</p>	<p>5% increase in Block Watch group memberships.</p> <p>5% increase in CCW volunteers, and greater CCW focus on wider crime reduction strategies.</p> <p>Increased consistency in program/ service delivery between the CPCs.</p> <p>A 5% overall reduction in property crime.</p>	<ul style="list-style-type: none"> Work to promote and increase memberships in the Block Watch and CCW programs. Leverage existing crime prevention campaigns such as Sister Watch to help reduce crime. Public Affairs Section to work with and provide resources/expertise to other VPD units to ensure the success of their programs. The new Business Liaison Officer will initiate and deliver crime prevention programs to businesses. 	This will be an ongoing initiative that will be measured year over year.	<p>Sergeant Ken Athans</p> <p>Block Watch CCW Constables</p> <p>Business Liaison Officer</p>	<p>All VPD Sections</p> <p>Various government, community, and business groups.</p> <p>CPCs</p>	Public Affairs will work within the current budget to achieve this strategy. However, additional external funds and partnerships will be sought to help achieve the goals connected to major campaigns.
Strategy 4	Continue enhancing the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services.	More victims of crime will receive assistance from the VPD; more people will become aware of the assistance the VPD provides to victims; and the Department's reputation of providing 'Beyond the Call' service will be enhanced.	<p>The number of victims having received assistance from the VPD along with their satisfaction levels.</p> <p>The number of visits to the VPD Victim Services web page.</p>	<p>5% increase in victims assisted.</p> <p>5% increase in victim satisfaction with the VPD.</p> <p>5% increase in visits to the Victim Services webpage.</p>	<ul style="list-style-type: none"> Work to fully staff the Victim Services Unit (VSU). Implement new file management software to help the VSU be more efficient. Employ a number of internal and external communication strategies to raise public awareness of the VSU Continue to make presentations to VPD members and apply stickers to members' notebooks to raise their awareness and utilization of the VSU. 	This will be an ongoing initiative that will be measured year over year.	<p>Victim services Manager Sandy Jaremchuk</p> <p>Senior Director Paul Patterson</p>	Ministry of the Solicitor General	This strategy will be achieved within budget with additional funding from the provincial government.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 5	Increase awareness, both within and outside the Aboriginal community, of the VPD's Aboriginal partnership programming.	Improved relationship between the VPD, Aboriginal youth, and the Aboriginal community as a whole. Aboriginal youth will be discouraged from joining gangs and committing crimes.	The number of Aboriginals participating in partnership programming with the VPD. The number of incidents involving Aboriginals.	An increase in aboriginals participating in VPD-partnered programs. A reduction in incidents involving Aboriginal crime and victimization.	<ul style="list-style-type: none"> Complete the development and implementation of aboriginal crime and victimization prevention programs, such as the Anti-gang EASY program in partnership with the Circle of Eagles Lodge Society. Conduct interviews with youth and youth services providers to measure the effectiveness of the programming. Continually monitor PRIME in relation to the number of police contacts with Aboriginal youth, and the Aboriginal community as a whole. Conduct quarterly reviews and audits of any aboriginal programming. 	This is an ongoing strategy. Measurements are being completed every 3 to 6 months.	Diversity Program Planner Lori Beckstead	Youth Services Section Aboriginal Youth organizations Circle of Eagles Lodge Society (COELS) National Crime Prevention Centre (NCP)	No direct budget implications for the VPD. Program fees are covered by a grant provided by the National Crime Prevention Centre. Some program fees are covered by external grants. Implications for VPD are in-kind donations of member time and space.
Strategy 6	Outreach to the Lesbian-Gay-Bisexual-Transsexual-Queer (LGBTQ) community to develop relationships and programs that are mutually beneficial.	Increased safety and support for the LGBTQ community. Improved relationship between the VPD and the LGBTQ community.	The number of referrals to service providers (once funding is approved for the establishment of a Case Worker position).	A significant number of referrals to service providers are expected once this program is implemented.	<ul style="list-style-type: none"> Work to develop crime prevention programs designed for the LGBTQ community. Acquire funding for the establishment of an LGBTQ community Case Worker. Track the number of referrals to service providers. Track the number of notifications to the VPD in relation to hate crimes. 	This will be an ongoing strategy with measurements occurring on a monthly and yearly basis.	Detective Constable Sheryl Leggett Inspector Mario Giardini	LGBTQ community District 1 Neighbourhood Police Officer BC Government	No direct budget implications. Funding from the Office of the Solicitor General of BC has been requested for the establishment of the Case Worker position.
Strategy 7	Improve the VPD's outreach to Vancouver's diverse communities, including multicultural communities, the homeless, and sex trade workers.	Greater VPD representation at various community events. Improved relationship between the VPD and Vancouver's diverse communities. Decreased victimization of vulnerable people.	The number of diverse community events coordinated and/or attended by the VPD. The number of contacts between the VPD and diverse/vulnerable groups.	Increase in VPD outreach to and contact with diverse and vulnerable communities.	<ul style="list-style-type: none"> The Diversity Advisory Committee to develop action plans to reach out to the various or diverse communities in Vancouver. To coordinate or participate in diverse community events such as an 'Anti Bullying forum' or a 'Hate Crime Dialogue Session'. To continue to conduct meetings with heads of multicultural communities. 	Ongoing.	Inspector Mario Giardini Diversity Program Planner Lori Beckstead	Diversity Advisory Committee Sex Trade Liaison Officer VPD Homeless Coordinator CoV	No immediate budget implications.

Vancouver Police Department Annual Business Plan (2011)

Goal – To support and develop our staff to their full potential

Champion – Superintendent Jeff Sim

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Increase the number of in-house training opportunities delivered by external institutions such as the Canadian Police College.	More VPD members receive training.	The number of courses delivered in-house by external institutions. The number of members qualified or certified in courses by year-end within the allotted budget.	2 major courses delivered in-house by external institutions. In addition, 2 offerings of the Search & Seizure course for operational members. An increase in qualified and certified members.	<ul style="list-style-type: none"> Bring certified instructors to the VPD as opposed to having members travel to outside institutions for training. Combine training with electronic learning (E-learning). Explore a process/policy to offer non-qualification cycle training through an E-learning platform. 	Ongoing through 2011	Inspector Rick Smitas	JIBC Police Academy Canadian Police College CPKN (e-learning) IT	Within allotted training budget.
Strategy 2	Implement a new file management system to accurately record the discipline history of members and to capture the file status of all Professional Standards Section (PSS) investigations.	Accurate service record of discipline for all VPD members. A searchable file management system that captures all aspects of PSS investigations.	Progress in implementing the file management system.	Full implementation of the file management system. Compliance with the BC <i>Police Act</i> on timelines and discipline record.	<ul style="list-style-type: none"> Import and populate the newly purchased data management system with members' service records of discipline. Ensure each record is complete and accurate. Expunge all applicable service records of discipline pursuant to s. 180 of the <i>Police Act</i>. 	2nd quarter of 2011	Inspector Mike Cumberworth	VPU Human Resources Office of the Police Complaint Commissioner (OPCC)	\$1200 annual maintenance/ licence fee.
Strategy 3	Develop a new electronic file management system for McNeil disclosure tracking.	All McNeil disclosures will be searchable, accountable, and electronically recorded.	Progress in developing and implementing the new file management system. The tracking of disclosures.	The new file management system is in place. 100 % of disclosures are tracked.	<ul style="list-style-type: none"> Develop or purchase an electronic file management system. Import and populate the system with all McNeil disclosure to-date. Record all new McNeil disclosure applications moving forward. 	1st quarter of 2011	Inspector Mike Cumberworth	Planning, Research & Audit Section IT VPU Crown Counsel	An Excel spreadsheet is currently being developed by staff at no cost. Some clerical assistance may be required to populate the spreadsheet with previous McNeil disclosures.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Continue providing training to PSS and VPD members regarding the implementation of the amended <i>Police Act</i> .	All PSS members to be fully trained in relation to the amended <i>Police Act</i> and all of the legislated requirements. Information sessions to be provided to all VPD members in relation to the amended <i>Police Act</i> .	Number of PSS officers trained. Number of information sessions provided to VPD members. Number of VPD members conversant with the amended <i>Police Act</i> .	All PSS investigators are fully trained on, and all VPD members are conversant with, the amended <i>Police Act</i> .	<ul style="list-style-type: none"> Ensure that current and future PSS investigators receive the one week Justice Institute of British Columbia (JIBC) <i>Police Act</i> course. Provide all PSS investigators with a comprehensive training package which will include PSS business rules, the <i>Police Act</i>, OPCC bulletins, and samples of reports and forms. PSS investigators to provide an informative presentation on the <i>Police Act</i> to all VPD members. 	1st quarter 2011	Inspector Mike Cumberworth	VPU All VPD Sections	\$8250 – funded from 2010 budget.
Strategy 5	Develop relevant Human Resources (HR) initiatives and programs, encompassing labour relations and wellness, to be effectively used by VPD managers and supervisors.	Alleviation of HR involvement in, and mediation of, preventable personnel issues. Increased prevention of personnel issues that result in medical referral.	The volume of personnel incidents requiring HR intervention. The number of incidents requiring VPU involvement. Costs to the Department in relation to mental and physical health benefits (i.e. counseling referrals).	Reduced incidents requiring HR intervention. Reduced incidents requiring VPU involvement. Reduced costs to the Department through a measurable reduction in member usage of mental and physical health benefits.	<ul style="list-style-type: none"> Strategize and determine the specific labour process and wellness areas that consume a large volume of HR resources. Identify the target groups. Format a communication and education plan specific to the identified target groups: managers, supervisors, civilian, and sworn. Deliver and present the strategized, developed, and formatted HR labor process and wellness information to the target audience. 	Ongoing through 2011	Inspector Steve Rai	PSS VPU Training Section	Nil.
Strategy 6	Explore the viability of an integrated municipal professional standards model.	A more efficient and effective model for professional standards. Increased public confidence in police internal investigations.	The development of report outlining recommendations for a proposed model for an integrated municipal professional standards entity. The determination of an appropriate model.	Completion of the report. A model is agreed upon by all stakeholders.	<ul style="list-style-type: none"> Strategize and determine processes and logistics of various integrated PSS models. Develop report outlining proposed model in collaboration with other municipal police services in the Lower Mainland. Present model to various stakeholders for input. 	December 31, 2011	Inspector Mike Cumberworth	PR&A PSS	Nil for 2011.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 7	Study the factors involved in complaints against the Department.	A reduction in the number of complaints received by the VPD. Increased satisfaction with the VPD among citizens.	Number of complaints received by the VPD in 2011 Citizen satisfaction rates.	Reduced number of complaints against the VPD. Increased satisfaction rates in the 2011 citizen satisfaction survey from 2010.	<ul style="list-style-type: none"> Assess complaints for commonalities. Identify areas for improvement in officer behaviour. Implement appropriate training or interventions as identified by the analysis. 	Ongoing through 2011	Inspector Mike Cumberworth	Planning, Research & Audit Section PSS Training Section	Nil.
Strategy 8	Continue Crisis Intervention Training for all Patrol members.	The improvement of the skills and abilities of members when they are responding to individuals in crisis.	To-date the VPD has trained 449 front-line, operational members in crisis intervention and 120 more are scheduled to be trained in 2011.	100% of members scheduled in 2011.	<ul style="list-style-type: none"> Schedule identified members. Deliver training. Follow-up with any members who may have missed the training or now require it (e.g. due to transfer). 	Ongoing through 2011 and beyond.	Inspector Rick Smitas	Operations Division Provincial Police Services Division	\$100K from the Training budget.

Vancouver Police Department Annual Business Plan (2011)

Goal – To continue to implement best practices in police services

Champion – Director Drazen Manojlovic

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Applying CompStat principles to measure efficiencies and effectiveness to all aspects of the VPD.	<p>Where appropriate, Sections within the VPD would have a process in place that would assess the efficiency and effectiveness of programs and services. Such processes could be founded in the principles used in CompStat.</p> <p>Existing methodologies used by other police departments will be fully considered and modified to suit the VPD's structure and needs.</p> <p>Continuous Improvement of program evaluation methodologies.</p>	The successful development and implementation of the methodology for specified Sections. Once implemented, the measurements would be very specific to the Section and the program/service being assessed. For example, HR may be assessing a recruiting strategy, while the Crime Analyst Unit (CAU) may want to assess a deployment strategy in response to a trend they've identified.	Full implementation of the methodology. Once implemented, the targets would be very specific to the Section and the program/ service being assessed.	<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. Other police departments have utilized a unit-level, self-evaluation methodology that may be applicable to the VPD. The first step is to identify the assessment principles followed by the creation of a pilot assessment tool or format. It is likely that the assessment tool or format will be tested on the services provided by the Planning, Research & Audit Section (PR&A) and one more section. 	Development of the pilot assessment tools or format and pilot testing within the two sections by the end of 2011.	PR&A Director Drazen Manojlovic	Depending on the results of the pilot, other Sections may be identified as candidates for further development. Discussion and consultation would occur with the respective Section commanders prior to any expansion.	There should be no budgetary impacts.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 2	Develop a process within PR&A to research and identify best practices within policing, maintain a database of such best practices, and distribute this information to any applicable Section(s) within the VPD or to other police departments.	PR&A staff would be required to research and identify best practices within policing or a related field such as criminal justice. This work would be prioritized accordingly, but PR&A staff would bring forward practices that they believe warrants the distinction of being a best practice. This would be maintained in a database for future reference, but more importantly the information would be forwarded to the appropriate Section for their consideration.	The number of best practices identified and its information forwarded to relevant Sections.	During the course of 2011, a minimum of 18 identified best practices.	<ul style="list-style-type: none"> Staff would have to be identified as to who would take on this responsibility. The logistics will be determined in 2011 as it may be a shared responsibility. Assigned staff would be required, and time granted, to begin their research. Identified best practices would be presented to the Director of PR&A for approval. Approved best practices would be part of a simple database using existing software. A brief report describing the best practice would be provided to the relevant Section for their consideration. The relevant Section would make the final determination with regard to the best practice's applicability to the VPD. 	Year-end 2011.	PR&A Director Drazen Manojlovic	<p>Any Section within the VPD that PR&A provides best practice information to.</p> <p>This strategy's greatest potential for success rests on the possible expansion of PR&A's presently modest internet capabilities. The current capabilities are very limiting but solutions are being sought.</p>	<p>There should be little to no budgetary impacts.</p> <p>PR&A already belongs to various policing and law enforcement research arms such as the International Association of Law Enforcement planners. Membership to other associations may be required and a business case would have to be provided to support the added expense.</p>
Strategy 3	Conduct a study to identify current inefficiencies in the administrative workload of Patrol.	The identification of opportunities to reduce, remove or re-assign the administrative workload of Patrol members. Subsequently, an increased ability for Patrol to conduct proactive policing while maintaining its commitment to fulfill existing legislative and evidentiary requirements. This may result or involve further examination of various short and long-term initiatives.	The number of tasks identified and recommendations made.	The completion of this study.	<ul style="list-style-type: none"> Conduct a literature review, and best practice research into methods used by other agencies. Solicit direct input from front line officers to ensure maximum engagement. PR&A staff will administer questionnaires to ensure sufficient information is collected from Patrol. Processes will be in place to ensure ongoing and frequent engagement in order to obtain proper operational input. Final steps involve producing recommendations and strategies to identify administrative tasks that may be reduced, removed, or re-assigned. 	June 2011	PR&A Director Drazen Manojlovic	All Patrol Districts	There should be no budgetary impacts.

Vancouver Police Department Annual Business Plan (2011)

Goal – To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs

Champion – Deputy Chief Constable Adam Palmer

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Develop a training management system.	Streamlined and automated electronic training planning and management system. A reduction in the time spent by Training Section staff in manually managing training records.	Progress made in developing a training management system.	Completion of the training management system. An interface between SAP and the new training management system is developed.	<ul style="list-style-type: none"> Develop a Training Management and Planning Information System. 	Ongoing through 2011	Superintendent Jeff Sim Inspector Rick Smitas IT Director. Kathy Wunder	IT CoV IT Outside IT consultant (potentially)	Potentially \$20,000 in IT consulting fees if CoV IT is unable to assist.
Strategy 2	Complete the VPD's transition to its new police facilities.	Investigative and administrative staff members are fully operational at the new Graveley/ Kootenay Street facilities. The new Property Office & Forensic Storage Facility is fully operational (including archive storage).	Progress with the renovations and the subsequent move to 3585 Graveley Street and 1570 Kootenay Street. Progress with construction and the subsequent move to 2010 Glen Drive.	Movement of all staff and infrastructure to the new VPD facilities are completed.	<ul style="list-style-type: none"> Complete renovations and movement of investigative/ administrative staff to the Graveley and Kootenay Street facilities. Complete construction of the new Property Office & Forensic Storage Facility and begin operations. 	April 30 th , 2011	Inspector Loris Zuccato	CoV Facilities	Within existing budget.
Strategy 3	Continue planning for the VPD's long-term facility needs.	A position regarding new long-term purpose-built police facilities is secured in the CoV's 10 year Capital Strategy.	Progress with the VPD's long-term Facilities Report. CoV City Management Team (CMT) support in adding long-term purpose built police facilities to the CoV's 10 year Capital Strategy.	The VPD long-term Facilities Report is completed to the satisfaction of the Police Board and the joint VPD/CoV Facilities Steering Committee. Secure position for VPD long-term facilities in the CoV's 10 year Capital Strategy.	<ul style="list-style-type: none"> Work to finalize the VPD long-term Facilities Report. Ongoing meetings with the joint VPD/CoV Facilities Steering Committee. Work to secure a position in the CoV's 10 year Capital Strategy. 	Ongoing through 2011	Deputy Chief Constable Adam Palmer PR&A Director Drazen Manojlovic	City Council CoV CMT CoV Staff	This strategy will ultimately impact the CoV's capital budget.

Vancouver Police Department Annual Business Plan (2011)

Goal – To deliver financial processes to support the organization

Champion – Senior Director Warwick Wright

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	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 2011.	The Executive will be aware of variances from budget in time to take corrective action.	The VPD's adherence to the 2011 budget.	The VPD will remain within budget for 2011. After approval of the budget by Council, monthly budget variance reports will be presented to the Executive.	<ul style="list-style-type: none"> The monthly financial reports will include the budget variances for the period to date as well as Financial Services Section's (FSS) projection for the 2011 year. The detailed overtime reports that were developed in 2008, and issued monthly from 2009 onwards, will continue to be a key part of the monthly financial reports. 	Monthly financial reports will be issued in the third week of each month after the budget has been approved by Council. Monthly overtime reports will be issued as soon as practicable after the 19 th of following month.	Financial Analysis Manager Jason Rude	VPD Executive	N/A
Strategy 2	Provide the Manager of the Facilities Section with monthly financial reports customized to his or her budget responsibilities.	During 2011, the Facilities Section will be the focus for this initiative. The Section Manager will be able to manage his/her area of responsibility within approved budgets or will be able to fully account for any variance.	The Manager of the Facilities Section will be on budget for the year or any variance will be explained. Funding for projected negative budget variances will be identified and approved by the Executive.	No unexplained or unfunded variance from budget for the selected budget area for the year ended December 31, 2011.	<ul style="list-style-type: none"> Management reports to be developed so that the Manager of the Facilities Section 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. 	December 31, 2011	Financial Analysis Manager Jason Rude	Budget Managers of Facilities Section and Criminal Investigation Fund	Unknown.

Vancouver Police Department Annual Business Plan (2011)

Goal- To improve the VPD's environmental sustainability and contribute to a greener community

Champions – Superintendent Daryl Wiebe and Senior Director Paul Patterson

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Implement policies and practices that are consistent with the CoV Sustainability Framework, and work in collaboration with the CoV to help achieve the goals of the Greenest City in the world by 2020 initiative.	Ongoing partnership with the CoV Sustainability Group, to further joint initiatives.	The number of new VPD initiatives to further environmental sustainability at a corporate level.	3 new programs within the VPD to further environmental sustainability.	<ul style="list-style-type: none"> Active participation in joint committees with CoV staff. Increase partnerships with CoV Sustainability to further joint objectives. Leverage existing CoV incentive programs to further VPD sustainability goals. 	December 2011	Superintendent Daryl Wiebe	All sworn and civilian employees of the VPD CoV Sustainability Group Planning, Research and Audit Section	Up to \$10,000.00, depending on the initiatives undertaken through the year, and our opportunities to partner with other Departments
Strategy 2	Reduce overall energy consumption at the VPD.	Increased awareness of energy use in VPD facilities by all VPD staff.	A reduction in overall energy use for heating and lighting, within all of the VPD facilities.	A 5% reduction in energy consumption.	<ul style="list-style-type: none"> Promote energy consumption awareness across the Department. Promote and support the IT Green Technology Plan. Focus on a reduction in power consumption across the VPD. 	December 2011	Inspector Loris Zuccato	All employees of the VPD Facilities Section	No budget impact expected
Strategy 3	Reduce waste in the VPD.	A full understanding of the amount of waste generated within VPD facilities. Implementation of a comprehensive recycling program in all VPD facilities.	The amount of waste generated within VPD facilities.	A 10% reduction in waste.	<ul style="list-style-type: none"> Expand the limited recycling program to include multi-stream recycling in all police buildings. To identify the volume of waste generated in all VPD buildings. Battery recycling. 	December 2011	Superintendent Daryl Wiebe	All employees of the VPD Facilities Section Building Maintenance Planning, Research and Audit Section	Estimates for an expanded recycling program range between \$5,000.00 and \$15,000.00/year

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Promote a 'Green' culture and ecological health within the VPD.	Reduction in paper generated within the VPD. Promote the use of alternate transportation, reducing the number of single-occupancy vehicle trips to and from work, and for administrative functions.	Amount of paper used by the VPD. Volume of printing within the VPD. Employee survey on commuting trends.	A 5% reduction in paper usage A 5% increase in sustainable commuting, through the use of car pools, bicycles, walking and transit.	<ul style="list-style-type: none"> Reduce the printing of documents being distributed to external partners Ongoing development of the <i>Green Team</i> web site Promotion of Sustainable Commuting initiatives and the use of transit through the Sustainable Commuting Working Group. Promote the leveraging of the tele-conferencing and video conferencing technology available with the VPD's new telephone system rather than having staff travel to meetings. 	December 2011	Senior Director Paul Patterson	Public Affairs and Marketing Section	No budget impact expected
Strategy 5	Reduce vehicle emissions in the VPD.	Implementation of more fuel efficient vehicles within the VPD fleet. Reduction in idling time for VPD vehicles.	The number of hybrid and/or alternate fuel source vehicles in the fleet. Improved metrics for vehicle emissions, from operational police vehicles.	The addition of 10 hybrid vehicles to the fleet. A 5% reduction in fuel consumption for operational police vehicles.	<ul style="list-style-type: none"> Fleet vehicle pooling. Replace prisoner wagons with efficient Sprinter vans. Add hybrid vehicles to the fleet where operationally feasible. In partnership with Equipment Services branch, identify the greenest fleet options that meet operational needs. Use technological advances to reduce idling times. 	October 2012	Fleet Manager Wayne Burns	Fleet Services Section CoV Equipment Services Branch	Hybrid vehicles, and specialty vehicle options, may increase unit cost nominally, but will be more than offset by projected fuel savings